

**SAFETY
ACTION
TEAM**

**VIBRANCY
ACTION
TEAM**

**PLANNING
ACTION
TEAM**



Fort
LAUDERDALE
**SOCIABLE
CITY ALLIANCE**



**Hospitality Zone Assessment
Summary Report**

Responsible Hospitality Institute | 831.469.3396 | www.rhiweb.org



Fort Lauderdale Hospitality Zone Assessment *Final Report*



www.RHIweb.org | 831.469.3396

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EXECUTIVE SUMMARY

Fort Lauderdale – A City Between No Longer and Not Yet

City leaders in Fort Lauderdale, like many cities nationwide, are seeking efficient urban design (e.g. transit-oriented, mixed-use and infill development) that provides services and amenities to citizens and visitors. Such initiatives offer flexibility as cities grow and evolve.

The City of Fort Lauderdale contracted with the Responsible Hospitality Institute to conduct an assessment of current and emerging entertainment districts to determine opportunities and gaps in supporting the evolution of Fort Lauderdale as a destination for a positive social experience with unique hospitality options.

New developments are underway in a city already brimming with activity. The Wave Streetcar System and All Aboard Florida will bring new transportation options. Lodging for residents and visitors is also in the works: more than 3,000 residential units and 1,400 hotel rooms have been approved or are currently under construction; almost 1,000 more residential units under review. There are currently more than 200 outdoor events annually. City leaders should brace themselves for a new wave of people coming into the city as both residents and visitors.

This report is a summary of information gathered from 200 individuals who participated in an Orientation, three Seminars, six formal Roundtables, online surveys, individual interviews, group presentations and research of master plans and projections.

RHI's assessment provides an overview of trends and challenges as districts evolve to capture the market potential for dining, entertainment and events to meet people's need for safe and vibrant places to socialize.

Through the assessment process, a network of leaders emerged to continue to collaborate and join in three implementation teams with a citywide coordinating alliance:

- **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.
- **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 *"Ft. Lauderdale's Authentic Social Experience."*
- **Planning Action Team:** Coordinate nighttime transportation and manage vibrant hospitality zones with policies and services to minimize sound and trash impacts.

Fort Lauderdale's overall economy is evolving to include new sustainable industries, technology, conventions and expanded services, requiring the young professionals bringing new skills and older professionals providing strategic and management skills. A dynamic nighttime economy with vibrant social experience is the priority amenity many of these people seek.

Fort Lauderdale's Current and Emerging Social Districts

In many cities, the pattern of district evolution often occurs in stages. Each stage requires different strategies and tactics. Adjusting city services such as police, waste management, parking, security, and public transportation can facilitate or stabilize the changes in each stage. Providing assistance to new businesses earlier in the process can prevent the loss of start-up capital due to delays in permits and licenses.



Beach District



Himmarshee



Flagler Village



North Beach



17th Street



Cultural District



Sunrise Lane



Las Olas

The need for social spaces is a constant part of urban development. Hospitality and nightlife businesses are notable in their capacity for adapting to change and experimenting with new concepts. Only the most versatile are able to survive. Some business models are not sustainable, so they are forced to close. Others open to replace them. There is a consistent ebb and flow with nightlife businesses.

Likewise, new venues expand into emerging districts, then others follow suit, turning an area into the latest hotspot for socializing. Patrons migrate into new territory, which may not have the infrastructure or services ready to accommodate their needs or ensure their safety.

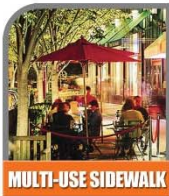
Without consistent monitoring and oversight by dedicated staff, emerging nightlife areas may be perceived as having appeared “overnight.” Challenges that could have been addressed incrementally become full-blown and urgently demand solutions.

Fort Lauderdale offers emerging variety of areas that meet the market demands for local options for dining and entertainment. There is an opportunity to create a better system to assure safety and plan for people as these areas continue to grow.

The recommendations made through this report seek to establish a strong foundation, with incremental steps toward sustaining the unique and diverse dining and entertainment options in Fort Lauderdale. Ultimately, the long-term outcome is expected to enhance the economic and employment contributions of hospitality and nightlife, minimize risk to the public and facilitate a more efficient and responsive government.



ENTERTAINMENT



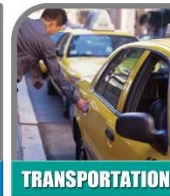
MULTI-USE SIDEWALK



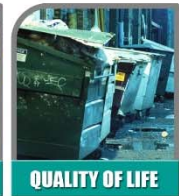
PUBLIC SAFETY



VENUE SAFETY



TRANSPORTATION



QUALITY OF LIFE

SIX CORE ELEMENTS *for* HOSPITALITY ZONE DEVELOPMENT

THE FORT LAUDERDALE SOCIABLE CITY PLAN

Priority Actions Snapshot

Note: Surveys, interviews, six Roundtables plus other research 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 an Alliance and Convene Action Teams for Safety, Vibrancy and Planning

Designate a dedicated “Night Manager” and Identify Key Department Coordinators

Develop a Sociable City Master Plan

PLANNING ACTION TEAM: Transportation | Quality of Life

Update Special Entertainment Overview District Ordinance

Inventory Infrastructure Gaps and Prioritize Resources

Develop a Strategy for Transportation Efficiency

SAFETY ACTION TEAM: Public Safety | Venue Safety

Convene and Facilitate an Interagency Public Safety Team

Examine the Feasibility of a Dedicated Hospitality Unit

Identify Hospitality Businesses to Promote Best Practices

VIBRANCY ACTION TEAM: Entertainment | Multi-use Sidewalk

Document Sociability Options and their Economic Value

Convene Calendar Coordinators to Generate a Marketing Strategy

Create a Cohesive Plan for Public Space Activities

THE HOSPITALITY ZONE ASSESSMENT PROCESS



This report provides a summary of Fort Lauderdale's HZA and offers recommendations gathered from almost 200 individuals participating in an Orientation, three Seminars, six formal Roundtables, online surveys, individual interviews, group presentations and research of master plans and projections.

The **Hospitality Zone Assessment** (HZA) is a facilitated team-building process to engage the broadest range of perspectives. We convene 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.

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. Together they guide the HZA process forward and serve as RHI's key liaisons for navigating the local political, social and economic terrain.

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**, where RHI facilitators presented background information and focused on evaluation criteria for the following topics

- **Enhance Vibrancy** through the Entertainment and Multi-use Sidewalks Core Elements.
- **Assure Safety** through the Public Safety and Venue Safety Core Elements.
- **Plan for People** through the Quality of Life and Transportation Core Elements.

Next, facilitated focus groups or "**Action Team Roundtables**," were held focusing on six core elements (**Entertainment, Multi-use Sidewalk, Public Safety, Venue Safety, Transportation and Quality of Life**). Simultaneously with the roundtables, we conducted onsite and phone interviews, and distributed an online survey. We also analyzed essential planning documents and consulted with city staff, who also contributed valuable information and insights.

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.

Fort Lauderdale's Social Themed Districts

An outcome of the contemporary evolution of mixed-use planning is the potential concentration of people living in close proximity to nightlife activity. For many, the primary appeal of living in a city is the convenient proximity to dining and entertainment amenities. Yet the mix of uses in a dense area can also result in challenges to public safety and quality of life.

Cities understand the basic importance of physical planning of housing, transportation, streetscape, public space and other infrastructure elements of mixed use development. Increasingly, there is consideration of social interaction and impact from dining and entertainment venues, and need to plan for maintaining order, public safety and minimize impacts on quality of life.

Just as Fort Lauderdale's infrastructure development is evolving to include a greater number of residents and visitors, existing and emerging areas are forming to provide the dining, entertainment and events people seek as part of a social experience.

CULTURAL DISTRICT

Anchored by the Broward Center



Located on the western end of Himmarshee Street (SW 2nd Street) to the Avenue of the Arts (NW 7th Avenue), this area forms the cultural heart of the

city. Overflowing with social and educational options for adult residents, students and visitors alike, some of its features include the Museum of Discovery and Science, featuring the AutoNation IMAX 3D Theater, and the Esplanade Park – Riverwalk.

HIMMARSHEE STREET DISTRICT

The Destination for Events and Entertainment



Himmarshee Village is a thriving entertainment district in the heart of Fort Lauderdale. It promotes a unique socializing destination, with locally owned bars, music venues,

eclectic clubs, cafes and restaurants, all on one street and within easy walking distance to cultural venues and museums. It is located adjacent to the Historical District and Riverwalk. Many special events are produced in this location and it is well known for its late night activity.

NORTH BEACH SHOPPES AND RESTAURANTS

The Secret Native Beach Area



NOBE is a "hidden gem" that offers a more mature visitor and resident the ease and availability of places to socialize without having to go downtown. There is a good mix of retail, restaurant and

commercial uses, surrounded by high rise residential buildings. The area produces special events and has an active arts group. There is live music every night of the week. It is probably the best neighborhood you won't find in the guidebooks.

FLAGLER VILLAGE - FAT VILLAGE

The Neighborhood Downtown



Known as the entrepreneurial arts area for downtown, Flagler Village is home to an eclectic mix of artists, work spaces, shops, warehouses, restaurants, bars and entertainment and live music venues. FAT Village infuses Fort Lauderdale with an emerging

grassroots creative culture. It will soon be recognized as the Downtown Transportation Hub with marketing plans in progress to promote not only the All Aboard Florida train as a stop between Miami, West Palm Beach and Orlando, but The Wave Streetcar.

17th STREET DISTRICT

Fort Lauderdale's Front Door



This district is Fort Lauderdale's front door. It is the first impression of the city for millions of cruise visitors and for residents

traveling to the beach. It is an extraordinary opportunity to show visitors all the options for entertainment, shopping and dining that are available, as well as how to easily travel from this district to any other by water taxi. A day and night transportation plan will be especially critical when the All Aboard Florida and The Wave are in service.

LAS OLAS BOULEVARD

The Link Between Arts and the Ocean



Las Olas is one of the jewels of downtown. It hosts fashion boutiques, art galleries, memorable restaurants, sidewalk cafes and bars. It is an architecturally

unique, authentic, and eclectic shopping and dining district. Las Olas evenings showcase a sizzling nightlife, live entertainment and places to socialize. The continual growth in the number of cruise passengers, combined with the increasing number of downtown residential units, provides the opportunity for continued success.

BEACH DISTRICT

Where Fort Lauderdale Meets the Ocean



This district is located along A1A between Las Olas and Beach Place on the north. The award-winning wave wall and signature beachfront promenade highlight Fort Lauderdale's coastline, which is punctuated by an array of shops, restaurants, sidewalk cafes and entertainment venues. Visitors can participate in a wide range of activities from boating, wind surfing, jet skiing and volleyball to snorkeling, scuba diving, deep-sea fishing and rollerblading. Beach Place is a mixed-use development offering restaurants and shopping adjacent to the Marriott Hotel and parking garage. This district offers exciting entertainment nightly.

SUNRISE LANE

Beach Bohemia Anchored by the Parrot Lounge



A tiny street tucked into a unique beach area, Sunrise Lane features an award-winning tavern, The Parrot Lounge, which has hosted visitors and residents since 1970. Locally owned shops and restaurants offer a variety of merchandise from beachwear to the largest selection of domestic and imported beers on the beach.

Information Gathering

Residents, business leaders and government representatives bring unique insights and sometimes conflicting perspectives to the discussion about a city's history, trends, current status and future potential.

Fort Lauderdale stakeholders are no exception, with passion and desire to have input on making the city a vibrant destination for residents and visitors.

The goal of the **Hospitality Zone Assessment** was to gather input from as many diverse sources as possible.

This was accomplished in four separate phases:

- **Transformation Team:** Leadership from hospitality, safety, community and development perspectives assisted the coordinator in outreach and recruitment
- **Online Survey:** Gathered information from participants and community representatives
- **Action Teams:** Individuals attended an Orientation and Six Roundtables to set priorities from survey results
- **Social District Interviews:** One-on-one interviews to gather specific background information on trends in areas with emerging social activity.

193 People Contributed Information

93 Completed a Survey

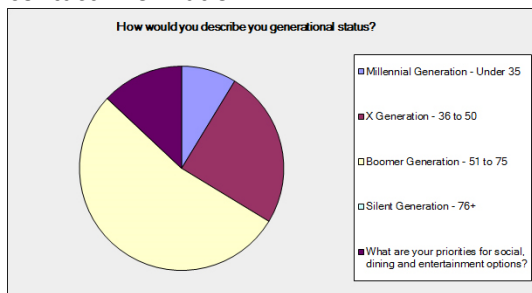
75 Participated in the Orientation

45 Participated in Roundtables

54 People were Interviewed

Survey Results

An online survey was distributed to Hospitality Zone Assessment participants and their referrals. In total, 93 people completed the survey, with almost half adding additional comments and provided their name and contact information.

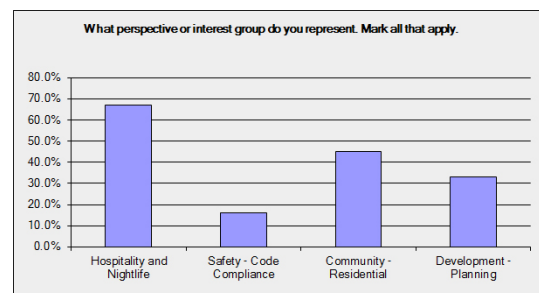


Survey Participants who Live in Fort Lauderdale:

- 79 of 93 (85%) survey participants live in Fort Lauderdale
- Average time in Fort Lauderdale: 18.7 years
- Lived in Ft. Lauderdale for less than ten years: 29 of 79 (37%)
- Lived in Ft. Lauderdale for 10 or more years: 54 of 79 (69%)
- Lived in Ft. Lauderdale for 25 or more years: 30 of 79 (38%)

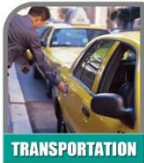
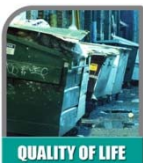


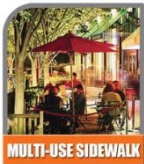

Survey Participants Who Work in Fort Lauderdale

- 90 of 93 Work in Fort Lauderdale
- Average number of years: 16.7
- Less than 10 years: 28
- 10 or more years: 63
- More than 25 years: 24



Priority Actions from Survey

In preparation for the Roundtables, those taking the online survey ranked suggested actions and used comments to expand upon additional recommendations for each of six measures of the Hospitality Zone Assessment.

PLAN FOR PEOPLE: Transportation Quality of Life	
 <ul style="list-style-type: none"> • Coordinate better alternative nighttime transportation for venue employees and patrons • Improve pedestrian safety at night • Develop formal taxi and TNC (Uber, Lyft) "Transport Hubs" for drop-off and pick-up 	 <ul style="list-style-type: none"> • Update codes for mixed-use development to better manage sound impacts • Provide public restrooms in the evening and late-night • Improve panhandling prevention and enforcement
ASSURE SAFETY: Public Safety Venue Safety	
 <ul style="list-style-type: none"> • Establish a dedicated and trained police officer team assigned to district • Create an interagency public safety team - police, fire, zoning, alcohol regulatory • Develop effective code compliance monitoring of nightlife venues 	 <ul style="list-style-type: none"> • Provide service and security staff training on a regular schedule • Organize a network of nightlife venues to engage with the community in conflict resolution • Facilitate nightlife venue and agency collaboration in defining best practices for compliance
ENHANCE VIBRANCY: Entertainment Multi-use Sidewalk	
 <ul style="list-style-type: none"> • Determine best and worst locations for street performers (buskers) • Coordinate festival schedules to avoid conflicts and impacts on resources • Expand street markets (i.e. farmers) in developing areas to build foot traffic 	 <ul style="list-style-type: none"> • Evaluate diversity of dining and entertainment for all ages and price points • Streamline regulations and permitting process for hospitality businesses • Establish programs to recognize local celebrities (chefs, bartenders, musicians, servers, DJ)

Generating Consensus from Interviews and Roundtables

Data collected from the online survey was the focus of discussion in the six Roundtables as well as during interviews conducted with individuals who were not able to participate in the Roundtables.

Collectively, the following are among the most common observations:

- Create a more strategic economic development plan for Fort Lauderdale to nurture the unique social options emerging for residents and visitors.
- Recognize that the majority of hospitality businesses make significant social and economic contributions through responsible practices. The city and an organized business alliance need to define standards for new and at-risk businesses and establish more efficient processes to open and operate responsibly.
- Assure nighttime public safety through a change in the current entertainment district policy and detail officer system to a dedicated, multi-agency alliance and staff assignments to assure compliance by businesses and patrons.

Building an Action Plan for Progress

The five official Entertainment Districts established in the 1990's evolved into collective economic and development engines for the beach and the downtown. Recently, other "Social Themed Districts" organically emerged without much nurturing through policy or incentives. Mending the disconnect between the unofficial and official in a coordinated initiative will provide more diverse options to the tapestry of sociability areas in Fort Lauderdale.

When challenges arise in one district, city leaders and in particular, public safety officials, may feel pressured to apply strategies citywide. Yet hospitality and nightlife is nuanced and multi-faceted. It exists in multiple areas with their own distinct characteristics. Different districts cater to different clientele with unique social needs and preferences. Each district represents the node of a larger organism. Each node requires the same basic components (for marketing, infrastructure upgrades, transportation, public safety, etc.) yet with tweaks and adjustments to account for the differences between them.

Connectivity is critical, since all nodes/districts are part of the larger vision of Fort Lauderdale as a sociable city. An unpleasant experience in one district may lead to a negative perception of the city's social offerings as a whole. Regardless of "official" status as a designated Entertainment Social Overlay District or an "unofficial" social district, it is recommended that the process of planning and resource allocation include the following actions:

- **Establish a Sociable City Alliance** as a formal working group with representatives from the three action teams to oversee the evolution of Fort Lauderdale's "Social Districts" to assure balance and provide advice to city leadership on policy and resource allocation.
- **Designate a staff person** (a "Night Manager") dedicated to oversee and monitor hospitality and nightlife development and resource allocation needs citywide. The person should have a clear understanding of the current strengths, weaknesses, opportunities and threats for all districts and also implement a plan that facilitates connectivity.
- **Convene a Planning Action Team** to examine current Land Development Regulations (LDR) that pertain to entertainment districts to make necessary changes for current activity, including specific recommendations for review of applications, coordination of transportation and matching services (i.e. police, inspections, waste management, infrastructure upgrades, etc.) to the growth in number of social venues and increase in the number of people in the district.
- **Convene a Safety Action Team** as an interagency government alliance working with a similar alliance of hospitality and nightlife businesses to collaborate on data-driven strategies that set standards, reward compliance and provide tools for new or at-risk businesses.
- **Convene a Vibrancy Action Team** to establish on-going communication among leaders from official and unofficial social destinations to compile information on upcoming events, new businesses, and unique characteristics of each area to build a **"Fort Lauderdale Sociability Brand"** for residents and visitors. Establish procedures to coordinate with the Safety Action Team to avoid competing events that strain resources, impact mobility or work against the interests of merchants and residents.
- **Develop a Sociable City Master Plan** with best practices and policies that are consistently and equitably applied to dining and entertainment venues and events in the entire city. Resources for economic development, infrastructure upgrades, safety needs, etc. should be similarly distributed so as not to favor designated districts while ignoring other districts.

NEXT STEPS FOR IMPLEMENTATION



Establish an 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 Fort Lauderdale Sociable City Plan.

The Fort Lauderdale 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.

Designate a Dedicated "Night Manager" and Key Department Coordinators

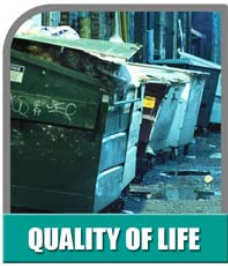
Cities have begun to recognize the need for a central focal point for policy review and resource allocation that includes representatives from diverse stakeholders.

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 current and emerging nightlife districts.

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.

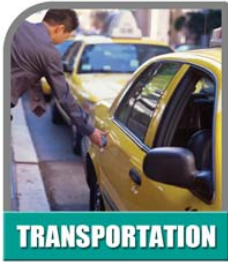
The combination of a permanent review process with consideration of multiple perspectives and dedicated staffing to coordinate communication and documentation on the activities of the nighttime economy, can help assure a balanced and informed evolution of mixed-use development.

ACTION TEAM: PLAN FOR PEOPLE



There is a 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 and sustainable ways.



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

Planning Action Team: An alliance among public and private representatives and code enforcement to better coordinate nighttime transportation and manage a vibrant hospitality zone with policies and services to minimize sound and trash impacts.

Action 1: Update Special Entertainment Overview District Ordinance

In Fort Lauderdale, when the officially designated entertainment districts were established, the surrounding area did not have nearly the same amount of residential and commercial property that has been developed in recent years and projected into the future. The challenges in nightlife districts goes beyond crowd control and response to fights and unruly patrons, but includes conflicts with residents over sound disturbances, panhandling, traffic control as more people use taxis and Uber/Lyft vehicles, pedestrian safety as people walk through poorly lit areas to their residence, drug dealing and use, litter and trash, parking violations as well as threats from terrorism and gun violence.

Ordinance No. C-92-17 for the Establishment of Special Entertainment Overlay Districts modified existing rules for the hours of sale until 4 am and consumption of alcoholic beverages within the designated entertainment districts. It allowed for public consumption in public streets and places, removed distance requirements between alcohol licensed beverage businesses and approved of extended hours for outdoor music and entertainment.

The regulation states the *purpose of establishing Special Entertainment Overlay Districts was to create an opportunity to encourage development of areas which promote the cultural, economic, educational and general welfare of the people of Fort Lauderdale in conjunction with the development of areas catering to and promoting tourism and providing entertainment centers for the utilization and enjoyment of the public.*

The regulation sought to create incentives and exceptions to codes to promote redevelopment to eliminate deteriorating conditions in areas found to be detrimental to the health, safety and welfare of the public.

According to the text of the regulation, it has been found that *“encouraging the location of entertainment, retail and restaurant uses within a limited defined area creates an opportunity to offer a variety of amenities to the public in a convenient physical location which will promote pedestrian use with an attendant decrease in*

vehicular traffic, provide for more efficient and effective public safety enforcement in a defined area; encourage greater utilization of public projects financed with public funds and encourage private development of entertainment facilities which enhance and complement the use of the publicly funded improvements.”

While many of the original intentions of the ordinance were achieved, the evolution of the surrounding areas and anticipated growth from residential development raises concerns and questions. For example, how can city leaders reduce impacts on public safety and quality of life generated by both official and unofficial entertainment districts? Do the official entertainment districts provide the diversity of dining and entertainment and a variety of day, evening and late-night options? How can traffic and pedestrian safety be better managed? What changes need to be made to the current approach to police deployment to improve overall public safety and reduce costs? What lessons have been learned to plan for other emerging, unofficial districts?

Establish a Working Group to Review and Recommend Improvements for Current Districts

- Invite property owners, venue operators, public safety agencies, resident organizations from each of the existing Special Entertainment Overlay Districts to join in a forum on status and improvements.
- Review intent and impact of the ordinance. To what degree do official districts achieve the following:
 - Provides a variety of amenities to the public in a convenient physical location
 - Increased pedestrian use with an attendant decrease in vehicular traffic
 - A more efficient and effective public safety enforcement
 - Greater utilization of public projects financed with public funds and more private development
- Review policy exceptions in the regulations and their relevance to evolving changes in population and residential development. What is working and what requires modification to maintain benefit and reduce risk.
 - Distance between licensed venues
 - Outdoor entertainment
 - Public space consumption
 - 4 am closing

Establish Designations and Permits with Practices in Emerging Districts to Maintain Positive Growth

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 community 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.

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 affects quality of life.

There are also national trends to streamline the licensing process. For businesses selling alcoholic beverages, defining licensing standards more in tune with the dynamics of an extended economic time schedule (18/7),

encompassing, day, evening and late-night, each often with a different clientele and product and service expectations, and each requiring a different operational plan for safety and security.

Determining the compatibility of the business to the area in which it will operate is one component of approval for a license, as is the ability of the operator to manage the type of activity in the venue. Increasingly, more consideration is given to city resources required to support the venue, especially when there is a large occupancy, or multiple venues with a large combined occupancy in the district.

The following are licensing structures to consider:

- **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.). Once an area is defined, and boundaries established, an infrastructure assessment can be done to determine an appropriate “combined occupancy level” that can be supported. For instance, Charleston limits one block’s worth of social venues to a maximum of 1,000 seats, which can be divided into two 500 seat entertainment venues or ten 100 seat dining establishments, depending upon the physical capacity of the buildings.
- **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.

Providing a “split-use” or “flexible hours” license can set operational standards based upon time of day and 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-year-old clientele.

- **At Risk Venue:** The Chicago Deleterious Impact Regulation (see appendix summary) is an example of a process to set specific and measureable 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 voluntary and collaborative approaches may require fewer regulations and compliance resources. 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.

Action 2: Inventory Infrastructure Gaps and Prioritize Resources

A District Intensity Designation (low, medium, high) can 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.

Evaluate Capacity for Sociability

Among the evaluation criteria in evaluating and planning for growth of dining, entertainment and events include:

- **Parking:** Is there sufficient parking or will additional parking be required? Will patrons create parking conflicts with residents or businesses expecting access to parking as well? Is there parking enforcement during peak periods?
- **Transportation:** Is there convenient public transportation that corresponds to business hours? Taxi service? Is a taxi stand required for the volume of activity? Are there procedures for pick-up and drop-off by TNCs (Uber, Lyft)? Is a designated location required? Are there systems established for nightlife venue employee parking that is safe and doesn't interfere with resident or patron parking?
- **Sidewalk:** Can sidewalk capacity manage the expected number of people on the street at closing time? Will there be increased risk to pedestrian safety? Can the venue: Properly establish outdoor seating? Coordinate patron lines at entrance? Designate exterior smoking areas?
- **Residents:** Are there residential units near or within close proximity to the venue? Is there an organized neighborhood or resident organization?
- **Diversity:** Is there a diversity of sociability options for multi-generational and multi-cultural populations?
- **Public Facilities:** Are there public restrooms accessible during peak periods?
- **Crime Prevention through Environmental Design:** Is there a process to apply the principles of CPTED to a hospitality zone to evaluate variables that could contribute to or be factors to reduce crime?
- **Utilities:** Dining and entertainment businesses are consumers of energy and producers of waste greater than many other business sectors. Does existing resources match the need for water, sewage, power and increased frequency of deliveries and trash removal part of developing a hospitality zone?

Managing the Street as a Venue

Downtown and surrounding neighborhoods are evolving and developing their own identities, resident expectations and market opportunities. Whether the potential of 17th Street to the special character of Flagler Village. A systematic yet flexible approach is needed to manage this development against the district's life-cycle stage (Emerging, Developing, Mature and Declining).

Over time, the public space is a destination, and the "street becomes a venue" requiring the same attention to detail as a storefront venue.

- **Convene agencies** responsible for allocating resources or monitoring compliance for the following:
 - Maintenance of sidewalks and crosswalks
 - Installation and maintenance of lighting
 - Monitoring compliance of outdoor seating ordinance
 - Placement of trash receptacles and frequency of pick-up
- **Document Streetscape Conditions:**
 - Do a walking tour in each district and identify curbs and sidewalks in a state of disrepair, especially at night when lighting is low and footwear may be a greater contributor to tripping
 - Identify pathways between social venue activity and parking areas to determine level of lighting and "dead zones" of inactivity and potential risk
 - Document locations of trash cans, level of fullness, where additional trash cans are needed or pick-up schedule adjusted to match peak periods

- Survey alleyways for trash, odors, drainage, and lighting
- **Improve Lighting for Safety and Movement:** Poor lighting impacts pedestrian safety and overall perceptions of public safety. Specific areas of concern:
 - **Street lights** are out on certain streets at night. **Alleys** are dark.
 - **Crosswalks and sidewalks** on even popular walking routes are not well lit.
 - **Lighting** during the Art Walk event is very dark, both on the streets and on buildings.
 - **Decorative street lights** are dim, even on popular pedestrian routes.
 - **Twinkle lights** on trees are powered by private building owners, rather than district provided service to minimize potential risk.
 - **Lighting regulations** are not being enforced.
- **Match Waste Management Services to People's Activity**
 - Monitor trash cans and replace or add if they are overflowing or located in high traffic areas
 - Adjust pick-up schedule to match high activity periods, reduce odor problems.
- **Increase Access to Public Restrooms**
 - Explore options for prebuilt, custom designed or alternatives
 - **Portland Loo:** www.portlandoregon.gov/parks/?c=59293
 - **American Restroom Association:** *Guide to Better Public Toilet Design and Maintenance*
 - **Retail Supported Restrooms:** From Santa Cruz, California to Germany, cities provide grants to businesses opening their restrooms to the public.
- **Expand Private Security Services to address the prevalent presence of homeless, transients, and panhandlers,** particularly in areas around public transportation. There are reports of tourists and residents being intimidated by their presence and when they approach them to panhandle.
 - **Establish a better alliance between police unit and private security** to monitor and exchange information in a more consistent and timely manner.

Sound Management

- **Sound (as noise)** can be a volatile issue as nightlife districts evolve, or as residential is developed in existing nightlife districts. Sources of intrusive sound can include loud music (bass) from bars and clubs, conversations from patrons leaving bars, traffic (trucks, motorcycles), and construction of high rise condominiums, hotels or apartments without exterior sound suppression.
 - **Require a sound management plan for venues with entertainment** opening or cited as a nuisance to include construction materials used for upgrading exterior walls, acoustical consultant assessment and technical advice on speaker placement and audio control systems, procedures for monitoring interior and exterior sound.
 - **Require a sound management plan for residential development** near existing nightlife districts to include construction materials for exterior walls, disclosure agreements with sale or lease of residential units, designated liaison to meet with venue operators to resolve conflicts.
 - **Schedule deliveries and trash pick-up** during periods that don't create sound disturbances or interfere with traffic flow.
 - **Conduct an audit of pedestrian movement** at closing time and determine how to use lighting, directional signage and other tools to move people away from residential areas when possible.
- **Impacts on vitality and diversity of social uses:** There are concerns that increased noise could interfere with private weddings and other events held in the Historic District.

Action 3: Develop a Comprehensive Strategy for Transportation Efficiency

The rapid growth and development of residential housing, and influx of visitors through opening of the All Aboard and Wave transit systems, raise concerns of current residents of about impacts on traffic, pedestrian safety and general movement of vehicles and people.

Fort Lauderdale's Transportation and Mobility Department is working to develop more proactive strategies to anticipate growth and develop more integrated mobility systems and policy.

Participants in the survey, interviews, orientation and roundtables generated some important strategies to fill gaps and expand support for nighttime transportation.

Engage Private Sector Transportation Providers in Mobility Planning

The transportation planning team includes the Transportation and Mobility Department, Public Works, Department of Sustainability as well as consultation with the police department.

The team is examining ways to better coordinate transportation and traffic planning for events, and incorporate better communication with developers to assess impacts on traffic.

One recommendation is to establish a private transport system advisory panel to explore how these groups could augment public transportation or establish procedures to reduce traffic congestion and improve pedestrian safety during evening and late-night hours. This would include representatives from the following:

- Taxi
- Transport Network Companies (TNC's (Uber, Lyft)
- Water Taxi
- Party – Celebration Vehicles – Pedal Pubs
- Pedicabs
- Trolley

Beach Traffic Management Plan

A dedicated strategy to plan for improved traffic management in the beach area is underway. The recommendations on nighttime transportation in the project can be transferrable to other areas, taking a more proactive and preventive role than reacting to unplanned growth.

Among the recommendations:

- Expand Focus to Nighttime – Patrons and Employees
- Employee Parking Strategy – Safe, Convenient, Affordable
- Event Promoter Transportation Plan – Example of recent Boat Show was identified as not providing an efficient plan for taxis

Pedestrian, Bikes and Golf Carts

Among the many individual comments on the survey and interviews were concerns about pedestrian and bike safety, as well as increased use of golf carts for personal transportation. This concern has not been unnoticed, with Fort Lauderdale joining in the multi-national Vision Zero road traffic safety project that aims to achieve a highway system with no fatalities or serious injuries in road traffic.

Among recommendations:

- Determine how events, festivals, seasonal migration, All Aboard and Wave systems will impact pedestrian activity, trash, and traffic management
- Conduct pedestrian studies in downtown and districts by day-of-week and time-of-day, to include peak nighttime activity
- Vision Zero – Extend focus to nighttime safety, pedestrians

- Ethics – public education about rules and responsibility for pedestrians and bikes
- Explore ways to better integrate golf carts into a transportation plan with possible regulations or guidelines for safety
- Explore how to utilize the designated parking areas designed to allow for expanded use by social venues to expand outdoor seating, freeing up sidewalks for pedestrians. Current regulations for a “parklet” require an annual fee of \$650 plus a permanent structure to protect outdoor seating areas from vehicles.
 - Consider modifying regulation to allow for temporary use
 - Consider temporary street closure with guidelines of using parking areas for outdoor seating
 - Establish procedures for public drinking if street is closed on a regular basis

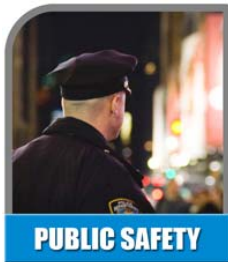
Establish a Transport Hub

A focus other than the beach traffic is the Himmarshee district where late-night crowds and traffic congestion create risks to pedestrian safety as well as inefficiency of moving people in and out, especially during closing time hours. As congestion increases, the street is closed to traffic, requiring additional focus on cross traffic and impacts on residents and others moving through the area.

A recommendation was to reinstate a transport hub where taxi and TNC’s (Uber, Lyft) could pick-up and drop-off passengers away for the central area of the district. To be successful there has to be updates current ordinances and regulations.

- Involve stakeholders from multiple perspectives (patrons, pedestrians, public transit, taxis, TNCs, and public safety)
- Identify current locations of taxi stands, areas where people congregate to get taxis, TNC, and party bus transportation
- 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. Among features could include:
 - Taxi – TNC Stand - Technology Blocks
 - Directional Lighting – color coded to direct people to transport hubs
 - Amenities – restroom, food trucks, lighting for safety, expeditor to maintain security
 - Social Marketing – Venues, Police, Ambassadors
- Evaluate current transport licensing requirements and procedures to allow for modernization of services
 - Modify ordinance for stopping in traffic from a misdemeanor (record and \$500 fine) to traffic citation
 - Explore updating TNC licensing and procedures to require better signage to identify vehicles, create areas blocked by technology, increase enforcement to monitor compliance
- Identify potential locations for valet service and proximity to parking and venues

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.



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.

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.

The evolution of Fort Lauderdale 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.

An emerging trend in cities is development of a Public Safety Compliance Team. Some cities have a two tier approach. The first tier is strategic and takes into account a global accounting of trends in hospitality, nightlife and development. Data driven decisions are incorporated to change policy or improve allocation of resources.

The second tier is a considered a street level function with an interagency team working together to compare data from inspections and calls for service and identify “at risk” businesses that require early assistance for training and compliance improvement.

Finally, another emerging trend is the formation of local hospitality and nightlife alliances and associations. Working collaboratively with agencies and neighborhood organizations, these alliances develop “best practice” guides, organize education and training, and advocate for the importance of safe and vibrant hospitality and the nighttime economy.

Action 1: Convene and Facilitate an Interagency Public Safety Team

The Public Safety Team establishes an on-going forum for police, fire, code compliance, traffic control, and ABT to collect data, track trends and conduct coordinated early assistance and intervention with at-risk businesses.

Desired Outcomes from a Public Safety Team

- **Centralize inspection and service call data** from multiple agencies to monitor trends, prioritize most common violations, and identify at-risk businesses for earlier assistance and intervention.
- **Educate new and existing businesses** on common violations and risk reduction.

- **Facilitate more effective intervention** with at-risk businesses by utilizing real data to make a stronger impact/case.
- **Provide cross-training and collaboration** opportunities for multiple agencies.
- **Develop recommendations** on policy and resource allocation.
- **Encourage coordination and cooperation** among city, county and state departments.
- **Address the complex issues** surrounding the nighttime economy and mixed-use neighborhoods.
- **Collectively solve problems** before they become chronic issues.

Priority Tasks for the Public Safety Team

- Identify the **Priority Codes and Regulations** from each agency.
- Identify recommendations for **code improvements** from each agency i.e. No glass containers on sidewalk in entertainment district, change citation for stopping on the street from misdemeanor to traffic violation (better control of Uber/Lyft/Taxi).
- Identify **top businesses** in each entertainment area demonstrating the most responsible operation.
- Identify businesses **most often cited** or frequented for calls for service or in place of last drink reports from each entertainment area.
- Convene **regular forums** to match business “mentors” with “at-risk” businesses and provide technical information for compliance.
- Work with businesses to develop a guide on **“Best Practices”** to share and provide to new businesses opening in Fort Lauderdale (similar to San Francisco).
- Conduct **regular nighttime inspections** to monitor compliance and build collaborative relations with venue management and staff (see Edmonton video).
- Develop a **formal notice** listing the issues of concern, suggestions for remedial action, and consequences for failure to make corrections.
- Coordinate a **multi-agency inspection** of businesses that consistently fail compliance checks.

Among specific indicators to monitor relating to nightlife districts:

Person Indicators

- Assault
- Sexual assault
- Robbery

Vehicle indicators

- Traffic complaints general / towed vehicles
- Impaired driving
- Traffic offenses / Careless / Dangerous driving
- Collisions
- Pedestrian Violation
- Car Break-in

Disorder Indicators

- Trouble with person
- Disturbance / Noise / Bylaws
- Trouble with intoxicated persons
- Underage in possession
- Vandalism

Disturbances

- Trouble with person
- Aggressive panhandler
- Mischief under \$5,000
- Weapons complaint

Action 2: Examine the Feasibility of a Dedicated Hospitality Unit

Many major cities (e.g. Chicago, New York) with active nightlife districts do not allow officers to work off-duty for licensed venues. Transitioning from a detail to an on-duty system is complicated, as officers rely upon the extra income and cities can avoid the additional costs of assigned police officers. Union contracts often maintain these systems as part of compensation negotiations.

Secondary employment is a method by which city police departments provide direct fee-for-service to companies or organizations seeking to have officers dedicated to a specific project (i.e. festival, road construction) without using existing resources of on-duty officers assigned to general policing activity.

Reduced budgets and loss of officers due to retirement without an equal flow of new officers to replace them has led many departments to rely upon the off-duty “detail officers” to fill the ranks. This has become a common practice as more cities develop active nightlife districts, and nightlife venues are authorized to hire off-duty officers to be stationed outside the door as a deterrence to crime or disorder.

In Fort Lauderdale, the detail officer system is further facilitated through Special Entertainment Overview District Ordinance No. C-92-17 requiring a team of officers and supervising sergeant as a detail unit paid by the entertainment district property owner and venues.

Roundtable participants agreed some of the situations requiring the detail officer can be created by the poor serving practices (over-service) or lack of properly trained security staff to prevent or resolve conflicts.

While a common practice, participants in the Roundtables and interviews cited many conflicts of interest with the detail officer system. Other cities and even technical journals recommend restrictions on the use of secondary employment officers by alcohol, adult entertainment and gambling venues.

Perception Challenges with Detail Officer System

- **Conflict of Interest:** Since the venues pay for the officer there can be a perception that the officer’s main duty is to protect the interests of the venue (by barring entry to some patrons or by intervening only when patrons inside an establishment become unruly) rather than the safety of the general public while in the public space (unless in response to violence not directly in front of their assigned venue).
- **Public Relations:** Since officers wear the same uniform regardless of being on-duty or off-duty, the public cannot distinguish the difference. It is perceived by many in the public that detail officers either ignore or refuse to intervene when people act disorderly, illegally cross streets, litter, venues do not maintain orderly patron lines, or sound volume is high and creates a disturbance. This can contribute to a perception of tolerance for disorder on the street and exacerbate the problem that the detail officer program was established to prevent.
- **Security Versus Fear:** As more venues contract with detail officers, a nightlife district may have more officers than required to maintain safety, while creating an impression among some older or more conservative patrons that the area must be “risky” because there are so many police officers present.
- **Crime Prevention Gap:** While the presence of detail officers is intended to serve as a deterrent to crime, the public space outside the venues often requires crowd control with minimal need for crime prevention. At the same time, side streets, sidewalks and parking areas can be a magnet for predators confronting intoxicated patrons walking home or to their cars, without any police presence to intervene or deter the criminal activity.
- **Fatigue:** Whether working a night shift after a day shift or vice versa, officers can become fatigued from the extra stressful hours. This can make them less alert and responsive. It may also lead to less tolerance and greater impatience when interacting with unruly or intoxicated patrons, which can put themselves and patrons at risk.

- **Tax Compliance Risk:** The method of assignment and payment can put the district managers, city, venues, and officers at risk of tax violations if not properly reported as income, whether intentional or unintentional.

A new model of policing and code compliance is required as Fort Lauderdale’s population grows, changes, and demands better services for safety and quality of life.

Transition to a Different Approach to Public Safety and Compliance in Entertainment Districts

Since police, rather than other code enforcement officials, still represent the front lines of public safety in nightlife districts (as the only city department typically staffed at night), it is essential that nightlife district officers be selected with prudence and precision while paying close attention to officer traits and temperament. In some cities, it is simply chance that determines whether model officers exhibiting the desired skill set are intentionally or arbitrarily assigned to nightlife districts.

Still, there is an opportunity to make entertainment district officer selection and training more selective. Cities that are proactive about nightlife safety strategically pick officers with the experience, patience, motivation, diplomacy and communication skills suited for this environment. They are assigned to an on-duty unit, using a combination of deployment strategies – bike, plain clothes, foot, motorized and mounted – with specialized training. Some cities also reorganize resources dedicated to nighttime policing to include officers from fire, code compliance and traffic control as part of a code compliance team.

Recommendations for Improvement and Transition

The following are some recommendations to improve the existing detail officer program or begin a transition to a new policing and public safety model:

- **Create a committee** with venue owners, city officials, and police leaders to decide on incentives for officers to work in hospitality zones, programs that can assist police, and where funding will come from
- **Conduct a comprehensive review** of the costs and benefits of off-duty, overtime officers working directly for venues and compare to a dedicated on-duty unit
- **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
- **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 noise complaints, trash management, drug dealing and homelessness in addition to monitoring public safety. Members could include code compliance, parking enforcement, traffic control – as part of a detail team (Delray Beach Clean and Safe Team)
- **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.
- **Update the responsibilities** of detail officers assigned to work in entertainment districts – provide better supervision and accountability
- **Evaluate the cost and feasibility of reinstating the “Special Problems Unit”** (rename to Hospitality and Tourism Officer Unit or something else) with specially selected officers, specialized training and unique uniforms to identify them as part of a special team.

Action 3: Identify Hospitality Businesses to Promote Best Practices

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.

Many hospitality and nightlife associations have found it beneficial to become more involved in their communities, in turn nightlife 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.

Nightlife networks and associations lend hospitality entrepreneurs more organization and centralized leadership for communication and coordination of resources. During the Public Safety and Venue Safety Roundtables, business representatives expressed frustration when some businesses engage in risky practices, resulting in negative media affecting all businesses in the district. They proposed working with city officials and public safety agencies in developing better standards for new and existing businesses.

Convene a Hospitality and Nightlife Alliance to Develop Standards and Recognition

- **Convene a meeting** with Florida Restaurant & Lodging Association, Chefs Association, district association representatives and venue owners participating in the Roundtables or interviews
- Identify hospitality and nightlife businesses from **existing and emerging nightlife districts** to participate in the task force
- **Conduct a Fort Lauderdale 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 Public Safety Team 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 *Fort Lauderdale 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 Public Safety Team
- **Convene an Annual Hospitality Recognition Celebration**

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.

 - Establish a working group to organize an event with members of the Hospitality and Nightlife Alliance

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.

Vibrancy Action Team: A central point of communication amongst businesses, government and community organizations to enhance dining, music, entertainment and events, use technology to connect talent with venues and develop a brand highlighting "Fort Lauderdale's Social Experience."

Fort Lauderdale offers a wide array of social options in the form of dining, entertainment and special events. Among the many entertainment options to choose from include: music, film, live entertainment, concerts both indoors and outdoors, sporting events, boating and other water entertainment, street art festivals, museums, the Riverwalk and various holiday events.

To set a course for the future, it is necessary to clearly understand the current picture of Fort Lauderdale'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.

Interviews conducted with individuals in current and emerging "social districts" highlight the great potential of Fort Lauderdale to redefine itself as a regional destination for dining and entertainment, both for permanent and seasonal residents, and the many potential visitors as the All Aboard comes online and more cruise ship visitors seek social and shopping options.

Yet there appears to be a lack of awareness about what social options are available or the economic worth of these spaces. The city has an opportunity to coordinate marketing to launch an awareness campaign in tandem with a new brand for the city's nightlife.

The Entertainment and Multi-Use Sidewalk Roundtable identified some potential actions to centralize communication, share calendars, avoid duplication of schedules, and measure the benefits to the economy.

The first step is to convene Fort Lauderdale'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 Fort Lauderdale. This would include all sectors of the craft dining, beverage, music, sports and entertainment business community, as well as district managers and coordinators with existing or emerging dining and entertainment venues.

Action 1: Document Sociability Options and their Economic Value

Document Entertainment Options and Markets

- **Identify venues offering live music or entertainment** (i.e. comedians), DJs, etc. in each Social District, including seating capacity, days and hours of entertainment.
 - Organize information into a **summary of options**: i.e. Las Olas Boulevard has x venues, with combined seating capacity of xx, with x venues offering live entertainment with xx seats, and x venues opened after 10 pm.
- Count the **number of employees** hired by nighttime hospitality businesses and determine the number of parking places needed for employees or other transportation needs, especially late-night.
- Survey businesses to identify **gaps in available talent** (musicians, line cooks, bartenders, security, servers, etc.).
- **Identify data sources** for an economic impact study, including sales and property taxes, number of jobs created, revenue, etc.
- **Update sign ordinances** to allow for LED wayfinding signs to direct people in areas with display announcements (name of entertainment, special promotions, etc.) to music and performance venues and artists performing.
- **Identify under-used spaces** that could be enhanced for socializing: E.g. The Community Center in NOBE could offer more activities for residents adjacent to this area (1,200 units in 4 buildings).

Enhance Music and Entertainment

- 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** in the evening to make it easier for musicians to set up and break down equipment.
- Identify **parking for musicians** near where they perform.

Action 2: Convene Calendar Coordinators to Generate a Marketing Strategy

While Riverwalk Arts & Entertainment District and other organizations organize event calendars specific to their area, participants in the Entertainment Roundtable noted an absence of a central, citywide events calendar. In addition to being an important resource for residents and visitors, it can also be linked to transportation and public safety planning organizations as well as eventually to a more formalized permitting system to determine potential impacts on events, business districts and public convenience.

Centralize Calendar Listing for Promotion and Planning

- **Determine current sources of promotion** for nightlife and events in different districts. Identify how to create a consolidated resource (online, in print, etc.) that pools resources and contributors.
- **Coordinate a citywide marketing plan** inclusive of official and unofficial entertainment districts. Create a unique brand for the city's nightlife offerings.
- **Coordinate event planning** so events in different districts do not compete with each other, and instead, form a cohesive events strategy that reinforces business patronage in the whole city.

- **Launch an awareness campaign.** After the campaign is conducted, measure awareness levels within the target timeframe to evaluate success.

Action 3: Create a Cohesive Plan for Public Space Activities

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.

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 and easy use of sidewalks over opportunity for increased seating to meet demand 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 better coordinate policy and resource allocation for outdoor seating, buskers and vendors.

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. in each of the "Social Theme Districts" for potential use.
- 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.
- Clearly **mark approved café boundaries** (embedded markers) to avoid sidewalk encroachment.
- **Flexzones – Parklets:** The current ordinance limits a parklet (use of parking space for outdoor seating) to a permanent use. Explore how to pilot a flexible use on 2nd Street by closing parking lanes to traffic and leaving center lanes open to provide access for emergency vehicles and reduce a transition to a "street party" atmosphere. Consider making the brick area a permanent space for outdoor seating, freeing the sidewalk for pedestrian traffic.

Explore a Process to Formalize Guidelines for Street Performances

Street performances that provide diverse entertainment can drive pedestrian flow to inactive areas and 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 strategically integrated into the fabric of street life. A balance of randomness and structure requires a vision and strategy for encouraging street performance without interfering with storefront businesses or 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.

During the Multi-use Sidewalk Roundtable and through the online survey, strong opinions were expressed to not focus on the "busker" and street performer options, as this was "debated and settled." At the same time, there are areas on the Riverwalk and in emerging, less concentrated districts where street performers may add an element of vibrancy and help close a gap between areas viewed as unsafe dead zones.

While the street performer may not work in all areas, and the recently revised ordinance addresses some of the concerns, there are some other ways to build a vibrant street performance experience.

- Determine the best locations and times of day for street performances.
- Subsidize and launch a pilot program where buskers are paid to perform in strategic areas and on consistent days of the week then transition into a self-sufficient approach with 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.

Integrate Vendors, Markets and Food Trucks to Fill Dead Zones

There is an ongoing debate about street vendor, food truck and market operations that may detract from their positive social and cultural contributions to communities, as well as their significant impact on local economies, innovative entrepreneurship and brand extension. 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 and may serve a calming effect if strategically added to the closing time process.

- 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.
- Work with current vendor and food truck operators to create voluntary good practices.
- Require security during nighttime service in hospitality zones.

APPENDIX 1: PARTICIPANTS

The Hospitality Zone Assessment involved dozens of individuals through a series of meetings, forums, interviews and online surveys.

Important: *Participation in any or all of these does not imply endorsement of recommendations or other information included in this report.*

Attendance Codes: **TT** = Transformation Team **E** = TT Meeting **O** = Orientation **R** = Roundtable **I** = Interview **S** = Survey
SM = Summit **AT** = Action Team

Aaron Abramoff, Manager
The Restaurant People

Focus: Quality of Life **O I**

Aaron Abramoff, GM/ Director of Operations
Tarpon Bend/ The Restaurant People

Focus: Venue Safety **O I**

Diana Alarcon, Director **TT**
FTL Transportation & Mobility
Focus: Transportation **T O R**

Ehab Atallah, Manager
Cyn

Focus: Venue Safety **I**

Alia Awwad, Engineer Design Mgr.
Transportation and Mobility
Focus: Transportation **O R**

Leann J Barber,
Made in Broward
Focus: Entertainment **S**

Hal Barnes, Manager **TT**
Neighborhood Support
Focus: Venue Safety **O**

Dan Barnett, BID Manager **TT**
Beach Business Improvement District
Focus: Entertainment **T O R S**

Alfred Battle,
City of Fort Lauderdale
Focus: Public Safety **SM**

Chuck Bergwin, President
DHVA
Focus: Venue Safety **O I S**

Linda Bird,
Improvement Assoc of Lake Estates
Focus: Sidewalks **S**

Lawrence Blacke, President
NOBE 33rd Street Shoppes
Focus: Entertainment **I**

Judy Blem, Representative
Main Event Talent

Focus: Entertainment **I**

Earl Bosworth, Director **TT**
Broward County Cultural Division
Focus: Transportation **T R**

Shelly Bradshaw, Vice President of Operations

Broward Center for the Performing Arts
Focus: Venue Safety **R**

Pat Brandano, Owner
Brandano Lighting
Focus: Quality of Life **I**

Jonathan Brown, Manager
Northwest
Progresso
Focus: Quality of Life **I**

Steve Buckingham, Resident
Tarpon River Civic Association
Focus: Quality of Life

Lisa Burgess,
New River Fine Art
Focus: Sidewalks **S**

Carolyn Burns, Realtor
Las Olas Coldwell
Focus: Quality of Life **I**

Sonya Burrows,
Fort Lauderdale Negro Chamber of Commerce
Focus: Entertainment **S**

Kim Butler
Convention and Visitors Bureau
Focus: Public Safety **SM AT**

Betsy Cameron, District Representative
111 Properties Entertainment District
Focus: Venue Safety **O**

John Camillo, President
B&L Service, Inc. d/b/a Yellow Cab
Focus: Transportation **O R**

James Campbell, Owner, Marine Hospitality

Water Shuttle Fort Lauderdale
Focus: Entertainment **O R**

James Carras, Principal
Carras Community Investment
Focus: Public Safety **I SM**
Focus: Sidewalk **I R SM**

Frank Castro, Parks Svc. Mgr.
Transportation and Mobility/ Parking Services
Focus: Transportation **O**

Ron Centamore, Resident **TT**
Resident
Focus: Sidewalk **O R**

Jamie Chatman
Fort Lauderdale Police Department
Focus: Public Safety **SM**

Michael Chen, City-Wide Economic & Business Development Manager
City of Fort Lauderdale
Focus: Multi-use Sidewalk **T O R SM**

Michael Chen, Econ & Bus Dev Manager
Economic Development
Focus: Entertainment **R**

Robyn Chiarelli, Executive Director

TMA Sun Trolley
Focus: Transportation **O R**

Scarlette Clarke, Marketing and Guest Services Manager
Yellow Cab

Focus: Transportation **R SM**

David Coddington, Vice President-Business Development
Greate Fort Lauderdale Alliance
Focus: Entertainment **O**

Alan Cohen
Broward County
Focus: Public Safety **SM**

Carmelo Colon, Detective
Police Department/Sp. Events
Focus: Public Safety **O R**
Focus: Venue Safety **O R**

Peter Cooper,
CRCCEHOA
Focus: Entertainment **S**

Jason Crush, Attorney
Crush Law
Focus: Sidewalk **O**

Jose D. Laverde, Assistant
 Directors at Sheridan Technical
 College
Broward Technical Colleges
Focus: Sidewalk **O R**

Kim DiCristofalo, Detective **TT**
**Police Department/Crime
 Prevention**
Focus: Venue Safety **O R**

Heiko Dobrikow, Executive Vice
 President
Las Olas Company
Focus: Entertainment **O S**

Stephanie Dorsainvil, Next Door
 Manager
C&I Studios
Focus: Entertainment **I**

Melissa Doyle, Progam Manager
Sanitation
Focus: Quality of Life

Ed Duggar, O
Noise Solutions
Focus: Quality of Life

Jeremy Earle, Deputy Director
 Department of Sustainable
 Development
City of Fort Lauderdale
Focus: Multi-use Sidewalk **T O SM**

Richard Eaton, Code Compliance
 Supervisor
Code Enforcement
Focus: Public Safety **O**

Stan Eichelbaum, President **TT**
Downtown Civic Association
Focus: Quality of Life **O I**

Eugenia Ellis, CEO/President **TT**
Riverwalk Fort Lauderdale
Focus: Entertainment **T O R S**

Rodney Ely, Owner
OB House
Focus: Quality of Life **R I**

Eric Engmann, Planner III
Urban Design & Planning
Focus: Sidewalk **O R**

Anthony Fajardo
City of Fort Lauderdale
Focus: Public Safety **SM**

Marc Falsetto, Owner
Jey Hospitality
Focus: Entertainment **R**

Marc Falsetto, Business Owner
Businesses on 2nd Street
Focus: Venue Safety

Lee Feldman, City Manager
City of Fort Lauderdale
Focus: Venue Safety **T O**

Eduardo Fernandez, General
 Manager/Chair
**Sonesta Fort Lauderdale Beach/
 Beach B.I.D.**
Focus: Venue Safety **O S**

Emily Garrett, O
**Carras Community Investment
 Inc.**
Focus: Public Safety

Emily Garrett, Planner/Project
 coordinator
**Carras Community Investment,
 Inc.**
Focus: Quality of Life **R**

Mark Gatley, General Manager
Broward Convention Center
Focus: Venue Safety **I**

Cindi George,
Shooters Waterfront
Focus: Entertainment **S**

Ari Glassman, President RAV
 Communications
RAV Communications
Focus: Sidewalk **O R**

Lynn Goldman, O
Focus: Entertainment **R**

Jan Goodheart, Vice President of
 External Affairs
Broward Center of Pro. Arts
Focus: Entertainment **O R I SM**

Laurie Grano, O
Beach Hopper
Focus: Transportation

Mick Grosh, General Manager
Gallery at Beach Place
Focus: Venue Safety **O I**

Chris Hartling, Owner
Riverwalk Recreation
Focus: Sidewalk **O**

Tim Hasse, Founder
General Provisions
Focus: Entertainment **O**

Carol Henderson, Industry
 Relation Director
Brightline
Focus: Transportation **O**

Jim Hetzel, Principal Planner
**Urban Design and Planning
 Division, City of Fort Lauderdale**
Focus: Quality of Life **O**

Rachel Holt, Engagement
 Manager
Uber South Florida
Focus: Transportation **O**

Cristina Hudson, Director of
 Operations
Riverwalk Fort Lauderdale
Focus: Public Safety **R**

Cristina Hudson, Director of
 Operations
Riverwalk Fort Lauderdale
Focus: Quality of Life **O R SM**

Sgt Jeff Jenkins, Sgt
Ft Lauderdale Police
Focus: Public Safety **I**

Jeff John, Owner
3-J Hospitality
Focus: Quality of Life **I**

Jeff John, Business Owner
3-J Hospitality LLC
Focus: Entertainment **O R I**

Toby Joseph,
riverside hotel
Focus: Quality of Life **S**

Suzy Joseph, Economic
 Development Aide
City of Fort Lauderdale
Focus: Public Safety **T O SM**

James Kelly, Senior Claims
 Adjuster
City of Fort Lauderdale
Focus: Venue Safety **R S**

April Kirk, Executive Director
 Historic,Marketing Chair, Board
 Member for Las Olas Association
Las Olas Association
Focus: Entertainment **O SM**

April Kirk, Marketing Chair
Las Olas Association
Focus: Sidewalk **O**

Kevin Kochersperger, Director
**The Broward Center Performing
 Arts**
Focus: Venue Safety **R**

Charlie Ladd, O
Barron Development
Focus: Venue Safety

Christopher Lagerbloom, Assistant City Manager
City of Fort Lauderdale
Focus: Venue Safety **T O SM**

Dylan Lagi, Executive Director
Music & Art South of Sunrise
Focus: Venue Safety **O**

Janet Langfur, Sales Manager
Water Taxi
Focus: Transportation **IS**

Robert Larson, Chairman
Flagler Village Civic Association
Focus: Quality of Life **I**

Gloria Leclaire, Assitant City Auditor II
City of Fort Lauderdale
Focus: Public Safety **O**

Ina Lee,
Travelhost
Focus: Entertainment **S SM**

Peter Lopez, Operations Manager
Shooters
Focus: Venue Safety **IS**

John Masi, Chef's Chairman
Art Institute of Ft Lauderdale
Focus: Entertainment **I**

Tom Maus,
Maus & Hoffman
Focus: Venue Safety **S**

William Mc Donough, PARKS SUPERVISOR
Parks & Recreation
Focus: Sidewalk **R**

Barney McCoy, Director of Service & Captial Planning
Broward County Transit
Focus: Transportation **O**

Doug McCraw, Founder
Fat Village
Focus: Sidewalk **O**

Tim McGovern, Community Program Supervisor
Parks & Recreation
Focus: Entertainment **RS**

JP McLaren, General Manager
Mellow Mushroom
Focus: Venue Safety **I**

Jeff Meehan, Parks Foreman
Parks & Recreation
Focus: Entertainment

George Mihaui,
Focus: Entertainment **S**

Mike Champion, Champion
Parks Forman
Focus: Sidewalk **R**

Joshua Miller, O
C&I Studios
Focus: Quality of Life

Christine Molloy, Millennial + peers
Pres. Young Pros
Focus: Entertainment **I**

Paul Moore, Dean
Broward College
Focus: Quality of Life **OR**

Jenni Morejon, Deputy Director
TT
FTL Downtown Development Authority
Focus: Sidewalk **TORISM**

Donald Morris, Economic & Business Development Manager
City of Fort Lauderdale
Focus: Entertainment **T O SM**

Daniel Oatmeyer, Battalion Chief
Fire Rescue
Focus: Venue Safety **O**

Jim O'Connor, O
Republic Industries
Focus: Quality of Life

Cija Omengabar, Economic Development Aide
City of Fort Lauderdale
Focus: Entertainment **TORSM**

David Parker, Resident
Sailboat Bend
Focus: Quality of Life **OR**

Willie Perez, Regional Director
Professional Secuirty Consultant
Focus: Public Safety **O I**

Cynthia Peterson,
Broward County Med Association
Focus: Quality of Life **S**

Marcus Peterson, Ambassador
Professional Security Consultant
Focus: Venue Safety **I**

Tim Petrillo, President **TT**
The Restaurant People
Focus: Entertainment **TORS**

Jeri Pryor, Manager
City of Fort Lauderdale -City Manager Office
Focus: Venue Safety **O**

Rene Quinn, CMO/ Coporate Strategist
3-J Hospitality LLC + Entertainment Group
Focus: Entertainment **OR**

Randall Robinson, Planner III
Urban Design and Planning
Focus: Sidewalk **O**

Luis Rosario, Director of Business Development
Ten Golden Rules
Focus: Sidewalk

Richard Rubits, O
American Social
Focus: Venue Safety

Anne Sallee, Broward Regional Director
Florida Restaurant & Lodging Association
Focus: Entertainment **OR I**

Anne Sallee, Executive Director
FRLA
Focus: Venue Safety **O I**

Enrique Sanchez, Deputy Director
Parks & Recreation
Focus: Sidewalk **OR**

Enrique Sanchez, Deputy Director
Parks & Recreation
Focus: Entertainment **RS M**

Brian Saraceno, Manager
Capones Nightclub
Focus: Venue Safety **I**

Eric Schlossberg, President
Chefs Assoc Amer. Culinary Federation
Focus: Entertainment **I**

William Schultz, Police Captain **TT**
Police Department
Focus: Public Safety **TORSM**

William Schultz, Police Captain
City of Fort Lauderdale
Focus: Public Safety **TOR**

Donnarae Schwartz,
Focus: Quality of Life **S**

Jonathan Schwartz, AVP, Operations Plan.Real Estate
Broward College
Focus: Transportation

Lisa Scott-Founds, President+ CEO
Winterfest, Inc.
Focus: Entertainment

Kelly Shanley, Broward Center **TT**
Broward Center
Focus: Venue Safety **OR I**

Starla Sheppard, Business Manager
Transportation and Mobility
Focus: Transportation **OR**

Barry Smith, Owner
B&B Parkit LLC Parking/111 Properties Ent. Distric
Focus: Quality of Life **OR IS SM**

Niccholas Sofoul, Senior Planner
Broward County Transit
Focus: Transportation **R SM**

Ali Soule, Public Affairs Manager
All Aboard Florida/Brightline
Focus: Transportation **R**

Ralph Stone, Resident **TT**
Tarpon
Focus: Quality of Life **O R I**

Joanne Stotsky,
Las Olas Isles Homeowners Association
Focus: Quality of Life **S**

Yamilet Strauss,
Merchant Processing Solutions, Inc
Focus: Entertainment **S**

Gregory Stuart, O
Broward Metropolitan Planning Organization
Focus: Transportation **O R**

Charles Studders, Police Lieutenant **TT**
Police Department
Focus: Public Safety **O R**

Sonia Terboss,
SpaJuiceBar
Focus: Entertainment **S**

Phil Thormburgh
Fort Lauderdale Parks & Recreation
Focus: Public Safety **O SM**

Stephen Tilbrook, Shareholder
GrayRobinson PA
Focus: Public Safety **O SM**

Kelly Tortoriello, VP Strategic Services
Greater FT Lauderdale Convention & Visitors Bureau
Focus: Entertainment **I**

Amber Van Buren, Executive Director
Las Olas Association
Focus: Sidewalk **O R I**

Amber Van Buren, Executive Director
Las Olas Association
Focus: Public Safety **O R I SM**

Elizabeth Van Zandt, Mobility Manager
City of Ft Lauderdale Transportation and Mobility
Focus: Transportation **R**

Brian C. Veccia, Broker/Owner
BCV Management, Inc
Focus: Quality of Life **I**

Randall Vitale, Resident **TT**
Resident
Focus: Quality of Life **T R**

William Walker, President
Water Taxi of Fort Lauderdale
Focus: Transportation **O**

William Walker,
The Fort Lauderdale Water Taxi
Focus: Transportation **IS**

Doug Watt,
Doug Watt, Inc.
Focus: Quality of Life **S**

John Weaver, President **TT**
Central Beach Alliance
Focus: Sidewalk **O I**

Michael C. Weymouth, President
Las Olas Company
Focus: Entertainment **I**

Adam Whisenant, Special Agent
Broward County ABT
Focus: Venue Safety **I**

Eric Wilson
Flagler Village Association
Focus: Venue Safety **SM**

Elliot Wolf, Business owner
Be Nice Restaurant
Focus: Entertainment **O**

Aiton Yaari, Business Owner
Business Owner
Focus: Sidewalk **O**

Karl Yeager, Fire Captain EMS Bureau & Special Events **TT**
Fire Rescue
Focus: Public Safety **O R**

Nancy Zebrovous,
Blue Gallery Las Olas
Focus: Sidewalks **S**

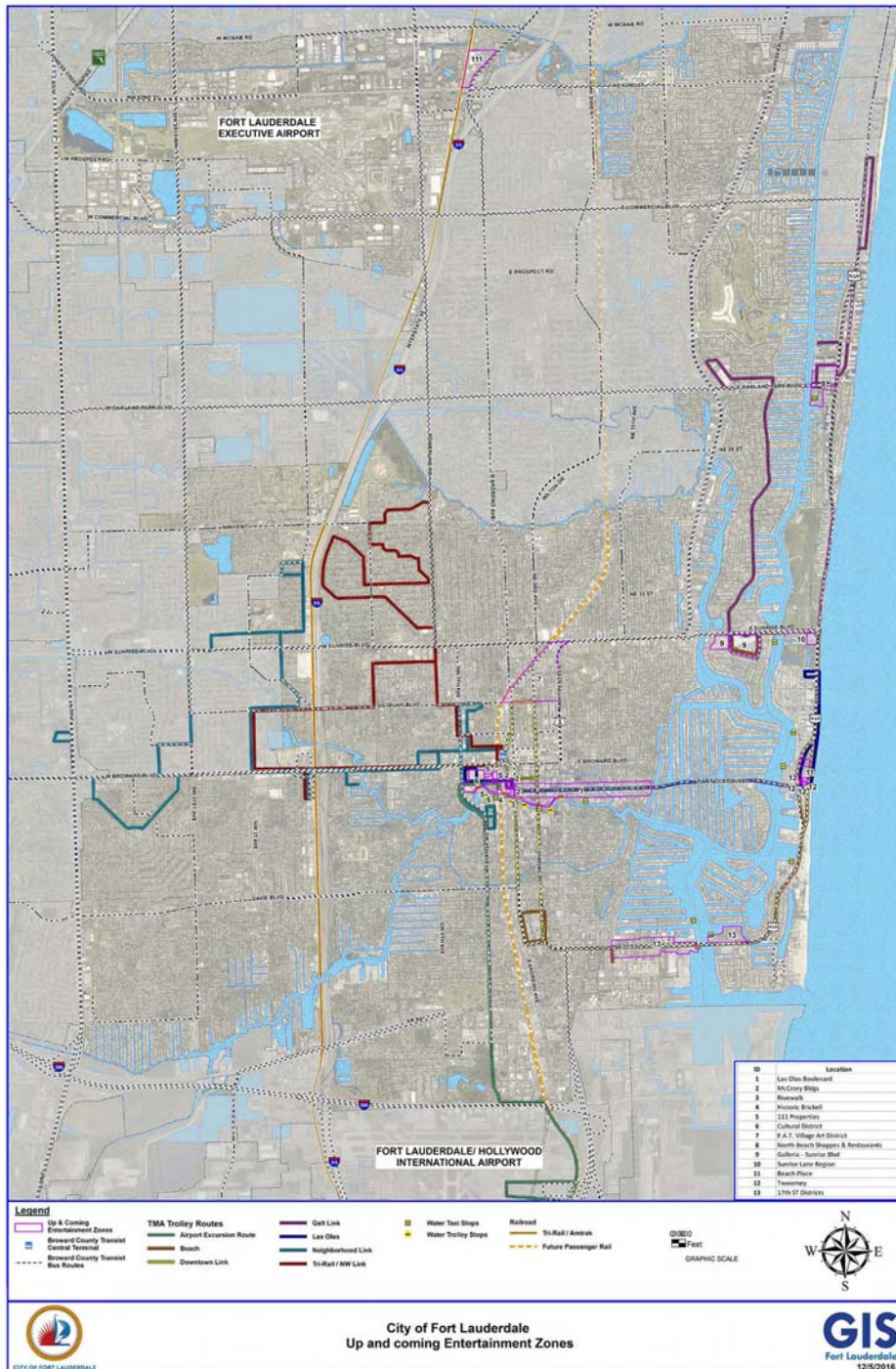
Patricia Zeiler, Executive Director
Fort Lauderdale Historical Society
Focus: Entertainment **O IS**

Patricia Zeiler,
Fort Lauderdale Historical Society
Focus: Quality of Life

APPENDIX 2: SOCIAL THEMED DISTRICTS

Fort Lauderdale's current five officially designated "Entertainment Districts" have evolved into a powerful collective engine spurring economic growth and development in the beach and downtown areas. Meanwhile, unofficial social hotspots have organically emerged to form their own "Social" Themed Districts. Although the

new social hubs are heavily patronized by visitors and residents, they do not receive official recognition, support or structured oversight. The disconnect in planning and resource allocation between emerging, "unofficial" districts and established or "official" entertainment districts merits close examination. Regardless of their official status, emerging social districts offer new options to the diverse tapestry of sociability in Fort Lauderdale.



The Cultural District

Anchored by the Broward Center



This district is located at the western end of Himmarshee Street (SW 2nd Street) and Avenue of the Arts (NW 7th Avenue). Riverwalk is a linear park along the New River that provides a pedestrian walkway connecting this “**Cultural District**” to the **Las Olas** entertainment and shopping district. The Riverwalk passes through the **Historic District** and the **Riverfront** (currently vacant) development. Water transportation is available along this route with many convenient stops, continuing to the NOBE District in North Fort Lauderdale Beach.

In addition to the Broward Center, the **Museum of Discovery and Science**, featuring the AutoNation IMAX 3D Theater, and the **Esplanade Park - Riverwalk Fort Lauderdale** are also located in the Cultural District, offering well attended cultural and educational programs. Riverwalk Arts & Entertainment District is a Destination Marketing Organization funded by Broward County Tourist Development Grants. The Cultural District also includes the NSU Art Museum Fort Lauderdale (Nova Southeastern University).

The **Broward Center for the Performing Arts** is ranked among the most-visited theaters in the world, representing more than 700 performances each year and more than 700,000 patrons. The Center overlooks the New River in Downtown Fort Lauderdale and offers multiple performances, lectures, workshops and educational events. It also offers one of the largest Arts-In-Education programs in the United States, serving more than 150,000 students annually.

The **Museum of Discovery and Science** features fascinating interactive exhibits including the New EcoDiscovery Center and the 3D IMAX Theater. Educational programs include the new STEM Center for Education and Career Development offering specialized opportunities for engagement in Science, Technology, Engineering and Math.

Esplanade Park provides a waterfront setting for special events along Fort Lauderdale's scenic **Riverwalk**. The park features a large glass pavilion on the water and hosts numerous community events.

TRENDS and CURRENT STATUS:

This district is overflowing with **cultural and entertainment options** for adult residents, students and visitors alike. The Historic District and structures located just south of the Himmarshee Entertainment District and north of the New River have not been included in the overall City plans. There is no City funding directed to the Cultural District. However, plans are now being discussed with the City to build a Maritime Museum on the perimeter of the Historical Society properties.

CHALLENGES:

- There are an increased number of Riverwalk activities
- Concert Series is being planned for Esplanade Park
- The *conflicting nighttime behavior* of the Cultural Center patrons and different social activities in the nearby Himmarshee Entertainment District has caused the Broward Center to expand their space and

increase the dining and late night entertainment options on site, including pre-and post-performance entertainment for their patrons.

- **Transportation** to and from the Cultural District is very good except for the Water Taxi, which is required to wait for the RR Bridge when being used.
- **Parking** is adequate now but as use increases, this issue will need to be addressed.
- **Pedestrian safety and parking:** With the new weekly *Levitt Concert Series* beginning in Esplanade Park, there are concerns that the increase in visitor traffic in an already busy area could soon lead to future pedestrian safety and parking issues
- Future parking needs and availability should be determined
- Attention is needed to address quality of life issues such as **cleanliness, low lighting, directional signage, and public restrooms**, especially along the Riverwalk.
- **Noise impacting vitality and diversity of uses:**
 - There are concerns that the *additional activities and increased noise could interfere* with private weddings and other events held in the nearby Historic District.
 - There will *continue to be a disconnect* between the Himmarshee Entertainment District and the Cultural District concerning noise and patron enjoyment of quality restaurant options.
- Prevalent presence of **homeless** and transients

NEXT STEPS

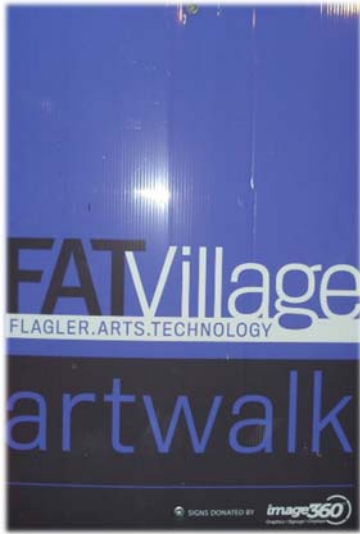
- **Evaluate the district lighting**, enforce lighting codes and increase lighting where necessary to improve safety, walkability and attractiveness
- **A coordinated marketing effort** should be initiated to promote district businesses. Greater Fort Lauderdale Event Calendar produced by Riverwalk Fort Lauderdale should be inclusive of other events scheduled in this and nearby districts
- **Improve transportation Linkages:** and Connect the Cultural District with the diverse shops along Las Olas via the Sun Trolley and Water Taxi transportation to make this area more conveniently accessible
- **Increased code compliance** regarding cleanliness
- **Pedestrian wayfinding signage** is needed along the Riverwalk and throughout the Cultural District, to connect the pedestrian gap areas, especially at the RR Tracks barriers

HOW THIS FITS INTO LARGER PATTERN FOR FORT LAUDERDALE:

A vibrant, creatively programmed experience coordinated with the attractions in this Cultural District will greatly increase attendance and visits. This heightened cultural connection will provide another valuable piece of the downtown experience of Fort Lauderdale.

Flagler Village – Fat Village

The Neighborhood Downtown



This district is located between the FEC Railroad tracks, and east to Federal Highway. It is bound on the north by Sunrise Boulevard and on the south by NE 4th Street. It is part of the Northwest-Progresso-Flagler Heights CRA District. The Village covers 250 acres, 3,300 residential units and 700+ hotel rooms. Flagler Village is also home to the All Aboard Florida's Brightline Train Station (currently under construction) and the future home of The Wave Street Car. Brightline will offer an easier and faster way to travel to and from Miami, West Palm Beach and Orlando. "The Wave" will provide a light rail transportation grid carrying passengers throughout the neighborhood and downtown.

FAT VILLAGE (Flagler Arts and Technology Village) is Fort Lauderdale's organically grown Arts Community located downtown in Flagler Village.

Home to local artists and creative businesses, FAT Village infuses Fort Lauderdale with an emerging grassroots creative culture that includes musicians, designers, painters, sculptors, photographers, urban land planners, writers and much more. FAT Village is more than a bedroom community for the expanding downtown workforce. The Village includes an eclectic mix of artists, work spaces, shops, warehouses, restaurants, bars and entertainment and live music venues.

FAT Village ART Walk is promoted on the last Saturday night of every month as "A great night of food, music and art."

TRENDS and CURRENT STATUS:

- FAT village is a close-knit group of unique creative businesses, and working artists. It boasts great creative spaces with warehouse galleries housing entrepreneurs. Mixed-use developments have created spaces for restaurants and bars, as well as onsite parking for residents and visitors. There is a good mix of age groups among businesses and the residents. This district will gain recognition as the upcoming Transportation Hub is promoted. Art Walk will become more successful requiring improvements in infrastructure and management to sustain the quality of the experience the event and the district currently enjoy.

CHALLENGES:

- **Streetscape Condition** presents some concerns:
 - **Potholes**
 - **Curbs and sidewalks** are in a state of disrepair.
 - **Drainage systems need to be reevaluated:** There is a problem with flooding in the alleys for this district when it rains
- **Lighting** in general is very bad. More specifically:
 - **Street lights** are out on certain streets at night
 - **Lighting** during the Art Walk event is very dark, both on the streets and on buildings.
 - Lighting regulations are not being enforced.
- Lack of code enforcement

- **Parking** in mixed use buildings that was set aside for public use by restaurant patrons is **being taken by residents** leaving their vehicle in a garage then taking Uber to the airport for a vacation.
- **Transportation Hub's impact on the area** - there should be collaboration on marketing efforts to promote FAT Village.
- Prevalent presence of **homeless** and transients

NEXT STEPS:

- City needs to **evaluate lighting** and **codes** and enforce current regulations
- City needs to **put streetscape repairs into the CIP Budget** and - possibly work with the Northwest - Progresso - Flagler Heights CRA to share funding
- A **coordinated marketing effort** should be established to promote district businesses, connecting them with other creative and artistic districts in downtown
- An urgent plan with funding to **revitalize this area before the Transportation Hub** is in operation

HOW THIS FIT INTO LARGER PATTERN FOR FORT LAUDERDALE:

Flagler Village / FAT Village is known as the **entrepreneurial arts area** for downtown and “The Neighborhood Downtown”. It will soon be recognized as the Downtown Transportation Hub with marketing plans in progress to promote not only the All Aboard Florida train as a stop between Miami, West Palm Beach and Orlando, but The Wave Streetcar. Flagler Village should remain the creative center for entrepreneurs, residents, visitors and continue to serve as a safe place for socializing both during the day and at night.

17th Street District

Fort Lauderdale's Front Door



This vibrant district is an untraditional commercial major roadway that connects Federal Highway (US1) to A1A traveling north along Fort Lauderdale Beach. Situated along this street are a variety of chain restaurants, sports bars, hotels, the Art Institute and Culinary Institute, Port Everglades, Cruise Terminals, Broward Convention Center, Marina and a Water Taxi Stop. It is also the location of Harbourside Shoppes and residential buildings. The consistent infusion of out-of-town visitors to both the Convention Center and the Cruise Terminals, coupled with residential traffic accessing the Beach and students enrolled in the Art Institute and Culinary Schools provides lively street activity and varied

opportunities to engage in both daytime and nighttime activities.

TRENDS and CURRENT STATUS:

- **Larger Port and Cruise Terminals are planned** to accommodate larger ships and freighters and, an addition to the Broward Convention Center of an 800-room hotel with accompanying restaurants is being considered. This hotel complex would be adjacent to the 17th Street Bridge where the under-bridge plaza and docking for the Water Taxi are currently located.
- **Other hotels are being renovated along this street** and new residential properties are under construction. There are pockets of retail and entertainment available near the hotel properties, but a coordinated marketing plan between the Concierge Association, who coordinates between cruises and conventions, would go a long way to realizing the potential of this district and planning for the future increase in visitors.

CHALLENGES:

- **The area generally caters to the younger visitor and resident**, however there are many older tourists taking cruises who want to be entertained with live music during the waiting time to board
- **New hotel and dining development:** an addition to the Broward Convention Center of an 800-room hotel with accompanying restaurants is being considered.
- **Late night transportation options are needed** since Sun Trolley stops service at 6/7 pm
- **Traffic control** around the Broward Convention Center is the city's responsibility, however 911 emergency calls are sent to both the City and BSO (Do they coordinate calls / response?)
- **Maintenance:** The plaza area under the bridge needs landscaping and maintenance attention, and a clarification of which agency or agencies are responsible for maintenance in the area

NEXT STEPS:

- The City needs to evaluate lighting and codes and enforce around the 17th Bridge area
- A coordinated marketing effort should be established to promote area and downtown businesses to the cruise passengers in coordination with the Concierge Association
- A nighttime transportation plan should be considered in addition to the Taxi, Uber/Lyft and Water Taxi options currently offered and should be promoted

HOW THIS AREA FITS INTO LARGER PATTERN FOR FORT LAUDERDALE:

This district is Fort Lauderdale's front door. It is the first impression of the city for millions of cruise visitors and for residents traveling to the beach. It is an extraordinary opportunity to show these visitors all the options for entertainment, shopping and dining that are available throughout downtown Fort Lauderdale, as well as how to easily travel from this district to any other - FT Village, 33rd Street Shoppes, Las Olas and Himmarshee for example. The transportation plan will be especially critical when the All Aboard Florida and The Wave are in service and it will be essential to provide transportation options for both the daytime and nighttime economies.

Las Olas Boulevard

The Link Between Arts and the Ocean



Las Olas Boulevard has everything from fashion boutiques and art galleries to memorable restaurants, sidewalk cafes and bars. It is an architecturally unique, authentic, and eclectic shopping and dining district. Las Olas is the link between the Arts / Cultural District at the Broward Center and Fort Lauderdale Beach District at the Ocean. Las Olas evenings highlight a sizzling nightlife, live entertainment, and interesting places to socialize. As host to over three dozen bistros, clubs and restaurants, most with indoor and outdoor dining, Las Olas is a food lovers' paradise. Businesses include more than 120 specialty retail shops, world class art galleries, museums, beauty salons, spas, jewelry stores,

unique boutiques, international banking, pharmacy, postal services and more.

The Las Olas Association was formed 50 years ago for business owners on the Boulevard to communicate and support each other by working together through public relations, advertising and promotional campaigns. The areas aggressively pursued by the Association are Public Safety, Traffic, Parking, Beautification, and Streetscape aesthetics.

TRENDS and CURRENT STATUS:

- Fort Lauderdale offers vibrant arts and culture, advanced technology, increased options for entertainment and dining and great opportunities to connect people. While much of this dynamic growth has occurred in and around the Las Olas District, a desire for increased quality of services and higher expectations for those who live, visit, work and play on Las Olas remains a constant theme.

CHALLENGES:

- **Limited entertainment options** for buyers of expensive downtown housing units
- Need a **Master Maintenance Plan** for the upkeep of sidewalks and streetscape amenities such as benches, lamp posts and trash receptacles
- **Delivery trucks** use main streets instead of backstreets during the day, blocking traffic.
- **Sound issues** during construction of high rise condominiums
- Providing a workable nighttime transportation system
- **Limited lighting** at the Water Taxi stops along Las Olas
- **Valet Procedures** and rules are not being enforced
- **Side streets** connecting the residential buildings with Las Olas are not perceived to be walkable or safe.
- **Limited code compliance** of cleanliness standards
- Prevalent presence of **homeless** and transients
- **Lack of shade trees**, which would help make the area more walkable.

NEXT STEPS

- City needs to create a process for evaluating maintenance needs on Las Olas including sidewalks, signage, and lighting and should provide funding sources
- City needs to evaluate code enforcement procedures
- Valet procedures should be updated and enforced
- A coordinated marketing effort should be established to promote businesses in all emerging districts - a possible P3 partnership, including transportation to and from each district

HOW THIS AREA FIT INTO LARGER PATTERN FOR FORT LAUDERDALE

Las Olas is one of the jewels in downtown Fort Lauderdale. All efforts should be made to keep this district at the highest level of shopping and entertainment possible. The continual growth in the number of Cruise Passengers, combined with the increase in the number of downtown residential units, provides the opportunity for continued success for the shoppes, restaurants, art galleries and music venues in the Las Olas District.

North Beach Shoppes and Restaurants

The Secret Native Beach Area



The North Beach District is located at the north end of Fort Lauderdale Beach between the Intracoastal Waterway and A1A. It is generally bound by 30th Street on the south and by 34th Street on the north.

There is a good mix of retail, restaurant and commercial uses, surrounded by high rise residential buildings. The merchant organization is the NOBE 33rd Street Shoppes. The district has been reported to be "one of the greatest "secret" native beach areas in Fort Lauderdale, a place where everyone remembers your name." The area produces special events and has an active arts group. There is live music every night of the week. It is probably the best neighborhood you won't find in the guidebooks. A tag line is "North Beach Arts District at 33rd Street."

TRENDS and CURRENT STATUS

- **Entertainment:**
 - This District boasts a close-knit group of businesses that are almost self-supporting.
 - There is a thriving art scene with galleries, and live music offered every night.
 - The Red Beard Bar is a successful craft brewery.
 - Retail shoppes and white table cloth restaurants are successful.
 - Shooters and Bokamper's restaurants on the waterway offer large group space, for not only parties but for sports events.
- **Quality of Life:**
 - The area has the 100 room Il Lugano Hotel and a residential community that generally has no complaints about the quality of life, other than the homeless.
 - Lighting codes need to be reevaluated and enforced
 - Alleys need to be paved and lighted
- **Transportation:**
 - There are transportation options with the Water Taxi stops and Sun Trolley.
 - The streetscape resembles Las Olas with divided one-way streets.
- **Name Confusion with the North Beach Village Resort:** While there is name recognition, the district has legal description confusion with a chain of boutique hotels on the beach, located in the Central Beach BID. The NOBE district is however registered by the State and the City has approved the legal description. There are 500 hotel rooms spread across multiple mid-century modern architectural buildings located between Beach Place and Sunrise Boulevard. This area produces the Sip n Paint / Sip n Shop Thursday special event in the Village Design Performance Venue Art Gallery located at 600 Breakers Avenue. The name given to this area is North Beach Village Resort.

CHALLENGES:

- **Missed Opportunity:** The *Community Center* is not well utilized, some community meetings and activities are held there, but it could provide more activities
- **Parking** is a problem with Bokamper's Restaurant, especially in the Valet area. The valet uses the Shooters garage as well as the area's employees.
- **Parking Study** was completed 5 years ago. At the time, parking was adequate but that is no longer the case.
- This area is on the county public bus route
- **Lighting:**
 - Generally, could be improved.
 - Decorative street lights are dim.
 - Alleys are dark
 - Twinkle lights on trees are powered by private building owners
 - The roadway under the Oakland Park Bridge is dark and often floods with high tide
- The Water Taxi stop has no protection from weather
- The lot where the Fire Station was torn down is now just empty lots with trash, and there is no update available for rebuilding; paved alleys are in bad shape

NEXT STEPS

- **City needs to inform the area about construction timing** and funding for the Fire Station
- **City needs to evaluate** the lighting, enforce codes and increase lighting where dark
- **Increase funding** for the Community Center for more activities for the residents adjacent to this area (1,200 units in 4 buildings)
- **A coordinated marketing** effort should be established to promote district businesses, connecting them with the diverse shops along Las Olas, and show how the Sun Trolley and Water Taxi make transportation to this area easy.

HOW FIT INTO LARGER PATTERN FOR FORT LAUDERDALE

NOBE is that "secret" neighborhood that offers a more mature visitor and resident the ease and availability of places to socialize without having to go downtown.

Sunrise Lane

Beach Bohemia Anchored by the Parrot Lounge



Sunrise Land is a tiny street tucked into a unique neighborhood in Fort Lauderdale beach area. It curves between Sunrise Boulevard on the north and 9th Street to A1A on the east. The most prominent award-winning landmark tavern on the street is The Parrot Lounge, entertaining and welcoming visitors, and residents since 1970. The locally owned shops and restaurants along this street offer a variety of merchandise from beachwear to the largest selection of domestic, imported beers on Fort Lauderdale Beach.

TRENDS:

For over 40 years, this tiny, almost bohemian neighborhood businesses have had to fend for themselves, eventually creating the entertainment district as it is known today. It appears that almost every effort to engage the City's help and guidance in its growth has been turned away in favor of other more pressing projects needing funding. The greatest deterrent to any growth, coupled with the needed revitalization of the empty shops and buildings, is the lack of public parking. There are only a handful of parking spaces along the streets and none along the beachfront. Businesses have taken on the job of self-policing themselves pertaining to safety, cleanliness, and promotion, even applying for, and receiving grants to widen sidewalks adjacent to their businesses without any help or funding from the City.

CHALLENGES:

- Like other emerging districts located throughout Fort Lauderdale, this district has **code enforcement, signage, sound** (foul language from musicians) issues relating mainly to the public space outside of the businesses
- **Parking** is the most pressing problem - efforts to work with the city for additional spaces and valet have not accomplished anything
- **Transportation** to this area has not been a priority for public transportation. Uber/ Lyft and Cabs are the most common method of transportation. Using Golf Carts to pick up and drop off visitors is necessary
- Visitors to the nearby hotels want to enjoy the beach atmosphere later than 2 am. The beach area hosts a **later at night crowd** from nearby hotels
- The City has punished all districts for the "bad behavior" in only one district without considering each individually
- An overall **Entertainment Master Plan** should be applied to the entire city, with considerations given to individual districts
- The City should be responsible to their citizens and businesses for their own Right of Way property

RESOURCES NEEDED:

- Additional code enforcement officers to enforce city regulations
- Parking adequacy needs to be addressed
- Current transportation routes need to be adjusted to serve this district
- Nighttime hours need to be addressed based on calls for safety
- Create an entertainment plan for all districts

- Review the City Right of Way deficiencies along Sunrise Lane and 9th Street

HOW THIS DISTRICT FITS INTO THE LARGER PATTERN FOR FORT LAUDERDALE

With the city's attention to this area, its success can be strengthened and its popularity as a unique, bohemian beach area will continue. This district can improve as an economic engine, filling the empty storefronts with viable entertainment businesses, needed in this area of the beach.

APPENDIX 3: ADDITIONAL ROUNDTABLE SUMMARIES

RHI has conducted Hospitality Zone Assessments in other cities, and collected strategies recommended by participants. These are summarized as a future reference point for Fort Lauderdale or were included in recommendations when relevant to the current status of existing or emerging entertainment districts.

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
 - 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
 - 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 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, and water taxis
- 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

RHI has conducted Hospitality Zone Assessments in other cities, and collected strategies recommended by participants. These are summarized as a future reference point for Fort Lauderdale or were included in recommendations when relevant to the current status of existing or emerging entertainment districts.

ENHANCE VIBRANCY: Entertainment Roundtable | Multi-Use Sidewalk Roundtable

Innovation to Build the City'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 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 public transit 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 downtown ambassadors 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

RHI has conducted Hospitality Zone Assessments in other cities, and collected strategies recommended by participants. These are summarized as a future reference point for Fort Lauderdale or were included in recommendations when relevant to the current status of existing or emerging entertainment districts.

ENHANCE VIBRANCY: Entertainment Roundtable | Multi-use Sidewalk Roundtable

Innovation to Build City'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 the city'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 the city who have chosen to live here
 - Coordinate communication among venues, including sports arenas and civic 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 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—include 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 4: NIGHTTIME ECONOMY MANAGER

Job Title

Nighttime Economy Manager (alternatively Sociable City Coordinator – Project Manager Nighttime – Night Manager)

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:
 - (1) **Public Safety:** Policing, Business Orientation, Code Compliance, Community Relations
 - (2) **Transportation:** Day, Evening and Late-night Systems for Parking, Taxi, Shuttle, Pedestrian
 - (3) **Development:** Zoning and District Management – Hospitality Resource Panel

- (4) **Community:** College and community network to reduce harm and promote personal responsibility
- (5) **Hospitality:** Alliance of associations and educators involved with tourism, dining, entertainment, sports and the arts

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 5: 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.

Boundaries of the Hospitality Zone							
Number of Venues							
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
						Total Venues	
Seating Capacity of Venues							
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
						Total Occupancy	
Seating Capacity of Venues Open After 10:00 pm							
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
						Total Occupancy	

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

APPENDIX 8: 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 alcoves and business entrances are 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 (noise, panhandling, etc.)

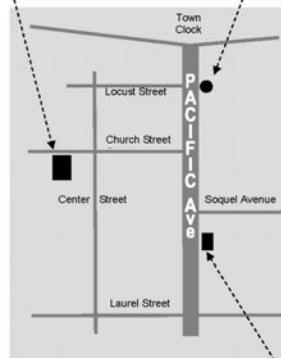
MAP and INFORMATION

Special Areas for Street Performances

Pacific Avenue at Locust Street
(Marked out on the sidewalk)

Parks and Recreation Department

(Apply for permits)
Office 323 Church Street
Hours M-F, 8:00 a.m. to 5:00 p.m.



Downtown Information Center

Location 1126 Pacific Avenue
Hours Open every day

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

7/27/04

STREET PERFORMING in DOWNTOWN SANTA CRUZ



Tom Scribner, musical saw player
Street performing in Downtown Santa Cruz
Bronze statue by sculptor Marghe McMahon
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 regulates 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 case placed on the sidewalk 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 corners or intersections
- Benches, drinking fountains, or pay phones
- Kiosks or vending carts
- Sidewalk cafes

You cannot perform between

- Sidewalk cafes and the street curb

Tip Each sidewalk square is 2 feet by 2 feet
5 sidewalk squares = 10 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
- Once 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 36 hours for permit processing.
- Permit is free

APPENDIX 9: DENVER FOOD TRUCK GUIDE



City and County of Denver

Food Truck Guide

A Multi-Departmental Guide

Food Truck Businesses

Updated October 2014

What is a Food Truck?

A Food Truck, or Mobile Retail Food Vendor/Establishment is a readily movable, 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?

	Parked on the street	Parked on private property	As part of a larger public event	Parked in a public park
Allowed?	■	■	■	See page 2
Business License Required?	■	■	■	■
Permit Required?	Permit may be required, see page 2	■ Two exceptions	■	■
Conditions on location and operations	See page 2	See page 3	See www.denvergov.org/artsandvenues	In association with an event (see page 2)

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. Commissary 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 commercial 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, 6:30 - 9 a.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., 2 H.9

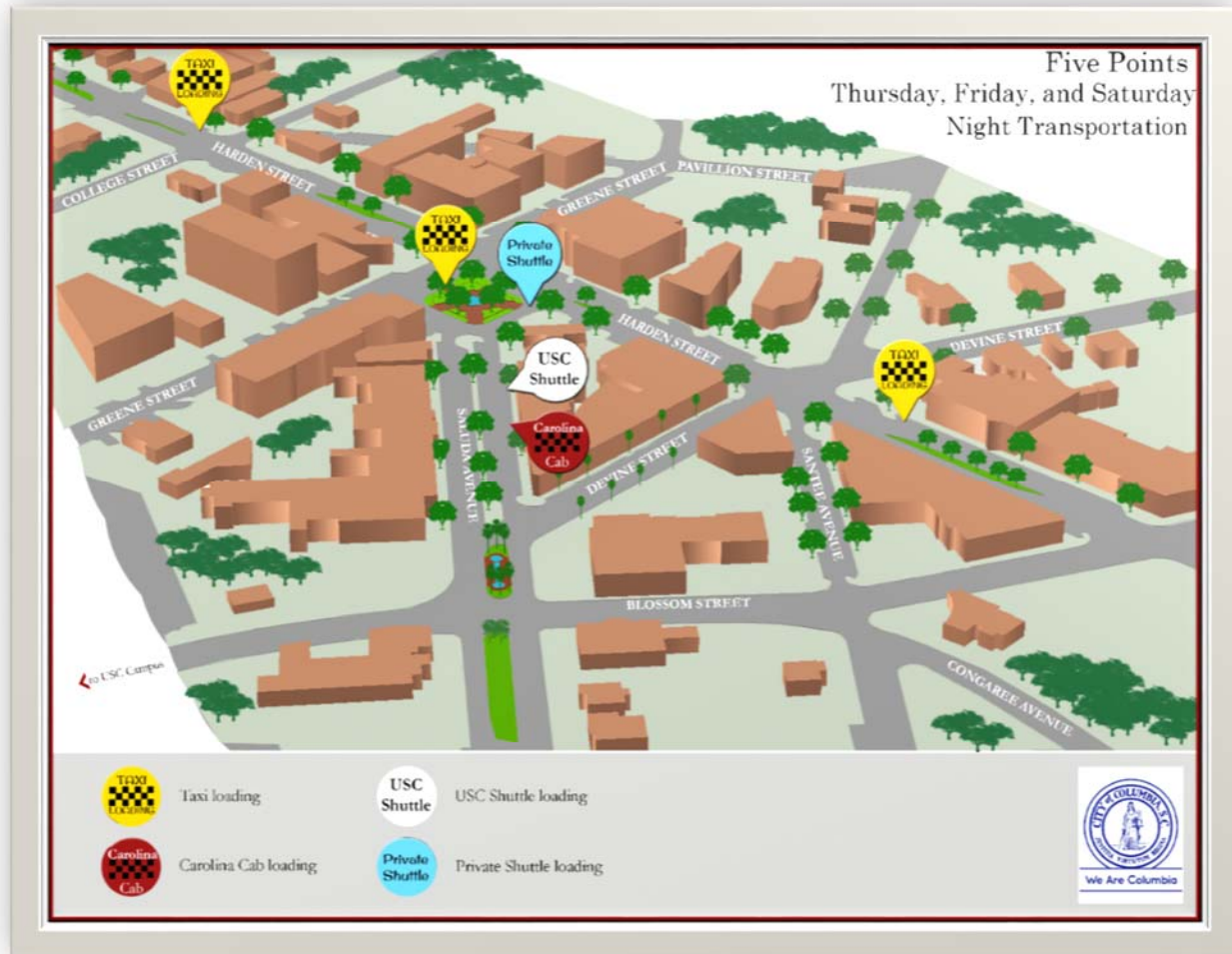
Denver Environmental Health
www.denvergov.org/phi
 201 West 14th Ave., Suite 200

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

References:
 Denver Revised Municipal Code:
 Definitions: Section 23-2 (23)
 Regulations: Section 23-51
 Fees: Section 32-106.5

Complete guide at www.rhiweb.org/resource/core/sidewalk/denver_food_truck.pdf

APPENDIX 10: COLUMBIA TRANSPORT HUB MAP



APPENDIX 11: 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: 862-7776
COTS Daystation: 862-5418
Spectrum One Stop (Youth – 21): 862-5396
Homeless Healthcare Project: 862-5418

FOOD

Chittenden Emergency Food Shelf: 658-7939
Salvation Army: 864-6991

CRISIS SERVICES

Spectrum One Stop (Youth – 21): 862-5396
Women Helping Battered Women: 658-1996
Women's Rape Crisis Center: 863-1236
Howard Center for Human Services

- Adult Crisis Line: 863-2400
- Act 1/Bridge Program: 654-1067
- 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:

- Approach, 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 safe 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 12: PUBLIC RESTROOMS

American Restroom Association: www.americanrestroom.org/design/index.htm

Santa Cruz Visitor Rest Room Program:

www.cityofsantacruz.com/departments/economic-development/business-support/visitor-restroom-program

Edmonton Public Restroom – CTED Design

