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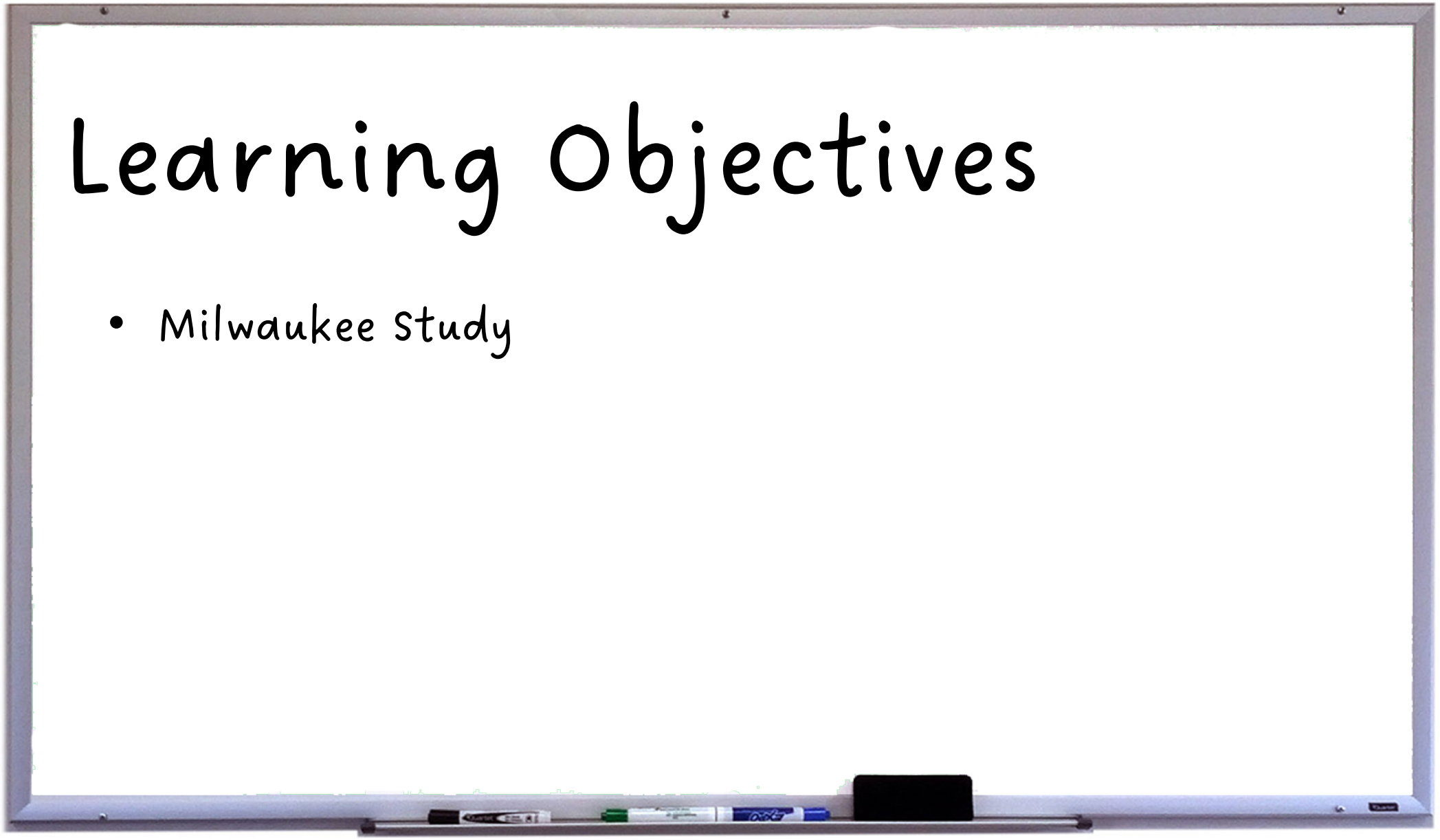
Learning Objectives

- Milwaukee Study



Learning Objectives

- Milwaukee Study
- Findings

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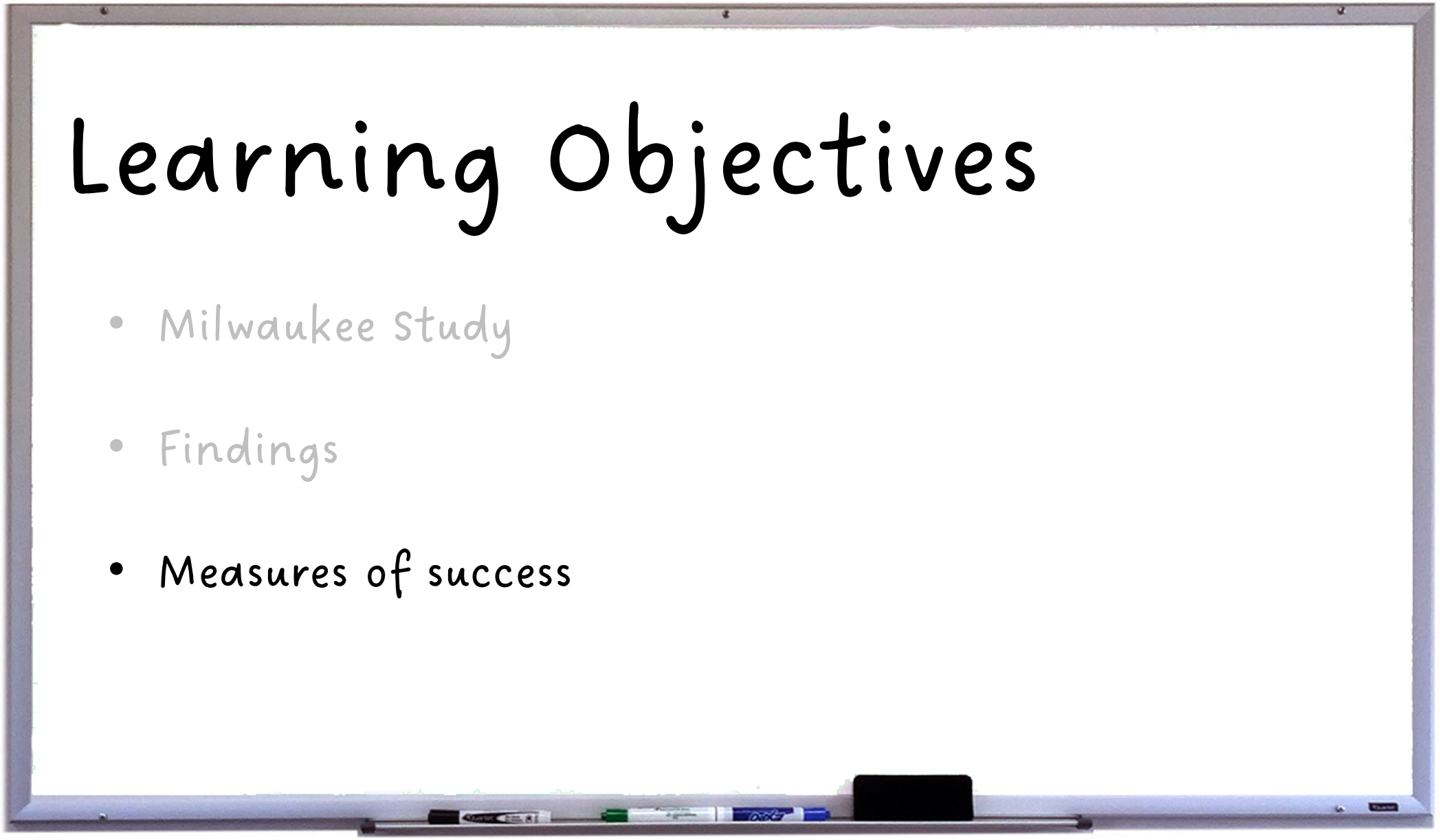
- Measures of success



Learning Objectives

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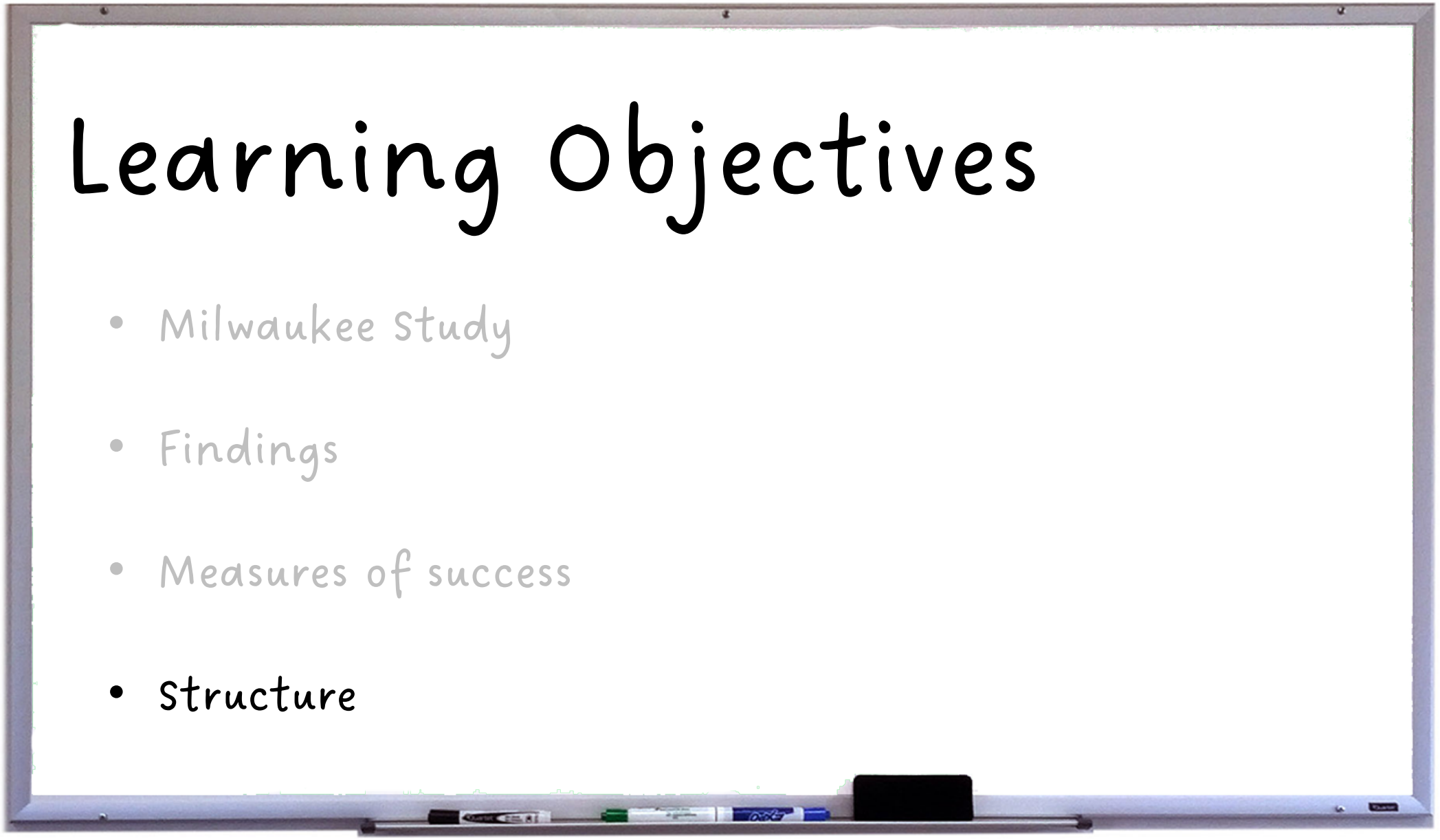
- Measures of success
- Structure

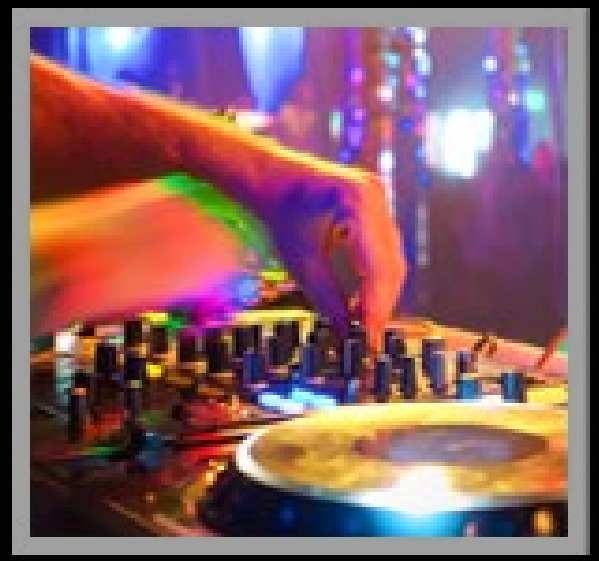


Milwaukee Study

The purpose of this study was to gather and analyze how four study city's structure, staff and utilize a social economy governance system.

Four Cities as Case Studies

- San Francisco, CA
- New York City, NY
- Pittsburgh, PA
- Washington, D.C.



Overview: Nighttime Governance

“Nighttime governance” refers to the systems in which nighttime social activity (i.e. nightlife) is overseen and guided by a combination of public, private and government entities.

Active social districts with a large number of social venues are often the most attractive and vibrant areas in a city, but can also generate public safety and quality of life concerns (e.g. sound, litter, crime, disorderly conduct) if growth is left unchecked or overseen.

Key Findings

Impetus for Nighttime Governance System

- Partner legislative champions with stakeholder groups
- Creating a system of nighttime governance signals a pivot from a reactive to a proactive model

Organizational Structure

- Placement of a nighttime governance office is critical to its sustainability
- Advisory Boards or “Commissions” can represent broad stakeholder interests and provide oversight to drive policy direction

Legislative Language

- Enshrining the office within the City’s Charter (if appropriate) or municipal code can ensure the office’s sustainability
- Legislation should outline priorities and programming goals

Key Findings

Background of a Staff Position

- Night Managers or members of their staff should ideally have both hospitality industry and/or government experience

Measures of Success

- Short term: Programs on awareness, small policy changes
- Long term: Convincing city agencies to deploy resources at night, changes in alcohol licensing, reforms to nighttime transportation options

Organized Groups that Contribute to Success

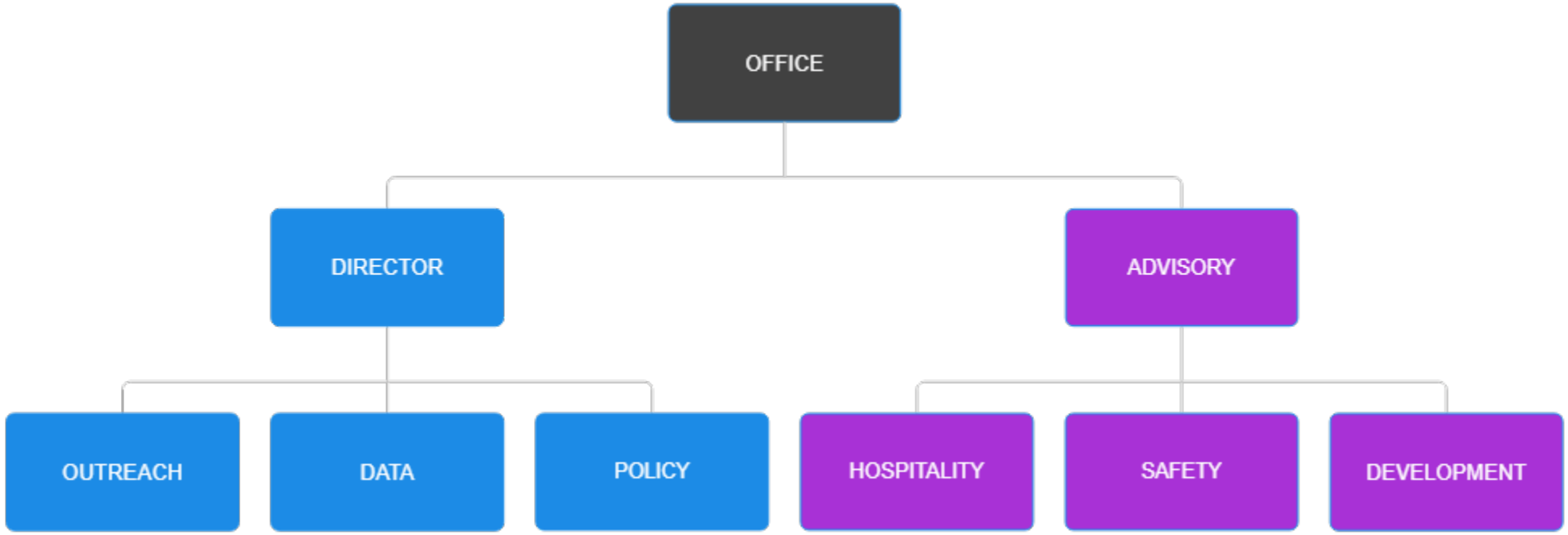
- Success of an Office relies on cooperation of public agencies and private groups outside of government, including hospitality industry associations, community or neighborhood associations, and Business Improvement Districts (BIDs)

Measures of Success

Awareness	Policy	Mediation
Placement of nighttime issues on local political agendas, spreading awareness of policies or resources to stakeholders, awareness of nighttime governance as a resource	Updates to local regulations to support daytime and nighttime socializing, strategizing and implementing programs	Articulating the needs of venue operators and promoting greater cooperation with neighbor and government agencies

	San Francisco	New York City	Pittsburgh	Washington, D.C.
Impetus for creating a nighttime governance system	The Late Night Coalition was formed to address inconsistency in PD's issuance of permits and enforcement of venues. There was a desire to transfer regulation duties out of the PD. Addition of OEWD advocacy position after first economic impact study showed value of nightlife sector	Night Mayor model inspired by Amsterdam was drafted by City Councilmember Espinal NY Hospitality Alliance was concurrently looking for nighttime governance and worked with Espinal. At the same time, nightlife industry was applying pressure lawmakers to repeal no dance law	Recommendation from RHI after a three-year Hospitality Zone Assessment of the city's nightlife planning and management; Safety challenges in the most active nightlife district.	Council Member Brandon Todd introduced legislation inspired by NYC; New councilmember with interest in supporting nightlife and keeping his city current. Pressure from BIDs.
Where the Office or Organization Resides	Entertainment Commission reports to City Administrator & Office of Economic and Workforce Development reports to Mayor's Office	Office of Nightlife (housed within Office of Small Business)	Office of Nighttime Economy (housed within Department of Public Safety)	Mayor's Office of Nightlife and Culture (housed within Mayor's Office of Community Affairs)
Position Title	Executive Director & Business Development Manager, Nightlife and Entertainment	Senior Executive Director	Nighttime Economy Manager	Director
Number of staff	7	4	2	3
Year established	2003/2013	2018	2015	2018
Budget	$1,400,000 (2022)	$500,000 (2022)	$148,000 (2022)	$258,000 (2019)
Source of Funds	General Fund	General Fund	General Fund	General Fund
Role and focus	Regulatory, advocacy, and liaison	Advocacy and liaison	Advocacy and liaison	Advocacy and liaison
Advisory board structure	Entertainment Commission	Nightlife Advisory Board	None	Commission on Nightlife and Culture

Structure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DATA
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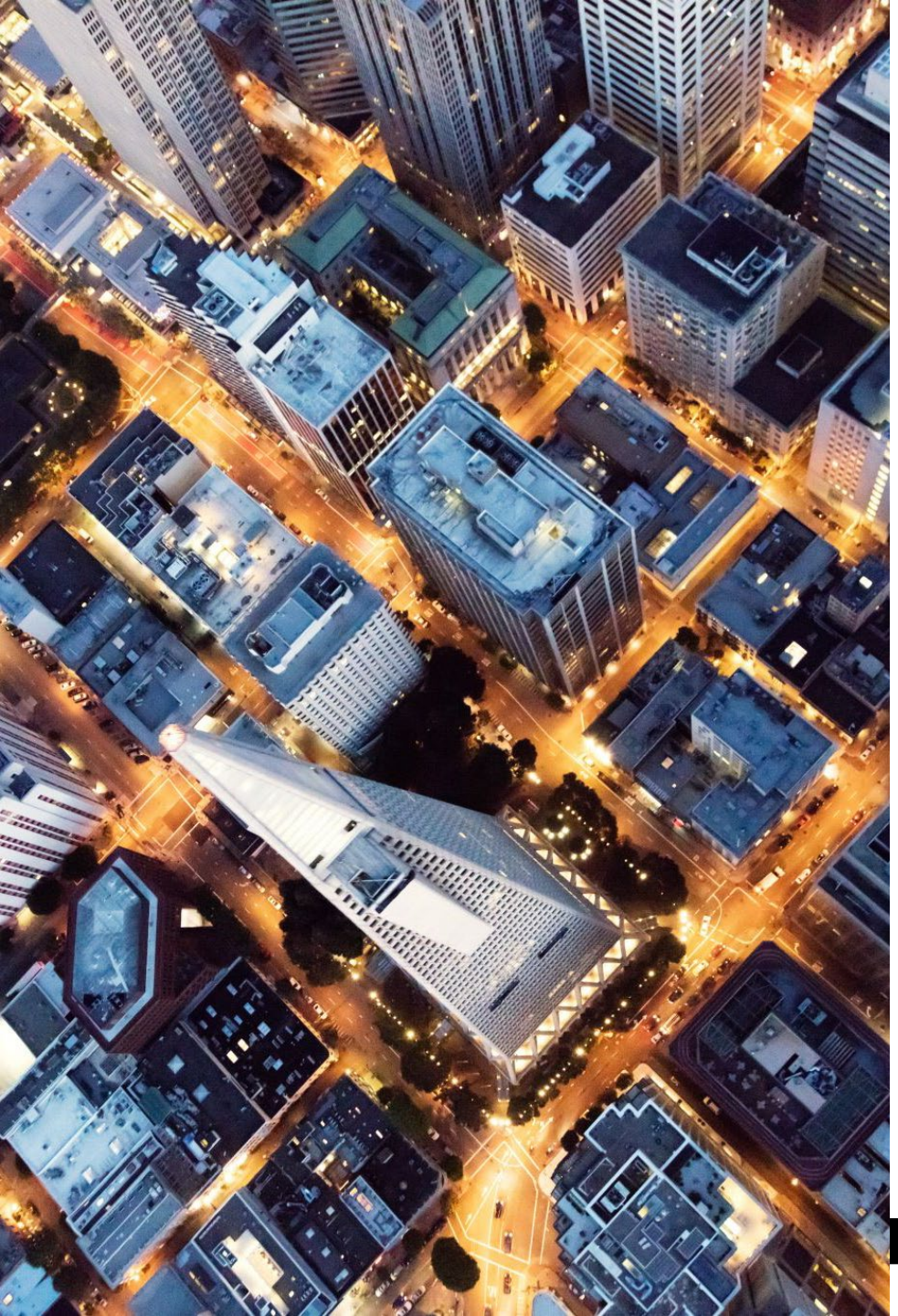

Funding and Budget

- The research findings show that all four cities funded their nighttime economy offices via annual General Fund expenditure.
- It is possible that a nighttime economy office can create programs, such as Pittsburgh's Parking Enhancement District, and San Francisco's permit fees and enforcement fines, that may generate revenue.
- Three of the four study cities have performed economic impact reports on their nighttime economy. These studies illustrate vast economic value in terms of direct spending and jobs created. Milwaukee should consider their own impact study.

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