

	STRATEGIES AND ACTION ITEMS	IN PROCESS	NEAR TERM 2008-2009	MID-TERM 2009-2010	LONG TERM, 2010-2012	AREA OF RESPONSIBILITY
Pg. 21	(b) TRANSITION FROM NIGHT CLUBS TO NIGHTLIFE AND ESTABLISH A NEW BRANDING CAMPAIGN					
55	Utilize www.sjdowntown.com Portal and Messaging to Improve Nightclub Perceptions					SJDA, SJRA, CONVIS
56	Convene Stakeholder Group to Determine Timing and Start Long-Term Branding Campaign					SJDA, SJRA, CONVIS, SVCC
57	Secure Funding for Branding Campaign					SJDA, SJRA, CONVIS, SVCC
58	Complete Brand Audit Questionnaire to Determine Strengths/Weaknesses and Identify Marketing Attributes					SJDA, SJRA, CONVIS, SVCC
59	Review Existing and Previous Slogans, Branding Messages and Campaign Themes					SJDA, SJRA, CONVIS, SVCC
60	Establish a Unified Marketing Campaign and Budget					SJDA, SJRA, CONVIS, SVCC
61	Monitor the Transportation Improvement Plan for Increasing Taxi Service, Shuttle Service and Parking Lot Security.					SJDA, DOT, SJPD



SPRINGFIELD LEADERSHIP SUMMIT

Hospitality, Safety & Development

Roundtable Discussion Summary Report

Hospitality Roundtable – October 26, 2005
Safety Roundtable – October 27, 2005
Development Roundtable – October 26, 2005
Community Roundtable – October 25, 2005
Leadership Summit – December 15, 2005



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Springfield, Missouri - Summary Report
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Notice

This report was developed from notes and represents the opinions expressed by those participating and the best attempt at consolidating key concepts and perspectives. Not all of the information has been verified and one person's opinions may not represent those of others participating.

Executive Summary

Opportunities abound for establishing three distinct districts serving the needs of residents and visitors for arts, dining and entertainment. Fueled by a new baseball park and convention center, multiple higher education institutions, easy access to an airport and an expanding market for fine dining and entertainment, the city is emerging as a destination.

This report is a summary of information gathered from a community orientation held in June 2005 and a series of four Roundtables in October 2005. Individuals selected were identified as "influentials" in the city – those with a global perspective, history in the city, and access to resources and/or authority.

Responsible Hospitality Institute (RHI) staff included Jim Peters, president and Allison Harnden, services manager, co-facilitated the roundtable discussions, and Michelle Joseph, project coordinator from Chicago, was the recorder.

Each Roundtable asked four specific questions:

1. What are the trends?
2. What are the issues?
3. What are the gaps?
4. What are the resources now or needed in the future?

All discussion was directed specifically to dining and entertainment. The following major issues were identified by the participants –

- Improving the practices of licensed beverage establishments to prevent underage drinking, driving under the influence and intoxication
- Improving communication and cooperation among hospitality businesses, law enforcement and community organizations
- Improving coordination among transportation to expand the current level of services (through the use of taxi stands and shuttle services) and enforcement to maximize traffic and pedestrian safety
- Improving coordination among planning, development and business practices to anticipate demand on public services, market opportunities and quality of life for increased downtown owner-occupied residential housing and visitors
- Identifying Best Practices for each stakeholder group

LEADERSHIP SUMMIT

On December 15, 2005 individuals representing each of the four stakeholder groups – Hospitality, Safety, Development and Community – who participated in the Roundtables will meet for a Leadership Summit and finalize the actions steps and outline what needs to be done to achieve them. This report will be updated and submitted as a final document.

Looking ahead to the future -- the construction of new theatres at College Station and the Gillioz, the increased number of new loft residents, and the development plans for Commercial Street – requires a paradigm shift that galvanizes all stakeholders to the common vision of creating districts that provide safe and vibrant places to socialize. This is the market's desire. However, if alcohol restrictions are imposed without addressing the underlying need of young people desiring space to socialize, minors have demonstrated that they will find a way to create their own whether in private homes or on college campuses.

In order for districts to succeed, they must provide consumers with what they want, and these needs can differ by age, income and residential location. Hospitality businesses, often the pioneers in emerging districts, sometimes can't see consumer needs change as the district develops. They continue to provide the same experiences, products and services and miss opportunities to shift to meet demands of other markets.

As businesses and residents infill revitalized areas, public services need to adjust to increased numbers inhabiting or visiting the districts at different times of day. The ability to allocate appropriate city resources for management of the development of the district requires a demonstration of the economic, employment and social contributions made by the dining and entertainment businesses, and periodically adjust resources to properly manage the shifts.

Now is the time for all stakeholders to commit to defining the best practices of their perspective. Whether hospitality, safety, development or community, they all have a role to play in creating a safe and vibrant future for Springfield

Background

Ten years ago, vitality slowly blossomed and the unsafe perception was turned around. Today, optimism abounds as downtown Springfield evolves and the greater area is viewed as a favorable place to live, work and play.

Three districts (Downtown, Commercial Street, and Walnut Street) are currently centers for the city's revitalization, redevelopment of which UDA oversees. Commercial Street, a district in the emerging phase, is a six-block historic area featuring turn-of-the-century buildings. A railroad runs parallel to the street and is spanned by a historically registered footbridge which is one of only two left in the country. Slated as an entertainment area that will feature live music, arts and residential lofts, plans for Commercial Street development include an urban focus to appeal to an older crowd. District layout will place entertainment venues at each end of the 6 block strip and residential in the middle.

Walnut Street is a mixed use district featuring a row of historic homes. Once used as fraternity/sorority houses for MSU, it is now a mix of residential, small businesses, inns and restaurants.

The downtown area boasts many casual and fine dine restaurants, established businesses and large bars that cater to local college students and neighboring non-student town locals Young teenagers are also drawn by the vitality, but without venues that serve under 18 needs, they resort to skateboarding or hanging out in parks, on streets, and in parking lots.

Housing is largely affordable. Springfield is a safe place to raise children and for young adults to seek higher education. With nearly one fourth of its population college students Springfield, like many other college communities struggles with underage access to alcohol, places to socialize and integrating with the established community.

In step with national demographics which document the largest numbers of 15-23 year olds in history and a greater propensity for this cohort to socialize, this city is feeling the impact of sheer larger numbers of youth and the late night market it is driving. To complicate matters, Springfield's 150,000 population can expand by 15,000 each fall as students return to the colleges in the area, stressing city services that provide transportation and maintain safety.

Some middle age professionals and boomers, are beginning to feel edged out of living areas and entertainment venues by the impacts, threatening to narrow the broad user market envisioned by the planners of this renaissance.

Market often drives the types of businesses that develop. This seems to be holding true for Springfield. District users and the businesses that have responded to the users' desires are creating a split use district scenario where there is a before 10 pm market and an after 10 pm market that equal in user numbers. Without actions to address this phenomenon, police and other city services, including late night transportation continue to operate on a 9-5 basis or more standard schedule while a greater need exists for these services after 10 pm.

Perception of safety is paramount. Incidents of violence have evidenced an immediate downturn in business. Negative perceptions of downtown have an impact too, and threaten to have longer standing impacts if not addressed in a comprehensive and timely manner.

Action Steps

The following actions steps define short (those in italics are recommended for the first six months) term goals and other long term goals.

1. Build Trust and Improve Communication

To work on any of the identified issues requires an initial venting, listening and an ultimate realization that all parties have a common vision, though their paths may differ. Regular communication provides a foundation for pre-emptive strategies rather than reactive tactics. Concessions offered by separate parties facilitate communication. Compromise builds trust.

Recommendations:

- *Establish a Hospitality Resource Panel (HRP) to create a regularly scheduled forum for ongoing communication with equal representation among safety, hospitality, community and development to set priorities and develop resources.*
- All four perspectives: Development, Hospitality, Safety and Community can draft their own best practices (standards for hospitality management and customer behavior, design standards for developers, entertainment policing strategies for law enforcement, center city living expectations for residents) for a safe and vibrant community development and give each the opportunity to add to the other three lists. Identify the top ten consensus items and work together on implementation.
- Offer media opportunities to positively partner in promoting vibrancy, safety and to assist in marketing the broader experience that exists in hospitality zones.

2. Enhance Safety and Public Awareness

The viability of the district depends upon maintaining a perception of safety as well as assuring real safety. Police and other resources have knowledge and expertise that can be shared with businesses to relieve burden on police. Despite good intentions, there are still a few hospitality business operators with high risk practices that necessitate a more stringent response. Police can develop more focused entertainment policing strategies and team more appropriate to late night crowd management and conflict resolution.

Recommendation:

- *Organize regular Hospitality Roundtables with business owners, managers and staff to provide businesses the opportunity to get clarification, updates on rules and regulations and inspection procedures from all agencies that permit, inspect and regulate them, including food safety, alcohol beverage control, police, fire, code compliance, permits and licensing etc. Use some Roundtables to provide periodic opportunities for community representatives to raise issues and work collaboratively on solutions.*
- Facilitate access to technical services and resources to assist late night establishments in developing security plans to manage lines, occupancy and exiting, to reduce intoxication and underage drinking, and to more effectively manage safety at closing hours.
- Establish an Entertainment Policing Team in the police department with officers assigned more appropriate to address training and issues arising in late night entertainment areas.
- Partner with media to promote perception of safety, which may include relaying community expectations for patron civility, communicating role of police to keep district users safe and assisting with public service announcements that convey the responsibility of both the servers in establishments and the patrons they serve to drink responsibly, drive responsibly and respect the residents and businesses in the community.

3. Evaluate Effectiveness of Codes, Ordinance, Zoning and Policies

New uses for older areas create opportunities for new policy landscapes and an opportunity to evaluate the relevancy of policies as there are changes in demographics and development. Growth and change often outpace the ability of policy makers to maintain effective non-enforcement strategies, or policies developed in another era may impede both growth and public safety.

As the districts meld residential into commercial areas and commercial into residential, defining boundaries and expectations of activity in the different “zones” could establish more cooperation and more clearly defined standards, rights and responsibilities of businesses and residents in those zones.

Recommendations:

- *Utilize the HRP to review all policies, ordinances and codes pertaining to:*
 - *curfew*
 - *outdoor seating*
 - *drink promotions that may encourage high risk drinking*
 - *special events, both public and private that impact public services*
 - *underage drinking and creation of alternative venues*

- *public intoxication*
 - *late night security and crowd management by establishments*
 - *driving while intoxicated*
 - *noise and sound level controls through building design and technology*
 - *trash and delivery*
 - *traffic and pedestrian safety*
 - *other quality of life issues.*
- Review and update permits and licenses for dining and entertainment businesses to assure conformity with contemporary needs
 - *Investigate the use of business licenses, alcoholic beverage licenses, zoning, etc. to set significant consequences for establishments and individuals whose practices or behaviors negatively impact the community.*
 - Establish strategies for addressing nuisance businesses and patrons, including identifying standards that define a nuisance, review and amend penalties and explore mitigating procedures such as intervention and mentoring by the HRP's Early Assistance Team.
 - Consider a split-use license with special conditions for businesses operating after 10 pm, with entertainment, or with mixed age venues serving those over and under 21 when alcoholic beverages are available.

4. Develop and Promote Hospitality Professionalism

Negative incidents, whether true or merely a perception, have been linked with licensed beverage establishments and their customers. As the city evolves and more opportunities emerge, hospitality businesses can unite and provide a positive response to the community's concerns. Commitment to host responsibility and heightened professionalism of establishments' policies and practices will communicate a positive image and partnership with the community's vision.

Recommendation:

- *Utilize the Urban Districts Alliance to facilitate regular meetings with hospitality businesses to promote an integrated, professional group. They may consider to organize cooperative staff training on customer service, food safety, responsible beverage service, security, etc., and/or hire an independent quality control company to secret shop their businesses.*
- Provide seminars to better understand market changes, outline responsible business practices and offer models for internal policy development that address over-intoxication and under age access to alcohol, and develop new niche marketing to attract a more responsible clientele.
- Develop a special program to orient new businesses to rules, regulations, community standards and local resources from business associations, schools and suppliers.
- Raise professionalism and collaboration of door security, provide door security training and consider background checks and licensing door security.
- Capitalize on the training program for hospitality workers at Missouri State University and in the Victory Mission restaurant on Commercial Street and add additional training centers for hospitality staff development, including a satellite facility for local college on hospitality and tourism management, community training center on responsible beverage service, customer service, security, marketing, etc.

- **Conduct an economic impact assessment to evaluate sales by time of day, employment by time of day, occupancy and entertainment and establish a baseline for measurement of growth and change in the future.**
- Utilize existing survey data or develop a special survey to determine what students seek in dining and entertainment establishments and share with businesses so their products and services match the need.
- Organize focus groups with neighborhoods to determine expectations and needs for dining and entertainment options.

5. Transportation

As these districts develop, the need for expanding transportation options has emerged. Providing these services will address concerns regarding driving while intoxicated, limited parking, fossil fuel consumption, and ultimately, cost and convenience.

Recommendation:

- **Facilitate conversations between City Utilities and Universities to create a late-night shuttle service from Downtown to Missouri State and Drury.**
- Enhance taxi services by establishing and promoting a taxi stand in Downtown.
- Coordinate and market transportation availability for major event weekends to link the districts (such as trolley service between Hammons Field, Walnut Street, and Downtown during Artsfest).

Summary of Roundtables:

On October 26, 27 and 28 at the invitation of the City of Springfield the Responsible Hospitality Institute (RHI) conducted a four part assessment for the purpose of devising an action plan for responding to, managing and planning for the impacts of dining and entertainment within a developing mixed use zone. Invitational focus groups divided into Hospitality, Safety, Development and Community perspectives and met separately and provided anecdotal information on trends, issues, gaps and resources relating to dining and entertainment within the Downtown, Commercial Street and Walnut Street districts. The following documents observations, opinions and perceptions of the participants expressed in those meetings.

TRENDS

By identifying trends, we can see the arc of a path to the future and have the opportunity to head off challenges and prevent risks to public health and safety.

City

- Positive growth in multiple areas of the city is increasing with sports venues, mixed use development, a new multiplex movie theatre and an exposition center. Springfield is now a destination and a good location for businesses to grow and people to live.
- Increasing real estate values. More residential moving in, with plans for more owner occupied housing. More issues and complaints are likely to follow.
- There is an increase in students at all colleges; about 15,000 students enter the city each fall.
- Plans for a new technology center at the university will attract more young professionals.

District

- More late night establishments, including coffee houses, stay open until 1:30 am.

- Downtown is often perceived as a college student destination, but there are other fine dining and entertainment venues there or planned that cater to a broader demographic.
- People are feeling safer, and more likely to walk from location to location.

Customer

- More customers from peripheral sources: pre-ballgame dinner crowd. Venues are getting multiple rushes per day.
- Many establishments' crowds start thinning out at 12:45 am.
- People of all ages are coming out and socialize necessitating venues for multiple age markets, including under 18 and boomers.
- People come out at 10 and stay out until 2 am.

Behaviors

- Teenagers and young adults have more disposable income, and utilize Park Central Square as a gathering place when they cannot get into the clubs
- The community emphasizes driving while intoxicated, but places less emphasis on addressing intoxication, often a contributing factor in late night disturbances and violence.
- Increased violence and increase of women involved in violence.

ISSUES

This section of the discussion focused on the challenges faced by each perspective (hospitality, safety, development and community). Many issues are complex and intermingled. Such codependent issues require a solution in one area to affect change to the other.

Entertainment Policing & Safety

- There is a misperception that Downtown is unsafe.
- Violence with crowds causes owners/managers concern for their staff's safety inside venues as well as in parking lots after closing.
- Patron/Student civility. After businesses close, patrons are noisy on the street, there is public urination and those waking home kick over flower pots, ring residents' doorbells etc.
- Businesses use drink specials to draw customers and to create a niche, but the result promotes the perception that businesses are irresponsible. All you can drink specials may violate state law to not serve to intoxicated individuals.
- At closing and when disturbances occur, all customers are exited from clubs with limited or no management or supervision causing threat to patrons' safety

Mixed Age Venues

- There is a need for organized strategies to control youth access to alcohol. Some promote policies that restrict 18-20 year olds from being integrated in licensed beverage venues.
- Underage college kids show up at bars already drunk and enter bars/nightclubs where they sometimes are served more drinks.
- With only one alcohol regulatory agency representative for the region, laws and codes are often violated with impunity. Penalties aren't consistent or strong enough to deter violation by businesses, patrons and adults providing alcohol to minors.
- Minor possession enforcement is time consuming and a low priority in the many issues that police must deal with.

Industry Economic Impact Assessment

- In last two years the new clubs' occupancies provide an additional 2,000 potential people dispersed at closing onto the street all at once.
- Public resources are not in pace with increased patron numbers and not in synch with users' schedules.
- Though parking is sufficient, available and affordable, public perception is that it is too far from venues and is too expensive. Additionally, downtown residents are challenged with parking at their residences.

Pedestrian and Traffic Safety

- Lack of public transportation available to college students to return them to the campus and for those who are impaired to drive and choose to use alternative transportation.

Events

- Pub crawl crowds are special event size (10k), but not managed like one. Pedestrian safety is at risk without street closure. People walk out of clubs with drinks like you might do at a street event

Communication

- Media serves as an intermediary to communicate dissatisfaction rather than parties directly communicating and working on solutions. Media perpetuates misperceptions.

GAPS

When exploring what's working and what's not, entities are sometimes stuck halfway between understanding the problem and resolving it. Identifying the missing elements help to point to solutions that can resolve the challenges.

Hospitality

- Though there are things for non-college students to do downtown, they could be publicized better. Integrating ages in environment may reduce alcohol abuse and deters other social misbehavior.
- Businesses are missing opportunities: there's a market of customers that is driven away by hoards of young people. There is more money and fewer problems gained by selling moderate amounts to many rather than a lot to a few.
- Many cities have an association for bar/restaurant owners. There is a need for collaboration and leadership amongst hospitality businesses to create peer pressure for responsible management and present a positive image of the industry. Though the DDEC has acted as a coordinating mechanism, its activities were limited to promoting and advertising pub crawls to a limited share of the total possible market.
- Hospitality industry has the opportunity to collaborate on a positive response to negative incidents downtown.
- Despite three hospitality training programs in the area, hospitality businesses struggle with turnover at graduation time and with roadhouse-type employees.
- There is an opportunity for increased professionalism amongst the bar/nightclub staff by undergoing door security, responsible beverage service and manager trainings to prevent overcrowding, over-intoxication, underage drinking and crowd management skills.
- There is a need for a education forum for business owners and managers on strategies for running a responsible and profitable food and beverage business, one that provides

clear details from all regulatory agencies about inspections, licensing, changes to regulations, penalties for violations and how to avoid them.

Development

- Residential developments are not in pace with consumer demand.
- There is a need for housing and venues that accommodate low to middle incomes.
- Parking requirement for development designs are too little or non-existent.
- Historic requirements can hinder noise mitigation contribution of developer/business owner.
- Developers should be aware of urban design for entertainment district, i.e. bedroom placement, double paned glass, noise mitigation for trash removal

Policy

- Occupancy efforts could be supported and enhanced with zoning strategies and self enforcement tactics.
- Bus transportation stops at midnight. Only two cab companies are allowed in the city and late night taxi service is stretched beyond limit. Those who choose to take a safe ride home, give up for waiting so long.
- There is no public intoxication ordinance.
- There is an opportunity to clarify rules for new café seating and other zoning issues
- Special events require permits and additional security personnel, yet a holiday promotion can generate just as large crowds and remain unmanaged or without revenue to cover the added security.
- There is need for a forum for new businesses that outlines rules and regulations from all the agencies that license, permit and inspect food and beverage businesses.

Safety

- Under 18 years olds have limited places to socialize and, without an enforced curfew, create added burden to police duties.
- Enforcement and penalties are not employed consistently. Penalties are too lax, and too slow to effect change in irresponsible behavior of businesses and patrons. Campus penalties are stronger than the state's, but kids are not hanging out on the campus.
- Police services are not in pace with increased student population and resultant places for them to socialize. The main bars have a combined occupancy of nearly 5,000.
- There are programs to assist businesses in preventing underage access through state liquor control, but budget cuts have reduced manpower to one staff person.
- Fire department occupancy checks are implemented after complaints or after incidents or police call. There is room for a more regular night detail to conduct occupancy checks.

Community

- Urban living expectations need to be defined. Suburbanites expect urban living to conform to the way of life they moved from.
- College campus efforts need to interface with campus security and city police. Officers feel frustration that students don't really understand their role: to make sure they get home safely without harming others or disturbing quality of life.
- There is an opportunity for all to learn how to best use the media to communicate positive efforts, i.e. how can media partner in promoting vibrancy, how can it assist in filling the need for non-student populations to know what exists for them to do in the districts.

All Perspectives

- There is a need for consistent, positive communication between club owners and police and neighbors rather than communicating in response to incidents.
- DUI checkpoints have served to catch offenders after the fact, however there is a need for more preventative measures including policy and regulatory reviews, host responsibility, and agreement on community standards.
- Though percentages are lower than some cities, diversity still needs acknowledgment.
- Concerns of liability create stalemates: City fears fights will erupt on buses if they run late night, so they don't and transportation remains a problem. Businesses worry if they monitor the sidewalk, they'll be held liable, so they don't and crowd management remains a concern, especially at closing hours.

RESOURCES

One of RHI's tenets is that, to the best of abilities, existing resources should be utilized in addressing challenges that districts face. Springfield is fortunate to have access to some valuable resources. Such resources may be defined as successful strategies, partnerships, practices, products and policies, as well as opportunities. Some of these could easily be adapted without reinventing the wheel and expending valuable time, expense and effort.

Hospitality –

- Alternative entertainment venues other than bars are staying open later.
- Hospitality is optimistic about Rusty Worley being available to facilitate all parties looking at issues.
- There is a desire to work together to raise standards of professionalism and a willingness to do a better job of self-policing.
- Two Universities have hospitality management programs. Victory Mission has a restaurant training facility.

Community –

- University is allocating more resources to keep students on campus and provide alternative entertainment to alcohol abstainers. Next year they plan to keep their dining hall open until midnight.
- Media is very involved and willing to report.

Safety –

- Field officers in Commercial district work well with business owners/managers/door security. Opportunity to transfer best practices here to other areas.
- Downtown police substation. 2-4 officers scheduled at closing hours.
- State of Missouri provides the Cheers program and Smart program.
- Liquor Controls' Badges and Business helps businesses with identifying fake id's.
- Sheriff and Police both do underage stings, many in parking lots.

Development –

- Commercial Street is planning to avoid impacts through designs that disallows residents over commercial and instead places entertainment venues at both ends of area.
- Exposition Center and Hammons Field have made Springfield a destination.

Perceptions

Without a mechanism for safety, residential, development and hospitality to interact, miscommunication and misperceptions continue and mistrust festers. In each of the four groups, the following perceptions were formed about each group.

About Community

- Some residents are moving out because they didn't expect the impacts and don't want to deal with them.
- Parents drop their high school aged kids downtown or are unaware of what they are doing.
- Community needs to provide something for kids to do. They hang out downtown because downtown is cool. There just needs to be some interesting things for them to do.
- Media propagates negativity and feeds misunderstandings and miscommunications.

About Hospitality

- Businesses are perceived as untrustworthy, as just wanting to make money and as not caring about their customers.
- Wrist banding and hand stamping is not enough of an effort to prevent underage access. Bouncers let under 18 girls in and allow under 21 girls to drink. They are said to knowingly accept fake ids
- Some believe that clubs are over occupancy limits.
- It is believed that some venues employ bouncers under 21 years old.

About Safety

- The City is perceived as adding to media's sensationalizing events by not getting all the facts before they release information to press.
- Many expressed that there aren't enough police downtown, especially at closing time.
- It is believed that DUI checkpoints have scared away the non-college customers that helped create social controls.
- Since the disbanding of the DUI taskforce, there is a perception that the police have stepped back, not provided enough officers to handle the crowds and are just not involved.
- Field officers have better understanding of needs. There is a perception that field officers and police administration don't communicate or are not on the same page.
- Enforcement is seen as reactive, not proactive.

About Development

- There isn't enough residential to support three districts. Businesses need more customers than college kids.
- Night life just happened. There's a need for more of a plan for what businesses and experiences we want, then go out and recruit them.
- It seems that artistic-type residents are being pushed out by people who can afford higher rents or mortgages.

Appendix: Participant and Expectations

Community Roundtable

1. Build trust and improve communication between safety and hospitality
2. Late night transportation, including public bus and more taxis
3. Improve management of businesses-drink specials, crowd dispersal at closing
4. Make sure fringe residents' needs and desires are included in plans
5. Marketing campaign – what exists for non-students to do downtown
6. Evaluate resources
7. Needs survey for different user groups: high school, 18-20, boomers, yuppies
8. Review of policies and controls to prevent youth access to alcohol

Attendees

- | | |
|------------------------------------|---|
| ▪ Gary Blankenship (Walnut Street) | ▪ Sarah Trammell (SMS Student rep) |
| ▪ Ron Walker (Commercial Street) | ▪ Melissa Haddow (Community Partnership) |
| ▪ Gary Deaver (City Council) | ▪ Ed Derr (Drury & Underage Task Force) |
| ▪ Jim Murrow (CID & resident) | ▪ Kyle McClure (City Utilities) |
| ▪ Clark Snyder (Victory Mission) | ▪ Dr. Jim Blaine (DWI Task Force) |
| ▪ Dr. Earle Doman (MSU) | |

Development Roundtable

1. Best practices, design guidelines for developers
2. Mitigation of existing and future noise complaints
3. Review codes to better manage late night crowd in districts
4. Best practices for all
5. New business orientation
6. Focus groups/survey to determine what residents/customer want. Share info Univ has on what students want.
7. Two way notice that notifies businesses and residents of each others' expectations

Attendees

- | | |
|--|--|
| ▪ Mary Lilly Smith (Economic Development) | ▪ Travis Wilson (Jack Bell Architect) |
| ▪ Scott Tillman (Downtown Developer) | ▪ Ron Walker (Commerical Street) |
| ▪ Dan Scott (Architect and Downtown Developer) | ▪ Jeff Schrag (Daily Events) |
| | ▪ Dr. Earle Doman (MSU) |
| | ▪ Allen Casey (Architect and Downtown Developer) |

Hospitality Roundtable

1. Willing to work with the Urban District Alliance in organizing a hospitality committee.
2. Want to work with police and other resources to improve security and safety.
3. Late night transportation alternative – explore underwriting w/ Coca Cola.
4. Better disbursement at closing.
5. Inventory occupancy, employment and economic contribution.
6. Collaborate with other businesses to promote an integrated group.
7. Willing to self police, but need clear information about liability, especially managing crowd on sidewalk and parking lots.
8. Training for staff security, responsible beverage service.

Attendees

- Shannon Russell (Ernie Biggs)
- Doug Knight (Jordan Creek)
- Mark West (Commercial Street)
- Paul Sundy (Icon Nightclub)
- Ryan McDonald (Trolley's)
- Eric Zackrison (DSA)
- Regan Bealer (Walnut St Bankok Inn)
- Mark Coe (Jordon Creek)
- Chris Guest (Maria's)
- Mary Blades (CID)
- Marty Hurst (Beverage industry)
- Sean Kisner (Manager of Traffic)

Safety Roundtable

1. Would like student infractions to go on academic record
2. Late night transportation/safe ride home
3. Examine promotions and drink specials
4. License pub crawls as special events
5. Improve communication between security staff and police
6. Need more police downtown to keep it safe

Attendees

- Mark Webb (COP)
- Chief Lynn Rowe (Police)
- Major Hamilton (Police)
- Officer Hawkins (Downtown COP)
- Sheriff Merritt (Greene County)
- Dan Whisler (Fire Department)
- Kelly Finkbiner (Area Liquor Control)
- Ken McCroskey (Commercial St. COP)
- Debbie Suter (City Liquor Control)
- Buffy
- Jim Arnott (Greene County)
- Steve Licis (Downtown COP)
- Carol Cruise (CU)
- Steve Ijames(Crim. Investigations)
- Nick Heatherly (Bldg. Dev. Services)
- Tom Rykowski (City Law Dept.)

City Administration

1. Establish criteria for nuisance business.
2. Door security training.
3. Review definitions of restaurant, bar, nightclub etc.
4. Explore a split use license and add conditions for businesses operating after 10pm.
5. Ban or limit hours for underage. Create CUP for under 18 clubs and 18-21.
6. Create forum for regular communication between police, higher education and businesses regarding these issues.

Attendees

- Tom Finnie, City Manager
- Phil Broyles, Assistant Director of Public Works
- Ralph Rognstad, Planning Director



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Website: RHIweb.org

Working together for safe and vibrant place to socialize

The **Responsible Hospitality Institute** (RHI) was founded in 1983 to promote legal and social awareness programs for the hospitality industry. Now in its third decade, RHI serves as a vital resource for information, training, and technical assistance to cities seeking to develop or expand dining and entertainment districts.

With the demand for places to socialize increasing, RHI and its partners continually look for new ways to facilitate cooperation and consensus-building to maximize economic and social benefits of hospitality.

Some of these include:

The development of an interactive online resource that provides business, government and community advocates with access to practical information, trends, strategies and tactics for better planning, managing and policing of dining and entertainment districts

The creation of national panels that develop policy recommendations, consult on federally-funded research projects and evaluate the effectiveness of responsible hospitality strategies

The recruitment of speakers and workshops for conferences and conventions

The development of articles for associations and organizations to use in their publications

The development of Hospitality Resource Panels (HRP) to create efficient strategies to plan, manage and police dining and entertainment districts.

HOSPITALITY
ZONE



ASSESSMENT



Dining & Entertainment



Public Safety



Service and Safety



Multi-use Sidewalk



Transportation



Quality of Life



Mount Pleasant Leadership Summit

Summary Report

MANAGING THE NIGHTTIME ECONOMY

HOSPITALITY ROUNDTABLE
SAFETY ROUNDTABLE
DEVELOPMENT ROUNDTABLE
COMMUNITY ROUNDTABLE
JUNE 3 AND 4, 2009

LEADERSHIP SUMMIT
JULY 8, 2009

Final Report

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HOSPITALITY
ZONE



ASSESSMENT

MOUNT PLEASANT SUMMARY REPORT

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EXECUTIVE SUMMARY

Mount Pleasant is home to some of Washington's most important and recognizable landmarks, a diverse community and milestones of innovation and talent. From its early distinction as Washington's first streetcar suburb to the legacy of great musicians, artists and writers who called Mount Pleasant their home, the area remains a magnet for creative, dedicated and inspiring people with a passion for preserving all that is good about the neighborhood.

The commercial corridor of Mount Pleasant is an unpolished gem on the verge of a renaissance. With resources channeled from many directions to support the neighborhood's evolution, the challenge is not if Mount Pleasant will be reborn again, but rather who and what will guide the transformation.

The Responsible Hospitality Institute (RHI) was commissioned by Mount Pleasant Main Street, with funding provided by Councilman Jim Graham's office and administered by the DC Alcoholic Beverage Regulation Administration (ABRA), to conduct a Hospitality Zone Assessment (HZA). A hospitality zone is an area with a concentration of dining and entertainment, and often a location for fairs, festivals and events.

The HZA involves stakeholder groups representing hospitality, safety, development and community perspectives. Through the HZA information gathering process, a primary goal is to assess the following core elements of a hospitality zone:

- **Dining and Entertainment:** Nurturing talent and venues for multi-generational and multi-cultural dining and entertainment options.
- **Public Safety:** Adapting regulatory compliance and policing for an active nighttime economy.
- **Service and Safety:** Internal policies and procedures in dining and entertainment businesses.
- **Multi-use Sidewalks:** Managing the sidewalks as a venue, creating more activity, entertainment and seating.
- **Late-night Transportation:** Assuring coordinated late-night transportation options.
- **Quality of Life:** Managing impacts from sound, trash, traffic, pedestrians and disorder.

This report summarizes information collected from the HZA events, including, meetings and webinars with a Transformation Team, an Orientation held on May 6, four Roundtables held on June 2 and 3, Leadership Summit on July 8, as well as interviews held with individuals unable to attend the events. Internet research also informed the report about the 2006 Comprehensive Plan, the Office of Planning Small Area Plan and the mission and activities of Mount Pleasant neighborhood and business organizations.

While there are many threads of consensus among those participating or interviewed, including commitment to Mount Pleasant and its rich history and diversity, interest in overcoming past conflicts and perceptions and build a more unified system to balance the interests of residents, business, government and investors. Some of the challenges in Mount Pleasant were also identified in three other D.C. neighborhoods RHI worked in, indicating not only a need for local action, but a similar unifying system at the city level.

Remaining true to the efforts to-date, this process and report will attempt to support a vision defined in the 2006 Comprehensive Plan. This vision, reaffirmed in the Roundtables and interviews, strives to transform Mount Pleasant Street into a culturally diverse, pedestrian-oriented local-serving retail, dining, entertainment street that:

- **Protects** cultural diversity and historic landmarks
- **Supports** incubators and small businesses that combine cultural and small-scale technological initiatives
- **Provides** people of all incomes, cultures, lifestyles and backgrounds options to live, work, shop and socialize
- **Encourages** local artists, photographers, writers, chefs, musicians and other creative people to display and perform
- **Preserves** public safety and the quality of life of residents

Recommendations

An analysis of the information presented in the Six Core Elements section as well as additional feedback and discussions was organized and consolidated into five action items.

Mount Pleasant Connection

Convene a working group of Mount Pleasant neighborhood organizations, businesses and associations to document resources into a central directory. The MP Connection will evaluate current dining and entertainment options, utilize the planned market survey to determine demand and if there is a community need for additional options, propose a more uniform system to assure new and existing businesses understand rules, regulations and community standards.

Mount Pleasant Innovation Zone

Utilize Mount Pleasant Street as a pilot of innovation for planning and managing day, evening and late-night activity by developing a universal Mount Pleasant Commercial Corridor Standards (MPCCS) for all businesses and property owners within the zone, as well as to define the role of all stakeholders for increased compliance.

Mount Pleasant Street as a Venue

Utilize the Mount Pleasant Connection to capitalize on the success of the Saturday Market, the history of street life and entertainment, streetscape improvements, and talent and resources within Mount Pleasant to create a safe, diverse and vibrant destination for residents and visitors.

Mount Pleasant Fix-it Team

Request that the Mayor's Office of Community Relations and Services coordinate an inventory of current and potential impacts on safety and quality of life. Use the Mount Pleasant Commercial Corridor Standards as a benchmark to measure the current status and determine what resources exist or are needed to upgrade to contemporary standards.

DC Dining and Entertainment Connection

Invite the District of Columbia through relevant liaisons to convene a working group of DC regulatory and enforcement agencies, hospitality and nightlife associations, representatives of districts with high and low concentration of dining and entertainment activity, ANCs, civic associations, and other interest groups to evaluate the current system for developing and managing hospitality zones in commercial districts, music and entertainment venues, and how the Mount Pleasant Innovation Zone can serve as a model for other areas after its success is proven.

BACKGROUND

To make progress in Mount Pleasant, it is important to acknowledge recent history, challenges overcome, and the resources coming to the district for change. There are important lessons that have been learned and corresponding improvements that are apparent in local organization, communication and collaboration, as well as at the city level in regards to technical support and follow-through. Blending the forces for change and the resources for control requires a leap of faith and trust. If the right people and organizations work together, positive change can happen.

The primary business corridor of Mount Pleasant has been the center of many periods of the neighborhood's history. As the demographics of the area has changed, with fluctuations in the racial and ethnic make-up of residents, income levels, and mix of rental units and owner occupied residences. Along with these changes, so too is the make-up of businesses and activity on the street shifting. The flavor and tone of the cultural diversity of the food and music brought by the many groups living in and around Mount Pleasant is what adds to its richness and potential.

A unique triangular shaped plaza, the variety of small storefront businesses, with some operating on the second floor, and the diversity of people living in the area are all elements of a neighborhood village shopping area.

While some people participating in the Roundtables saw the neighborhood as “unsafe and unsavory”, many others stated they sought out Mount Pleasant as one of the few integrated, diverse urban places in the city. Mount Pleasant has a rich history of diverse music and arts ranging from the blues and jazz with Bo Diddley to authentic music from Central America (El Salvador, Mexico, Guatemala and Nicaragua) and performing mariachis to internationally recognized punk, alternative and world beat bands such as Fugazi and Thievery Corporation – all spawning musical trends and movements that still resonate today.

Narrow sidewalks, small retail space, limited parking, rising rents, vacant storefronts and buildings and the devastating fire at the Deauville Apartments as well as a small residential market area tucked between 16th and Rock Creek Park are all factors that may limit future development. Others see opportunities as debris and vacancies are removed, and the neighborhood’s small scale may ultimately be an asset, while limiting large scale development of concern to residents.

While some participants seek more diversity in dining and entertainment, especially for families, others argue the demographics of the market would not support them. The shuttles and buses provide convenience, but the loading areas also results in late-night noise for nearby residents.

Finally, Mount Pleasant continues to offer a diverse array of housing options including rental apartments units, condominiums, group houses and owner occupied houses with increasing market value. This scale of income disparity and underlying tensions linger as a barrier to the process of change.

Forces Converging for Transformation

An overarching process occurring simultaneously with the HZA is the **2006 Comprehensive Plan** and the current DC Office of Planning **Small Area Plan** for Mount Pleasant. Information gathered through the Roundtables and interviews reaffirm the recommendations of the Comprehensive Plan as stated:

Arts should be recognized as an essential part of community life, particularly in multi-cultural neighborhoods of the Mid-City where, for more than 100 years, ethnic and racial groups have lived and creatively expressed themselves. Continued dialogue about future development along Mount Pleasant Street is required to find the right balance between residents who desire denser mixed-use development, with new affordable and market rate housing above retail space and others concerned about density impacts, on traffic, parking, and historic character, and the effects of retail and restaurant growth on nearby residential uses.

Over the years, a number of neighborhood groups have organized to address issues of concern and advance their mission in Mount Pleasant. Driven by motivated and dedicated volunteers, these organizations have brought about positive change. The Mount Pleasant Neighborhood Alliance, the Mount Pleasant Main Street, Hear Mount Pleasant, the Mount Pleasant Business Association and Latino Association of Mount Pleasant are among the many community organizations seeking to remove impacts on safety and quality of life while assuring the revitalization of the commercial corridor to meet the needs of residents and visitors.

Closing the gaps among leading organizations in Mount Pleasant, and creating a unified platform to educate residents, elected officials and regulatory and enforcement agencies can enhance progress already being made. A dedicated staff person to manage the logistics and coordination of these efforts would improve the efficiency and impact.

Concierge Government – Business Networks

Simultaneous to the evolution of the voluntary agreement as a tool for residents to assume a more direct role in the licensing process, DC government agencies have improved, and systems have been established to address many of the concerns of the residents. With economic growth and development, the introduction of the Business Improvement District (BID) that promotes clean and safe practices in many areas of the city, as well as the success of Main Street programs in organizing residents and businesses working together, some believe the VA is a tool that is becoming

obsolete. While Mount Pleasant has never had a BID, it relies on its Business Association, Main Street, ANC and other grass-roots supported efforts.

Another tool provided by the city is the **Mayor's Office on Community Relations** and the Fix-it Team, consisting of front line employees from District agencies who come together to identify, create and implement a plan to resolve persistent problem areas in each ward. Traditionally, tasks supported by the Fix-it Team include alley cleaning, abatement of bulk trash, overgrowth, ticketing and towing abandoned vehicles, abatement of rates and inspection of potential vacant properties.

In Ward 1, these groups meet weekly to discuss progress on work plans as they are implemented, discuss obstacles or alternate methods to achieve success in the wards. Members assist each other in resolving problems and working together to deliver services to each ward.

The past decade also saw the evolution of the **Restaurant Association Metropolitan Washington** into a visible and effective association, with the **DC Nightlife Association** emerging as a network and advocate for business. Both associations recognize the need for open communication with residents and government, as well as the importance of training, and both promote and offer service and safety training.

Between No Longer and Not Yet

Mount Pleasant is a district that overcame many challenges, and maintains a cadre of dedicated volunteers to perpetuate progress into the future. Forces are mobilizing to bring about dramatic changes, and some believe the diversity inherent in Mount Pleasant is threatened.

While development and promotion of dining and entertainment venues and better use of public space for community gatherings run through various recommendations for the district, disagreements still exist about the most appropriate mix of businesses and standards governing the activities of businesses.

Mount Pleasant is no longer what it was and is not yet what it will be. But by joining forces and consolidating efforts, this new movement that seeks a common vision can build a bridge to the future.

Next Steps

The final stage of the HZA is creation of an Implementation Team, formalizing a mechanism for on-going communication and collaboration on reviewing, revising and updating the recommendations in the Action Plan.

ACTION PLAN

I. Mount Pleasant Connection

Convene a working group of Mount Pleasant neighborhood organizations, businesses and associations to document resources into a central directory. The MP Connection will evaluate current dining and entertainment options, utilize the planned market survey to determine demand and if there is a community need for additional options, propose a more uniform system to assure new businesses understand rules, regulations and community standards.

Hospitality Zone Core Elements											
X	Music-Entertainment	X	Public Safety		Security-Service		Multi-use Sidewalks		Transportation	X	Quality of Life
Implementation Tools											
X	Research	X	Policy	X	Education	X	Compliance		Marketing	X	Economic

1. **Guiding Principle:** Organizations with differing perspectives often draw boundaries and challenge others to cross them. It is only when bridges are built that everyone can get to the same destination – safe and vibrant places for all residents and visitors to meet and socialize. For sharing food, beverages, music, dance and culture are important ingredients of a healthy society and a sociable city.
2. **Implementation Team:** Establish an Implementation Team with representatives from the Mount Pleasant Main Street, Hear Mt Pleasant, Mount Pleasant Business Association, Mount Pleasant Advisory Neighborhood Commission, Mount Pleasant Neighborhood Alliance, Latino Association of MTP, Tenant and Condominium Associations, with representatives from Alcoholic Beverage Regulation Administration, the Office of Planning, and Councilman Jim Graham as liaison to city government.
 - a. Oversee the implementation of the recommendations
 - b. Identify all Mount Pleasant organizations to be invited to participate as part of the Mount Pleasant Connection and to serve on task forces for the various action items
 - c. Identify staff and obtain resources to support staff in monitoring and recording progress. Staff's role is to convene and facilitate meetings, prepare agendas, record outcomes, monitor task force progress, and prepare final recommendations for approval by MP Connection.
3. **Connection Representation:** The primary goal is to involve all established and emerging organizations in Mount Pleasant that operate as a representative of a constituency group (i.e. residents, businesses, commercial property owners, etc.). This could include but is not limited to:
 - a. All-Ways Mount Pleasant
 - b. Hear Mount Pleasant
 - c. Historic Mount Pleasant
 - d. Latino Economic Development Corporation
 - e. Sol y Soul
 - f. Latin American Youth Center
 - g. Latino Association of Mount Pleasant
 - h. Latino federation of Greater Washington
 - i. Mount Pleasant Advisory Neighborhood Commission
 - j. Mount Pleasant Business Association
 - k. Mount Pleasant Main Street
 - l. Mount Pleasant Neighborhood Alliance
 - m. Neighborhood Services Ward 1 Fix-it Team
 - n. Tenant Organizations or Rental Agents
 - o. Condominium Boards
 - p. Others to be determined.