Beverly Hills City Council Liaison / Chamber of Commerce Committee will conduct a Special Meeting, at the following time and place, and will address the agenda listed below:

CITY HALL
455 North Rexford Drive
4th Floor Conference Room A
Beverly Hills, CA 90210

Monday, October 2, 2017
4:30 PM

AGENDA

1) Public Comment
   a. Members of the public will be given the opportunity to directly address the Committee on any item listed on the agenda.

2) 2017-2018 Beverly Hills Chamber of Commerce Work Plan - Addendum

3) Adjournment

Byron Pope, City Clerk

Posted: September 29, 2017

A DETAILED LIAISON AGENDA PACKET IS AVAILABLE FOR REVIEW IN THE LIBRARY AND CITY CLERK'S OFFICE.

In accordance with the Americans with Disabilities Act, Conference Room A is wheelchair accessible. If you need special assistance to attend this meeting, please call the City Manager's Office at (310) 285-1014 or TTY (310) 285-6881. Please notify the City Manager's Office at least twenty-four (24) hours prior to the meeting if you require captioning service so that reasonable arrangements can be made.
I. Additional Economic Development and Business Programming and Services

A. Beverly Hills Nightlife Study
B. Outreach for Holiday BOLD Programming
C. Beverly Hills Tomorrow
D. Beverly Hills Business Attraction Development Plan

<table>
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<tr>
<th>Work Plan Component</th>
<th>Time Frame</th>
<th>Cost</th>
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<td>IA. Beverly Hills Nightlife Study</td>
<td>Year-round</td>
<td>$27,375 (Option A)</td>
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<td>$40,350 (Option B)</td>
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<td></td>
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<td>$52,700 (Option C)</td>
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<td>IB. Outreach for Holiday BOLD Programming</td>
<td>October 2017-December 2017</td>
<td>$7,850</td>
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<tr>
<td>IC. Beverly Hills Tomorrow</td>
<td>Spring 2018</td>
<td>$30,000(^1)</td>
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<td>ID. Beverly Hills Business Attraction Development Plan</td>
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<td><strong>$75,575 to $100,900 (depending on nightlife study option selected)</strong>(^2)</td>
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I. Additional Economic Development and Business Programming and Services

A. Beverly Hills Nightlife Study

Overview

The topic of improving nightlife in Beverly Hills has been an increasingly important point of discussion in the City. Amongst other things, Beverly Hills faces increased competition from

\(^1\) The Chamber’s 2016-2017 Work Plan included the same cost for Beverly Hills Tomorrow. The other 3 work plan items above are new.

\(^2\) The City’s 2017-2018 Work Plan Contract with the Chamber of Commerce was finalized in July 2017 providing a number of Chamber services and programs for the City at a cost of $252,660.
neighboring shopping destinations including The Grove, Beverly Center and Westfield Century City. Additionally, there has been concern that retailers and restaurants close relatively early, leading to a lack of nightlife. Over the course of the past year, the City, Chamber, Conference and Visitors Bureau, and Rodeo Drive Committee have talked regularly to discuss ideas and opportunities to better compete with nearby destinations as well as to create an even more vibrant local economy.

A recurring theme of these discussions is an interest in a more vibrant nightlife in the commercial areas of the City to encourage patrons to shop and dine later in the evening. Mayor Lili Bosse has put forth a BOLD (Beverly Hills Open Later Days) Initiative to improve nightlife in the City.

In support of this Initiative, the Chamber proposes to manage a study to determine what additional steps can be taken to revitalize nightlife in Beverly Hills.

**Objective**

To evaluate and develop recommendations on how to create a more vibrant nightlife scene in Beverly Hills.

**Description**

Beverly Hills has a wealth of restaurants, shopping and other amenities that draw residents and visitors locally and from around the world. However, as a general matter, street life tends to diminish in the evening despite the wealth of visitors and the sterling reputation of the City. For example, many restaurants in Beverly Hills conclude business by 9:00 or 9:30pm, even on weekends. Additionally, many retailers close their doors by 6:00 or 7:00pm. By comparison, the City’s main shopping destination competitors, including The Grove and Westfield Century City, feature retail stores often with extended hours. Additionally, the Chamber and CVB have heard anecdotally from several Beverly Hills hotels that they send their guests to other destinations in the evening to shop and dine.

In support of the City’s BOLD initiative, the Chamber believes there is an opportunity to revitalize nightlife in town. In this respect, the Chamber proposes to identify ways to further develop nightlife through a strategic study of the subject and to develop a medium to long-range strategy for nightlife.

The Chamber proposes to utilize the services of the Responsible Hospitality Institute (RHI), a consultant that works with cities to manage their nightlife, to conduct a nightlife study, which will ultimately include recommendations for the City and its partner organizations as to steps that can be taken to implement a more vibrant nightlife scene.
The consultant has prepared 3 options to choose from, with each option bringing additional technical consultants for onsite training and evaluation. Option A includes research and interviews with those involved in nightlife in Beverly Hills, a 1 day on-site meeting with key stakeholders and an evaluation by the RHI team of the current nightlife situation as well as potential ways to further develop nightlife in Beverly Hills. Options B and C involve an additional day of site visits which will include a series of seminars by Action Teams including key stakeholders working together to identify action steps and priorities as well as a report and list of recommendations and resources for next steps. A full description of each option is included in the attached proposal. The proposal has been scaled down from a full Hospitality Zone Assessment to a more limited engagement.

The work generally will include the following: (1) analyze current City nightlife and understand the municipal, residential, business and other elements that impact nightlife; (2) conduct an investigation and/or series of meetings with stakeholders, including City staff, community leaders, residents, businesses and those in adjacent communities to determine what steps can be taken to make Beverly Hills a desirable nightlife destination; (3) develop concepts and a vision for nightlife in Beverly Hills; and (4) prepare an evaluation or summary (authored by the consultant with input from the Chamber and other stakeholders) with recommendations on what steps to take to revitalize nightlife and how to implement changes to achieve this goal.

The Chamber’s role will be to serve as the Project Coordinator to help with information, additional research knowledge, and logistics as well as to provide strategic advice and direction where needed.

A full proposal of the work to be done by RHI is attached as webinar on Lexington, Kentucky work on revitalizing nightlife in their city - http://rhiwebinar.org/2014/09_23_14_lex_96/archive.wmv. Additionally, attached is a link to a report and video summarizing the Hospitality Zone Assessment RHI helped conduct for Orlando, Florida: https://www.youtube.com/watch?v=zNJpE-C5bpc&feature=youtu.be.

Metrics

Manage and provide input into a Hospitality Zone Assessment of Beverly Hills, led by RHI. Supervise the production of evaluations and a report analyzing nightlife in Beverly Hills with recommendations for action items to help improve nightlife in the City. Develop a specific medium to long-term strategy to develop nightlife in Beverly Hills and specific action items to take going forward.

Conclusion

The total cost of this item is $27,375 to $52,700, depending on which of three work options is selected. Please see the attached cost breakdown in Attachment B.
B. Outreach for Holiday BOLD Programming

Overview

Conduct outreach and marketing to support City and partner activities in support of the BOLD Initiative during the holidays.

Description

The City in collaboration with the Rodeo Drive Committee and Beverly Hills Conference and Visitors Bureau, is conducting programming during the holidays in support of the City’s BOLD Initiative. The programming that has been discussed includes a holiday lighting ceremony, special lighting for both Rodeo Drive, Beverly Drive, Canon Drive and other areas in the business district, and other holiday programming.

In support of the Holiday BOLD Initiative, the Chamber proposes to conduct outreach above and beyond its usual support for partner activities. This includes (1) canvassing the City’s Golden Triangle and other neighborhoods as needed to engage businesses to participate in BOLD programming, including staying open later; (2) supporting BOLD holiday programming through additional online and print marketing of programming to the Chamber community, including email, social media, flyers and other media as needed.

The Chamber conducted similar outreach to support the BOLD Initiative in August, which included going door to door to encourage businesses to stay open late as well as sending numerous e-mails to the Chamber’s subscriber list in support of the Initiative.

Conclusion

The total cost for this item is $7,850. A cost breakdown is available in Attachment A.

C. Beverly Hills Tomorrow

Overview

An annual event attended by several hundred people highlighting the future of Beverly Hills with hosted discussions with innovative industry leaders, entertainment and food and beverage highlighting the Beverly Hills experience.

Objective

To highlight innovations and insights within industries that shape the economic future in the City of Beverly Hills for residents, businesses and the surrounding region. The Chamber proposes that the City sponsor the event in the amount of $30,000 in exchange for a series of exclusive and unique benefits outlined below.
Description

In its sixth year, Beverly Hills Tomorrow has become a prominent event with wide media exposure soliciting great interest from businesses and influencers throughout Beverly Hills and the Los Angeles region.

The 2017 Beverly Hills Tomorrow event occurred on May 10, 2017 and was hosted by Emmy winning British television producer Nigel Lythgoe at the Wallis Annenberg Center for the Performing Arts. Mr. Lythgoe interviewed 6 speakers across 4 different topics including:

- THE EVOLUTION OF NEWS with Deborah Clark of Marketplace
- ADVANCEMENTS IN REGENERATIVE MEDICINE with Dr. Clive Svendsen of Cedars-Sinai
- WELLNESS & BEAUTY IN THE WORLD OF LUXURY with Gunnar Peterson of Gunnar Gym Design & Anastasia Soare of Anastasia Beverly Hills
- THE NEXT GENERATION OF ARTS & ENTERTAINMENT with Amanda Cerny & Jacob Jonas of Jacob Jonas The Company

Mayor Lili Bosse provided remarks to open the program and was joined on stage by Council Members in attendance at the conclusion of the event to recognize all participants. As part of the City’s Presenting Sponsorship benefits 30 seats were reserved for City staff and guests.

The City of Beverly Hills has been a presenting sponsor since 2014. Participants to date in addition to those listed above include:

Larry King (Host 2014-16)  Keith Black, M.D.  Alki David
Haim Saban  C. Noel Bairey Merz, M.D.  Joshua Schank
Maurice Marciano  Beth Karlan, M.D.  Darren Dworkin
Rachel Zoe  Rafer Johnson  Mary Ann Sigler
Dave Koz  Kenny Dichter  Justin Mateen

After receiving feedback from the Chamber’s Council Liaisons about the 2017 program, the Chamber has revisited the event as well as the City’s involvement in it. The Chamber proposes that the City remain the presenting sponsor of the event. However, in lieu of the past agreement, the Chamber will provide the following additional benefits to the City:

- 12 complimentary tickets for the City Council and senior City staff.
- 100 upper pavilion seats will be set aside to be sold at $25 each (a discount of $75 per ticket) to additional City staff, residents and other groups (such as the Next Beverly Committee).
- The City will remain the sole and top level Presenting Sponsor of the event. As the exclusive presenting sponsor, the City’s logo and name will be included on all marketing for the event including invitations, electronic promotion and public relations.
1 of the panel discussions will be devoted to a topic mutually agreed upon by the Chamber and City and that will highlight a specific City initiative (i.e. Fiber to the Premises, Next Beverly Committee work, or other City projects).

Although the value of the benefits and discounts is approximately $50,000, the Chamber proposes that the sponsorship only be $30,000 in recognition of the City’s permission for the Chamber to exercise the option to book the Wallis Theater complimentary.

Metrics

The Chamber’s goal will be to sell out the Wallis Theater, to support the City’s goals in highlighting innovative and new City initiatives, and to gain regional notice for the City of Beverly Hills.

Conclusion

The total cost for this item is $30,000. A cost breakdown is available in Attachment A.

D. Beverly Hills Business Attraction Development Plan

Overview

For many years the Chamber in partnership with the City and Conference and Visitors Bureau has led a business attraction trip to New York to identify and recruit businesses to expand to Beverly Hills. The Chamber proposes to further develop the City’s business attraction strategy by researching and identifying important emerging industries that may be of value to target and researching, identifying, contacting and recruiting businesses in other areas of the United States as appropriate that may also be attractive candidates to expand to Beverly Hills.

Objective

To identify and recruit innovative, unique and distinguished companies to expand to Beverly Hills and enhance the City’s retail, restaurant, and general business and visitor experience.

Description

For the past 15 years, the Chamber has led a business attraction and retention trip to New York City with the principle purpose to encourage companies based in New York to expand to Beverly Hills. The trip has proved useful as a number of companies that the delegation has met with have expanded to Beverly Hills.

The Chamber understands that other cities and regions in the United States have companies, brands and stores that may be a good fit for Beverly Hills. For example, cities such as Miami, Chicago, San Francisco and Boston are centers for different types of innovation in different
industries. Moreover, opportunities from new businesses sometimes present themselves to the City from areas outside New York. Developing an ongoing business attraction plan in addition to the New York trip will better position the City to follow up on such opportunities. For example, the Chamber is occasionally approached by companies outside the area about moving to Beverly Hills. Through this plan, the Chamber can work with such companies as appropriate on a move to Beverly Hills.

Therefore, the Chamber proposes to implement a business attraction plan that will involve (1) researching and identifying important and emerging industries that may be important to future growth of the Beverly Hills economy, (2) researching and identifying innovative, unique and/or otherwise interesting companies appropriate for Beverly Hills brand, (3) in consultation with the City, contacting and recruiting such companies to Beverly Hills as appropriate, and (4) helping as needed those companies who want to tour or move to Beverly Hills. Unlike the New York trip, the recruiting efforts will not involve travel to a specific location. Rather, the Chamber will utilize written and telephone communications to conduct outreach and encourage businesses to visit Beverly Hills. Should an especially attractive target or targets present themselves, the Chamber will consult with the City to determine if any travel to the location is appropriate to recruit such companies. The Chamber will also encourage in-person visits to Beverly Hills where the company can be given a tour and/or other personalized attention.

The Chamber proposes to research companies in the United States as a starting point, but is open to expanding this research to international locations in future years in cooperation with its business partners.

**Metrics**

Research and identify important and emerging industries that may be of value for the future Beverly Hills economy and up to 20 companies in the United States in locations outside of New York that may be of interest for expansion to Beverly Hills. Contact and recruit companies as appropriate to Beverly Hills. Provide a report on findings with analysis of results with potential industry growth areas for Beverly Hills and specific companies to target. Coordinate with City as appropriate on meetings or site visits.

**Conclusion**

The total cost for this item is $10,350. A cost breakdown is available in Attachment A.
**Beverly Hills Chamber of Commerce - Additional Initiatives FY 2017-2018**

### Attachment A

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#### Timeline: Spring 2018

**Beverly Hills Tomorrow**

**Presenting Sponsorship**

**Benefits of Sponsorship:**

- 12 complimentary tickets for the City Council and senior City staff
- 100 tickets for additional City staff, residents and other groups (such as the Next Beverly Committee) to be sold at $25 ($75 discount per ticket for upper level seating)
- City is the sole presenting sponsor of the event
- City logo featured on all collateral and promotion
- 1 panel discussion devoted to highlighting a City of Beverly Hills initiative

#### Timeline: October 2017 - December 2017

**Support for BOLD Holiday Outreach**

- BOLD Outreach, including canvassing businesses to develop support for BOLD Programming, personal outreach, and additional work support to partners in promoting program through Chamber marketing channels (newsletters, social media, etc.)
  - 15 $2,400 2 $450 15
- Marketing of Holiday BOLD program through Chamber email, social media and print channels (copying costs ($400) plus costs of online marketing at 30% discount)
  - 15 $2,500

**Total**

- 15 $2,400 2 $450 15
- $2,500
## Timeline: July 2017 - June 2018

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<td>Research and identify emerging growth industries as well as up to 20 companies of interest for Beverly Hills market</td>
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<tr>
<td>Consult with City and partners to determine companies to approach about expansion to Beverly Hills</td>
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<td>Contact and recruit companies as appropriate regarding potential expansion to Beverly Hills; provide information and tours as appropriate to companies</td>
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### Executive Summary

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<td>Support for BOLD Holiday Outreach</td>
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# Beverly Hills Chamber of Commerce - Nightlife Study

**Attachment B**

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Independent Consultant Nightlife Study, Option A (includes travel, hotels and per diem) - see attached proposal

- $20,000
- $750
- 25
- $4,000
- 5
- $1,125
- 15

Chamber role as Project Coordinator, including coordinating and hosting meetings; developing and engaging stakeholder participants; distributing information to seminar attendees; discussions with stakeholders and managing process; providing supplies, including facility and display equipment as needed; providing food, drinks, materials and venue at focus groups/meetings, Option A

- $20,000
- $750
- 25
- $4,000
- 5
- $1,125
- 15

Independent Consultant Nightlife Study, Option B (includes travel, hotels and per diem) - see attached proposal

- $30,000
- $1,000
- 35
- $5,600
- 10
- $2,250
- 15

Chamber role as Project Coordinator, Option B

- $30,000
- $1,000
- 35
- $5,600
- 10
- $2,250
- 15

Independent Consultant Nightlife Study, Option C (includes travel, hotels and per diem) - see attached proposal

- $40,000
- $1,250
- 45
- $7,200
- 10
- $2,250
- 20

Chamber role as Project Coordinator, Option C

- $40,000
- $1,250
- 45
- $7,200
- 10
- $2,250
- 20

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**Executive Summary**
## Beverly Hills Nightlife Study

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Proposal to:
Blair Schlecter
Beverly Hills Chamber of Commerce
9400 S. Santa Monica Boulevard
Beverly Hills, CA 90210
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Overview of RHI’s Hospitality Zone Assessment

Thank you for considering the Responsible Hospitality Institute (RHI)’s Hospitality Zone Assessment (HZA) to help plan, manage and police your city’s nighttime economy.

RHI established the Hospitality Zone Assessment (HZA) as a comprehensive approach to evaluate and improve nightlife safety and vibrancy. RHI designed the HZA to uncover underlying issues, assess current policies and develop innovative approaches to solve challenges with existing resources.

An extensive consultation, the HZA features several on-site segments, phone support, online training, facilitated focus groups, first-hand observation via a district tour and a final report containing strategic and tactical action steps.

RHI utilizes an inclusive approach to unite diverse stakeholders and city leaders through a common vision and collaborative partnerships. RHI builds a solid foundation of key stakeholders committed to implementation of an action plan with three objectives—Enhance Vibrancy, Assure Safety and Plan for People—in your city’s nightlife districts. The formal evaluation follows RHI’s Six Measures for Hospitality Zone Development to evaluate your nighttime economy and to convey best practices and research.

The outcome is to generate consensus on priority issues and solutions and present an action blueprint that results in a structure to establish a dedicated alliance and staff to manage action plan implementation.

Why Should Cities Plan and Manage Nightlife?

Nightlife that is well planned and managed is an asset.

Vibrant social options like bars, restaurants, live music venues and nightclubs attract students, tourists and entrepreneurs. They create jobs and drive the economic (re)development of a business district or downtown.

Yet poorly managed nightlife can drain your city’s resources. Fights, shootings, unruly crowds at closing time, traffic, parking issues and resident complaints about late-night noise can make nightlife challenges seem insurmountable. But they're not.

RHI’s HZA can help guide your city to address impacts and create sustainable systems for ongoing nightlife oversight.
RHI Qualifications and Experience

The Responsible Hospitality Institute (RHI) is a private, non-profit organization founded in 1983 and is the leading source for events, resources and consultation services on nightlife. RHI assists communities in the planning and management of nightlife to create safe, vibrant and economically prosperous places to socialize.

RHI offers an independent, impartial perspective, skillful experience in facilitation and documentation, and extensive knowledge of best practices and case studies that demonstrate how cities have successfully created and sustained their nighttime economies.

Utilizing insights and model practices gathered from dozens of cities and countries throughout the world, RHI is in a unique position to guide communities’ nightlife development by sharing lessons learned and helping city leaders avoid common pitfalls.

"Cities are coming back, largely on the promise of unique dining, shopping and entertainment. Managing these vibrant, sometimes chaotic, environments requires new levels of cooperation and creativity. RHI is the only organization with the experience to guide local leaders, business owners, and citizens to success."

Betsy Jackson
President, The Urban Agenda
Former President, International Downtown Association

RHI Has Provided Consultation Services to the Following Client Cities

Albany, NY  Fort Myers, FL  Norfolk, VA  State College, PA  Seattle, WA
Albuquerque, NM  Fullerton, CA  Orlando, FL
Akron, OH  Greensboro, NC  Philadelphia, PA  Springfield, MO  Steamboat Springs, CO
Athens, GA  Hermosa Beach, CA  Phoenix, AZ  Stockton, CA  Tallahassee, FL
Baltimore, MD  Jacksonville Beach, FL  Pleasanton, CA  Providence, RI  Tampa, FL
Boulder, CO  Las Vegas, NV  Portland, OR  Tempe, AZ  Toronto, ON
Burlington, VT  Lexington, KY  Racine, WI  Rock Island, IL
Calgary, AB  Livermore, CA  Lincoln, NE  Sacramento, CA  Washington, DC
Charleston, SC  Lincoln, NE  Mobile, AL  Saint Louis, MO  Wilmington, NC
Chicago, IL  Los Angeles, CA  Milwaukee, WI  Salt Lake City, UT  Windsor, ON
Cleveland, OH  Minneapolis, MN  Monroe, LA  Salem, OR  Santa Rosa, CA
Columbia, MO  Morgantown, WV  Monterey, CA  San Diego, CA
Columbia, SC  Montgomery County, MD  San Francisco, CA
Columbus, GA  New York, NY  San Luis Obispo, CA
Delray Beach, FL  Folsom, CA  Fort Lauderdale, FL
**Scope of Work**

**Objectives of the Process**

*Without safe and vibrant places to socialize, a city becomes hollow structures for work and sleep.*

Downtown nightlife districts often serve as the melting pot of a city and region’s diversity. As more areas are revitalized and made clean and safe, the more people of all generations want to come for work, shopping and socializing. Successful districts can be a magnet for people at all times of day.

RHI’s process convenes and facilitates an alliance of key stakeholders to improve safety, vibrancy and sustainability of the nighttime economy.

The HZA process works to achieve the following objectives:

1. **Establish productive dialogue and partnerships** within and between key stakeholder groups invested in or impacted by nightlife including government agencies, business districts, hospitality businesses, neighborhood organizations and academic institutions.

2. **Identify and document** current trends, emerging issues and gaps in research, policy, compliance, education and marketing in the nighttime economy.

3. **Organize a procedural system to document data** on crime, traffic injuries, disorderly conduct, density of social occupancy, infrastructure (e.g. sidewalk width), parking and transportation services, demographic trends and the economic impact of nightlife.

4. **Evaluate current policies and regulations** to determine relevance or necessary adjustments to assure a balance of business opportunity, public safety and quality of life.

5. **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.

6. **Identify improvement areas and potential for streamlined permitting and licensing** to increase compliance with regulations and reform licensing.

7. **Establish an implementation working group** representative of key stakeholders to oversee enactment of recommendations and provide ongoing advisory support for compliance.

The following pages describe the tasks and events that will take place during each phase of the Hospitality Zone Assessment.
The RHI Evaluation Process

The RHI Evaluation process casts a wide net to engage key individuals with strategic and technical resources to build a comprehensive strategy for the nighttime economy. Below are the phases of the process.

- **Pre-visit Interviews:** Provide background information on the city’s nighttime economy.
- **Selection and Training of the Coordinator:** Key to the project’s success is the individual dedicated as the liaison to RHI and the many stakeholders engaged in the process.
- **Recruitment of a Transformation Team:** An alliance will be formed with city leadership to oversee the collection of data and recruitment of individuals on Action Teams.
- **Recruitment of Action Teams:** Participants will be organized into three groups to bring strategic and technical knowledge to produce recommendations: Enhance Vibrancy, Assure Safety, and Plan for People.
- **Research and Information Gathering:** RHI staff and consultants will tour areas of the city ($30k and $40k options) to gather information, interview local merchants and residents, and collect information to have a complete picture of trends, a vision for the district(s) and reality of creating safe and vibrant places to socialize in your city.
- **A general assembly** of all participants will be convened so RHI staff and consultants can present an overview of nightlife trends, best practices and the state-of-the-art in planning and management approaches, and how they relate to the information gathered from research and interviews.
- **Seminars to Mobilize Stakeholders:** Participants will then be divided into three Action Teams for the seminars and to begin the process of collaboration and defining priority actions ($30k and $40k options).
The RHI Process: A Snapshot

Engagement

Establish the foundation by recruiting leadership and coordinator

A primary coordinator is selected, trained and core leadership group formed. RHI staff conducts on-site training, tours the district(s) and interviews stakeholders.

Data collection and field research begins.

Identification and recruitment of participants for the three Action Teams.

Research Team

RHI Staff and consultants bring a rich and deep background from various perspectives and experience working with the various stages of a safe and vibrant nighttime economy. While they bring great strategies, they also can ask the right questions to pinpoint strengths, challenges and opportunities in your city. They will each take on the task of conducting pre-visit interviews with your city’s leadership in different sectors, and prepare a consolidated summary for presentation and discussion.

Jim Peters
President, RHI

Alicia Scholer
Associate Director, RHI

Jocelyn Kane
RHI Senior Consultant

Elizabeth Peterson-Gower
Founder/CEO, Elizabeth Peterson Group

Gregory G Mullen
RHI Senior Consultant

Marjorie Ferrer
RHI Senior Consultant

Orientation and Seminars

RHI orients Action Teams with a general assembly and three seminars—Enhance Vibrancy, Assure Safety, Plan for People—providing case studies and guidelines for future planning.

Preliminary Recommendations – Action Planning

RHI staff and consultants will present preliminary recommendations developed following research and interviews, facilitate small group discussions, and generate a preliminary action plan to remove obstacles to future development of a more vibrant and safe nightlife district, strategic growth management, and established conflict resolution process to maintain a balance of day, evening and late-night social activity.
Foundational Step

Form an Alliance for Planning and Implementation

Effective policy change begins by having the most appropriate people come to the table with the ability to mobilize stakeholders, leverage resources, identify appropriate expertise, acquire more research and establish credibility for the process. A central factor in the success of the Hospitality Zone Assessment is the active engagement of key departments, community organizations and business associations during the start-up phase of the project.

The first step is to establish a “Transformation Team” thusly named for its role in guiding change that may be required. Invitees will ideally see progress as meeting the needs of the situation, rather than just their own, and be comfortable working outside the boundaries of existing institutional policy and actions.

The first role of the Transformation Team is to organize resources needed to facilitate collection of data and logistics of the process. The Transformation Team will then identify and recruit individuals to serve on Action Teams to contribute to identification of priorities, recommended strategies and resources required for implementation.

Members of the Transformation Team may continue on or be replaced by others during the Implementation of the Action Plan recommendations.

Transformation Team Members

RHI suggests recruitment of the following perspectives.

- Elected Official Representative
- City Manager
- Economic Development
- Licensing and Permitting
- Transportation Planning
- Public Works Manager
- Hospitality or Business Association
- Resident Association Manager
- Public Safety Administration
- Planning or Zoning Department Manager
- Business District or Main Street Manager
- Convention and Visitors Bureau
How RHI Assesses the Nighttime Economy

Gathering information in the following areas helps us evaluate and analyze your city's nighttime economy to create a plan for improvement.

RHI’s Conceptual Framework

Planning for how people will use a mixed-use hospitality zone at different times of day and for different purposes requires foresight and infrastructure.

Residents expect a **high quality of life**, even in active hospitality zones. This requires clear community standards and management of **sound**, **litter** and **waste**.

Nightlife patrons need **safe rides home** to prevent impaired driving. Coordination of transportation options requires a robust **mobility management plan**.

Assuring nighttime safety requires systems to **prevent crime** and **address disorder** in public space and in private venues.

Overall public safety requires a continuum of partnerships; **police**, **fire marshals**, **private security** and district **ambassadors** all have a role to play.

Organizing nightlife businesses into trade associations can formalize **best practices** and lead to **better communication** with regulatory and enforcement agencies.

Vibrancy in hospitality zones can be enhanced by creating a seamless flow of social experiences in public and private spaces—from **sidewalk cafes** and **buskers** to **live entertainment** in restaurants, bars and clubs.

Truly vibrant cities maintain **social activity** at all times of day, evening and late at night.

But vibrancy requires work. It takes systems to **support venues**, **nurture performers** and provide **opportunities for entrepreneurs** to showcase their talent.
Plan for People through Mobility and Quality of Life

Mixed-use development places residents and commercial businesses in close proximity, which can spur conflicts about noise, trash, vandalism and social disorder. Coordinated approaches to set community standards, update zoning regulations, and build an efficient late-night transportation system allow for the density of social experiences with minimal impacts on quality of life.

QUESTIONS TO EVALUATE YOUR CITY’S PLAN FOR PEOPLE

- What is the social occupancy (combined seating of venues) in your hospitality zone?
- How current is your sound ordinance for construction of venues and residential housing?
- Is there a staff person in your city for planning and mediation?
- What transportation services are available for staff and patrons after midnight?
- When was your trash management plan and schedule updated?
- What is the pedestrian count at primary crossings at night?
- Do you provide public restrooms for late-night use?
- What social services are available to facilitate access to resource for homeless and transient individuals?
- How are conflicts between residents and venues resolved?

ACTION TEAM MEMBERS

RHI suggests recruitment of the following perspectives.

- Transportation Planner
- Private Transport (taxi, e-hail, shuttle)
- Public Works
- Planning and Zoning
- Social Service Agencies
- Residential Associations
- Public Safety Agencies
- Waste Management
Assure Safety through Public Safety and Venue Safety

Effective public safety requires a continuum of collaborative partnerships, from licensing and permitting to enforcement and regulatory agencies to prevent disorder and reduce risk. Safe venues boast trained management and staff who provide quality products and service.

**Venue Safety** is the measure of how well venues are organized and best practices implemented for safety and security management.

The **Public Safety** measure evaluates the process of regulation, enforcement, and licensing of venues as well as coordinating code compliance.

**QUESTIONS TO EVALUATE YOUR CITY'S SAFETY PLAN**

- Is your police budget strained from overtime to manage closing time crowds?
- Is there a dedicated officer team with specialized training?
- Do public safety compliance agencies share data and coordinate interventions?
- Is there an active hospitality and nightlife association in your city?
- Which is a higher priority in your city: compliance or enforcement?
- How is technology used by your nightlife venues? ID Scanners? Cameras?
- Are there private security services at night?
- Are licensing systems clear with measurable performance indicators?
- Is there a central record of business violations and calls for service?
- Is there an organized network of hospitality and nightlife businesses?
- What formal training for management, security and service staff is consistently available?

**ACTION TEAM MEMBERS**

RHI suggests recruitment of the following perspectives.

- Licensing
- Police, Fire, Health, Compliance
- Municipal Safety Services
- Private Safety/Security
- Rape Crisis Center
- Venue Owners and Associations
- Risk Management Consultants
- Security and Safety Training
- Technology Services
- Social Service Agencies
Enhance Vibrancy through Entertainment and Public Space

Vibrancy is created by a continuum of social experiences and encounters in a hospitality zone, enhanced when the “street becomes a venue” with outdoor dining, street performers and vendors. Social venues that facilitate early evening gatherings to late night entertainment create one of the most important local economic and employment generators.

The **Entertainment** measure reviews current social options (e.g. dining, live entertainment), evaluates mix of clientele, systems for promotion, as well as attraction and retention of talent.

Vibrancy in the **Public Space** is evaluated by systems in place for outdoor dining, street performers, vendors, ADA compliance, as well as addressing panhandling.

**QUESTIONS TO EVALUATE YOUR CITY’S VIBRANCY**

- Does your city meet the social experience needs of your residents and visitors?
- Are there social opportunities available during the day, evening and late-night?
- How are demographics changing demands for nighttime social experiences?
- Does your city have a formal plan for becoming a sociable city?
- Is there support for creative talent such as musicians, chefs, mixologists, service?
- How many venues offer live entertainment?
- Is there an office for special events?
- Is there an office for music?
- Is there an office for nightlife?

**ACTION TEAM MEMBERS**

RHI suggests recruitment of the following perspectives.

- Patron Representatives
- Venue Owners and Associations
- Economic Development
- Business Development
- Arts, Culture, Event Experts
- Musicians and Advocates
- Public Space Planners
- Street Vendors and Performers
- Event Planners
- Public Space Management
- Street Ambassadors
- Marketing and Media
RHI Staff and Senior Consultants

Jim Peters will be the lead consultant on the project, with support from the following:

Marjorie Ferrer
Senior Consultant to RHI

Marjorie Ferrer serves as RHI’s Senior Consultant and has extensive experience working with all aspects of redeveloping downtowns and small towns.

She has created strategies and implemented tactics that have proven successful in redevelopment of Downtown Delray Beach, Florida for the past two decades.

Her working career has armed her with retail experience as a buyer at Jordan Marsh for 20 years, and tourism experience as Assistant Manager for Miami Seaquarium for 5 years, prior to joining the Delray Beach team.

As Executive Director for the Downtown Development Authority in Delray Beach, she understood the importance of gathering data, which facilitated the economic successes of the district.

Jocelyn Kane
Senior Consultant to RHI

Jocelyn Kane is the former Executive Director of the San Francisco Entertainment Commission (SFEC) and joins RHI in August 2017 as Senior Consultant.

Her 15-year tenure at SFEC was instrumental in the creation of internal systems, citywide agency connections and best practices and policies.

She oversaw policies related to permitting nightlife businesses, outdoor amplified sound and outdoor events. She also worked to improve nighttime transit and mitigate conflicts between nightlife venues and residential and hotel developments.

Jocelyn co-produced The San Francisco Nightlife Awards, The Niteys, which annually celebrates excellence in patron experience and content.

Jim Peters
President, RHI

Jim Peters is Founder and President of the Responsible Hospitality Institute (RHI). He oversees the development of programs, publications and events.

As a consultant for dozens of cities and speaker at conferences worldwide, Peters offers comprehensive insights on trends and effective strategies on managing hospitality zones and nighttime economies.

Peters has overseen the evolution of RHI from its founding in 1983, when he spearheaded an international movement to raise awareness of the responsibility of bartenders and servers in preventing drunk driving. He oversees RHI’s current role as a leading provider of events, resources and consultation services to cities worldwide on development of a safe and vibrant nightlife economy.

Alicia Scholer
Associate Director, RHI

Alicia Scholer is RHI’s Associate Director. She oversees special projects and is responsible for project management, content writing, marketing strategy and social media management.

Since she began in 2005, she has developed a variety of educational publications, resources for urban planners and an online learning curriculum for college communities with nightlife.

Scholer brings a detailed portfolio of best practices on nighttime economy management and collaborative relationships with a global network of experts and technicians.

She has managed logistics and developed summary reports for more than thirty Hospitality Zone Assessments and more than a dozen events.
Technical Consultants (optional)

RHI has access to a variety of technical consultants that can orient your stakeholders and help achieve buy-in. **They can be added to the process for an additional fee** depending upon the priorities and objectives of your city. Other representatives can be brought in to share case studies and accomplishments from the HZA.

Elizabeth Peterson-Gower provides land use expertise and serves as the principal visionary for EPG.

Passionate about community development in historic and urban neighborhoods, Elizabeth is devoted to creating positive live/work/play environments by returning historic buildings to their full vitality and reactivating street life through captivating hospitality, retail and commercial development.

Elizabeth’s client roster includes the KOR Group, CIM Group, Kennedy Wilson, Palisades Development, as well as such iconic projects as The Edison, Wiltern Theater, Chateau Marmont, and The Standard, Hollywood.

Elizabeth is also a hospitality professional whose career has spanned from booking agent and club manager to restaurant and bar owner.

Don Pitts is President of the Austin, TX-based Sound Music Cities and serves as a leading advisor to cities seeking practical solutions for sound issue management of their music and entertainment economy.

Don’s expertise as the “sound whisperer” comes from his unique blend of public and private sector experience across 25 years in the music and entertainment industry.

Don has done it all from managing bands and venues to entertainment relations for Gibson Guitar.

From 2010-2017, Don served as the head of City of Austin’s Economic Development Department’s Music & Entertainment Division, where he reduced sound complaints by 70%.

Don is a member of the National Association for Recording Arts.

Paul owns and operates several NYC nightlife venues and restaurants in Manhattan.

He co-chairs the licensing committee for the Manhattan Community Board 4. As President of the New York Nightlife Association, Paul helped create the Nightlife Best Practices Guidelines in conjunction with the NYPD.

In 2012, after serving as President of the New York Nightlife Association, Paul became a founding trustee of the New York City Hospitality Alliance, a New York City-based trade association and lobbying organization that represents bars, cafes, lounges, nightclubs and destination hotels.

In 2009, Paul helped create the Nightlife Preservation Community, which mobilized employees, patrons and businesses.

Gregory Mullen served as Charleston Police Chief from 2006 through 2017. He began his law enforcement career in 1982 as a Special Agent with the Air Force Office of Special Investigations. In 1985, he joined the Virginia Beach Police Department, rising through the ranks to Deputy Chief of Police.

Mullen created a Responsible Hospitality Group comprised of members of the hospitality and retail industries to help identify key concerns and areas for improvement in the City’s growing nightlife and management of the myriad of festivals and special events. This successful partnership led to the implementation of key strategies, and its impact contributed to Charleston recognized by Cond’e Nast Magazine as its number one tourist destination in the US for the past five years.
Budget

RHI provides a toolkit of materials and process resources to make the assessment evolve seamlessly. Each phase builds upon the success and accomplishments of the previous and requires on-going documentation, communication and involvement of key stakeholders.

With a proposed January start date, there is a unique opportunity for a leadership team to participate in RHI’s **2018 Sociable City Leadership Summit**, February 17-20 in New Orleans. Global leaders in nighttime economy management will bring proven strategies on building a nighttime economy, whether with music, dining, craft beverages, festivals or innovative retail, the Summit is a unique networking and educational opportunity. A team registration for four people is included, with a reduced rate for additional members.

The following provides three price point options with each level bringing additional technical consultants for onsite training and facilitation.

- Off-site interviews and research
- On-site training and facilitation

### RHI STAFF AND CONSULTANTS

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Appendix: Key Consultant CV’s and Resumes
Jim Peters is considered a leading authority on legal and social trends impacting the hospitality industry and development of hospitality and entertainment districts. Prior to founding the Responsible Hospitality Institute, his experience and education includes over 20 years of operations, consulting, expert testimony and training for the hospitality industry. Additionally, Peters has organized and administered numerous conferences, symposia and forums involving national and international experts. He has organized and facilitated coalitions at the local, state and national levels, and has served as both speaker and facilitator for numerous conferences worldwide. He has advised legislators and regulatory agencies on policy and program development, served as a consultant on research projects evaluating responsible beverage service programs, testified as an expert witness in alcohol service liability cases, and assisted in the development of programs in Canada, New Zealand, Australia and Europe.

His current duties include the coordination of city level strategies on dining and entertainment districts, involving U.S. and Canadian cities seeking technical assistance in facilitation of stakeholders representing hospitality, safety, development and community perspectives. He is a regular speaker and workshop facilitator at national and international conferences including the International Downtown Association, International Nightlife Association, International Harm Reduction Association, International Association of Transportation Regulators, Major Cities Chiefs Association, International Association of Chiefs of Police among others.

**EDUCATION**

**MASTER OF EDUCATION**
Springfield College, Springfield, Massachusetts
Guidance and Psychological Services

**BACHELOR OF SCIENCE**
University of Massachusetts, Amherst, Massachusetts
Hotel, Restaurant and Travel Administration

**RUTGERS SCHOOL OF ALCOHOL STUDIES**
New Brunswick, New Jersey
Summer School and Alumni Program

**PROFESSIONAL POSITIONS**

**FOUNDER AND PRESIDENT**
Responsible Hospitality Institute
Scotts Valley, California
August 1983 to present

**HEALTH EDUCATION**
Lifeways
Northampton, Massachusetts
August 1982 to August 1983

**SUBSTANCE ABUSE COUNSELING**
Alcoholism Services of Greater Springfield
Springfield, Massachusetts
April 1980 to August 1982

**RESTAURANT MANAGEMENT**
Intermission Restaurant
Pittsburgh, Pennsylvania
August 1975 to January 1977

**NIGHT CLUB MANAGEMENT**
Rush Discotheque
Oyster Bay, New York
April 1972 to February 1975
FACULTY EXPERIENCE

RESPONSIBLE HOSPITALITY
Hotel, Restaurant & Travel Administration
University of Massachusetts
Spring 1987, 1988, 1989

INNKEEPERS LAW
Department of Hospitality Management
Holyoke Community College, Massachusetts
Spring 1986 and 1987

SUBSTANCE USE AND ABUSE
Department of Health Education
Springfield College, Massachusetts, Fall 1982

HIGHLIGHTS OF EXPERIENCE

HOSPITALITY BUSINESS
Line Experience: Served in a variety of occupational positions in different bar, restaurant, and hotel establishments, including busboy, waiter, bartender, desk clerk, cook, sous chef, chef, and supervisor.

Club Management Experience: Manager of Rush Discotheque, high volume nightclub with 500-800 customers. Responsible for training and supervising staff, inventory control, coordinating entertainment and food service.

Restaurant Management Experience: Part owner and manager of Intermission Restaurant. Served as general contractor and oversaw design and development of restaurant, including menu development, employee policies, hiring, training and supervising, and day-to-day operations.

Consultation: Provided consultation to various companies on the development of policies and practices on responsible hospitality, including S&A Restaurant Corp. Harry M. Stevens and Westin Hotels and Resorts.

SCHEDULE, PLAN, DESIGN & DELIVER TRAINING & TECHNICAL ASSISTANCE SERVICES

Conference Presentations: Served as a panelist and keynote speaker at state, national and international conferences and trade shows.

Networking Forums and Leadership Summits: Planned, organized, and facilitated various forums and leadership summits on policy issues and community development strategies. Faculty included educators and researchers, federal agency, trade association, and non-profit agency directors.

Hospitality Insighter: Designed, developed and implemented training on hospitality risk management, including a focus on special events, hospitality risk management, and service. Trained and supervised instructors to qualify for state certification for mandatory training requirements.

Expert witness: Served as an expert witness for both plaintiff and defense in more than 40 cases in 16 states.

CONCEPTUALIZE & DEVELOP AGENDAS FOR MEETINGS, TRAININGS AND CONFERENCES

Responsible beverage service: Conceived and developed the concept of training servers, managers and owners in the responsible sales and service of alcoholic beverages. Developed model legislation and curriculum standards utilized as a reference for almost twenty states and Canadian provinces as well as Australia and New Zealand. Provided technical assistance to regulatory agencies and legislators on the development of training standards and certification criteria.

Conferences: Developed, planned, and facilitated more than dozens regional, national and international conferences.

Community Organizing and Coalition Building: Developed, organized and facilitated community, county, state, national, and international coalitions as well as provided training and technical assistance to others developing similar coalitions. Responsible for recruitment and development of membership, agendas, and special project task forces, as well as supervising professional staff in administering the coalitions. These coalitions required unique facilitation skills due to the highly diverse membership, including representatives from the alcohol beverage industry, public health and highway safety agencies, law enforcement, citizen advocacy organizations, business development associations, elected officials, media, and researchers. Focus on policy development and introduction of voluntary solutions.
OVERSEE MATERIALS PRODUCTION & LOGISTICS FOR TRAININGS
Conference proceedings: Researched and developed background papers and reports for conferences, prepared agendas and workshops for conferences, and wrote and/or edited conference proceedings.
Periodicals: Administered the development of various periodicals for projects, including newsletters, journals and e-letters including writing and/or editing. Developed and designed the RHIweb.org website.
Guides and Manuals: Wrote and published various guides, manuals, and brochures for use in training or projects, including the development of PowerPoint presentations and scripts.

ACT AS RESOURCE CONSULTANT AND TA PROVIDER
Project Administrator: Wrote proposals, hired and supervised professional and administrative staff (up to 15) and prepared or reviewed project reports to government agencies, private foundations, and corporate sponsors. Responsible for annual budget of $600,000+.
Research Consultant: Served as a consultant and technical advisor on almost a dozen federally funded research and evaluation projects in both the United States and Canada.
Technical Advisor: Served as a technical advisor to various state and federal agencies including:
  * 1988 Surgeon Generals Workshop on Drunk Driving: One of 110 national experts convened to advise Surgeon General C. Everett Koop on policy recommendations. Served as part of a 15 member advisory board to monitor the implementation of the recommendations.
  * NHTSA’s Partners in Progress and 2015 Strategic Plan: Served as a workshop facilitator for the National Highway Traffic Safety Administration’s Partners in Progress Conference to define a blueprint for reducing alcohol related fatalities to 11,000 by 2005. Continued as a member of an implementation team refining the objectives and developing a Guide for action.

Publications: Served as contributing editor, columnist, and feature writer for various publications:
  * Alcohol and Dram Shop Reporter
  * Alcohol Health and Research World
  * Christian Science Monitor
  * Club Management Magazine
  * Drunk Driving Liquor Liability Reporter
  * Hospitality & Tourism Educator
  * Insurance Times
  * Moderation Reader
  * Night Club & Bar International Industry News
  * Night Club and Bar Magazine
  * Personnel Administrator
  * Perspectives
  * Public Management
  * Prevention File
  * Prevention Pipeline
  * Restaurant Business Magazine
  * Restaurants and Institutions

Themes for articles focused on social issues and hospitality, including alcohol beverage service, smoking, employment of people with disabilities, accessibility for people with disabilities, women and minorities in the foodservice industry, employee assistance programs, developing community coalitions and councils.
Received the 1988 Pearson Award presented by the American Hotel and Motel Association to the journalist making the most significant contribution to the lodging industry for series of two articles appearing in Restaurant Business on access for people with disabilities as customers and employment of people with disabilities.
As CEO/Founder of Elizabeth Peterson Group, Inc. (EPG), I have facilitated the development of over 1600 restaurants, bars, theaters, ground up, and mixed-use buildings throughout LA County, surrounding municipalities, San Francisco, San Jose, and New York City. Some of EPG’s iconic projects include Broadway Trade Building (1 million sf redevelopment in DTLA), Hoxton Williamsburg & LA, Freehand LA, Ace Hotel LA, Hotel Shangri-La Santa Monica, Ford Theater (for LA County), Wiltern Theater, Henry Fonda Music Box, The Edison, the Hollywood and Downtown Standard Hotels, and Chateau Marmont. Passionate about community development in historic and urban neighborhoods, I am devoted to creating positive live/work/play environments by returning historic buildings to their full vitality and reactivating street life through captivating hospitality, retail, and commercial development. In addition to my land use expertise, I have owned and operated several LA clubs and restaurants, including Royal Clayton’s and Bordello. I speak all over the world on hospitality and mixed-use development, night time economies, smart planning and best practices, and how to correctly build for use and location of a property. I have a strong knowledge of construction and acoustics, and have had significant input on updates to codes and ordinances as they relate to smart development and planning in LA, Pasadena, San Jose, Seattle, NY, Virginia, Philadelphia, and Toronto.

EXPERIENCE

2000 – Present
Elizabeth Peterson Group, Inc.
Founder/CEO
Oversee day-to-day operations of the land-use consultancy, provide land-use expertise, and serve as the principal visionary.

SERVICE

2012 – Present
Executive Member of Central City Association

2012 – Present
President of Friends of Park 101

2008 – Present
Board of Directors of Los Angeles for RADD, a designated driver program

2005 – Present
Founder and Chair of the Downtown Hospitality Forum

2001 – Present
Member of Responsible Hospitality Institute

2008 – 2013
President of the Board of Art Share Los Angeles

2000 – 2008
Member of the Hollywood Hospitality Forum

2000 – 2006
Senior Vice Chair of the Hollywood Chamber of Commerce Board of Directors

2002 – 2005
Board of Directors of Police Activities League in Hollywood

2003 – 2004
Board of Directors of Pals Hollywood
Paul M. Seres—Managing Partner

After graduating from NYU in 1990, Paul Seres formed his own production company making Off-Broadway plays and independent films. By 1992 he had begun producing and co-producing music videos for acts including Run DMC, PM Dawn, Mariah Carey, Mary J. Blige, and Sting.

He continued to work in the short format by directing and producing commercials and on-air promotional spots for clients such as A&E Television Networks, Comedy Central, Paramount Pictures, Columbia Pictures, LifeBeat, GenArts Festival, Discovery Communications, Gap, Jussara Lee, Shiseido Cosmetics, and others.

In 1997 Paul began his television development career, developing programming for such networks as MTV, VH1, Showtime Networks, Bravo, ABC, and Trio.

While establishing himself as a producer and director, Paul began working in the hospitality industry as both a promoter and a manager of several popular spots. As managing partner of Aces & Eights, Seres quickly helped the establishment grow into one of the most popular bars in New York, becoming Anheuser Busch’s largest account, surpassing Madison Square Garden in volume of goods sold. Other bars and nightclubs Paul had managerial involvement with were Coffee Shop Bar, Jekyll and Hyde, Mars, Red Zone, Rock Ridge Saloon, Micro Bar, Caddy Shack, and Delta House. Paul was an owner and operator of his first restaurant at the age of 26 when he opened Lefty Louies, a family style neighbourhood joint in Manhattan’s Upper East Side. There he was one of the first establishments in New York City to establish a comprehensive micro beer program, including 32 rotating tap for draught and over 200 bottles for sale.

Paul also produced events for corporate clients including L’Oreal, Maybelline, Movado, VisibleWorld, Polaroid, Hasbro, various fashion designers, and Coca-Cola. In 1999, Paul joined Big Fat, a New York based marketing and event agency where he became their in-house event producer and creative director. While at Big Fat, Paul produced national tours and events for clients such as PepsiCo, Lucky Strike, Kool, Seagrams, The History Channel, Stouffer’s, and Nintendo. In 2001, Paul produced the national roll-out tour for Nintendo’s GameCube, a 12-city tour that created 5000 sq. ft. nightclubs out of raw retail spaces in each of the cities. The tour won both a Gold Reggie and a Bronze Reggie for the gaming manufacturer.

In 2002 Paul formed Alba Creative, a boutique branding agency specializing in helping clients receive maximum return on their investment from their target audience. He successfully launched campaigns for IDT, Coldwell Banker, Netomat among others. In addition to being Chief Strategy Officer, Paul helped create and directed all on-air television and radio spots for their client roster.

In July of 2005 Paul became the Managing Member of Ruby Falls Partners, LLC, a holding company that operated Sol Nightclub, a lounge in Chelsea’s trendy
In 2008 Paul formed Helios Hospitality Group, LLC, a hospitality development holding company that is currently developing an enclosed rooftop restaurant/lounge/event space in the Fashion District. In 2012, Paul became a partner and owner at The DL and Dinner on Ludlow, a Lower East Side restaurant lounge that boasts the largest rooftop space in the area. Additionally, in June of 2013, Paul re-opened Le Jardin Bistro, a Noho neighborhood favorite, that 3 years prior had to close due to increased rent. The New York Times and other well-known critics have consistently voted it as the number one Bouillabaisse in New York City. In 2014, Paul and his group acquired the space that was formerly St. Jerome’s, on Rivington St. also in the Lower East Side. One of the original rock n’ roll bars in the LES, Paul and his team renovated the entire space, expanded the first floor, and re-opened it as Rivington F & B aka Jeromes, as a homage to St. Jerome’s. That venue was re-imagined in the fall of 2016 and is now operating as Delilah’s, a cocktail lounge and small plate restaurant. In June of 2014, Paul opened The Attic, a rooftop lounge in midtown Manhattan. Presently he is working with Lucky Cheng’s, the original New York City Dinner Theatre Drag Show, to find them a new home in downtown Manhattan. At present he is hosting them at The DL as a pop up.

In January of 2009, Paul helped create the Nightlife Preservation Community, a mobilization of the thousands of employees, patrons, and ancillary businesses that are all affected by the vibrant night-time economy that helps make New York City the city that never sleeps. Paul speaks all over the world on how high volume establishments can co-exist with the communities they operate in.

In 2012, Paul helped form and became a founding trustee of the New York City Hospitality Alliance, a New York City based trade association and lobbying organization that represents the bars, cafes, lounges, nightclubs and destination hotels that make up the hospitality economic engine for the city.

In addition to the NYC Hospitality Alliance, Paul is on the Board of Directors for The New York City Alliance Against Sexual Assault, which he joined in 2010. Paul is also on the Board of Directors for a National Scholarship Fund called Beyond The Boroughs, a not for profit that is last money in for students having financial issues in pursuing their higher education.

In 2014, Paul joined the Board of Directors of Responsible Hospitality Institute, a not for profit that engages in municipalities who understand the importance of a
vibrant hospitality economy. Through RHI, Paul has spoken both nationally and internationally, bringing the venue operator perspective and experience to the conversation.

Paul holds a Bachelor Fine Arts in theatre and a minor in film production from New York University’s Tisch School of the Arts and a Bachelor Fine Arts in Music Composition with a minor in physics from New York University’s School of Arts and Sciences.
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**EXECUTIVE SUMMARY**

Orlando – A City Between No Longer and Not Yet

Orlando is on a fast track to becoming an international destination city, one that offers vibrant arts and cultural, advanced technology, increased options for entertainment and dining and greater opportunities to connect people. In short, Orlando is poised to become the highest quality and most desirable urban center in the nation.

As Orlando’s skyline expands, the variety of economic, social and technological factors that increase pressure to compete regionally, nationally and globally are being systematically met through a highly motivated, passionate and dedicated network of talented members of the city’s government, business and community leadership.

Evolving from a “knowledge economy” to an “experience economy” to a “creator economy” essentially requires a special focus on the “nighttime economy.” It is nighttime sociability through the sharing of food, drink, music and dance that will ultimately enhance Orlando’s role as the center of business, entertainment and cultural experiences in the seven-county Metro Orlando region.

To facilitate this transition, the Community Redevelopment Agency (CRA) contracted with the Responsible Hospitality Institute (RHI) to conduct a Hospitality Zone Assessment (HZA). The assessment is a systematic and comprehensive consensus-based approach to improve safety, enhance vibrancy, and improve the quality of life in hospitality zones and nightlife districts for people living and visiting Orlando. It is designed to articulate underlying issues, evaluate current policies and develop innovative approaches to solve problems.

The HZA generally focuses on **Six Core Elements for Hospitality Zone Development**:

- **Entertainment**: Nurturing talent and supporting venues that provide multi-generational entertainment.
- **Multi-use Sidewalk**: Managing public space use for events, entertainment, vendors and outdoor seating.
- **Public Safety**: Adapting regulatory and compliance systems for an active nighttime economy.
- **Venue Safety**: Internal policies and procedures to improve service, safety and security.
- **Transportation**: Assuring safe and efficient access to and egress from hospitality zones.
- **Quality of Life**: Managing impacts from sound, trash, traffic, nuisance behavior and disorder.

Information gathered was organized into these five action areas (detailed summary in Appendix 2)

<table>
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<th>Research</th>
<th>Policy</th>
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<td>Gather information or data to make better decisions or monitor success</td>
<td>Recommend new or improved policy for business or government</td>
<td>Coordinated monitoring, incentives and enforcement</td>
<td>Train and educate on best practices, procedures and standards</td>
<td>Use of media to engage patrons, businesses, and government</td>
</tr>
</tbody>
</table>
THE HOSPITALITY ZONE ASSESSMENT PROCESS

This report provides a summary of the Orlando HZA and offers recommendations gathered from independent working groups as well as a series of six formal roundtables and three special topic forums (Culinary, Music, Main Street). In total, more than 100 individuals, with a vested interest in Orlando’s future (representing the public, private and government sectors), participated in the HZA roundtables and special topic forums.

The Hospitality Zone Assessment (HZA) is a facilitated team building process to engage the broadest range of perspectives, bringing the deepest pool of strategic and technical resources to examine the current status of a city’s nighttime economy, and explore the most productive potential for its future.

The HZA process evolves in phases, guided by a dedicated Coordinator, an influential Transformation Team and members of Action Teams focusing on the six core elements of hospitality zone development.

The Orlando Hospitality Zone Assessment germinated from direct involvement by Thomas Chatman, Executive Director, Downtown Development Board of Orlando in workshops conducted by Jim Peters, President, Responsible Hospitality Institute (RHI) at the International Downtown Association, and a Leadership Summit in Tampa attended by Mr. Chatman and others from Orlando.

In 2016, a team of ten Orlando leaders attended RHI’s Public Safety and Policing Nightlife Districts Leadership Summit in Charleston, and formed the core membership of the HZA Transformation Team.

A central factor in the success of the Hospitality Zone Assessment is the active engagement of the process Coordinator and designated support staff to assist with administrative details. David Barilla, Assistant Director, and Shaniqua Rose, DDB/CRA Board Secretary, City of Orlando, Downtown Development Board/Community Redevelopment Agency Board served in the role of coordinator. Together they guided the HZA process forward and served as RHI’s key liaisons for navigating the local political, social and economic terrain.

The information accumulated through Transformation Team meetings, background research, interviews with key stakeholders, and via on-site events helped to define the agenda and confirm participants invited to the six Roundtable Focus Groups.

The Assembly Orientation convened all invited Roundtable participants in the process to introduce RHI’s framework for strategies and tactics to plan, manage and police hospitality zones. This was followed by three separate Education Seminars:

- **Enhance Vibrancy**: Background and focus on criteria to evaluate “vibrancy” through the Entertainment and Multi-use Sidewalks Core Elements.
- **Assure Safety**: Background and focus on criteria to evaluate “safety” through the Public Safety and Venue Safety Core Elements.
- **Plan for People**: Background and focus on criteria to evaluate “planning” through the Quality of Life and Transportation Core Elements.

In addition to the Action Team Roundtables focusing on six core elements (Entertainment, Multi-use Sidewalk, Public Safety, Venue Safety, Transportation and Quality of Life), three additional Roundtables were organized for three special interests on Music, Culinary and representatives from Orlando’s Main Street network.

The final phase is a Leadership Summit, where representatives from the Action Teams will present priority actions, and Task Forces will be formed to determine next steps for implementation.
### THE ORLANDO SOCIABLE CITY PLAN

**Priority Actions Snapshot**

*Note: Each of the six Roundtables plus three special interest discussions uncovered a rich source of information on current strategies, issues and challenges. The Action Plan addresses many of the issues discussed, though some issues will require future planning and action.*

#### THE SOCIABLE CITY PLAN

Establish a Sociable City Alliance and Action Teams

Create a dedicated “Night Manager” (in CAO/Mayor’s office) and Key Department coordinators

Convene an Annual Hospitality Recognition Celebration to Award Leaders in All Sectors of the Community

---

#### VIBRANCY ACTION TEAM: Entertainment | Multi-use Sidewalk

Document Entertainment Options and Economic and Employment Value

Build Brand: “Orlando’s Authentic Social Experience”

Develop a Plan for Vibrant Sidewalk Usage with Street Performers, Vendors, Markets and Food Trucks

---

#### SAFETY ACTION TEAM: Public Safety | Venue Safety

Reduce Violations, Crime and Community Impacts through Education and Compliance

Develop and Promote Best Practices and Uniform House Policies (ID scanning and detection technologies)

Review and Adjust Current Resource Allocation Including a Trained and Dedicated Hospitality Police Unit

---

#### PLANNING ACTION TEAM: Transportation | Quality of Life

Use Social Occupancy Guides in Hospitality Zones to Manage Safety and Vibrancy

Establish New Designations and Permits (such as after midnight license) to Match Risk with Practices

Transform the “Push” into a “Pull” with Transport Hub and Food Vendors
SUMMARY OF DRIVING FORCES IN ORLANDO

In 2015, Project DTO - Advancing Downtown Orlando was completed as a blueprint for growth over the next decade. A new vision of prosperity outlined vibrant arts and cultural offerings, advanced technology, increased options for dining and entertainment and opportunities to connect people to one another and to the region. The resulting ten themes included the following four that relate to the importance of hospitality:

- Highly Connected Neighborhoods and Districts
- A Great Place for Business
- A Creator Culture
- Stellar Music, Arts, Sports and Entertainment

The Downtown Community Redevelopment Authority (CRA) website lists 37 projects either proposed, under construction or recently completed. Also documented are 56 residential buildings totaling 8,539 units and an additional ten (10) major building projects under construction which will add 2,452 residential units.

Among these is the Creative Village, a high quality, new urban neighborhood supporting a diverse and dynamic mix of creative, residential, hotel accommodations, community markets and educational spaces. The Creative Village will enhance the already growing digital presence by collaborating with educational facilities in the area. The same approach is being used to develop Medical City at Lake Nona, intended to become an international hub for health and biotech services that will include state of the art medical institutions currently located in Orlando.

In addition, the eight urban Orlando Main Streets continue empowering neighborhood business districts to maintain, strengthen and revitalize their unique physical, historical and cultural characteristics.

While much of this dynamic growth has occurred in and around the downtown district, the fabric of the downtown business mix has grown organically. Elected officials and downtown organizations have taken an aggressive approach to address issues resulting from tremendous residential and business growth as it affects the downtown streets, the physical space and the surrounding Main Streets.

A desire for increased quality of services and expectations for those who visit, live, learn, work and play in Orlando is a consistent theme. Population growth, social marketing, reasonable expectations and environmental changes resulting from the vibrant downtown Orlando nightlife must be addressed.

A vibrant downtown is one with excitement, noise, people, cars, garbage, animals, homeless and home free individuals, music, recycling containers, dumpsters, college students, Millennials, employees, sports teams, sports fans, artists and public gathering spaces. Each bustling and celebrated area of downtown Orlando has quality of life issues directly related to enhancing safety and vibrancy.
A Convening Process for the Nighttime Economy

Like Orlando, other cities have begun to recognize the need for a central focal point for policy review and resource allocation that includes representatives from diverse stakeholders. Springfield, Missouri and Providence, Rhode Island are cities that maintain a strong voluntary alliance with representation from hospitality, safety, development and community perspectives. San Francisco, California maintains the Entertainment Commission with a similar composition but with additional authority to oversee entertainment permits, and more recently, residential development.

Cities have also begun to create staff positions with a specific job description as a “Nighttime Manager” or “Nightlife Coordinator” in government agencies, business district management organizations, and/or in police or public safety departments. (See Sample Job Description – Appendix)

The combination of a permanent review process with consideration of multiple perspectives and dedicated staffing to coordinate communication and documentation on the activities of the nighttime economy, can help assure a balanced and informed evolution of mixed-use development.

The HZA process can be used to establish this alliance to facilitate and monitor implementation of consensus recommendations. The first step is to engage individuals from each of the Roundtable groups to serve as liaisons to prioritize actions and identify resources to guide implementation.

The alliance can present recommendations to the Mayor and City Council on convening a permanent membership roster with staff support to monitor and measure the successful implementation of the action plan, and to sustain a focus on the nighttime economy as a priority for Orlando’s continued development as a sociable city destination for visitors, residents, businesses, students and faculty.

Orange Avenue: A Bellwether for Action

As Orange Avenue’s nightlife district has evolved, the density of venues with increased seating occupancy has impacted mobility on sidewalks. Consequently, there is increasing concern for pedestrian safety. In an attempt to mitigate risk, Orange Avenue – as managed by OPD – is closed to all vehicle traffic on weekend nights, initially at midnight, and eventually earlier at 10:00 pm.

Currently, it is estimated that up to 20,000 or more people assemble on Orange Avenue at venues and on the street and sidewalks on weekend nights. Many do not patronize the venues, but simply come because the “street has become a venue.”

Although venues can legally remain open until 3:00 am, pressure to clear the streets has businesses forcing patrons to begin leaving at 2:00 am, leading to what is commonly known as “the push.” This impact may be exacerbated by a requirement that all alcohol is removed from the premises at 2:30 am.

What was initially a pedestrian safety concern has now evolved into a crowd management challenge, exacerbated by a high proportion of people impaired or intoxicated by alcohol. Aggressive behavior, fights and threats of spreading violence now requires a significant increase of police resources, including mounted patrols, to disburse people at venue closing time.

Venue Safety and Security

With expanding crowds, nightlife establishment now compete to capture the young adult market prone to patronize these high activity areas. This demographic has limited spending power, so reduced pricing or gender-biased promotions are often utilized. Higher risk drinking behavior requires additional security, and venues turn
to off-duty police officers to assist. While in uniform, the officer’s presence may appear to enhance safety, though failure to take action against disorderly behavior in the public space may have adverse results.

This apparent conflict of representation—working for the venue while appearing to also represent the city police department—is one that has led many major city police departments to prohibit officers working off-duty for any licensed business serving alcohol, providing adult entertainment or offering legalized gambling.

An analysis of spending by venues for these detail officers can approach several hundred thousand dollars per year in a given district. While providing supplemental income to the officers and reducing costs to the city, this approach adds additional costs to the venue that might otherwise be used for alternate security systems and staffing, both inside the venue and outside on the street. There is an additional potential benefit to the City that could be realized by centralized management, assignment and control of a dedicated Hospitality Police Unit.

The current practice of street closure, off-duty officers employed by venues, and a dynamic infusion of enforcement to clear the streets is not a sustainable model for Orlando’s population growth and economic transition. The downtown campus is expected to bring 7,700 students to the area, with an additional 3,000 housing units and new hotels. There is a need to change the dynamics of the Orange Avenue – Church Street corridor to meld better into Orlando’s sports and entertainment complex.

Beyond downtown, many other neighborhoods are also evolving with dense venue activity further demanding a new approach be implemented.

There are other innovative techniques that the City could employ utilizing modern technology advances. This could include platforms to better coordinate security communications between venues, ID scanning technologies, and detection of other threats while coordinating with the dedicated Hospitality Police Unit.

**Orlando is a Music City – A Foodie City – A Craft Beverage City**

Like the rings on a redwood tree, the passage of time shows growth and drought years. A city’s evolution can be marked by similar patterns in structures, streets and sidewalks.

Church Street Station was the epicenter of innovation in building a music city brand. Once an international destination, the vision and vibrancy became overshadowed by imitation in the surrounding theme parks, loss of interest in the center city experience, and changing demographics and lifestyles.

Like a true “music city,” Orlando has also spawned the birth of internationally renowned talent, with a range of local venues providing the “farm team” experience to refine performance and build a following of fans to launch a musician’s career. Today, the opportunity to dust off the legacy, capture what exists and launch a campaign to embrace a new generation of musicians and talent will require investment, coordination and leadership.

More in depth discussion and research is needed to take stock of what currently exists and to make connections among talent, venues and audiences. Where are specific venues with live music and entertainment? What is unique? How can this be packaged as Orlando’s **Authentic Music Experience**?

**The Craft Culinary Movement Comes to Orlando**

Beyond being a music city, Orlando is rising as a foodie city, with the emergence of chef-inspired top-notch restaurants and innovative start-ups in markets and food trucks. Recent attempts by national chains to locate in Downtown Orlando has had limited success, as the city’s residents demand inventive quality, locally harvest and individually designed food experiences.
Counterintuitive state regulatory requirements for full-service alcohol licenses for venues with 150 or more seating occupancy restricts hospitality innovation and the customized dining and social experience the public demands, especially in Downtown and Main Streets. These areas have limited size storefronts and the state’s SRX requirements may inadvertently stifle development of restaurant concepts in these areas – resulting in a proliferation of high-occupancy venues. Today’s emerging craft cocktail culture is a direct response to a discriminating public seeking quality, and defies a basic understanding of risk from alcohol that exists regardless of the form in which it is consumed. Depending upon the manner in which they are served and consumed, beer, wine and spirits can each enhance a social experience or create greater risk.

Updating state and local regulations to accommodate a scalable culinary entrepreneur venture for a more intimate dining experience is the first step toward long term development of Orlando as a craft culinary destination. This would include recognizing street food from vendors and trucks as integrated into the “start-up” culinary industry just as co-working space is for start-up technology companies. Orlando can boast of the rise of individuals beginning with no more than a make-shift street vending stand to a full service restaurant. Conflicts between vendors and traditional “brick and mortar” businesses can have been resolved strategically in other cities, such as Denver and Portland, can build mutually beneficial partnerships as part of Orlando’s Authentic Culinary Experience.

The Craft Beverage Culture

It began as regional wineries sought to supplant Napa Valley as the nation’s wine capital. Shortly afterwards, start-up craft brewers spawned a movement only to be challenged by craft distillers and now by an emerging interest in craft cider.

While still a nascent part of Orlando’s nighttime social experience, requests for craft brewer licenses are increasing for areas throughout the city, and requests for craft distillers are not far behind. The City is even moving forward with a zoning amendment to better accommodate these trends.

Just as the craft coffee culture created the barista, the craft beverage culture is creating mixologists. Unfortunately, while professionalism of the hospitality industry and creation of the social experience is rising, the supply for talented and skilled workers is not keeping pace with demand. This is especially true in Orlando, as the region has the one of the largest demand for hospitality workers in the nation.

Embracing a trend and avoiding a fad requires discriminating analysis, as well as maintaining a balance to avoid oversaturation of a market. Too many of any business can be counterproductive, but venues serving alcoholic beverages can resort to competitive practices that may unintentionally increase risks to patrons and the surrounding community.

Craft beverage facilities are less a venue, and more a manufacturing facility that places demands on a district’s infrastructure – water, energy, deliveries and waste. Popularity can drive the business to expand seating and meld from a tasting venue to a drinking venue, without the corresponding controls a more traditional drinking venue would undergo with more rigorous service and security training.

The craft beverage movement, growth of more of the “speak easy” venues, and evolution of the social experience in the Main Streets marks an opportunity to embrace a more diverse demographic and lifestyle mix in the nighttime economy.
NEXT STEPS FOR IMPLEMENTATION

The Sociable City Alliance

The Sociable City Alliance is proposed as a formal partnership overseeing citywide planning, management, resource allocation, and coordination of involvement of various city, county and state agencies, and hospitality, community, education and business development organizations to implement and update the recommendations of the Orlando Sociable City Plan.

The Orlando Sociable City Plan is a framework to address the complex issues surrounding the nighttime economy with the objective of sustaining a safe and vibrant social experience for residents and visitors.

The HZA’s Transformation Team members may be invited to serve as the first members of the Sociable City Alliance to make recommendations for on-going structure and membership, including recommendations for a night manager/coordinator to administer the Alliance.

Facilitate the Formation of Action Teams

Embracing the social, economic and employment value of sociability and the nighttime economy requires dedicated staff (i.e. night manager/coordinator) in key departments (Police, Fire, Planning, Transportation, Parking, Code Enforcement, CRA/DDB, Business Development, etc.) to assure a role for development and coordination of policy and resources.

The proposed Sociable City Plan creates a framework for involvement of stakeholders from diverse sectors of the community to enhance vibrancy, assure safety and plan for people in Downtown and Main Streets. Action Teams can prioritize recommendations from the Hospitality Zone Assessment and designate representatives to serve as a liaison to the Sociable City Alliance. Each Action Team can be initially formed with representatives from the HZA.

Safety Action Team: Interagency and venue representatives organized to collect data and develop education and intervention strategies, and to develop voluntary standards promoting safety and community relations.

Community Redevelopment Authority
Cowboys Orlando
Empire Insurance
Florida Restaurant and Lodging Association
Keys to the City Security
Orlando Fire Department
Orlando Mayor’s Office
Orlando Permitting Division
Orlando Police Department
The Beacham and The Social
The Lodge and The Woods
V Group Concepts
Victim Service Center
Vibrancy Action Team: A central point of communication amongst businesses and with government and community organizations to enhance dining, entertainment and events, use technology to connect talent with venues and develop a brand highlighting “Orlando’s Authentic Social Experience.”

Church Street District
Church Street Entertainment
Cox Events Group
Downtown Arts District Inc
Downtown Pourhouse
Downtown South Main Street
Florida Restaurant & Lodging Association
Food Truck Bazaar
GAI - Consultants
Orlando Business Development Division
Orlando City Attorney’s Office
Orlando Downtown Clean Team

Planning Action Team: Coordinate nighttime transportation and manage a vibrant hospitality zone with policies and services to minimize sound and trash impacts.

AmeriPark/Kress Valet
Baptist Terrace Senior Facility
Bike Walk Central Florida
Church Street Entertainment
Downtown Condo Association Alliance
GDC Properties
HKS Inc
Lanier Parking Solutions
LYNX
Mears Transportation
Orlando Downtown Clean Team
Orlando Parking Division

Convene an Annual Hospitality Recognition Celebration

Many hospitality and nightlife associations have found it beneficial to become more involved in their communities, in turn nighttime businesses will be considered a positive and essential ‘part of the community’. Establishing positive relationships with residents in surrounding neighborhoods and actively participating in discussions about the impact of nightlife on daytime businesses helps to break down the ‘us vs. them’ perception and other barriers to creating positive outcomes.

A growing number of cities are recognizing the role of social venue owners, managers and staff in providing quality service and promoting safety.

Examples include San Francisco’s “Nitey Awards,” New York Hospitality Alliances Awards Program, the United Kingdom’s Best-Bar-None, Chicago’s Nightlife Awards, among others.
**ACTION: ENHANCE VIBRANCY**

Progressive cities nurture dining and entertainment opportunities for diverse ages, lifestyles and cultures. Support mechanisms include incentives for business and talent development and retention, as well as assessments of nightlife’s economic value and contributions.

In a sociable city, vitality extends outside of buildings to the street and sidewalk. Public space contains a range of experiences including sidewalk dining, kiosks, vendors, special events, street entertainers, public markets and people watching. Such activities necessitate special consideration of how sidewalks, streets, plazas, etc. play a unique role in hospitality zones during the day and at night.

**Document Entertainment Options and Economic and Employment Value**

To set a course for the future, it is necessary to clearly understand the current picture of Orlando’s dining and entertainment sector. Specifically, what options exist for dining and entertainment and what are the direct and indirect contributions to the local economy. This collective information will help determine precisely what is lacking and what assets need further recognition and support.

The Entertainment and Multi-Use Sidewalk Roundtable identified two areas for gathering information to evaluate current status and potential for development and growth.

**Evaluate Hospitality Zone Occupancy**

- Identify Hospitality Zones by street boundaries – Downtown and Main Streets
- Determine number of venues (restaurants, cafes, bars, night clubs, etc.) in each Hospitality Zone
- Determine seating capacity of each venue by type, hours of operation and type of permit
- Determine combined seating occupancy of venues in each Hospitality Zone
- Identify vacant or potential space for occupancy and impact of the combined total
- Collect data on permitted occupancy for sidewalk dining

**Document Entertainment Options and Markets**

- Identify venues offering live music or entertainment (i.e. comedians), DJs, etc. in each Hospitality Zone, including seating capacity, days and hours of entertainment
- Conduct a market survey for employees and residents, to identify gaps and current assets of the downtown and Main Streets experience
- Promote businesses that meet needs and interests of different generations
- Identify additional ways to use Seneff Arts Plaza at the Dr. Phillips Center; consider the economic impact of new uses
- Count the number of employees hired by nighttime hospitality businesses and determine the number of parking places needed for employees
- Research adaptive reuse of empty buildings for musicians (similar to the Exchange Building for tech and other entrepreneurs)
- Survey businesses to identify gaps in available talent (line cooks, bartenders, servers, etc.)
• Identify data sources for an economic impact study, including sales and property taxes, number of jobs created, revenue, etc.

Build “Orlando’s Authentic Social Experience” Brand

Throughout North America there is an emergence of a craft culture for those seeking an authentic, local and individualized experiences. Just as Orlando has made investments in infrastructure and educational program development to enhance recruitment and retention of technology, medical and health businesses, similar attention and investment is needed to establish Orlando’s dining, entertainment and expanding “craft culture.”

The first step is to convene Orlando’s craft culture and nightlife innovators as an advisory body to define resources and investments and remove barriers for entrepreneurs to open and operate profitably in Orlando. This would include all sectors of the craft dining, beverage, music, sports and entertainment business community, as well as Main Street coordinators with existing or emerging dining and entertainment venues.

“Big Ideas” from the Roundtable include:

Enhance Music and Entertainment
• Capture local talent, potentially from the theme parks, who might want to perform downtown or in Main Streets
• Create a central web application linking talent with venues or street performance opportunities
• Identify places to provide artist and musician rehearsal space
• Collaborate with local cultural and educational organizations on internships, mentoring, scholarships and incentives for performers
• Determine if an arts volunteer or manager can be hired to help coordinate matching artists to venues and to performance space
• Offer live music venues the use of daytime loading zones to make it easier for musicians to set up and break down equipment
• Identify parking for musicians near where they perform

Develop a Plan for Vibrant Sidewalk Usage

The outdoor social experience is characterized by spontaneity, surprise and informality. Sanctioned or organized street vitality, such as public markets, outdoor seating, vendors, buskers and staffed taxi stands, demonstrate consideration, planning and order. Further, systems of order can serve to reinforce social norms and communicate community standards.

Maximize Outdoor Dining with Minimal Impact on Pedestrian Movement

As public space becomes cleaner, safer and a desirable location to socialize, outdoor seating for dining and drinking is increasingly in demand. However, historic districts have limited availability of exterior space to meet this demand, which strains resources and can impede a district’s operation.

Conflicts emerge and debates may ensue about “who owns the public space” and who maintains rights to access and use. When economic opportunities for expanded seating by dining and entertainment venues begin to increase, the challenge of maintaining order over opportunity creates a need for more clearly defined standards and setting of boundaries. When the availability of alcoholic beverages extends to public space, regulatory and licensing issues, as well as public concern, enter the discussion. Add smoking bans, amplified sound, heat lamps,
Food and alcohol service to the outdoor experience and multiple agencies and corresponding regulations begin to overlap, often without coordination.

Beyond compliance with the American with Disabilities Act (ADA), additional consideration to maintaining open sidewalk accessibility is increasingly important to parents with strollers.

The Multi-Use Sidewalk Roundtable participants identified some priority actions to collect data to better coordinate policy and resource allocation for outdoor seating.

**Conduct a Block-By-Block Inventory of Sidewalk Capacity and Use**
- Measure square footage available, width, areas with outdoor dining, trees, bike stands, trash cans, etc.
- Locate sidewalk areas prone to congestion during peak pedestrian periods and/or pose mobility impairment and obstacles
- Identify areas with potential for expanded outdoor seating, street performers and areas not suitable for extended use
- Identify locations with potential use as “parklets” or “flexzones” where parking spaces are converted to outdoor seating
- Compile data on occupancy permits for each venue
- Clearly mark café boundaries to avoid sidewalk encroachment

**Integrate Vendors, Markets and Food Truck to Fill Dead Zones**

There is an ongoing debate about street vendor, food truck and market operations that may mask their positive social and cultural contributions to communities, as well as their significant impact on local economies, innovative entrepreneurship and brand extension.

Orlando boasts food truck companies with high operating standards volunteering to assist in defining best practices to bring the added benefit of street food and goods the public seeks, while reducing conflicts with existing “brick and mortar” businesses.

The Multi-Use Sidewalk Roundtable participants recognize the current system may have a detrimental effect on traditional businesses, but also acknowledge that better coordinated systems with proper management standards can bring the popular “street food” concept to some areas of Orlando, and may serve a calming effect if strategically added to the closing time process (see Plan for People).

**Street Vendors and Food Trucks**
- Convene a working group to review and update the code to allow food trucks to use public space and assure availability at closing times
- Review and update regulations to provide greater flexibility for integrating vendors and trucks into the street experience
- Increase inspections for improved cleanliness, trash removal, sidewalk stains where vendors and trucks operate
- Work with current vendor and food truck operators to create voluntary good practices
- Require security during nighttime service in hospitality zones

**Explore a Process to Formalize Guidelines for Street Performances**

Street performances that provide diverse entertainment can drive pedestrian flow to inactive areas, draw a new customer base downtown into retail stores and dining and entertainment venues. Street performances can be a mutually beneficial arrangement for business owners and performers alike.
When a formalized method is developed for identification and nurturing of talent, a pool of potential performers can be identified and strategically integrated into the fabric of street life. A balance of randomness and structure requires a vision and strategy for encouraging and sustaining street performance without compromising traditional businesses or interfering with pedestrian flow.

There are several challenges to achieving this vision, including the public’s wariness toward street “performers” who use their “instruments” as an excuse to panhandle and the difference between street performances with passive requests for tips (e.g. hat by their feet or an open guitar case) and aggressive panhandling.

**Recruit and Screen Talent**

- Develop marketing materials to recruit local talent and performers. Brand the event as “Orlando Performs”
- Establish a means to recruit, organize and educate talent. Put out an open call for artists and use this event to empower and engage youth. Leverage contacts from existing non-profits that work on talent development
- Develop an educational component by local professional musicians to help train youth in musicianship and the technical skills required to work in the music industry

**Create the Framework for Implementation**

- Determine the best locations and times of day for street performances
- Develop guidelines based on other city approaches (see Santa Cruz in Appendix 6)
- Subsidize and launch a pilot program where buskers are paid to perform in strategic areas and on consistent days of the week. When crowds become consistent, transition into a self-sufficient approach where entertainers rely solely on tips
- Market the program’s locations and days of the week
- Retail stores could sponsor a street performer as a synergistic way to promote ground floor retail shops
- Vacant spaces could be repurposed as practice space for musicians and street performers
**ACTION TEAM: ASSURE SAFETY**

Public safety in nightlife districts requires collaboration and cooperation among agencies and management and staff on business licensing, code compliance and policing.

An interagency team can build a strong foundation with organized data, identification of priority risks and strategic education and intervention.

The evolution of Orlando as an emerging dining and entertainment economy scattered in districts throughout the City requires a formal approach among hospitality and nightlife businesses to define standards for safety and security, not only within venues but in the expanded area in the hospitality zone in which they operate.

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**Reduce Violations, Crime and Impacts through Education and Compliance**

Cities throughout North America are developing a variation of a Public Safety Compliance Team (PSCT) to create an interagency collaborative mechanism to monitor trends, prioritize common violations, and identify at-risk businesses for early assistance and intervention.

Among the common objectives of a PSCT are:

- Track nightlife related issues for monthly PSCT discussions
- Track and ensure that actions taken by agencies within the PSCT are well managed
- Coordinate PSCT patrol of nighttime street and venue activity
- Collect and analyze place of last drink data to identify emerging trends
- Provide regular reports to senior staff and administration to illustrate the quantitative and qualitative effectiveness of the PSCT
- Prepare monthly alcohol license application and renewal reports
- Organize inspection violations and service calls into a “top ten list” and develop appropriate educational materials and training for venue operators and staff
- Conduct regular meetings with patrol officers assigned to nightlife districts and venues to gather information and provide feedback related to at-risk establishments
- Conduct regular orientations for new business operators and staff on the role of the PSCT as it relates to code compliance

Participants from the HZA Safety Roundtable can form the initial team, with additional agencies and representatives added as needed. The PSCT should include police, fire, zoning, alcohol regulatory, health department, business licensing, city attorney, mayor’s office, etc.

Next, the PSCT should identify a leader to convene, facilitate and document activities, data, and priorities into resources for education, training and application review. The Safety Roundtable identified four priority areas of data collection:
Identify Risk Locations

- Collect last drink data to identify the place a person involved in DUI or alcohol related incident was last served
- Collect inspection violations, calls for service, and other risk factors by business address
- Map locations of panhandling, fights, disorder on weekend/weekday nights

Evaluate Cost of Venue Safety

- Determine the current cost to venues of contracting with off-duty police officers
- Determine current costs for venues with private security – in-house, or contracted
- Evaluate ID scanners and detection technologies, costs and benefits and connectivity among venues to share information about disorderly patrons

Evaluate Cost of Public Safety

- Determine the current costs of assigned and overtime officers during peak periods in nightlife districts
- Determine an estimated cost of a dedicated trained police unit
- Determine an estimated cost of staffing a Public Safety Compliance Team for regular meetings, training, community relations
- Determine an estimated cost of a specially trained Ambassador Security Team to assist at night with crowd management and disorder

Compile the most common crimes, disturbances, and violations

SPECIFIC INDICATORS

<table>
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<tr>
<th>Person Indicators</th>
<th>Disorder Indicators</th>
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<tr>
<td>Assault</td>
<td>Trouble with person</td>
</tr>
<tr>
<td>Sexual assault</td>
<td>Disturbance / Noise / Bylaws</td>
</tr>
<tr>
<td>Robbery</td>
<td>Trouble with intoxicated persons</td>
</tr>
<tr>
<td>Traffic indicators</td>
<td>Underage in possession</td>
</tr>
<tr>
<td>Traffic complaints general</td>
<td>Disturbances</td>
</tr>
<tr>
<td>/ towed vehicles</td>
<td>Trouble with person aggressive panhandler</td>
</tr>
<tr>
<td>Impaired driving</td>
<td>Mischief under $5,000</td>
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<tr>
<td>Traffic offenses / Careless</td>
<td>Weapons complaint</td>
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<tr>
<td>/ Dangerous driving</td>
<td></td>
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<tr>
<td>Collisions</td>
<td></td>
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</tbody>
</table>

Education and Compliance

Once data is collected and tabulated, the following are strategies to provide education and compliance.

- **Top Ten Violations:** Each agency compiles the top ten most common violations, consolidates into a complete list, and prioritizes the most important contributing to the greatest risk.
- Develop recommendations to reduce risk (see Best Practices below) into a guide
- Hold regular forums with venues to review common violations, recommendations for compliance, progress report on reducing risk
- **Top Ten At-Risk Businesses:** Using the Top Ten Violations list, identify businesses that are named most frequently. There can be a three-phase intervention process:
- **Written Notification to At-Risk Business:** A formal notice listing the issues of concern, suggestions for remedial action, and consequences for failure to make corrections.
- **In Person Meeting:** Schedule regular meetings of the PSCT for business owners and managers to meet in person, either individually or as part of a group meeting.
- **Joint Inspection**: On-going failure to comply can result in a coordinated multi-agency inspection. If established (see Plan for People), the venue could be classified as having a Negative Impact and cited as defined by the regulation.

## Develop and Promote Best Practices and Uniform House Policies

With greater demand for nightlife, there is increased pressure for licensed beverage businesses to prevent sales and service to underage and intoxicated persons, as well as to assure the safety of patrons inside venues, as they exit, as well as in the area surrounding the venue.

Hospitality businesses have more regulatory and enforcement agencies to comply with, are subject to more oversight and inspections, and face greater risk and potential liability than the average non-hospitality business. A comprehensive plan for safety is achieved by employing a range of precautionary tactics to prevent safety hazards and incidents from occurring.

Nightlife networks and associations lend hospitality entrepreneurs more organization and centralized leadership for communication and coordination of resources. Building upon the network proposed for developing "Orlando’s Authentic Social Experience" venues can assign their night manager and security team as a task force.

### Conduct an Orlando Safety and Security Analysis of Venues Meeting Specific Criteria

- Responsible Vendor Certification
- Beverage Service Training – Maintaining trained staff
- Contracted or Professionally Trained Security Staff
- ID Scanners – Stand Alone or Interconnected
- CCTV and other Communication Devices

### Build Consensus on Safety and Security Procedures

- Gather information from the PSCT on the most common violations
- Incentivize participation by venues to assist in developing a “best practices” guide
- Use existing business practice guides as a template (Seattle, San Francisco, New York City) to create the *Orlando Guide for a Safe Social Experience*
- Develop sample house policies on topics such as technology, door security training and procedures for helping impaired patrons get home safely (e.g. helping them locate a cab)
- Organize a venue “mentor” program with individuals volunteering to assist new businesses or at-risk businesses identified by the PSCT

### Promote Patron Responsibility

- Use social marketing and incentivize responsible behavior (i.e. designated driver).
- Edmonton’s examples – Be a Lover Not a Fighter, Night Gone Right, Pee for Free

### Establish Standard Monitoring Systems

- **Operations**: Secret Shopper, CCTV Cameras inside and out, incident logs
- **ID Scanners**: Evaluate costs and benefits and connectivity among venues to share information about disorderly patrons
- **Staff**: Cameras, Managers, Performance Review
- **Patrons**: Security to Patron ratios, Cameras, Staff, ID Scanners, Metal Detector/wands, Door Security Network, wristbands; At closing time: deploy staff to monitor activity outside door
Review and Adjust Current Safety Resource Allocation

The current practice of street closure, off-duty officers employed by venues, and dynamic infusion of enforcement to clear the streets may not be a sustainable model for Orlando’s population growth and economic transition as other areas of downtown and grow with similar pedestrian density challenges.

The goal defined during the HZA Roundtables was to shift from a high intensity mode in managing the closing time push to a more even disbursement process that relieves pressure on existing resources to reduce disorder and disruption. Lessons learned may apply in planning other districts to avoid the need for street closure, while maintaining pedestrian flow and safety.

The following is a proposed path to productive transition:

- Monitor changes in risk, calls for service, violations based upon the recommended actions to increase compliance and promote voluntary risk management practices
- Implement the “Pull” versus “Push” strategy for managing crowd disbursement at closing time
- Review “Flexible Hours” policy proposal and determine how a pilot could be implemented in appropriate areas. Monitor impact on crowd disbursement if implemented
- Determine how Orange Avenue can be reconfigured to allow a traffic lane to remain open for emergency vehicles and taxis

Establish a Dedicated Police Unit – Transition from Overtime Off-duty Officers

Through the Orlando Nightclubs Task Force and other meetings with nightclub operators, a consistent recommendation was to establish a dedicated and trained Hospitality Police Unit. Appendix 8 provides recommendations on selection, training and deployment of officers.

This transition may require consideration of the off-duty officer procedure, including the financial dependence by officers on the current system, and how reallocation of resources may reduce any impact.

Cost-Benefit Analysis

- Convene a working group with representatives from the Public Safety Compliance Team and nightlife venues using off-duty officers
- Conduct a comprehensive review of the costs and benefits of off-duty, overtime officers working directly for venues
- Determine the economic value of what venues pay for overtime officers and if there is a more efficient process to reduce costs to the venue while enhancing the ability of the police department to be properly staffed and public space safe and secure

Transition to a Different Approach to Policing Nightlife Districts

- Examine how other cities have transitioned from paid off-duty overtime systems to a more centralized system with training and monitoring of officers
- Shift dedicated police resources from managing sidewalk and street activity to increased patrol of side streets and areas more prone to crime
- Consider a diverse mobile field unit to address both public safety and quality of life issues. The unit would address livability issues such as drug dealing and homelessness in addition to monitoring public safety
- Evaluate alternatives for security and safety such as formalized training of security staff, contracted services for public space management to reduce crowding and facilitate closing time disbursement.
**ACTION TEAM: PLAN FOR PEOPLE**

There is fine line between nighttime vibrancy and chaos. Striking the right balance often depends upon the number of people and the space available to gather.

Effective district management requires a comprehensive view of city development trends. The overall objective is to set citywide standards for zoning codes, update codes where necessary, and establish better performance standards for monitoring and compliance to shape nightlife growth in positive, viable and sustainable ways.

Finally, planning for people requires a coordinated system to properly integrate transportation, parking, and pedestrian movement in to and out of a hospitality zone.

**Establish Social Occupancy Guides in Hospitality Zones**

Strategic planning of an area designated as a hospitality zone with day, evening and late-night activity can minimize risk and maximize potential. This requires foresight in determining the proper use for each storefront, local regulations to both screen and educate new business operators, and a mechanism to intervene when a business has a negative impact on the community which affect quality of life.

“Social Occupancy Measure” is a tool that can be used to help determine the maximum number of visitors/patrons/residents that a district can support, or to anticipate potential impact of residential development, and thereby, facilitate an appropriate business mix for a mixed-use hospitality zone. (See Appendix 3)

**Gather Data for Decisions**

In order to properly assess need and capacity, the Quality of Life Roundtable and Transportation Roundtable participants recommended collecting data to make more informed decisions.

**Pedestrians**
- Determine how sports arenas, theatres and other venues impact pedestrian activity, trash, and traffic management
- Conduct pedestrian studies in Downtown and Main Streets by day-of-week and time-of-day, to include peak nighttime activity

**Transportation**
- Identify the number of private transportation providers offering services to patrons at night—include taxis, Pedi-cabs, TNC’s (i.e. Uber, Lyft), party buses
- Identify current locations of taxi stands, areas where people congregate to get taxis, TNC, and party bus transportation
- Identify potential areas for “transport hubs”
- Identify potential locations for valet service and proximity to parking and venues
Parking
- Conduct a cost benefit study of having remote secure employee parking with shuttle service after the 2:00 am close
- Determine the number of discounted employee parking spaces after 5:00 pm and if there is a need for additional spaces
- Determine the optimum number and time for providing parking for musicians
- Survey music venues to determine need and location for musician loading zones and hours required
- Identify parking garage lots and private spaces that can be used at night in Downtown and Main Streets
- Explore nighttime parking fees to support improved safety and security

Quality of Life
- Update the Trash Management Study to include issues raised during the Roundtable discussions
- Determine the number of trash receptacles required, including recycle bins and cooking oil recycling
- Identify the number and location of currently available public facilities and designate the number and location for additional public facilities

Zoning/Licensing
- Explore an annual after‐midnight license, coordinated with participating City departments, to solidify the nature of the use, security provisions, and mitigate any potential impacts to quality of life issues
- Ensure that residential uses that locate in or near hospitality zones do their part to mitigate and inform future residents of potential impacts of surrounding venues
- Update zoning regulations, currently based on outdated separation from churches and schools, to limit outdoor uses, address closure of venues during normal school hours, and enhance noise, lighting and security measures when placed near residential zoning districts
- Limit the ability of after‐midnight uses to locate in residential zones as accessory uses
- Create definitions for nightclubs and other night‐time economy venues, and possibly have separate regulations for “eating and drinking” establishments

Using Data for Decisions
- Establish a process for a Main Street or district manager to determine the best cluster of venues (dining, drinking, entertainment, event) and process to review the capacity of the district or zone in the district for this activity including what upgrades might be necessary (i.e. police service, taxi stand, parking shuttles, additional trash cans, etc.) and how these upgrades will be supported
- Establish standards for conducting an occupancy inventory to determine existing and potential development of venues
- Define standards to be used such as Percent of Linear Storefront, Percent of Occupancy, Percent of Businesses to define capacity of a district for venues
- Determine the mechanism for setting zoning standards based upon analysis of a defined area seeking to be a hospitality zone with density of venues for approval of applications

Establish New Designations and Permits to Match Risk with Practices
Risk to public safety and residential quality of life is often related to operating hours, seating occupancy, age of clientele, business policies and staff training. Allowing at-risk business practices to continue fosters a more competitive business market that is detrimental to the future viability of the hospitality industry, contributes to a lowering of standards for the quality of social experiences and puts patrons at greater risk of harm.

Appropriate responses to intervene with and address chronic offenders will level the playing field for the business climate and promote greater economic development and sustainability of the nighttime economy as a
whole. It will also close the gap in the continuum to proactive reporting and monitoring, enforcement and follow-through.

The 2003 licensing reform in the United Kingdom introduced another interesting approach by creating two types of licenses.

- **Premise License** determines if the physical structure for a venue is suitable for the proposed use (taking into consideration fire safety, trash storage, deliveries, sidewalk space, and proximity to residential housing, access to late-night transportation, etc.).

- **Operation License** requires an operator to demonstrate a plan for security, safety, alcohol service, strategies for managing sound, trash, deliveries and occupancy as these issues relate to type of operation, hours of operation and risk factors inherent in the location.

- The **Chicago Deleterious Impact Regulation** (see appendix summary) establishes a process to set specific and measurable standards for evaluating an applicant before, during and when at-risk for assuring compliance within the venue and reducing potential impact on the surrounding community.

The collective combination of strategies implemented through the Vibrancy Action Team and the Safety Action Team, as well as other recommendations in the Planning Action Team, may minimize the need for additional regulations. However, a more strategic risk-based licensing system could facilitate potential reform to allow for more density, extended hours, or expanded outdoor seating that matches the market and district capacity.

### Explore a Flexible Hours Permit Process with Negative Impact Provisions

Downtown and surrounding neighborhoods are evolving and developing their own identities, resident expectations and market opportunities. Thus, a systematic yet flexible approach is needed to manage this development against the district’s life-cycle stage (Emerging, Developing, Mature and Declining).

One approach to merging the intent of the 2013 Alcohol Ordinance, with strategies from other cities to explore a formal permit process for **businesses seeking to operate after midnight could be a Flexible Hours Permit** (allowing later hour operations for businesses meeting criteria to prevent negative impacts).

Some cities have used a “soft closing” approach (San Jose, Providence) that allows venues to remain open without alcohol service for an additional hour. Others have changed closing time hours, or allowed a certain number of businesses to extend hour permits to serve alcohol.

Cities without a required closing time (New Orleans, Mobile) seem to have fewer issues, and businesses will close “when there are no customers.” Seattle introduced an approach referred to as “flexible hours” providing a special permit for businesses demonstrating a market demand and responsible practices to alter their hours as necessary to respond.

### Risk Evaluation

- **District Intensity Designation** (low, medium, high): Determine what level of activity is suitable for a district based on current infrastructure and social occupancy. For instance, an area designated as primarily residential often limits outdoor seating until 10:00 pm, while a primarily commercial area extends outdoor seating and allows amplified entertainment until closing. Define area boundaries based upon this determination.

- **Determine Criteria for Venue Risk Evaluation**: Demonstrate practices relative to level of risk for type of business, hours of operation, entertainment and location. For example, a **low risk** venue would be a daytime café serving beer and wine to office workers, while **high risk** might be a high occupancy (greater
than 250) late-night venue (after 10:00 pm) with limited food, DJ, and dance catering to an under-25 clientele
• Improve public safety by addressing egregious offenders in a timely and efficient manner
• Address violations prior to reaching a point of extreme need where customers’ public safety is compromised and illegal activities such as prostitution, service to minors and violent crime occur

Risk Management
• Formulate a Flexible Hours Permit Ordinance to include any business, whether serving alcohol or not, seeking to provide food, drink, entertainment or create an area where people will gather to socialize after midnight.
• Expand the business and security plan review process for business applicants seeking a Flexible Hours Permit
• Establish a fee system to match increased demand for resources based upon venue’s risk factors, i.e. risk-based licensing.
• Provide incentives for flexible hours to businesses meeting high standards of safety practices and meeting a positive community need for places to socialize.
• Establish a formal petition process for city agencies or community members to challenge a business application or existing operations that fall into the “deleterious impact” category with remedial steps for the business to comply.

Transform the “Push” into a “Pull” with Transport Hub and Food Trucks

Downtown Orlando continues to evolve as a nighttime district with residential, educational and business uses. The mix includes sidewalk cafes, university buildings, live music, bars, clubs, outdoor dining, food carts and after-hours clubs. Pedestrians include residents, students, patrons, people walking and window shopping, and a significant population of homeless people. It is significant and should be noted that peak pedestrian hours occur between 11:00 pm and 3:30 am.

Weekend crowds regularly match the size of crowds for festivals and other special events. Much of the nightlife is concentrated in a few blocks but the impact is felt in the surrounding residential neighborhoods. A general consensus emerged among stakeholders that there is a need to prepare for weekends the same way preparation is done for special events and festivals. This will assure the district is prepared for the increased level of activity.

Establish Transport Hubs
• Involve stakeholders from multiple perspectives (patrons, pedestrians, public transit, taxis, TNCs, and public safety)
• Evaluate current transport licensing requirements and procedures to allow for modernization of services
• Strategically locate taxi, party bus and TNC drop-off and pick-up areas to reduce impact on traffic flow, improve pedestrian safety and reduce risk
• Provide overnight parking vouchers to allow for extended morning parking to give the patron time to reclaim their vehicle. As long as parking for daytime workers is not disrupted, this strategy could help prevent impaired driving
• LYMMO service extension could provide a link to parking garages, remote on-street parking, and even transport downtown residents home.

Mobility Management
Streamline Road Closures:
• Standardize the time and location of closures
• Set standards for police staffing
• Provide increased public information (e.g. place informational and directional signs and more substantial barricades). If it is determined that closures are not yielding the desired effect, consider limiting/eliminating street closures as a strategy for managing nightlife.

**Designate Parking and Loading Zones for Musicians:** If Orlando pursues designation as a Live Music City, it is advisable to offer designated parking for musicians as well as loading zones to help with the transfer of equipment in and out of the performance venue. How many zones would be needed? Where should they be located? How would that impact parking?

**Incentivize Remote Parking for Employees:** If a shuttle (or Lymmo service) is available after closing time and when employees finish their shifts it may be possible to have employees use remote parking instead of limited on-street parking. Incentives to employees may include reduced parking fees and designated areas staffed with security personnel.

**Facilitate Destinations Away from Dense Areas**
• Conduct a “bird’s eye view” of traffic and pedestrian patterns to identify most appropriate locations for taxi and TNC areas
• Establish a seamless passage out of an area with minimal impacts on safety, sound disturbances, litter, bio waste (public urination) and pedestrians
• Locate food trucks on side streets or in parking garages (along with security, trash receptacles and public facilities but without seating) to disperse the crowd and draw people away from downtown. The ‘pull’ would then be part of the hospitality experience of the district
• Create accessible and secure public facilities (permanent or temporary)
APPENDIX 1: PARTICIPANTS

The Hospitality Zone Assessment involved dozens of individuals through a series of meetings and forums.

Attendance Codes: TT = Transformation Team  E = TT Meeting  O = Orientation  R = Roundtable

Thomas Allen, Owner  
Urbanista  
Focus: Quality of Life  
Kelly Allen, Marketing/Communications Coordinator  
City of Orlando Downtown Development Board  
Focus: Entertainment  
Dave Arnott, Lieutenant  
City of Orlando Mayor Buddy Dyer’s Office  
Focus: Venue Safety  
Tom Ayars, Manager of Training & Development/ Orlando Andy Frain Services  
Focus: Public Safety  
Mark Baratelli, Owner  
Food Truck Bazaar  
Focus: Multi-use Sidewalk  
David Barilla, HZA Coordinator  
City of Orlando Downtown Development Board  
Focus: Attended All Events  
Chris Becton, Sgt of DUI Unit  
City of Orlando Police Department  
Focus: Transportation  
William Blake, Owner  
The Rusty Spoon  
Focus: Entertainment  
Mark Bortz, Owner  
Bortz Group  
Focus: Multi-use Sidewalk  
Ed Boyens, Venues Security Manager  
City of Orlando Venues  
Focus: Venue Safety  
Dana Brown, Owner  
Red Top Productions  
Focus: Multi-use Sidewalk  
Jason Burton, Chief Planner  
City of Orlando Planning  
Focus: Attended All Sessions  
Jeff Bush, Vice President  
HKS  
Focus: Quality of Life  
Michael W Carroll, Solid Waste Division Manager  
City Of Orlando Solid Waste/Public Works  
Focus: Quality of Life  
Lyndon E. Carter, Senior Associate  
Lowndes Drosdick Doster Kantor & Reed  
Focus: Entertainment  
Mark Cechman, Chief Planner / Zoning Official  
City Of Orlando Planning  
Focus: Quality of Life  
Natasha Christman, Event Coordinator  
Cox Events Group  
Focus: Entertainment  
Frank Consoli, Traffic Operations Engineer  
City of Orlando Transportation Engineering  
Focus: Multi-use Sidewalk  
John Cooley, Owner  
Keys to the City  
Focus: Public Safety  
Dr. Robertico Croes, Associate Dean of Administration and Finance  
University of Central Florida  
Focus: Venue Safety  
Jeremy Crowe, Civil Engineer IV  
City of Orlando Transportation Engineering  
Focus: Transportation  
Lisa Cuatt, Executive Director  
Thornton Park Main Street District  
Focus: Entertainment  
Samuel Dade, General Manager  
Keys to the City  
Focus: Public Safety  
Dave Darsey, Senior Director  
GAI - Consultants Community Solutions Group  
Focus: Entertainment  
Richard Demarco,  
GDC Properties  
Focus: Quality of Life  
Kathleen Devault, Director of Strategic Partnerships  
City of Orlando Mayor Buddy Dyer’s Office  
Focus: Attended All Sessions  
Brian M Donohue, Police Lieutenant  
City of Orlando Police Department  
Focus: Public Safety  
Aaron Dudek, Owner  
The Lodge and The Woods  
Focus: Venue Safety  
Shawn Dunlap, Officer  
City of Orlando Police Department  
Focus: Venue Safety  
Sarah Elbadri, Executive Director  
City of Orlando Downtown South Main Street  
Focus: Multi-use Sidewalk
Arthur Eld, Police Captain  
City of Orlando Police Department  
Focus: Public Safety  
Paul Emery, Events & Marketing Director  
Wall St Plaza  
Focus: Entertainment  
Dirk Farrow, Owner  
Church Street Entertainment  
Focus: Quality of Life  
Robert Bob Fish, Downtown Cleanteam Facility Supervisor  
City of Orlando Downtown Development Board  
Focus: Multi-use Sidewalk  
Quality of Life  
Richard Forbes, Historic Preservation Officer  
City of Orlando Planning  
Focus: Multi-use Sidewalk  
Gert Garman, Director  
UCF Collaborative Design Center  
Focus: Entertainment  
Ben Gillick  
AmeriPark/ Kress Valet  
Focus: Transportation  
Jeff Gitto, Owner  
V Group Concepts  
Focus: Quality of Life  
Entertainment  
Venue Safety  
Cameron Gordon, Parishonor  
St Luke's Cathedral  
Focus: Quality of Life  
Shannon Gravitte  
Mears Transportation  
Focus: Transportation  
Kaye-Alese Green, Student  
University of Central Florida  
Focus: Entertainment  
Sharon Grimes, Community Service Officer III  
City of Orlando Police Department  
Focus: Public Safety  
Frank Hamby, Property Owner  
The Beacham  
Focus: Multi-use Sidewalk  
Lori Pampilo Harris, Sr Advisor to Mayor, Homelessness Soc Svcs  
City of Orlando Mayor Buddy Dyer's Office  
Focus: Quality of Life  
Barbara Hartley, Executive Director  
Downtown Arts District Inc  
Focus: Entertainment  
Lisa Henry, Streets And Stormwater Division Manager  
City Of Orlando Public Works  
Focus: Quality of Life  
Tammy Hughes, Fire Marshal  
City of Orlando Fire Department  
Focus: Public Safety  
James "Jim" Hunt, Public Works  
City Of Orlando Public Works  
Focus: Quality of Life  
Ivan Isolica, Owner  
Downtown Pourhouse  
Focus: Entertainment  
Seaira Jeannin, Executive Director  
Church Street District  
Focus: Multi-use Sidewalk  
Robert Jenkins, Sanitation Section Supervisor  
City Of Orlando Solid Waste/Public Works  
Focus: Quality of Life  
Alejandro Caro Jimenez, Police Lieutenant  
City of Orlando Police Department  
Focus: Public Safety  
Jae Johnson, Promoter  
Promoter  
Focus: Venue Safety  
Timothy Johnson, Permitting Division Mgr  
City of Orlando Permitting  
Focus: Public Safety  
Solomon Johnson, Director  
Keys to the City  
Focus: Public Safety  
Ian M Jurgensen, Sustainability Project Manager  
City Of Orlando Solid Waste/Public Works  
Focus: Quality of Life  
Alexander Karden, City Prosecutor I  
City of Orlando Legal  
Focus: Public Safety  
Venue Safety  
Bridget Keefe, Executive Director  
Downtown Orlando Partnership Inc. (DOP)  
Focus: Entertainment  
Mike Kilbride, UCF Downtown Project Manager  
University of Central Florida  
Focus: Quality of Life  
Justin Kinsey, Area Manager of Orlando Operations  
Lanier Parking Solutions  
Focus: Transportation  
Janet Legassie, Service Coordinator  
Baptist Terrace  
Focus: Quality of Life
Cesar Leirias, Civil Engineer IV - Contract  
City of Orlando Transportation Engineering  
**Focus:** Transportation  
Kelly Lowe, Police Sgt  
City of Orlando Police Department  
**Focus:** Venue Safety  
Christian MacCarroll, Vice President  
HKS Inc  
**Focus:** Quality of Life  
Keith Maddox, Deputy Chief - Field Operations Bureau  
City of Orlando - Fire Department  
**Focus:** Public Safety  
Edgardo Malave, Police Officer  
City of Orlando Police Department  
**Focus:** Public Safety  
George Maltezos, Owner  
The Beacham  
**Focus:** Venue Safety  
Michael Marsicano, Manager  
V Group Concepts  
**Focus:** Venue Safety  
Jeremy Martin, Owner  
Rydes Pedicabs  
**Focus:** Transportation  
Peter Martinez, Program Director  
Juice Bike Share  
**Focus:** Multi-use Sidewalk  
Doug Metzger, Project Planner II  
City Of Orlando Planning  
**Focus:** Quality of Life  
Rachel Moalli  
Florida Restaurant & Lodging Association/Align Public Strategies  
**Focus:** Entertainment  
Jennifer Moreau, Permitting Services Manager  
City of Orlando Permitting  
**Focus:** Multi-use Sidewalk  
Kelly Morphy  
Bike Walk Central Florida (aka Best Foot Forward)  
**Focus:** Transportation  
Brooke Myers, President  
Emerge Real Estate  
**Focus:** Quality of Life  
Lynn Nicholson, Resident  
Resident  
**Focus:** Quality of Life  
Gilbert Nieves, Vehicle-For-Hire Supervisor  
City of Orlando Police Department  
**Focus:** Transportation  
Audra Nordaby, Planner III  
City of Orlando Police Department  
**Focus:** Public Safety  
Myles O’Keefe, Senior Planner  
Lynx  
**Focus:** Transportation  
Ridzi Palomo, Parking Operations Mgr  
City of Orlando Parking  
**Focus:** Transportation  
Roy Payne, Chief Asst City Attorney I  
City of Orlando Legal  
**Focus:** Multi-use Sidewalk  
Lillian Scott Payne, Business Development Division Manager  
City of Orlando Business Development  
**Focus:** Entertainment  
Jill Pittman, Owner / Agent  
Empire Insurance  
**Focus:** Venue Safety  
Charles Ramdatt, Deputy Director of Public Works - Transportation Engineer  
City of Orlando Transportation Engineering  
**Focus:** Transportation  
JoEllen Revell  
Victim Service Center  
**Focus:** Public Safety  
Greg Reynolds,  
Downtown Condo Association Alliance  
**Focus:** Quality of Life  
Courtney Reynolds, Program Manager  
Rethink your Commute  
**Focus:** Transportation  
Greiefg Reynolds, Chair  
Downtown Condo Association Alliance  
**Focus:** Quality of Life  
Mike Rhodes, Code Enforcement Division Manager  
City of Orlando Code Enforcement  
**Focus:** Quality of Life  
Shaniqua Rose  
City of Orlando Downtown Development Board  
**Focus:** Attended All Sessions  
Pam Rupinski  
Regulatory Compliance Services - Responsible Vendor Education  
**Focus:** Venue Safety
Keith Showers, Facility Manager  
**SunTrust Garage**  
**Focus:** Transportation  R

Ian Sikonia, Planner III  
**City of Orlando Transportation Planning**  
**Focus:** Transportation  O R

David Siminou, Owner  
**Dolive Building**  
**Focus:** Venue Safety  O

Eric Smith, Deputy Chief - Special Services Bureau  
**City of Orlando Police Department**  
**Focus:** Public Safety  T O Venue Safety  T O

Marjorie Stone  
**Florida Restaurant & Lodging Association**  
**Focus:** Venue Safety  O Entertainment  O

Steve Sullivan, Owner  
**Cowboys Orlando**  
**Focus:** Venue Safety  T O R

Doug Taylor, Managing Partner  
**Church Street Entertainment**  
**Focus:** Entertainment  O R

Valerie Trammel, Marketing/Customer Service Supervisor  
**City of Orlando Parking**  
**Focus:** Transportation  O R

Richard Wales, Deputy Fire Chief  
**City of Orlando Fire Department**  
**Focus:** Public Safety  O R

Scott Walker, Traffic Control Manager  
**City of Orlando Traffic**  
**Focus:** Multi-use Sidewalk  O

Angela Dawn Russell, Parking Analyst  
**City of Orlando Parking**  
**Focus:** Transportation  O R

Rhonda Wilson, Education Coordinator  
**Victim Service Center**  
**Focus:** Public Safety  O R Venue Safety  R

Kirk Winngerson, Marketing Division Manager  
**City of Orlando Venues**  
**Focus:** Entertainment  R

Jon Yapo  
**Lyft Representative**  
**Focus:** Transportation  R
APPENDIX 2: ROUNDTABLE SUMMARIES

Information gathered from an online survey and Roundtable discussions was organized into these five action areas:

<table>
<thead>
<tr>
<th>Research</th>
<th>Policy</th>
<th>Compliance</th>
<th>Education</th>
<th>Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gather information or data to make better decisions or monitor success</td>
<td>Recommend new or improved policy for business or government</td>
<td>Coordinated monitoring, incentives and enforcement</td>
<td>Train and educate on best practices, procedures and standards</td>
<td>Use of media to engage patrons, businesses, and government</td>
</tr>
</tbody>
</table>

The following tables represent the results of discussions by each of the Roundtables.

Research: Collecting the Data

This list of research and data needs was developed through the Roundtable discussions.

ENHANCE VIBRANCY: Entertainment Roundtable | Multi-use Sidewalk Roundtable

Conduct a Block-by-Block Inventory of Sidewalk Capacity and Use
- Measure square footage available, width, areas with outdoor dining, trees, bike stands, trash cans, etc.
- Locate sidewalk areas prone to congestion during peak pedestrian periods and/or pose mobility impairment and obstacles
- Identify areas with potential for expanded outdoor seating, street performers and areas not suitable for extended use
- Identify locations with potential use as “parklets” or “flexzones” where parking spaces are converted to outdoor seating

Evaluate Hospitality Zone Occupancy
- Identify Hospitality Zones by street boundaries
- Determine number of venues (restaurants, cafes, bars, night clubs, etc.) in each Hospitality Zone
- Determine seating capacity of each venue by type, hours of operation, type of permit, etc.
- Determine combined seating occupancy of venues in each Hospitality Zone
- Identify vacant or potential space for occupancy and impact of the combined total
- Collect data on both fire department and zoning permitted occupancy for inside venues and for sidewalk dining

Document Entertainment Options and Markets
- Identify venues offering live music or entertainment (i.e. comedians), DJ and dances in each Hospitality Zone, including seating capacity, days and hours of entertainment
- Survey to determine who the audience/customer is for each venue
- Identify additional ways to use the Seneff Arts Plaza at the Dr. Phillips Center, consider the economic impact
- Count the number of employees hired by nighttime hospitality businesses and determine the number of parking places needed for employees
- Research adaptive reuse of empty buildings for musicians (like the Exchange Building for tech and other entrepreneurs)
- Survey businesses to identify gaps in available talent (line cooks, bartenders, servers, etc.)
- Document the economic and employment impact of the hospitality, entertainment and nightlife industry

ASSURE SAFETY: Public Safety Roundtable | Venue Safety Roundtable

Evaluate Cost of Venue Safety
- Determine the current cost to venues of contracting with off-duty police officers
- Determine current costs for venues with private security – in-house or contracted
- Evaluate ID scanners, costs and benefits and connectivity among venues to share information about disorderly patrons

Evaluate Cost of Public Safety
- Determine the current costs of assigned and overtime officers during peak periods in nightlife districts
- Determine an estimated cost of a dedicated trained police unit
- Determine an estimated cost of staffing a Public Safety Compliance Team for regular meetings, training, community relations
- Determine an estimated cost of a specially trained Ambassador Security Team to assist at night with crowd management and disorder
Identify Risk Locations
- Collect last drink data to identify the place a person involved in DUI or alcohol related incident was last served
- Collect inspection violations, calls for service, and other risk factors by business address
- Map locations of panhandling, fights, disorder on weekend/weekday nights

PLAN FOR PEOPLE: Transportation Roundtable | Quality of Life Roundtable

Pedestrians
- Determine how sports arenas, theatres and other venues impact pedestrian activity, trash, and traffic management
- Conduct pedestrian studies in Downtown and Main Street districts by day-of-week and time-of-day, to include peak nighttime activity

Transportation
- Identify number of private transportation providers offering services to patrons at night—include taxis, Pedi-cabs, TNC’s (i.e. Uber, Lyft), party buses
- Identify current locations of taxi stands, areas where people congregate to get taxis, TNC, and party bus transportation
- Identify potential areas for “transport hubs”
- Identify potential locations for valet service and proximity to parking and venues

Parking
- Conduct a cost benefit study of having remote secure employee parking with shuttle service after the 2:00 am close
- Determine the number of discounted employee parking spaces after 5:00 pm and if there is a need for additional spaces
- Determine the optimum number and time for providing parking for musicians
- Survey music venues to determine need and location for musician loading zones and hours required
- Identify parking garage lots and private spaces that can be used at night in Downtown and Main Streets
- Explore nighttime parking fees to support improved safety and security

Quality of Life
- Update the Trash Management Study to include issues raised during the Roundtable discussions
- Determine the number of trash receptacles required, including recycle bins and cooking oil recycling
- Identify the number and location of currently available public facilities and designate the number and location for additional public facilities
Policy and Compliance: Boundaries for Order

This list of policy and compliance recommendations was developed through the Roundtable discussions.

ENHANCE VIBRANCY: Entertainment Roundtable | Multi-Use Sidewalk Roundtable

Innovation to Build Orlando’s Brand
- Develop voluntary standards and peer-to-peer education and training for nighttime management

Street Vendors and Food Trucks
- Review and update regulations to provide greater flexibility for integrating vendors and trucks into the street experience
- Increase inspections for improved cleanliness, trash removal, sidewalk stains where vendors and trucks operate
- Work with current vendor and food truck operators to create voluntary good practices
- Require security during nighttime service in hospitality districts
- Convene a working group to review and update the code to allow food trucks to use public space and be available at the close
- Define times and locations for beer, freight, and other deliveries
- Seek an exemption for small owner-managed restaurants (under 150 occupancy) to allow them to purchase a lower cost license for alcohol service

Outdoor Dining and Street Life
- Compare Fire Department and planning and zoning occupancy permits for each venue
- Clearly mark café boundaries to avoid sidewalk encroachment
- If weekend crowds are similar to the number at festivals, adopt festival planning procedures for weekend crowd management

Enhancing Music and Entertainment
- Identify places to provide artist and musician rehearsal space
- Collaborate with local cultural and educational organizations on internships, mentoring, scholarships and incentives for performers
- Determine if an arts volunteer or manager can be hired to help coordinate matching artists to venues and to performance space
- Offer live music venues the use of daytime loading zones to make it easier for musicians to set up and break down equipment
- Identify parking for musicians near where they perform

ASSURE SAFETY: Public Safety Roundtable | Venue Safety Roundtable

Create Public Safety Compliance Team
- To monitor trends, prioritize common violations, and identify at-risk businesses for assistance and early intervention, include a code enforcement representative
- Assign code enforcement personnel to the night shift
- Link new venues with a compliance team
- Create a team of Nighttime Ambassadors to augment public safety and security and help manage noise and trash
- Designate a team of specially trained police officers dedicated to nighttime policing—this team would augment bike patrols

Licensing
- Simplify the license renewal process for well-performing venues
- Create a workable noise ordinance and enforce regulations
- Work with live music venues to upgrade their sound systems to incorporate the best and most effective sound management techniques and comply with code Austin reference

Venue Security
- Police and businesses collaboratively create safety plans
- Work with the Public Safety and Nightlife Team to expand CPTED evaluations and retrofits to all licensed businesses
- Match security to the size of the crowd
- Determine standards for off-duty OPD officers providing security to venues
- Distinguish on and off-duty officers with different uniforms
- Add CCTV cameras to problem areas
- Coordinate security and clarify policies among all agencies
- Include addressing ADA considerations and planning for people with disabilities
### Road Closure
- Assign officers to intersections at closing time to manage mixed traffic, cars, Pedi-cabs, taxis and pedestrians
- Consider limiting or eliminating road closures
- Standardize the location and times for road closures and add directional signs

### Develop Updated Policy on Venues
- Determine criteria for risk evaluation and corresponding practices to reduce risk. For example, Low Risk: Daytime Café serving beer and wine to office workers. High Risk: High occupancy (greater than 250) late-night venue (after 10:00 pm) with limited food, DJ, dance catering to an under-25 clientele.
- Draft a Deleterious Impact Ordinance as a local tool for productive review of a new business application or intervention with businesses currently impacting the public space and surrounding community
- Determine within how many feet of each other bars and clubs will be allowed to operate in the future—diversify the business mix over time
- Address occupancy and mixed-use issues by requiring a new license when businesses close

### PLAN FOR PEOPLE: Transportation Roundtable | Quality of Life Roundtable

#### Transition from “The Push” to “The Pull”
- Determine how sports arenas, theatres and other venues impact pedestrian activity, trash, and traffic management
- Conduct pedestrian studies in Downtown and Main Streets by day-of-week and time-of-day, to include peak nighttime activity
- Offer amenities such as food, public facilities and taxi stands/transit hubs to draw crowds away from downtown
- Add lighting and trim the canopy and other landscaping where needed

#### Transportation
- Extend the hours of operation of LYMMO and Sun Rail to coincide with late night demand
- Resolve issues with TNCs to effectively access all potential transportation modes

#### Public Order and Waste Management
- Install permanent public facilities and require temporary facilities when they are needed
- Clean, close off, light and beautify alleyways to remove areas where public urination is occurring
- Use accurate pedestrian counts by hour and area to determine if and when public facilities are needed
- Increase staff of the four-member Downtown Clean Team to match growth in population and increased activity to control trash and maintain a clean environment

#### Parking
- Consistently enforce parking regulations at night
- Enforce soft closing procedures
- Clarify location and availability of parking
- Add a parking website and app
- Work with employees on parking strategies that reduce employee use of on-street parking
- Organize all public private parking and rates
- Assure full utilization of available parking by timing and coordinating street closures and increasing directional signs to parking
- Designate and monitor drop-off/pick-up areas to facilitate people entering and leaving the district

#### Panhandling
- Review current regulations on panhandling and identify changes to enhance patron experience
- Expand enforcement to stop homeless trespass in outdoor cafes—consider additional private security
- Target problem areas where panhandling is occurring
- Add patrols to areas where homeless populations are located and consistently enforce regulations on littering and public urination

#### Sidewalks
- Manage sidewalk use to allow free passage for pedestrians
- Improve sidewalk paving and maintenance
- Maintain an up-to-date summary of all development projects working their way through the Planning and Zoning Department as well as those that are in the approval process or are starting construction

### Education and Marketing: Spreading the Word

This list of education and marketing recommendations was developed through the Roundtable discussions.
## ENHANCE VIBRANCY: Entertainment Roundtable | Multi-use Sidewalk Roundtable

### Innovation to Build Orlando's Brand
- Facilitate the formation of a **Hospitality and Nightlife Team** as a central point of communication among businesses and with government and community organizations to enhance dining, entertainment and events
- Use technology to connect talent with venues and develop a brand highlighting Orlando’s “authentic experience”
- Consolidate and update entertainment maps highlighting restaurants, artists, live music venues and celebrate a more local and authentic experience
- Coordinate collaborative branding and marketing

### Street Vendors and Food Trucks
- Educate operators on rules

### Outdoor Dining
- Recognize the street as a venue and set occupancy accordingly
- Recognize local celebrities who started their careers in Orlando or who have chosen to live here
- Coordinate communication among venues, including sports arenas and Dr. Phillips Center to avoid letting out large crowds at the same time

## ASSURE SAFETY: Public Safety Roundtable | Venue Safety Roundtable

- Provide additional information to patrons on impairment and alcohol metabolism
- Schedule regular meetings between the Hospitality and Nightlife Team and the Orlando Police Department to implement changes and share successes as well as concerns
- Widely distribute information to the public about road closures, parking availability, and construction projects that affect traffic
- Improve education for owners and staff on policies, rules and regulations
- Improve coordination on compliance, security between venues and safety personnel
- Use last drink information or feedback to venues to improve policies and training on beverage service
- Create a printed guide to provide training on rules and regulations, assault prevention, over serving, insurance, and other topics

## PLAN FOR PEOPLE: Transportation Roundtable | Quality of Life Roundtable

- Provide residents (and potential residents) with a checklist of the kinds of urban uses to expect—noise, road closures, festivals, etc.
- Offer recognition and incentives to well-performing businesses
- Create a summary of code requirements pertaining to businesses/bars/clubs and organizations that feed the homeless into a guidebook articulating their role in maintaining the space inside their property, on adjoining sidewalks and in alleys
- Create a series of fact sheets on the different sources of noise and applicable regulations—including ways to mitigate the level of noise and its impact on residents

### Parking
- Market valet spaces to musicians
- Advertise number of spaces available and their location, include valet locations
- Communicate better with employees about using remote parking
- Establish public information campaigns to improve patron civility, stop public urination, reduce littering, increase recycling
- Share information with stakeholders and the public about policy changes, enforcement practices, and successes
- Coordinate downtown marketing messages with the Main Streets
- Provide training for all nighttime personnel (OPD, Ambassadors and others) on how to engage patrons
APPENDIX 3: NIGHTTIME ECONOMY MANAGER

Title
Nighttime Economy Manager (alternatively Sociable City Coordinator)

Position Description
The Nighttime Economy Manager will oversee citywide planning, management, resource allocation, and coordination of involvement of various city, county and state agencies, and hospitality, community, education and business development organizations to implement and maintain the recommendations of the Sociable City Plan. The Sociable City Plan is a framework to address the complex issues surrounding the nighttime economy required to sustain a safe and vibrant social experience for residents and visitors.

Primary Goals and Objectives
- Facilitate safe, vibrant and sustainable opportunities to socialize throughout the city of Pittsburgh.
- Retain and grow the economic value of the social and nighttime economy while effectively addressing nuisance activities, managing public safety risks, and alleviating quality of life impacts.
- Help neighborhoods with both residents and commercial activity achieve peaceful and mutually beneficial co-existence.
- Promote an atmosphere of trust, fairness and collaboration amongst diverse stakeholders.
- Increase transparency and efficiency of city government processes related to business development, regulation and enforcement.
- Assist hospitality business operators achieve consistent compliance through increased education.

Major Areas of Responsibility
This position reports to the Mayor’s Chief of Staff and is responsible for the following:
- Facilitate communication amongst diverse stakeholders involved in the Pittsburgh Sociable City Plan Alliance and Action Teams.
- Educate and orient stakeholders through transitions and program changes.
- Identify and coordinate services and resources needed to manage social and nighttime activity.
- Review and offer updates to current and proposed policies and legislation as requested.
- Advise the Mayor and City Council on social and nighttime economy issues identified through program activity.
- Facilitate problem solving and conflict resolution by coordinating access to resources and technical expertise.

Facilitate and Coordinate Meetings
- Serve as a liaison to city, county and state agencies, hospitality and business organizations, educational institutions and neighborhoods with an active social (dining, entertainment, event) district.
- Convene and facilitate regular meetings with:
  - Members of the Pittsburgh Sociable City Alliance, a citywide policy commission tasked with providing oversight of the city’s hospitality and nightlife development.
  - The Sociable City Plan Action Teams:
    - Public Safety: Policing, Business Orientation, Code Compliance, Community Relations
    - Transportation: Day, Evening and Late-night Systems for Parking, Taxi, Shuttle, Pedestrian
Provide education and Resources

- Serve as a central point of contact to new hospitality business applicants in order to guide them through the city process of opening a business and understand regulations and requirements.
- Maintain and update a web presence with information to guide business applicants.
- Facilitate a regular Hospitality Business Orientation with representatives from key safety agencies for the purpose of educating hospitality business operators about rules and regulations.
- Help business district liaisons to anticipate and determine need for additional resources based on their level of nightlife activity (e.g. public safety, trash pick-up, parking, taxi service).
- Connect with other leaders, practitioners and experts in the field of nightlife planning and management.
- Establish and coordinate new proactive procedures for intervention with at-risk businesses, including provision of early assistance resources, mentorship, and education.

Advise and Implement New Nightlife Policies

- Guide implementation of recommendations generated by the Sociable City Plan Action Teams.
- Track, measure and report on safety data that indicates change or improvements in public safety.
- Stay up-to-date on nightlife trends and issues as they relate to public safety, business management, etc.
- Review codes, legislation and policies and make recommendations to City Council on changes and updates.

Overview of Required Knowledge, Skills and Abilities

Nighttime Economy Managers may come from a variety of backgrounds and can make use of a variety of skill sets, including public relations, government administration, marketing, education/training, facilitation and mediation. Project management and communication skills are critical, particularly listening abilities. However, personality and character traits play a large role, too. Open-mindedness and flexibility are desired traits. Diplomatic, confident, risk takers who are not afraid to take on a learning curve, overcome obstacles and change systems are good candidates. Individuals who take on this position must be comfortable working both day and night with a range of perspectives and personalities from both top-level politicians to bartenders and residents.

Job Requirements

A successful candidate will demonstrate through education, job experience, and voluntary experience the following:

Knowledge and/or experience in:

- The hospitality industry (i.e. dining and entertainment venues such as bars, taverns, restaurants, and nightclubs)
- Government administration and processes including development of policy, regulations and intersection of state, county and city functions.
- Urban planning and district management (through a Chamber of Commerce, Main Street program, or Business Improvement District), especially mixed use areas with residential, commercial, retail and entertainment activity.
- Community development.
- Public safety and role of law enforcement and regulatory agencies.
- Prevention advocacy on substance abuse, sexual assault, violence, discrimination. Impaired driving and pedestrian safety.
**Above average skills in:**

- Objective facilitation
- Project management, delegation and scheduling
- Diplomatic communication (verbal and written)
- Relationship management for building coalitions and alliances among diverse interest groups
- Interpersonal skills
- Conflict resolution
- Public speaking and presentation development

**Demonstrated ability to:**

- Moderate and facilitate meetings
- Mediate disagreements
- Work autonomously and as part of a team
- Coordinate marketing and media relations

**Education**

- Completion of Bachelor Degree program in relevant fields
- Completion of Graduate Degree in relevant field preferred
- Professional development and membership in relevant field(s)

**Other:**

- Willingness to work at night and late evening/early morning hours to observe firsthand nightlife activity and closing time management tactics.

**APPLICATION PROCESS**

To be announced
APPENDIX 4: DEFINING TERMINOLOGY FOR A SOCIABLE CITY

Terminology used in this report is designed to reframe discussion and make communication of recommendations more efficient.

- **Sociable City**: A Sociable City has a philosophy, infrastructure and leadership with capacity to nurture businesses that provide opportunities for face-to-face connections and social interaction of people.
- **Hospitality**: Hospitality is the art and science of creating safe places to socialize and share food, drink, music, entertainment and dance.
- **Hospitality Zone**: A mixed-use area/district with retail, office and residential uses and destination for activities that take place throughout the day, evening and late night.
- **Occupancy**: The seating capacity of a venue established by regulation. Also, the combined seating occupancy of all venues in a hospitality zone, including sidewalks.
- **Venue**: A private venue providing hospitality, and often referred to as a restaurant, bar, tavern, café, nightclub.

Classifying Venues for Planning and Policy

Existing hospitality zones can often be a magnet for residential development. As city centers evolve, hospitality is often a catalyst for revitalization or development. Clusters of dining and entertainment venues create a critical mass of people to expand daytime and evening retail shopping and services (banking, legal, accounting) activity, and nurture greater interest in residential development. It is the opportunity to “socialize” that is the draw to these areas, and hospitality businesses that accommodate this need begin to create the “street as a venue” animating sidewalks with people and people watching in outdoor seating areas.

As hospitality zones and mixed-use activity evolve, one “reaction to the action” of development pits nighttime venues with residents on noise and the impacts of noise on quality of life. Similarly, a tool is needed to anticipate whether residential development (apartment, condominium, hotel) is an appropriate use in the district, or what conditions might be needed to reduce impacts such as upgrades to construction standards for soundproofing, disclosure statements or conflict resolution and mediation services.

Many state licensing laws, written after the repeal of prohibition, are often outdated and contrary to contemporary lifestyles and a global 24/7 economy. In addition, while a bookstore, clothing store or real estate office maintains a fairly static use, with similar activity throughout the day, a hospitality business can take on many different forms and serve very diverse clientele at different times of day and different days of the week.

Venues can be classified in four categories, each with special impacts on resources, including safety and security, trash and waste management, utilities (electricity, gas, sewer), parking and traffic safety.

- **Dining**: Restaurants and cafes where sharing food is the primary activity and purpose of the venue.
- **Drinking**: Bars, pubs and restaurant lounges where the primary activity is meeting others and socializing with beverages and limited food, games and sports TV.
- **Entertainment**: Cinema, theatre, live performance and DJs where music, dance, and performance is a primary purpose of the venue.
- **Event**: Festivals, markets and concerts where short-term periodic activity with larger crowds/occupancy is the primary purpose of the venue.
Unlike other types of retail business, a venue may fall into one or more categories depending upon type of day, district, market trends, etc. Thus, it is important to create a process that would link activity with risk management. For instance, a “Drinking Venue” could require more intensive alcohol service training and security, while an “Entertainment Venue” may require use of technology (ID scanners, cameras, sound management).

Establishing Social Occupancy

Setting a Baseline of Occupancy

For Downtown and each of the Main Streets, this chart can be used to calculate current occupancy – or if the total number of venue seats if they were filled and emptied out at the same time, how many people would be outside.

This tool will:
• Allow for clustering of similar uses, but restrict the area from becoming too over-saturated with the same business use.
• Prevent the area from attracting a higher number of patrons that exceeds the capacity of infrastructure and resources for public safety to manage.
• Nurture a mix of experiences for all generations and demographics throughout the day.
• Establish guidelines for business operation, infrastructure maintenance, and coordination of resources to support safe and efficient management of the overlay district.
• Coordinated transportation systems for safe mobility management at all times of day and night.

<table>
<thead>
<tr>
<th>Boundaries of the Hospitality Zone</th>
<th>Number of Venues</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Assembly Spaces</td>
<td>Cinema</td>
<td>Arena</td>
<td>Stadium</td>
<td>Total</td>
</tr>
<tr>
<td>Non-alcohol Venues</td>
<td>Café</td>
<td>Diner</td>
<td>Coffee</td>
<td>Total</td>
</tr>
<tr>
<td>Alcohol Venues – Limited Enter</td>
<td>Restaurant</td>
<td>Pub</td>
<td>Bar</td>
<td>Total</td>
</tr>
<tr>
<td>Alcohol Venues – Enter</td>
<td>DJ Club</td>
<td>Live Club</td>
<td>Theater</td>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Seating Capacity of Venues</th>
<th>Total Venues</th>
<th></th>
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<td>Live Club</td>
<td>Theater</td>
<td>Total</td>
</tr>
</tbody>
</table>

| Seating Capacity of Venues Open After 10:00 pm | Total Occupancy | | | |
|---|---|---|---|
| Assembly Spaces | Cinema | Arena | Stadium | Total |
| Non-alcohol Venues | Café | Diner | Coffee | Total |
| Alcohol Venues – Limited Enter | Restaurant | Pub | Bar | Total |
| Alcohol Venues – Enter | DJ Club | Live Club | Theater | Total |

Issues to Regulate with a Social Occupancy Zoning Standard

1. Purpose/Use of the District
   • Density of like businesses/Ensuring a mix of business types
   • Compatibility of businesses
   • Compatibility with residential or other uses
   • Definition of a venue by hours of operation, nature of products and services offered, and business plan with target patron market
• Impact of any new business opening up – added occupancy and impacts on sidewalk, traffic, parking, trash, etc.

2. Infrastructure of Public Space
   • Number of people the sidewalk/public space can support at any given time
   • Rooftop HVAC (heating, ventilation, and air conditioning) and exhaust systems (?)
   • Sidewalk dining (in relation to ADA and baby stroller accessibility)
   • Litter control/availability of trash cans on the street
   • Weekend and nighttime collection of trash
   • Locations for food trucks/street vendors
   • Ensure that regulations don’t conflict

3. Coordination of Resources
   • Parking management
   • Trash management e.g. placement and size of trash cans
   • Valet parking
   • Security
   • Traffic circulation
   • Enforcement of noise rules
   • Availability and location of public facilities (restrooms)

4. Business Practices
   • Management of closing times/hours of operation
   • Frequency and/or cost of drink specials
   • Noise mitigation
   • Open air – rooftop or sidewalk cafes
   • Number of people in the business
   • Number of public facilities (restrooms) and ADA accessibility
   • Organized line queuing outside of venues

Setting Standards for Use and Operation
• Engage each neighborhood with current or potential nighttime activity in a community process to determine:
  a. What is the ideal “social occupancy” for the district?
  b. Determine how to address a discrepancy between existing “social occupancy” in a district, and desired total “social occupancy”
  c. What factors contribute to a safe and vibrant hospitality zone (e.g. infrastructure, architecture, sidewalk width, proximity to residential, parking availability, alternate transportation options, space for trash storage and deliveries, etc.)?

• Engage current/existing businesses to meet higher standards expected of incoming businesses.
• Educate business owners on the benefits of zoning by social occupancy – that oversaturation of similar business types decreases their likelihood to succeed.

Next steps to Implement “Zoning by Social Occupancy”
• Identify a coordinating body (i.e. “Orlando Sociable City Alliance”)
• Establish a method of review and monitoring of business applications and appropriate placement in neighborhoods based upon their desired “social occupancy.”
• Determine criteria and components of business plans (e.g. sound management, trash placement, security, etc.) for incoming venues
• Empower an entity to approve or reject licenses and their requested placement in specific districts.
APPENDIX 5: ESTABLISHING NEW DESIGNATIONS AND PERMITS

Review Standards for Applicants or Existing Businesses to Match Practices with Risk

Local authority is needed to respond quickly when a nighttime business engages in high risk practices or contributes to negative impacts in the surrounding community. Chicago’s Deleterious Impact-Public Nuisance Ordinance is an example that might be incorporated into Orlando’s permit system for nighttime businesses.

Essentially, Chicago’s approach requires a new or transfer business applicant to demonstrate that the business will not:

- Have an adverse effect on the value of any property in the surrounding community,
- Result in an increased risk of violations of law in the surrounding community, or
- Result in a substantial increase in noise, litter or vehicular congestion in the surrounding community.

Among the factors in consideration of whether or not a business will or has created a deleterious impact include:

- Parking congestion;
- Traffic congestion;
- Loitering;
- Panhandling;
- Excessive late-night noise;
- Public fighting;
- Excessive liquor-related littering;
- Public urination;
- Public sex acts;
- Prostitution/solicitation;
- Gang violence;
- Narcotics trafficking and usage;
- Overflowing dumpsters;
- Public sex acts;
- Gang violence;
- Narcotics trafficking and usage;
- Overflowing dumpsters;
- Rodent infestation.

To alleviate concerns about negative impact, a business can through the application or renewal process:

- Install lighting and/or video cameras at the establishment or on adjacent property to improve security;
- Hire licensed and insured security personnel;
- Install metal detectors to screen patrons before entry;
- Adopt a plan to enforce the premises’ occupancy limits;
- Adopt a policy prohibiting admission or readmission to the establishment of intoxicated persons;
- Require patrons to produce identification upon entry;
- Utilize equipment to scan and image identification cards;
- Require security staff to wear readily visible identification;
- Maintain an internal log or incident reporting system documenting the licensee’s response to specific incidents of unlawful activity on the premises;
- Display signage;
- Restrict hours of operation;
- Provide for trash pick-up services;
- Provide for alternative parking or valet parking to prevent traffic or parking congestion;
- Install soundproofing insulation to control noise.
APPENDIX 6: TRAINING GUIDE FOR HOSPITALITY POLICE UNIT

Nightlife settings are high-intensity environments with complex dynamics and risk factors. Among the most common public safety challenges in nightlife districts are violence, sexual assault, robbery and theft, crowd management, vandalism, underage drinking, and impaired driving. A growing number of cities have found that strategic officer deployment and scheduling methods, specialized training, and particular personality traits in officers can help deescalate conflicts, better manage crowds and prevent crime.

Factors and Characteristics for an Ideal Candidate Include

- Age, experience, and temperament
- Exceptional interpersonal skills
- Problem solving skills
- High degree of initiative
- Dedicated work ethic
- Community collaboration skills: Officers who enjoy community engagement and attendance at meetings with city council, community groups and hospitality business operators and staff
- Cultural and behavioral competencies: ideally, officers should reflect the demographics of the population they are serving. Specifically, female and minority officers should be considered assets for such teams.
- Customer service oriented approach is critical

Deployment Strategies

- Foot Patrol: Basic foundation of entertainment district deployment
- Bike Patrol: Highly mobile w/exceptional response. Excellent for monitoring parking structures
- Motorcycle Patrol: Effective for traffic enforcement
- Horses: High visibility profile and crowd management. Can be expensive, but residents and visitors generally welcome officers on horseback
- Gang Unit: Deploy when conditions merit. Great opportunity for cross-training with district officers
- Tactical Unit: Use as a standby resource for crowd control or major incidents
- Traffic Diversion: Rerouting vehicles at key intersections disrupts traffic patterns and reduces cruising

Training of Officers

Those officers that receive specialized training who are consistently assigned to nightlife districts have greater opportunities to build needed trust with community members and establish relationships with business owners, managers and their staff.

Key Curriculum Topics

- Alcohol Regulations
- Fire Safety Occupancy
- Noise
- Conflict Resolution
- Responsible Beverage Service
- Code Enforcement
- Fire Regulations
- Narcotics - Vice
- Gang Identification
- Verbal Judo
- Self Defense
- Courtroom Testimony
- Crowd Management
- Crime Scene and Major Incident Scenarios responses for a wide range of scenarios, from medical emergencies to acts of terrorism

**APPENDIX 7: SANTA CRUZ STREET PERFORMANCE GUIDE**

**Special Areas for Performances**
Two areas near the Tom Scribner statue (see map on back) traditionally have been used by performers and others. These areas have been designated as areas exempt from the distance and time limits that apply when using a display device.

Within these two areas -
You can:
- Perform between 8:00 am and 10:00 pm for as long as you want
- Accept tips with a display device

**Performing on Private Property**
Covered spaces in building lobbies and business entrances may be privately owned. Street performers may use these spaces only if they have the permission of the business owner.

Blank agreement forms for permission from a business owner are available at the Downtown Information Center (see map on back).

**Remember:**
- When you are street performing downtown:
  - Don't block pedestrian traffic
  - Amplified sound isn't allowed without an Amplified Sound Permit
  - Other public ordinances are always in effect (noisemaking, etc.)

**STREET PERFORMING in DOWNTOWN SANTA CRUZ**

**Downtown Information Center**
Location: 131 South Pacific Avenue
Hours: Open every day

When the Center is closed, the hospitality guides are out walking and can be contacted for information.

**MAP and INFORMATION**

**Special Areas for Street Performances**
Pacific Avenue at Locust Street (shaded out on the sidewalk)

**Funds and Recreation Department**
Office: 312 Church Street
Hours: M-F 8:00 am to 5:00 pm

**Tom Scribner**
Musician
Street performers in Downtown Santa Cruz
Bronze statue by sculptor Marigot McAdoo
Located downtown at Pacific Avenue and Locust Street
Welcome to Downtown Santa Cruz

Downtown Santa Cruz is a place where a variety of street performances are enjoyed. The City of Santa Cruz welcomes street performers to be a part of this scene.

Anyone can perform on any of the publicly owned sidewalks in the Downtown area.

However, if a street performer places any object on the sidewalk to collect contributions (a “display device”), the Municipal Code requires the location and the length of time of the performance.

This brochure outlines what you can do and can’t do while street performing in the Downtown area.

Display Device

- Any table, chair, box, cloth, container, or other object used for displaying or holding tangible objects

- A hat, cup or open musical instrument

A list of display devices is considered a display device.

Performing in Public Spaces

If you:

DON’T USE A DISPLAY DEVICE

You can
- Accept tips without placing a display device on the sidewalk
- Perform anywhere on public sidewalks as long as you don’t interfere with the flow of pedestrian traffic

Tip: Some ways you can collect contributions are:
- Passing a hat after a performance
- Having a hat on your lap
- Wearing something to hold money

If you:

PLACE A DISPLAY DEVICE ON THE SIDEWALK

You can
- Accept tips using the display device
- Perform for 1 hour
- After 1 hour at one location, you must move at least 100 feet to start again

You cannot perform within 10 feet of
- Building windows, entrances, or exits
- Street camera or intersections
- Benches, drinking fountains, or pay phones
- Kiosks or vending carts
- Sidewalk cafes

You cannot perform between
- Sidewalk cafes and the street curb
- Each sidewalk square is 2 feet by 2 feet

Tip: Each sidewalk square is 2 feet by 2 feet

Street Performance Permit

A permit is not required for street performing on public sidewalks in the Downtown area. However, if your performance requires a space larger than 4 feet by 6 feet or requires more than 20 minutes to set up, you may apply for a permit to reserve a space for up to 90 days in advance.

With a permit:

You can perform
- 2 hrs on sidewalks or 3 hrs in alleys
- On a day using the permit
- Amplified sound in alleys only

You must
- Manage and monitor crowd size
- Clean-up any mess after performing
- Obey police officer directives to ensure public safety
- Display permit when requested

Tip: It’s always a good policy to notify business neighbors adjacent to your performance area so that any concerns may be taken into consideration.

Applications for Permits are available at the Parks and Recreation Department (see map on back)
- Please allow 24 hours for permit processing
- Permit is free
APPENDIX 8: DENVER FOOD TRUCK GUIDE

Food Truck Businesses
Updated October 2014

What is a Food Truck?
A Food Truck, or Mobile Retail Food Vendor/Establishment is a readily moveable, motorized wheeled vehicle, or a towed wheeled vehicle, designed and equipped to serve food.

Where can I place a Food Truck and what do I need before operating a Food Truck?

<table>
<thead>
<tr>
<th>Allowed?</th>
<th>Parked on the street</th>
<th>Parked on private property</th>
<th>As part of a larger public event</th>
<th>Parked in a public park</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business License Required?</td>
<td>Permit may be required, see page 2</td>
<td>Two exceptions</td>
<td>See page 2</td>
<td>In association with an event (see page 2)</td>
</tr>
</tbody>
</table>

ALL FOOD TRUCKS - Business License
To operate a Food Truck, a business license is required under the class of “Retail Food Establishments, Restaurant Mobile.” The Denver Department of Environmental Health requires that all Food Trucks or mobile units operate in conjunction with a commissary kitchen or other licensed kitchen. Commisary shall mean an approved catering establishment, restaurant, or other approved place in which food, containers, or supplies are kept, handled, prepared, packaged or stored.

What you need to get a license...
- Pass required inspections:
  - Denver Environmental Health
  - Denver Fire Department (if any cooking takes place on truck or if any propane is used)
- A completed Affidavit of Commissary form. Applicants must contract with a local commissary, or may use their own approved commissary kitchen.
- Zoning use permit for where vehicle will be stored, if in Denver.

How to get a license...
- Apply in person at Denver Excise and Licenses
- Submit required documents:
  - Valid Colorado identification
  - General business questionnaire
- Pay fees:
  - Application fee: $200
  - License fee (annual): $125
- Schedule an inspection with Denver Environmental Health (DEH).
- Licensing inspections are conducted Wednesdays, 9 - 11 a.m.
- Get inspected by the Denver Fire Department. Drop-in licensing inspections are conducted Monday - Friday, 9:00 a.m. - 3:00 p.m. at 745 W. Colfax.
- Return the signed inspection documents to Excise and Licenses to receive a license.

More Info...
- Denver Excise and Licenses:
  www.denvergov.org/ExciseAndLicenses
  201 West Colfax Ave, 2H-9

- Denver Environmental Health:
  www.denvergov.org/dheh
  201 West 14th Ave, Suite 200

- Denver Fire Department:
  www.denvergov.org/fire
  745 W. Colfax Ave.

References:
- Denver Revised Municipal Code:
  Definitions: Section 28-2 (23)
  Regulations: Section 28-51
  Fees: Section 28-100.6

Complete guide at www.rhiweb.org/resource/core/sidewalk/denver_food_truck.pdf
APPENDIX 9: COLUMBIA TRANSPORT HUB MAP
APPENDIX 10: BURLINGTON PANHANDLING GUIDE

GIVING CHANGE TO PANHANDLERS DOES NOT HELP THEM!

The Best Answer is a firm NO.

In the vast majority of cases, when you give change to panhandlers, you're not helping them. The spare change you give to a panhandler usually goes towards cigarettes, alcohol and/or drugs.

1. Don't Encourage Panhandlers. Simply say "NO" and continue on your way. If a panhandler is persistent or if you feel harassed or threatened, contact Burlington Police Department at 658-2700.

Aggressive Begging, Solicitation or Panhandling is prohibited in the City of Burlington.

2. Share This Information with Friends and Co-Workers. As more people understand the dynamics of panhandling, panhandlers will get the help they really need.

3. Give Your Spare Change to Non-Profit Organizations in our community dedicated to helping those in need. Food, clothing, shelter and other critical services are provided by these organizations.

SHELTER/HOMELESS SERVICES

COTS Waystation: 862-7778
COTS Waystation: 862-5418
Spectrum One Stop (Youth – 21): 862-5386
Homeless Healthcare Project: 862-5418

FOOD

Chutenden Emergency Food Shelf: 658-7939
Salvation Army: 864-8891

CRISIS SERVICES

Spectrum One Stop (Youth – 21): 862-5386
Women Helping battered Women: 658-1996
Women's Rape Crisis Center: 863-1236
Howard Center for Human Services
• Adult Crisis Line: 863-2400
• Act I/Bridge Program: 654-1057
• First Call for Children & Families: 864-7777

MEDICAL HELP

Community Health Center: 864-6309
Fletcher Allen Health Care Emergency: 656-2434

PLEASE SEE OTHER SIDE

Burlington has a Panhandling & Solicitation Law!

Aggressive Begging, Panhandling or Solicitation IS PROHIBITED in the City of Burlington.

That means, IT IS AGAINST THE LAW TO:

• Approaches, speak or follow a person before, during or after soliciting if that conduct is intended or likely to cause a person to fear bodily harm or damage to or loss of property ... or otherwise be intimidated into giving money or other things of value
• Continue to solicit after the person has said no.
• Intentionally or recklessly touch another person or person's property without consent.
• Intentionally or recklessly block or interfere with the sale or free passage of a pedestrian or vehicle.
• Use violent, obscene or threatening gestures toward a person solicited.
• Follow a person being solicited, with the intent of asking that person for money or other things of value
• Speak in a volume reasonably loud under the circumstances.
• Solicit from anyone waiting in line.

IN THE CITY OF BURLINGTON, SOLICITATION IS NOT PERMITTED ...

... within 15 feet of an entrance to a building
... within 15 feet from public toilets
... within 15 feet from an entrance or exit to a financial institution
... within 15 feet of an Automated Teller Machine
... within 15 feet of a handicapped space, public parking lot or structure dedicated walkway to a parking structure.
... within 15 feet of any valid vendor location
... within 15 feet from a pay telephone, or public information booth.
... by a person under the influence of alcohol or a controlled substance.
... in any public transportation vehicle
... in a poorly lit area
... on private or residential property

PENALTIES: Any violation of this law constitutes a civil offense and is punishable by a fine from $50 to $500. See Chapter 21, Offenses, Miscellaneous Provisions, of the Code of Ordinances of the City of Burlington, Section 21-8.

PLEASE SEE OTHER SIDE
APPENDIX 11: LINKS TO ADDITIONAL RESOURCES

Go to www.rhiweb.org/city/orlando/links