

**RESPONSIBLE HOSPITALITY INSTITUTE  
ISSUE TACTICS BREAK-OUT GROUP  
NOTES  
10/24/05**

**Our break-out group discussed tactics under the following categories:**

- **ENTERTAINMENT POLICING AND SECURITY**
- **MIXED-USE DOWNTOWNS AND ENTERTAINMENT DISTRICTS**
- **TRAFFIC AND PEDESTRIAN SAFETY**

**Process:** The group members reviewed and then selected tactics from the lists contained in the “Issue Forum” section of the RHI conference booklet. These tactics went on a flip chart, along with the additions contributed from the members. After compiling the final list of tactics, members reviewed each tactic and voted on the ones that they considered highest priority. All starred (\*) items in the list were considered priorities, the greater the number of stars, the higher the priority.

Please note that we were aware that we had to choose the top 5 priorities, but we ran short of time. I hope we made up for it with the many good ideas generated by the discussion!

**CATEGORIES AND TACTICS:**

**(I) ENTERTAINMENT POLICING AND SECURITY:**

**Please note that we divided this category into Data and Technology Tactics and Policing Tactics.**

**(i) DATA AND TECHNOLOGY:**

- ❖ Collect and share data (for e.g., using GIS technology to track incidents; creating a list of arrests in clubs and providing it to all clubs; mapping traffic patterns when people leave the downtown, ...) to identify patterns and trends; to influence policy; to generate funding and resources; and to change negative behavior. \*\*\*
- ❖ Use RHI members as a benchmark group (for e.g., number of police per capita; managing resources; managing events) \*\*
- ❖ Use technology and make it available to bar owners and the police (palm pilots, downloadable counters); look to colleges, the Dept. of Transportation, and police depts. for funding (money and/or assistance with locating/applying for grants) \*
- ❖ Use data collection to measure the impact of police management
- ❖ Do surveys of violators; include questions like “was alcohol a factor in the violation” and “was the person a university or college student”
- ❖ Use Last Drink Surveys – policy makers need data to base decisions on; to get political cover; and to attract resources

- ❖ Evaluate strategies to see if they are effective (caveat: the problem is complex and multi-faceted, some strategies need to be done together and, when doing several strategies, it is not always easy to quantify each one's success)
- ❖ Balance your work between data collection, analysis, and use and strategize how you will use data to impact policy and attract resources
- ❖ Track how police, residents, patrons, and business people are experiencing the downtown – their perspectives are important to measure success (do they think the downtown is quieter late at night, more civil, ...)

**(ii) Policing:**

- ❖ Create specialized training for the police force working in the downtown, entertainment areas \*\*\*
- ❖ Establish community-based policing: the downtown community sees the same faces policing the area and key relationships and networks get developed (caveat: make sure the relationship doesn't get too cozy – police management is needed) \*\*
- ❖ Figure out how to work with issues of seniority and the union to get a working police situation in the downtown that is successful (for e.g., if the standards/duties are different for policing the downtown than in other areas of a city, that should not impair promotion) \*
- ❖ Utilize video surveillance (entry, exterior, interior) \*
- ❖ Use horse patrols and bike patrols; bike patrols are especially effective for parties and walk-by disruptions
- ❖ The supervisory unit of the police department needs to see what is going on late at night in the downtown, as do city policy makers and residents

**(II) MIXED-USE DOWNTOWNS AND ENTERTAINMENT DISTRICTS:**

- ❖ Create a consistent code of conduct that is expected of patrons of the entertainment district and post it on signs in downtown businesses and on college campuses \*\*\*\*
- ❖ Understand that young people want to be downtown – work with them to create safe places with activities that they want to do or they may go to “unsupervised” places and put themselves in danger \*\*\*
- ❖ Create ordinances to not allow restaurants to morph into clubs (trend: when poor management leads to failing restaurants, owners morph them into clubs, which often results in serious incidents) \*\*
- ❖ Need to look at the potential “unintended” impacts of laws, ordinances, and management decisions (for e.g., eliminating 18 and over nights may impact neighborhoods by driving youth to socializing in homes) \*
- ❖ Restrict policies and promotions that promote underage drinking and over consumption (Ladies Nights; gadgets like dollar drinks; wet t-shirt contests; ...)
- ❖ Continually try to learn more about the college student population – who they are; what messages resonate with them; how to impact the choices they are making

- ❖ Work with underage college students to assess what they would want to do for entertainment downtown; use that information as the basis for engaging business people in providing that entertainment
- ❖ Work to create community standards for bar owners and patrons and post them in colleges, bars, and downtown businesses (SUNY at Albany has a Tavern Agreement, for e.g., that lists the expectations of bar owners and students in the downtown)
- ❖ Work with colleges about sharing their information about student needs (realize that student needs are not a constant so need to find ways to keep up with this moving target)
- ❖ Create infrastructure for underage college students (for e.g., “mocktail” dance clubs – or maybe dedicate one night a week to “mocktails/dancing”) - this can provide opportunities for youth to socialize without underage drinking – we have heard from many youth that they would like to socialize without the peer pressure to drink, which happens often at house and fraternity parties
- ❖ Create opportunities for “Baby Boomers” to socialize after 10 p.m.; for e.g., after theater menus at restaurants
- ❖ Address the management issue that promoters are not invested in the community or in addressing patron impacts – their job is driven by ticket sales
- ❖ Create ordinances with clear definitions of entertainment venues
- ❖ Learn from others – some communities have lost very old, established businesses because they were no longer attractive or were considered unsafe by older patrons; when youth take over a downtown, it loses its mix-use make-up and it will be very hard to change this
- ❖ Pay attention to international impacts on downtowns – 9/11 and SARS significantly impacted some cities; create and share sources of information on how cities can come back after such events
- ❖ Explore physically dividing buildings, for e.g., lounge on one side for of-age patrons and physically separate side for under-age patrons (people in the lounge cannot enter the other side, which may have entertainment, with a drink in hand)
- ❖ Create and use venues like Hospitality Resource Panels to problem-solve; create partnerships and collaborations; and advocate for action
- ❖ Utilize CPTED (Crime Prevention Through Environmental Design) – use this to change behavior – excellent tool for mixed-use downtowns to increase safety and aesthetics; explore grant monies for CPTED initiatives
- ❖ Create positive interactions with college students – for e.g., cookies and lemonade and cocoa stands – when you give out free goodies people are more receptive to hearing a message like “here’s a map that shows the best way to walk to and from the downtown without disturbing your neighbors” or a “here are the elements of a Tavern Agreement created by students and bar owners”
- ❖ Use resources wisely – if a small percentage of people are creating problems downtown, strategize how to best impact this group (also this group tends to have sway over the rest of the population and getting to them can send a message to “wannabe’s” that that kind of behavior will not be tolerated)
- ❖ Use social norming tools to reinforce positive behavior and deglamorize negative behavior

- ❖ Recognize good behavior and award it
- ❖ Realize that peer-to-peer action is critical to making positive change; getting young people to talk to each other is key
- ❖ Use psychology to affect change in behavior downtown. For e.g., think about things this way: there is a 20 – 60 – 20 breakdown of people: 20% are the “good actors” but they are not organized or visible; 60% could go either way; and 20% are the “bad actors” and they are very visible and are often informal leaders. Work with the good actors to make them visible and to have an impact on the bad actors. Work on the bad actors to set expectations for the 60% about what will and won’t be tolerated. And, if some bad actors get it and reform, ask them to assist with impacting the 20% bad actors and the 60% who could go either way.

### (III) TRAFFIC AND PEDESTRIAN SAFETY:

- ❖ Use lighting to manage crowds – where you want people to go and to not go and when (For e.g., use lighting as a tool to keep people from residential areas if possible by identifying main corridors with lower residential properties and illuminating them in a way that drives foot traffic to them)\*\*\*
- ❖ Do an area by area assessment to look at flow (speed; pedestrian and bicycle access; where residents live; shuttle routes; taxi stands ...) to create a map for patrons and college students that identifies less intrusive to residents routes to travel to and from the downtown; that improves safety; and that assists with crowd control \*\*
- ❖ Use incentives to create safer/less impactful behavior from college students (for e.g., provide free pizza to students using an underground pedestrian tunnel instead of crossing a busy road; offer free late-night shuttles to students to minimize walk-by disruptions in neighborhoods) \*
- ❖ Assess dangerous areas like crosswalks and do street scaping to increase safety and lessen impacts
- ❖ Use mass transit with good headways; later hours; and free or subsidized fares (for e.g., Safe Ride Program; late night off-campus shuttles) to minimize the impact of foot traffic and increase safety
- ❖ Provide adequate taxi service and stands (provide service on Th/Fri/Sat nights from midnight to 3 a.m.; work with taxi companies to see how to make this worth their while)
- ❖ Create collaborations between businesses and purveyors of transportation (sometimes mass transit and taxis are taking people where you don’t want them due to crowd issues – work with them to manage the downtown)
- ❖ Bring the best minds together to create a safety plan (and make sure that you explore the “unintended” impact of the plan elements)
- ❖ Create an exit plan for the downtown when the bars close down; develop the plan with the stakeholders and share it widely
- ❖ Special exit issues exist with northern border communities like Windsor, Ontario, due to the difference in the drinking age in Canada and the U.S. – Windsor is looking for successful models on how to handle this
- ❖ Create no parking areas around congested parts of the downtown