

UPTOWN DALLAS SOCIABLE CITY EVALUATION



*After Dark
Solutions*

**SOCIABLE
CITY GUIDE**

BUILDING BLOCKS FOR YOUR NIGHTTIME ECONOMY

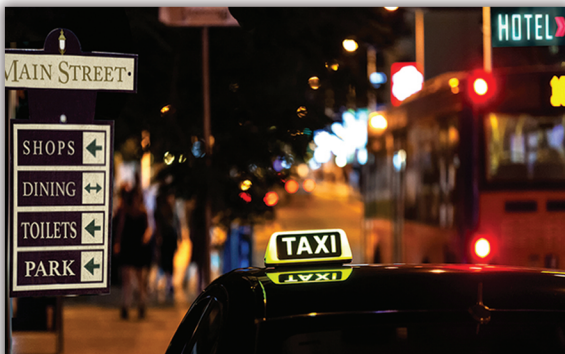


FORM AN ALLIANCE

RESOURCES | ACTION TEAMS

FORM AN ALLIANCE

SOCIABLE CITIES REQUIRE AN ALLIANCE of diverse stakeholders to facilitate vibrancy and safety. Alliances play a critical role in guiding the evolution of a city's burgeoning nightlife by trendspotting, allocating resources and overseeing implementation of strategies developed by action teams.



PLAN FOR PEOPLE

QUALITY OF LIFE | MOBILITY

PLAN FOR PEOPLE

SMART GROWTH PLANNING for nightlife seamlessly facilitates use of hospitality zones at different times of day and for different purposes. High standards for quality of life and safe mobility options to/from and within the district requires foresight to plan and infrastructure to make it a reality.



ASSURE SAFETY

PUBLIC SAFETY | VENUE SAFETY

ASSURE SAFETY

NIGHTLIFE SETTINGS ARE TYPICALLY HIGH-INTENSITY environments with complex dynamics and risk factors. A continuum of stakeholders, principal of which are police and venue security, are invested in protecting patrons from violence, sexual assault, theft, underage drinking and impaired driving.



ENHANCE VIBRANCY

ENTERTAINMENT | PUBLIC SPACE

ENHANCE VIBRANCY

VIBRANCY IS CREATED BY A VARIETY OF SOCIAL experiences in bars, restaurants, cafes and live music venues. Spontaneous encounters in public space, such as in outdoor cafes, plazas, etc., also signal the vitality of a district.

DALLAS, TEXAS | SOCIABLE CITY SEMINAR | NIGHTTIME MANAGEMENT



SHAPE THE FUTURE OF UPTOWN DALLAS' MUSIC, DINING AND SOCIAL ECONOMY

Uptown Dallas: Nighttime Evaluation

Responsible Hospitality Institute

October 24, 2018

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DALLAS, TEXAS | SOCIABLE CITY SEMINAR | NIGHTTIME MANAGEMENT



SHAPE THE FUTURE OF UPTOWN DALLAS' MUSIC, DINING AND SOCIAL ECONOMY

A TRUE LIVE, WORK, PLAY NEIGHBORHOOD



As Dallas' first true live, work, play neighborhood, Uptown has planned, invested and reaped return on the live/work components. Less attention has been devoted to planning the "play" component of the vision.

It has been said that those cities who fail to plan for life at night will police those failures. It is

precisely the absence of investment in planning the nighttime economy that is at heart at what's been playing out in Uptown's nightlife. But Uptown stakeholders are not alone in their struggle.

Nightlife issues across Dallas have been cyclical over the years. As one area or neighborhood gains popularity, issues arise, then various strategies are implemented to address and correct the perceived problem. This frequently displaces consumers and commercial establishments, which creates the opportunity for another social district to become the new nightlife attraction without resolving underlying causes of the original issues.

Closing problem businesses in Uptown provided relief to the main concerns involving violence, alcohol-related disturbances, drug activity, and crowd management. Greenville's implementation of Special Use Permits and subsequent re-development served to mitigate the problems in these specific social districts. However, these are not viable citywide approaches. The drive to socialize is too great, and without bonafide social spaces, people will create their own nightlife. This cycle has been repeated continuously in cities throughout the country, and if not managed effectively, results in tension between government officials, property developers, business operators and community members.

This cyclical nature is indicative of the current structural design in place in the Uptown Dallas area. What is needed to create a holistic approach to this dilemma is an overarching Citywide approach to social districts, which Uptown Dallas, Inc. (UDI) can champion.

The nighttime economy is a complex interconnected web of cause and effect that is often misinterpreted. The root causes may be invisible so that the surface symptoms are thought to be the problem. While some bars in Uptown are said to be the problem, they are but one thread of the web.

Truly planning for life at night requires a Citywide approach involving public/private collaboration to address system changes. A holistic approach, including daytime planning, is needed to account for the full ecosystem of creating vibrancy, assuring safety and planning for the movement and behavior of people.

UPTOWN DALLAS AS A REGIONAL DESTINATION FOR VIBRANT LIFE AT NIGHT

Uptown Dallas can invest talent and resources in building its brand as a safe and vibrant destination for sociability. Some recommendations to build on current and future opportunity:

- Be intentional about a vision and brand to define Uptown life at night.
- Build alliances and connect resources in ways that have never been connected.
- Broaden the toolbox beyond eliminating vibrancy and reducing nightlife activities.
- Be more effective and efficient with various safety resources by working collaboratively, redefining roles, offering specialized training and providing supervision.
- Develop ongoing data collection methods to quickly identify concerns, challenges, and changing circumstances to make informed decisions regarding resource deployment, staffing needs, and emerging opportunities and threats.
- Develop crowd and traffic management protocols to facilitate pedestrian and vehicle movement, and thereby reduce impacts on streets and sidewalks at closing time.
- Make Uptown more inviting at night with public space experiences, lighting and programming dead zones and wayfinding that guides people to designated areas.
- Nurture businesses from their onset to make sure they have tools to prevent negative impacts to the neighborhood and facilitate long-term success.
- Engage current property owners leasing to nightlife venues and educate them on future opportunities and successes based on changing demographics projected for the area.
- Work with other nightlife destinations and the City to dig deep into issues to identify root causes and create strategies that do more than address symptoms in one area.
- Think proactively about a more diverse mix of businesses in the area, to increase traffic throughout the day, rather than primarily at night e.g. increased retail.
- Review all modes of transportation, pathways and options for ingress and egress.

BETWEEN NO LONGER AND NOT YET

Uptown is at the precipice of No Longer and Not Yet. The question is: Is UDI trying to fix a past problem or be proactive and focus on what isn't yet a challenge? Either way, time marches on, and the demand for social space is mighty. The future's writing is on the wall. Uptown is at the epicenter of converging forces and time is of the essence.

- The PUMA study noted more than half of the bars in Uptown were on properties that recently changed hands to investors that plan to redevelop the parcels; many of those remaining leases expire by year end 2020. Where will these thousands of Uptown customers take their money?
- Nationally, the success of traditional ground floor retail is being challenged by a new world of shopping and customer behaviors.
 - Online is beginning to replace brick and mortar in certain retail segments.
 - Millennials (22-37 years old) seek experiences rather than possessions.
 - ***Generation Z (25% of U.S population), the first generation to be born into a digital world, believe they can buy everything through their phone.***

The following report outlines observations provided by RHI's team that take into account existing conditions and the market forces listed above.

Identified strengths, challenges and recommendations are organized under RHI's building blocks of the nighttime economy: Enhance Vibrancy, Assure Safety and Plan for People.

UDI is well positioned to take a leadership role and facilitate stakeholder collaboration. Using the recommendations below to vision and plan the nighttime economy, quick wins can be accomplished and incremental steps can be taken towards longer term goals. With commitment to making Uptown sociable, UDI can deliver on the full promise of Uptown as Dallas' premier place to not just live and work, but to play.

METHODOLOGY

Uptown Dallas, Inc. invited the Responsible Hospitality Institute (RHI) to conduct a nighttime evaluation of Uptown Dallas' nighttime economy. RHI assembled a team of staff and consultants to conduct background research, pre-visit interviews, on-site tours, a ride-along with police and an engagement meeting to present nightlife trends and best practices.

Interviews took place in early to mid-August 2018 with seven stakeholders representing safety, hospitality, development and community perspectives:

- **Kelem Butts**, Member, Uptown Board and Co-Chair, Public Safety Committee
- **Victor Cervantes**, President, McKinney Avenue Transit Authority
- **Patrick Kennedy**, Board of Directors, DART and Founder, ANewDallas.com
- **Feargal McKinney**, Member, Uptown Board
- **Kyle Noonan**, Owner/CEO at FreeRange Concepts
- **Tony Page**, Member, Uptown Board and Co-Chair, Public Safety Committee
- **Albert Sanchez**, Sergeant, Dallas Police Department

The on-site evaluation and meetings occurred between August 24-27, 2018.

The RHI team included: Jim Peters, President, RHI; Alicia Scholer, Associate Director, RHI; Allison Harnden, Nighttime Economy Manager, City of Pittsburgh; and Greg Mullen, Former Chief of Police, Charleston Police Department.

This report outlines information generated from a variety of sources, including RHI staff and consultants' observations as well as Dallas stakeholders' reported perceptions.



PLAN FOR PEOPLE

Unlike planning for residential and daytime commerce, planning for life at night goes beyond the buildings and focuses on people: how they arrive, move around and depart the nightlife destination, and how environmental design can motivate desired behaviors and work to prevent unwanted impacts.

QUALITY OF LIFE: SOUND AND WASTE MANAGEMENT

Strengths

Strengths contributing to Uptown quality of life include accessibility to amenities, engaged and invested property owners, Uptown clean team and a Rover Patrol that issues warnings and citations for noise violations.

Challenges

The following causes and effects contribute to challenges:

- **Sound**
 - Sources include: Traffic, music from car stereos, vocal sound from people hanging out on the street and amplified music from speakers inside venues and in outdoor patios.
 - The noise ordinance does not address all sources of sound disturbance. Cost of violations are low and don't escalate with multiple violations.
- **Litter**
 - Empty alcohol bottles and disposable cups indicate non-venue related impacts on side streets off McKinney.
 - Uptown clean team does not operate at night on the weekends.
- **Disorder**
 - While this activity has decreased recently, there is a contingent of people who don't patronize venues but come to the area to sell drugs, hang out on the street and party in cars and in parking lots.

Recommendations

- **Review land use policy** with the filter of a social district and balancing residents' desire for social space with potential impacts from it. It has been said that in the long run, re-zoning would help prevent some quality of life issues.
- **Sound management**
 - Address compliance of current outdoor amplification near residential
 - Revisit noise ordinance
 - Plan to prevent impacts to future development of:
 - Residential near existing nightlife businesses
 - Nightlife businesses near existing residential
- **Consider adopting agent of change strategy:** whether residential or commercial development, whichever brings change to the area is the agent of change and has to provide sound attenuation to contain noise.
- **Work with City planning to review and potentially revise design standards for doors and windows in commercial businesses:** Roll-up garage doors, open front walls and glassless windows are attractive and enhance customer experience, but can be problematic in late-night establishments with nearby residents.

MOBILITY: MAKE MODERN MOBILITY OPTIONS NIGHTTIME RELEVANT

Strengths

UDI is responding to the community's desire for pedestrian ease and safety with traffic, infrastructure and pedestrian safety projects both proposed and underway. Parking woes have improved due to introduction of rideshare. Uptown has a variety of mobility options including trolley, e-hail drivers (Uber, Lyft, etc.), bus and, more recently, motorized scooters.

Challenges

Despite these strengths, the nighttime economy presents unique mobility challenges:

- Because Uptown is a destination nightlife district, those customers come with cars.
- For customers and workers who live close but not in Uptown, bus and trolley are an option to get to the district, but trolley service ends at midnight, and bus options dwindle thereafter.
- When bars close at the same time, patrons seek transportation in a compacted window of time and near concentrations of nightlife at Cedar Springs and McKinney.
- On McKinney, pedestrians are at risk of injury as they jaywalk mid-street or run into the street to access their Uber or Lyft.

- Cedar Springs is a main thoroughfare for drivers with four motivations: 1) E-hail drivers seeking to connect with their riders; 2) E-hail drivers roaming the area hoping to get a ride request; 3) Nightlife patrons using their own private vehicles trying to exit the areas and 4) Non-nightlife traffic trying to pass through the area.
- Stoplight contributes to gridlock with very little traffic crossing Cedar Springs at Routh.
- Narrow sidewalks are not large enough to accommodate the mass exodus of people at closing time, which equates to the combined occupancies of all nightlife venues in Uptown.
- Electric scooters fill mobility gaps for some short trips, but their travel patterns are sometimes chaotic, are somewhat difficult for drivers to see and track, and pose risk to sidewalk pedestrians. Various updates and improvements are needed to assure safety: scooters need brighter lights for nighttime use, users need safety training, and the City of Dallas needs to establish consistent regulations with enforcement by Dallas Police Department to improve adoption of rules.

Recommendations

It is critical to get e-hail riders out quickly and efficiently because the longer patrons linger, the greater the opportunity for issues to occur, such as fights, urination, drug use and noise.

- **Consider dedicated pick up area at closing time** as well as staging areas for shared ride cars in a holding pattern.
 - Organize weekly meetings or calls between UDI, shared rider providers and police to discuss issues, concerns, and develop resolutions.
 - Be narrow in window of using this process: i.e. Thursday thru Saturday 12:30 to 3:00 am.
 - Make voluntary compliance the goal; State law prohibits regulating, but consideration may apply when public safety is at risk and a viable alternative is presented.
 - Provide warnings to drivers for 30 days, then have police enforce.
- **Consider removing parking in front of Concrete Cowboy after 10pm** to accommodate pedestrians spilling off sidewalk. Tight passage feeds into chaos and tension, which has proven to lead to violence.
- **Change traffic light pattern** after midnight.
- **Conduct a traffic study** at intersection of Cedar Springs at Routh to determine the need and feasibility with dedicated traffic officer to manage movement.

Barriers

- Be prepared for immediate pushback from shared ride providers, drivers and riders, but be consistent in messaging that it is for safety.
- Ride share business models are based on being picked up where the rider desires. Educating riders and drivers to change that behavior can be a challenge.

Resources

- Uber has local representatives with authority.
 - To contact corporate, use press@Lyft.com and press@Uber.com. They generally respond within 48 hours.
- Three businesses on Cedar Springs are ground zero for closing time shared ride destination. There is opportunity for them to work together to approach shared ride providers to improve customer safety and experience. Deep Ellum's Bottle Blonde can be used as a model: they reached out to Uber/Lyft and asked to be a pick up/drop off area.



ASSURE SAFETY | PUBLIC SAFETY TEAMS | HOSPITALITY ALLIANCE

ASSURE SAFETY

Nighttime economy safety requires systems to prevent crime and disorder in public space and private venues, which requires a continuum of partnerships. Texas Alcohol Beverage Control (TABC), police, fire, code enforcement, private security, venue management and staff, and district ambassadors all have a role to play in creating safe social environments for residents and visitors. Safety starts during the day with communication protocol, active relationships with all property owners/stakeholders and leveraging all security infrastructure in Uptown.

PUBLIC SAFETY: A CONTINUUM OF PARTNERSHIPS

Strengths

- Interagency task force comprised of police, fire, code enforcement, city attorney and prosecutors that conduct field inspections during peak nightlife business activity.
- On Friday, Saturday (and sometime Thursday and Sunday) nights, Uptown nightlife is monitored and secured by multiple deployments:
 - **Roving Patrol** – Off Duty officers hired by UDI since 2015 scheduled 11pm-3am
 - City uniformed officers on foot (4-5)
 - City uniformed officers in DPD vehicles (3-4)
 - Extended neighborhood patrol on bikes (2)
 - **Off-Duty DPD Officers** working in City uniform for alcohol licensed venues
 - **Off-Duty County Sheriff's** officers working for alcohol licensed venues
 - **Regular DPD Central District** police patrol
 - **Post Property** has its own security officers
 - **Off-Duty DPD Officers** hired by neighborhood groups

Challenges

- Dallas Police Department's (DPD) is currently experiencing significant staffing shortage, which limits the number of officers available for patrol citywide by car and bike.
- On-duty officers in Uptown are assigned to the broader Central District. This prohibits dedicated officer assignments in the nightlife areas and frequently requires officers to respond to high priority calls in adjacent areas.

- On duty officers are reluctant to detain or arrest individuals involved in nightlife-related infractions due to the processing time that removes them from service and the ability to respond to high priority crime.
- Strategic plan developed by PUMA indicates the budget allocations for safety and security are modest compared to similar districts.
- There is no baseline service agreement clearly delineating City and PID's contribution for safety service.
- Gap in public understanding of the role of security cameras in promoting safety.
- Off-duty officers in City uniform work directly for nightlife venues with no supervisor to coordinate or provide oversight.
- No training or selection criteria for on or off-duty officers deployed to the social district.
- Police presence ramps up after nightlife activity has already reached a peak (shortly after 11pm due to shift schedules).
- Off-duty officers hired by venues reportedly leave at closing time, so they are not involved in pedestrian and traffic management activities at closing time (their schedule is based on the discretion of each individual venue).
- While off-duty officer presence is helpful during operational hours, and assist with customer entry procedures and line maintenance, the same presence is required to maintain order, safety, and security as customers exit for the night.
- Dedicated drop-off and pick-up locations for ride-share companies and taxi service is critical to maintaining traffic flow and reducing pedestrian and vehicle interaction.
- Update the current officer deployment strategy based on current data related to crowd sizes, traffic impact, and the potential for disturbances. (Example: Cedar Springs has a large concentration of people and vehicles at closing time with limited officer presence.)
- Routine turnover in prosecutor's office impacts consistency, priorities, and relationships regarding enforcement activities in the Uptown area.
- TABC's track record for pursuing investigations of out-of-compliance venues has had mixed results.

Recommendation

Assess, develop, and implement a resource deployment system based on current circumstance and data to enhance the utilization of current staff.

Preliminary steps may include:

- UDI forming a public safety deployment work group.
- Pooling City, UDI and venues' resources for a more coordinated effort.

- Explore feasibility of centralizing off-duty officer work pool, so that all officers must adhere to certain standards to continue to receive placement opportunities. For example, modify off-duty employment policies to include supervision requirements, availability during closing times to assist with managing patron egress, clear definitions of responsibilities, and accountability processes.
- Hiring of a full-time security/nighttime economy director to coordinate day and nighttime safety assets.

VENUE SAFETY: A STRONG ALLIANCE OF COMMITTED BUSINESSES

Strengths

- Minimal number of businesses with operational issues contributing to negative impacts and unsafe environment.
- Business technology (cameras) is assisting the police with crime prevention, investigations, and prosecution.
- Uptown businesses are contributing to supplemental police coverage to enhance safety and security in the social district.
- Clearly identifiable security staff inside some establishments.

Challenges

- Activities of promoters at social venues have caused conflict between police, other business owners, and community members.
- Inconsistent approach to safety and security in nightlife venues.
 - Variations in level of training and professionalism of security staff (non-police) employed by venues.
 - High levels of intoxication at closing time.
 - Venues perceive hiring off-duty officers as protection from liability and are less committed to formal safety and security training and policies for internal staff.

Recommendations

- **Encourage venues to collaborate with police to:**
 - Hold regular meetings to foster a collaborative relationship and review and clarify rules, regulations and procedures so businesses have the right information and are empowered to self-regulate.
 - Create safety standards that will ultimately improve customer experience and contribute to business sustainability.
 - Provide input in developing guidelines for off-duty officers that assure consistency of overall public safety.

- Establish a more formal training process for security personnel to manage late-night crowds, especially at closing time.
- **Replicate and scale workable models:** Many venues are well managed and do not require off-duty officers to maintain safety. Inventory and highlight these venues and components of what's working. Involve venues to find ways to modify, scale and replicate those components to create a set of standards that become part of Uptown's vision and brand.
- **Establish a database for better communication** with business owners, residents, stakeholders, developers, police and security personnel.



ENHANCE VIBRANCY | DIVERSITY OF SOCIAL EXPERIENCES

ENHANCE VIBRANCY

Sociable cities strive to provide social options for all ages, lifestyles and cultures and create a seamless flow of experiences in both public and private space.

ENTERTAINMENT: A MIX OF DINING AND ENTERTAINMENT FOR ALL

Strengths

- Nearly 60% of respondents to the community survey conducted for the 2018 strategic plan considered dining and restaurants THE most important quality making Uptown a desirable place to live, work and play.
- Over 20% of respondents to a 2017 UDI survey identified the addition or improvement of dining, entertainment, events, arts & culture as their vision for Uptown, which indicates unmet socializing needs of the community.
- Companies have relocated to Uptown for urban living and unique amenities, including social opportunities in Uptown and surrounding neighborhoods.
- Uptown is a regional destination for dining and entertainment.
- Upscale dining attractive to moneyed mingles and jingles is well represented.
- Late-night options abound for 20-somethings and pockets of activity exist that cater to young professionals.

Challenges

- Affordability is becoming an issue. High-end, mixed-use developments are pushing out independent, local/authentic venues.
- Current and planned development will remove some existing social venues, displacing amenities valuable to existing residents and those who seek to move to Uptown.
- Quality venue operators report feeling stressed by the environment created by unruly patrons and at-risk businesses and the attempts to bridge relations between government/businesses and residents/businesses. Some are choosing to shut down and relocate elsewhere.
- Fuzzy vision/brand for nighttime economy or Life at Night has allowed high profile negatives to define it.

- Lacking intentional approach to create a business mix that would attract a broader continuum of night customer.
- Establishments that are active only at night, particularly venues that use promoters and other subletters to offer events between the narrow window of 10:00 p.m. – 2:00 a.m. There is a desire expressed by community members for establishments to offer activity during both the day and night with a broader entertainment focus than just alcohol consumption.

Recommendations

- **Document social inventory:** Rather than focusing on problems and on drinking environments, focus on social environments. An inventory of Uptown Dallas' social venues and experiences geared for singles, mingles, families and jingles may provide answers to what's missing.
- **Understand resident night consumer:** It was mentioned that residents stay a couple of years, then leave. There is an opportunity to dig deeper to understand their socializing needs.
- **Communicate the value of the nighttime economy and demonstrate the cost of losing it.** i.e. With 3,000 occupancy, ability to turn seats 3 times per night at a minimum \$50 per patron, The Rustic alone generates significant economic impact for the area, as well as socializing space for residents and visitors alike.
- **Refine Life at Night brand** that sets Uptown apart from market competitors: Deep Ellum, Lower Greenville and Design District.
- **Focus on experiences:** Nationally, singles and mingles seek out animated, unique experiences at night, and shrewd businesses and even institutions nationwide are responding with the likes of silent discos in art galleries and grown-up pajama parties in museums.
- **Create conditions that help night businesses succeed.**
 - Closing businesses down does not equal success. UDI can lead the way by investing in nurturing conditions that will help social businesses succeed with a **vibrancy committee** that mobilizes business development agencies and City departments.
 - The vibrancy committee can partner with Uptown Hospitality Association to create a formal **mentoring program** with incoming social businesses, review proposed operations and facilitate collaborations with skilled partners to craft safety plans and sound management strategies to assure business success and sustainability.

Resources

- UDI Surveys
- RHI's socializing market profile of singles, mingles, families and jingles outlines a range of social options and provide a continuum of social vitality by time of day.

PUBLIC SPACE: ANIMATED WITH SIDEWALK ACTIVITIES

Strengths

- Many nighttime venues (mostly on main streets) activate public space with sidewalk cafes.
- Two “pocket parks” are planned, which will provide more programming, outdoor seating areas and performance space.
- Model the example from a BBQ truck that located on the street to intercept customers and provided activation on a dark path between McKinney, Quadrangle and Cedar Springs.

Challenges

- Connectivity gaps between nighttime social venues and social nodes.
- Inconsistent wayfinding.
- Dead zones with poor lighting and less people.
- Sidewalk flow impediments e.g. trees located in the center of a sidewalk.
- Low activation or programming of public space at night.
- With little to see or do in public space at night, consumers create their own scene.

Recommendations

Night vibrancy has reached a point where Uptown is attractive just to “be” in public space. Currently, visitors are attracted to hover outside the vibrancy of areas where alcohol-licensed nightlife venues are concentrated. For these seekers of life at night, there is opportunity to guide them to populate where it is desired so they are safe and less impactful to the community, and to focus their attentions so that they don't create their own disruptive activities.

- **Perform a Public Space Night Audit**
 - Examine public space at night to identify dead zones, sidewalk flow impediments, low lighting and wayfinding gaps.
 - Determine where public space occupancy is desired at night and create a path to guide people there: activation with experiences, programming, lighting and wayfinding.

- **Light up strategic locations to address crowd lingering:**
 - Routh Street between Laclede and Cedar Springs
 - The alley between Clutch and Concrete Cowboy
 - Oak Grove next to Greenwood Cemetery

Resources

- Model the example from a BBQ truck that located on the street to intercept customers and provided activation on a dark path between McKinney, Quadrangle and Cedar Springs.
- Look for open parking lots to create gathering spots for Uber, Lyft and potential food carts.

RHI's PROVEN NIGHTTIME MANAGEMENT SOLUTIONS

35 YEARS OF EXPERIENCE

OVERCOME THE TOUGHEST CHALLENGES in nightlife districts. Poorly managed nightlife can drain your city's resources. Fights, shootings, unruly crowds, closing time traffic, parking issues and noise complaints can make nightlife challenges seem insurmountable.



BUT THEY'RE NOT. RHI OFFERS SOLUTIONS gathered from over 35 years of assisting communities to create safe and vibrant places to socialize.



RHI HAS ASSISTED OVER 70 CITIES

RHI SERVICES GUIDE AND EMPOWER COMMUNITIES to see beyond barriers to harness the economic value of nightlife and create a holistic plan for vibrancy and risk management.

OUR COMMUNITY-BASED PROCESS IS DESIGNED with inclusion, consensus and on-site observations. We conduct a day, evening and late-night tour to witness your hospitality zone firsthand. Then, we help you determine how best to move forward with a plan of action, tapping the expertise of seasoned veterans in policy, public safety, hospitality management and district planning.

HOSPITALITY ZONE ASSESSMENT

RHI's HZA PROCESS OUTCOMES INCLUDE:

- ESTABLISH productive dialogue and partnerships
- IDENTIFY current trends, emerging issues and gaps
- ORGANIZE a procedural system to document data
- EVALUATE current policies and regulations
- SET priorities and consensus
- RANK improvement areas
- ESTABLISH an implementation alliance

AFTER DARK SOLUTIONS

EXPERT GUIDANCE AND TOOLS



ABOUT RHI

The RESPONSIBLE HOSPITALITY INSTITUTE (RHI) is a non-profit organization founded in 1983. Today, RHI's conceptual framework – BUILD AN ALLIANCE, PLAN FOR PEOPLE, ASSURE SAFETY, ENHANCE VIBRANCY – guides cities throughout the world investing in the nighttime economy. RHI's expertise has provided direct technical assistance to more than 70 North American cities to facilitate collaborative solutions to the most difficult nightlife challenges. Utilizing global insights and model practices gathered from dozens of cities and countries throughout the world, RHI is in a unique position to guide communities' nighttime economy development by sharing lessons learned and helping city leaders avoid common pitfalls.

THE VISION

RHI's vision is to assist communities in the planning and management of hospitality zones to create safe, vibrant and economically prosperous places to socialize.

THE MISSION

The success of RHI's services, events and projects is measured by its mission to:

- *Provide technical assistance that builds local capacity*
- *Incubate and share cutting-edge information and proven strategies on nighttime management*
- *Link a broad-based network of professionals who plan, manage and police nightlife districts*

THE NETWORK

Today, RHI's influence extends throughout the world. RHI services and events advance the professional development of nighttime managers and facilitates the creation of collaborative alliances to set policies that nurture and invest in the social experience of sharing food, drink, music and dance.

THE SOLUTIONS

Our Hospitality Zone Assessment (HZA) process guides your community's stakeholders to improve safety, vibrancy and sustainability in your nighttime economy. We'll help you form action teams to assess your district's strengths and opportunities to develop an action plan. You'll learn how to maximize your nightlife potential and reduce crime and disorder.

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