ASSURE SAFETY   PUBLIC SAFETY | VENUE SAFETY

ENHANCE VIBRANCY   ENTERTAINMENT | MULTI-USE SIDEWALK

PLAN FOR PEOPLE   TRANSPORTATION | QUALITY OF LIFE

Orlando
SOCIABLE CITY PLAN

ORLANDO, FLORIDA
Roundtable Report

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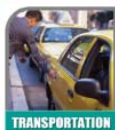September 28, 2016 | Do Not Distribute

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EXECUTIVE SUMMARY

Orlando – A City Between No Longer and Not Yet

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

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

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

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

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

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

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

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

THE HOSPITALITY ZONE ASSESSMENT PROCESS

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

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

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

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

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

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

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

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

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

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

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

SIX CORE ELEMENTS *for* **HOSPITALITY ZONE DEVELOPMENT**

ENTERTAINMENT | MULTI-USE SIDEWALK | PUBLIC SAFETY | VENUE SAFETY | TRANSPORTATION | QUALITY OF LIFE
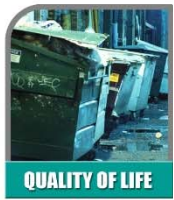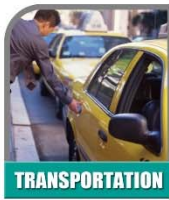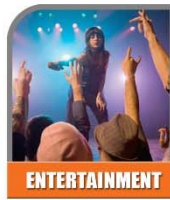
THE ORLANDO SOCIABLE CITY PLAN

Priority Actions Snapshot

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

THE SOCIABLE CITY PLAN

Establish a Sociable City Alliance and Action Teams

Create a dedicated "Night Manager" (in CAO/Mayor's office) and Key Department coordinators

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

VIBRANCY ACTION TEAM: Entertainment | Multi-use Sidewalk

Document Entertainment Options and Economic and Employment Value

Build Brand: *"Orlando's Authentic Social Experience"*

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

SAFETY ACTION TEAM: Public Safety | Venue Safety

Reduce Violations, Crime and Community Impacts through Education and Compliance

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

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

PLANNING ACTION TEAM: Transportation | Quality of Life

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

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

Transform the "Push" into a "Pull" with Transport Hub and Food Vendors

SUMMARY OF DRIVING FORCES IN ORLANDO

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

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

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

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

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

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

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

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

A Convening Process for the Nighttime Economy

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

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

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

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

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

Orange Avenue: A Bellwether for Action

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

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

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

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

Venue Safety and Security

With expanding crowds, nighttime establishment now compete to capture the young adult market prone to patronize these high activity areas. This demographic has limited spending power, so reduced pricing or gender-biased promotions are often utilized. Higher risk drinking behavior requires additional security, and venues turn

to off-duty police officers to assist. While in uniform, the officer's presence may appear to enhance safety, though failure to take action against disorderly behavior in the public space may have adverse results.

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

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

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

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

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

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

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

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

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

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

The Craft Culinary Movement Comes to Orlando

Beyond being a music city, Orlando is rising as a foodie city, with the emergence of chef-inspired top-notch restaurants and innovative start-ups in markets and food trucks. Recent attempts by national chains to locate in Downtown Orlando has had limited success, as the city's residents demand inventive quality, locally harvest and individually designed food experiences.

Counterintuitive state regulatory requirements for full-service alcohol licenses for venues with 150 or more seating occupancy restricts hospitality innovation and the customized dining and social experience the public demands, especially in Downtown and Main Streets. These areas have limited size storefronts and the state's SRX requirements may inadvertently stifle development of restaurant concepts in these areas – resulting in a proliferation of high-occupancy venues. Today's emerging craft cocktail culture is a direct response to a discriminating public seeking quality, and defies a basic understanding of risk from alcohol that exists regardless of the form in which it is consumed. Depending upon the manner in which they are served and consumed, beer, wine and spirits can each enhance a social experience or create greater risk.

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

The Craft Beverage Culture

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

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

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

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

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

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

NEXT STEPS FOR IMPLEMENTATION

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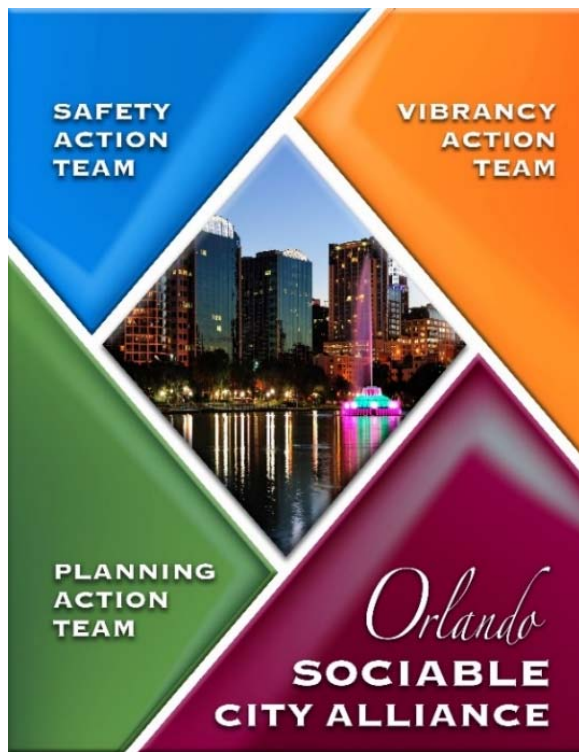
The Sociable City Alliance is proposed as a formal partnership overseeing citywide planning, management, resource allocation, and coordination of involvement of various city, county and state agencies, and hospitality, community, education and business development organizations to implement and update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

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

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

Facilitate the Formation of Action Teams

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

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

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

Community Redevelopment Authority	Orlando Permitting Division
Cowboys Orlando	Orlando Police Department
Empire Insurance	The Beacham and The Social
Florida Restaurant and Lodging Association	The Lodge and The Woods
Keys to the City Security	V Group Concepts
Orlando Fire Department	Victim Service Center
Orlando Mayor's Office	

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

Church Street District	Downtown Development Board
Church Street Entertainment	Orlando Mayor's Office
Cox Events Group	Orlando Permitting Division
Downtown Arts District Inc	Orlando Planning Division
Downtown Pourhouse	Orlando Public Works Department
Downtown South Main Street	Orlando Traffic Operations
Florida Restaurant & Lodging Association	Red Top Productions
Food Truck Bazaar	The Beacham
GAI - Consultants	The Rusty Spoon
Orlando Business Development Division	V Group Concepts
Orlando City Attorney's Office	Wall St Plaza
Orlando Downtown Clean Team	

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

AmeriPark/Kress Valet	Orlando Planning Division
Baptist Terrace Senior Facility	Orlando Police Department DUI Unit
Bike Walk Central Florida	Orlando Public Works Department
Church Street Entertainment	Orlando Streets And Stormwater Division
Downtown Condo Association Alliance	Greenworks Orlando
GDC Properties	Orlando Traffic Operations
HKS Inc	Orlando Vehicle-For-Hire Division
Lanier Parking Solutions	Rethink your Commute
LYNX	Rydes Pedicabs
Mears Transportation	St Luke's Cathedral
Orlando Downtown Clean Team	SunTrust Garage
Downtown Development Board	UCF Downtown
Orlando Parking Division	V Group Concepts

Convene an Annual Hospitality Recognition Celebration

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

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

Examples include San Francisco's "Nitey Awards," New York Hospitality Alliances Awards Program, the United Kingdom's Best-Bar-None, Chicago's Nightlife Awards, among others.

ACTION: ENHANCE VIBRANCY

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

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

Document Entertainment Options and Economic and Employment Value

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

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

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

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

Build "Orlando's Authentic Social Experience" Brand

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

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

"Big Ideas" from the Roundtable include:

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

Develop a Plan for Vibrant Sidewalk Usage

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

Maximize Outdoor Dining with Minimal Impact on Pedestrian Movement

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

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

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

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

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

Integrate Vendors, Markets and Food Truck to Fill Dead Zones

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

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

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

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

Explore a Process to Formalize Guidelines for Street Performances

Street performances that provide diverse entertainment can drive pedestrian flow to inactive areas, draw a new customer base downtown into retail stores and dining and entertainment venues. Street performances can be a mutually beneficial arrangement for business owners and performers alike.

When a formalized method is developed for identification and nurturing of talent, a pool of potential performers can be identified and strategically integrated into the fabric of street life. A balance of randomness and structure requires a vision and strategy for encouraging and sustaining street performance without compromising traditional businesses or interfering with pedestrian flow.

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

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

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

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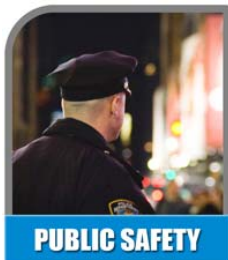
Public safety in nightlife districts requires collaboration and cooperation among agencies and management and staff on business licensing, code compliance and policing.

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

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

Reduce Violations, Crime and Impacts through Education and Compliance

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

Among the common objectives of a PSCT are:

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

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

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

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

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

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

Compile the most common crimes, disturbances, and violations

SPECIFIC INDICATORS

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

Education and Compliance

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

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

Develop and Promote Best Practices and Uniform House Policies

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

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

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

Conduct an Orlando Safety and Security Analysis of Venues Meeting Specific Criteria
- Responsible Vendor Certification
- Beverage Service Training – Maintaining trained staff
- Contracted or Professionally Trained Security Staff
- ID Scanners – Stand Alone or Interconnected
- CCTV and other Communication Devices

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

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

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

Review and Adjust Current Safety Resource Allocation

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

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

The following is a proposed path to productive transition:

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

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

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

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

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

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

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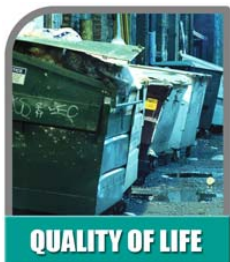
There is fine line between nighttime vibrancy and chaos. Striking the right balance often depends upon the number of people and the space available to gather.

Effective district management requires a comprehensive view of city development trends. The overall objective is to set citywide standards for zoning codes, update codes where necessary, and establish better performance standards for monitoring and compliance to shape nightlife growth in positive, viable and sustainable ways.
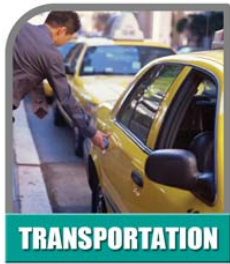
Finally, planning for people requires a coordinated system to properly integrate transportation, parking, and pedestrian movement in to and out of a hospitality zone.

Establish Social Occupancy Guides in Hospitality Zones

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

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

Gather Data for Decisions

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

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

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

Parking

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

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

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

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

Establish New Designations and Permits to Match Risk with Practices

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

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

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

- **Premise License** determines if the physical structure for a venue is suitable for the proposed use (taking into consideration fire safety, trash storage, deliveries, sidewalk space, and proximity to residential housing, access to late-night transportation, etc.).
- **Operation License** requires an operator to demonstrate a plan for security, safety, alcohol service, strategies for managing sound, trash, deliveries and occupancy as these issues relate to type of operation, hours of operation and risk factors inherent in the location.
- The **Chicago Deleterious Impact Regulation** (see appendix summary) establishes a process to set specific and measureable standards for evaluating an applicant before, during and when at-risk for assuring compliance within the venue and reducing potential impact on the surrounding community.

The collective combination of strategies implemented through the Vibrancy Action Team and the Safety Action Team, as well as other recommendations in the Planning Action Team, may minimize the need for additional regulations.

However, a more strategic risk-based licensing system could facilitate potential reform to allow for more density, extended hours, or expanded outdoor seating that matches the market and district capacity.

Explore a Flexible Hours Permit Process with Negative Impact Provisions

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

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

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

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

Risk Evaluation

- **District Intensity Designation** (low, medium, high): Determine what level of activity is suitable for a district based on current infrastructure and social occupancy. For instance, an area designated as primarily residential often limits outdoor seating until 10:00 pm, while a primarily commercial area extends outdoor seating and allows amplified entertainment until closing. Define area boundaries based upon this determination.
- **Determine Criteria for Venue Risk Evaluation:** Demonstrate practices relative to level of risk for type of business, hours of operation, entertainment and location. For example, a *low risk* venue would be a daytime café serving beer and wine to office workers, while *high risk* might be a high occupancy (greater than 250) late-night venue (after 10:00 pm) with limited food, DJ, and dance catering to an under-25 clientele
- **Improve public safety by addressing egregious offenders** in a timely and efficient manner
- **Address violations prior to reaching a point of extreme need** where customers' public safety is compromised and illegal activities such as prostitution, service to minors and violent crime occur

Risk Management

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

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

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

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

Establish Transport Hubs

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

Mobility Management

Streamline Road Closures:

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

Designate Parking and Loading Zones for Musicians: If Orlando pursues designation as a Live Music City, it is advisable to offer designated parking for musicians as well as loading zones to help with the transfer of

equipment in and out of the performance venue. How many zones would be needed? Where should they be located? How would that impact parking?

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

Facilitate Destinations Away from Dense Areas

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

APPENDIX 1: PARTICIPANTS

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

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

Thomas Allen, Owner
Urbanista
Focus: Quality of Life **O**

Kelly Allen, Marketing/Communications Coordinator
City of Orlando Downtown Development Board
Focus: Entertainment **O R**

Dave Arnott, Lieutenant **TT E**
City of Orlando Mayor Buddy Dyer's Office
Focus: Venue Safety **O R** Public Safety **O R**

Tom Ayars, Manager of Training & Development/ Orlando
Andy Frain Services
Focus: Public Safety **O**

Mark Baratelli, Owner
Food Truck Bazaar
Focus: Multi-use Sidewalk **O R**

David Barilla, HZA Coordinator **TT E**
City of Orlando Downtown Development Board
Focus: Attended All Events

Chris Becton, Sgt of DUI Unit
City of Orlando Police Department
Focus: Transportation **O R**

William Blake, Owner
The Rusty Spoon
Focus: Entertainment **O**

Mark Bortz, Owner
Bortz Group
Focus: Multi-use Sidewalk **O**

Ed Boyens, Venues Security Manager
City of Orlando Venues
Focus: Venue Safety **O R**

Dana Brown, Owner
Red Top Productions
Focus: Multi-use Sidewalk **O R**

Jason Burton, Chief Planner **TT E**
City of Orlando Planning
Focus: Attended All Sessions

Jeff Bush, Vice President
HKS
Focus: Quality of Life **O R**

Michael W Carroll, Solid Waste Division Manager
City Of Orlando Solid Waste/Public Works
Focus: Quality of Life **O**

Lyndon E. Carter, Senior Associate
Lowndes Drosdick Doster Kantor & Reed
Focus: Entertainment **O**

Mark Cechman, Chief Planner / Zoning Official
City Of Orlando Planning
Focus: Quality of Life **O R**

Natasha Christman, Event Coordinator
Cox Events Group
Focus: Entertainment **O R**

Frank Consoli, Traffic Operations Engineer
City of Orlando Transportation Engineering
Focus: Multi-use Sidewalk **O R** Transportation **O R**

John Cooley, Owner
Keys to the City
Focus: Public Safety **O R** Venue Safety **O R**

Dr. Robertico Croes, Associate Dean of Administration and Finance
University of Central Florida
Focus: Venue Safety **O**

Jeremy Crowe, Civil Engineer IV
City of Orlando Tranportation Engineering
Focus: Transportation **O R**

Lisa Cuatt, Executive Director
Thornton Park Main Street District
Focus: Entertainment **O**

Samuel Dade, General Manager
Keys to the City
Focus: Public Safety **O R**

Dave Darsey, Senior Director
GAI - Consultants Community Solutions Group
Focus: Entertainment **O R**

Richard Demarco, 0
GDC Properties
Focus: Quality of Life **R**

Kathleen Devault, Director of Strategic Partnerships **TT E**
City of Orlando Mayor Buddy Dyer's Office
Focus: Attended All Sessions

Brian M Donohue, Police Lieutenant
City of Orlando Police Department
Focus: Public Safety **O R**

Aaron Dudek, Owner
The Lodge and The Woods
Focus: Venue Safety **O R**

Shawn Dunlap, Officer
City of Orlando Police Department
Focus: Venue Safety **O R**

Sarah Elbadri, Executive Director **TT E**
City of Orlando Downtown South Main Street
Focus: Multi-use Sidewalk **O R**

Arthur Eld, Police Captain **TT E**
City of Orlando Police Department
Focus: Public Safety **O R**

Paul Emery, Events&Marketing Director
Wall St Plaza
Focus: Entertainment **O R**

Dirk Farrow, Owner
Church Street Entertainment
Focus: Quality of Life **O R**

Robert Bob Fish, Downtown Cleanteam Facility Supervisor
City of Orlando Downtown Development Board
Focus: Multi-use Sidewalk **O R**   Quality of Life **O R**

Richard Forbes, Historic Preservation Officer
City of Orlando Planning
Focus: Multi-use Sidewalk **O**

Gert Garman, Director
UCF Collaborative Design Center
Focus: Entertainment **O**

Ben Gillick
AmeriPark/ Kress Valet
Focus: Transportation **R**

Jeff Gitto, Owner
V Group Concepts
Focus: Quality of Life **O R**   Entertainment **O R**   Venue Safety **O R** Public Safety **O**

Cameron Gordon, Parishonor
St Luke's Cathedral
Focus: Quality of Life **O R**

Shannon Gravitte
Mears Transportation
Focus: Transportation **R**

Kaye-Alese Green, Student
University of Central Florida
Focus: Entertainment **O**

Sharon Grimes, Community Service Officer III
City of Orlando Police Department
Focus: Public Safety **O R**

Frank Hamby, Property Owner
The Beacham
Focus: Multi-use Sidewalk **O R**

Lori Pampilo Harris, Sr Advisor to Mayor, Homelessness Soc Svcs
City of Orlando Mayor Buddy Dyer's Office
Focus: Quality of Life **O**

Barbara Hartley, Executive Director
Downtown Arts District Inc
Focus: Entertainment **O R**

Lisa Henry, Streets And Stormwater Division Manager
City Of Orlando Public Works
Focus: Quality of Life **O R**

Tammy Hughes, Fire Marshal
City of Orlando Fire Department
Focus: Public Safety **O R**

James "Jim" Hunt, Public Works
City Of Orlando Public Works
Focus: Quality of Life **R**

Ivan Isolica, Owner
Downtown Pourhouse
Focus: Entertainment **O R**

Seaira Jeannin, Executive Director
Church Street District
Focus: Multi-use Sidewalk **O R**

Robert Jenkins, Sanitation Section Supervisor
City Of Orlando Solid Waste/Public Works
Focus: Quality of Life **O**

Alejandro Caro Jimenez, Police Lieutenant
City of Orlando Police Department
Focus: Public Safety **O R**

Jae Johnson, Promoter
Promoter
Focus: Venue Safety **R**

Timothy Johnson, Permitting Division Mgr
City of Orlando Permitting
Focus: Public Safety **O R**

Solomon Johnson, Director
Keys to the City
Focus: Public Safety **O**

Ian M Jurgensen, Sustainability Project Manager
City Of Orlando Solid Waste/Public Works
Focus: Quality of Life **O R**

Alexander Karden, City Prosecutor I, **TT E**
City of Orlando Legal
Focus: Public Safety **O R** Venue Safety **O**

Bridget Keefe, Executive Director
Downtown Orlando Partnership Inc. (DOP)
Focus: Entertainment **O R**

Mike Kilbride, UCF Downtown Project Manager, **TT E**
Univeristy of Central Florida
Focus: Quality of Life **O R**

Justin Kinsey, Area Manager of Orlando Operations
Lanier Parking Solutions
Focus: Transportation **O R**

Janet Legassie, Service Coordinator
Baptist Terrace
Focus: Quality of Life **O R**

Cesar Leirias, Civil Engineer IV - Contract
City of Orlando Transportation Engineering
Focus: Transportation **R**

Kelly Lowe, Police Sgt
City of Orlando Police Department
Focus: Venue Safety **O R**

Christian MacCarroll, Vice President
HKS Inc
Focus: Quality of Life **O R**

Keith Maddox, Deputy Chief - Field Operations Bureau **TT**
City of Orlando - Fire Department
Focus: Public Safety   **T O**

Edgardo Malave, Police Officer
City of Orlando Police Department
Focus: Public Safety **O**

George Maltezos, Owner
The Beacham
Focus: Venue Safety   **O R**

Michael Marsicano, Manager
V Group Concepts
Focus: Venue Safety   **R**

Jeremy Martin, Owner
Rydes Pedicabs
Focus: Transportation **O R**

Peter Martinez, Program Director
Juice Bike Share
Focus: Multi-use Sidewalk   **O**

Doug Metzger, Project Planner II
City Of Orlando Planning
Focus: Quality of Life   **R**

Rachel Moalli
Florida Restaurant & Lodging Association/Align Public Strategies
Focus: Entertainment   **O R**

Jennifer Moreau, Permitting Services Manager
City of Orlando Permitting
Focus: Multi-use Sidewalk   **O R**

Kelly Morphy
Bike Walk Central Florida (aka Best Foot Forward)
Focus: Transportation   **O R**   Multi-use Sidewalk   **O**

Brooke Myers, President
Emerge Real Estate
Focus: Quality of Life   **O**

Lynn Nicholson, Resident
Resident
Focus: Quality of Life   **O R**

Gilbert Nieves, Vehicle-For-Hire Supervisor
City of Orlando Police Department
Focus: Transportation   **R**

Audra Nordaby, Planner III
City of Orlando Police Department
Focus: Public Safety   **O**   Venue Safety   **O**

Myles O'Keefe, Senior Planner
Lynx
Focus: Transportation   **O R**

Ridzi Palomo, Parking Operations Mgr
City of Orlando Parking
Focus: Transportation   **O R**

Roy Payne, Chief Asst City Attorney I
City of Orlando Legal
Focus: Multi-use Sidewalk   **O R**

Lillian Scott Payne, Business Development Division Manager
City of Orlando Business Development
Focus: Entertainment   **O R**

Jill Pittman, Owner / Agent
Empire Insurance
Focus: Venue Safety   **O R**

Charles Ramdatt, Deputy Director of Public Works - Transportation Engineer **TT E**
City of Orlando Transportation Engineering
Focus: Transportation   **O R**   Multi-use Sidewalk   **O R**

JoEllen Revell
Victim Service Center
Focus: Public Safety   **R**

Greg Reynolds, **TT E**
Downtown Condo Association Alliance
Focus: Quality of Life   **O R**

Courtney Reynolds, Program Manager
Rethink your Commute
Focus: Transportation   **O R**

Greiefg Reynolds, Chair **TT**
Downtown Condo Association Alliance
Focus: Quality of Life   **T O**

Mike Rhodes, Code Enforcement Division Manager **TT E**
City of Orlando Code Enforcement
Focus: Quality of Life   **T O R** Public Safety   **O R**

Shaniqua Rose **TT E**
City of Orlando Downtown Development Board
Focus: Attended All Sessions

Pam Rupinski
Regulatory Compliance Services - Responsible Vendor Education
Focus: Venue Safety   **O**

Keith Showers, Facility Manager
SunTrust Garage
Focus: Transportation   **R**

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

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

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

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

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

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

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

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

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

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

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

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

Jon Yapo

Lyft Representative

Focus: Transportation **R**

APPENDIX 2: ROUNDTABLE SUMMARIES

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

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

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

Research: Collecting the Data

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

ENHANCE VIBRANCY: Entertainment Roundtable | Multi-use Sidewalk Roundtable

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

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

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

ASSURE SAFETY: Public Safety Roundtable | Venue Safety Roundtable

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

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

Identify Risk Locations
- Collect last drink data to identify the place a person involved in DUI or alcohol related incident was last served

- Collect inspection violations, calls for service, and other risk factors by business address
- Map locations of panhandling, fights, disorder on weekend/weekday nights

PLAN FOR PEOPLE: Transportation Roundtable | Quality of Life Roundtable

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

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

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

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

Policy and Compliance: Boundaries for Order

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

ENHANCE VIBRANCY: Entertainment Roundtable | Multi-Use Sidewalk Roundtable

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

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

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

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

ASSURE SAFETY: Public Safety Roundtable | Venue Safety Roundtable

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

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

Venue Security
- Police and businesses collaboratively create safety plans
- Work with the Public Safety and Nightlife Team to expand CPTED evaluations and retrofits to all licensed businesses
- Match security to the size of the crowd
- Determine standards for off-duty OPD officers providing security to venues
- Distinguish on and off-duty officers with different uniforms
- Add CCTV cameras to problem areas
- Coordinate security and clarify policies among all agencies
- Include addressing ADA considerations and planning for people with disabilities

Road Closure
- Assign officers to intersections at closing time to manage mixed traffic, cars, Pedi-cabs, taxis and pedestrians
- Consider limiting or eliminating road closures
- standardize the location and times for road closures and add directional signs

Develop Updated Policy on Venues

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

PLAN FOR PEOPLE: Transportation Roundtable | Quality of Life Roundtable

Transition from "The Push" to "The Pull"

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

Transportation

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

Public Order and Waste Management

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

Parking

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

Panhandling

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

Sidewalks

- Manage sidewalk use to allow free passage for pedestrians
- Improve sidewalk paving and maintenance

- Maintain an up-to-date summary of all development projects working their way through the Planning and Zoning Department as well as those that are in the approval process or are starting construction

Education and Marketing: Spreading the Word

This list of education and marketing recommendations was developed through the Roundtable discussions.

ENHANCE VIBRANCY: Entertainment Roundtable | Multi-use Sidewalk Roundtable

Innovation to Build Orlando's Brand

- Facilitate the formation of a **Hospitality and Nightlife Team** as a central point of communication among businesses and with government and community organizations to enhance dining, entertainment and events
- Use technology to connect talent with venues and develop a brand highlighting Orlando's "authentic experience"

- Consolidate and update entertainment maps highlighting restaurants, artists, live music venues and celebrate a more local and authentic experience
- Coordinate collaborative branding and marketing

Street Vendors and Food Trucks
- Educate operators on rules

Outdoor Dining
- Recognize the street as a venue and set occupancy accordingly

- Recognize local celebrities who started their careers in Orlando or who have chosen to live here

- Coordinate communication among venues, including sports arenas and Dr. Phillips Center to avoid letting out large crowds at the same time

ASSURE SAFETY: Public Safety Roundtable | Venue Safety Roundtable

- Provide additional information to patrons on impairment and alcohol metabolism

- Schedule regular meetings between the Hospitality and Nightlife Team and the Orlando Police Department to implement changes and share successes as well as concerns

- Widely distribute information to the public about road closures, parking availability, and construction projects that affect traffic

- Improve education for owners and staff on policies, rules and regulations

- Improve coordination on compliance, security between venues and safety personnel

- Use last drink information or feedback to venues to improve policies and training on beverage service

- Create a printed guide to provide training on rules and regulations, assault prevention, over serving, insurance, and other topics

PLAN FOR PEOPLE: Transportation Roundtable | Quality of Life Roundtable

- Provide residents (and potential residents) with a checklist of the kinds of urban uses to expect—noise, road closures, festivals, etc.

- Offer recognition and incentives to well-performing businesses

- Create a summary of code requirements pertaining to businesses/bars/clubs and organizations that feed the homeless into a guidebook articulating their role in maintaining the space inside their property, on adjoining sidewalks and in alleys

- Create a series of fact sheets on the different sources of noise and applicable regulations—include ways to mitigate the level of noise and its impact on residents

Parking
- Market valet spaces to musicians
- Advertise number of spaces available and their location, include valet locations
- Communicate better with employees about using remote parking

- Establish public information campaigns to improve patron civility, stop public urination, reduce littering, increase recycling

- Share information with stakeholders and the public about policy changes, enforcement practices, and successes

- Coordinate downtown marketing messages with the Main Streets

- Provide training for all nighttime personnel (OPD, Ambassadors and others) on how to engage patrons

APPENDIX 3: NIGHTTIME ECONOMY MANAGER

Title

Nighttime Economy Manager (alternatively Sociable City Coordinator)

Position Description

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

Primary Goals and Objectives

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

Major Areas of Responsibility

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

Facilitate and Coordinate Meetings

- Serve as a liaison to city, county and state agencies, hospitality and business organizations, educational institutions and neighborhoods with an active social (dining, entertainment, event) district.
- Convene and facilitate regular meetings with:
  - Members of the Pittsburgh Sociable City Alliance, a citywide policy commission tasked with providing oversight of the city's hospitality and nightlife development.
  - The Sociable City Plan Action Teams:
    (1) **Public Safety:** Policing, Business Orientation, Code Compliance, Community Relations
    (2) **Transportation:** Day, Evening and Late-night Systems for Parking, Taxi, Shuttle, Pedestrian
    (3) **Development:** Zoning and District Management – Hospitality Resource Panel
    (4) **Community:** College and community network to reduce harm and promote personal responsibility

(5) **Hospitality:** Alliance of associations and educators involved with tourism, dining, entertainment, sports and the arts

Provide education and Resources

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

Advise and Implement New Nightlife Policies

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

Overview of Required Knowledge, Skills and Abilities

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

Job Requirements

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

Knowledge and/or experience in:

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

Above average skills in:

- Objective facilitation
- Project management, delegation and scheduling

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

Demonstrated ability to:

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

Education

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

Other:

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

APPLICATION PROCESS

To be announced

APPENDIX 4: DEFINING TERMINOLOGY FOR A SOCIABLE CITY

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

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

Classifying Venues for Planning and Policy

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

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

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

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

- **Dining:** Restaurants and cafes where sharing food is the primary activity and purpose of the venue.
- **Drinking:** Bars, pubs and restaurant lounges where the primary activity is meeting others and socializing with beverages and limited food, games and sports TV.
- **Entertainment:** Cinema, theatre, live performance and DJs where music, dance, and performance is a primary purpose of the venue.
- **Event:** Festivals, markets and concerts where short-term periodic activity with larger crowds/occupancy is the primary purpose of the venue.

Unlike other types of retail business, a venue may fall into one or more categories depending upon type of day, district, market trends, etc. Thus, it is important to create a process that would link activity with risk

management. For instance, a "Drinking Venue" could require more intensive alcohol service training and security, while an "Entertainment Venue" may require use of technology (ID scanners, cameras, sound management).

Establishing Social Occupancy

Setting a Baseline of Occupancy

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

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

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

Issues to Regulate with a Social Occupancy Zoning Standard

1. **Purpose/Use of the District**

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

2. **Infrastructure of Public Space**

- Number of people the sidewalk/public space can support at any given time

- Rooftop HVAC (heating, ventilation, and air conditioning) and exhaust systems (?)
- Sidewalk dining (in relation to ADA and baby stroller accessibility)
- Litter control/availability of trash cans on the street
- Weekend and nighttime collection of trash
- Locations for food trucks/street vendors
- Ensure that regulations don't conflict

3. **Coordination of Resources**

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

4. **Business Practices**

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

Setting Standards for Use and Operation

- **Engage each neighborhood** with current or potential nighttime activity in a community process to determine:
  a. What is the ideal "social occupancy" for the district?
  b. Determine how to address a discrepancy between existing "social occupancy" in a district, and desired total "social occupancy"
  c. What factors contribute to a safe and vibrant hospitality zone (e.g. infrastructure, architecture, sidewalk width, proximity to residential, parking availability, alternate transportation options, space for trash storage and deliveries, etc.)?
- **Engage current/existing businesses** to meet higher standards expected of incoming businesses.
- **Educate business owners on the benefits of zoning by social occupancy** – that oversaturation of similar business types decreases their likelihood to succeed.

Next steps to Implement "Zoning by Social Occupancy"

- Identify a coordinating body (i.e. "Orlando Sociable City Alliance")
- Establish a method of review and monitoring of business applications and appropriate placement in neighborhoods based upon their desired "social occupancy."
- Determine criteria and components of business plans (e.g. sound management, trash placement, security, etc.) for incoming venues
- Empower an entity to approve or reject licenses and their requested placement in specific districts.

APPENDIX 5: ESTABLISHING NEW DESIGNATIONS AND PERMITS

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

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

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

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

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

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

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

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

APPENDIX 6: TRAINING GUIDE FOR HOSPITALITY POLICE UNIT

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

Factors and Characteristics for an Ideal Candidate Include

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

Deployment Strategies

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

Training of Officers

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

Key Curriculum Topics

- Alcohol Regulations
- Fire Safety Occupancy
- Noise
- Conflict Resolution
- Responsible Beverage Service
- Code Enforcement
- Fire Regulations
- Narcotics - Vice
- Gang Identification

- Verbal Judo
- Self Defense
- Courtroom Testimony
- Crowd Management
- Crime Scene and Major Incident Scenarios responses for a wide range of scenarios, from medical emergencies to acts of terrorism

APPENDIX 7: SANTA CRUZ STREET PERFORMANCE GUIDE

Special Areas for Performances

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

Within these two areas -

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

Performing on Private Property

Covered spaces in building alcoves and business entranceways are privately owned. Street performers may use these spaces only if they have the permission of the business owner.

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

Remember...

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

MAP and INFORMATION

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

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

Town Clock
Locust Street
Church Street
Center Street
PACIFIC Ave
Soquel Avenue
Laurel Street
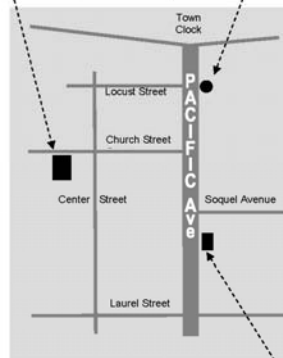
Downtown Information Center
Location   1126 Pacific Avenue
Hours   Open every day

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

7/27/04

STREET PERFORMING in DOWNTOWN SANTA CRUZ

Tom Scribner, musical saw player
Street performing in Downtown Santa Cruz

Bronze statue by sculptor Marghe McMahon
Located downtown at Pacific Avenue and Locust Street

Welcome to Downtown Santa Cruz

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

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

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

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

Display Device

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

A hat, cup or open musical instrument case placed on the sidewalk is considered a display device.

PERFORMING IN PUBLIC SPACES

If you...
DON'T USE A DISPLAY DEVICE

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

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

If you...
PLACE A DISPLAY DEVICE ON THE SIDEWALK

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

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

You cannot perform between
- Sidewalk cafes and the street curb

Tip   Each sidewalk square is 2 feet by 2 feet
5 sidewalk squares = 10 feet

STREET PERFORMANCE PERMIT

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

With a permit...

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

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

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

Applications for Permits are available at the Parks and Recreation Department (see map on back).
- Please allow 36 hours for permit processing.
- Permit is free

APPENDIX 8: DENVER FOOD TRUCK GUIDE

DENVER
THE MILE HIGH CITY

City and County of Denver
Food Truck Guide
A Multi-Departmental Guide

Food Truck Businesses
Updated October 2014

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

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

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

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

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

How to get a license...
- Apply in person at Denver Excise and Licenses
- Submit required documents:
  - Valid Colorado identification
  - General business questionnaire
- Pay fees:
  - Application fee: $200
  - License fee (annual): $125
- Schedule an inspection with Denver Environmental Health (DEH). Licensing inspections are conducted Wednesdays, 9 - 11 a.m.
- Get inspected by the Denver Fire Department. Drop-in licensing inspections are conducted Monday - Friday, 6:30 - 9 a.m. at 745 W. Colfax.
- Return the signed inspection documents to Excise and Licenses to receive a license.

More info...
Denver Excise and Licenses
www.denvergov.org/exciseandlicenses
201 West Colfax Ave, 2.H.9

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

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

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

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

APPENDIX 9: COLUMBIA TRANSPORT HUB MAP
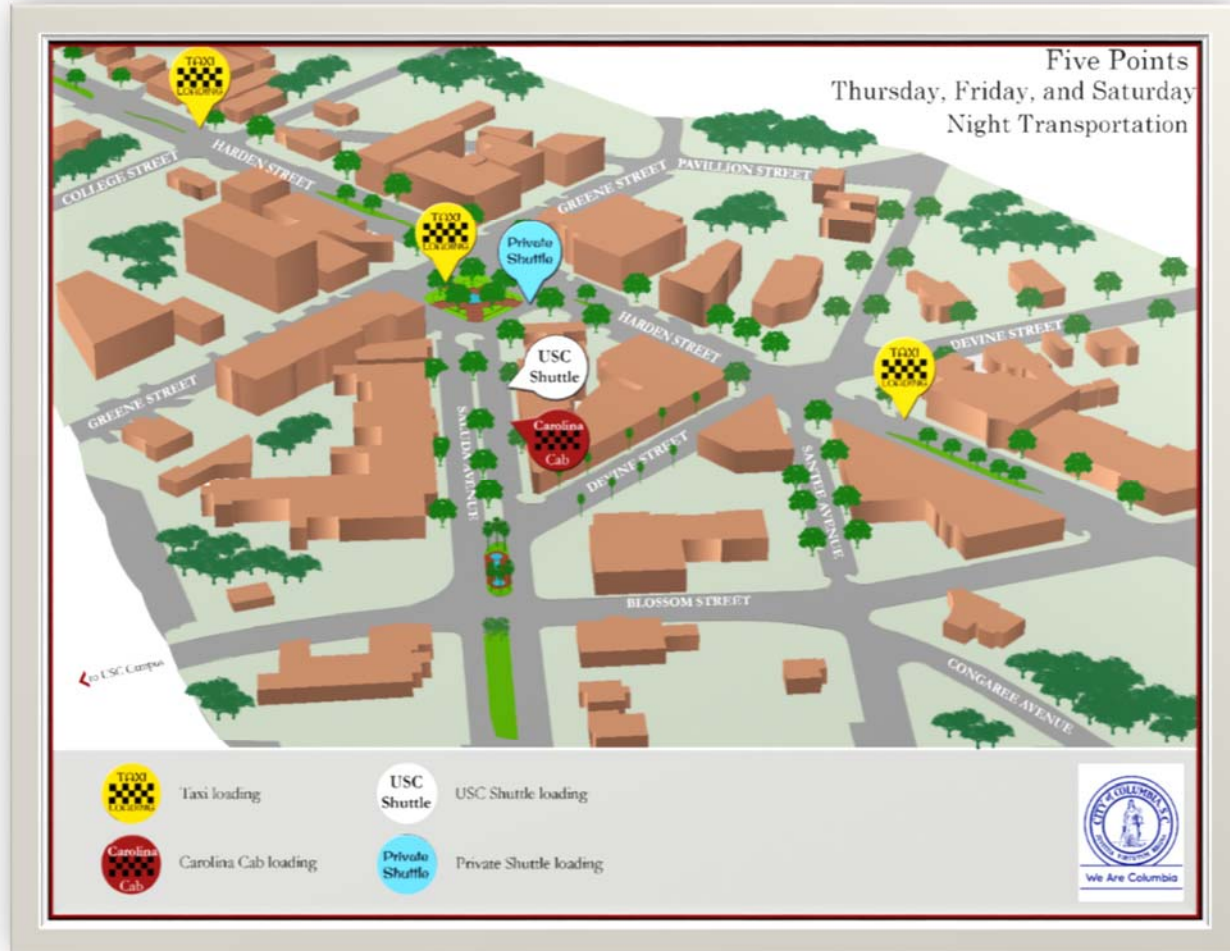
APPENDIX 10: BURLINGTON PANHANDLING GUIDE

GIVING CHANGE TO PANHANDLERS DOES NOT HELP THEM!

The Best Answer is a firm NO.

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

1. Don't Encourage Panhandlers. Simply say "NO" and continue on your way. If a panhandler is persistent or if you feel harassed or threatened, contact Burlington Police Department at 658-2700. Aggressive Begging, Solicitation or Panhandling is prohibited in the City of Burlington.
2. Share This Information with Friends and Co-Workers. As more people understand the dynamics of panhandling, panhandlers will get the help they really need.
3. Give Your Spare Change to Non-Profit Organizations in our community, dedicated to helping those in need. Food, clothing, shelter and other critical services are provided by these organizations:

SHELTER/HOMELESS SERVICES

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

FOOD

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

CRISIS SERVICES

Spectrum One Stop (Youth – 21): 862-5396
Women Helping Battered Women: 658-1996
Women's Rape Crisis Center: 863-1236
Howard Center for Human Services
- Adult Crisis Line: 863-2400
- Act 1/Bridge Program: 654-1067
- First Call for Children & Families: 864-7777

MEDICAL HELP

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

PLEASE SEE OTHER SIDE

Burlington has a Panhandling & Solicitation Law!

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

That means, IT IS AGAINST THE LAW TO:

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

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

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

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

PLEASE SEE OTHER SIDE

APPENDIX 11: LINKS TO ADDITIONAL RESOURCES

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