

**INVITING, SAFE, AND COHESIVE:**  
A PROPOSAL FOR THE MANAGEMENT OF THE SOUTH SIDE  
USING RESPONSIBLE HOSPITALITY PRACTICES



**AUGUST 3<sup>RD</sup>, 2009**

**PREPARED FOR  
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# BRUCE A. KRAUS

## Councilman, City of Pittsburgh - District 3

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### Chair, Public Safety Services



August 3, 2009

South Side Planning Forum  
c/o The Brashear Association  
2005 Sarah Street  
Pittsburgh, PA 15203

Dear Member Organizations of the South Side Planning Forum,

It is my pleasure to present you with this proposal for managing the South Side's nighttime economy using "responsible hospitality practices." As a life-long South Side resident, I have witnessed the evolution of the South Side into a neighborhood struggling to balance thriving daytime and nighttime economies with a high quality of residential life. When I attended the Responsible Hospitality Institute's 2008 Networking Conference in San Francisco last November, I was encouraged to see other cities faced with the same challenges that we see on the South Side.

As a graduate and board member of the Local Government Academy (LGA), I recognized that designing a plan for managing the South Side's nighttime economy would be an excellent project for a summer internship through the LGA's Municipal Internship Program. Thus, this April, I hired Bryan Woll, an incoming sophomore at Georgetown University, for this internship, which is partially funded through a grant from the LGA.

I believe that Bryan was a perfect fit for this project for two reasons. First, as a young college student, he brings a unique perspective to this project — the future of the South Side as a commercial district and neighborhood will be significant to him and his peers. Second, as a native resident of Pittsburgh, but not the South Side, Bryan brings an objective outlook to studying this important issue.

In his research into other cities' best practices and the situation on the South Side, I have allowed Bryan free rein to pursue this project, without influence on my part. While certainly supporting him in his work, I have attempted to take a hands-off approach, allowing him to remain neutral in his research. I commissioned this proposal as an unbiased study of how the South Side can use the responsible hospitality approach to improve our neighborhood for everyone — residents, businesses, and patrons.

It is my sincere hope that the Planning Forum, other community and business organizations, residents, businesses and patrons will use this proposal as a starting point and a blueprint to address the situation on the South Side in a cooperative and collaborative manner.

Sincerely,

Bruce A. Kraus  
Pittsburgh City Council  
District 3

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## ABOUT THE AUTHOR: BRYAN WOLL

Bryan Woll is serving as a Local Government Academy (LGA) Staff Intern in the Office of Pittsburgh City Councilman Bruce A. Kraus. This internship is organized and funded in part by the LGA's Municipal Internship Program. Bryan will be entering his sophomore year at Georgetown University in Washington, D.C. in the fall of 2009. He is undecided as to his major, but is considering economics, government, and a minor in justice and peace studies. A 2008 graduate of Central Catholic High School in Pittsburgh's Oakland neighborhood, Bryan has had the opportunity to work on significant research projects through the school's David S. Baginski Scholars Program. In addition to a semester-long paper in his junior year, Bryan spent his senior year researching and writing his Senior Thesis, which focused on public policy recommendations to address the growing problem of the American "working poor."

Bryan has also devoted significant time to public and community service. He has held internships with Alliance for Justice, a Washington, D.C.-based non-profit social justice advocacy organization, and the Pittsburgh District Office of U.S. Congressman Mike Doyle, where he assisted the staff with constituent services and community development issues. Bryan serves as the Field Director of the Georgetown University College Democrats, working to increase membership and assisting students in registering to vote and use absentee ballots. For nearly two years between 2007 and 2008, he represented the youth of the city on the City of Pittsburgh Youth Council, where he served as Chair and authored the Council's *Voice of the Youth* document, which offered youth policy recommendations to the Mayor and City Council. Bryan also served as the Vice-Chair of the Youth Commission, which is composed of adults who work with youth issues, including government, education, and community representatives.

In the fall of 2009, Bryan served as an elementary school tutor in Southeast Washington, D.C. through Georgetown's "DC Reads" program. During his last two years at Central Catholic, he led the school's community service organization and ran four charity drives, benefiting the Little Sisters of the Poor, among other ministries. Also while at Central Catholic, Bryan served as an after-school tutor at the Jubilee Kitchen in Uptown for two years and assisted in programs of the Greater Pittsburgh Community Food Bank.

When not at school in Washington, D.C., Bryan lives with his parents, Kathy and Jim, and his sisters, Lauren and Carolyn, in Squirrel Hill. He spent most of his childhood in Regent Square and attended elementary school at St. Bede in Point Breeze, where his family are members. A huge sports fan, Bryan enjoys playing and watching many sports, especially golf, which he played at Central Catholic.

## ACKNOWLEDGEMENTS

This proposal would not have been possible without the help of many people and organizations, all of whom deserve significant credit. First, I owe a great debt of gratitude to Councilman Bruce A. Kraus. Not only did he bring me on as an intern for the summer, but he also handed me an exciting and important project. Throughout my time in his office, Councilman Kraus was always available to meet with me, answer my questions, and provide me with helpful suggestions and a forward-looking vision for the South Side. His Chief of Staff, Ken Wolfe, was also an invaluable resource, especially in guiding me through the City Code and constantly reminding me to consider how my research would take root on the ground in the South Side. Misi Bielich, Councilman Kraus's Executive Assistant, was able to answer all of my seemingly incessant questions and helped me with countless tasks and projects. My project supervisor and the Councilman's Senior Policy advisor, Linda Binstock, was an indispensable resource throughout the project as well. Her belief in me helped me to land the internship and she did a great job keeping me on track with my proposal. My fellow intern, Brendan Moran provided me with insight into the legal aspects of this proposal, without which I might have missed important legal issues.

I would also like to thank the Local Government Academy for partially funding my internship through their municipal internship program. Specifically, I am very grateful for the work of Anita Lengvarsky, who made sure that I was still able to participate in the application process for internships, even though I was away at school.

Without the great support and cooperation of a number of individuals in the South Side, this proposal would have lacked the authenticity necessary for it to be feasible for the South Side. Geof Comings, Manager of Business Development for the South Side Local Development Company, was the first person I spoke with on the South Side, and we have spoken numerous times over the course the summer. He has helped me gain a perspective on the background of this project and assisted me greatly in my preparations for presenting my findings. The Executive Director the South Side Local Development Company, Rick Belloli, has also been a great resource. As a bar owner, lawyer, and South Side resident, Tom Barry was gracious enough to share his many insights on the challenges, and perceptions, facing the South Side. Joe Bielecki, chair of the South Side Community Council, provided me with an overview of the changes that the South Side has experienced from the residents' perspective. Nancy Eschelman, President of the South Side Chamber of Commerce, helped me to put myself in the shoes of business owners and view the situation on the South Side from their point of view. Dave Mazza and Sarah Alessio of the Pennsylvania Resources Council brought me up-to-date on the litter situation on the South Side, as well

as their efforts to address it. While not from the South Side, Mike Edwards, CEO of the Downtown Pittsburgh Partnership, was able to share with me his immense knowledge of business improvement districts and collaborative efforts shared by neighboring businesses.

The Responsible Hospitality Institute (RHI) was an amazing source of information and assistance. The bulk of the research for this proposal came from the RHI's case studies, press articles, webinars, and their publication, *Planning, Managing, and Policing Hospitality Zones: A Practical Guide*. Allison Harnden, the RHI's Vice President, who took the time to return my emails, point me to other resources, and speak with me on the phone, was very helpful, especially as I was struggling to come up with a plan to research this proposal.

Officials and staff from cities that have already begun implementing responsible hospitality practices served as a constant source of support and encouragement. As individuals, they were excited about the work that they were doing and were eager to lend a hand, especially when I first began my project. The following individuals took the time to speak with me on the phone and answer an endless stream of questions, some more than once: Captain Ed Book, Gainesville Police Department; Gainesville City Commissioner Jeanna Mastrodicasa; Bronwen Evans from Keep America Beautiful; Lara Welker of the Bellingham, WA Campus-Community Coalition; Rachel White from Seattle's Office of Film and Music; Officer Heather Frey of the Boulder Police Department; Caitlin Thomas-Henkel from the Mayor's Substance Abuse Prevention Council in Providence; and Patrick White from the Cape Corals Redevelopment Agency. Still others exchanged emails with me and shared valuable documents explaining their cities' strategies. Those who corresponded with me include: Kurt Matthews, formerly of the Boulder Police Department; Dennis Smallie, Executive Director of the Downtown Stockton Alliance; Commander Steve Georgas and Sergeant Ralph Egan of the Chicago Police Department's 018 District; Cindy Davies, who serves as the Street as a Venue Coordinator for Whyte Avenue, Edmonton, Canada; Lorna Wallace, Project Manager for Centre City Implementation and Clean to the Core programs in Calgary, Canada; Fried Wittman, Director of CLEW Associates; Lt. Michael Figueiredo, Providence Police Department; and Rachael Weiker from Downtown Madison, Inc.

## EXECUTIVE SUMMARY

Pittsburgh's South Side neighborhood is a vibrant and exceptional urban community, located close to downtown, yet separate enough to maintain a distinct culture unto itself. As it continues its transition from a steel town to a premiere shopping, dining, nightlife, and residential neighborhood, the South Side is experiencing tension and conflict between its interested parties. Such challenges are not new or unique to the South Side. At least 60 other cities, in 5 countries throughout North America and Europe, have identified and sought solutions to the challenges brought about by the tension between nightlife and

residential neighborhoods.<sup>1</sup> The best practices of the “responsible hospitality approach” in other cities provide the background for the following proposal for a workable plan to address the challenges currently faced in Pittsburgh’s South Side.

The *Background* chapter puts forth the purpose of this proposal and elucidates the disconnect and breakdown in communication between residents, business owners, and patrons. The next chapter, *Problem Statement*, gives an overview of the history and evolution of the South Side, the specific problems created as by-products of a thriving nightlife, and the benefits that the South Side is forgoing because of these by-products. *Proposed Solution: The Responsible Hospitality Approach* provides an overview of the Responsible Hospitality Institute and its approach to planning and managing entertainment districts. The *Best Practices Recommendations* are listed in tabular form, organized into eleven categories, and preceded by two pages of explanatory notes.

Following the recommendations, *Responsible Hospitality Successes in other Cities* gives examples of how the responsible hospitality approach has benefited nine cities in the United States and Canada, including testimonials from many stakeholders. The *Funding Sources* chapter provides a sampling of sources from which other cities have secured funding to plan and implement the responsible hospitality approach. The next chapter, *Top Ten Priorities*, lists the ten most crucial recommendations for the South Side, as well as an additional ten that can be brought forth quickly. *Extension: “The ‘Living Room’ of the City* describes how the recommendations for the South Side could be brought to a larger portion of the city. Finally, the *Conclusion* summarizes three reasons that the South Side and the city as a whole can be optimistic about the possibility of reducing the challenges facing the neighborhood through the responsible hospitality approach.

## BACKGROUND

Eclectic. Hip. Fun. Diverse. Historic. Unique.

These are the adjectives that come to mind for most people when they think about Pittsburgh’s South Side. Indeed, with its mix of interesting retail outlets, imaginative restaurants, and exciting bars and nightclubs — all squeezed into the nation’s longest commercial Victorian historic district, surrounded by a diverse neighborhood of similarly historic homes, and only a fifteen minute walk from downtown — the South Side is truly one of a kind.<sup>2</sup> With its beginnings as a steel town in the 19<sup>th</sup> century, the South Side was not much different from the

<sup>1</sup> This information is taken from materials from the Responsible Hospitality Institute’s 2008 RHI Networking Conferences, held in San Francisco, CA on November 12-15, 2008. Representatives of 59 cities in 5 countries attended.

dozen or so similar towns that lined the region's three rivers. However, the South Side differentiated itself from these other communities in its recovery and transformation after the collapse of steel and other manufacturing industries.

Just as Pittsburgh transformed into a center for medicine, education, and technology after the decline of the industrial economy, the South Side similarly found its niche. Beginning in the 1980s, the South Side shifted from a mill town to a neighborhood famed for its vibrant daytime economy, thriving nightlife, and charming neighborhood. For the greater part of 20 years, these three pillars of the South Side community remained in relative balance. However, in the past 5 to 10 years, the consequences of an ever-growing nightlife have begun to result in adverse effects on daytime businesses and residential life in the neighborhood.

This upsetting of the balance between the daytime businesses, nightlife establishments, and residents has been recognized and well-chronicled. In the past two years, over 40 articles were written in the Pittsburgh Post-Gazette and Pittsburgh Tribune Review reporting on some aspect of the challenges facing the South Side.<sup>3</sup> Furthermore, the residential neighborhood has become increasingly concerned with how the nightlife that thrives on East Carson Street negatively affects their lives. Residents regularly report vandalism, noise, other nuisance crimes, and occasionally violence, most of which are perpetrated by intoxicated patrons of the South Side during the late-night hours of weekend nights.<sup>4</sup> Over 900 residents of the South Side signed a petition in support of City Council's 2007 liquor license saturation legislation, which put a freeze on new alcohol-serving establishments in the neighborhood. Approximately 60 South Side businesses, 19 alcohol-serving establishments among them, also signed this petition.<sup>5</sup> Furthermore, there is some evidence that the byproducts of this nightlife have made it difficult for some residents to sell their homes in a timely manner.<sup>6</sup> Most recently, approximately 100 residents attended the June meeting of the South Side Community Council, which was wholly devoted to a discussion of the South Side as a burgeoning "entertainment district."<sup>7</sup>

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<sup>2</sup> "South Side." Visit Pittsburgh. <<http://www.visitpittsburgh.com/essentials/neighborhoods/south-side/>>. July 22, 2009.

<sup>3</sup> Results of a query for articles from the Pittsburgh Post-Gazette and Pittsburgh Tribune Review dated between May 2007 to May 2009 that mention the South Side and challenges stemming from alcohol-serving establishments. <[www.lexisnexis.com](http://www.lexisnexis.com)>. May 26, 2009.

<sup>4</sup> Sampling of constituent feedback received in the office of City Councilman Bruce A. Kraus, District 3.

<sup>5</sup> "South Side Resident Petition to Limit Liquor Licenses" and "South Side Resident Petition to Limit Liquor Licenses" circulated on the South Side between November 2006 and January 2007, in support of City Council Bill No. 2006-0935

<sup>6</sup> "2008 Market Results" Mailing. Remax Brothers Brokers. Mailed to Councilman Bruce Kraus. Postmarked March 8, 2009.

<sup>7</sup> Young, Chris. "Law Enforcement." *Pittsburgh City Paper*. July 9, 2009.; Smyka, Margaret. "East Carson's Place as a 'Hospitality Zone' Discussed by Panel." *South Pittsburgh Reporter*. July 7, 2009., Author's attendance at meeting of South Side Community Council on June 29, 2009 at the Brashear Association.

The growing recognition of these problems by businesses and their patrons suggests that the South Side's challenges in balancing its three components are worsening. In general, most businesses recognize the need to control and manage this nightlife, while remaining vigilant not to stifle this important sector of the South Side's economy. If this nightlife was to be left unbridled, the negative symptoms experienced by residents might soon begin to affect businesses as well.<sup>8</sup> Patrons, who as a group are often responsible for many of the problems that challenge the South Side, have also begun to understand that nightlife comes at a significant cost to the neighborhood. "Yes [the South Side is awesome], but... I think it's actually hitting its max. It's great to party in, but for residents who live here it's beginning to really get obnoxious," writes one patron on the online bar forum BarSmart.com. Another adds, "I feel soooo sad for the people living in [S]outh [S]ide... [the South Side] needs serious help regulating the streets, bums, and businesses. I say 'It's out of control.'"<sup>9</sup>

The escalation of the challenges facing South Side creates a perception problem for the neighborhood. No longer wholly viewed as a balanced and diverse neighborhood, the South Side is often seen as simply a 20 block stretch of bars and nightclubs. In addition, the South Side has acquired, perhaps unfoundedly, the perception of being very unsafe, especially after dark. While crimes do certainly occur on a regular basis, the prevailing opinions of the South Side's safety might paint too grim a picture. If the South Side is truly to manage and address the challenges it faces as a result of its nightlife, these negative perceptions must be addressed.

The significant barriers and disconnect in communication between residents, businesses, and patrons stands as a further obstacle that must be cleared before the South Side can move forward in managing its nighttime economy. As suggested above, residents are very concerned with the significant decline brought about by the side-effects of nightlife along East Carson Street. These perspectives are well documented, and have been voiced for many years.<sup>10</sup> While some patrons do recognize the concerns of the residents, many do not, as evidenced by their behaviors nearly every weekend. On the whole, patrons feel that the residents merely want to be obstructionist and keep them from enjoying themselves on the South Side.<sup>11</sup> Bar owners generally take the position that the only problem facing the South Side is the negative image that nightlife receives

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<sup>8</sup> Comments made by business owners and managers at the South Side Businesses Community Conversation held on July 20, 2009 at the IBEW Hall.; Author's interview with Tom Barry on June 26, 2009 at his office at 1103 E. Carson St.

<sup>9</sup> Comments taken from the "General Discussion" Forum on BarSmart.Com <<http://keywest.barsmart.com/viewtopic.cfm?topic=62C4FF9B-BB13-7C9F-1217EC56B737AA6A&hl=&st=11&pn=2&#69070D5A-CD9A-DEE9-F9137BFCCCFDBC92>>. July 22, 2009.

because of residents' complaints.<sup>12</sup> As one owner put it bluntly, "I don't understand why residents are complaining, they've been picking on [the bars] for a long time."<sup>13</sup> It is this disconnect in attitude that makes the challenges facing the South Side all the more difficult to address.

It is the hope that this proposal will serve as a first step in bringing all of the concerned parties in the South Side together to begin working towards collaborative solutions. The best practices recommendations contained in this proposal are meant to serve as a guide, blueprint, or menu of options that could be implemented in the South Side. While all of these recommendations are crucial for the future health of the South Side, some certainly require additional attention and weight. The recommendations that are most important and require immediate attention are listed and explained in the *Top Ten Priorities* Chapter. The choice of which recommendations to implement, and how they ought to be brought to fruition, rests in the hands of the stakeholders in the South Side. Any decisions on these recommendations must originate from a collaborative and cooperative body, which is the first priority listed in the *Top Ten Priorities* chapter.

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<sup>10</sup> Comments made by Joe Belecki, Chair of the South Side Community Council, during a meeting with the author on June 5, 2009 at his office at 1200 Sarah St.; Comments made by residents during and after South Side Community Council Meeting, June 29, 2009 at the Brashear Association.

<sup>11</sup> Comments taken from the "General Discussion" Forum on BarSmart.Com <<http://keywest.barsmart.com/viewtopic.cfm?topic=62C4FF9B-BB13-7C9F-1217EC56B737AA6A&hl=&st=11&pn=2&#69070D5A-CD9A-DEE9-F9137BFCCCFDBC92>>. July 22, 2009.

<sup>12</sup> Discussion at June 3, 2009 meeting of the Mayor's Advisory Committee on the South Side at the Brashear Association.; Comments made by Geof Comings, South Side Local Development Company, at a meeting with the author at the Beehive Coffee Shop, E. Carson St.; Comments made by bar owners at the South Side Community Conversation on July 20, 2009 at the IBEW Hall.

<sup>13</sup> Young, Chris. "Law Enforcement." *Pittsburgh City Paper*. July 9, 2009.

## PROBLEM STATEMENT

The present-day South Side was formed in 1872, when the boroughs of South Pittsburgh, Birmingham, East Birmingham, and Ormsby were annexed to the City of Pittsburgh. This neighborhood, on the southern bank of the Monongahela River, quickly became a center of industry in the Pittsburgh region. The glass, iron, and steel industries took root in the South Side, providing a steady supply of jobs for the stream of mostly Eastern European immigrants who relocated to the South Side. These immigrants brought with them the diverse and vibrant cultures that form the base of the South Side's present rich neighborhood diversity.<sup>14</sup>

While heavy industry provided the South Side with a solid economic foundation for more than 100 years, the second half of the twentieth century saw a marked decline in these industries. The closing of the Jones and Laughlin (and later LTV) Steel plant was the culmination of this process of decline. This plant occupied a significant portion of the South Side's riverfront land and employed thousands of people over the course of its more than 100 year history.<sup>15</sup>

In the mid-1980s, the South Side began a transition into a new era as a mixed-use neighborhood, with affordable housing and a lively, diverse, and unique business district along East Carson Street. Leading the rest of the city in evolving from an economy based on heavy industry, the South Side has recreated itself as a neighborhood that fosters "technology, healthcare, and entrepreneurial ventures."<sup>16</sup> In 1996, in recognition of this progress, the national Main Street Center honored East Carson Street as a "Great American Main Street." In recent years, the South Side has developed as the most popular location in the city for nightlife activities. This combination of nightlife, diversity of residents, and unique shops makes the South Side a truly "eclectic, urbanly hip" neighborhood.<sup>17</sup>

The facts of the situation on the South Side regarding the saturation of liquor-licensed establishments, and their negative by-products, are indisputable. Within the South Side Local Neighborhood Commercial District (approximately covering East Carson Street from 9<sup>th</sup> Street to Hot Metal Street, including select cross-streets), 62 establishments hold liquor licenses.<sup>18</sup> According to Pittsburgh Code Section 911.02, as amended on July 24, 2007, the South Side is nearly 20% oversaturated with liquor licenses. In the entire 15203 zip code, which includes

<sup>14</sup> "History." South Side Chamber of Commerce. <<http://southsidechamber.org/history/index.php>>.

<sup>15</sup> "History."

<sup>16</sup> "History."

<sup>17</sup> Comments made by Joe Belecki, Chair of the South Side Community Council, during a meeting at his office at 1200 Sarah Street, with the author, on June 5, 2009.

<sup>18</sup> See map of South Side Local Neighborhood Commercial District in Appendix.

the South Side Flats and parts of the South Side Slopes, there are 124 liquor licenses.<sup>19</sup> Using occupancy figures from these establishments, it has been determined that the South Side establishments have capacity to serve alcohol to approximately 20,000 people at any one time. With a residential population of approximately 5,000 people over the age of 18, the South Side has almost four bar stools for each resident.<sup>20</sup>

It cannot be disputed that the continued success of the numerous alcohol-serving establishments that line East Carson Street are integral to the vitality of the South Side as a neighborhood and historic commercial district, in addition to the whole of Council District Three, the City of Pittsburgh, and the Great Pittsburgh region. This sector of the economy is responsible for infusing tens of millions of dollars into the local economy, in addition to hundreds, if not thousands, of jobs.

The fact that the South Side has such a large number of liquor-licensed establishments is not the whole problem. Indeed, one hundred years ago, there were over 90 bars in the South Side.<sup>21</sup> However, the current challenges facing the South Side are direct results of the growing entertainment and hospitality district along East Carson Street. The function of these establishments has imposed *significant economic and lifestyle costs* on their residential neighbors and fellow South Side business owners, including excessive amounts of:

- Crime, especially:
  - Violent crimes, including aggravated and simple assaults, among others.
  - Alcohol and drug-related crime, including disorderly conduct, public intoxication, public urination, and others.
  - Vandalism of private property, both residential and commercial, especially graffiti.
- Litter, especially:
  - Cigarette butts, particularly surrounding the entrances to bars and restaurants.
  - Used alcohol containers, including cups and bottles.
- Noise, especially at late hours of the night and early morning.
- Traffic congestion.
- Parking problems on residential streets off of East Carson Street.
- Liquor licenses, in that there are more licenses than permitted by ordinance.

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<sup>19</sup> List of all Liquor Licenses in the 15203 Zip Code (South Side). Prepared by the office City Councilman Bruce A. Kraus. November, 2008.

<sup>20</sup> Census data compiled for Census Tracts 1609 and 1702 (South Side). Prepared by the office of City Councilman Bruce A. Kraus. November, 2008.

<sup>21</sup> Comments made Geof Comings, Manager of Business Development, South Side Local Development Company, in a meeting with author on June 2, 2009.

Whether measured by the number of arrests over a weekend in the South Side, the financial losses of establishments that are harmed by the side-effects of nightlife, the number of times that a resident has a home or car vandalized, or the number of people who choose to stay away from the South Side on the weekends, there are *real costs* that the nighttime economy imposes on the rest of the neighborhood.

Safety issues are of paramount importance in the South Side and especially during late-night on the weekends. Data from the past two years highlights some important trends, which are outlined below. These trends clearly illustrate the necessity of immediate action regarding the nightlife in the South Side.<sup>22</sup>

- Nearly half (47.92%) of all arrests in the South Side occurred between 1:00 AM and 3:00 AM.
- Fully three-quarters (75.99%) of all arrests in the South Side occurred between 11:00 PM and 4:00 AM.
- The median time of arrest in the South Side was 2:28 AM.
- Almost one-half of all arrests (46.14%) in the South Side were *directly* related to alcohol (Public Intoxication, Drunk Driving, Liquor Law Violations).
- Over 60% of all arrests on the South Side were related to substance abuse (Public Intoxication, Drunk Driving, Liquor Law Violations, Drug Violation).
- It can be safely extrapolated that a significant majority of the remaining arrests (Simple Assaults, Aggravated Assaults, Disorderly Conduct) were induced or encouraged by alcohol.

Moreover, it can be inferred that there are significantly less actual arrests on the South Side during weekends than could potentially be made. This conclusion is evident in data measuring arrests during the summer weekends of 2007- 2009. In the summer of 2007, Operation Sweep was conducted on the South Side. During the 12 week period from April to June, 33 extra police officers patrolled the South Side on Friday and Saturday nights. These added patrols netted an extremely high number of arrests and citations, far more than are typically made on a weekend.<sup>23</sup> During Operation Sweep, the police made an average of a little more than 57 arrests per weekend, with the median number of arrests being 48.5. However, during weekends throughout the rest of the summers of 2007, 2008, and the beginning of 2009, police averaged just about 3.5 arrests, with a median of 4 arrests. One can safely conclude that crime *was not* reduced by 1900% after Operation Sweep ended, but rather the perpetrators of these crimes were not

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<sup>22</sup> South Side arrests from Jul 2007 to April 2009. Data provided by Detective Deborah Gilkey, Pittsburgh Bureau of Police and compiled and analyzed by the author. Tabular and graphical summaries provided in the Appendix.

<sup>23</sup> Boren, Jeremy. "Ravenstahl: South Side Crackdown Working." *Tribune Review*. July 16, 2009.

arrested.<sup>24</sup> The number of arrests during Operation Sweep, compared to the number of arrests after the operation, clearly illustrates that there is a significant amount of crime in which a suspect is not arrested.

In essence, the crime, litter, noise, and traffic are *negative externalities* produced in the process of maintaining a vibrant nighttime economy in the South Side. Consider these externalities as pollutants, similar to the smog, slag, and contaminated water that were emitted from the countless steel mills throughout the Pittsburgh region and the South Side. In the course of producing steel, something positive and beneficial to the community, undesirable by-products like smog and contamination were also generated. Steel and other related industries were vitally important to the success of the city, region, and indeed the world. However, the pollution, which the steel industry helped to create, significantly reduced the quality of life to the point that it began to outweigh the economic benefits of the steel industry. For years, Pittsburgh focused its efforts on cleaning-up the results of this pollution — like cleaning soot off of homes and buildings — without adequately addressing the root causes of the pollution. The city finally began to make headway in reducing pollution by stopping it at its source, namely through stricter air emissions standards and protocols for using cleaner-burning fuel.

Presently, the entertainment district along East Carson Street is thriving, while simultaneously producing detrimental side effects in the neighborhood. Like Pittsburgh's steel industry of the early 1900s, the importance of this nighttime economy cannot be ignored. However, it is no longer sufficient just to control the symptoms of the problems caused by nightlife on the South Side. Just as the steel industry began to meet with success when it attacked the underlying causes of pollution, so too will the South Side begin to make headway, if it similarly addresses the causes of its present problems stemming from the nighttime economy. The by-products of the South Side's nightlife can only be adequately controlled through proactive and preventive measures which tackle the deeper causes of these problems.

**Furthermore and most importantly, because of the problems stemming from the regular functioning of the entertainment and hospitality district in the South Side along East Carson Street, the neighborhood is missing an opportunity to provide the same level of entertainment *in a cleaner, more hospitable, and safer environment.***<sup>25</sup> While this position may appear to some as overly optimistic on its face, it is a position that must be adopted with a significant level of commitment by all involved stakeholders if change is to be accomplished. The South Side's nighttime economy is vitally important to the neighborhood and the city: it produces millions of dollars in economic impact

<sup>24</sup> South Side arrests from Operation Sweep, April to June 2007, and July 2007 to April 2009. Data provided by Detective Deborah Gilkey, Pittsburgh Bureau of Police, compiled and analyzed by the author. Tabular

and hundreds of jobs each year, in addition to creating a lively neighborhood attitude. If the South Side were to sustain the level and quality of entertainment while providing a cleaner, more hospitable, and safer environment, both the daytime and nighttime economies would improve significantly. Both of these economies are integral to the South Side, the City of Pittsburgh, and the entire region; yet, they will only flourish if safety, cleanliness, and hospitality are improved in the neighborhood.

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and graphical summaries provided in the Appendix. June 2009.

<sup>25</sup> Bardach, Eugene. *A Practical Guide for Policy Analysis*. 2<sup>nd</sup> Ed. Washington, DC: CQ Press, 2005.

## RECOMMENDED SOLUTION: THE RESPONSIBLE HOSPITALITY APPROACH

The Responsible Hospitality Institute (RHI), founded more than 25 years ago, is a non-profit whose mission is to provide assistance to cities as they come to terms with the growth of nighttime economies in their neighborhoods. With a focus on providing technical support to cities through conferences, peer networking, consulting services, and online resources, the RHI is centered on the “managing, planning, and policing” of burgeoning entertainment districts in cities

throughout North America and Europe.<sup>26</sup> As the vanguard and leader in managing such districts, the RHI has branded a process known as the “responsible hospitality approach.”

The “responsible hospitality approach” is a philosophy that emphasizes bringing stakeholder groups together to address the challenges that an expanding nightlife economy brings to a city. This approach is most conducive to, and necessary in, cities or neighborhoods with a *split-use economy*, like the South Side. A district with a *split-use economy* hosts two distinct economies within its boundaries — one during the day and the other at night. Such split-use districts are said to operate in the 9 AM to 5 PM, as well as the 9 PM to 5 AM economies. The fact that these districts are almost continuously operational places a significant strain on the neighborhoods in which they are located. This strain increases when these split-use economies are located adjacent to, or directly in, a residential neighborhood. The South Side is a perfect example of the increased challenge of a simultaneous split-use economy and residential neighborhood. The responsible hospitality approach attempts to reconcile the daytime and nighttime economies, so that they can coexist peacefully and successfully.<sup>27</sup>

In order to achieve this successful coexistence, the responsible hospitality approach emphasizes the “six C’s” in managing an entertainment district: communication, cooperation, consensus, commitment, and collaboration. The first principle, *communication*, is arguably the most important to the responsible hospitality approach. The processes that the RHI espouses are founded upon open and honest communication between all involved parties. *Cooperation* between the various stakeholder groups is also important because, in order for these processes to succeed, diverse opinions and perspectives must be brought together and reconciled. Each concerned stakeholder group must work to first build *consensus* within their group and then bring their united voice to the table, in order to work toward *consensus* with all stakeholders in the community. In order for this approach to be successful, there must be a level of *commitment* to the process from all involved parties, especially those who are leaders in business, government, and the community. While the first four of these principals are concerned with the planning of an entertainment district, the final one, *collaboration*, relates to the implementation of such planning. The execution of measures meant to address the challenges of managing an entertainment district require significant *collaboration*, as such measures necessitate the coordinated efforts of many stakeholders.<sup>28</sup>

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<sup>26</sup> “About RHI.” Responsible Hospitality Institute. <<http://rhiweb.org/about/index.html>>. July, 2009.; Responsible Hospitality Institute. “Forward” in *Planning, Managing, and Policing Hospitality Zones: A Practical Guide*. Santa Cruz, California: Responsible Hospitality Institute, 2006.

<sup>27</sup> Responsible Hospitality Institute, 2, 7.

<sup>28</sup> Responsible Hospitality Institute, 10.

The RHI defines “responsible hospitality” as a process that addresses the “comfort and safety of guests while maintaining the quality of life of the surrounding community.”<sup>29</sup> Thus, the concept of responsible hospitality emphasizes the importance of providing for the wellbeing of businesses, patrons, *and* local residents. Indeed, such a balance between residential and entertainment life is precisely what is necessary in order to address the challenges faced by a split-use economy adjacent to, or within, a residential neighborhood.<sup>30</sup>

In order to carry out a program of policies and practices designed to address a multi-use entertainment district in a residential neighborhood, the community must engage “responsible hospitality” as a *process*, not a project. Unfortunately, this approach cannot be planned or implemented in a short period of time, with a definite end-date. This undertaking must be considered an ongoing, continual effort to bring stakeholders together to plan, and then act upon, a strategy to address an entertainment district. The responsible hospitality process is, by necessity, a prolonged endeavor in order to allow the policies and practices that are developed to be implemented.<sup>31</sup>

In order to better address the many facets of the challenges facing a multi-use, entertainment economy, the RHI structures its approach into six areas of focus:

- *Security, Safety, and Service*: Practices relating to the service of alcohol and maintaining order and safety in and around establishments.<sup>32</sup>
- *Community Policing*: Policing policies that focus on building consistency and relationships amongst residents, businesses, patrons, and police officers.<sup>33</sup>
- *Music and Entertainment*: Creating a welcoming and supportive environment that fosters a dynamic live music and entertainment community.<sup>34</sup>
- *Multi-Use Sidewalks*: Conceptualizing sidewalks as a “venue,” in and of itself, that is a vital part of the entertainment district, especially regarding outdoor dining, entertainment, and sales.<sup>35</sup>
- *Late-Night Integrated Transportation*: Coordinating transportation options for ingress and egress from the entertainment district, including public transportation, taxis, and parking.<sup>36</sup>
- *Quality of Life*: Addressing the potentially negative by-products of a lively nightlife, including vandalism, littering, noise, and other “nuisance crimes.”<sup>37</sup>

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<sup>29</sup> Responsible Hospitality Institute, 3.

<sup>30</sup> Responsible Hospitality Institute, 3.

<sup>31</sup> Responsible Hospitality Institute, 9-10.

<sup>32</sup> Responsible Hospitality Institute, 37, 1.

<sup>33</sup> Responsible Hospitality Institute, 1, 59.

<sup>34</sup> Responsible Hospitality Institute, 1, 11-12.

The goal of the responsible hospitality approach is to create a hospitable environment for entertainment in multi-use economies. In doing so, this approach seeks to bring together concerned stakeholders in order to reach collaborative solutions for managing an entertainment district. In addition to producing a workable plan for implementing responsible hospitality practices, this approach will also lead to increased communication between all stakeholders. Ideally, the responsible hospitality approach alleviates the distrust, disrespect, lack of appreciation, tension, and blame that so often accompanies dialogues on the issues of managing entertainment districts. When stakeholders come together, they bring with them various opinions, perspectives, and experiences. The goal of the responsible hospitality approach is to reconcile all of these diverse perspectives in order to create a better neighborhood and entertainment district.<sup>38</sup>

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<sup>35</sup> Responsible Hospitality Institute, 1, 21-22.

<sup>36</sup> Responsible Hospitality Institute, 1, 79-80.

<sup>37</sup> Responsible Hospitality Institute, 1, 93-94.

<sup>38</sup> Responsible Hospitality Institute, 3-10.

**BEST PRACTICES RECOMMENDATIONS**

<b>RECOMMENDATIONS NOTES</b>	
<b>CATEGORY</b>	Each category of recommendations has an abbreviation of several letters that, combined with the ID Number, gives each recommendation a unique identifier (i.e. PHIL 2, MES 8)
<b>ID NUMBER</b>	Each recommendation is numbered uniquely <i>within</i> its category. The numbering restarts at the beginning of each category of recommendations (i.e. there will be a PHIL 1 and a DES 1).
<b>TYPE</b>	The recommendations are all labeled as <i>philosophy</i> , <i>policy</i> , or <i>practice</i> , which are inherently interrelated. These labels are meant to be approximate definitions of what each recommendation constitutes. A <i>philosophy</i> refers to underlying principles, standards, and ideals on which the policies and practices are based (i.e. the guiding principles of a police unit). A <i>policy</i> refers to procedures and strategies that are founded upon certain principals, and carried out in concrete practices. A <i>practice</i> refers to definite programs and actions that follow from these policies.
<b>RECOMMENDATION</b>	The recommendation itself is a one or two sentence description of the philosophy, policy, or practice, using active verbiage.
<b>TIMEFRAME</b>	Each recommendation is listed with an <i>approximate</i> timeframe for implementation. Since these recommendations come from many different sources and have varied records of implementation, the timeframe listed on the charts in meant to be an approximate estimation, used for reference rather than certainty. Three general timeframes are used for these recommendations: <i>short</i> , <i>middle</i> , and <i>long</i> . A <i>short term</i> recommendation can be implemented very quickly, up to about six months. A <i>middle term</i> recommendation would require approximately six months to a year to put into place. A <i>long term</i> recommendation would take more than a year, if not several years, to be fully implemented.
<b>PARTNERS</b>	The following is a list of partners whose engagement and participation in each recommendation is necessary. They are listed in the recommendations by the abbreviation that precedes their title. Each partner will need to have a different level of involvement in the various recommendations, and some must take a leadership role in executing them.
	CP - City of Pittsburgh
	CC - City of Council
	MO - Mayor's Office

	PD - Police Bureau
	FD - Fire Bureau
	EMS - Emergency Medical Services
	BBI - Bureau of Building Inspection
	DPW - Department of Public Works
	PLAN - Planning Department
	<i>RHP - Responsible Hospitality Partnership (Proposed)</i>
	PAT - Port Authority of Allegheny County
	PLCB - PA Liquor Control Board
	LCE - PA Liquor Control Enforcement
	PITT - University of Pittsburgh
	CMU - Carnegie Mellon University
	DUQ - Duquesne University
	UNIV - All Universities
	SSCC - South Side Community Council
	SSLDC - South Side Local Development Company
	SSCh. - South Side Chamber of Commerce
	SSPF - South Side Planning Forum
	H - Hotels
	OV - Outside Vendor or 3rd Party Organization
	PPA - Pittsburgh Parking Authority
	BC - Business Community
	TX - Taxi Companies
	St. - State Government
	<i>BAM - Business Assistance and Management Office (Proposed)</i>
	<i>CCT - Code Cooperation Team (Proposed)</i>
	LO - Land Owners
	<i>EIT - Early Intervention Team (Proposed)</i>
<b>SOURCE CITY</b>	<p>Cities and citations that are <i>italicized</i> are practices that have actually been implemented in a city. Those cities and citations that are printed in regular font are practices that have been proposed. Some recommendations are derived from more than one city or source; thus all of the sources of a recommendation are listed downward in the "SOURCE" column.</p> <p>For the most part, these recommendations are derived from practices either implemented or proposed by other cities, which are listed following each recommendation. Some of the recommendations are gleaned from the RHI's <i>Planning, Managing, and Policing Hospitality Zones: A Practical Guide</i>, identified in the recommendation chart as "RHI."</p> <p>In addition to the city from which each recommendation is gleaned, the source of the recommendation is also listed as a footnote. These sources include written and published materials, internal documents, RHI sponsored case studies, RHI Webinars, and telephone conversations.</p>

**A. PHILOSOPHY RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	TIMEFRAME	PARTNERS	SOURCE CITY
PHIL	1	Philosophy	Ensure that the South Side is a neighborhood where late-night businesses, especially locally-owned businesses, can survive and flourish.	Long	RHP, BC, CP, BAM	Calgary, Canada <sup>39</sup>
PHIL	2	Practice	Ensure that all city services are at least maintained at the same level, if not increased, during Thursday through Saturday late-nights.	Short	RHP, CP	RHI <sup>40</sup> ; Edmonton, Canada <sup>41</sup>
PHIL	3	Philosophy	Treat Thursday through Saturday late-nights in the South Side as weekly "events," in terms of city resources, services, and overall attitude.	Short	RHP, BC, CCT, CP, BAM	Edmonton, Canada <sup>42</sup>
PHIL	4	Philosophy	Ensure that the unique needs of the South Side are given the appropriate consideration and weight in the larger discussions of planning and development for the City as a whole.	Long	PLAN, RHP, CP	Stockton, CA <sup>43</sup> ; Austin, TX <sup>44</sup> ; Edmonton, Canada <sup>45</sup>

<sup>39</sup> Land-Use Planning and Policy, City of Calgary. *Centre City Plan*. Calgary, Canada: City of Calgary, 2007. Available at: <[http://www.calgary.ca/DocGallery/BU/planning/pdf/centre\\_city/centre\\_city\\_plan\\_one.pdf](http://www.calgary.ca/DocGallery/BU/planning/pdf/centre_city/centre_city_plan_one.pdf)>.

<sup>40</sup> Responsible Hospitality Institute.

<sup>41</sup> Edmonton- Old Strathcona Leadership Summit. "Planning for Development: Summary Report." Santa Cruz, CA: Responsible Hospitality Institute, 2006.

<sup>42</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>43</sup> Smallie, Dennis. "Developing a Hospitality Zone from the Ground Up." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>44</sup> Baily, Rich. "City of Austin Live Music Taskforce." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>45</sup> Edmonton- Old Strathcona Leadership Summit.

PHIL	5	Policy	Employ zero-tolerance policies and strict enforcement throughout the South Side.	Short	RHP, CCT, PD	Stockton, CA <sup>46</sup>
PHIL	6	Policy	Implement new policies in the South Side gradually in progressive stages.	Long	RHP, CCT, CP, BC	Austin, TX <sup>47</sup>
PHIL	7	Philosophy	Address and reduce the negative perceptions of the safety and cleanliness in the South Side, especially among local residents.	Long	RHP, CCT, BAM, CP	Montgomery County, MD <sup>48</sup> ; Phoenix, AZ <sup>49</sup> ; Madison, WI <sup>50</sup> ; Springfield, MO <sup>51</sup>
PHIL	8	Philosophy	Address and reduce the negative perception of late-night business owners, through a recognition of their important contributions to the South Side.	Long	RHP, BAM, CP	Madison, WI <sup>52</sup> ; RHI <sup>53</sup>
PHIL	9	Philosophy	Create a visible presence of enforcement, management, and policing in the South Side.	Long	RHP, CCT, BAM, CP	Calgary, Canada <sup>54</sup> ; RHI <sup>55</sup> ; Edmonton, Canada <sup>56</sup>
PHIL	10	Philosophy	Involve community members in a "community review process" to discuss their values and expectation, and how these values	Short	SSCC, RHP, BC	Fullerton, CA, Garden Grove, CA, Newport, CA <sup>57</sup>

<sup>46</sup> Stockton Downtown Alliance. "Downtown Stockton Management District Plan: A Plan for Renewal and Expansion of the Existing Downtown Stockton Management District." Stockton, CA: Downtown Stockton Alliance, 2007.

<sup>47</sup> Baily, Rich.

<sup>48</sup> Durbin, Kathy. "Cultural Diversity and Hospitality." Santa Cruz, CA: Responsible Hospitality Institute, 2005.

<sup>49</sup> Lazarus, Larry. "Designing Responsible Hospitality into a New Entertainment District." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>50</sup> Madison Leadership Summit. "Managing the Nighttime Economy: Roundtable Discussion Summary Report." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>51</sup> Hough, Olivia. "Using Zoning to Prevent and Manage Hospitality Zone Impacts." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>52</sup> Madison Leadership Summit.

<sup>53</sup> Responsible Hospitality Institute.

<sup>54</sup> Land-Use Planning and Policy, City of Calgary.

<sup>55</sup> Responsible Hospitality Institute.

<sup>56</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>57</sup> Policies from these cities were cited in the RHI Webinar, "Learn How to Integrate Safety Data into Local-Land Use Planning" on May 26, 2009, hosted Dr. Fried Wittman, Director, CLEW Associates.

			will inform the management of the South Side.			
PHIL	11	Practice	Involve residents, police, and the code cooperation team members in the community planning process and Planning Commission meetings.	Short	PLAN, CCT, PD, FD, EMS, RHP, SSLDC, SSPF, SSSC, CP	RHI <sup>58</sup> ; Fullerton, CA, Garden Grove, CA, Newport, CA <sup>59</sup>
PHIL	12	Practice	Conduct regular economic impact studies to gauge the size, breadth, and changes in the night-time economy of the South Side.	Short	RHP	RHI <sup>60</sup> ; Springfield, MO <sup>61</sup>
PHIL	13	Practice	Conduct regular business inventories, competitiveness studies, "mystery shopping" programs, and employee surveys to better understand the demands and dynamics of the nighttime economy in the South Side.	Short	RHP, BC	Madison, WI <sup>62</sup> ; Calgary, Canada <sup>63</sup>
PHIL	14	Policy	Move or cross-reference all music, hospitality, and entertainment laws from the "nuisance" section of the City Code to a new "entertainment" section.	Short	CP, CC, MO, BAM	RHI <sup>64</sup>
PHIL	15	Philosophy	Invest in public-private partnerships in order to help sustain and nourish the South	Long	RHP, SSLDC, BAM, CP, BC	Stockton, CA <sup>65</sup> ; San Francisco, CA <sup>66</sup>

<sup>58</sup> Responsible Hospitality Institute.

<sup>59</sup> RHI Webinar, May 26, 2009.

<sup>60</sup> Responsible Hospitality Institute.

<sup>61</sup> Hough, Olivia.

<sup>62</sup> Madison Leadership Summit.

<sup>63</sup> Land-Use Planning and Policy, City of Calgary.

<sup>64</sup> Responsible Hospitality Institute.

<sup>65</sup> Stockton Downtown Alliance.

<sup>66</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

			Side's entertainment economy.			
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Proposed Practice in regular font;  
*Actual Practice in italics.*

**B. MANAGEMENT AND DESIGN POLICY RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	TIMEFRAME	PARTNERS	SOURCE CITY
DES	1	Philosophy	Ensure the historical and architectural character of neighborhood is maintained, while also developing the South Side into a hospitable environment.	Long	CP, SSLDC, PLAN, RHP, SSPF	<i>Santa Cruz, CA<sup>67</sup>; Edmonton, Canada<sup>68</sup></i>
DES	2	Policy	Create an overlay district over the South Side with specific zoning regulations that will govern entertainment establishments and nightlife activities. <i>Such an overlay district could eventually be extended to cover multiple neighborhoods in the city.</i>	Middle	CP, SSLDC, PLAN, RHP, SSPF	<i>Austin, TX<sup>69</sup>; Edmonton, Canada<sup>70</sup>; Stockton, CA<sup>71</sup></i>

<sup>67</sup> Hende, Julie. "Downtown Santa Cruz's Rise from the Ashes of a Devastating Earthquake." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>68</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>69</sup> Baily, Rich.

<sup>70</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>71</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

DES	3	Policy	Establish a Business Improvement District within the South Side, which will fund cleaning, safety, and marketing operations with monies collected through the assessments of businesses and land owners.	Middle	CP, CC, MO, RHP, BC, SSCh., SSLDC	<i>New York City</i> <sup>72</sup> ; <i>Albuquerque, NM</i> ; <i>Phoenix, AZ</i> ; <i>Boulder, Co</i> ; <i>San Diego, CA</i> ; <i>Austin, TX</i> <sup>73</sup>
DES	4	Philosophy	Work with the developers who own a significant amount of land in the South Side to create a set of standardized procedures and guidelines by which their night-life tenants will operate.	Middle	CP, RHP, BC, SSLDC	<i>Phoenix, AZ</i> <sup>74</sup>
DES	5	Philosophy	Utilize "streetscape" and "street as a venue" design concepts in any redevelopment efforts in the South Side, thus encouraging increased pedestrian space and safety.	Long	CP, SSLDC, PLAN, RHP, SSPF	<i>Norfolk, VA</i> <sup>75</sup> ; <i>Calgary, Canada</i> <sup>76</sup> ; <i>RHI</i> <sup>77</sup> ; <i>Stockton, CA</i> <sup>78</sup> ; <i>Madison, WI</i> <sup>79</sup> ; <i>Edmonton, Canada</i> <sup>80</sup>

<sup>72</sup> New York City Department of Small Business Services. "Starting a Business Improvement District: A Step-By-Step Guide." New York, NY: New York City Department of Small Business Services.

<sup>73</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

<sup>74</sup> Lazarus, Larry.

<sup>75</sup> Coleman, Cathy. "Developing and Promoting Taxi Stands: Norfolk, VA's 'Don't Drive, Catch a Ride' Safe Ride Initiative." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>76</sup> Land-Use Planning and Policy, City of Calgary.

<sup>77</sup> Responsible Hospitality Institute.

<sup>78</sup> Stockton Downtown Alliance.

<sup>79</sup> Madison Leadership Summit.

<sup>80</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

DES	6	Philosophy	Implement "crime prevention through environmental design" policies to increase safety, and the perception of safety, in the South Side.	Long	CP, SSLDC, PLAN, RHP, SSPF	Calgary, Canada <sup>81</sup> ; RHI <sup>82</sup> ; Santa Cruz, CA <sup>83</sup> ; Edmonton, Canada <sup>84</sup>
DES	7	Practice	Create a "community code of conduct" that will be expected of all visitors to, and patrons of, the South Side.	Short	CP, RHP, SSCC, SSCh., BC, UNIV,	Madison, WI <sup>85</sup>
DES	8	Philosophy	Involve community members in a "community review process" to discuss the values and expectations that the neighborhood holds, and how these values will inform the management of the South Side.	Middle	CCT, SSCC, BC	Fullerton, CA; Garden Grove, CA; Newport, CA <sup>86</sup>

Proposed Practice in regular font; *Actual Practice in italics.*

<sup>81</sup> Land-Use Planning and Policy, City of Calgary.

<sup>82</sup> Responsible Hospitality Institute.

<sup>83</sup> Hendee, Julie.

<sup>84</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>85</sup> Madison Leadership Summit.

<sup>86</sup> RHI Webinar, May 26, 2009.

**C. HOSPITALITY PARTNERSHIP RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	TIMEFRAME	PARTNERS	SOURCE CITY
RHP	1	Practice	<a href="#"><u>Create a South Side Hospitality Resource/ Partnership (RHP) to take a leadership role in collaboratively managing the South Side through the cooperation of all stakeholder groups.</u></a>	Middle	CP, BC, SSCC, LO	<i>Georgetown, Washington, DC<sup>87</sup>; Edmonton, Canada<sup>88</sup>; Bellingham, WA<sup>89</sup>; Springfield, MO; Boulder, CO<sup>90</sup></i>

<sup>87</sup> Peters, Jim. "Rats, Not Doves, Symbolize Peace in Georgetown." Santa Cruz, CA: Responsible Hospitality Institute, 2005.

<sup>88</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>89</sup> Welker, Lara. "Bellingham, WA's Hospitality Resource Alliance: A Multi-Sector, Collaborative Approach to Creating a Vibrant and Safe Late-Night Downtown." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Comments made by Lara Welker, Campus Community Coalition Coordinator, Western Washington University, Bellingham, WA, during phone conversation with author on May 26, 2009.

<sup>90</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

RHP	2	Philosophy	A South Side RHP will focus on proactive measures to manage the South Side, including: facilitating discussions of neighborhood issues, mediating disputes, providing remediation, collecting data, engaging in community organizing efforts, hosting forums, and identifying current or potential resources.	Middle	RHP, BC, SSSC, CP	<i>Georgetown, Washington, DC<sup>91</sup>; Bellingham, WA<sup>92</sup>; Madison, WI<sup>93</sup>; Montgomery County, MD<sup>94</sup>; Montgomery County, MD<sup>95</sup></i>
RHP	3	Policy	A South Side RHP will include four to ten representatives of each stakeholder group (community, hospitality, development, and safety) and will meet once every one to two months.	Middle	RHP, BC, SSSC, CP, LO	<i>Bellingham, WA<sup>96</sup>; Edmonton, Canada<sup>97</sup>; Boulder, CO<sup>98</sup>; Madison, WI<sup>99</sup>; Santa Cruz, CA<sup>100</sup>; RHI<sup>101</sup>; RHI<sup>102</sup></i>

<sup>91</sup> Peters, Jim. "Rats, Not Doves, Symbolize Peace in Georgetown."

<sup>97</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>102</sup> Responsible Hospitality Institute.

<sup>101</sup> Responsible Hospitality Institute.

<sup>100</sup> Hendee, Julie.

<sup>99</sup> Madison Leadership Summit.

<sup>98</sup> Karpowich, Mark. "The Colorado Responsible Hospitality Group, Community Policing in Boulder." Santa Cruz, CA: Responsible Hospitality Institute, 2008

<sup>96</sup> Welker, Lara.

<sup>92</sup> Welker, Lara.

<sup>93</sup> Madison Leadership Summit.

<sup>94</sup> Durbin, Kathy. "Cultural Diversity and Hospitality."

<sup>95</sup> Durbin, Kathy. "Space for Sociability for 18-25 years olds." Santa Cruz, CA: Responsible Hospitality Institute, 2005.

RHP	4	Philosophy	Establish the South Side RHP as a neutral space for discussion, predicated on mutual respect, trust, collaboration, and open communication among the diverse stakeholders who are represented in the RHP.	Middle	RHP, BC, SSSC, CP, LO	RHI <sup>103</sup> ; San Diego, CA <sup>104</sup> ; Bellingham, WA <sup>105</sup> ; Georgetown, Washington, DC <sup>106</sup>
RHP	5	Practice	Create an Early Intervention Team in the South Side RHP to provide intervention, technical assistance, and peer mentoring to at-risk	Middle	EIT, RHP, BC, CP, CCT, SSCh.	Boulder, CO <sup>107</sup> ; Monterey, CA <sup>108</sup> ; RHI <sup>109</sup> ; Stockton, CA <sup>110</sup> ; Chicago, IL (First to Implement) <sup>111</sup>
RHP	6	Policy	Every time a new liquor license is granted in the South Side, initiate an outreach meeting between the RHP, Early Intervention Team, and establishment owners prior to the opening, in order to discuss the establishment's responsibilities and role in the South Side.	Middle	RHP, BC	Boulder, CO <sup>112</sup> ; Seattle, WA <sup>113</sup>

<sup>103</sup> Responsible Hospitality Institute.

<sup>104</sup> Harnden, Allison. "Special Event Alliance." Santa Cruz, CA: Responsible Hospitality Institute, 2005.

<sup>105</sup> Welker, Lara.

<sup>106</sup> Peters, Jim. "Rats, Not Doves, Symbolize Peace in Georgetown."

<sup>107</sup> Karpowich, Mark.

<sup>108</sup> Pease, Dawn. "HRP: Late Night Entertainment Alliance." and "HRP: Monterey Early Assistance Team."

<sup>109</sup> Responsible Hospitality Institute.

<sup>110</sup> Stockton Downtown Alliance.

<sup>111</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

<sup>112</sup> Karpowich, Mark.

<sup>113</sup> Seattle Joint Enforcement Team. "Seattle JET Structure and Work Plan for 2009." Provided by Rachel White, Music and Nightlife Program Coordinator, Office of Film and Music, Seattle, WA in an email to the author, June 30, 2009.

RHP	7	Philosophy	Establish criteria for intervention and mentoring at-risk and problematic establishments through a dialogue between the South Side RHP, the community, businesses, and insurance providers.	Middle	RHP, BC, SSCC, OV	Edmonton, Canada <sup>114</sup>
RHP	8	Practice	Host monthly RHP roundtables and an annual summit meeting for discussion and further education on past incidents and proactive, preventative solutions.	Long	RHP, BC, CCT	Edmonton, Canada <sup>115</sup> ; <i>Boulder, CO; San Diego, CA (First Implement)</i> <sup>116</sup>

<sup>114</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>115</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>116</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

RHP	9	Practice	Create a "community covenant," sponsored by the RHP, outlining a code of conduct, which businesses and the community will sign and adhere to.	Middle	RHP, BC, SSCC, UNIV	<i>Bellingham, WA<sup>117</sup>; Montgomery County, MD<sup>118</sup>; San Jose, CA<sup>119</sup>; San Diego, CA<sup>120</sup>; Edmonton, Canada<sup>121</sup></i>
RHP	10	Practice	Establish a "Careers in Hospitality" subcommittee or alliance through the South Side RHP.	Long	RHP, BC, SSCh., SSLDC	<i>Edmonton, Canada<sup>122</sup>; San Diego, CA<sup>123</sup></i>
RHP	11	Practice	Host a hospitality careers road show, speakers bureau, and job fairs through the "Careers in Hospitality" subcommittee or alliance and the	Long	RHP, BC, SSCh., SSLDC	<i>San Diego, CA<sup>124</sup></i>

<sup>117</sup> Welker, Lara.

<sup>118</sup> Durbin, Kathy. "Cultural Diversity and Hospitality."

<sup>119</sup> RHI Webinar, "Economic Benefits of Nightlife" on June 23, 2009, hosted Mac Nicholas, Economic Research Associates.

<sup>120</sup> Responsible Hospitality Institute.

<sup>121</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>122</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>123</sup> Harnden, Allison. "Careers in Hospitality Alliance." Santa Cruz, CA: Responsible Hospitality Institute , 2005.

<sup>124</sup> Harnden, Allison. "Careers in Hospitality Alliance."

			RHP.			
RHP	12	Practice	Hold an annual "Liquor Licensee Summit" with regulators and licensees to discuss regulatory issues, compliance, and other concerns that surfaced in that year.	Middle	RHP, BC, PLCB, LCE	<i>Boulder, CO<sup>125</sup>; San Diego, CA<sup>126</sup></i>
RHP	13	Practice	Hold orientations for new businesses, their owners, event planners, and promoters, especially if alcohol is served, to discuss responsibilities and risk management.	Short	RHP, BC, CCT, PLCB, LCE	<i>Montgomery County, MD<sup>127</sup>; San Diego, CA<sup>128</sup></i>
RHP	14	Policy	Establish a formal city commission to deal with entertainment and hospitality issues throughout the whole City.	Short	CP, CC, MO	<i>Austin, TX<sup>129</sup>; San Francisco, CA<sup>130</sup>; RHI<sup>131</sup></i>
RHP	15	Policy	Bestow upon the entertainment and hospitality commission the power to grant, modify, and restrict certain permits and to enforce the "community covenant."	Short	CP, CC, MO	<i>RHI<sup>132</sup></i>
RHP	16	Practice	Establish a nightlife or hospitality association composed of liquor licensees and late-night businesses.	Middle	BC, SSCh., SSLDC	<i>Edmonton, Canada<sup>133</sup>; Burlington, VT<sup>134</sup>,</i>

<sup>125</sup> Karpowich, Mark.

<sup>126</sup> Harnden, Allison. "Special Event Alliance."

<sup>127</sup> Durbin, Kathy. "Space for Sociability for 18-25 years olds."

<sup>128</sup> Harnden, Allison. "Special Event Alliance."

<sup>129</sup> Baily, Rich.

<sup>130</sup> Responsible Hospitality Institute.

<sup>131</sup> Responsible Hospitality Institute.

<sup>132</sup> Responsible Hospitality Institute.

<sup>133</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>134</sup> Redmond, Ron. "Cabaret Association Sets Professional Standards for Burlington's Nightlife." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

						<i>New York City, NY; Washington, DC<sup>135</sup></i>
RHP	17	Philosophy	The nightlife or hospitality association will represent the interests of the nightlife industry in its external relations with the city, regulatory and enforcement agencies, and local residents.	Middle	BC, SSCh., SSLDC	RHI <sup>136</sup>

<sup>135</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

<sup>136</sup> Responsible Hospitality Institute.

RHP	18	Practice	Hold regular late-night, and early morning district tours of the South Side with city officials, regulators, public safety officials, residents, and business owners.	Short	RHP, CCT, CP, BC, SSCC, SSLCD, SSCh.	RHI <sup>137</sup>
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Proposed Practice in regular font;  
*Actual Practice in italics.*

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<sup>137</sup> Responsible Hospitality Institute.

**D. MESSAGING POLICY RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	TIMEFRAME	PARTNERS	SOURCE CITY
MESS	1	Philosophy	Allow young adults and college students to design the social messaging campaign on responsible hospitality in the South Side.	Middle	RHP, UNIV, BC	<i>Edmonton, Canada<sup>138</sup>; Athens, GA<sup>139</sup></i>
MESS	2	Practice	Target messaging campaign towards young adults and college students.	Middle	RHP	<i>Edmonton, Canada<sup>140</sup>; Montgomery County, MD<sup>141</sup>; Athens, GA<sup>142</sup></i>
MESS	3	Philosophy	Coordinate campaign with healthcare providers, state and local health agencies, law enforcement agencies, and local celebrities.	Long	RHP, PD, ST	<i>Edmonton, Canada<sup>143</sup>; Monterey, CA<sup>144</sup></i>

<sup>138</sup> Davies, Cindy. "Patron Responsibility Campaigns." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>139</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

<sup>140</sup> Davies, Cindy.

<sup>141</sup> Durbin, Kathy. "Space for Sociability for 18-25 years olds."

<sup>142</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

<sup>143</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>144</sup> Pease, Dawn. "HRP: Late Night Entertainment Alliance." Santa Cruz, CA: Responsible Hospitality Institute, 2005.; Pease, Dawn. "HRP: Monterey Early Assistance Team." Santa Cruz, CA: Responsible Hospitality Institute, 2005.

MESS	4	Practice	Messaging campaign must give time for patrons to acclimate to the messages and be sustained for an extended period of time.	Long	RHP, BC, SSCh.	<i>Edmonton, Canada<sup>145</sup>; San Jose, CA<sup>146</sup>; New Zealand<sup>147</sup></i>
MESS	5	Practice	Initiate a messaging campaign to the brand (or rebrand) the South Side as a safe and vibrant, multi-use entertainment district.	Middle	RHP, BC, SSCh.	<i>Phoenix, AZ<sup>148</sup>; Stockton, CA<sup>149</sup></i>
MESS	6	Philosophy	Focus messaging campaign on the idea of "responsible citizenship and patronage," i.e. drinking and driving (with a less threatening tone), hosting safe parties, violence and alcohol, pedestrian safety, personal responsibilities, and expected behavior on the South Side.	Middle	RHP, SSCC, SSCh., SSLDC, UNIV, BC	<i>Victoria, Australia<sup>150</sup>; Edmonton, Canada<sup>151</sup>; Boulder, CO<sup>152</sup>; RHI<sup>153</sup></i>
MESS	7	Philosophy	Use messaging to welcome patrons to the South Side and increase their awareness of the mix of entertainment and nightlife options on the South Side.	Middle	RHP, SSCh., SSLDC	<i>Madison, WI<sup>154</sup>; Boulder, CO<sup>155</sup></i>

<sup>145</sup> Davies, Cindy.

<sup>146</sup> Zelalich, Blage. "Extended Hour Pilot Program to Improve Management of Closing Time Impacts." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>147</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

<sup>148</sup> Lazarus, Larry.

<sup>149</sup> Stockton Downtown Alliance.

<sup>150</sup> "Championship Moves" Campaign, Victoria, Australia, is sponsored by the Victoria State Government and Victoria Police and can be found at <<http://www.championshipmoves.com.au/home.php>>.

<sup>151</sup> Davies, Cindy.

<sup>152</sup> Jones, Cris. "Expanding Late Night Transit Service: Boulder CO." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>153</sup> Responsible Hospitality Institute.

<sup>154</sup> Madison Leadership Summit.

<sup>155</sup> Comments made by Heather Frey, Alcohol Officer, Boulder, CO Police Department, during a phone conversation with the author on June 9, 2009.

MESS	8	Practice	Keep the public, transportation providers, the City, public safety practitioners, business owners, and staff informed as to the progress and goals of the messaging campaign.	Long	RHP, CP	Norfolk, VA <sup>156</sup>
MESS	9	Practice	Utilize messaging signage in bathrooms, on tables, tents, and banners in and around bars, as well as in parking lots.	Short	RHP, BC, SSCh.	Edmonton, Canada <sup>157</sup> ; Boulder, CO <sup>158</sup>
MESS	10	Practice	Place the messaging on back of parking receipts, business-card size brochures, alcohol packaging, napkins, table-top displays, and employee payroll stubs.	Short	RHP, BC, SSCh.	Boulder, CO <sup>159</sup> ; Norfolk, VA <sup>160</sup> ; RHI <sup>161</sup>
MESS	11	Practice	Use an "events team" of young adults to disseminate messaging through personal contacts in the South Side during weekend late-nights.	Middle	RHP, BC	Edmonton, Canada <sup>162</sup>
MESS	12	Practice	Hold information sessions or orientations for new residents of the South Side, especially for those who are moving there from the suburbs.	Short	CP, SSCC, SSLDC, PD, RHP	RHI <sup>163</sup>

<sup>156</sup> Coleman, Cathy.

<sup>157</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>158</sup> Matthews, Kurt. "Multiple Points of Intervention: A Holistic Approach to Addressing DUI and Underage Drinking." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Karpowich, Mark.

<sup>159</sup> Karpowich, Mark.

<sup>160</sup> Coleman, Cathy.

<sup>161</sup> Responsible Hospitality Institute.

<sup>162</sup> Davies, Cindy.

<sup>163</sup> Responsible Hospitality Institute.

MESS	13	Practice	Hold student orientations at the beginning of each school year to review the expectations of them when they are participating in nightlife on the South Side, including a written code of conduct.	Short	UNIV, CP, RHP, SSCC	Edmonton, Canada <sup>164</sup> ; Boulder, CO; Burlington, VT ( <i>First to Implement</i> ) <sup>165</sup>
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Proposed Practice in regular font;  
Actual Practice in italics.

<sup>164</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>165</sup> Comments made by Allison Harnden, Responsible Hospitality Institute, during a phone conversation with the author on August 3, 2009.

**E. INTERNAL HOSPITALITY POLICY RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	TIMEFRAME	PARTNERS	SOURCE CITY
HOSP	1	Practice	Create a comprehensive and exhaustive list of internal policies that all establishments in the South Side must adhere to, in consultation with the nightlife association and South Side RHP.	Middle	RHP, BC, CP, PLCB, LCE	RHI <sup>166</sup> ; New York City, NY <sup>167</sup>
HOSP	2	Philosophy	Coordinate internal policies and practices that focus on intervening with intoxicated patrons through: bouncers, parking lot attendants, valets, hotel bell staffs, concierges, restaurants staffs, stadium parking and security personnel, and business district safety ambassadors.	Middle	BC, RHP, SSCh., CP	RHI <sup>168</sup>
HOSP	3	Philosophy	Utilize the following process for implementing all internal policies in night-life establishments: "establish, educate, monitor, respond, evaluate."	Middle	BC, RHP	RHI <sup>169</sup>
HOSP	4	Practice	Create a comprehensive egress plan for all businesses on the South Side.	Middle	CP, DPW, RHP, PAT, TX, PPA, UNIV	Edmonton, Canada <sup>170</sup>

<sup>166</sup> Comments made by Allison Harnden, Vice-President, RHI, during a phone conversation with the author on June 5, 2009.

<sup>167</sup> New York City Nightlife Association. "Best Practices for Nightlife Establishments." New York, NY: New York City Nightlife Association, 2007. <<http://home2.nyc.gov/html/nypd/downloads/pdf/>

<sup>168</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>169</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>170</sup> Edmonton- Old Strathcona Leadership Summit.

HOSP	5	Practice	Create and distribute handbooks on liquor laws and licensee responsibilities to establishment management and owners.	Short	RHP, LCE, PLCB, BC, CP, PD	Edmonton, Canada <sup>171</sup>
HOSP	6	Policy	Require all owners or managers to provide the city with a detailed security plan for their establishments.	Middle	BC, CP, PD, FD, EMS	RHI <sup>172</sup> ; Edmonton, Canada <sup>173</sup>
HOSP	7	Philosophy	Establish the importance and severity of <i>not</i> serving minors and visibly intoxicated persons in all nightlife establishments.	Short	RHP, CP, LCE, PLCB, PD, BC	RHI <sup>174</sup>
HOSP	8	Practice	Dispatch the security staff of late-night establishments outside of the establishment to assist with the egress of patrons around closing time.	Short	BC, RHP	<i>Boulder, CO</i> <sup>175</sup> ; RHI <sup>176</sup>
HOSP	9	Practice	Extend the perimeter around the establishment for which the establishment holds responsibility to provide security staffing.	Short	BC, RHP	RHI <sup>177</sup>
HOSP	10	Policy	Stagger the closing times of bars by closing some establishments earlier, while keeping others open later without alcohol service.	Long	BC, RHP, CP, CC, MO, PD	RHI <sup>178</sup> , <i>San Jose, CA</i> <sup>179</sup> ; Edmonton, Canada <sup>180</sup>

<sup>171</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>172</sup> Responsible Hospitality Institute.

HOSP	11	Policy	Require event planners and promoters to hold pre-event and post-event briefings with establishment management and representatives of the RHP.	Middle	BC, RHP, CP	RHI <sup>181</sup> ; <i>Edmonton, Canada</i> <sup>182</sup>
HOSP	12	Policy	Establish a "universal trespassing" policy that bars a patron from entering an establishment after he or she has been kicked out of another establishment.	Short	BC, RHP, CP, PD	<i>Burlington, VT</i> <sup>183</sup>
HOSP	13	Practice	Make Breathalyzers available to patrons in bars in order to assist them in learning their capacity for alcohol consumption.	Short	BC, RHP, SSCh., PD, LCE	RHI <sup>184</sup>
HOSP	14	Policy	Require employees, especially those who work outside of the establishment, to report to the police any intoxicated patrons, and their license plate numbers, who choose to drive.	Short	BC, RHP, PD, LCE	RHI <sup>185</sup>
HOSP	15	Policy	Require a specific ratio of security personnel to patrons that an establishment must maintain.	Middle	RHP, BC, CP	<i>Phoenix, AZ</i> <sup>186</sup> ; <i>Boulder, CO</i> <sup>187</sup>

HOSP	16	Philosophy	Ensure that security personnel have the appropriate soft skills to deal with conflicts and problem solving.	Long	BC, RHP	RHI <sup>188</sup>
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Proposed Practice in regular font;  
*Actual Practice in italics.*

**F. BUSINESS ASSISTANCE POLICY RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	TIMEFRAME	PARTNERS	SOURCE CITY
BUSIN	1	Practice	Create a nightlife business assistance and district management office within the City government.	Middle	CP, BC	<i>Seattle, WA<sup>189</sup>; Edmonton, Canada<sup>190</sup>; Madison, WI<sup>191</sup>; Stockton, CA<sup>192</sup>; Austin, TX<sup>193</sup>; San Jose, CA<sup>194</sup>; Boulder, CO<sup>195</sup>; Santa Cruz, CA<sup>196</sup></i>
BUSIN	2	Philosophy	Nightlife assistance and management office will focus on providing businesses with guidance and expediency through the permitting and licensing process, communication and advocacy in local governments, and resources to thrive in the South Side.	Middle	CP, BAM, PLAN, DPW, BBI	<i>Madison, WI<sup>197</sup>; Stockton, CA<sup>198</sup>; San Jose, CA<sup>199</sup>; Seattle, WA<sup>200</sup>; Boulder, CO<sup>201</sup></i>
BUSIN	3	Policy	Provide nightlife businesses with loan assistance programs and tax rebates and incentives.	Middle	CP, BAM, BC, SSLDC	<i>Stockton, CA<sup>202</sup>; Austin, TX<sup>203</sup></i>
BUSIN	4	Practice	Provide educational resources to businesses on the regulations and responsibilities for businesses that operate in the South Side, in order to prevent problems in the future.	Middle	CP, BAM, PD, BBI, PLCB, LCE	<i>Seattle, WA<sup>204</sup>; Springfield, MO<sup>205</sup></i>

Proposed Practice in regular font; *Actual Practice in italics.*

**G. CODE ENFORCEMENT POLICY RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	TIMELINE	PARTNERS	SOURCE CITY
CODE	1	Practice	Establish a "code cooperation team" team to address enforcement and coordination between regulators, businesses, and residents.	Middle	CP, RHP, BBI, DPW, PD, FD, PLCB, LCE, BC, SSCC	RHI <sup>206</sup> ; <i>Washington, DC</i> <sup>207</sup> ; <i>Seattle, WA</i> <sup>208</sup> ; <i>Edmonton, Canada</i> <sup>209</sup>
CODE	2	Philosophy	Include in the "code cooperation team" all relevant regulatory and enforcement agencies that have responsibilities and jurisdiction in the South Side, in addition to community, business, and government representatives.	Middle	CP, RHP, BBI, DPW, PD, FD, PLCB, LCE, BC, SSCC	RHI <sup>210</sup> ; <i>Washington, DC</i> <sup>211</sup> ; <i>Edmonton, Canada</i> <sup>212</sup>
CODE	3	Practice	Conduct "walk throughs" and "district tours" of the South Side during Thursday through Saturday late-nights, in order to give business, government, and community leaders and the code team exposure to the challenges facing the neighborhood.	Short	CCT, RHP, SSCC, SSCh.	RHI <sup>213</sup>
CODE	4	Practice	Hold a large, annual regulatory update meeting for all stakeholders, especially businesses and residents.	Middle	CCT, SSCC, SSLDC, SSCh., BC, LO	RHI <sup>214</sup>
CODE	5	Policy	Increase the number of building inspectors, and move some of their work into weekend late-nights.	Middle	CP, BBI, RHP, SSLDC	<i>Cape Corals, FL</i> <sup>215</sup> ; <i>Calgary, Canada</i> <sup>216</sup> ; <i>Gainesville, FL</i> <sup>217</sup>
CODE	6	Philosophy	Grant local municipal governing bodies more authority over the granting and regulation of liquor licensees, such as requiring public hearings, conditional use permits, and probation periods. <sup>218</sup>	Short	CCT, PLAN, PLCB, CP, St., PLCB	<i>Fullerton, CA</i> , <i>Garden Grove, CA</i> , <i>Newport, CA</i> <sup>219</sup> ; <i>RHI</i> <sup>220</sup> ; <i>Vancouver, Canada</i> <sup>221</sup>

CODE	7	Policy	Determine the <i>actual</i> occupancy of late-night establishments, in order to ensure that adequate public safety services are allocated to the South Side.	Short	CCT, BC, SSCh.	RHI <sup>222</sup> ; Edmonton, Canada <sup>223</sup>
CODE	8	Policy	Allow fire marshals and building inspectors to train police officers to enforce overcrowding and fire code violations, including the authority to	Short	FD, BBI, PD	Gainesville, FL <sup>224</sup>

<sup>173</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>174</sup> Responsible Hospitality Institute.

<sup>175</sup> Karpowich, Mark.

<sup>176</sup> Responsible Hospitality Institute.

<sup>177</sup> Responsible Hospitality Institute.

<sup>178</sup> Responsible Hospitality Institute.

<sup>179</sup> Zelalich, Blage.

<sup>180</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>181</sup> Responsible Hospitality Institute.

<sup>182</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>183</sup> Responsible Hospitality Institute.

<sup>184</sup> Responsible Hospitality Institute.

<sup>185</sup> Responsible Hospitality Institute.

<sup>186</sup> Lazarus, Larry.

<sup>187</sup> Comments made by Heather Frey, Alcohol Officer, Boulder, CO Police Department, in a phone conversation with the author on June 9, 2009.

<sup>188</sup> Responsible Hospitality Institute.

<sup>189</sup> Seattle Joint Enforcement Team.

<sup>190</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>191</sup> Madison Leadership Summit.

<sup>192</sup> Smallie, Dennis.

<sup>193</sup> Baily, Rich.

<sup>194</sup> Zelalich, Blage.

<sup>195</sup> Karpowich, Mark.

<sup>196</sup> Hendee, Julie.

<sup>197</sup> Madison Leadership Summit.

<sup>198</sup> Smallie, Dennis.

<sup>199</sup> Zelalich, Blage.

<sup>200</sup> Comments made by Rachel White, Music and Nightlife Program Coordinator, Office of Film and Music, Seattle, WA in a phone conversation with the author, June 30, 2009.

			shut down non-compliant establishments.			
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<sup>201</sup> Karpowich, Mark.

<sup>202</sup> Smallie, Dennis.

<sup>203</sup> Baily, Rich.

<sup>204</sup> Seattle Joint Enforcement Team.

<sup>205</sup> Hough, Olivia.

<sup>206</sup> Responsible Hospitality Institute.

<sup>207</sup> Peters, Jim. "Improving Barriers by Breaking down Barriers." Santa Cruz, CA: Responsible Hospitality Institute, 2005.

<sup>208</sup> Seattle Joint Enforcement Team.

<sup>209</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>210</sup> Responsible Hospitality Institute.

<sup>211</sup> Peters, Jim. "Improving Barriers by Breaking down Barriers."

<sup>212</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>213</sup> Responsible Hospitality Institute.

<sup>214</sup> Responsible Hospitality Institute.

<sup>215</sup> RHI Webinar, May 26, 2009.

<sup>216</sup> Land-Use Planning and Policy, City of Calgary.

<sup>217</sup> Comments made by Patrick White, Cape Corals Redevelopment Agency, in a phone conversation with the author on June 1, 2009.

<sup>218</sup> This recommendation is already being considered in the Pennsylvania State Legislature. House Bill 115, sponsored by Senator Wayne Fontana, D- Brookline, under consideration in the Pennsylvania State Senate, would grant the governing bodies of municipalities the authority to grant or refuse approval of the *intramunicipal* transfer of a liquor licenses (i.e. from neighborhood in the city to another neighborhood).

<sup>219</sup> RHI Webinar, June 26, 2009.

<sup>220</sup> Responsible Hospitality Institute.

<sup>221</sup> Responsible Hospitality Institute.

<sup>222</sup> Responsible Hospitality Institute.

<sup>223</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>224</sup> Comments made by Captain Ed Book, Gainesville, FL Police Department, and Gainesville City Commissioner Jeanna Mastrodicasa during phone conversations with the author on May 22, 2009 and May 28, 2009.

CODE	9	Policy	Require establishments to staff a crowd manager position, who will submit a safety management plan to the city each year.	Middle	CP, BC, RHP, PD, FD, EMS	Gainesville, FL <sup>225</sup> ; Edmonton, Canada <sup>226</sup>
CODE	10	Policy	Revoke the ability of establishments to host 18 to 21 year-old patrons in their establishments if they accrue a certain number of underage drinking violations.	Short	CP, BC, LCE, PD	Gainesville, FL <sup>227</sup>
CODE	11	Policy	Create registration process for drink specials, keg purchases, live entertainment, and promoters who operate within bars.	Short	CP, RHP, BC, CCT	Gainesville, FL <sup>228</sup> ; Burlington, VT <sup>229</sup>
CODE	12	Practice	Lobby the state to create different classifications of liquor licenses (social club, restaurant, bar, nightclub) and different host neighborhoods for the licenses, with varying and differing degrees of regulations.	Long	St., PLCB, LCE, CP, RHP	Austin, TX <sup>230</sup> ; Seattle, WA <sup>231</sup>
CODE	13	Practice	Initiate at least one unannounced and undercover compliance check on every establishment in the South Side each year.	Short	CCT, PD, FD, BBI, BC, RHP	Boulder, CO <sup>232</sup>
CODE	14	Practice	Congratulate all of those businesses that successfully pass their compliance checks, in addition to reprimanding, assisting, and mentoring those who fail their	Short	CCT, RHP	RHI <sup>233</sup>

<sup>225</sup> Phone conversations with Captain Ed Book and Commissioner Jeanna Mastrodicasa.

<sup>226</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>227</sup> Phone conversation with Commissioner Jeanna Mastrodicasa.

<sup>228</sup> Phone conversation with Jeanna Mastrodicasa.

<sup>229</sup> Responsible Hospitality Institute.

<sup>230</sup> Baily, Rich.

			checks.			
CODE	15	Policy	Revise noise ordinances to measure noise as sound that is plainly audible and causing a disturbance for the neighbors; adjust for time of the day and permitting narrowly defined variances.	Short	CP, CC, MO, RHP, CCT	Gainesville, FL <sup>234</sup> ; RHI <sup>235</sup>
CODE	16	Policy	Shift the responsibility for enforcing noise ordinances from the police to building inspectors.	Middle	BBI, PD	Austin, TX <sup>236</sup>
CODE	17	Policy	Include provisions in noise ordinances for sound emitted from refuse and recycling collection trucks.	Short	CP, CC, MO, RHP, CCT	RHI <sup>237</sup>
CODE	18	Policy	Require soundproofing measures on all new and remodeled establishments in the South Side.	Short	CP, BBI, PLAN, SSLDC	RHI <sup>238</sup>
CODE	19	Policy	Require all businesses to submit trash management plans to the City on a regular basis.	Short	CP, BC, CCT, DPW	RHI <sup>239</sup>
CODE	20	Practice	Provide ongoing and relevant education on code and regulations to businesses, residents, and the code	Long	CCT, SSCC, SSCh., BC, LO	Calgary, Canada <sup>240</sup>

<sup>231</sup> Seattle Joint Enforcement Team.

<sup>232</sup> Comments made by Heather Frey, Alcohol Officer, Boulder, CO Police Department, in a phone conversation with the author on June 9, 2009.

<sup>233</sup> Responsible Hospitality Institute.

<sup>234</sup> Responsible Hospitality Institute.

<sup>235</sup> Responsible Hospitality Institute.

<sup>236</sup> Baily, Rich.

<sup>237</sup> Responsible Hospitality Institute.

<sup>238</sup> Responsible Hospitality Institute.

<sup>239</sup> Responsible Hospitality Institute.

<sup>240</sup> Land-Use Planning and Policy, City of Calgary.

			cooperation team.			
CODE	21	Policy	Create a landlord licensing system, which includes penalty points incurred for various violations, culminating in the loss of a license for repeated violations.	Middle	CP, BBI, CCT, LO	<i>Gainesville, FL<sup>241</sup></i>
CODE	22	Practice	Provide all landlords and tenants with an up-to-date guide to all of the applicable laws and regulations for renting in the South Side, especially as they pertain to hosting parties.	Short	CCT, SSCC, LO	<i>Gainesville, FL<sup>242</sup></i>
CODE	25	Policy	Require all establishments to have an exterminator assess their property at least one time each year.	Short	CP, RHP, CCT	RHI <sup>243</sup>

Proposed Practice in regular font; *Actual Practice in italics.*

<sup>241</sup> Phone conversation with Jeana Mastrodicasa.

<sup>242</sup> Book, Ed. "The SAFE-T Kiosk - Innovative Crime Prevention." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Phone conversation with Capt. Ed Book.

<sup>243</sup> Responsible Hospitality Institute.

**H. POLICING POLICY RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	TIMEFRAME	PARTNERS	SOURCE CITY
POL	1	Practice	Establish a dedicated unit, with the same group of officers, to police the South Side, both on and around E. Carson St., Thursday through Saturday late-nights.	Long	CP, PD, RHP	Boulder, CO <sup>244</sup> ; Edmonton, Canada <sup>245</sup> ; Gainesville, FL <sup>246</sup> ; Providence, RI <sup>247</sup> ; Chicago, IL <sup>248</sup> ; Calgary, Canada <sup>249</sup> ; RHI <sup>250</sup>
POL	2	Philosophy	Focus the dedicated policing unit on community policing, nuisance and violent crimes, the egress of patrons from bars, and traffic alleviation.	Long	PD, RHP	Providence, RI <sup>251</sup> ; Gainesville, FL <sup>252</sup> ; Chicago, IL <sup>253</sup> ; Calgary, Canada <sup>254</sup> ; Edmonton, Canada <sup>255</sup>

POL	3	Philosophy	Build relationships between the policing unit and business owners, patrons, and residents.	Short	PD, RHP, BC, SSCC	<i>Chicago, IL<sup>256</sup>; Calgary, Canada<sup>257</sup>; RHI<sup>258</sup>; Seattle, WA<sup>259</sup>; Edmonton, Canada<sup>260</sup></i>
POL	4	Policy	Recruit officers for the dedicated police unit who are particularly oriented to customer service, with strong interpersonal and problem solving skills.	Long	PD	<i>RHI<sup>261</sup>; Baltimore, MD<sup>262</sup>; Edmonton, Canada<sup>263</sup></i>
POL	5	Practice	Base the police unit in a highly visible location in the South Side, preferably on E. Carson St., and provide a space to arraign and detail those arrested during weekend late-nights on the South Side. <sup>264</sup>	Long	PD, LO, SSLDC	<i>Philadelphia, PA<sup>265</sup>; RHI<sup>266</sup></i>

<sup>244</sup> Comments made by Heather Frey, Alcohol Officer, Boulder, CO Police Department, in a phone conversation with the author on June 9, 2009.

<sup>245</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>246</sup> Book, Ed. "The SAFE-T Kiosk - Innovative Crime Prevention." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Phone conversation with Capt. Ed Book.

<sup>247</sup> Esserman, Dean. "Roving Police Detail: A Pilot Program for Improving Public Safety in Entertainment Districts." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Information on Roving Police Detail provided by Lt. Michael Figueiredo, Providence, RI, in an email to the author on June 19, 2009.

<sup>248</sup> "Entertainment Venue Policing," provided by Commander Steve Georgas and Sgt. Ralph Egan, Chicago Police Department, provided to the author in an email on June 2, 2009.

<sup>249</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>250</sup> Responsible Hospitality Institute.

<sup>251</sup> Esserman, Dean. "Roving Police Detail: A Pilot Program for Improving Public Safety in Entertainment Districts." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Email from Lt. Michael Figueiredo.

<sup>252</sup> Phone conversation with Capt. Ed Book.

<sup>253</sup> "Entertainment Venue Policing."

<sup>254</sup> Land-Use Planning and Policy, City of Calgary.

<sup>255</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>256</sup> "Entertainment Venue Policing."

<sup>257</sup> Land-Use Planning and Policy, City of Calgary.

POL	6	Practice	Reserve some members of the policing unit to serve as a "party patrol" to address unruly parties in homes and apartments in the South Side.	Long	PD, LO, SSCC	Gainesville, FL <sup>267</sup> ; Gainesville, FL <sup>268</sup>
POL	7	Practice	Utilize both undercover and uniformed officers, on foot and bikes.	Middle	PD	Chicago, IL <sup>269</sup> ; RHI <sup>270</sup>
POL	8	Practice	Create an "Alcohol Officer" position within the dedicated police unit for the South Side, who will coordinate all activities concerned with alcohol-related crimes.	Middle	PD	Boulder, CO <sup>271</sup>
POL	9	Policy	Synchronize the dedicated policing unit with the current system of hiring detail officers by:	Long	PD, BC, OV	—
POL	9. (a)	Policy	No off-duty officers can work bar details; they are replaced by the dedicated policing unit, for which businesses are assessed.	—	PD, BC	Gainesville, FL <sup>272</sup>
POL	9. (b)	Policy	Provide dedicated police unit to supplement detail officers, with only the businesses that do not	—	PD, BC	RHI <sup>273</sup>

<sup>258</sup> Responsible Hospitality Institute.

<sup>259</sup> Seattle Joint Enforcement Team.

<sup>260</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>261</sup> Responsible Hospitality Institute.

<sup>262</sup> Responsible Hospitality Institute.

<sup>263</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>264</sup> Work on this recommendation is already underway, as an amendment was added to the Amended Act 47 Financial Recovery Plan for the City of Pittsburgh designating funds to transform the former Zone 3 Police Station on Mary St. into a night court where arrestees could be arraigned during the late-night hours of weekends.

<sup>265</sup> Responsible Hospitality Institute.

<sup>266</sup> Responsible Hospitality Institute.

<sup>267</sup> Book, Ed. "The SAFE-T Kiosk - Innovative Crime Prevention." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Phone conversation with Capt. Ed Book.

			contract officers being assessed.			
POL	9. (c)	Policy	Do not change the current system: businesses contract with the City to provide officers for detail service.	—	PD, BC	RHI <sup>274</sup>
POL	9. (d)	Policy	Businesses pay the detail officers directly for their service.	—	BC	RHI <sup>275</sup>
POL	9. (e)	Policy	Detail officers are contracted by a third party, such as a private company or a BID, for detail service.	—	BC, OV	RHI <sup>276</sup>
POL	9. (f.)	Policy	Provide police unit for the whole district, while allowing businesses to hire detail officers through the City and under the supervision of an official police command. Detail officers are considered "on-duty" and will police area around the establishment and issue citations.	—	PD, BC	RHI <sup>277</sup>
POL	10	Practice	Establish a dedicated EMS unit to serve the South Side during Thursday through Saturday late-nights.	Long	EMS, RHP	Calgary, Canada <sup>278</sup>
POL	11	Practice	Create a SAFE-T Kiosk with both police officers and substance-abuse prevention providers a visible and prominent location in the South Side.	Short	PD, St., OV	Gainesville, FL <sup>279</sup>
POL	12	Philosophy	Focus policing efforts on: preventative, preemptive, and proactive measures both before patrons enter establishments and as they leave the South Side.	Short	PD, St., OV	Gainesville, FL <sup>280</sup>

POL	13	Practice	Establish a safety ambassador program to serve the patrons and businesses of the South Side during Thursday through Saturday late-nights.	Middle	RHP, BC	Norfolk, VA <sup>281</sup> ; RHI <sup>282</sup>
POL	14	Philosophy	Safety ambassadors will serve as the "eyes and ears" of the police by regularly communicating with the police and alerting them of potential or actual crimes and disturbances.	Middle	RHP, PD	Norfolk, VA <sup>283</sup> ; Stockton, CA <sup>284</sup>
POL	15	Practice	Safety ambassadors serve patrons by assisting in them throughout their stay in the South Side, especially ingress and egress.	Middle	RHP, PD	Stockton, CA <sup>285</sup> ; RHI <sup>286</sup> ; Norfolk, VA <sup>287</sup>
POL	16	Practice	Partner Pittsburgh police with university police forces to manage the policing of the South Side.	Short	PD, UNIV	Boulder, CO <sup>288</sup>
POL	17	Policy	Share information between the Pittsburgh police and university judicial affairs departments to hold students responsible through their schools.	Short	PD, UNIV	Boulder, CO <sup>289</sup>
POL	18	Practice	Collect "last drink" data from individuals picked up for alcohol-related crimes, merge it with calls for service data, and use them to identify at-risk businesses.	Short	PD, LCE, CCT, St.	RHI <sup>290</sup> ; Fullerton, CA, Garden Grove, CA, Newport, CA <sup>291</sup> ; Boulder, CO <sup>292</sup> ; Edmonton, Canada <sup>293</sup> ; Madison, WI <sup>294</sup> ; Gainesville, FL <sup>295</sup>
POL	18	Practice	Utilize security cameras and CCTV in high- traffic and high-risk areas.	Short	PD, RHZ	Edmonton, Canada <sup>296</sup>
POL	19	Practice	Utilize mobile DUI processing unit for the major South Side roads that are used for ingress	Short	PD, LCE, DPW	RHI <sup>297</sup>

			and egress.			
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Proposed Practice in regular font; *Actual Practice in italics.*

**I. NUISANCE CRIME REDUCTION RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	TIMEFRAME	PARTNERS	SOURCE CITY
NUIS	1	Practice	Create a dedicated, full time cleaning team to address litter and vandalism in the South Side, especially needed on Friday through Monday mornings.	Middle	RHP, DPW, CCT	<i>Calgary, Canada</i> <sup>298</sup> ; <i>Stockton, CA</i> <sup>299</sup> ; <i>Cape Corals, FL</i> ; <i>Delray Beach, FL</i> <sup>300</sup> ; <i>Calgary, Canada</i> <sup>301</sup>
NUIS	2	Philosophy	Use the cleaning teams to educate businesses on compliance and encourage responsible business practices in order to reduce litter and vandalism.	Short	RHP, CCT	<i>Delray Beach, FL</i> <sup>302</sup>
NUIS	3	Practice	Implement Keep America Beautiful's Cigarette Litter Prevention Program throughout the South Side.	Middle	RHP, CCT	<i>Keep America Beautiful</i> <sup>303</sup>
NUIS	4	Practice	Place and maintain cigarette butt receptacles at "transition points" and distribute pocket ash receptacles.	Short	RHP, CCT	<i>Keep America Beautiful</i> <sup>304</sup> ; <i>Edmonton, Canada</i> <sup>305</sup>

NUIS	5	Practice	Establish a formal, streamlined process for reporting and enforcing litter and vandalism problems, including a litter and vandalism hotline.	Middle	RHP, CCT, DPW	RHI <sup>306</sup>
NUIS	6	Practice	Place recycling bins throughout the South Side, concentrated on E. Carson St.	Short	CCT, RHP, BC, DPW, SSCh., SSLDC	<i>Calgary, Canada</i> <sup>307</sup>

<sup>268</sup> Phone conversation with Capt. Ed Book.

<sup>269</sup> "Entertainment Venue Policing."

<sup>270</sup> Responsible Hospitality Institute.

<sup>271</sup> Comments made by Heather Frey, Alcohol Officer, Boulder, CO Police Department, in a phone conversation with the author on June 9, 2009.

<sup>272</sup> Book, Ed. "The SAFE-T Kiosk - Innovative Crime Prevention." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Phone conversation with Capt. Ed Book.

<sup>273</sup> Responsible Hospitality Institute.

<sup>274</sup> Responsible Hospitality Institute.

<sup>275</sup> Responsible Hospitality Institute.

<sup>276</sup> Responsible Hospitality Institute.

<sup>277</sup> Responsible Hospitality Institute.

<sup>278</sup> Land-Use Planning and Policy, City of Calgary.

<sup>279</sup> Book, Ed. "The SAFE-T Kiosk - Innovative Crime Prevention." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Phone conversation with Capt. Ed Book.

<sup>280</sup> Book, Ed. "The SAFE-T Kiosk - Innovative Crime Prevention." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Phone conversation with Capt. Ed Book.

<sup>281</sup> McLeod, Rod. "Downtown Public Safety Ambassadors as Intervention Point and Resource for Impaired Drivers and Pedestrians." Santa Cruz, CA: Responsible Hospitality Zone, 2008.

<sup>282</sup> Responsible Hospitality Institute.

<sup>283</sup> McLeod, Rod.

<sup>284</sup> Smallie, Dennis.

<sup>285</sup> Smallie, Dennis.

<sup>286</sup> Responsible Hospitality Institute.

<sup>287</sup> McLeod, Rod.

<sup>288</sup> Comments made by Heather Frey, Alcohol Officer, Boulder, CO Police Department, in a phone conversation with the author on June 9, 2009.

<sup>289</sup> Comments made by Heather Frey, Alcohol Officer, Boulder, CO Police Department, in a phone conversation with the author on June 9, 2009.

<sup>290</sup> Responsible Hospitality Institute.

<sup>291</sup> RHI Webinar, May 26, 2009.

<sup>292</sup> Comments made by Heather Frey, Alcohol Officer, Boulder, CO Police Department, in a phone conversation with the author on June 9, 2009.

NUIS	7	Policy	Ensure that complying businesses and active participants in litter reduction programs are given recognition for their efforts.	Short	RHP, CCT, DPW, SSCC	Calgary, Canada <sup>308</sup>
NUIS	8	Practice	Provide free or reasonably priced public toilets and urinals in the South Side.	Short	RHP, DPW	RHI <sup>309</sup> ; Edmonton, Canada <sup>310</sup>
NUIS	9	Practice	Provide a stipend to establishments that allow their restrooms to be used by the public during Thursday through Saturday late-night hours.	Short	RHP, CP	RHI <sup>311</sup>

<sup>293</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>294</sup> Madison Leadership Summit.

<sup>295</sup> Book, Ed. "The SAFE-T Kiosk - Innovative Crime Prevention." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Phone conversation with Capt. Ed Book.

<sup>296</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>297</sup> Responsible Hospitality Institute.

<sup>298</sup> Land-Use Planning and Policy, City of Calgary.

<sup>299</sup> Stockton Downtown Alliance.

<sup>300</sup> Comments made by Patrick White, Cape Corals Redevelopment Agency, in a phone conversation with the author on June 1, 2009.

<sup>301</sup> Land-Use Planning and Policy, City of Calgary.

<sup>302</sup> Phone conversation with Patrick White.

<sup>303</sup> Evans, Bronwen. "Four Proven Strategies for Preventing Cigarette Butt Litter: A Programmatic Approach to Cleaner Communities." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Comments made by Bronwen Evans, Keep America Beautiful, in a phone conversation with the author on May 21, 2009. These policies have been implemented by dozens of cities throughout North America.

<sup>304</sup> Evans, Bronwen. "Four Proven Strategies for Preventing Cigarette Butt Litter: A Programmatic Approach to Cleaner Communities." Santa Cruz, CA: Responsible Hospitality Institute, 2008.; Phone conversation with Bronwen Evans. These policies have been implemented by dozens of cities throughout North America.

<sup>305</sup> Comments made by Cindy Davies to the author in an email, July 30, 2009.

<sup>306</sup> Responsible Hospitality Institute.

<sup>307</sup> Land-Use Planning and Policy, City of Calgary.

<sup>308</sup> Land-Use Planning and Policy, City of Calgary.

<sup>309</sup> Responsible Hospitality Institute.

<sup>310</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>311</sup> Responsible Hospitality Institute.

NUIS	10	Policy	Implement noise reduction standards for the collection of trash and recyclables by refuse trucks.	Short	RHP, CCT	<i>RHI</i> <sup>312</sup>
NUIS	11	Policy	Coordinate bulk trash collection with South Side establishments so that the fewest number of haulers, and therefore the fewest number of trucks, service the neighborhood.	Middle	DPW, CCT, OV	<i>RHI</i> <sup>313</sup>
NUIS	12	Policy	Require all businesses to provide an up-to-date trash management plan to the city.	Middle	CP, CCT, RHP, BC	<i>RHI</i> <sup>314</sup>
NUIS	13	Practice	Implement quieter trash collection practices, including compacting, the use of plastic containers, shared dumpsters, and restrictions on the hours of collections.	Middle	CCT, RHP, BC	<i>RHI</i> <sup>315</sup>

Proposed Practice in regular font;  
Actual Practice in italics.

<sup>312</sup> Responsible Hospitality Institute.

<sup>313</sup> Responsible Hospitality Institute.

<sup>314</sup> Responsible Hospitality Institute.

<sup>315</sup> Responsible Hospitality Institute.

**J. TRAINING POLICY RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	TIMEFRAME	PARTNERS	SOURCE CITY
TRAIN	1	Practice	Hold trainings for <i>all</i> staff of late-night establishments in the South Side, on both general and job-specific topics.	Middle	RHP, BC, CCT	RHI <sup>316</sup> ; San Jose, CA <sup>317</sup> ; Monterey, CA <sup>318</sup> ; Burlington, VT <sup>319</sup> ; Edmonton, Canada <sup>320</sup>
TRAIN	2	Philosophy	Focus general trainings on identifying and dealing with intoxicated individuals, conflict resolution, problem solving, and communication.	Middle	RHP, BC, CCT, LCE, OV	RHI <sup>321</sup> ; Boulder, CO <sup>322</sup> ; Edmonton, Canada <sup>323</sup>
TRAIN	3	Philosophy	Ensure that trainings are up-to-date and culturally relevant.	Middle	RHP, CCT, BC	Montgomery County, MD <sup>324</sup>
TRAIN	4	Practice	Hold trainings for all late-night establishment managers and owners on both policy issues and responsible management practices.	Middle	RHP, CCT, BC, SSCh, SSLDC	Gainesville, FL <sup>325</sup> ; Madison, WI <sup>326</sup> ; Edmonton, Canada <sup>327</sup>

<sup>316</sup> Responsible Hospitality Institute.

<sup>317</sup> Zelalich, Blage.

<sup>318</sup> Pease, Dawn. "HRP: Late Night Entertainment Alliance." and "HRP: Monterey Early Assistance Team."

<sup>319</sup> Redmond, Ron.

<sup>320</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>321</sup> Responsible Hospitality Institute.

<sup>322</sup> Karpowich, Mark.

<sup>323</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>324</sup> Durbin, Kathy. "Cultural Diversity and Hospitality."

<sup>325</sup> Phone conversation with Jeana Mastrodicasa.

<sup>326</sup> Madison Leadership Summit.

<sup>327</sup> Edmonton- Old Strathcona Leadership Summit.

TRAIN	5	Philosophy	Ensure that support staff, such as valets and parking lot attendants, receive training on security measures and dealing with visibly intoxicated persons.	Middle	RHP, BC, CCT, LCE, OV	RHI <sup>328</sup> ; <i>San Jose, CA</i> <sup>329</sup> ; <i>Burlington, VT</i> <sup>330</sup>
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Proposed Practice in regular font;  
*Actual Practice in italics.*

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<sup>328</sup> Responsible Hospitality Institute.

<sup>329</sup> Zelalich, Blage.

<sup>330</sup> Redmond, Ron.

**K. TRANSPORTATION POLICY RECOMMENDATIONS**

CATEGORY	ID NUMBER	TYPE	RECOMMENDATION	PARTNERS	TIMEFRAME	SOURCE CITY
TRANS	1	Practice	Coordinate public transportation by reallocating resources and rerouting transit to the South Side on Thursday through Saturday late-nights to assist in transporting both patrons and employees in and out of the neighborhood.	PAT, CP, UNIV	Long	<i>Boulder, CO</i> <sup>331</sup>
TRANS	2	Practice	Institute special buses and/or routes that provide a younger, more "contemporary" experience including music, DJ, or special lighting.	PAT, CP, UNIV	Short	<i>Hollywood, CA</i> <sup>332</sup>
TRANS	3	Policy	Ensure that operators working these routes in the South Side have extensive interpersonal and conflict resolution skills, and are particularly customer-service oriented. Consider an increase in wages to these drivers for the special routes.	PAT, UNIV	Short	<i>Boulder, CO</i> <sup>333</sup>
TRANS	4	Practice	Conduct a transportation survey to use as evidence that supports bringing more transportation options to the South Side.	CP, PAT, RHP, OV, TX	Short	<i>Madison, WI</i> <sup>334</sup>

<sup>331</sup> Karpowich, Mark.

<sup>332</sup> Responsible Hospitality Institute.

<sup>333</sup> Jones, Cris. "Expanding Late Night Transit Service: Boulder CO." Santa Cruz, CA: Responsible Hospitality Institute, 2008.

<sup>334</sup> Madison Leadership Summit.

TRANS	5	Policy	Work with local universities to ensure that between public transportation and university shuttles, there are adequate options for students to return home at the end of the night.	PAT, UNIV	Middle	<i>Boulder, CO</i> <sup>335</sup>
TRANS	6	Practice	Institute a "Night Hop Shuttle" directly between the South Side business district and campuses. On the last run of the night, have shuttles operate with door-to-door service.	PAT, UNIV	Short	<i>Boulder, CO</i> <sup>336</sup>
TRANS	7	Practice	Establish a student volunteer-run "safe-rides" program, utilizing donated rental cars.	UNIV, TX, OV, BC	Short	<i>Athens, GA</i> <sup>337</sup>
TRANS	8	Policy	Reduce or eliminate parking rates for overnight parking on Thursday through Saturday nights.	PPA, OV, CP	Short	<i>Boulder, CO</i> <sup>338</sup> ; <i>Norfolk, VA</i> <sup>339</sup>
TRANS	9	Policy	Offer free rides to parking garages in the morning to those who left their cars in South Side garages or lots overnight.	PPA, OV, CP, BC, TX	Short	<i>Norfolk, VA</i> <sup>340</sup>
TRANS	10	Policy	Require that parking lots remained staffed throughout the night until after the closing of the bars.	PPA, OV	Short	RHI <sup>341</sup>

<sup>335</sup> Responsible Hospitality Institute.

<sup>336</sup> Responsible Hospitality Institute.

<sup>337</sup> Responsible Hospitality Institute.

<sup>338</sup> Karpowich, Mark.

<sup>339</sup> McLeod, Rod.

<sup>340</sup> McLeod, Rod.

<sup>341</sup> Responsible Hospitality Institute.

TRANS	11	Policy	Require that parking lots all have visibly displayed street addresses in order to assist public safety personnel in responding to calls for service.	CP, PD, FD, EMS, PLAN	Short	RHI <sup>342</sup>
TRANS	12	Practice	Create a "Chauffeured Ride in Your Own Car" program, where professional drivers take intoxicated patrons home in their own cars.	CP, PPA, OV, TX	Middle	Boulder, CO <sup>343</sup>
TRANS	13	Practice	Provide free shuttle service to bars and restaurants from games and other events .	BC, OV, CP	Short	Boulder, CO <sup>344</sup>
TRANS	14	Practice	Create a "Tipsy Taxi" program, offering free taxi rides home for intoxicated patrons.	CP, TX, PAT, SSCh., BC	Middle	Aspen, CO <sup>345</sup> ; RHI <sup>346</sup> ; Ann Arbor, MI <sup>347</sup>
TRANS	15	Practice	Create cab vouchers or "cashless cab cards" that valets and others can give out to intoxicated patrons.	CP, TX, BC	Middle	Chicago, IL <sup>348</sup> ; RHI <sup>349</sup>
TRANS	16	Policy	Partnering with local hotels, offer discounted "sleep-it-off" rates on rooms in order to keep intoxicated individuals off of the roads.	RHP, CP, H	Short	Boulder, CO <sup>350</sup>

<sup>342</sup> Responsible Hospitality Institute.

<sup>343</sup> Responsible Hospitality Institute.

<sup>344</sup> Responsible Hospitality Institute.

<sup>345</sup> Responsible Hospitality Institute.

<sup>346</sup> Responsible Hospitality Institute.

<sup>347</sup> Responsible Hospitality Institute.

<sup>348</sup> Responsible Hospitality Institute.

<sup>349</sup> Responsible Hospitality Institute.

<sup>350</sup> Responsible Hospitality Institute.

TRANS	17	Policy	Establish and enforce an "anti-cruising" ordinance, prohibiting a car from passing the same point more than three times in a night.	CP, CC, MO, PD	Middle	<i>Athens, GA<sup>351</sup>; Edmonton, Canada<sup>352</sup>; Burlington, VT<sup>353</sup>; San Jose, CA<sup>354</sup></i>
TRANS	18	Policy	Merge bus stops and taxi stands into consolidated transportation areas.	CP, PAT, BC, TX, RHP	Middle	<i>RHI<sup>355</sup></i>
TRANS	19	Policy	Allow the designation of taxi stands at the discretion of the Department of Public Works.	CP, DPW, TX	Short	<i>Detroit, MI &amp; Fort Worth, TX<sup>356</sup></i>
TRANS	20	Policy	Eliminate on-street parking on some segments of East Carson St. or side streets, so that the area can be used as consolidated transportation areas.	CP, PPA, BC, PAT, TX	Short	<i>Edmonton, CA<sup>357</sup></i>
TRANS	21	Policy	Ensure that both bar security and police officers are involved in crowd management at consolidated transportation areas.	PD, PAT, BC, RHP, SSCh.	Short	<i>RHI<sup>358</sup></i>

<sup>351</sup> Responsible Hospitality Institute.

<sup>356</sup> Responsible Hospitality Institute.

<sup>355</sup> Responsible Hospitality Institute.

<sup>352</sup> Edmonton- Old Strathcona Leadership Summit.

<sup>353</sup> Redmond, Ron.

<sup>354</sup> Zelalich, Blage.

<sup>357</sup> Responsible Hospitality Institute.

<sup>358</sup> Responsible Hospitality Institute.

TRANS	22	Philosophy	Utilize cab drivers as another set of "eyes and ears" to assist public safety officials in policing the South Side.	PD, TX	Short	<i>Baltimore, MD</i> <sup>359</sup>
TRANS	23	Practice	Create incentives to encourage cab drivers to work during Thursday through Saturday late-nights in the South Side.	CP, TX	Short	RHI <sup>360</sup>

Proposed Practice in regular font; Actual Practice in italics.

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<sup>359</sup> Responsible Hospitality Institute.

<sup>360</sup> Responsible Hospitality Institute.

## RESPONSIBLE HOSPITALITY SUCCESSES IN OTHER CITIES

As mentioned in the *Executive Summary*, more than 60 cities in at least 5 countries are either beginning to, or already have begun to, address the challenges that stem from a vibrant nightlife.<sup>361</sup> At least more than half of these cities have implemented responsible hospitality practices and met with some level of success.<sup>362</sup> This record of progress provides a beacon of hope for the South Side, as it undertakes the process of identifying and implementing collaborative solutions to the diverse challenges that face the neighborhood. The following is a sampling of evidence of the successes of the responsible hospitality approach in other cities, provided by a number of different sources.

### Gainesville, FL

Gainesville has implemented many policies and practices relating to responsible hospitality in their entertainment districts. These policies and practices include community policing programs and ordinances regulating underage drinking and house parties. Discussing the holistic approach the city has taken, City Commissioner Jeanna Mastrodicasa asserts that, “a responsible district actually helps the businesses to thrive.”<sup>363</sup> One new ordinance, which revokes the ability of bars to host 18-21 year-olds if the establishment accrues a certain number of violations, has met with measurable success. According to the Gainesville Police Department, in the three months that the ordinance has been in effect, compliance with underage drinking laws has increased, arrests for underage drinking have dropped by more than 65% from previous months, and businesses have become more vigilant and accountable in checking for underage patrons. Such results were achieved without “much resistance in the Hospitality District.”<sup>364</sup>

### Chicago, IL

The Chicago, IL Police Department’s 018 District, which covers the city’s Near North neighborhoods, has implement a very thorough community policing strategy through a dedicated policing unit under the leadership of Commander Steve Georgas. In the past three years, there has not been a murder in the district, compared to the several murders and shootings in recent years. According to Sgt. Ralph Egan of the 018 District, the community policing strategies have produced

<sup>361</sup> Materials from the 2008 RHI Networking Conference, San Francisco, CA, November 12-15, 2008, hosted by the Responsible Hospitality Institute.

<sup>362</sup> These cities are listed in RHI Case Studies provided on the RHI’s Sociable City Network Website ([www.sociablecity.org](http://www.sociablecity.org)) and have been compiled in the Appendix.

“a safer environment for the people that work and patronize these locations,” which “helps the area and individual businesses thrive.”<sup>365</sup>

### **Calgary, Canada**

Calgary, Canada, following in the footsteps of its fellow Canadian city Edmonton, has recently undertaken the process of addressing responsible hospitality issues in its entertainment districts. On the whole, the most overwhelming evidence of the city’s success in beginning this process is the fact that “citizens and businesses are starting to take notice” of the city’s efforts.<sup>366</sup> Their two most successful efforts are cleaning and public safety programs, which have led to the “perception that the area [is] cleaner and safer.”<sup>367</sup> In the end, according to Lorna Wallace, Project Manager for the Centre City Implementation and Clean to the Core programs, the fact that businesses, patrons and residents are noticing a “positive change” has led to some anecdotal evidence of their preliminary successes.<sup>368</sup> For example, a local university elected to relocate a campus to this area because of the improving perception of the entertainment district.<sup>369</sup>

### **Madison, WI**

Madison, WI, like Calgary, only recently began to apply the responsible hospitality approach to the management of their downtown and entertainment district. The city has been working to implement a comprehensive plan for managing their entertainment district for less than a year. Despite this relatively short time period, “significant progress has been made in opening dialogue and communication between businesses and the city and safety officials.”<sup>370</sup> This preliminary progress is an example of the type of improvements that the South Side can expect in the short term.

### **Edmonton, Canada**

<sup>363</sup> Email from Gainesville City Commissioner Jeanna Mastrodicasa, June 22, 2009.

<sup>364</sup> “Effects of Underage Drinking Ordinance June 2009.” Gainesville Police Department Inter-Office Communication from Captain Lonnie Scott, provided by City Commissioner Jeanna Mastrodicasa in an email on June 22, 2009.

<sup>365</sup> Email from Sgt. Raph Egan, Chicago Police Department, 018 District, June 23, 2009.

<sup>366</sup> Email from Lorna Wallace, Project Manager for Centre City Implementation and Clean to the Core, Calgary, Canada, June 22, 2009.

<sup>367</sup> Email from Lorna Wallace.

<sup>368</sup> Email from Lorna Wallace.

<sup>369</sup> Email from Lorna Wallace.

Edmonton, Canada has one of the most mature Responsible Hospitality Zones, implementing countless policies and practices in an attempt to address the challenges that they face in their entertainment districts. Edmonton has created an aggressive social messaging campaign, a responsible hospitality panel, and a code enforcement team. Edmonton's efforts have led to a shift in the tone of comments "from complaints to neutral [comments] from business and [the] community."<sup>371</sup> This outlook is manifested in the perspectives of local businesses, who "seem to feel there is something being done, they see improvements and maybe most importantly, there is someone who will listen about issues generated by the night-time economy."<sup>372</sup> Also, according to Shirley Lowe, Executive Director of the Old Strathcona Business Association in Edmonton, the benefits of the responsibility approach to businesses include: "lessened attack[s] on the industry," "fewer issues, more business for retail," and "a chance to restore [their] image."<sup>373</sup> Furthermore, on a larger scale, Edmonton's programs have "been praised for raising [hospitality and entertainment] standards city wide."<sup>374</sup>

## Seattle, WA

The implementation of the responsible hospitality approach in Seattle is manifested in two primary programs. First, the city's Office of Film and Music provides technical assistance to the nightlife businesses in its entertainment districts. Second, local and state regulation and enforcement agencies have joined together to form a Joint Enforcement Team (JET) to provide code enforcement, policy review, and early intervention assistance. In the first half of 2008, over 50 non-compliant businesses met with the JET and more than 75% of them regained compliance within three months.<sup>375</sup> Perhaps more importantly, and on a much more universal scale, "relations among stakeholders have improved significantly," according to Rachel White, Music and Nightlife Program Coordinator.<sup>376</sup>

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<sup>370</sup> Email from Rachel Weiker, Director of Administration, Downtown Madison, Inc., June 24, 2009.

<sup>371</sup> Email from Cindy Davies, Street as a Venue Coordinator, Whyte Avenue, Edmonton, Canada, June 24, 2009.

<sup>372</sup> Email from Cindy Davies

<sup>373</sup> Email from Shirely Lowe, Executive Director of the Old Strathcona Business Association, Edmonton, Canada, July 25, 2009, forwarded to the author by Cindy Davies on July 25, 2009.

<sup>374</sup> Email from Shirely Lowe.

<sup>375</sup> Seattle Joint Enforcement Quarterly Reports, 1<sup>st</sup> and 2<sup>nd</sup> Quarters of 2008, provided to the author by Rachel White, Music and Nightlife Program Coordinator, Office of Film and Music, Seattle, WA in an email, June 30, 2009.

<sup>376</sup> Email from Rachel White, Music and Nightlife Program Coordinator, Office of Film and Music, Seattle, WA, June 30, 2009.

## Bellingham, WA

While a smaller city, Bellingham is dealing with significant challenges in their entertainment district as a college town, home to Western Washington University. The Bellingham Responsible Hospitality Alliance (RHA) has been in existence for over 10 years. While the RHA struggled to maintain consistency in its early years of existence, it has become a strong voice for Bellingham's entertainment district in recent years. The primary purpose to the RHA is to serve as a vehicle for much needed dialogue. Lara Welker, the Campus Community Coalition Coordinator at Western Washington University, suggests that while "our members [of the RHA] are not always in agreement about these things... but there is a forum for discussion... [and] communication about some tough issues."<sup>377</sup> Other stakeholders agree with this assessment. A Washington Liquor Control Board official contends that, "[w]hat we are doing here is special; we communicate and resolve issues."<sup>378</sup> A Bellingham Deputy Chief of Police asserts that the RHA is moving the city forward, by finally "dealing with problems that have been around a long, long time."<sup>379</sup> Some of the most telling testimony to the success of the RHA in recent years comes from members of the hospitality industry. One bar employee find particular importance in the "replacing of assumptions with information, and the abandonment of adversarial attitudes in favor of cooperation." This change in attitude was facilitated through a recognition that "the sustentative differences between those in the hospitality industry, law enforcement, neighborhood representatives, and other community members turned out to be very minor."<sup>380</sup> Another member of a bar staff found particular value in the opportunity to meet with other stakeholders through the RHA; as a result, this individual "would feel perfectly comfortable contact[ing] any of the regulator[s] or enforcement agencies with a question or concern."<sup>381</sup>

## Stockton, CA

The city of Stockton, CA has a downtown Property Based Improvement District (PBID), which includes a hospitality and entertainment zone. Administered by the Downtown Stockton Management District, the downtown area benefits from group ventures, including cleaning and safety ambassador programs, marketing campaigns, and advocacy efforts for policies that would assist the district. The Stockton PBID has survived for more than 10 years, after its initiation in 1998. When the improvement district came up for renewal, it was approved by more

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<sup>377</sup> Email from Lara Welker, Campus Community Coalition Coordinator, Western Washington University, Bellingham, WA, June 30, 2009.

<sup>378</sup> Welker, Lara. "Bellingham, WA's Hospitality Resource Alliance: A multi-sector, collaborative approach to creating a vibrant and safe late-night downtown." RHI Case Studies. Santa Cruz, CA: Responsible Hospitality Institute, 2008.

than 80% of the property owners. The efforts of the Stockton PBID have led to significant economic improvements of the downtown area. Property values in the district have increased over 99% since the PBID was established. In addition, new businesses have increased over 400% since 1998 and ground-floor lease rates have risen by 35%.<sup>382</sup>

## **Boulder, CO**

As a college town with several entertainment districts, one of which is not contiguous with the university campus, Boulder, CO has an acute need for efficient, coordinated, and safe transportation. The previous system left few options for late-night transportation, resulting in overcrowding on buses, at bus stops, and at taxis stands, also creating a safety problem. Boulder addressed the problem by coordinating transportation with the university, instituting late-night service, and assigning police to areas where patrons congregate for transportation. These efforts were very successful, as transit rider ship significantly increased. Coupled with the increased policing at bus stops and taxi stands, the coordinated transportation also reduced incidents of vandalism and overcrowding at bus stops. This improvement eventually allowed for the removal of the officers dedicated to the bus stops, thus freeing them to work in other capacities in the entertainment districts.<sup>383</sup>

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<sup>379</sup> Welker, Lara.

<sup>380</sup> Welker, Lara.

<sup>381</sup> Welker, Lara.

<sup>382</sup> Downtown Stockton Alliance.

## FUNDING SOURCES

The approximately 150 recommendations presented in the preceding pages certainly cannot be implemented without cost, although significant progress *can* be made by improving communication and collaboration. Indeed, many of the recommendations could impose costs or require expenditures from some or all of the partner organizations. While some of the recommendations may allude to financial impacts, they are proposed without a direct accounting for their costs. The reasons for this approach are twofold. First, although the costs of various programs are often some of the most important pieces of information in evaluations of them, they can significantly color and bias consideration of the *merits* of the programs. Second, the sources from which these recommendations are gleaned often *did not* include information on the magnitude of the costs or the sources of the funding.

Thus, the sources of funding that *were* provided from other cities are included below for reference purposes. The following information could serve as a guide for the South Side partners to fund these responsible hospitality recommendations.

Boulder, CO funded its community policing and DUI prevention activities through multiple grants from the **National Highway Traffic Safety Administration**, obtained for use in reducing the number of intoxicated individuals on the road.

Gainesville, FL's SAFE-T Kiosk program and Party Patrol, both innovative community policing programs, were funded primarily through the **Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program**, administered by the Department of Justice's Bureau of Justice Assistance. Smaller amounts of additional funding that were required for these programs were drawn from the City of Gainesville's **General Fund**.

Norfolk, VA's downtown Business Improvement District (BID) paid for both Safety Ambassadors and advertising for its Safe Rides Program through **assessments of BID members**. The reallocation of Safety Ambassadors into late-night, weekend shifts **did not result in any additional costs**, as it simple required a shift in human resources.

Providence, RI's ambitious roving police detail required significant and dedicated funding, which it was able to receive from a host of sources including:

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<sup>383</sup> Jones, Cris. "Expanding Late Night Transit Service: Boulder CO." ; "Case Study: The City of Boulder." An article submitted to the RHI in 2008.

the Mayor's Substance Abuse Prevention Council, the downtown BID, the Providence Foundation, the Jewelry District Neighborhood Association, the University of Rhode Island, Rhode Island College, Brown University, Johnson and Wales University, Providence College, Rhode Island School of Design, and donations from bars and nightclubs.

Boulder, CO coordinated its transportation systems in and around its two entertainment districts by working with university transportation providers and ensuring that gaps in late-night service were addressed. This coordination required the **reallocation of resources and reassignment of bus routes, but no additional funding was needed.**

Dozens of cities have implemented litter reduction programs, especially focused on cigarette-butt litter, through grants provided by **Keep America Beautiful's Cigarette Litter Prevention Program** and ash receptacles donated by **Phillip Morris USA.**

Gainesville, FL's Life Safety Ordinance increased enforcement of occupancy codes by granting police officers to cite violators. This program expanded enforcement with only **small costs for training sessions.**

The Georgetown neighborhood of Washington, D.C. funded increased enforcement of trash disposal violations through a more aggressive levying of **citations and fines.**

Seattle, WA's Joint Enforcement Team coordinated and increased code enforcement with **no direct costs**, except for the time devoted to the team by **four staff-persons in the city's Office of Film and Music.**

Springfield, MO studied and implemented a plan to attract more nightlife businesses to a well-managed district with funding from the following sources: **private contributions** (accounting for approximately 60% of the total), **the fees from events** held in the entertainment district, a **state tax credit program**, monies from the **Federal Transportation Enhancement program**, a portion of **sales tax revenues**, **Springfield's Façade Loan Program**, and small amounts from the **city treasury.**

Several cities in Florida have implemented responsible hospitality practices, particularly relating to cleaning neighborhoods, through **BIDs, Tax Increment Financing, and Community Redevelopment Agencies**, all of which assess businesses for shared services in one form or another.

Austin, TX's efforts to manage and encourage live music were carried out using resources and staff from the local **visitors' bureau**, and at no cost to the city.

Burlington VT's Cabaret Association, which serves as a voice for the industry and fosters responsible hospitality among its members, was by contributions from **alcohol distributors and suppliers**.

Edmonton, Canada's mature and successful hospitality zone is managed with funds from the **city's treasury**, channeled through the RHP.

Phoenix, Arizona took a very innovative approach to funding its downtown entertainment district. A significant amount of money was obtained through a **corporate sponsorship program**, similar to those used in professional stadiums. The rest of the funding for their efforts was acquired through other **private sources, sales and excise tax abatements, the lease of government property, property taxes, and municipal enhancement districts**.

San Jose, CA used a combination of **city funds** and **private monies** to finance its efforts in managing its entertainment districts.

Stockton, CA's entertainment district and downtown BID was funded through assessments by way of a **Property Based Improvement District, Hospitality Zone Assessment, and Tourism Business Improvement District**.

## TOP TEN PRIORITIES

The list of proposed policies, practices, and philosophies contained in this report is undoubtedly expansive, with over 150 individual recommendations. However, the wide-ranging and extensive nature of the challenges facing the South Side warrant a comprehensive approach that attempts to address as many of the areas of concern as possible. Recognizing that time and resources are not endless, as well as the length of time that some policies require for implementation, a list of the most urgent and crucial recommendations follows below. These recommendations ought to be considered and put into action as quickly as possible, with the rest of the recommendations to follow soon after. While the following recommendations are certainly priorities, it is important to recognize that *all* of the recommendations are vital to the continued success of the South Side.

### 1. Responsible Hospitality Partnership (RHP)

An RHP is an invaluable tool in the management of an entertainment district, and can serve a number of important functions in the South Side. First, the RHP will serve as the forum for bringing together stakeholders for an open and honest dialogue. Members of each of the four stakeholder groups (community, safety, development, and business) will meet individually in their respective groups to discuss their own priorities and build internal consensus. Each group will then select several members to represent them at a leadership summit with the representatives of the other stakeholder groups. The summit will serve as an opportunity to build cooperation and trust between all concerned parties, define shared goals and aspirations for the community, and stand in a leadership position for the South Side's entertainment district. Once formed, the RHP should meet monthly to provide direct oversight and management for the entertainment economy, as it includes representatives of all of the major stakeholder groups. The vast majority of the proposed recommendations can be carried out through the RHP. (*Note: This organization can also be called "Responsible Hospitality Panel," "Hospitality Resource Panel," "Responsible Hospitality Coalition," or Responsible Hospitality Council."*)

### 2. Dedicated Policing Unit

As an entertainment district that operates at full capacity during the late-night on the weekends, the South Side has an acute need for public safety

services. In constructing a policing strategy for the South Side, Thursday through Saturday nights must be considered *weekly events* and policed as such. The South Side requires a dedicated policing unit to work in the East Carson Street corridor on late-night weekends. Such a dedicated policing unit would employ the same officers on the weeknights in order to build relationships with the bar owners, staff, patrons, and residents. The officers that make up this policing unit should be particularly well-versed in problem-solving, crisis intervention, and interpersonal skills. One of the many benefits of a dedicated policing unit on the South Side is its ability to take actions to *prevent* crime through intelligence gathering activities and deterrence.

### 3. Code Cooperation Team

One of the most often-cited concerns on the South Side is the perception of a lack of enforcement in many areas. Thus, a Code Cooperation Team would bring together all of the regulatory and enforcement agencies that hold jurisdiction over the South Side, as well as representatives of business, community, and government. This team would allow for coordination between these agencies to review current codes and compliance with them. In addition, the team would be able to propose new policies, in response to their review of the current situation on the South Side. One of the primary functions of the Code Cooperation Team would be to conduct regular (weekly or monthly) late-night district tours of East Carson Street. Such tours would allow enforcement and regulatory agencies to see the code and enforcement issues facing the South Side during the late-night weekend hours, when the neighborhood is placed under its most significant strain.

### 4. Business Improvement District (BID)

A business improvement district (BID) in the South Side would serve three important functions for the South Side's entertainment district. First, a BID would provide the dedicated services that the East Carson Street corridor truly needs, especially during late-nights on the weekend. A BID would more than likely provide a cleaning team and safety officers to the neighborhood, when and where their services are most needed. In addition, a BID can facilitate marketing campaigns and joint advertising for the neighborhood and its businesses. Second, through assessments on properties and/or businesses, a BID would address the ever-present problem of obtaining the adequate and dedicated funding that is

necessary to manage the South Side's entertainment economy. Third, a BID provides a built-in mechanism and structure to provide management, organization, and leadership to the South Side's nighttime economy. Finally, a BID can serve as an important organization for advocating for the needs of the South Side.

## 5. Extensive Data Collection

All of the recommendations contained in this proposal would greatly benefit from more comprehensive data collection from all stakeholders in the South Side. Perhaps the most important use of new data collection is in the area of public safety. Police, detoxification centers, and alcohol rehab centers could collect "last drink" data, which identifies the establishments that served the last drinks to individuals who are picked up for DUIs. This information would assist the police, Code Cooperation Team, and Responsible Hospitality Partnership in more pointedly targeting the source problem and at-risk establishments rather than punishing all businesses indiscriminately. Furthermore, plotting calls-for-service data on a map of the South Side would also allow the police to target problem areas along East Carson Street. The nightlife industry, through a nightlife association or the Responsible Hospitality Partnership, could conduct economic impact studies on a regular basis to justify the increased attention that the South Side requires, as well as to identify trends in the nighttime economy. These same groups should also conduct business inventories in the South Side business district, in order to identify and address potential gaps in the type and quantity of businesses in the East Carson Street corridor. Finally, transportation surveys and studies could be conducted by a variety of groups as evidence to support coordinated late-night transportation for the South Side.

## 6. Messaging Campaign

As the South Side begins to implement the responsible hospitality approach, it will become increasingly important to couple the changes in the operation of the entertainment district with a change in the attitude of the public. A social messaging campaign in and around the South Side would seek to instill a sense of personal responsibility in those who chose to patronize South Side entertainment businesses. Based on a community-defined code of conduct, such a messaging campaign would be specifically tailored to the young adults who frequent the South Side, alerting them to the types of behavior that will be expected of them when

they visit the neighborhood. In order to make this campaign successful, it is important that the message be framed in such a manner that the targeted audience will be receptive of it. Designed for, and perhaps by, college-age students, this messaging campaign would simultaneously paint the South Side as *the* place to be on the weekend, but also a destination that expects its patrons to respect businesses, residents, and public property.

## 7. Establishment Practices

The assessment and revision of current hospitality practices is vitally important because such an effort can address the challenges facing the South Side at their source. It cannot be disputed that some establishments, albeit perhaps a rare few, operate under policies and practices that create significant negative by-products for surrounding businesses and residents. The most problematic practices of some establishments include irresponsible alcohol service, overcrowding, noise, security policies, and maintaining a clean exterior environment. The creation of a comprehensive and uniform list of internal hospitality practices is crucial for the successful management of the South Side's nightlife economy. This set of practices should be formulated through a collaborative effort between the RHP, the nightlife business association (proposed), and all

businesses, drawing upon the best practices of other cities.<sup>384</sup> Once the set of practices is formulated and approved by the businesses, it must be enforced by the RHP and the nightlife association to ensure the participation of all nightlife businesses.

## 8. Business Assistance Program

In recognition of the importance and unique needs of the South Side's nightlife businesses, a Business Technical Assistance office or staff position should be created within the City government, which may work during late night hours. Such an officer or staff position would serve nightlife businesses in several ways. First, a Technical Assistance office would assist businesses in working through the various permitting processes necessary to operate a nightlife business in the South Side. Second, this office would assist businesses in assuring that they receive adequate and appropriate access to city services. Third, and more generally, a Technical Assistance office would serve as an advocate and liaison between businesses and the city, voicing the concerns and perspectives of nightlife businesses to the city government. In the end, a dedicated office and/or staff for nightlife businesses furthers the aim of presenting the City of Pittsburgh as a *conciierge* government. In this capacity, the city will help nightlife businesses thrive by continually asking business how the city can better assist and serve them.

## 9. Cleaning Team

One of the most significant challenges facing the South Side is the preponderance of litter and other debris on the sidewalks and streets. While the Department of Public Works cleans the streets and collects residential trash and building owners and tenants are required by code to keep their sidewalks clean, significant amounts of garbage continue to inundate streets and sidewalks in the South Side, especially on Saturday and Sunday mornings. Thus a cleaning team, which could be funded through a variety of sources, would help to fill in the gaps between public and private efforts to keep the South Side clean. Such a cleaning team would operate every day, with staffing varying with available funds, and with particular emphasis on cleaning efforts on weekend mornings. In addition to regular litter pick-ups, the cleaning team could also perform streetscape beautification.

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<sup>384</sup> New York City Nightlife Association. "Best Practices for Nightlife Establishments." This document provides an exhaustive list of practices developed for and by nightlife establishments.

## 10. Coordinated Transportation

The South Side has an acute parking problem *only* during the late-night on weekends. During the other times of the day and week, parking is not such a significant problem. Coupled with the frequency of vehicles being operated by intoxicated individuals, these parking issues necessitate coordinated and comprehensive late-night transportation. Such coordination requires cooperation between the Port Authority transportation system, university transportation providers, and taxi and limousine companies. With all transportation providers working together, the South Side can be provided with sufficient transportation options for its patrons. These options will reduce the strain on South Side parking lots and on street parking on residential streets, as well as reduce the frequency of intoxicated patrons getting behind the wheel of a car.

While the above "Top Ten Priorities" are the most important recommendation for the South Side to implement, some of them require significant time commitments. However, the following ten recommendations can be brought to the South Side in a relatively short time frame. Furthermore, and most importantly, these recommendations appear to provide the most significant return for the investment, in that they will produce quick, if not immediate, results.

- Move or cross-reference all music, hospitality, and entertainment laws from the "nuisance" section of the City Code to a new "entertainment" section. (PHIL-14)
- Collaboratively develop a "community covenant," sponsored by the RHP, outlining a code of conduct, which businesses, the city, and the community will create, sign, and adhere to. (RHP-9)
- Hold regular late-night district tours of the South Side with city officials, regulators, public safety officials, residents, and business owners. (RHP-18)
- Establish a "universal trespassing" policy that bars a patron from entering an establishment after he or she has been kicked out of another establishment. (HOSP-12)
- Allow fire marshals and building inspectors to train police officers to enforce overcrowding and fire code violations, including the authority to shut down non-compliant establishments. (CODE-8)
- Initiate at least one unannounced and undercover compliance check on every establishment in the South Side each year. (CODE-13)

- Provide a stipend to establishments that allow their restrooms to be used by the public during Thursday through Saturday late-night hours. (NUIS-9)
- Coordinate bulk trash collection with South Side establishments so that the fewest number of haulers, and therefore the fewest number of trucks, service the neighborhood. (NUIS-11)
- Reduce or eliminate parking rates for overnight parking on Thursday through Saturday nights. (TRANS-8)
- Offer free rides to parking garages in the morning to those who left their cars in South Side garages or lots overnight. (TRANS-9)

## EXTENSION: "THE 'LIVING ROOM' OF THE CITY"

The preceding pages of recommendations and commentary are tailored to fit the unique situation in Pittsburgh's South Side. While the best practices that have been proposed were gleaned from many other cities, they have been modified to fit the South Side, especially in terms of the stakeholders and partners who must be involved in the planning and implementing of these recommendations. Nevertheless, these recommendations, and perhaps more importantly, the philosophy behind them, can be extended beyond the South Side to a larger portion of the city. By tying these different entertainment districts together in a coordinated planning effort, the city will undoubtedly benefit. Each entertainment district in the city can succeed on its own, but when they are brought together by a set of standardized principals for managing responsible hospitality, they can provide a larger, more diverse district with a multitude of entertainment options. Creating a larger entertainment district by bringing together individual neighborhoods follows the conventional wisdom that, "the sum of the whole is greater than the sum of its parts."

Since Pittsburgh's Renaissance in the middle of the 20<sup>th</sup> century, the downtown area, known as the Golden Triangle, was the engine of the city. Now, the Golden Triangle sits at the center of what can affectionately be called the "living room" of the city, encompassing a majority of the city's entertainment districts and venues. The new Rivers Casino, set to open soon, stands at the westward point of the triangular "living room" of the city. Continuing north and east, this entertainment district pulls in the Carnegie Science Center, Heinz Field, and PNC Park on the northern side of the Allegheny River. Crossing the Allegheny River, the city's "living room" includes the David Lawrence Convention Center, the Heinz History Center, the Cultural District, Downtown, the Strip District (the northeastern-most point of the triangle), and the yet-to-be-finished Penguins arena in the Lower Hill. On the other side of the Monongahela River lies the South Side Works, marking the eastern edge of the South Side and the

southeastern-most point of the city's "living room." This triangular region extends north and west along the South Side to Station Square.<sup>385</sup>

The responsible hospitality practices that have been proposed for the South Side in the preceding pages can, and ought, to be implemented on a much larger scale throughout the city. Three possible approaches could be taken in order to bring the responsible hospitality approaches to the "living room" of the city.

First, these policies and practices could be brought to Pittsburgh's entertainment districts through some form of business improvement district (BID). Such a district could be a wholly new creation, or simply the expansion of the Downtown Pittsburgh Partnership BID, which operates in the Golden Triangle of downtown Pittsburgh. A BID or similar assessment district would allow for shared services among several business districts, particularly cleaning, public safety, and marketing programs. These services would be funded by an assessment paid by land owners, business owners, or some combination thereof. The experiences of BIDs nationwide have been generally positive, especially in addressing the needs of entertainment districts without significant expenditures by local governments for additional services. Furthermore, and perhaps more importantly for the entertainment districts, a larger BID across the living room of the city would allow for these services to be directly controlled by the businesses themselves, by way of a board of directors. A BID spanning the entertainment districts in and surrounding the Golden Triangle would also allow for a more streamlined process of creating uniform hospitality practices in all of the individual districts.

Second, a zoning overlay district across this portion of the city could also be implemented as a means of bringing the responsible hospitality approach to the entertainment districts. The greatest benefit of a large overlay district is that it allows for uniform zoning procedures throughout all of the entertainment districts. Such uniformity would afford the city the opportunity to bring responsible hospitality practices to its entertainment districts with the force of law. Furthermore, an overlay district, while certainly requiring significant planning and legislative work, does not require a third party or management organization to oversee the entertainment district. This oversight will be provided by expanded roles for already -established city agencies.

Third, responsible hospitality practices and philosophies could also be brought to the larger "living room" of the city through a piecemeal approach. Individual policies and practices could be implemented on a case-by-case basis, each being initiated and carried out by a separate organization or group of organizations. While perhaps allowing for an easier process of executing policies and practices

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<sup>385</sup> See map of the proposed entertainment district in the "living room" of the city in the Appendix.

on an individual basis, this implementation strategy has a significant pitfall. By taking a piecemeal approach to implementing the responsible hospitality approach in its entertainment districts, the city risks devaluating or nullifying its efforts. Unfortunately, the challenges facing the entertainment districts in Pittsburgh are so pervasive that they require comprehensive attention. In consideration of the magnitude and widespread nature of the problems that the city's entertainment districts face, a case-by-case approach might prove to be vastly inadequate.

## CONCLUSION

The challenges facing the South Side and recommendations included in this proposal may appear extensive and overwhelming. Certainly, the side-effects of the nightlife on the South Side neighborhood are very significant. Thus, the solutions offered to them must be equally comprehensive. However, the magnitude of the problems and solutions should not prevent action. Three primary points provide hope and optimism for the South Side.

First, the South Side is not alone in the challenges that it faces because of thriving nightlife in an entertainment district within a residential neighborhood. As mentioned several times, over 60 cities in more than 5 countries have recognized these problems and begun to take steps to address them. As evidenced by the attendance of so many cities at the RHI Networking Conference, and the growth of the RHI and its approach to these issues, the collective interest of other cities is certainly increasing. In beginning to take steps to address these challenges, the South Side is in good company.

Second, the South Side *has begun* to take measures to address the problems stemming from the by-products of the thriving nightlife on East Carson Street. Many individuals and organizations on the South Side have begun to conceptualize and follow through with policies and practices based on the responsible hospitality approach. Five members of the South Side community attended the 2008 RHI Networking Conference in November of 2008. Organizations like the South Side Local Development Company, the South Side Community Council, the South Side Chamber of Commerce, and the Mayor's Advisory Committee on the South Side have undertaken discussions and plans regarding the South Side's entertainment district. Residents and businesses have also taken note: approximately 100 residents attended the June meeting of the Community Council to consider establishing the South Side as an "entertainment district," and 30 business owners attended a community conversation surrounding quality of life issues. In summary, the South Side, as a whole, has initiated *proactive* conversations and plans to address its challenges.

Third, other cities across the world have not only adopted the responsible hospitality approach, but have also seen direct success as a result of the implementation of this approach. In the *Responsible Hospitality Successes in other Cities* chapter, nine cities have been highlighted for the success and benefits that they have achieved as a result of this implementation. Including these nine, there are more than 26 cities who have implemented responsible hospitality practices

*and* seen measurable success as a result.<sup>386</sup> This record of success certainly provides the South Side with plenty of positive examples and a sense of optimism with which to pursue the responsible hospitality approach.

In the end, all of the recommendations for the South Side will be worthless without a recognition of the interdependence and cooperation necessary to address the challenges that the neighborhood faces. As with many problems, the South Side will “sink or swim together.” Because so many of the problems facing the South Side surround the disconnect between interested parties and stakeholders, true cooperation is vitally important. On one hand, without the vibrant residential neighborhood off of Carson Street, businesses would undoubtedly suffer, if not fail. On the other hand, without the thriving daytime and nighttime economy provided by the many businesses in the South Side, the quality of residential life would undoubtedly decrease, as it would be devoid of a lively business district. The neighborhood and city would lose millions of dollars in economic benefits, hundreds of jobs, tax revenues, and businesses’ charitable contributions to the community. Until the necessity of this cooperation and collaboration is recognized, the South Side will not be able to adequately address the challenges it faces.

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<sup>386</sup> Evidence of successes for 26 cities has been established through conversations and correspondences with the author, materials provided to the author, and RHI Case Studies. Again, it can be safely presumed that more cities than these have, in fact, implemented responsible hospitality practices and seen success, but have not come to the attention of the author.

APPENDIX

Figure 1: Map of South Side Local Neighborhood Commercial District (LNC)

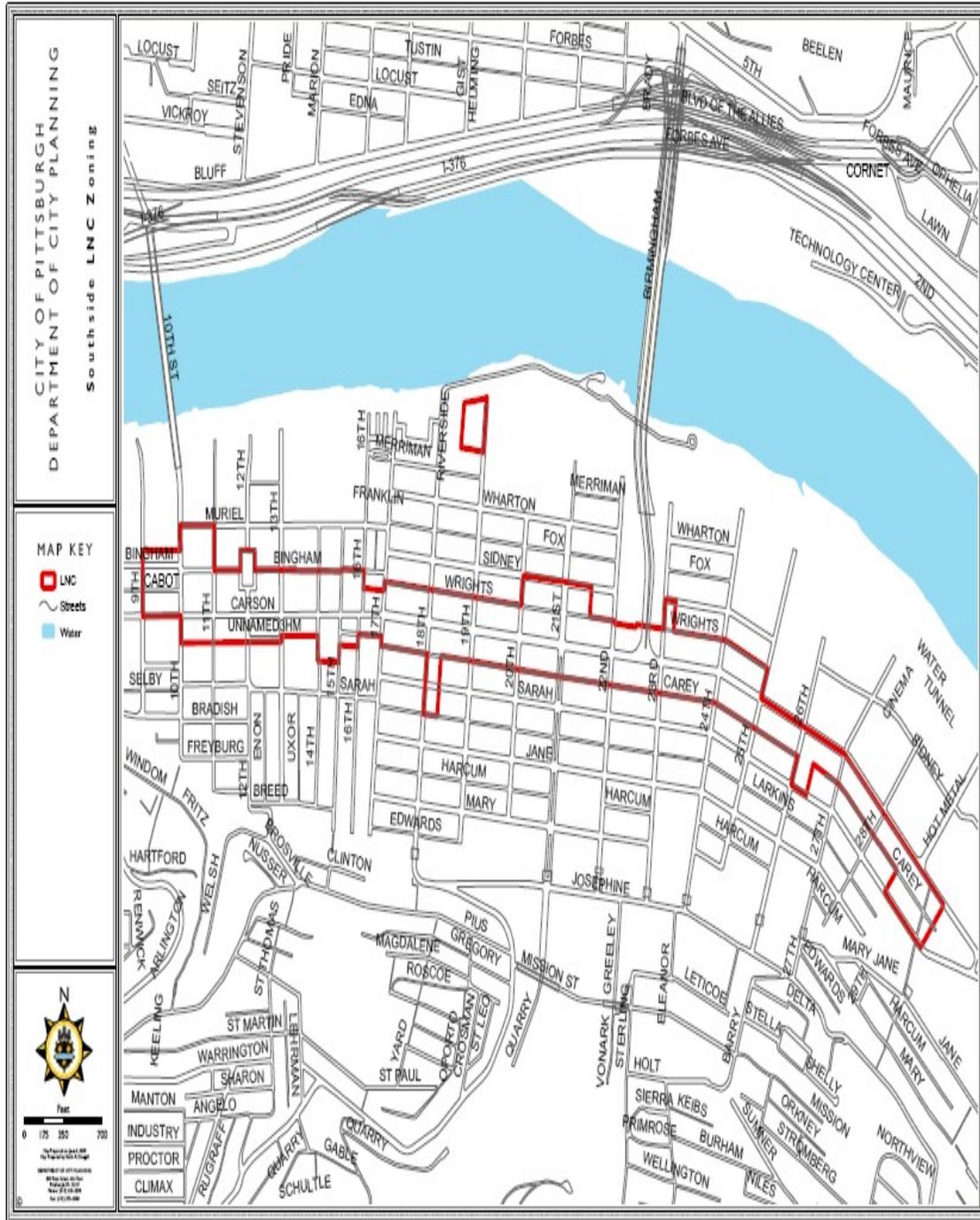


Figure 2: Time Distribution of Arrests in the South Side Flats

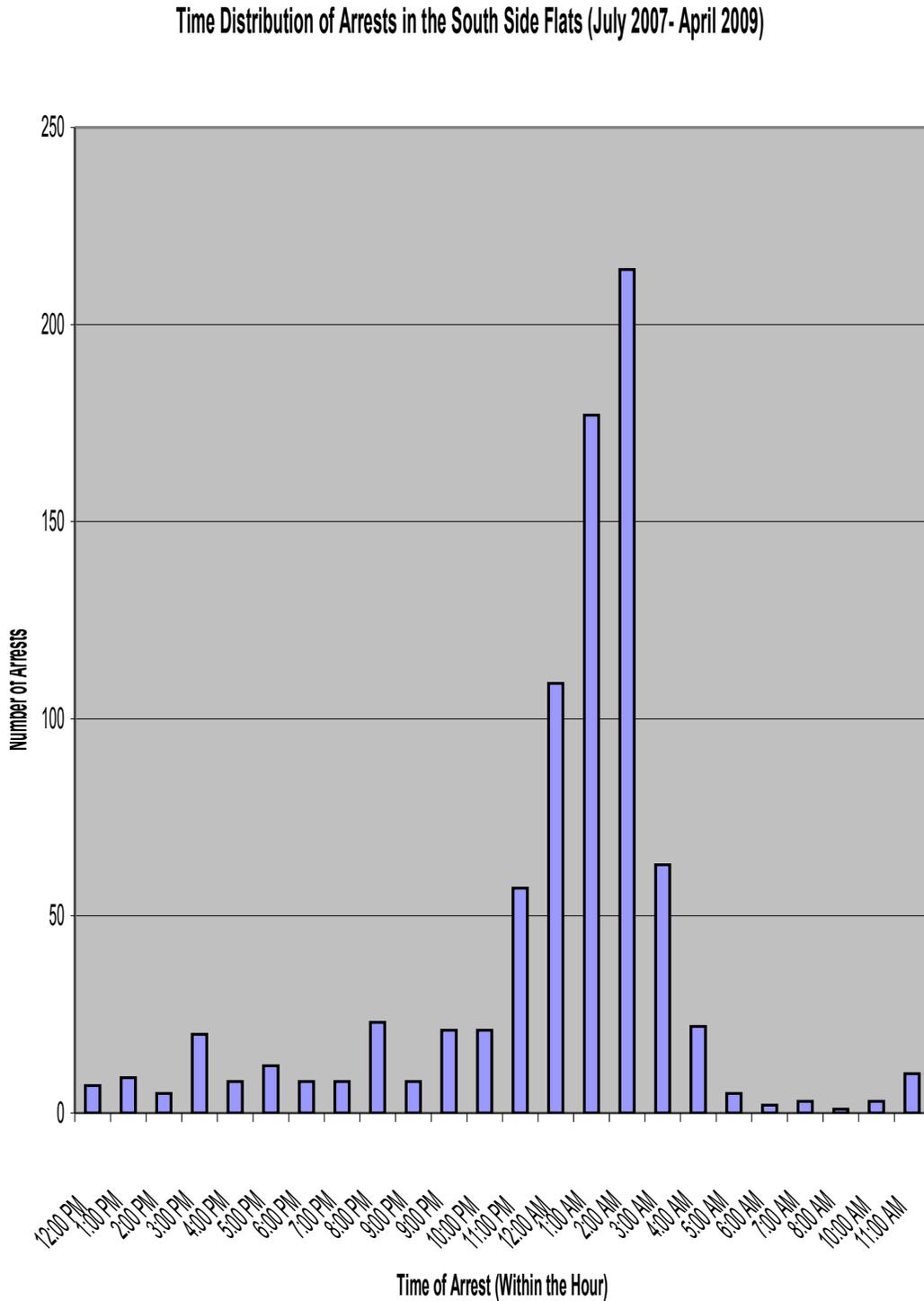


Figure 3: Types of Arrests During Late-Night Hours, 2007

Types of Arrests in South Side Flats from 9 PM to 5 AM [July 2007 - December 2007]

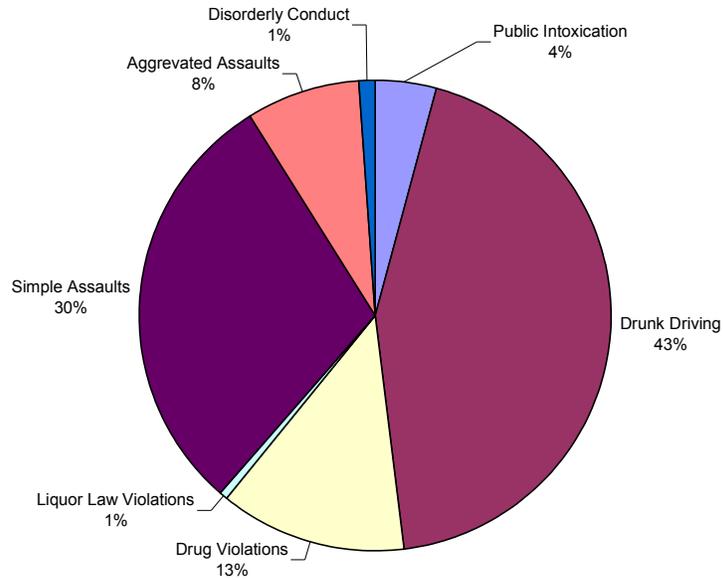


Figure 4: Types of Arrests During Late-Night Hours, 2008

Types of Arrests in South Side Flats From 9 PM to 5 AM [2008]

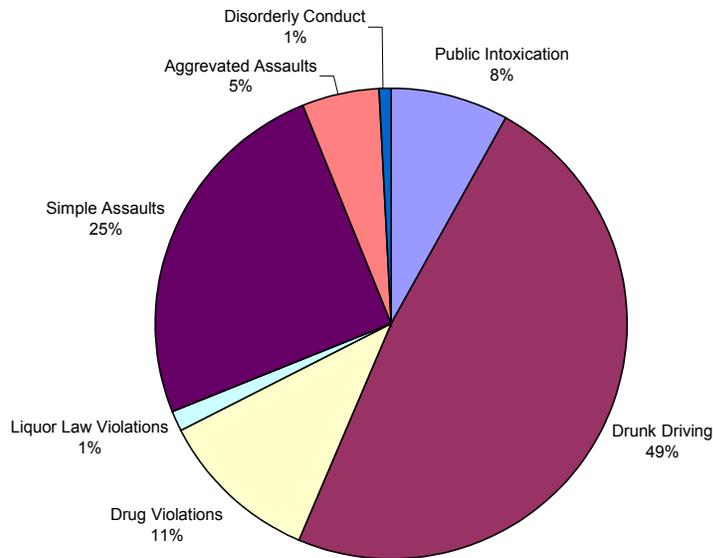


Figure 5: Types of Arrests During Late-Night Hours, 2009

Types of Arrests in South Side Flats From 9 PM to 5 AM [January 2009 to April 2009]

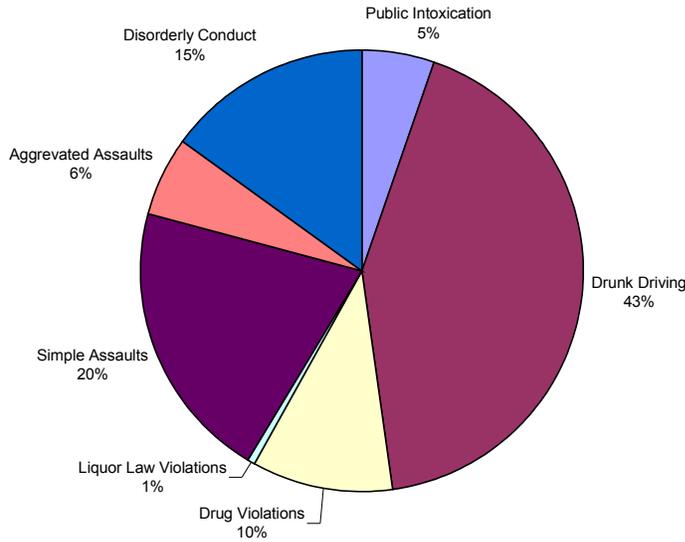


Figure 6: Table of Time Distributions of Arrests in the South Side Flats

Time Distribution of Arrests (July 2007 - April 2009)	
Time of Arrest (Within the Hour)	Percentage of Total Arrests
12:00 PM	0.00%
1:00 PM	1.10%
2:00 PM	0.61%
3:00 PM	2.45%
4:00 PM	0.98%
5:00 PM	1.47%
6:00 PM	0.98%
7:00 PM	0.98%
8:00 PM	2.82%
9:00 PM	0.98%
10:00 PM	2.57%
11:00 PM	6.99%

Time Distribution of Arrests (July 2007 - April 2009)	
Time of Arrest (Within the Hour)	Percentage of Total Arrests
12:00 AM	13.36%
1:00 AM	21.69%
2:00 AM	26.23%
3:00 AM	7.72%
4:00 AM	2.70%
5:00 AM	0.61%
6:00 AM	0.25%
7:00 AM	0.37%
8:00 AM	0.12%
10:00 AM	0.37%
11:00 AM	1.23%

**Figure 7: Table of Types of Arrests, 2007-2009**

Type of Arrest	Percentage of Total Arrests
Aggravated Assault	7.24%
Disorderly Conduct	4.05%
Drug Violations	14.97%
Drunk Driving	39.51%
Liquor Law Violations	0.74%
Public Intoxication	5.89%
Simple Assault	27.61%

**Figure 8: Comparison of Arrests Between Operations Sweep and Subsequent Weekends**

Median Number of Arrests During a Summer Weekend (July 2007 - April 2009)	4
Median Number of Arrests During a Summer Weekend <i>During Operation Sweep</i> (April 2007 - June 2007)	48.5
Average Number of Arrests During a Summer Weekend (July 2007 - April 2009)	3.46
Average Number of Arrests During a Summer Weekend <i>During Operation Sweep</i> (April 2007 - June 2007)	56.69

**Figure 9: List of Cities Who Have Implemented Responsible Hospitality Practices Successfully**

Ann Arbor, MI	Norfolk, VA
Athens, GA	Philadelphia, PA
Austin, TX	Phoenix, AZ
Bellingham, WA	Providence, RI
Boulder, CO	San Diego, CA
Burlington, VT	San Jose, CA
Detroit, MI	Santa Cruz, CA
Edmonton, Canada	Seattle, WA
Fort Worth, TX	Springfield, MO
Gainesville, FL	Stockton, CA
Hollywood, CA	Vancouver, Canada
Madison, WI	Victoria, Australia
Monetary, CA	Washington, DC
Montgomery County, MD	

**Figure 10: Map of Proposed Entertainment District in the "Living Room" of the City**

