JACKSONVILLE BEACH

OFFICE OF THE CITY MANAGER

City of
Jacksonville Beach
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www.jacksonvillebeach.org

November 27, 2013

TO: Mayor and City Council

FROM: George Forbes, City Manager GDF

SUBJECT: Discussion of Using Responsible Hospitality Institute to Perform an Assessment of Jacksonville Beach Downtown

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ACTION REQUESTED:

Invite the Responsible Hospitality Institute to perform a hospitality zone assessment of Downtown Jacksonville Beach.

BACKGROUND:

Over the past twenty years, the infrastructure systems in Downtown Jacksonville Beach have been completely rebuilt, physically transforming the area with new businesses and a vibrant downtown district. The City Council and staff are **currently working on individual programs in the areas of**:

- Business recruitment
- Parking
- Downtown CAPE
- Special events
- Chronically Homeless Offender Program (CHOP)
- Continued infrastructure improvements focusing on the area south of Beach Boulevard

The goal of all of these programs is ultimately to enhance the social experience Downtown by solving real and/or perceived **interrelated problems in the Downtown area such as**:

- A perception that the area is unsafe and not family-friendly caused by unsociable behavior (including vagrancy)
- Not enough police or security
- Lack of demographically diverse visitors
- Lack of variety of social, shopping, dining and entertainment venues
- Conflicting opinions about the role of parking in the management of the Downtown experience and its effects on the adjoining residential areas
- For more detail, see attached Downtown assessment

In May, several staff attended a seminar that was led by Jim Peters of the Responsible Hospitality Institute (RHI) who presented the core elements of the "Sociable City Plan". The core elements of the plan address entertainment, multi-use sidewalks, public safety, venue safety, transportation and quality of life issues. The Responsible Hospitality Institute uses an inclusive approach to develop an alliance of community stakeholders and assist them in working together to plan and manage hospitality zones such as ours. The Institute's work can be as limited or extensive as the City Council wishes. They have done work for over fifty cities of various sizes (client list attached).

I believe that this approach would help us develop a complete plan for Downtown that would address problems mentioned above by treating them all as interrelated and that the execution of such a plan would ultimately benefit not just Downtown, but the entire City. **Such a plan could potentially be incorporated into the Downtown Community Redevelopment Plan**.

Please review the attached materials that include:

- City Manager's Downtown assessment
- Summary of how the process would work (Hospitality Zone Assessment)
- Summary of services provided by the Responsible Hospitality Institute
- A Sociable City survey that can be used by taking a tour of Downtown
- A list of cities that have used this company

ACTION REQUESTED:

Discussion of hospitality zone assessment of Downtown Jacksonville Beach to be performed by the Responsible Hospitality Institute.

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TO: Mayor and City Council

FROM: George Forbes, City Manager

SUBJECT: Downtown Assessment

Downtown Assessment

1. Over the past 20 years, the **infrastructure systems** in Downtown Jacksonville Beach have been completely rebuilt, physically transforming the area
2. We are **currently considering programs or changes** to programs in the areas of
    a. Business recruitment
    b. Paid parking
    c. Downtown CAPE
    d. Special events
    e. CHOP (Chronically Homeless Offender Program)
3. These programs are intended to be solutions to perceived deficiencies in the current Downtown Jacksonville Beach experience.
4. **The perceived deficiencies in the Downtown Jacksonville Beach experience include**:
    a. Too much unsociable/uncivil behavior creating a perception that it is unsafe
    b. Lack of demographically diverse customers/attendees/patrons
    c. Downtown businesses are not being supported by a local population, but by those who do not live here
    d. Limited variety of social, shopping, dining and entertainment venues
    e. Excessive consumption of alcohol and alcohol related disturbances
    f. Visitors made to feel uncomfortable by homeless and by rowdy late night crowd
    g. Differences of opinion about paid parking and its role in contributing to the management and perception of transportation and the Downtown experience
    h. Some special events seem to be excuses to sell alcohol and therefore do not attract a diverse crowd of attendees and actually contribute to the number of alcohol-related disturbances
    i. Not enough police/security downtown

j. Despite extensive downtown improvements, it has not attracted a diverse mix of new business and is not always an inviting environment

5. **Conflicting opinions about solutions to these problems are, in part, caused by**:
    a. Generational differences (younger vs. older) and gender differences
    b. Difference between what "locals" want and what is actually occurring downtown
    c. Concern by downtown merchants that the "solutions" will have a negative impact on their businesses
    d. Diversity of perceptions and opinions about what makes people feel "safe"
    e. Unclear definition of what the terms "family-friendly" and "business-friendly" mean
6. **Many/most of these negative perceptions of the Downtown Jacksonville Beach experience result from the lack of a clearly defined overall PLAN for Downtown** Jacksonville Beach. **Such a plan would address things such as**:
    a. What are we trying to accomplish?
    b. What does business-friendly and family-friendly mean
    c. Who are we trying to attract
    d. What do we want more of? Less of?
    e. What mix of businesses helps us accomplish our goals?
    f. What kind of environment are we trying to foster?
7. A clearly defined plan for Downtown Jacksonville Beach should provide the **framework for making decisions** about how programs for business recruitment, parking/transportation, special events/entertainment, further infrastructure investments and public safety should work to support the plan.
8. Because the City Council has tasked staff to identify solutions to problems of business recruitment, parking, security/public safety, special events and the homeless, and because many of the solutions would be put into place and/or regulated by the City, it should take the lead in the creation of a plan for Downtown Jacksonville Beach.
9. The creation of **a solid plan must incorporate community participation and input** from a wide variety of stakeholders as the basis for the plan's development and on-going management.
10. **A holistic approach that addresses all of these interrelated issues** should be used to develop a Plan for the community's ideal Downtown Jacksonville Beach. Such an approach would also include objectives for creating or modifying our systems to support that ideal Instead of developing individual programs for business recruitment, parking, security/public safety, special events and the homeless as individual issues.

HOSPITALITY ZONE ASSESSMENT of RHI's SIX CORE ELEMENTS

RESPONSIBLE HOSPITALITY INSTITUTE: Assisting Businesses and Communities to Create Safe and Vibrant Places to Socialize

RHI's Hospitality Zone Assessment

Overview of the Hospitality Zone Assessment (HZA)

The Responsible Hospitality Institute (RHI)'s Hospitality Zone Assessment (HZA) facilitates the empowerment of communities in building short and long term action steps to successfully plan, manage and police hospitality zones. This Assessment is a structured team-building and transformation process. The HZA is designed to identify issues and barriers that prevent improvement in the function and management of a hospitality zone, as well as to harness existing resources to affect positive change.

Tested and proven in dozens of North American cities, the HZA process convenes and mines information from a broad base of stakeholders (60 or more organizations) and culminates in a consensus-driven six month action plan.

Goals and Objectives

- Improve communication to build a team and expand capacity of leadership for change
- Mobilize stakeholders and provide training on nightlife strategies for safe social options
- Strategize consensus-driven actions via input from key perspectives
- Commitment to implement the action plan with local resources

Expected Outcomes

- Recognition on how to tap into economic and social benefits of the nighttime economy
- Awareness that a well-planned nightlife experience enhances tourism, conventions and daytime business
- Reduction in public safety risks and increased business compliance
- Minimized impact on government resources, other businesses and residents' quality of life.
- Establishment of ongoing partnerships and resources
- Government as a resource and partner in business development

Phases of the HZA Process

The Hospitality Zone Assessment occurs in six phases:

1. **Phase 1: Engagement** – Establish a core leadership group to help mobilize participants and resources.
2. **Phase 2: Orientation** – Convene all invited participants to seminars on best practices.
3. **Phase 3: Roundtables** – Facilitate focus groups to identify priority issues, challenges and solutions.
4. **Phase 4: Summary Report Development** – Develop a report to summarize key highlights and the action plan.
5. **Phase 5: Leadership Summit** – The process culminates in a presentation of recommendations to participants.
6. **Phase 6: Implementation Assistance (Optional)** – RHI can assist in implementation of the action plan.

About RHI

The Responsible Hospitality Institute (RHI) was founded in 1983 and is the leading source for events, resources and consultation services on nightlife and the nighttime economy. RHI utilizes an inclusive approach to unite diverse practitioners and city leaders through a common vision and collaborative partnerships. The unique expertise of RHI has guided hundreds of communities throughout the world.

Summary of Services

Phase 1: Engagement

Objective: Build a Team and Expand Capacity of Leadership for Change

This phase is designed to establish a core leadership group, a "Transformation Team," with the commitment and ability to mobilize stakeholders and resources. They will become the voice of change by sharing a positive vision of the economic, employment and social importance of a well-managed nighttime economy.

Services provided:

- Phone consultation and training of project coordinator and Transformation Team, with a comprehensive Coordinator's Manual to guide the process.
- Two day on-site consultation and night tour, which includes an orientation of the Transformation Team on their role in the process, preliminary small group discussion and program materials.
- Summary report with highlights of priorities and stakeholder recruitment responsibilities.

Phase 2: Orientation

Objective: Mobilize Stakeholders and Provide Training on Nightlife Strategies

RHI presents best practices in a comprehensive seminar series to share tools and strategies on nightlife planning and management.

Services provided:

- Online registration and customized website.
- 2-3 nights and 2 on-site days for an Orientation Assembly to provide an overview of the process and convene strategic meetings with stakeholders.
- Present three Sociable City Seminars on how to enhance vibrancy, assure safety and plan for people. Among the topics to be covered include: Public Safety, Venue Safety, Quality of Life, Transportation, Multi-use Sidewalks and Entertainment.
- Phone consultation with project coordinator for event coordination and on-going support to Transformation Team. Off-site consultation, event planning, database management and confirmation of registrations.
- Research and review of background materials by RHI staff.

Phase 3: Roundtables

Objective: Strategize a Consensus-Driven Action Plan

RHI facilitates collaborative working alliances in roundtable discussions to drill deep into identified challenges and strengths, and to gain consensus on priority issues and solutions.

Services provided:

- 3-4 nights and 3 on-site days for site facilitation of 4 to 6 priority action roundtables and consultation.
- Analysis and development of comprehensive report with a summary of issues to address, resources, action plan recommendations and implementation strategies.

Phase 4-5: Summary Report Development & Leadership Summit

Objective: Present Key Findings to Process Participants and City Leaders

RHI organizes a comprehensive summation with consensus recommendations for action, including identification of organizations with the resources and authority for implementation. The process culminates in a presentation of recommendations.

Services provided:

- 1-2 nights and 2 on-site days for presentation of final report and facilitation of implementation strategy.
- Updated database of all contact information from participants organized by area of interest and on-going involvement.
- Presentation to project participants, city council and/or key decision makers.
- Identification of technical expertise or other city contacts with proven success in specific action areas.
- Post-process check-in webinar with coordinator and Transformation Team.

RHI Consultants

- Jim Peters, president, will serve as process facilitator, seminar instructor, technical expert
- Alicia Lakomski, project manager, will coordinate logistics, document and summarize proceedings, prepare reports
- Sienna Thorgusen, administration, will prepare background research, database, website and materials

RESPONSIBLE HOSPITALITY INSTITUTE rhi SUMMIT

SOCIABLE CITY™ LEADERSHIP SUMMIT 2013

Taking a Tour of Your Hospitality Zone

The Sociable City Leadership Summit is a two-day event featuring interactive group problem solving sessions, district tours, educational seminars, and ample networking opportunity with peers from throughout the state

Prior to your participation in the Summit, we recommend that you experience first-hand the late-night (after midnight) activity in the district(s). Your observations will serve as a focal point for discussion and provide balanced insights on the benefits, challenges and opportunities for improvement in a hospitality zone.

The following checklist provides examples of what you may observe on your tour, which can create potential recommendations for improvement with respect to each of the six core elements of a safe and vibrant hospitality zone.

TIPS ON HOW TO CONDUCT A LATE-NIGHT TOUR IN YOUR CITY:

1. Organize a tour group with diverse age, culture and lifestyle demographics to gain new insights and facilitate a broader range of observations. Actively recruit stakeholders who may not experience nightlife on a regular basis.
2. Assign a member of the group to document common observations and concerns during the tour and/or a follow-up debrief.
3. Consult with family, neighbors and co-workers on their experiences and recommendations for improvement.
4. For comparison, consider doing a tour of a district in a nearby city to observe a different approach to procedures and practices.
5. Bring your i.d., an open mind and walking/dancing shoes

ENTERTAINMENT Dining Venue Social Venue Performance Venue Events Demographic Talent Retention Marketing Economic Impact	Progressive cities nurture dining and entertainment opportunities for diverse ages, lifestyles and cultures. Support mechanisms include incentives for business development and retention, as well as assessments of nightlife's economic value and contributions.	❑ What factors create a sociable environment? How does it differ for men/women and for people of different ages? ❑ How diverse (by culture, ethnicity, age) are the patrons in the venues? ❑ How diverse are the music choices? ❑ What is the live music to DJ ratio? ❑ Are there other forms of entertainment besides music?	❑ How loud is the ambient and music noise level inside and outside the venues? ❑ Is there a dance floor? Is it large enough to accommodate patrons? ❑ What food options are available and at what times? ❑ Is there a cover charge? In/out policy? ❑ **I sang a Journey song!**
MULTI-USE SIDEWALK Outdoor Dining Street Performers Vendors/Kiosks Public Markets Pedestrian Safety ADA Compliance Lighting Panhandling	Hospitality zone vitality often extends to the streets and sidewalks through outdoor dining, street entertainment, public markets and vendor shopping. Balancing pedestrian flow and safety with ADA rules, panhandling management and lighting to connect pathways is critical to success.	❑ What is the level of pedestrian activity during the day, evening and late night? Are there areas with greater or less activity? ❑ What times of day are outdoor cafes and outdoor seating areas used? ❑ Are there street performers and buskers? At what times? ❑ Are there retail vendors and food kiosks? How late are they open?	❑ Are panhandlers present on the streets? ❑ How well lit are the streets from the parking lot to the main street? ❑ How well lit is it between venues? ❑ Are there dark patches that make you feel uncomfortable? ❑ Do you feel safe walking? ❑ Is wayfinding used? Is it clear? ❑ **I ate outside.**

 PUBLIC SAFETY Crime Prevention Closing Time Crowds Police Units Ambassadors Business Support Business Permits Safety Alliances	Public safety in hospitality zones requires a continuum of collaborative partnerships, from licensing and permitting to enforcement and regulatory agencies. Communication among safety, businesses and residents is key to reducing risk.	❑ How visible are police officers and other safety representatives? Do they seem welcoming? Intimidating? On foot, bike, horse? ❑ Are there large crowds on the street? ❑ Did you see any Safety/Hospitality ambassadors? Until what hour? ❑ What role do the police, venue security and others play in crowd management?	❑ Are off-duty officers used as door staff? Are they visible inside venues? ❑ Crowd swell at 10:30-11pm? ❑ Door security deployed to sidewalk at closing time? ❑ Other enforcement (parking, fire, alcohol) working night hours? ❑ **I stayed out until closing time!**
 VENUE SAFETY Server Training Security Training Customer Service Safety Plan Nightlife Networks Patron Behavior Age Identification Extended Hours	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 assure the safety of patrons inside venues and as they exit.	❑ Are signs posted regarding dress codes? ❑ Drink specials? ❑ Is staff easily identified outside and inside the venue? Are they friendly? ❑ Does door staff check ID's of patrons who appear under 21? Do they use ID scanners? ❑ What activities do you observe? (pool, darts, dancing, drinking games) ❑ Is seating available? Do furniture or chairs obstruct movement? ❑ Do you observe intoxicated patrons inside venues? ❑ Does staff have wireless communication headsets?	❑ Does the occupancy level affect your comfort level? ❑ How clean, well lit, ventilated and ADA accessible is the establishment overall and the restrooms? ❑ Are there security cameras? Where are they located? ❑ Do you observe bartenders over-pouring? ❑ Is there sufficient staff to monitor the size of the crowd? ❑ Are aisles and exits kept clear? ❑ **I got carded!**
 TRANSPORTATION Night Service Traffic Safety Safe Rides Taxi Stands Shared Rides Valet Parking Parking Lot Safety DUI Prevention	Planning for a comprehensive network of transportation services such as "safe ride" programs, taxi stands and extended public transportation hours can help cities ensure safer and more efficient access to and egress from hospitality zones, and reduce impaired driving.	❑ What forms of late night transport do you see available? Buses? Shuttles? Taxis? Pedicabs? How late? ❑ Are taxi stands and other transport hubs clearly marked? ❑ How safe do you feel as a pedestrian? Do you have sufficient sidewalk space? ❑ Do you notice traffic jams? ❑ Are there signs or dedicated people to direct riders to taxi stands/ other transport hubs?	❑ Do you observe any drinking or disorderly conduct in parking lots? ❑ Do any venues have posted signage about designating a safe driver? ❑ Which age groups do you observe using public transport? ❑ Valet available? Trained in DUI intervention? ❑ Line at taxi stand at 2am? ❑ **I used late night transportation!**
 QUALITY OF LIFE Noise Control Soundproofing Trash Pick-up Cigarette Litter Public Urination Vandalism Resident Forums Public Standards	Mixed-use development places residents and commercial businesses in close proximity, often resulting in conflicts about noise, trash, vandalism, fights and public urination. Coordinated approaches to set community standards and hold patrons accountable for behavior can prevent or address impacts to residents and visitors.	❑ How close are residential units to entertainment venues? ❑ Do you witness any disorderly conduct? Public urination? Cruising? ❑ Do the crowds and/or venues generate excessive noise? ❑ Did you see any signs reminding patrons to keep noise volume down when in residential neighborhoods?	❑ Is there litter and trash on the streets? Are trash cans overflowing? ❑ Are there ash/trash receptacles for cigarette litter? ❑ Do late-night crowds loiter around venues? ❑ **I found a public restroom!**

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SOCIABLE CITY™ RHI's 2020 VISION

CLIENT LIST

Experience from more than Fifty Cities

RHI's expertise has helped numerous communities enhance safety and vibrancy of their nighttime economies, and capitalize on the economic value of nightlife.

RHI's work in North America covers coast to coast. Cities range in size from small to large and represent different stages of nightlife development - from emerging nightlife to districts that need help managing a surge in activity.

- Albany, NY
- Albuquerque, NM
- Athens, GA
- Austin, TX
- Baltimore, MD
- Boulder, CO
- Burlington, VT
- Calgary, AB
- Charleston, SC
- Chicago, IL
- Cleveland, OH
- Columbia, SC
- Columbus, GA
- Delray Beach, FL
- Edmonton, AB
- Folsom, CA
- Fort Myers, FL
- Fullerton, CA
- Greensboro, NC
- Los Angeles, CA
- Lexington, KY
- Livermore, CA
- Lincoln, NE
- Madison, WI
- Manhattan, NY
- Milwaukee, WI
- Mobile, AL
- Monterey, CA
- Montgomery County, MD
- Morgantown, WV
- New Orleans, LA
- Norfolk, VA
- Philadelphia, PA
- Phoenix, AZ
- Pittsburgh, PA
- Pleasanton, CA
- Providence, RI
- Rock Island, IL
- Sacramento, CA
- Salem, OR
- San Diego, CA
- San Francisco, CA
- San Jose, CA
- San Luis Obispo, CA
- Santa Rosa, CA
- State College, PA
- Seattle, WA
- Springfield, MO
- Steamboat Springs, CO
- Stockton, CA
- Tallahassee, FL
- Tampa, FL
- Tempe, AZ
- Toronto, ON
- Washington, DC
- Wilmington, NC
- Windsor, ON

1980's

Defined responsible beverage service policy and training

1990's

Facilitated local, state, national and international coalitions

2000's

Established hospitality zone development guidelines in mixed-use districts

2010's

The Sociable City

RESPONSIBLE HOSPITALITY INSTITUTE rhi Sociable City

Innovative ■ Collaborative ■ Inclusive

RHI is a 501(c)(3) nonprofit organization founded in 1983 with a mission to assist businesses and communities to plan safe and vibrant places to socialize. RHI's Sociable City Network creates an organized and more secure opportunity to connect and share information with peers and access resources from RHI and attend RHI online and onsite events at reduced rates.

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CELEBRATING 30 YEARS

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HOSPITALITY

...is the art and science of creating space for sociability.

- Safe and welcoming space
- Food and beverages
- Entertainment
- Facilitates connection and relationships
- Creating an experience

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HOSPITALITY ZONES

- A mixed-use area with a high concentration of dining and entertainment businesses, as well as public space activities such as festivals, events and markets to facility inter-generational and inter-cultural socializing.

- The social experience is the common underlying attracting that draws people to a hospitality zone.

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THE SOCIABLE CITY PLAN

- Plan for People
  - Quality of Life
  - Transportation
- Enhance Vibrancy
  - Entertainment
  - Multi-use Sidewalks
- Assure Safety
  - Public Safety
  - Visitor Safety

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WOMEN WANT

- ❑ Clean, equipped restrooms
- ❑ Safe and well-lit parking and entrance
- ❑ Identifiable staff – uniforms
- ❑ Crowd control
- ❑ Seating
- ❑ Shopping
- ❑ Dancing
- ❑ Potty Equity
- ❑ Music
- ❑ Temperature
- ❑ Places to talk
- ❑ Drink menu
- ❑ Light food choices

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MEN WANT

- ❑ Women (or Men)
- ❑ Beer
- ❑ Sports
- ❑ More beer

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NIGHTLIFE TRENDS AND ISSUES

- Neighborhoods serving different demographic groups
- Concentration of hospitality and nightlife venues
- District cycles – nightlife moving from district to district
- Dwindling city resources
- Economic impacts on patron spending and behavior
- Magnet for crime and gang activity
- Closing time crowds

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TOP QUALITY OF LIFE CHALLENGES

- Noise
- Trash
- Litter
- Waste
- Public urination
- Vandalism
- Disorderly behavior of patrons
- Balancing commercial and residential uses

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WHY IS QUALITY OF LIFE IMPORTANT?

Benefits

- Draws a creative class of innovators and entrepreneurs
- Business sustainability
- Invested community
- Attracts students and faculty
- Tax revenue from sales
- Revitalized business districts

Impacts

- Reduced property values
- Residents move out/away
- Consistent noise complaints
- Negative perception of safety
- Low standards for behavior perpetuate safety risks

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DEFINING THE HOSPITALITY ZONE

- Medium Intensity
  - Mixed Use – Residential/Retail
  - Dining and Entertainment Venues
  - Daytime Festivals and Markets
  - Outdoor Seating Until Midnight
  - Street Vendors and entertainers
  - Architectural Standards
  - No Evening Exterior Amplified Music

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MULTI-MODAL TRANSPORTATION PLAN

- Taxi
- Public Transit (bus, subway, train)
- Circulator/trolley
- Valet
- Bike
- Foot (walk)
- Cars

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PARKING SYSTEMS AND SOCIABILITY

- Parking is a link in transportation
- Parking systems manage limited resources
- Parking is first and last impression and point of intervention for the social experience

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PARKING LOTS AND RISK

Loitering	Alcohol	Prevention
▪ Parking lot a social gathering space	▪ Underage ▪ Pre-loading ▪ DUI	▪ Signage ▪ Surveillance ▪ Security ▪ Suggestions

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REDUCE SAFETY RISKS & IMPACTS

- Prevent Crime
  - Street cameras to deter & respond
  - Data: GIS map to illuminate causes
- Prevent Disorder
  - Crowd management
- Respond to incivility
  - Standards & Consequences
  - Social Marketing for Patron Responsibility

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PUBLIC SAFETY IN HOSPITALITY ZONES

From application to operations, a continuum of on-going interaction among businesses, government and community is necessary

Outcomes

- Clearly defined vision of the nighttime economy
- Policy, application and review process to match use with vision
- Communication and compliance to address reduce risk and enhance success

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POLICING

Staffing	Prevent Risk/Impact	Staffing
▪ Selection and Training ▪ Role and Number ▪ Deployment ▪ Cost to Benefit	▪ Technology ▪ Crime Data Analysis ▪ Clear Consequences ▪ Crowd Management	▪ Code Compliance Team ▪ Compliance Gaps ▪ Incentives – Discipline ▪ Peer-to-Peer Intervention

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BUSINESS COMPLIANCE

- Identify Compliance Gaps
- Incentives to Comply
- Conditional Use Permits
- Code Compliance Teams
- Walk Throughs
- Early Assistance
- Alternative Sanctions

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HIGH RISK BEHAVIORS

- Overconsumption of alcohol
- Underage access to alcohol
- Use of drugs and in combination with alcohol
- Physical aggression
- Sexual aggression
- Leaving the club drunk or drugged
  - Driving
  - Riding with impaired driver
  - Other modes of transportation dangers
- Public Disorder – Quality of life impacts

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WHY IS DIVERSITY IMPORTANT?

Challenges of Limited Entertainment Options that focus on Alcohol Consumption as Entertainment

- Nightlife tends to attract the same clientele – young adults learning to drink
- Behavior tends to be more disorderly, disruptive
- District is perceived to not offer amenities for other demographics and ages, which can impact daytime patronage
- Peer pressure to over-indulge in alcohol
- More public safety risks and DUI

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SOCIALIZING MAGNETS

- Dining – Fast, Fun, Frivolous, Fine
- Décor – Local Bohemian, Local Chic, Corporate
- Art – Museum, Street, Gallery, Accent
- Music – Street, Background, DJ, Live
- Dance – Free Form, Freak, Formal
- Sports – Active, Passive, Background
- Performance – Formal, Informal, Live, Cinema
- Shopping – Diversity, Hours, Price Points

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