

EXECUTIVE SUMMARY

Alcohol Licensing Density Ordinance Health Impact Assessment

(Review of the City of Madison staff recommendations)

Introduction

In many communities, drinking alcohol plays a role in social or cultural traditions. In some communities, it defines how people choose to celebrate, “party,” or even signal rites of passage.

At the same time, alcohol consumption is associated with economic, social and health costs. Alcohol outlet density, or the number of places to purchase alcohol in a given geographic area, is associated with negative economic, health, safety and social outcomes; the more dense the outlets, the more severe the negative consequences (Centers for Disease Control and Prevention, 2009). Currently the ratio of alcohol outlets per person in the City of Madison is 1:403, and 1:157 in the Alcohol Licensing Density Ordinance (ALDO) District (*Figure 1*) (City of Madison Clerk’s Office, 2013). For comparison, California has model standards limiting alcohol outlet density per capita to 1:2000 (California Department of Alcoholic Beverage Control, 2012).

In response to high rates of violent crime and emerging evidence demonstrating a clear connection to high alcohol outlet density, the City of Madison adopted an ALDO in 2007. This ordinance is scheduled to sunset on Jan. 1, 2014. When ALDO was renewed in 2011, the City of Madison Common Council directed Madison’s Alcohol Policy Coordinator to convene staff to create a set of recommendations on alcohol license management and business development plans and policies (Appendix A).

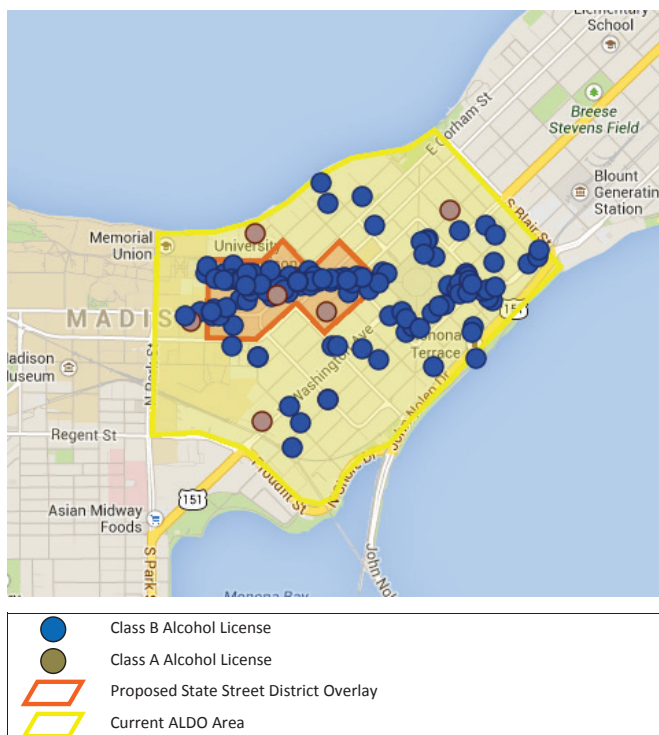


Figure 1

WHAT IS A HEALTH IMPACT ASSESSMENT?

Health Impact Assessment (HIA) is a general framework used to systematically judge the potential impacts of a proposed policy or project on the health and distribution of effects on a population. Using research, data, and stakeholder input, the HIA is particularly valuable in assuring that health and health inequities are considered in decision-making processes (Human Impact Partners, 2013).

A typical HIA includes the following six steps:

1. Screening: Determine whether an HIA is needed and likely to be useful
2. Scoping: In consultation with stakeholders, develop a plan for the HIA, including the identification of potential health risks and benefits
3. Assessment: Describe the baseline health of affected communities and assess the potential impacts of the decision
4. Recommendations: Develop practical solutions that can be implemented within the political, economic or technical limitations of the project or policy being assessed
5. Reporting: Disseminate the findings to decision makers, affected communities and other stakeholders
6. Monitoring and Evaluation: Monitor the changes in health or health risk factors and evaluate the efficacy of the measures that are implemented and the HIA process as a whole

ALDO HIA STEERING COMMITTEE

Public Health Madison and Dane County

» Liz Hitzel (student)

» Judith Howard

» Jenny Lujan

» Jennifer Weitzel

UW Madison Population Health Institute

» Elizabeth Feder

» Colleen Moran (fellow)

In addition to the staff recommendations, the Common Council adopted a resolution directing Public Health Madison and Dane County (PHMDC) to conduct a health impact assessment to evaluate potential health, social and economic impacts should these recommendations be adopted.

A diverse group of stakeholders was involved to help shape and inform the HIA process and outcomes. Stakeholder participation included:

- Key informant interviews
- Meetings
 - » to provide expertise on alcohol policy
 - » for group stakeholder input
- Focus group participation
- Responding to surveys

An outcome of stakeholder involvement was input to develop the Scoping pathway diagram (*Figure 2*) depicting the complex issues assessed in this study.

The exact nuances of what unfolds are complex and multifaceted. Rather than imply causation the visualization below provides a big picture depiction of the study.

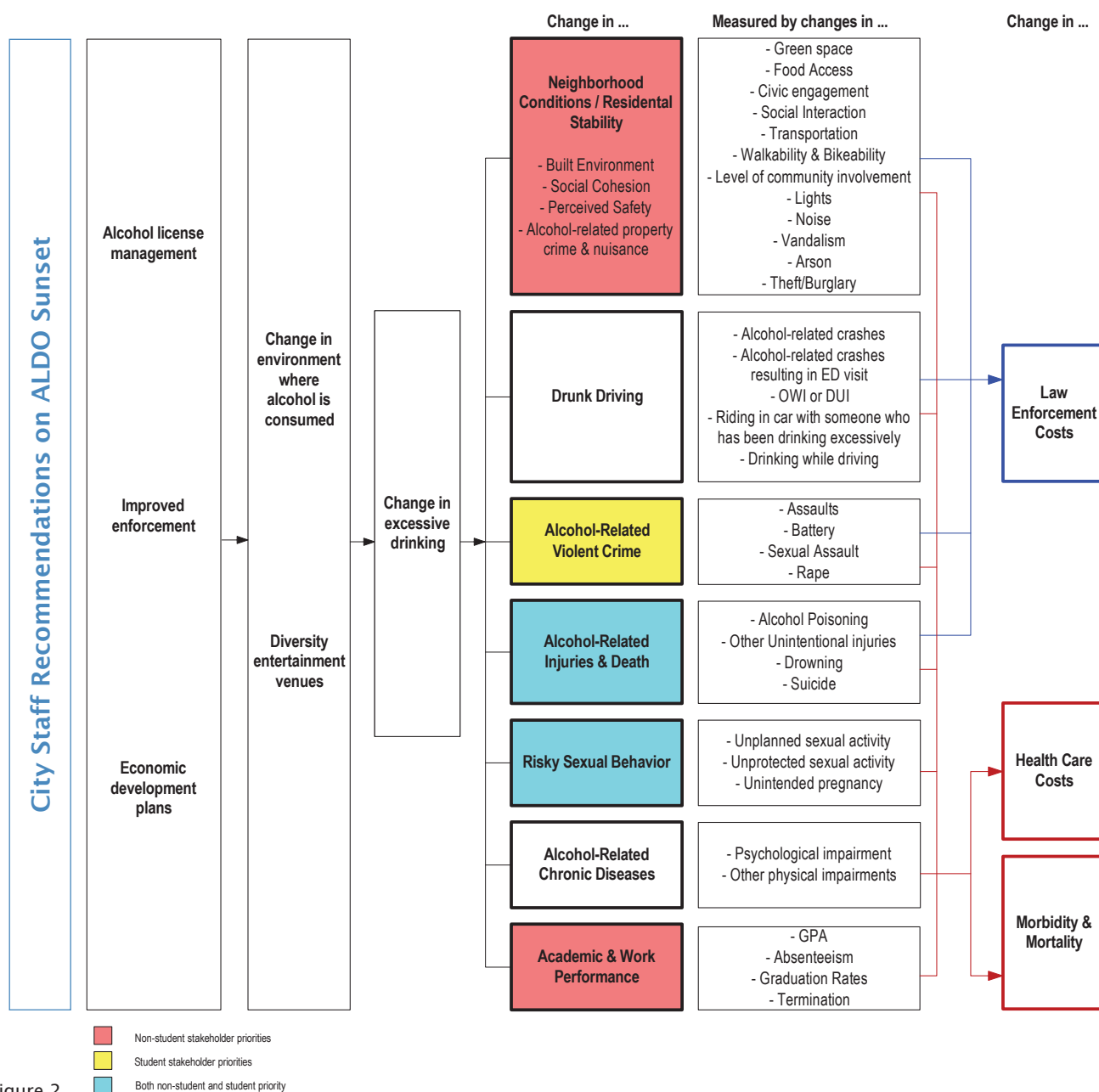


Figure 2

FINDINGS

Data collection methods involved analysis of both qualitative and quantitative data. Analysis methods included collection and review of peer-reviewed literature, key informant interviews, focus group discussion, and analyses of population health data for Wisconsin, Dane County, and the City of Madison.

Key Findings

Literature Review

- Excessive alcohol consumption is the third leading lifestyle-related cause of death in the United States (CDC, 2012).
- Research demonstrates positive correlations between alcohol outlet density, violent crime (domestic abuse, violence, assault & sexual assault) and alcohol consumption (Campbell, et al, 2009 & Gruenewald, et al, 2002).

Qualitative Data

- There is a need for diversity in terms of representation on decision making bodies and in the types of business in the downtown district.
- The current ordinance is ineffective in large part due to lack of enforcement.
- Excessive drinking is problematic and undesirable however key informants/stakeholders perceive the problem as outside their locus of control.
- The role of alcohol is so deeply rooted in the social fabric of Wisconsin it precludes effective policy options.

Quantitative Data

- In 2010, for all costs attributable to underage drinking in Wisconsin, youth violence (homicide, suicide, aggravated assault) and traffic crashes account for the largest portion at \$442 million (Underage Drinking Enforcement Training Center, 2011).
- While alcohol outlet density is one factor influencing neighborhood characteristics, in the City of Madison violent crimes were found to be related to alcohol outlet density; meaning, the relationship between the variables does not occur by chance (Bahrainian, Buckingham, Lafferty & Lujan, 2013).
- The median number of alcohol outlets in the ALDO area is almost three times higher than the City of Madison (Bahrainian, Buckingham, Lafferty & Lujan, 2013).
- The median number of violent crimes in the ALDO area is two times higher than the City of Madison (Bahrainian, Buckingham, Lafferty & Lujan, 2013).
- From 2006-2012, the annual violent crime rate average was 43% higher in Madison than Dane County (Wisconsin Office of Justice Assistance, 2013).
- Rate of alcohol related emergency room visits is statistically higher for Madison, WI than Dane County (Lujan & Ndiaye, 2013).
- Dane County youth who reported alcohol consumption within the last 12 months were:
 - » 3 times more likely to have experienced forced sex.
 - » 2 times more likely to be in a car where driver had been drinking (Lujan & Ndiaye, 2013).
- Drinking prevalence is higher in LGBT youth and youth eligible for free or reduced price lunches (Lujan & Ndiaye 2012).
- Liquor and drug violations (2009-2011) were the most prevalent crimes on and near UW Madison campus (University of Wisconsin Madison Division of Student Life, 2012).

POTENTIAL IMPACTS ON HEALTH AND SAFETY

The following tables list how each City of Madison staff recommendation may potentially impact health determinants by examining the likelihood, magnitude and severity of each outcome along with potential impacts on vulnerable populations.

Definitions Used for Analysis

(National Network of Public Health Institutes, n.d.):

Likelihood	Magnitude	Severity	Vulnerable Populations
Unlikely: There is little evidence that effects will occur as a result of these recommendations Possible:* Evidence suggests that effects may occur, but are not common in similar situations Likely:* Evidence suggests that effects commonly occur in recommendations or projects of this type *Direction the effects would impact health outcomes: (+): improve (-): worsen	Uses direction and extent of impact Severe impact on many = ▲▲▲▲ or ▼▼▼▼ Severe impact for few or small impact on many = ▲▲▲ or ▼▼▼ Moderate impact on medium number = ▲▲ or ▼▼ Small impact on few = ▼ or ▼ None = none	Low: Results that can be quickly and easily managed with current capacity Medium: May require treatment or medical management and are reversible High: May have chronic, irreversible or fatal consequences NA: Not applicable	Yes: The recommendations disproportionately affects subpopulations that are more susceptible to health impacts (e.g., children, the elderly or people with pre-existing health conditions) No: The recommendations will affect all subpopulations evenly NA: Not applicable

Alcohol Licensing Management Recommendations

- A. Create a “State Street Overlay District (SSOD)” to restrict certain types of alcohol beverage licenses
- B. Adopt new, revised definitions of types of alcohol licenses
- C. Simplify entertainment licensing
- D. Change current licensing fees and policy
- E. Continue to improve development review and permitting downtown

Neighborhood Conditions / Residential Stability

Health Determinant / Outcome	Likelihood	Magnitude	Severity	Vulnerable Populations
Built Environment	Unlikely	None	NA	No
Perceived Safety Recommendations A., B., C., D., E.	Possible (+)	▲	Low	Yes (females students, LGBT, African American)
Social Cohesion Recommendations A., B., D., E.	Possible (+)	▲▲	Low	Yes (all students, LGBT, African American)
Property Crime and Nuisance Recommendations A., B., D., E.	Likely (+)	▲	Low	No
Alcohol Related Violent Crimes Recommendations A., B., D., E.	Likely (+)	▲▲▲	High	Yes (college students)
Alcohol Related Injuries and Death Recommendations A., B., D., E.	Likely (+)	▲▲▲	High	No
Risky Sexual Behavior Recommendations A., B., C., D., E.	Likely (+)	▲▲	Medium	Yes (female students)
Alcohol Related Chronic Diseases	Unlikely	None	NA	No
Academic and Work Performance	Unlikely	None	NA	No

Improved Enforcement Recommendations

- F. Improve and simplify the liquor license point system
- G. Improve quality assurance, responsiveness, and enforcement agility for alcohol beverage licensing
- H. Devote a staff position to liquor license management
- I. Increase funding of City of Madison Safety Initiative
- J. Improve enforcement process and reporting of violations to Alcohol License Review Committee

Neighborhood Conditions / Residential Stability

Health Determinant / Outcome	Likelihood	Magnitude	Severity	Vulnerable Populations
Built Environment	Unlikely	None	NA	No
Perceived Safety Recommendations I., J.	Likely (+)	▲	Low	No
Social Cohesion Recommendations I., J.	Likely (+)	▲	Low	No
Property Crime and Nuisance Recommendations F., G., H., I., J.	Likely (+)	▲	Low	No
Alcohol Related Violent Crimes Recommendations F., G., H., I., J.	Likely (+)	▲▲▲	High	No
Alcohol Related Injuries and Death Recommendations F., G., H., I., J.	Likely (+)	▲▲▲	High	No
Risky Sexual Behavior Recommendations F., G., H., I., J.	Likely (+)	▲▲	Medium	No
Alcohol Related Chronic Diseases	Unlikely	None	NA	No
Academic and Work Performance	Unlikely	None	NA	No

Economic Development Plans Recommendations

- K. Expand the façade improvement grant program
- L. Create a city-funded way-finding program
- M. Increase funding for mall maintenance
- N. Entertainment taskforce creation
- O. City sponsored late night retail event during summer nights
- P. Create new incentives for entertainment venues
- Q. Proactively encourage the location of a downtown movie theater
- R. Continue to maintain current parking and construct new parking when appropriate
- S. Revisit special event parking for short-term parking ability
- T. Consider new approaches for downtown parking for employees
- U. Ensure that bonds used to fund new parking structures do not include provision prohibiting private parking agreements
- V. Increase permanent downtown residents by increasing residential units
- W. Support a proactive downtown business retention effort

Neighborhood Conditions / Residential Stability

Health Determinant / Outcome	Likelihood	Magnitude	Severity	Vulnerable Populations
Built Environment Recommendations K., L., M.	Likely (+)	▲	Low	No
Perceived Safety	Unlikely	None	NA	No
Social Cohesion Recommendations N., O., P., Q., V., W.	Possible (-)	▼▼▼	Medium	Yes (students under 21 years old, African Americans, families with children, older adults)
Property Crime and Nuisance	Unlikely	None	NA	No
Alcohol Related Violent Crimes	Unlikely	None	NA	No
Alcohol Related Injuries and Death Recommendations R., S., T., U.	Possible (-)	▼▼▼	High	No
Risky Sexual Behavior	Unlikely	None	NA	No
Alcohol Related Chronic Diseases	Unlikely	None	NA	No
Academic and Work Performance	Unlikely	None	NA	No

RECOMMENDATIONS

The following recommendations on the potential health, safety and economic impacts of City of Madison staff recommendations are the consideration of all data collected, scientific literature reviewed and stakeholder input.

Overarching Recommendations

1. Create a campus and community coalition inclusive of broad and diverse partners to plan and implement recommendations, and explore grant funding to generate additional financial resources (Appendix B: sample resolution language). Coalition subcommittees can address comprehensive strategies including, but not limited to:
 - a. Increase low intensity entertainment and 18+ venues, and opportunities for minority-owned businesses.
 - b. Address need for comprehensive assurance of occupancy limits, i.e., potential for increased public safety risks in neighborhood at bar time.
 - c. Explore feasibility and language of ordinance to prohibit drink specials in taverns in the SSOD.
 - d. Address built environment safety issues, i.e., lack of safety railings at University Ave. and Frances St.
 - e. Explore implementation of strategic, evidence-based communications initiatives to address perceptions of unsafe environments related to excessive drinking with Downtown Safety Initiative.
 - f. Develop economic strategies that challenge the culture of drinking and are appealing to all populations including students, such as Dane Dances.
 - g. Engage the business community in effective strategies to decrease excessive drinking among employees and patrons.
 - h. Explore late night public transportation options for downtown Madison.
 - i. Provide input into development of enforcement strategies, monitor and evaluate effectiveness.
2. The City of Madison adopt “Health in All Policies” (Appendix C).

Alcohol Licensing Management Recommendations

- Probable contributor to increased alcohol outlet density overall.
- Probable contributor to stabilizing the incidence of violent crime due to no increase in number of taverns and off premise alcohol licenses.

Support Recommendations

Additional Recommendations

- Regarding the SSOD, assurance is needed that the City of Madison possesses political will and can counter the dominant narrative that accepts excessive drinking as the norm. Without such conditions, an additional layer of scrutiny and review will be unlikely to improve safety in the neighborhood.
- Because of the impact of high alcohol outlet density, downtown Madison is viewed as a stressed or fragile neighborhood. Consideration for both public safety and fiscal responsibility suggest restraint in issuing additional licenses.
- Provide resources, e.g., training and best practices, for City staff and committees, such as ALRC, Plan Commission, and others, about:
 - » Cultural influences of excessive drinking on alcohol-licensing decisions.
 - » Effects of alcohol-licensing decisions on health and the culture of excessive drinking.
- Use equitable and standardized language and approaches for licensing, developed by the campus and community coalition, that are responsive to not just economic development but public health and safety as well, i.e., evaluating establishments and business plans to have higher vs. lower impacts on public health and safety, capacity limits, etc.

-
- Assure adequate resources are available to handle all aspects of alcohol licensing, including:
 - » Consideration of having multiple people with differing skill sets and job duties.
 - » External partner support via the campus community coalition (Overarching Recommendations).
 - » Financial resources to maintain the proposed online public access database on licenses.

Improved Enforcement Recommendations

- Probable contributor to perceptions of a safer downtown environment.
- Probable contributor to decreased incidence of violent crime and injuries.

Support Recommendations

Additional Recommendation

- See Overarching Recommendations for campus community coalition (1.b.,i.).

Economic Development Plan Recommendations

- Probable contributor to reduced social cohesion and perceived unsafe environment among some populations including students under age 21, African Americans, families with children, and older adults, due to limited available neighborhood activities.
- Alignment is needed between City of Madison departments so health is considered in plans, e.g., the process of incorporating the Downtown plan into the City staff recommendations.

Oppose Recommendations

Additional Recommendations

- See Overarching Recommendations for campus community coalition (1.a.,f.,g.).
- Integrate economic development plans into the strategies identified by the Common Council Demographic Change Work Group, specifically policy goal #9: build demand for local quality jobs (Allen, 2013).

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Staff Recommendations

Re: Alcohol License Management and Business Development

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Ordinances and Budgetary Items

Recommendation: Adopt new, revised definitions of types of alcohol licenses. Create definitions, within MGO Chapter 38, of different types of alcohol licenses (see attached matrix); create specific criteria that applicants must meet as a condition of license approval; and, set up formal enforcement process based on violations of said definitions. **Definitions would be applicable city-wide.**

Background: The city currently has only two definitions of types of licensed establishments: entertainment venues and restaurants. A restaurant is defined as an establishment “whose sale of alcohol beverages accounts for 50% or less of the establishment’s gross receipts.” All establishments are either licensed as a “tavern premises” or a “premises”; the latter considered a restaurant under our ordinances. The entertainment venue definition only applies to the ALDO area, allows up to 70% annual revenue derived from alcohol, and only seven licenses are available at any one time. The city’s only enforcement tool to ensure an establishment is meeting the definition of a restaurant is through an audit. An audit request of an establishment must be approved by the ALRC. Upon ALRC approval, the Finance Department is directed to audit the establishment by looking at their monthly receipts over a one year period. The results of their food versus alcohol revenue are reported back to the ALRC. If the results indicate the establishment is over the 50% alcohol mark, the City Attorney’s office will determine whether to pursue a complaint for suspension or revocation.

There have been many issues with the audit process over the past several years. Perhaps the biggest is the inordinate amount of staff time it requires to conduct an audit. If an establishment is corporative, the process may not be lengthy. However, many times it requires our finance staff to go to the business itself and verify the monthly receipts. Especially during the busy budget season, it is unreasonable to ask out finance staff to spend a great amount of time on this task. The other major issue is with how audit requests are initiated. The vast majority of the time the city, in some form, is the requesting party. However, the general public is able to make such requests and has done so in the past. Almost in every case with the city requesting an audit, there have been other issues with management of the establishment, including a high level of police calls for service. This raises a question, if an establishment is failing to meet the 50% alcohol mark and, say, is at 55% alcohol for the year, but is otherwise quiet in terms of police calls for service, should it be considered a problem for the city? Staff does not directly answers this question, but acknowledges that the city can do better in defining and regulating these situations.

Justification: The existence of only two definitions of licensed establishments within our ordinances has presented many challenges, both within and beyond the ALDO borders. Within the ALDO borders, the challenge is preventing the types of concepts

that alcohol-centric (i.e. taverns), while allowing the types that provide a utility to the downtown, but still sell alcohol (i.e. entertainment venues). The bottom line is that by grouping all establishments into two categories, restaurant or tavern, we miss the ability to simultaneously attract new, exciting types of businesses, and regulate the types that would have an adverse impact on the health, safety, and welfare of the community.

The concept is that applicants will essentially choose which definition their establishment will fit into by ordinance. Take the restaurant category as an example: An applicant would choose whether they fit into one of the specific concepts, and thus, are limited in their hours of operation, or if not, they would choose the “standard” restaurant concept, and so, be restricted by percentage of sales. Accordingly, a condition on every new restaurant alcohol license in the city would be “establishment will close by a certain time” *or* “establishment will derive no more than 50% of its gross annual revenue from alcohol”. This way, the city is regulating restaurants by sales or by hours, with the caveat under State Statutes that the establishment must devote its “primary business” to existing as a restaurant in order to qualify within the category.

The definitions also get at a rising city-wide concern of density of Class A Establishments, or full-service liquor stores. The definitions suggest a distance requirement of one-half mile for all full-service liquor stores from one another, and suggest percentage of sales limitations of those other Class A concepts.

We would be remiss to acknowledge at this point that any major changes to our ordinances must be enforceable. Two other recommendations within this package aim to improve our enforcement; extra staff to assist in monitoring establishments, and improving and expediting ALRC enforcement of violations.

Implementation: Ordinance change required.

Recommendation: **Improve and simplify the liquor license point system.** *Amend Chapter 38 to make point system on a 10-point scale; establish “credit” for participating in responsible service trainings; and, track accumulated points in a visible, electronic system.*

Background: Currently, Chapter 38 of Madison General Ordinances outlines a point system to monitor liquor law violations by establishments with alcohol beverage licenses. The point system is currently used as a nonexclusive method of determining habitually troublesome license holders, for the purpose of recommending sanctions. By ordinance, if a licensee accumulates 100 or more points within a licensing year, the ALRC has the authority to call the licensee in front of the committee for suspension or revocation. In practice, after 100 accumulated points, the licensee is summons in front of the committee for a formal expression of concern in front of the ALRC. After 200 accumulated points within one licensing year, the prosecuting city attorney drafts a complaint for suspension or revocation.

Justification: The current system is difficult for licensees, committee members, and the public to understand and navigate. The point system itself can be an extremely effective tool to monitor potential problems and allow the ALRC the flexibility to intervene when necessary. By simplifying the point system, the public will also have a better understanding of the process, and be able to inform the license renewal process more easily. Often times, the public is not aware of when points are assessed against a liquor license; and thus, not aware of when an establishment is consistently causing issues. An online system that tracked the accumulated points would be of benefit to both the ALRC and the community.

The concept is similar to points on a drivers’ license. Once a licensee reaches a certain threshold (our suggestion is 10), they would be required to appear before the ALRC Hearing Subcommittee. Following that appearance, the licensee would essentially be put on a probationary period where if certain violations occurred during that time period, they could face suspension or revocation. Also, there is not currently a method to reward licensees for attending the city’s Tavern Safety Training or participating in the Responsible Retailing Forum. This would create point “credit” for licensees; a carrot built into our stick ordinance.

Implementation: Ordinance change required.

Recommendation: Create a “State Street Overlay District (SSOD)” to restrict certain types of alcohol beverage licenses. *The overlay district would define permitted, conditional, and prohibited use within the area (see map attached) based on the previously stated alcohol license definitions.*

Background: Overlay regulations provide restrictions or additional requirements for all development within a geographic area, irrespective of the basic zone standards. These regulations “overlay” basic zone standards, creating an additional layer of scrutiny and review for the outlined uses. We know the State Street corridor to be unique in several ways. One, in many ways, it is the heartbeat of the city with retail shops, restaurants and bars, and live entertainment. It also contains areas that continue to generate a high density of alcohol-related calls-for-service during the late-night hours. The issues that ALDO set out to solve still remain; however, they are concentrated in a smaller area. In a very basic way, the overlay district suggestion, aims to replace a blunt-force object where a scalpel is necessary.

This does not mean that areas immediately outside of the overlay district are not impacted by alcohol. What it does mean is that through staff’s analysis of the ALDO area, the proposed overlay district area is the only area where we can justify an outright prohibition on certain types of alcohol beverage licenses. We believe that through the entire package of recommendations, including a large increase in funding for the safety initiative, neighborhoods will not feel an adverse impact from these changes.

Justification: We believe it be in our best interest as a city to treat this area uniquely for several reasons. First, there is a concentration of alcohol-related calls-for-service in the 500 block of State Street and the 600 block of University Avenue that inevitably have a relationship to the high capacity bars and restaurants in the immediate area. State Street has continued to be one of the most revered streets in the country in large part because of the diversity of shops. This proposal acknowledges several key factors: the importance of retail on State Street, the concern of a high number of alcohol licensed establishments, and the lack of diversity of late-night entertainment venues. The recommendation as a whole seeks to address all of these factors. One, it maintains the prohibition on new taverns within this area. Two, it allows the possibility of new types of entertainment that may sell more than 50% alcohol annually. And, for those concepts, it creates an extra layer of review in front of the Plan Commission, so land use impact can be considered. The attached matrix recommends the types of concepts in three categories for the State Street area; permitted, conditional, and not allowed. Through this method, we hope we are both able to preserve retail, while also allowing the possibility of new, exciting types of entertainment in the heart of our entertainment district.

The other important aspect of using land use to regulate alcohol is, simply, the city has more outright authority to use our zoning power than our alcohol licensing power. More important, we believe this to be the blueprint for how neighborhoods will approach alcohol licensing into the future. This issue of defining types of establishments

and attracting positive businesses are not issues unique to the downtown. Many neighborhoods are reaching the point of saturation in terms of alcohol licenses. Using land use regulations, alongside of new definitions of alcohol licenses, will go a long way to giving all neighborhoods the tools to plan for types of business that will not adversely impact their environments.

Implementation: Requires ordinance change in both zoning code and Chap. 38.

Recommendation: **Expand the façade improvement grant program.** *Expand the façade improvement grant program to include interior build out of retail spaces. If and when appropriate, city should consider funding all façade grants with Tax Incremental Financing (TIF).*

Background: Downtown and neighborhood shopping districts benefit from a mix of eating and drinking establishments, along with retailers. Non-food and beverage retailers in neighborhoods and downtown face increased competition from shopping centers, malls, big box chains, and the internet. The older structures found within downtown Madison and our traditional neighborhood shopping districts often require significant exterior and interior improvements to be suitable for a retail use. Madison currently makes façade improvement grants out of the Capital Revolving Loan Fund to assist in exterior improvements. However, interior improvements are generally not currently eligible.

Justification: Although Madison’s downtown and neighborhood commercial districts currently maintain a healthy mix of retail, along with eating and drinking establishments, there is legitimate concern that the balance is leaning in favor of eating and drinking establishments. Eating and drinking establishments can often pay higher rents, and cover higher build-out costs, than retailers. The cost of building-out these retail spaces can be prohibitive for a potential entrepreneur. A desire to maintain this balance was one justification for the downtown Alcohol License Density Ordinance. By expanding the façade grant program to include interior build-outs for eligible businesses, Madison will strengthen the ability of non-food and beverage retailers to compete for space and assist landlords in attracting retail tenants. Because the ability to make façade grants is limited by the size and limited revenues of the Capital Revolving Loan Fund, substituting the TIF funds can facilitate this program expansion and preserve funds for other targeted façade areas outside of TIDs.

Implementation: Modify the façade grant program in the 2014 budget and permit TIF funding where a TID exists and incorporates/amends retail grants into its project plan.

Recommendation: Increase funding of the City of Madison Safety Initiative. *Increase the funding in the Madison Police Department for the City of Madison Safety Initiative.*

Background: The City of Madison Safety Initiative, originally the Downtown Safety Initiative (DSI), was launched in 2007; \$100,000 was appropriated to fund the Central District (MPD) for overtime costs, purchasing cameras, and other safety-related items. DSI had three stated goals:

1. Work to reduce violent street level crime, especially from approximately 11 p.m. to 3 a.m. for the Central District.
2. Enhance district-wide community policing efforts and engage the community in crime reduction efforts and reduce levels of fear from crime.
3. Improve voluntary compliance with alcohol-related ordinances in licensed and unlicensed establishments.

In 2010, DSI funding was reduced to \$50,000. The funding for the program was restored to \$100,000 in July 2012. Most recently, in 2013, DSI was reformed into a city-wide safety initiative; \$50,000 available for Central, \$50,000 available city-wide.

Justification: Since its inception, DSI has arguably been the most important policing tool in place to combat violent crime in the downtown area. By allowing police the budget flexibility to prepare for especially busy weekends, MPD has done an outstanding job of staying a step ahead of violent crime. In recent years, we have seen an emerging trend of aggressive, violent behavior concentrated on nights where downtown has been traditionally less busy, especially during the summer. The additional strain on police resources led to the decision to restore funding for this program to the original amount. Part of this decision included a new emphasis on neighborhoods city-wide to proactively monitor potential origins of conflict that end up downtown. It is well documented that the high visibility of police has a great impact on deterring violent crime. This proposal would give MPD the budget flexibility to respond in all necessary scenarios without the constraint of trying to make the funding last through the year. Funding should also focus on lighting and security camera improvements.

Implementation: Budget allocation may be required.

Recommendation: Improve quality assurance, responsiveness, and enforcement agility for alcohol beverage licensing. *Devote a staff position to liquor licensing and enforcement monitoring, including, but not limited to, license application assistance and intake, point system management, and general licensing audits.*

Background: The city of Madison currently has one-half of one staff person devoted to alcohol policy; a rotating clerk devoted to alcohol licensing and auditing; and one-half of one prosecuting attorney devoted to alcohol license enforcement. We are stretched remarkably thin in terms of managing licensed establishments and rely on an informal system to ensure police reports that deserve the attention of the ALRC receive it.

Justification: While the major changes in policy and ordinance can be managed in the short-term, we have serious doubts that the overhaul to the licensing system, both in terms of enforcement and application, would be of the benefit to the community should it be without additional staff. Our vision is to have someone work directly with the clerk's office to assist in alcohol beverage license intake, support the public with questions related to the alcohol licensing process, and manage the city webpage for alcohol licensing. This staff person would also be responsible for managing a file that collected all police reports from alcohol licensed establishments and making sure the prosecuting city attorney and ALRC has the necessary information to assess points against the alcohol license. The staffer would keep a record of all accumulated points and notify the licensee, the alderperson, and the ALRC when they had reached 10 points. The staffer would also be responsible for managing the alcohol license renewal process, including auditing the applications to look for inconsistencies and errors. The staff could also be authorized to conduct audits of establishments that must meet the definition of a restaurant, if requested by the ALRC.

While we will not go as far to say the changes could not be carried out by current staff, the quality of the product and the effectiveness of future alcohol license enforcement would benefit greatly from an extra staff person.

Implementation: Budget allocation may be required.

Recommendation: Create a city-funded wayfinding program.

Background: There has been much attention on the issue of signage in the downtown area over the past year. Many businesses utilize sandwich boards and other signs to attract visitors to their business. There is a great interest of the city to both have an aesthetically enjoyable downtown and easily accessible retail. The Madison Business Improvement District currently produces a downtown map and stations two downtown ambassador booths to help visitors navigate the area. These initiatives catch many people, but there are still gaps in ensuring visitors are aware of the many different types of shops and restaurant on and around State Street.

Justification: Many cities have developed uniform signage called wayfinding. The basic premise is to have a city-developed program that would place signs on every block or half-block directing people to various businesses in the immediate area. This would go a long way to support some of the shops and restaurants that are just off of State Street, as well as help strike a balance between aesthetics and advertising.

Implementation: Amendment to Operating budget required.

Recommendation: Increase funding for mall maintenance.

Background: Environmental design is important to the aesthetics and perception of our downtown. The city has outstanding mall maintenance staff that manages various plantings, clean-up, and trash pick-up among other duties.

Justification: Increasing funding for mall maintenance would help support more hours of maintenance staff on State Street and continue to support our city's commitment to environmental design.

Implementation: Amendment to Operating budget required.

Policies and Programs

Recommendation: **Improve enforcement process and reporting of violations to ALRC.** *Hold regularly scheduled meetings of the ALRC Hearing Subcommittee; institute monthly reporting to the ALRC of all point violations; conduct a review of points accumulated at renewal time annually; detailed history of applicants if previously held liquor license.*

Background: One of the most frequent criticisms of the licensing process, from both the public and the ALRC, is that once a license is granted, it is very difficult to revoke it if there are problems. Over the years, the ALRC has been very clear in asking for more ability to single out the “bad actors” and be able to move swiftly to sanctions when necessary. In September 2011, the Common Council adopted new procedures for ALRC hearings. In the new procedures, the ALRC is granted the authority to appoint a hearing subcommittee to try all liquor license prosecutions. This was done to allow the ALRC more flexibility in scheduling the hearings and to allow the hearings to proceed in a more orderly fashion. Currently, the ALRC receives monthly reports of calls for service at licensed establishments. Also, at renewal time, unless there is a formal complaint for non-renewal from the city attorney’s office, the process for a separated alcohol beverage license renewal hearing is mostly informal.

Justification: This would allow the ALRC to play a greater role in the progressive discipline model by interacting with licensees earlier in the process. The calls for service reports that the ALRC receives are not descriptive enough to indicate major issues at establishments, so we also suggest instituting monthly reporting to the ALRC of any points accumulated, as well as a report generated at renewal time every year to determine if any licensees should be separated. By having regularly scheduled meetings of the hearing subcommittee, there would be more consistent accountability maintained and quicker processing of violations. This recommendation also gets at the issue of sometimes not having enough information about an applicant when being reviewed by the ALRC. The alcohol beverage license application asks if the applicant has held a liquor license previously. If so, the ALRC should receive a detailed history, either from the city attorney’s office or MPD, to determine past positive or negative management.

Implementation: Policy change for ALRC, and will require additional staff time to monitor points accumulated and history reporting.

Recommendation: **Change current licensing fees and policy.** *Increase the amount of the \$10,000 Class B Combination Reserve license fee collected by the city; implement criteria for applicants to be eligible for a grandfathered license; mandate full business plan (not including proprietary information) be submitted to ALRC and included in packet available to public.*

Background: There are two different types of Class B Combination (full, on-premises liquor and beer) licenses, grandfathered and reserve. The grandfathered licenses carry a standard license fee of \$600 at time of issuance. The reserve licenses are those licenses that we have received under our quota, based on an increase in population over time. Reserve licenses require a \$10,000 “deposit” at the time of issuance, but the city returns the entire amount within four weeks time as an “economic development grant”. The standard license fee still applies for the reserve licenses. Class B Combination licenses are the only licenses that are capped under State Statutes; we are also required to charge at least \$10,000 up front for the reserve licenses. Over the past seven years, we have averaged 49 active reserve Class B Combination licenses per year. We currently issue grandfathered licenses on a first come, first serve basis prior to issuing reserve licenses.

Justification: Opening a new business requires a large investment and a great deal of personal responsibility. The legal sale of alcohol is a privilege granted by the city that also requires a large investment and a high degree of personal responsibility. Our current license fee structure does not reflect those values. Part of this recommendation is to issue our reserve licenses first, instead of last. This way, more often the investment of the liquor license is made a priority within the business planning process, instead of the afterthought. The amount of money spent on the enforcement and effects of alcohol is great. This change in license fee would only be a minuscule percentage of that cost, but at the very least, it would reflect our expectations of responsibility and planning that should go into alcohol service. We also recommend that grandfathered licenses could be issued if there are criteria developed to determine the financial need of a small business. The specific criteria and fee structure should be determined by the ALRC, with the assistance of staff. A full business plan is currently required; however, we felt it was necessary to emphasize the importance of a detailed business plan to be reviewed by the ALRC in its calculus of approving alcohol license applications.

Implementation: Ordinance and policy change required.

Recommendation: **Entertainment taskforce creation.** *Support the creation of a city taskforce devoted to improving our music scene and diversity of entertainment venues.*

Background: For the past several years, there have been various bodies discussing the lack of diversity of entertainment venues in the city. Specifically, the ALRC and the Madison Arts Commission both have focused on the issue of strengthening our local hip-hop scene.

Justification: Many stakeholders have approached the city about getting involved in strengthening our local music scene. One of the genres that has especially struggled in the past few years is hip-hop. This proposal would merge the various ongoing efforts and create a taskforce that would be devoted to the issue of diversifying our entertainment venues, de-stigmatizing hip-hop, and strengthening our overall music scene.

Implementation: Forming resolution suggested.

Recommendation: **Simplify entertainment licensing.** *Bring 21 and 18+ Entertainment licenses under one umbrella; remove 49 capacity threshold for requiring entertainment license.*

Background: The city has two types of entertainment licenses; the 21+ Entertainment License and the 18+ Entertainment License. The licenses were created to allow for taverns that are traditionally 21+ establishments the ability to have 18+ nights during live entertainment. Originally, an entertainment license was only required if the establishment had a capacity over 99. That was changed a few years ago to 49. The system has been mostly successful, but some confusion over when an entertainment license has occurred. Since restaurants are allowed to have all ages present, but are also required to have an entertainment license if they provide live music, confusion persists over when an establishment is expected to be all ages, 18+, or 21+.

Justification: The proposal is to create one license for entertainment and give the discretion to the establishment if it wishes to have 18+ events. The proposal also removes the exemption for establishments under 49 capacity, requiring all establishments that provide live, amplified entertainment to obtain a license. This is due to several issues we have had with noise at establishments that are under the capacity threshold, so do not receive scrutiny of the entertainment component. This also reflects concerns from the student population over the lack of 18+ friendly entertainment options in the city.

Implementation: Ordinance change required.

Recommendation: *City-sponsored late night retail event during summer nights.*

Background: It is always beneficial to a city center to have people using its streets for a variety of different reasons at all times during the day and night. One of the often complaints about State Street after dark is the lack of options for people outside of eating and drinking.

Justification: The idea behind this proposal is to have collaboration between BID, DMI, Overture Center, and the City of Madison to develop a program around late-night retail. Possibly using such attractions as street performers, or surrounding other activities such as restaurant week, the idea is to highlight retail and bring people on the streets later into the evening.

Implementation: Budget allocation may be required.

Other Recommendations

Recommendation: *Create new incentives for entertainment venues.*

- This item is possibly something that the taskforce on entertainment take up and make specific recommendations on types of incentives.
-

Recommendation: *Proactively encourage the location of a downtown movie theater.*

- One of the major missing pieces within our entertainment district is a first-run movie theater. This recommendation encourages city staff to proactively recruit a first-run movie theater, possibly through some type of incentive.
-

Recommendation: *Continue to promote the city's music scene.*

- Events like Make Music Madison, Live on King Street, and Concerts on the Square are all examples of how the city supports our music scene. We recommend continuing these efforts by finding new ways to promote our diverse music sense.
-

Recommendation: *Allow "pop-up" retail in vacant storefronts.*

- We are lucky to have one of lowest vacancy rates for our downtown center compared to other cities our size. This does not mean that the occasional vacancy doesn't happen. This encourages landlords to look at short-term, temporary tenants in vacant spaces, such as a Halloween costume shop, or art gallery, and directs the city to allow such uses.
-

Recommendation: *Update web-based downtown business guide.*

- The city used to keep an up-to-date business guide on its website. With the assistance of BID, the city should maintain an updated business guide on its website.
-

Recommendation: *Continue to maintain current parking and construct new parking when appropriate.*

Recommendation: *Revisit special event parking for short-term parking ability.*

Recommendation: *Consider new approaches for downtown parking for employees.*

Recommendation: *Ensure that bonds used to fund new parking structures do not include provisions prohibiting private parking agreements.*

- These four recommendations are geared towards improving parking in the downtown area, when appropriate. Staff acknowledges that short-term parking is necessary for attracting more errand retail shoppers to the State Street area. Staff also wants to keep the door open for private parking agreements during times ramps are underutilized.
-

Recommendation: *Continue to improve development review and permitting downtown.*

Recommendation: *Increase permanent downtown residents by increasing residential units.*

Recommendation: *Support a proactive downtown business retention effort.*

- The above three recommendations follow recommendations outlined in the Downtown Plan. Staff made it clear it wanted to highlight efforts that have been discussed at length in developing the Downtown Plan.
-

Alcohol Beverage License Definitions

Category	Max % of alcohol sales?	Hours of operations	License	Kitchen Hours	Kitchen Equipment	Capacity tied to seats?	Dance floor ok?	Additional restrictions	Permitted, Conditional, or Not Allowed in SSOD
RESTAURANT									
Standard	Yes; 50%	Any	Any	All hours open	Stove, hood, oven, grill, fryers	Yes	No		P
Brew Pub	No	1a closing	Any	All hours open	Stove, hood, oven, grill, fryers	Yes	No		P
Coffee Bar	No	8a opening; 12m closing	Class B Beer; Class C Wine ONLY	Any	Any	Yes	No		P
Fast Food	Yes; 50%	Any	Class B Beer; Class C Wine ONLY	All hours open	Grill, hood, fryers	Yes	No	Must meet definition of fast food under zoning code.	P
Brunch	No	10a opening; 11p closing	Any	All hours open	Stove, hood, oven, grill, fryers	Yes	No		P
Lunch/Dinner	No	Noon opening; 1a closing weekends, 12m closing weekdays	Any	All hours open	Stove, hood, oven, grill, fryers	Yes	No		P
Dinner only	No	5pm opening; 1a closing weekends, 12m closing weekdays	Any	All hours open	Stove, hood, oven, grill, fryers	Yes	No		P
ENTERTAINMENT									
Live Performance	No	Any w/ ent.; 12m w/o ent.	Any	Any	Any	No	Yes	Entertainment must be provided at least 2 days/week. Stage area required.	C
Arcade	No	Any	Any	Any	Any	No	No	No entertainment license; majority of floor space must be devoted to arcade equipment.	C
Night Club	No	Any	Any	Any	Any	No	Yes	Live DJ performance required for majority of hours of operation.	Not Allowed
Billiard Hall	No	Any	Any	ANy	Any	No	No	No live entertainment; Majority of floor space must be devoted to billiard tables.	C
Comedy Club	No	Any	Any	Any	Any	Yes	No	Must close one hour after final act of night; entertainment must be provided every day open.	C

Alcohol Beverage License Definitions

Category	Max % of alcohol sales?	Hours of operations	License	Kitchen Hours	Kitchen Equipment	Capacity tied to seats?	Dance floor ok?	Additional restrictions	Conditional, or Not Allowed in SSOD
Bowling Center	No	Any	Any	Any	At least one	No	No	Majority of floor space must be devoted to bowling lanes and seating.	C
Movie Theater	No	Any	Any	All hours open	At least one	Yes	No	Majority of floor space and build out must be devoted to theater viewing space. Films must be shown each day of operation.	P
Sporting Center	No	Any	Any	Any	At least one	No	No	No live entertainment; majority of floor space must be devoted to athletic activity.	C
Combination TAVERNS	No	Any	Any	Any	At least one	No	Yes	A majority of floor space must be devoted to a combination of the activities above. Establishment must provide entertainment every operating business day.	C
Standard	No	Any	Any	Any	Any	No	Yes		Not Allowed
Wine/beer bar	No	Any	Class B Beer; Class C Wine ONLY	All hours open	At least one	Yes	No		C
Cocktail lounge	No	4pm opening	Any	All hours open	At least one	Yes	No	Must be under 75 Cap.; no discounted drinks.	Not Allowed
RETAIL									
Full Service (Liquor Store)	No	9p closing	Class A Liquor; Class A Beer	N/A	N/A	N/A	N/A	Must be at least 1/2 mile from another full service retail.	Not Allowed
Grocery Store	Yes; 30%	9p closing	Class A Liquor; Class A Beer	N/A	N/A	N/A	N/A	Must be bona-fide full-service grocery store.	C
Convenience w/gas	Yes; 30%	9p closing	Class A Beer	N/A	N/A	N/A	N/A	No single serve (unless craft beer).	Not Allowed
Convenience w/o gas	Yes; 30%	9p closing	Class A Liquor (Wine ONLY); Class A Beer	N/A	N/A	N/A	N/A	No single serve (unless craft beer).	Not Allowed
Gift Shop	Yes; 70%	9p closing	Class A Liquor; Class A Beer	N/A	N/A	N/A	N/A	Majority of retail space must be devoted to non-alcohol sales.	Not Allowed
EXCEPTIONAL CIRC	Yes; 50%	Any	Any	Any	Any	Yes	No	Subject to annual auditing of percentages unless a hotel.	C

RESOLUTION NO. 960

A RESOLUTION CONCERNING ALCOHOL ABUSE IN OUR COMMUNITY

WHEREAS, the Boulder City Council has a responsibility to lead in addressing the critical issues of health, safety, and well being stemming from alcohol abuse within the city; and

WHEREAS, alcohol abuse is a multi-faceted social problem with many causes, requiring the efforts of the entire community to address; and

WHEREAS, Boulder is not alone in experiencing the impacts of alcohol abuse, as indicated by recent alcohol-related incidents in other communities; and

WHEREAS, leaders of the University of Colorado have re-committed to changing the prominence of alcohol in the culture of student life, and University officials have asked for support from the City in this effort; and

WHEREAS, the City of Boulder participates with the University of Colorado and community members on a University-City Oversight Committee to address issues of mutual concern, including alcohol abuse; and

WHEREAS, the University of Colorado Student Union and the City already cooperate in promoting personal responsibility among students through joint funding of the University Liaison, a position that provides education and outreach to support the quality of life of students who live off campus; and

WHEREAS, the City's ability to influence beverage licensing policies, code enforcement and zoning and land use regulations are other areas where changes in City codes, programs or practices might compliment the efforts of the University of Colorado; and

WHEREAS, ways the City can address alcohol abuse should not focus simply on legal options but also on the City's human service and community education programs as well as partnerships with the University of Colorado, University of Colorado Student Union, Boulder County, the Boulder Valley School District, the Human Services Coordinating Council and others;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BOULDER:

The City of Boulder recognizes and encourages the University of Colorado's commitment to changing a culture among CU students in which high-risk use of alcohol is tragically too common, and the City of Boulder will cooperate with the University of Colorado's efforts.

The City of Boulder will address, to the extent it is capable, the health and safety issues associated with alcohol abuse in the greater community.

The City of Boulder will participate in community-wide efforts, involving both private and public sector leaders from throughout Boulder County and the region, to better understand the causes of alcohol abuse and consider appropriate, collaborative solutions.

The City of Boulder, as part of this community-wide effort, will undertake a review of City beverage licensing policies, code enforcement and zoning and land use regulations in order to identify the existing and relevant authorities available to the City. Staff shall propose policy and ordinance changes, if appropriate, to address identified concerns.

The City of Boulder will review the impacts of past efforts to address alcohol abuse and underage alcohol use, including an analysis of the unintended consequences of past efforts.

Approved this _____ day of _____, 2004.

Mayor

ATTEST:

City Clerk on behalf of the
Director of Finance and Record

AN INTRODUCTION TO

HEALTH IN ALL POLICIES

A Guide for State and Local Governments



Health in All Policies: A Guide for State and Local Governments was created by the Public Health Institute, the California Department of Public Health, and the American Public Health Association in response to growing interest in using collaborative approaches to improve population health by embedding health considerations into decision-making processes across a broad array of sectors. The Guide draws heavily on the experiences of the California Health in All Policies Task Force and incorporates information from the published and gray literature and interviews with people across the country.

WHY DO WE NEED HEALTH IN ALL POLICIES?

Health in All Policies is based on the recognition that our greatest health challenges—for example, chronic illness, health inequities, climate change, and spiraling health care costs—are highly complex and often linked. Promoting healthy communities requires that we address the social determinants of health, such as transportation, education, access to healthy food, economic opportunities, and more. This requires innovative solutions, a new policy paradigm, and structures that break down the siloed nature of government to advance collaboration.

A MESSAGE FROM THE AMERICAN PUBLIC HEALTH ASSOCIATION

The environments in which people live, work, learn, and play have a tremendous impact on their health. Responsibility for the social determinants of health falls to many non-traditional health partners, such as housing, transportation, education, air quality, parks, criminal justice, energy, and employment agencies. Public health agencies and organizations will need to work with those who are best positioned to create policies and practices that promote healthy communities and environments and secure the many co-benefits that can be attained through healthy public policy.

This guide follows in that tradition: We believe it will be of great value as the implementation of Health in All Policies expands and evolves to transform the practice of public health for the benefit of all.

Adewale Troutman, MD, MPH, MA, CPH
President

Georges C. Benjamin, MD
Executive Director

WHAT IS HEALTH IN ALL POLICIES?

Health in All Policies is a collaborative approach to improving the health of all people by incorporating health considerations into decision-making across sectors and policy areas.

The goal of Health in All Policies is to ensure that decision-makers are informed about the health, equity, and sustainability consequences of various policy options during the policy development process. A Health in All Policies approach identifies the ways in which decisions in multiple sectors affect health, and how better health can support the goals of these multiple sectors. It engages diverse governmental partners and stakeholders to work together to promote health, equity, and sustainability, and simultaneously advance other goals such as promoting job creation and economic stability, transportation access and mobility, a strong agricultural system, and educational attainment. There is no one “right” way to implement a Health in All Policies approach, and there is substantial flexibility in process, structure, scope, and membership.

FIVE KEY ELEMENTS OF HEALTH IN ALL POLICIES

Promote health, equity, and sustainability. Health in All Policies promotes health, equity, and sustainability through two avenues: (1) incorporating health, equity, and sustainability into specific policies, programs, and processes, and (2) embedding health, equity, and sustainability considerations into government decision-making processes so that healthy public policy becomes the normal way of doing business.

Support intersectoral collaboration. Health in All Policies brings together partners from the many sectors that play a major role in shaping the economic, physical, and social environments in which people live, and therefore have an important role to play in promoting health, equity, and sustainability. A Health in All Policies approach focuses on deep and ongoing collaboration.

Benefit multiple partners. Health in All Policies values co-benefits and win-wins. Health in All Policies initiatives endeavor to simultaneously address the policy and programmatic goals of both public health and other agencies by finding and implementing strategies that benefit multiple partners.

Engage stakeholders. Health in All Policies engages many stakeholders, including community members, policy experts, advocates, the private sector, and funders, to ensure that work is responsive to community needs and to identify policy and systems changes necessary to create meaningful and impactful health improvements.

Create structural or process change. Over time, Health in All Policies work leads to institutionalizing a Health in All Policies approach throughout the whole of government. This involves permanent changes in how agencies relate to each other and how government decisions are made, structures for intersectoral collaboration, and mechanisms to ensure a health lens in decision-making processes.



The Healthy Community Framework was developed by the California Health in All Policies Task Force, based upon discussion with community, government, and public health leaders in response to the question, “What is a healthy community?”

A Healthy Community provides for the following through all stages of life:

HEALTHY COMMUNITY FRAMEWORK

Meets basic needs of all

- Safe, sustainable, accessible, and affordable transportation options
- Affordable, accessible and nutritious foods, and safe drinkable water
- Affordable, high quality, socially integrated, and location-efficient housing
- Affordable, accessible and high quality health care
- Complete and livable communities including quality schools, parks and recreational facilities, child care, libraries, financial services and other daily needs
- Access to affordable and safe opportunities for physical activity
- Able to adapt to changing environments, resilient, and prepared for emergencies
- Opportunities for engagement with arts, music and culture

Quality and sustainability of environment

- Clean air, soil and water, and environments free of excessive noise
- Tobacco- and smoke-free
- Green and open spaces, including healthy tree canopy and agricultural lands
- Minimized toxics, greenhouse gas emissions, and waste
- Affordable and sustainable energy use
- Aesthetically pleasing

Adequate levels of economic and social development

- Living wage, safe and healthy job opportunities for all, and a thriving economy
- Support for healthy development of children and adolescents
- Opportunities for high quality and accessible education

Health and social equity

Social relationships that are supportive and respectful

- Robust social and civic engagement
- Socially cohesive and supportive relationships, families, homes and neighborhoods
- Safe communities, free of crime and violence

WHAT'S IN HEALTH IN ALL POLICIES: A GUIDE FOR STATE AND LOCAL GOVERNMENTS?

- A discussion of why Health in All Policies approaches are necessary to meet today's health and equity challenges
- Five key elements of Health in All Policies, and how to apply them to your work
- Stories of cities, counties, and states that are implementing Health in All Policies
- "Food for Thought"—Lists of questions that leaders of a Health in All Policies initiative might want to consider
- Tips for identifying new partners, building meaningful collaborative relationships across sectors, and maintaining those partnerships over time
- A discussion of different approaches to healthy public policy, including applying a health lens to "non-health" policies
- Reflections on funding, evaluation, and the use of data to support Health in All Policies
- Information about messaging and tips on how to talk about Health in All Policies
- A case study of the California Health in All Policies Task Force
- Over 50 annotated resources for additional information
- A glossary of commonly used terms



To download *Health in All Policies: A Guide for State and Local Governments*, visit one of these websites:

<http://www.apha.org/hiap>

<http://www.phi.org/resources/?resource=hiapguide>

For more information, write to hiap@phi.org.

