



# Minneapolis, Minnesota Roundtable Summary Report

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<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>Overview .....</b>	<b>1</b>
<b>Methodology .....</b>	<b>1</b>
<b>Summary of Driving Forces in Minneapolis .....</b>	<b>2</b>
<b>The Sociable City Alliance – Next Steps for Implementation .....</b>	<b>3</b>
<b>HOW TO USE THIS REPORT.....</b>	<b>4</b>
<b>PUBLIC SAFETY ROUNDTABLE SUMMARY .....</b>	<b>6</b>
<b>Driving Forces for Change .....</b>	<b>6</b>
Current Resources, Deployment and Scheduling .....	6
Trends, Challenges and Room for Improvement.....	7
Initiatives Implemented to Address Public Safety Concerns .....	8
<b>Proposed Action Plan for Public Safety .....</b>	<b>8</b>
Establish an Interagency Public Safety Team for Education and Compliance .....	8
Explore Improvements to Business Licensing to Match Risk with Venue Practices.....	9
Evaluate Current Off-Duty Officer Practices for Nightlife Venues .....	10
Review Incentives for Background Checks and Appropriate Training for Security Staff .....	11
<b>VENUE SAFETY ROUNDTABLE SUMMARY .....</b>	<b>12</b>
<b>Driving Forces for Change .....</b>	<b>12</b>
Model Policies, Practices and Resources .....	12
Trends in Patron Behavior .....	12
Gaps, Challenges and Improvement Areas .....	13
<b>Proposed Action Plan for Venue Safety .....</b>	<b>13</b>
Convene Related Groups to Discuss Formalizing a Downtown Hospitality and Nightlife Association .....	13
Develop and Promote Best Practices and Uniform House Policies.....	14
<b>TRANSPORTATION ROUNDTABLE SUMMARY.....</b>	<b>15</b>
<b>Driving Forces for Change .....</b>	<b>15</b>
Resources and Assets.....	15
Challenges and Areas for Improvement .....	15
Pedestrian Safety and Traffic Control.....	16
Taxi Service.....	16
<b>Proposed Action Plan for Transportation.....</b>	<b>16</b>
Centralize Accessible Data to Make Informed Decisions about Mobility Management .....	16
Create a Baseline of Measurable Goals for the Mobility Management Plan.....	17
Create a Nighttime Mobility Management Plan.....	18

<b>QUALITY OF LIFE ROUNDTABLE SUMMARY .....</b>	<b>19</b>
<b>Driving Forces for Change .....</b>	<b>19</b>
Trends .....	19
Strengths and Resources .....	19
Current/Anticipated Challenges & Areas for Improvement.....	20
<b>Proposed Action Plan for Quality of Life .....</b>	<b>20</b>
Facilitate Dialogue around Community Expectations for Citizenship and Civility.....	20
<b>ENTERTAINMENT ROUNDTABLE SUMMARY .....</b>	<b>22</b>
Overview of Minneapolis’s Social Offerings and Opportunities as a Destination .....	22
Current Challenges and Areas for Improvement.....	22
<b>Proposed Action Plan for Entertainment .....</b>	<b>23</b>
Establish a Baseline of Entertainment Options and their Economic Value .....	23
Trace the Evolution of Districts for Insights on Contributing Factors to Decline .....	24
<b>MULTI-USE SIDEWALK ROUNDTABLE SUMMARY.....</b>	<b>25</b>
<b>Driving Forces for Change .....</b>	<b>25</b>
Strengths and Assets .....	25
Factors that Impact Walkability and the Pedestrian Experience .....	26
<b>Proposed Action Plan for Multi-use Sidewalks.....</b>	<b>26</b>
Map a “Bird’s Eye View” Plan to Enhance Sidewalk Vibrancy .....	26
Explore the Process to Formalize Programming and Develop Guidelines for Street Performances .....	27
Integrate Food Truck Vending to Fill Gaps in Vibrant Sidewalks .....	28
<b>PARTICIPANT DIRECTORY .....</b>	<b>29</b>
<b>RESPONSIBLE HOSPITALITY INSTITUTE .....</b>	<b>32</b>

# EXECUTIVE SUMMARY



## Overview

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The Minneapolis Downtown Improvement District (MDID) invited the Responsible Hospitality Institute (RHI) to visit the city between September and December 2015 to meet with key elected officials, hospitality industry stakeholders, and development, community and educational institution leaders to examine the current and potential evolution of dining, entertainment and nightlife in the city through a Hospitality Zone Assessment (HZA).

Through RHI's role as independent consultant and facilitator, staff gathered candid feedback from various sources (i.e. individual interviews, background research, late-night tour and on-site meetings) to develop the following summary report and analysis of Minneapolis' dining, entertainment and nightlife.

## Methodology

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RHI staff worked with MDID project coordinators Ben Shardlow and Kristi Haug in identifying a balance of representatives to serve as a steering group called the "Transformation Team." This Team is comprised of a balance of stakeholder perspectives representing hospitality, safety, development and community. Individuals were recruited who bring a broad understanding of trends and issues in Minneapolis' development, have credibility in the community as being fair and balanced, and are able to reach out to peers to participate in the process.

During the second on-site visit, RHI facilitator Jim Peters oriented all stakeholders to their role in the HZA process and next steps. The members of the Transformation Team assisted in recruitment of representatives to attend Roundtables on RHI's Six Core Elements for Hospitality Zone Development:

- ◆ **Public Safety:** Adapting regulatory and compliance systems for an active nighttime economy.
- ◆ **Venue Safety:** Internal policies and procedures to improve service, safety and security.
- ◆ **Transportation:** Assuring safe and efficient access to and egress from hospitality zones.
- ◆ **Quality of Life:** Managing impacts from sound, trash, traffic, nuisance behavior and disorder.
- ◆ **Entertainment:** Nurturing talent and supporting venues that provide multi-generational entertainment.
- ◆ **Multi-Use Sidewalks:** Managing public space use for events, entertainment, vendors and outdoor seating.

In preparation for the roundtable discussions, HZA participants were asked to work together to gather research and other pertinent information, and to do their own late-night tour and field study using RHI's checklist to observe inside social venues and outside in the hospitality zone. Beyond fact-finding, these assignments are as much about bonding and building trust amongst stakeholders.

In October 2015, RHI staff facilitated six focus-group Roundtables. Nearly 90 stakeholders, representing a wide range of public and private organizations, participated in one of six roundtable discussions, each centered around a core element theme. The purpose of these Roundtables was to gather information about trends, issues, resources and gaps related to dining and entertainment, to hear observations from late night tours and to begin to formulate strategies to enhance the nighttime economy, public safety and quality of life of residents and district users. This report contains a summary of the discussion and suggestions by RHI staff and the group.

## Summary of Driving Forces in Minneapolis

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The City of Minneapolis and Downtown's Warehouse District in particular are full of opportunity. Social and entertainment venues encompass a wide variety of options and price points – from performing art and musicals to regional and national entertainers, sporting events, DJs and adult entertainment. The city has become a restaurant hotspot in the Midwest. Yet depending on who you ask about how the Warehouse District is doing, it is considered to be either in a state of “decline” or “reemergence.” Some high-risk as well as high-end businesses are closing or relocating, yet others continue to open. Entrepreneurs who have invested their livelihoods in their businesses are concerned about the sustainability of their operations. Negative perceptions are a pervasive barrier inhibiting economic development in certain areas Downtown. Perceptions are shaped by intense media coverage of any incidents of violent crime, but safety concerns are real. The Warehouse District faces unique challenges due to the dynamic interplay of alcohol, race, ethnicity, and socio-economic conditions common to many metropolitan areas throughout the nation.

Stakeholders from across the spectrum are invested in making their community a place to be proud of – where people can live, work, and play during the day or night without concerns for their safety. Highly visible MDID Ambassadors set a positive tone during the day. At night, thousands of people choose to visit Downtown destinations for entertainment and socializing. The city has also invested a significant amount of police resources to address issues that stem from nightlife Downtown. Several roundtable participants suggested focusing on positive initiatives to create the kind of vibrancy that is desired Downtown to outshine the negative elements.

The level of strategic tools in place for prevention, intervention and enforcement is astounding. Cutting edge technology is used to anticipate high-risk nightlife events and an interconnected security camera system helps prevent, pinpoint and solve crime. Data-driven predictive analyses determine which areas require additional public safety presence, and additional resources are deployed accordingly. A group of nightlife businesses have subscribed to a cloud based service to bar entry to individuals on a shared “no trespass” list. Partnerships are another asset in Minneapolis, though key refinements can help strengthen cooperation. For example, establishment of a formal interagency collaborative among safety agencies and departments can help expedite identification and intervention with at-risk businesses and make a stronger judicial case.

The current dialogue about how nightlife is working Downtown and how stakeholders would like to see it changed represents a prime opportunity to develop a cohesive vision for the evolution and management of nightlife in Minneapolis. In the absence of a cohesive vision, reactive responses to incidents will likely follow, and important questions could go unanswered. For example, how does the timing of bar close relate to late-night safety and transportation concerns? Should food be available to people after bar close, or should they be directed to leave Downtown as soon as possible? How can traffic congestion in a late-night environment be addressed? What impact does the size and quality of the pedestrian walkway have on vibrancy and safety late at night? A central question asked throughout the Roundtables was if better ways exist to accomplish key objectives. In part, RHI's process was designed to help stakeholders take a step back from the current status quo to reflect on what the real goals and objectives are and evaluate whether current strategies are meeting those goals. And finally, to develop a plan of action with measurable results.

Many of the ideas and strategies developed in this process apply to the specific challenges experienced in the Warehouse District. These strategies may serve as a template for other areas of the city, where nightlife activity will likely emerge.

## The Sociable City Alliance – Next Steps for Implementation

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RHI's Hospitality Zone Assessment process has documented a consensus-driven plan to realize the city's full potential as a "sociable city" to enhance vibrancy, assure safety and plan for people living and visiting Minneapolis.

Some cities have begun to recognize the need for a central focal point for policy review and resource needs that is inclusive of representatives from diverse stakeholders. Springfield, Missouri and Providence, Rhode Island are cities that maintain a voluntary alliance representing hospitality, safety, development and community perspectives. San Francisco, California maintains the Entertainment Commission with a similar composition but with more authority to oversee entertainment permits, and more recently, residential development plans.

Cities have also begun to create staff positions within government departments or agencies with a specific job description as a nighttime/nightlife coordinator/manager, or within business district management organizations, as well as police or public safety departments with a similar title or role.

This combination of a permanent review process with consideration of multiple perspectives and dedicated staffing to coordinate communication and documentation on the evolution of the nighttime economy, can assure a balanced and informed evolution of mixed use development.

The Hospitality Zone Assessment process can be used to establish an alliance to facilitate and monitor implementation of recommendations. The first step is to engage individuals from each of the Roundtable groups to serve as liaisons to prioritize actions and identify resources for guiding implementation.

All of the strategies identified in this report are integral for enhancing the nighttime economy in Minneapolis, but the Transformation Team expressed particular interest in the following actions as near-term priorities (i.e. within six months):

- Evaluate Current Off-Duty Officer Practices for Nightlife Venues
- Review Incentives for Background Checks and Appropriate Training for Security Staff
- Convene Related Groups to Discuss Formalizing a Downtown Hospitality and Nightlife Association
- Explore Improvements to Business Licensing to Match Risk with Venue Practices
- Create a Baseline of Measurable Goals for the Mobility Management Plan
- Map a "Bird's Eye View" Plan to Enhance Sidewalk Vibrancy

The Minneapolis Downtown Improvement District can serve as the first convener and facilitator, as partners and stakeholders work together on a more formal plan. Once finalized, this group can present recommendations to the Mayor and City Council on convening a permanent membership with staff support to monitor and measure the successful implementation of the action plan, and sustain a focus on the nighttime economy as a priority for Minneapolis' continued development.

# HOW TO USE THIS REPORT

The Hospitality Zone Assessment (HZA) process brought together dedicated and talented leaders. The overall objective of this work plan is to better match Minneapolis' growth with resources to manage impacts and meet the needs of all stakeholder groups. The following report boils down to very specific details: strategies that are working, gaps and challenges, and recommendations for action.

Without safe and vibrant public and private places to socialize, a city becomes hollow structures for work and sleep. The Minneapolis Downtown Council's vision for the future, *Intersections: Downtown 2025 Plan*, lays out strategies and goals to modernize the city in sync with the contemporary lifestyles and businesses in the new millennium. Similarly, an evolving nighttime economy requires business licensing, zoning, and allocation of resources to keep pace and support sociability as an economic engine that drives development.

What follows is a summary of comments and observations made by individuals participating in the hospitality zone tour, Engagement, Orientation and Roundtables.

## **The report is divided as follows:**

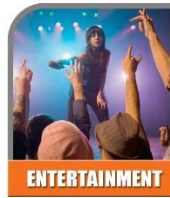
- **Action Plan Snapshot:** This is a quick reference that establishes an overview of the Action Plan recommendations.
- **Six Core Elements:** There is a section for each Core Element that provides background and documents existing strengths, challenges, tactics and resources required to complete the action. In some cases, Roundtable participants may continue as part of an Implementation Team, while it may be necessary to engage others with specific technical expertise, resources, or authority.

## **Leadership Summit**

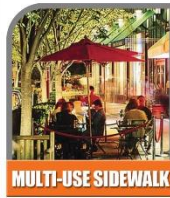
On December 9, 2015, participants in the Hospitality Zone Assessment will meet and join others in forming an Implementation Team for final review of the report. The team will offer recommendations for modifications or updates to the action plan, and will set a timeline and milestones for measuring success.

Each action may require additional information gathering, participants, or focus on one or more of the following:

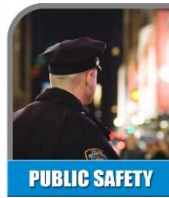
Research	Policy	Education	Compliance	Marketing
Gather information or data to make better decisions or monitor success	Recommend new or improved policy for business or government	Train and educate on best practices, procedures and standards	Systems for coordinated monitoring, incentives and enforcement	Use of media to engage patrons, businesses, and government



ENTERTAINMENT



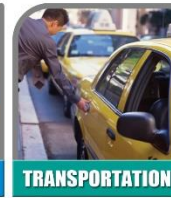
MULTI-USE SIDEWALK



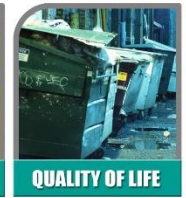
PUBLIC SAFETY



VENUE SAFETY



TRANSPORTATION



QUALITY OF LIFE

## SIX CORE ELEMENTS *for* HOSPITALITY ZONE DEVELOPMENT

### Roundtable Summary Action Plan Snapshot

**Note:** Each of the six Roundtables uncovered a rich source of information on current strategies, issues and challenges. The following pages include a cumulative summary based on each Roundtable and other Roundtable sessions where relevant insights and suggestions were generated. The Action Plan Milestones were developed to address many of the issues discussed, but some issues will require future planning and action.

#### Assure Safety - Public Safety Roundtable and Venue Safety Roundtable

Establish an Interagency Public Safety Team for Education and Compliance

Explore Improvements to Business Licensing to Match Risk with Venue Practices

Evaluate Current Off-Duty Officer Practices for Nightlife Venues

Review Incentives for Background Checks and Appropriate Training for Security Staff

Convene Related Groups to Discuss Formalizing a Downtown Hospitality and Nightlife Association

Develop and Promote Best Practices and Uniform House Policies

#### Plan for People - Transportation Roundtable and Quality of Life Roundtable

Centralize Accessible Data to Make Informed Decisions about Mobility Management

Create a Baseline of Measurable Goals for the Mobility Management Plan

Create a Nighttime Mobility Management Plan

Facilitate Dialogue around Community Expectations for Citizenship and Civility

#### Enhance Vibrancy - Entertainment Roundtable and Multi-use Sidewalk Roundtable

Establish a Baseline of Entertainment Options and their Economic Value

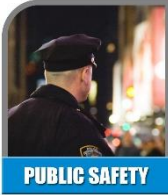
Trace the Evolution of Districts for Insights on Contributing Factors to Decline

Map a "Bird's Eye View" Plan to Enhance Sidewalk Vibrancy

Explore the Process to Formalize Programming and Develop Guidelines for Street Performances

Integrate Food Truck Vending to Fill Gaps in Vibrant Sidewalks





## Public Safety

Public safety in hospitality zones requires a continuum of collaborative partnerships, from licensing and permitting to enforcement and regulatory agencies. Communication among safety, businesses and residents is key to reducing risk.

# PUBLIC SAFETY ROUNDTABLE SUMMARY

Public and private entities in Minneapolis have made a significant investment in broadening the scope of public safety coverage to keep visitors and locals safe, particularly in the Downtown's dining and entertainment hotspots. However, perceptions surrounding public safety during the day and night were prominent concerns in each roundtable group. Public safety officers are faced with a tumultuous intersection of intoxicated bar patrons, predators in the public space, gang activity, and the proximity of social services.

However, the level of strategic partnerships and tools in place for prevention, intervention and enforcement is astounding. Cutting edge technology is used to anticipate high-risk nightlife events and an interconnected security camera system helps prevent, pinpoint and solve crime. Data-driven predictive analyses determine which areas require additional public safety presence, and additional resources are deployed accordingly. Without a doubt, Minneapolis is far ahead of the national curve in regards to its approach to public safety. Unfortunately, the city also faces its fair share of challenges.

## Driving Forces for Change

### Current Resources, Deployment and Scheduling

- **MDID Fusion Center:** A public/private collaboration hosted in the police department's 1<sup>st</sup> precinct and staffed by civilian dispatch ambassadors employed by MDID. A dedicated camera tech monitors camera surveillance during peak bar hours – 8pm to 4am Fri-Sun as part of the “Bar Watch program.” MDID dispatch ambassadors also monitor public area cameras and serve as the central point on the RadioLINK system to address issues before they escalate. The MDID Fusion Center serves as a resource for MPD, but does not have authority to dispatch police officers.
- **Predictive Analysis:** Information about upcoming events, special performances and celebrity appearances or parties being held in nightlife venues can provide insights for police and public safety agencies, as well as nightlife venues, on anticipating changes in crowd size, composition and any risks associated with an event or performance.
- **RadioLINK:** Connects more than 60 private security groups on a common radio channel with MPD.
- **DID Ambassador Safety and Cleaning Patrols:** Cleaning patrols operate Monday - Friday: 6:00 a.m. - 5:30 p.m. and Saturday & Sunday: 7:00 a.m. - 3:30 p.m. Safety patrols operate Monday - Friday: 7:00 a.m. - 11:00 p.m.; Saturday: 10:00 a.m. - 11:00 p.m.; and Sunday: 10:00 a.m. - 6:30 p.m.
- **MPD Police Reserves:** A dedicated Downtown program, funded by MDID, operates May-September on Fridays and Saturdays from 9:00 p.m. to 1:00 a.m. in the Warehouse District's core bar zone, and Mondays and Tuesdays between 4:00 p.m. and 9:00 p.m. along Nicollet Mall and Hennepin Avenue. Reserve Officers increase public safety visibility in key areas, while performing non-enforcement duties including: engaging with the community, disrupting unruly behavior and collaborating with other existing safety and social service partners.
- **SafeZONE Summer Joint Beats** partner Hennepin County Sheriff's Office, Metro Transit Police and MPD on unified foot patrols between May and September.
- **Downtown 100 program** intervenes with the most common offenders and collaborates on intervention for housing, chemical and mental health treatment, together with focused court sanctions and probationary oversight to address the root cause of repeat offences. Significant reductions in crime have resulted since the program launched in 2010.
- **Education Campaigns and Proactive Initiatives:** Social marketing campaigns communicate personal safety tips to help prevent smart phone theft, and vehicle break-ins. Campaign messages have been displayed on interiors of Metro Transit buses and LRT, Downtown digital billboards, Nicollet Mall informational kiosks, parking ramp entrances, Facebook ads, partner websites, as well as communicated at Minneapolis Public Schools, on local media, etc. Greater visibility via social media may boost awareness.



- **Committees and Working Groups:** Numerous partnerships already exist and meet regularly. Composition includes residents, businesses, and various regulatory and enforcement entities. Topics range from CPTED to homeless street outreach. The MDID SafeZone Collaborative is cited as a particularly effective partnership that convenes leadership from MPD, MetroTransit Police, Hennepin County Sheriff's Office, city attorney, private security organizations, business leaders, property representatives, social service agencies and the MDID Ambassador program.
- **MPD Specialized Units include:**
  - **Bike Rapid Response Team (BRRT):** This elite group of specially trained officers is deployed for bar close, sporting events, parades and demonstrations to oversee crowd management. Nightlife shifts begin at 6:00 p.m. They patrol parking areas and streets containing primary nightlife hotspots.
  - **Mounted Patrol:** Out between 10:00 p.m. and 3:00 a.m. for crowd management and positive interactions with the public.
  - **Community Response Team:** Addresses livability crime such as street level narcotics. They work undercover and with informants.
  - **Power Shift:** A group of 10-12 officers work on weekends two hours past closing time on foot, bike or in utility vehicles.
- **Response to Shootings in Nightlife Areas:** MPD has taken a multi-pronged approach to address recent incidents of violence on Hennepin Avenue with increased foot patrols, lighted police cruisers and use of mobile cameras.

## Trends, Challenges and Room for Improvement

- **Perception Challenges Fueled by Viral Media Reporting:** Public safety issues are not necessarily worse than in previous years, yet there is a heightened awareness of incidents due to viral media.
- **Large Number of Spectators:** There is general agreement that many people who congregate in the Warehouse District late at night do not patronize bars, clubs, and restaurants, choosing instead to hang out in public space. They are believed to be in the area to people-watch the "spectacle of drunks and buffoonery." It is also believed that the prevalence of intoxicated people leads to predatory behavior by others looking to take advantage of their impairment (i.e. robbery), or offer illicit products and services to them (i.e. drugs, sex, etc.) as patrons exit bars.
- **Per Year to Date Data Compiled by MPD as of 10/26/2015:**
  - Part 1 Crime – which includes violent and property crime – is down 12% in the 1<sup>st</sup> Precinct this year. Of Part 1 offenses, violent crime is up 12%, and property crime is down 16%;
  - Larceny (theft) comprises 73% (the largest category) of Part 1 crime in the first precinct. Theft of cell phones and valuables left in automobiles are the most common scenarios.
  - Disorderly conduct accounts for the majority of reported offences, per the Computer Assisted Police Records System (CAPRS).
  - Peak times for assaults occur between midnight and 3:00 a.m. Victims of assault during this time span are often impaired and typically recall limited information about the perpetrator. Security camera footage is utilized in these instances, when available.
- **Enforcement and Adjudication Challenges:** City attorney's office is currently rewriting a guide for what can and cannot be enforced in public sidewalks. Because state law says sidewalks are a public thoroughfare, you cannot "trespass" on a sidewalk. It is also difficult to adjudicate "**disorderly conduct**" as it is difficult to prove and often cases are dropped due to first amendment rights.
- **Gang activity** is a more acute concern in some outlying neighborhoods, but gang-related conflicts do flare up Downtown. The Warehouse District is a regional destination for late-night entertainment, which entails a mixing of groups from surrounding areas; this can create a volatile dynamic, and there are multiple recent incidents of gang-related violent crime.
- **Police presence not a deterrent to criminal behavior.** The mid-September shooting actually occurred in front of several MPD officers. It is said that there is a higher likelihood to have a fight broken up Downtown, making it an ideal place to instigate violence as a show of bravado, notoriety or gang initiation, because the presence of police officers results in quick intervention, and the Hennepin County Medical Center is in close proximity.
- **Uniformed off-duty officers employed directly by nightclubs to serve as a "visible deterrent to crime"** stand in front of establishments (approx. 8 officers total – 2 per block). They are required to stay 30 minutes past the closing time of 2:00 a.m. Off-duty officers are paid by the establishment, and do not have a formal MPD supervisor. They are not scheduled through the police department's administrative scheduling system. This practice leads to concerns about coordination and accountability.

- **Security review process:** Police are invited into the process after nighttime businesses are midway through approvals, which inherently creates pressure on MPD to allow these businesses to open.
- **The time it takes to close businesses with egregious violations** (e.g. on-site consumption of drugs, aggravated assaults, sexual assault) was identified as a severe risk to public safety.
- **Pedal pubs** are growing in popularity.
- **Gap in established protocols** for addressing a high risk event in a nightlife setting.

## Initiatives Implemented to Address Public Safety Concerns

- **Street Closures' Impact on Public Safety:** The existing practice to close several streets at the center of nighttime activity before and during bar close in the Warehouse District is the primary law enforcement strategy for reducing congestion of vehicle and pedestrian traffic, maintaining emergency vehicle access, crowd control, and dispersing late-night patrons out of Downtown. This entails coordination with Traffic Control, utilization of mounted patrol, and deploying a very high proportion of MPD resources in peak nighttime conditions. It is aligned with an overriding strategy to maintain public safety through bar close by getting late-night patrons out of the area as quickly as possible. This practice is not specifically addressed in this section, as the root of the problem it addresses is the traffic congestion and need for crowd control that result from the absence of a coordinated plan for late-night transportation. A recommendation to that effect follows in the Transportation section of this report.
- **Late Night Food Establishments:** While there have been relatively few late-night food options in the Warehouse District, the City has recently changed regulations in order to allow interested businesses to serve food to late night patrons. Late-night food availability is a marker of successful nighttime economies. Current license holders are comprised of a handful of fast food establishments and pizza shops; interest has been low among the intended target of bars and nightclubs due to the additional cost of keeping entertainment and kitchen staff longer. Further, although it helps people sober up, it runs counter to the strategy described above to get people to leave downtown as soon as possible.

## Proposed Action Plan for Public Safety

The objective of this action plan is to holistically address public safety on a continuum from the business application process to crowd management on the street. Suggestions for refinements and updates include the following.

### Establish an Interagency Public Safety Team for Education and Compliance

Public safety in nightlife districts requires a linking and coordinating continuum of connections, from business licensing to code compliance and policing as well as those who manage security and safety practices of venues. The Minneapolis Police Department takes on an exceptional responsibility to manage nightlife challenges. With a connected interagency task force, and venue leadership proposing a more professionally trained staff, there is a strong foundation for a more formal and sustainable team to share responsibility for safety and higher operational and behavioral standards.

#### Goals

- **Centralize inspection and service call data** from multiple agencies to monitor trends, prioritize most common violations, and identify at-risk businesses for earlier assistance and intervention.
- **Educate new and existing businesses** on the most common violations and how to reduce risk.
- **Facilitate more effective intervention** with at-risk businesses by making a stronger case with data.
- **Provide cross-training and collaboration** opportunity for multiple city agencies.

#### Strengths and Assets

- **A highly coordinated alliance** among the Minneapolis Police Department and the Minneapolis Downtown Improvement District.
- **A sophisticated monitoring system** to identify patterns and trends in nighttime safety.
- **Local education and training resources** on responsible beverage service, security and risk management.
- **Regular voluntary forums** with nightlife businesses.

#### Barriers and Challenges

- **Budget constraints** to assign more agency staff to night patrols.
- **Limited participation by at-risk businesses.**

### Tactics

- **Establish a team** comprised of police, fire, zoning, alcohol regulatory, health department, business licensing, city attorney's office, mayor's office, etc.
- **Identify a lead person** to convene, facilitate and document activities, data, and priorities into resources for education, training and application review.
- **Compile the most common violations** from agencies and departments into a guide and/or presentation for businesses.
- **Incentivize participation by venues** to assist in developing a "best practices" guide.

### Resources

- **Other city models** e.g. Seattle, Chicago, Edmonton, etc.
- **Best Practice Guides** e.g. New York, San Francisco, Toronto.
- **Warehouse District venues** that are already coordinating and following best practices for venue safety.

## Explore Improvements to Business Licensing to Match Risk with Venue Practices

Allowing at-risk business practices to continue fosters a more competitive business market that is detrimental to the future viability of the hospitality industry, contributes to a lowering of standards for the quality of social experiences Downtown and puts patrons at greater risk of harm. Appropriate responses to intervene with and address chronic offenders will level the playing field for the business climate and promote greater economic development and sustainability of the industry as a whole. It will also close the gap in the continuum from proactive reporting and monitoring, enforcement and follow-through.

### Goals

- **Address violations prior to reaching a point of extreme need** where customers' public safety is compromised and illegal activities such as prostitution, service to minors and violent crime occur.
- **Create a more level playing field** for businesses to operate safely and responsibly.
- **Promote economic sustainability** of the hospitality industry and Downtown as a whole.
- **Establish a higher professional standard** for hospitality and nightlife venue management.
- **Improve public safety** by addressing egregious offenders in a timely and efficient manner.

### Strengths and Assets

- **Existing business license systems and educational materials** provide general information.

### Barriers and Challenges

- **Current business license system** presents a checklist review process to establish criteria and guidelines for operational standards, which is used to assist new businesses in understanding their responsibilities for compliance. Some believe that the information can be presented in a more efficient way through online and graphic presentations to aid in understanding, as well as offer links to samples and resources.
- **Businesses sometimes engage in at-risk practices without material consequences** (i.e. working with risky promoters, over-serving), which creates an uneven playing field for responsible business owners.
- **Perceived inconsistencies of political will** to respond to egregious violators and follow through on recommendations from public safety agencies. This has led to a decreased sense of accountability or incentive for businesses to stay in compliance.

### Tactics

- **Update the existing best practices checklist available** on the BLIPS (Business License Information Program) website for reviewing security plans prior to granting a license.
- **Determine criteria for risk evaluation and corresponding practices to reduce risk.** For example, **Low Risk:** Daytime Café serving beer and wine to office workers. **High Risk:** High occupancy (greater than 250) late-night venue (after 10 pm) with limited food, DJ, dance catering to an under 25 clientele.
- **Expand the security plan review process** for new business applicants to include representatives from the Interagency Public Safety Team (see Action Item above). Schedule the review earlier in the application process so agencies are not pressured to allow a business to open because they have already started construction or expansion work.

- **Explore making it a requirement** that businesses with enforcement violations attend Liquor Industry & the City (LINC) meetings or other trainings developed by the Interagency Public Safety Team or Hospitality and Nightlife Alliance.
- **Require higher risk businesses pay a higher fee** to match increase demand for resources. In addition to brick-and-mortar entertainment venues, consider this risk calculation in reevaluating regulations for party buses.
- **Evaluate the feasibility of a “trained manager on duty”** requirement to assure competency.

#### Resources

- RHI’s examples of business plans.

## Evaluate Current Off-Duty Officer Practices for Nightlife Venues

Off-duty officers hired at nightlife venues represent a significant deployment of public safety resources, and Roundtable participants expressed optimism that there is room for improvement in how and when this resource is utilized and coordinated with MPD.

Minneapolis would not be alone in strategically reevaluating the role of off-duty officers in the late night environment. Law enforcement agencies nationwide are facing budget freezes and deep cuts, requiring them to manage their resources more effectively while still responding to public demand for crime prevention and reduction of quality of life impacts from mixed-use development in Downtown districts. The growth in residential development, arenas and stadiums, expansion of dining and entertainment districts with late-night intensity, and changing demographics and lifestyles require a new approach to policing strategy. While city activity is operating on 24/7 cycle, many resources and services are still oriented to a traditional 9 to 5 daytime Downtown office and government economy.

Secondary policing is one method used by police departments to shift costs to those requiring specialized security services that police departments can provide. Whether traffic management associated with construction or major events such as festivals and marathons, off-duty overtime officers can fill the gap without straining core police services.

Major cities throughout North America are reevaluating the practice of allowing nightlife venues to contract with police departments so that uniformed officers assist in venue security. Strategies and practices for employment, compensation, and oversight vary widely, which means that there are a variety of models to explore and potentially emulate. However, the model selected must address the integrity of the system, the effectiveness of deploying the officer at the venue in reducing safety risks, and public perception when a district has an exceptional number of uniformed officers visible.

#### Goals

- **Provide a more efficient system** to increase public safety in nightlife districts.
- **Improve the ability of nightlife venues** to better manage interior and exterior activity to reduce the need for police officer presence or response.
- **Shift from a high intensity mode** in managing the closing time push to a more even dispersing process for late night patrons in order to relieve pressure on existing resources to reduce disorder and disruption.
- **Shift dedicated police resources** from managing sidewalk and street activity to better patrol of side streets and areas more prone to crime.

#### Strengths and Assets

- **Stakeholders within enforcement and the hospitality industry** are motivated to move change forward with improvements to resources and staffing, as well as closing gaps in the judicial process.

#### Barriers and Challenges

- **Current perceptions by venues** of the need for police presence as a deterrent or back-up to security staff.
- **Existing MPD practice** of using off-duty program as a tool with problematic venues.
- **Financial dependence provided to officers** from the current payment system.
- **Concerns that a transition away from use of off-duty officers** would negatively impact public safety and risk.

#### Tactics

- **Organize a working group with representatives** from the to-be-convened Interagency Public Safety Team, leading venue operators, police officer representatives and police department administration.
- **Establish a comprehensive review of the costs and benefits** of off-duty, overtime officers in nightlife districts working directly for venues.

- **Determine the aggregate economic costs** of what venues are currently paying for off-duty officers.
- **Examine other city models** on the spectrum from paid off-duty overtime systems to one with a more centralized system with training and monitoring of officers.
- **Consider a diverse mobile field unit** to address both public safety and quality of life issues. The unit would address livability issues such as drug dealing and homelessness in addition to monitoring public safety.
- **Evaluate alternatives** for security and safety such as formalized training of security staff, contracted services for public space management to reduce crowding and closing time disbursement.

### Resources

- John F. Breads, "Is The Devil in Paid Police Details?" *Chief's Counsel, The Police Chief* 79 (April 2012): 12–13. Recommendations from the article include:
  - Centralized control and administration of all or most aspects of details
  - Appropriate limitations on the types of businesses and events that can hire officers for details, as conflicts of interest must be avoided
  - Eligibility requirements for officers seeking to work details
  - Limitations on work hours
  - A process for fairly assigning work, ensuring proper staffing of details
  - A fee policy that compensates officers on a standardized basis and covers related departmental costs
  - Monitoring and supervision of details (which may vary, based on the size of the event)
  - A written agreement between the department and the entity for which the services are to be performed

## Review Incentives for Background Checks and Appropriate Training for Security Staff

Server training exists in every state, but it has been an emerging trend for states to introduce training requirements for venue security who work in nightlife establishments. They serve an equally important role by serving as an establishment's first line of defense. They identify potentially intoxicated or unruly customers, weed out minors, and set a professional tone for behavior within venues. The most minimum of requirements is a criminal background check for staff. Other key areas for curriculum include conflict resolution, use of force and associated liability concerns, and how best to cooperate with other venues' door security and public safety agencies through technology and partnerships.

### Goals

- **Enhance the professionalism of security and safety staff** in nightlife businesses.
- **Gain public recognition** for positive steps taken by venues to improve nighttime safety.

### Strengths and Assets

- **Local resources for training** in responsible beverage service, security and risk management.
- **Existing models and policy for security** background checks and training in other settings.
- **Existing Business district associations and alliances** for recruitment and promotion of professionalism of security staff in nightlife venues.

### Barriers and Challenges

- **Additional costs** to venues for training and wages.
- **High turnover and seasonal shifts** in service and security staff.

### Tactics

- **Research state licensing system for security contractors** and explore how to adapt to the local level.
- **Explore how to make it a requirement** that nightlife establishment door security meet minimum standards for background checks and training, perhaps as a licensing requirement.
- **Strengthen the ordinance language** that currently states businesses need to "provide adequate security."
- **Develop a training curriculum** developed in partnership between security specialists and police department.
- **Include how to use the Fusion Center** as a resource.

### Resources

- **Existing state licensing standards** for security personnel.
- **Other city and state requirements** for security personnel.
- **Outside experts and consultants** on security training and risk management, e.g. Alcohol Compliance Services, Loss Control Services, University of Minnesota.



## Venue Safety

With greater demand for nightlife, there is increased pressure for licensed beverage businesses to prevent sales and service to underage and intoxicated persons, as well as assure the safety of patrons inside venues and as they exit.

# VENUE SAFETY ROUNDTABLE SUMMARY

Public perception often lumps all nighttime business into one, so it is in their best interest to work together to assure the highest standards in maintaining security for patrons, quality of life for neighboring residents and businesses, and assuring their staff operates professionally and responsibly. It is said that nightlife establishments “sink or swim” together. The success and sustainability of neighboring businesses raises the bar for others. Likewise, incidents that occur within venues negatively impact the nightlife and hospitality industry as a whole.

## Driving Forces for Change

### Model Policies, Practices and Resources

- **Liquor Industry & the City (LINC)** is a monthly forum (on the third Wednesday) of city staff and community representatives who own or manage alcohol establishments. It was developed in response to a need to meet regularly to discuss regulations and effective business practices. The goal is to provide an informal opportunity for open dialogue about topics that are important to successfully operating alcohol establishments in Minneapolis.
- **Licensing liaison** helps expedite business opening and educate businesses about safety requirements.
- **Businesses develop security plans**, which are reviewed by the police. It is not always possible to enforce violations of this plan, however.
- **Wristbands** are used to distinguish patrons who are minors for 16+ and 18+ dance nights.
- **Dress code** in place for the majority of venues.
- **Cloud-based ID scanner system** flags people who are barred from entry due to being on the “86 List” i.e. banned from entering nightlife businesses participating in the process. Geographically restricted chronic offenders are reportedly on the list, as well as others suggested by the 1<sup>st</sup> Precinct commander. They are subject to a one year probationary period. The more participants in the system, the lower the price would be for all.
- **Property owners can issue a geographical trespass** for unruly persons on private property. If they violate the geographical trespass, police can enforce this violation.
- **Business staff can implement a citizen’s arrest** for unruly persons.
- **Promoters:** Some businesses require a contract and referral for promoters and require approval of marketing materials. If the promoter releases marketing materials without prior approval, the event is cancelled.
- **Some bars offer incentives and positive reinforcement for staff who successfully find** drugs and weapons at the door.
- **Conditions are issued as part of the business license** during annual business renewals if violations triggered special hearings prior to the renewal. Among the conditions includes participation in the 86 List. Previous history of citations also result in increased fees during renewal.

### Trends in Patron Behavior

- **Large crowds loiter** on sidewalks, or on the periphery of sidewalks, and parking lots; many appear to not patronize any nightlife venue during their time Downtown.
- **Long lines**, some even at 1:00 a.m., which is surprising since alcohol service ends at 1:30 a.m.
- **Gun retrieval:** Even when guns are successfully kept out of venues, weapons may be retrieved from cars in parking lots after closing time.



## Gaps, Challenges and Improvement Areas

- **Some venue facades** are run down and in a state of disrepair e.g. broken windows.
- **There are no regulations for door security** to be trained or to undergo a criminal background check. Door security staff have on some occasions used excessive force with patrons. Many are unaware of their liabilities. In some cases, ex-felons and gang members have been hired as door security.
- **Crime and Violence inside Venues:** Shootings, aggravated assaults, sexual assaults and open drug use have occurred within venues.
- **Policies may be on the books with technological tools present on-site (e.g. ID Scanners, metal detectors, door clickers)** but staff training is needed to ensure consistent and effective use of such resources. Further, door clickers may be used to monitor entry into venues, yet may not be used to track when people leave, rendering it useless for a real-time occupancy count.
- **Several businesses** don't know or abide by their occupancy limits.
- **Businesses that engage in high-risk practices** such as hiring of promoters for special events have also been linked to financial struggles.
- **Business licensing reports the lack of a tool to document and prove over-service violations.** Patrons typically have to be at a very high level of intoxication for it to be used as proof. Some arrive downtown highly intoxicated after "preloading" elsewhere (i.e. party buses).
- **Fusion Center** is a resource that could be utilized more by many business owners and staff.
- **Gap in a central database for promoter information and referrals.** Difficult for business owners to know whether they can trust a promoter. Certain guidelines and "rules of thumb" can help protect business owners – such as never turning over an establishments' security staff to an outside entity.

## Proposed Action Plan for Venue Safety

### Convene Related Groups to Discuss Formalizing a Downtown Hospitality and Nightlife Association

A small number of Roundtable participants represented venues that are already sharing information and developing shared resources. If this collaboration develops further, it could serve a set of valuable functions: a forum for the industry to define standards, develop Downtown's social experience brand and nurture professional talent for meeting the changing expectations of a more refined public's appetite for variety, quality and sustainability.

Future collaboration and branding of Minneapolis as a destination for dining and entertainment will benefit from a hospitality and nightlife network that encourages balance of business mix, proper regulation and enforcement, and coordination of resources for education and training.

#### Goals

- **Reduce high risk practices** impacting safety and quality of life.
- **Create a more uniform "playing field"** for businesses to compete responsibly.
- **Assist police and other city services in conflict resolution** through peer-to-peer communication.
- **Increase public recognition** of improvements in social options and safety.
- **Promote "patron responsibility"** with social media and advertising.

#### Strengths and Assets

- **Growing market and business opportunities** for enhanced dining and entertainment venues.
- **A more professional and committed business alliance** of operators wanting to be part of a solution.

#### Barriers and Challenges

- **Perceived conflict of interest** – one business owner advising another business owner.
- **Coordination of qualified "mentors"** and risk of moving from qualified to disqualified due to violations.
- **Venue operators and promoters** with short-term objectives for profit and no long-term investment in the community.



### Tactics

- **Convene an organizational meeting** to resolve foundational questions about how the organization should be structured, how it should operate, and whether it should operate under the auspices of or in partnership with an established organization.
- **Develop a name and mission statement.**
- **Establish a code of conduct** for all participating businesses.
- **Develop an economic model for sustaining the organization**, including potential membership dues and determining staffing needs.
- **Establish a welcome wagon process** with information for new businesses.
- **Develop and distribute marketing materials** about the association and members' proactive initiatives.
- **Hold an annual event to celebrate** Minneapolis' hospitality and nightlife businesses and staff.

### Resources

- **RHI's guide** for establishing a Nightlife Association.
- **Community Planning & Economic Development** has a welcome packet for new business owners that can be updated.
- **Social marketing campaigns from other cities** (e.g. Be a Lover Not a Fighter) **and business recognition** (Best-Bar-None, San Francisco Nitey Awards)

## **Develop and Promote Best Practices and Uniform House Policies**

There is a need for citywide best practices for nightlife establishments. Otherwise, patrons refused entry at one establishment (due to being on the 86 (prohibited) List using an ID scanning system, visibly intoxicated, not abiding by dress code criteria, etc.) may simply go to another venue in the Warehouse District or even another neighborhood.

### Goals

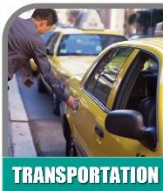
- **Voluntary standards** promoting patron responsibility.
- **Consistent communication to reduce a problem patron's** movement from venue to venue.
- **Reduce opportunity for crime** by educating patrons about personal risk factors.

### Tactics

- **Develop house policies on topics such as technology, door security training** and procedures for helping impaired patrons get home safely (i.e. helping them locate a cab).
- **Establish a training process to help venue staff identify potentially risky customers** (i.e. those with visible gang affiliations, exhibiting characteristics of potential conflict), recognize the early warning signs, and intervene before a situation escalates.
- **Formalize into a written document** available to all new and existing businesses. Uniform house policies can carry legal weight in the state of Minnesota.
- **Establish a mentor system** with volunteer mentors for intervention with new and existing businesses.
- **Encourage more business owners to get on the cloud based system** to gain access to the "do not admit" list.
- **Educate bar staff** about the tools they have at their disposal e.g. citizen's arrest, Fusion Center, etc.
- **Register exterior security cameras** to be linked into the integrated camera network.
- **Reexamine a common communication channel** such as an integrated ID scanning system, walkie-talkie radio system between venues (i.e. Radiolink connects private security) and with police (e.g. group texting apps, etc.).
- **Use social media** to promote best practices guide developed by the association to inform patrons of acceptable behavior and to enhance safe and efficient entry (i.e. have ID out of wallet when entering for easy ID check).

### Resources

- **Security guard training procedures and materials** (guides, videos, certifications) utilized by existing Downtown venues.
- **MPD's Organized Crime and Gang Units**
- **MPD Community Crime Prevention Specialists**
- **Community Planning & Economic Development** security plan development guide
- **MDID will help to provide information** on security cameras, communication systems, maintaining equipment, etc.
- **Best Practice Guides from Other Cities** – [www.rhiweb.org/resource/guide](http://www.rhiweb.org/resource/guide).



## Transportation

Planning for a comprehensive network of transportation services such as “safe ride” programs, taxi stands and extended public transportation hours, can help cities ensure safer and more efficient access to and egress from hospitality zones, and reduce impaired driving.

# TRANSPORTATION ROUNDTABLE SUMMARY

At closing time, thousands of people leave bars and nightclubs simultaneously. Nighttime duty officers mobilize to help clear the streets as quickly and efficiently as possible, to prevent victimization of lingering crowds and potential for crime and violence. Their efforts would be enhanced by a holistic plan for transportation service providers to seamlessly direct patrons to their homes safely. There are numerous options – in addition to personal automobiles, Metro Transit offers buses and light rail, and Transportation Network Companies (TNCs) such as Uber and Lyft, and taxis provide critical services, as well. The success of this complex network of travel modes relies on safe and easy access to patrons, which is compromised by overcrowding at bar close, which in turn, results in road closures for crowd control. These road closures started many years ago as an emergency practice to manage crowds in the absence of a coordinated transportation plan, and they will likely continue until such a plan is developed and successfully implemented. All concerned would benefit from improvements in the efficiency of crowd dispersal and service providers’ access to patrons seeking rides home. The *Downtown 2025 Plan* aims to increase transit usage from 40 to 60% - can the same principle be applied to nighttime economy transportation in an efficient manner?

## Driving Forces for Change

### Resources and Assets

- **The installation of two light rail lines and one commuter line** has been an invaluable catalyst for improving transportation options Downtown.
- **Engaged taxi and TNC industry** with representatives willing to come to the table and collaborate on solutions.
- **1<sup>st</sup> Avenue Walkway** project started a dialogue on roadway configuration and programming by prototyping an expanded pedestrian walkway on one block face of 1<sup>st</sup> Avenue North.
- **Large Number of Cyclists:** The City ranks 27<sup>th</sup> in the nation for the highest percentage of commuters by bicycle.
- **Parking ramps** are generally well lit with roving monitors. Some operators are exploring the use of QR codes at each parking spot to help customers locate their cars after they’ve parked. Escorts walk drivers to their cars once they reach the parking garage. Some parking lots have people pay upon entry to reduce traffic congestion after closing time.
- **Pedicabs** represent a potential resource to escort people from parking garages to nightlife locations.
- **MADDADS’** partnership with Metro Transit has reduced crime by 30% on buses and trains by intervening with riders engaging in anti-social behavior.

### Challenges and Areas for Improvement

- **Competing Interests and Vision:** Parking stakeholders want to be part of the solution, yet it is the city’s vision to increase transit usage and thereby reduce car usage; cycling is encouraged and supported with new bike lanes yet there is not a safe network of bikeways Downtown; the taxi industry is negatively impacted by other competing service providers like black cars and TNCs.
- **Entertainment venues attract visitors who are unfamiliar with parking rules and options.**
- **No designated pick-up and drop-off areas for party buses,** which can cause traffic congestion.
- **Nighttime and closing time crowds** interrupt bus service, impeding bus riders from being able to leave Downtown.
- **The Warehouse District Light Rail Station is a problematic focal point.** There is a high volume of pedestrian traffic, it is infrequently staffed, and there are acute concerns with intoxicated people walking across the tracks with no guardrails.

## Pedestrian Safety and Traffic Control

- **Street Closure:** Several streets are closed to vehicular traffic on busy weekend evenings to address pedestrian safety issues associated with congested streets and sidewalks coupled with fast-moving car traffic. Barricades are in place on either end of the street, yet they are not well supervised, so occasionally cars do still enter. Street closures are resource intensive for police and traffic control. The objective is to improve pedestrian and officer safety, to allow emergency vehicles to access the area, and to use mounted patrol for crowd management (the horses would be scared of car traffic). Yet now the road closure's inconsistent times of operation and rules regarding taxicabs' allowance inside makes it unpredictable how patrons can access alternative transportation options.
- **Absence of a guard rail to separate light rail tracks from the sidewalk** directly in front of nightlife establishments is a serious risk to pedestrian safety, especially for impaired individuals. During a late night tour, RHI staff observed an intoxicated woman who was nearly hit by a train.
- **Severe traffic jams** at closing time impede traffic flow.

## Taxi Service

- **Supply:** There are 950 cabs in the city and less than 50 cab stands.
- **Lack of awareness about where to catch a cab and underutilization of cab stands.** Patrons are known to ask police for help locating a cab stand, though not all are cognizant enough to know how to get there. If and when they do reach the stands, they find that no cabs are queued up. Oftentimes, designated taxi zones are occupied by personal automobiles. Further, patrons express reluctance to walk to the taxi stands due to negative perceptions of safety.
- **Cabs and the Road Closure:** Police report that cabs are allowed inside the road closure, yet fights ensue over cabs. Taxi industry representatives claim that they are not allowed inside the road closure.
- **Taxis and TNC vehicles** are put out of commission for several hours when an intoxicated passenger expels bio-waste in their vehicles.
- **Limousines and Town Cars are regulated by the state**, can charge the same rates as taxis, and are even being hailed like taxis, representing unfair competition.

## Proposed Action Plan for Transportation

A data-driven and objective-driven plan with measurable results is sought to better manage mobility at closing time. The current operational strategy, to close the road and only allow pedestrian access, was intended to increase safety and encourage more efficient patron egress. This assertion is being called into question by various transportation service providers, who cite numerous barriers in accessing their patrons in a safe and expedient manner. Programs initiated in the Warehouse District may serve as models for other areas of the city that will require a comprehensive mobility management plan, such as the area surrounding the stadium.

## Centralize Accessible Data to Make Informed Decisions about Mobility Management

Many studies on transportation and supportive policies focus on daytime commuter needs. As Minneapolis becomes more of a 24/7 city, similar data is required to make informed decisions about transportation planning.

### Goals

- **Document mobility demands** during evening and late-night periods.
- **Create a centralized data point** for monitoring patterns and shifts in use of transportation systems.
- **Provide a convenient app-based system** connecting options, schedules, and pricing for people to plan their trips.
- **Evaluate alternatives to street closure** to facilitate safe mobility management and crowd disbursement.

### Strengths and Assets

- **Existing data sources and survey procedures** that can be adapted for an evening and late-night economy.

### Tactics

- **Inventory what analytical tools and data sources exist and identify gaps:**
  - Work towards an open source data system that is accessible and up to date at all times in real-time.
- **Take a snapshot of a typical bar closing time.**
  - There are predictable flows of people and traffic patterns each closing time.
  - Take a count of how many people use parking ramps, how many people get onto which highways, etc.

- **Determine how many people are in need of rides home during peak nighttime hours.**
  - Utilize data from the baseline inventory (Entertainment Roundtable Action). The data will indicate how many potential people may be inside nightlife venues (and thereby on the street at closing time).
  - Add a certain % for illegal occupancy.
  - Also calculate for the # people loitering outside venues.

#### Data Sources

- **Data Cited during the Roundtable:**
  - 1:30 to 2:30 a.m. is the busiest time for taxicabs.
  - 11:00 p.m. to 12:00 a.m. is the peak request time for an Uber to destinations located in Downtown Minneapolis. Demand is sustained until 3:00 a.m.
  - Average pick-up time for an Uber is 2.5 minutes.
- **Data resources that are available:**
  - **Metro Transit:** Ridership and boarding numbers; number of people impacted by transit delays or impediments at closing time (due to traffic, road closures).
  - **Uber's** ridership data (selective data will be provided to protect proprietary information).
  - **ABM Minneapolis Parking** can provide data on late-night traffic patterns in the A, B, and C ramps related to traffic, exit times, and the direction in which drivers head to.
- **Data that is needed:**
  - **Pedicab rider** data.
  - **Taxicab industry data** on riders, pick-up times, call volume, etc.
  - **Multi-modal travel patterns.**
  - **Pedestrian movement patterns** may indicate good locations for taxi stands and party bus zones.
  - **Daytime vs. nighttime counts** of pedestrians, automobiles and bikes. MDID is investigating sensor technology that can provide this information.

#### Technology Resources:

- RideScout, Transit App and City Mapper. Minneapolis has an opportunity to be a pilot city for some of these mobile apps.

## Create a Baseline of Measurable Goals for the Mobility Management Plan

#### Goals

- Establish clear goal statements that can be measured before and after the mobility management plan to assess the efficacy of the plan in achieving various objectives.

#### Tactics

- Convene a broad base of stakeholders (patrons, pedestrians, public transit, taxis, TNCs, and public safety) to brainstorm goals and how to measure success.

<u>Preliminary Brainstorm of Goals and Objectives:</u>	<u>Measures of Success</u>
• Reduce drunk driving.	• Assess DUI and crime data.
• Reduce violence.	• Assess crime data.
• Reduce larceny.	• Assess crime data.
• Reduce quality of life issues	• Reduced noise complaints and incidents of bio-waste and vandalism
• Improve pedestrian safety.	
• Improve traffic flow and congestion	
• Improve perception of convenience.	• Take a market survey of residents, nightlife patrons and businesses.
• Improve access and efficiency.	

## Create a Nighttime Mobility Management Plan

There is need for a holistic mobility management plan beyond a road closure to address the multitude of factors and service providers that come into play at night and especially at closing time.

### Goals

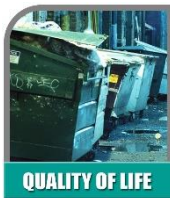
- **Facilitate safe and efficient egress** at closing time.
- **Evaluate current taxi licensing requirements** and procedures to allow for modernization of services.
- **Strategically locate taxi and TNC drop-off** and pick-up areas to reduce impact on traffic flow, improve pedestrian safety and reduce risk.
- **Create wayfinding solutions** that direct patrons to pick-up areas.

### Tactics

- **Conduct an in-depth evaluation** of the impacts of the closing time road closure.
- **Involve stakeholders** from multiple perspectives (patrons, pedestrians, public transit, taxis, TNCs, and public safety).
- **Evaluate the impact on the perception of safety and convenience** of Metro Transit's Nov 7, 2015 relocation to a central location on Hennepin and 7<sup>th</sup>. Lessons learned can be applied to other service providers.
- **Determine what policy changes** are necessary for the taxi industry to operate more effectively.
- **Convene a working group of taxi operators, TNC representatives and traffic safety to conduct a "bird's eye view" of traffic and pedestrian patterns.** Areas to examine will include: identification of the most appropriate locations for taxi and TNC areas, how to move crowds away from congested pedestrian areas, prevention of TNC's from stopping traffic, reduction of the risk of pedestrians crossing in dangerous areas, providing pick-up locations to arrange shared rides, and identification of pick-up points with well-lighted pathways and waiting areas.

### Resources

- Charleston's Nighttime Transportation Plan.
- San Francisco's Nighttime Transportation Plan.
- Edmonton's Nighttime Transportation Plan



## Quality of Life

Mixed-use development places residents and commercial businesses in close proximity, often resulting in conflicts about noise, trash, vandalism, fights and public urination. Coordinated approaches to set community standards and hold patrons accountable for behavior can prevent or address impacts to residents and visitors.

# QUALITY OF LIFE ROUNDTABLE SUMMARY

City leadership in Minneapolis is being forced to address the larger social issues reflective of the economic hardships faced by many other communities throughout the nation: substance abuse, poverty, homelessness, among others. The plethora of social service opportunities in Minneapolis are a draw for those in need, yet the proximity to Downtown makes these issues more prominent and intermixed in already complex dynamics associated with mixed-use development and dining and entertainment activity.

A desire for increased civility and behavioral expectations for those who visit, live, work and play in Downtown Minneapolis was consistently expressed. Yet when policy tools intended to address lewd behavior was found to be disproportionately applied to minorities, this tool was taken out of the toolbox. Social marketing and environmental changes may need to be considered, as well as an overall culture shift in the expectations for how people can behave Downtown.

## Driving Forces for Change

### Trends

- **New Hotel and Residential Development:** There is a hotel development boom near the center of the nighttime economy in the Warehouse District. New residential housing – mostly high-rise apartments – is also occurring nearby.
- **Large influx of people who:**
  - **Are seeking social services** in Minneapolis.
  - **Are from surrounding neighborhoods and the broader region** and are seeking vibrant dining and entertainment activities.
  - **Are from high-poverty areas of the region.** Many are teenagers and young adults seeking a safe place to socialize.
- **Emergency shelters maintain a curfew,** which shapes behavior patterns nearby – especially in evening and early morning hours.
- **Negative perceptions of safety** associated with youth and adults who loiter and panhandle in dining and entertainment districts during the day and night.
- **A “lurking and spitting” ordinance** was overturned by City Council due in large part to the disproportionate number of minorities cited.
- **Residents’ and businesses’** concerns about property conditions can be reported to the City through the 311 service, but many do not actively use that service, and not all complaints are addressed.
- **Neighborhoods surrounding Downtown** experience reverberations of Downtown issues. Many observe that bar patrons preload prior to patronizing Downtown nightlife venues. When they are dispersed from Downtown at closing time, this has impacts on surrounding areas.
- **Organized residents are** requesting new high-rise developers to present neighborhood groups with a soundproofing plan.

### Strengths and Resources

- **Resources abound to help individuals in need of support services and provide a unified voice for youth,** including the Youth Coordinating Board’s Youth Street Outreach Initiative and a variety of Homeless Street Outreach Collaboration efforts with St. Stephens Human Services and YouthLINK. The Youth Congress gives high school students an opportunity to be engaged in public dialogue on policy and health-related issues.

- **Residents and residential growth** are perceived to be an asset for Downtown neighborhoods. Their voices will add credence to concerns about quality of life and public safety Downtown, and can help galvanize action and buy-in among city leadership. It is anticipated to require a few more years to reach a critical mass of residents in the Downtown core, however.
- **MADDADS (Men Against Destruction Defending Against Drugs and Social Disorder):** A program of positive role models comprised of former gang members and recovered drug users who perform outreach in the community and particularly engage with youth. Weekend Street Patrols funded by Metro Transit are deployed in troubled areas that report crime, drug sales and other destructive activities during nightlife operation hours.

## Current/Anticipated Challenges & Areas for Improvement

- **Livability issues** such as aggressive panhandling and large crowds of loitering individuals impact residents' quality of life.
- **Sound impacts of existing nightlife activity on nearby developments:** Two hotels are currently being developed on Hennepin Avenue in close proximity to the heart of nightlife activity. It is anticipated that sound impacts due to large crowds dispersing at closing time will generate sound complaints, as well as concerns for hotel guests. Further, it can be expected that hotel guests may be wary of walking in the area on busy weekend nights, or unable to access the hotel parking ramps if streets are closed.
- **Sound Ordinance:** Existing noise ordinances exist, but they are difficult to enforce.
- **Public urination** negatively impacts residents and businesses, yet there are limited public facilities available. It is unclear how much political will exists to develop solutions.
- **Special events and large crowds** require extra consideration of impacts on nearby residential and office stakeholders.

## Proposed Action Plan for Quality of Life

The goals of this action plan are to improve accountability and communication among a broad base of stakeholders, better educate residents about living in an urban area and set standards for behavior Downtown.

### Facilitate Dialogue around Community Expectations for Citizenship and Civility

It was noted that there is no shortcut to changing civic culture – people must be engaged face to face and be part of the solution to change behavior. Downtown nightlife districts often serve as the melting pot of a city and a region's diversity. As more areas are revitalized and made clean and safe, the more people want to come for work, shopping and socializing. Successful districts can be a magnet for people of all ages, incomes, racial, ethnic and lifestyle backgrounds.

A number of social and economic forces are creating a challenge for Downtown Minneapolis, often with a racial overtone. Easy access from light rail service brings individuals from the city of Saint Paul, colleges and universities, North Minneapolis and other areas of the metro region. Groups of young people, often with minority backgrounds, are perceived as a threat. Recent gun violence, which has some racial overtones, presents a challenge in maintaining order and not projecting racial bias on those who responsibly engage in Downtown's social activities.

While effective policing plays a role, a multi-faceted response is required. Minneapolis is fortunate to have a number of organizations and dedicated individuals working on solutions. What is lacking is a means to connect and accentuate what's working, and fill gaps where they exist.

#### Goals

- **Restore a sense of civility** Downtown with mutually agreed upon standards for behavior.

#### Tactics

- **Collectively brainstorm social norms** that should be adhered to downtown.
- **Convene youth, social service participants, residents and businesses** to set standards for behavior Downtown.
- **Market and promote** the results.
- **Pilot it in a 6 block area** starting in the Warehouse District, similar to the Seattle 9 ½ block model.
- **Determine who would monitor and enforce the program**, or if it could be enforceable given current precedent that removed the disorderly behavior ordinance.



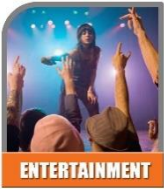
## Resources

- **Outreach Collaborative Meeting** convenes a broad spectrum of stakeholders and can serve as a resource.

## Additional Strategies

The discussion at the Quality of Life Roundtable generated some overarching recommendations including:

- **Landlords and property owners** will draft a code of conduct for tenants.
- **Social service providers** will determine what new policies can be introduced that can help alleviate challenges impacting Downtown during the day and evening.
- **City Council representatives** will advocate on behalf of Downtown-specific policies to other city council members about why they should support ordinances.
- **Institutionalize the process** undertaken by Northeast neighborhood residents to require new developers to present a plan for sound management.
- **Investigate appropriate designs for portable facilities** in urban areas to prevent illicit activities. Learn from the findings of the MDID Little Free Lavatory pilot project this fall.



## Entertainment

Progressive cities nurture dining and entertainment opportunities for diverse ages, lifestyles and cultures. Support mechanisms include incentives for business development and retention, as well as assessments of nightlife's economic value and contributions.

# ENTERTAINMENT ROUNDTABLE SUMMARY

Asking about the state of dining and entertainment in Minneapolis elicits mixed results. There is a clear sense of pride in the social and entertainment venues available Downtown. However, in the absence of a clear and legible set of strategies to improve public safety around bar close, many participants in this Roundtable focused on safety and security, with limited attention to how a diverse and vibrant entertainment economy could facilitate safety. And yet there is an appreciation that there is a connection between the locations and practices of entertainment venues and behavior patterns in space nearby.

## Overview of Minneapolis's Social Offerings and Opportunities as a Destination

- **Growing Reputation as a "foodie destination":** Food & Wine Magazine named Minneapolis "America's Best – and Best-Priced – New Food City." A Saveur.com article stated, "The city is inspiring excitement about Midwestern food the way Nashville is (for) Southern food."
- **Regional Destination for Nightlife:** Minneapolis offers an nightlife experience with a high density of nightclubs and consistent entertainment opportunities in the Warehouse District. The opening of a second light rail line serving the Warehouse District Station has improved that transit option for late night patrons and posed new challenges.
- **Dining and Entertainment District Stages:**
  - **Declining to Reemerging:** The Downtown core contains the Warehouse District and its most active streets – Hennepin Avenue and 1<sup>st</sup> Avenue North, which offer the largest concentration of independent dining and entertainment venues, and represent the city's primary draw for late-night activity.
  - **Mature:** The southern end of Nicollet Mall includes a high density of restaurants, bars, and cultural destinations. Clientele is older, as venues are more high-end. Activity is oriented to daytime and early evening hours. Outside of Downtown, Uptown and Dinkytown have been active nightlife destinations for many years.
  - **Developing:** The North Loop was cited as a model area for mixed-use development with a mix of bars, restaurants and residential housing while maintaining a high standard for quality of life and low incidence for public safety challenges. It currently has relatively few businesses that operate in late night hours.
  - **Emerging:** Many see East Downtown as a potential hotspot for growth in entertainment options, due to a high rate of residential and commercial redevelopment and the new Vikings stadium.
- **Game Days and Nights** are considered the "bread and butter" for many Downtown businesses due to the guaranteed surge in patronage.
- **Entertainment encompasses a wide spectrum of options and price points** – from performing art and musicals to regional and national entertainers, sporting events, DJs and adult entertainment.

## Current Challenges and Areas for Improvement

- **Image Challenge:** Negative perceptions of safety are pervasive Downtown, and are impacting nearby neighborhoods. Many are fueled by intensive media coverage of a few high-profile incidents.
- **The emergence of high-quality neighborhood restaurants** is putting competitive pressure on restaurants in the Downtown core.
- **Performing arts venues** report they are losing revenue because some performers don't feel their audience would be willing to visit Downtown at night.
- **The Dark Side of "Entertainment":** To some, "entertainment" is drinking to the point of intoxication at local establishments. Meanwhile, a large crowd lingers Downtown to watch bar patrons stumble and engage in anti-social behavior as their form of entertainment.
- **Entertainment tax revenue of 3%** is directed to the City's general fund. There is also a separate 3% Downtown restaurant tax and a 3% Downtown liquor tax (though only one Downtown-specific tax can be charged

simultaneously). Such taxes are perceived to be a barrier for attracting new customers, who can drink, eat and socialize in other areas without these taxes.

## Proposed Action Plan for Entertainment

The overall objective of this work plan is to refine Minneapolis's status as a premier destination for music, dining, entertainment, and events.

### Establish a Baseline of Entertainment Options and their Economic Value

To set a course for the future, it's necessary to take heed of where the Downtown is now. Specifically, what options exist for dining and entertainment and what are their direct and indirect contributions to the local economy? Setting a benchmark today will help Downtown stakeholders determine what's missing and what assets need better recognition.

Minneapolis has various neighborhoods that are evolving around the population of those residing there, but they are also generating opportunities for people from other areas of the city. It is important to measure the trends in residential development and conduct an inventory of social options, who they serve, and the economic contribution they make to the area in which they're located. At the same time, it is important to monitor and measure any negative impacts as either the growth in residential or the growth in nightlife activities contributes to conflicts from noise, trash, litter, and bio-waste.

#### Goals

- **Raise public awareness** of current dining and entertainment options, and their economic value.
- **Compare social activity** in different neighborhoods within and surrounding Downtown.
- **Leverage results to:**
  - Increase political clout of the hospitality industry.
  - Recruit businesses that fill gaps in the dining and entertainment experience.
  - Better plan for mobility management at closing time.

#### Tactics

- **Document Current Sources of Information:** Pool together all the disparate sources of information.
- **Inventory what currently exists in regards to social experiences and determine the total occupancy of seats** by license type, price points, entertainment offered, years with same ownership and other relevant data points. In particular, find out the number of seats for live music/entertainment establishments.
- **Identify data sources for an economic impact study**, including sales taxes, # jobs created, revenue, etc.
- **Conduct a market survey** for Downtown employees and residents, particularly "young professionals" to identify gaps and current assets of the Downtown social experience. Promote businesses that meet needs and interests for different generations.
- **Identify Central Location for Marketing Information:** Determine what the best location is to collect the various marketing information online and in print form. **Publicize** this location. Pull together the existing scattered resources and **create a directory of dining and entertainment options, live music and special events**. Design a search system that is easy to browse by categories for social experiences.
- **Engage with real estate brokers and property managers** on the vision for the city to actively recruit the desired composition of businesses.
- **Measure positive economic and social factors** contributing to each neighborhood with an inventory of venues, menus, entertainment and a profile of patrons served.
- **Measure negative impacts** through crime studies, quality of life complaints related to noise, trash, litter and bio-waste.
- **Each neighborhood** should use the same data set for comparison purposes.
- **Include a component of equity** in the analysis i.e. who is the beneficiary of the economic impact of nightlife? Is it benefitting those who need it most?
- **Questions to include:**
  - a. Which council wards do people live in that patronize nightlife establishments? What about the employees of dining and entertainment businesses? How often do they attend games? (The purpose is to help council members from different wards understand the interconnectedness of Downtown with other wards.)

### **Resources**

- **The entertainment sales taxes** can be extrapolated to determine the total contributions made by hospitality businesses located Downtown.
- **Several branding campaigns are underway**, including the Hennepin Cultural District's "We Do" campaign.
- **Community Planning & Economic Development (CPED)** has a significant data set including 90 different sources for economic data.

## **Trace the Evolution of Districts for Insights on Contributing Factors to Decline**

Create a historic analysis of entertainment district cycles and contributing factors to their decline in safety and security that negatively impacted the economic viability of the district.

### **Goals**

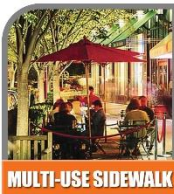
- Gain a better understanding of district cycles in the city.
- Apply lessons learned on policy, resource allocation, and intervention.

### **Tactics**

- Convene a forum of individuals with long-term history in hospitality and nightlife businesses to share their perspectives on how the districts evolved and changed, and the contributing factors to those changes.
- Analyze data relating to historic density of venues, residential development and commercial locations.
- Create policies that match the stages of district development.

### **Resources:**

- Research licensing records, police data and residential population data.



## Multi-Use Sidewalk

Hospitality zone vitality extends to the streets and sidewalks through outdoor dining, street entertainment, public markets and vendor shopping. Balancing pedestrian flow and safety with ADA rules, panhandling management and lighting to connect pathways is critical to success.

# MULTI-USE SIDEWALK ROUNDTABLE SUMMARY

City leadership has a tough role in balancing the public's desire for greater sidewalk vibrancy and walkability with limited sidewalk infrastructure, ADA compliance rules and the need to maintain public safety. In some cases, sidewalk cafes could create a safer and more vibrant atmosphere, but existing narrow sidewalks are already insufficient for the volume of pedestrians on busy evenings. As the *Downtown 2025 Plan* states, Minneapolis has "great buildings but poor connective tissue," which contributes to an inconsistent pedestrian experience. Nicollet Mall is envisioned as a premier destination for the outdoor street experience with outdoor dining, entertainment and a seamless walkable experience, but there are gaps in the experience today. This is equally true for other areas Downtown with an active nighttime economy.

## Driving Forces for Change

### Strengths and Assets

- **Model Examples of Multi-Use Sidewalks:** Several block faces of Nicollet Mall between Loring Greenway and 5<sup>th</sup> Street (because of small scale, street level dining and retail, wide sidewalks for patio seating and transit stops, nice landscaping and lighting) and Hennepin Avenue between 5<sup>th</sup> and 12<sup>th</sup> (due to the more modest skyline, historic buildings and potential for pedestrian friendly sidewalks). 1<sup>st</sup> Avenue North from Washington Ave to 8<sup>th</sup> Street is seen as having high potential (because of the proximity to major venues and the density of bars and restaurants).
- **Several Active Downtown Placemaking Efforts:** The Hennepin Theatre Trust is actively improving the atmosphere on Downtown sidewalks through Made Here, which showcases the city's cultural art history through a walking urban art tour of store-front art galleries, and Parklots – "pop-up parks" – in the IDS Center and Peavey Plaza. In some cases, the local art adds connectivity to Downtown streets and makes use of vacant storefronts. Downtown property owners are becoming more engaged in activating the public realm surrounding their property in partnership with placemaking firms. The MDID's Tactical Urbanism Initiative also uses placemaking strategies to improve real and perceived safety Downtown.
- **Food trucks** line up on Marquette, especially during lunchtime, and are a popular amenity for the daytime worker. Food trucks are not allowed to operate at night, though and the City has just recently begun allowing mobile food carts to be active late at night under limited conditions.
- **Educational Fliers** are distributed to help inform the community about what constitutes aggressive solicitation, which is illegal (e.g. vocal requests for money while seated at a sidewalk café, after sunset, if the solicitor makes physical contact, if by two or more persons, etc.).

### Street Performance

- **Current buskers' contribution to the pedestrian experience is perceived as mixed.** Several people raised concerns that some use a musical instrument as a tool for panhandling, with little evident talent or training. Bucket drumming is perceived as particularly disruptive to pedestrians and occupants of nearby buildings.
- **Programmatic Busking:** Hennepin Theater Trust has experimented with hiring street performers to strategically generate activity. They have been referred to as "an unexpected delight" with eclectic and unusual performances such as people dressed up as a different fruit every Thursday to raise visibility of the Farmer's Market moving from Nicollet Mall to Hennepin.
- **Rules and Regulations:** Some rules exist to govern street entertainment, and some resources exist to orient performers and stakeholders (e.g. a letter informing performers that they cannot obstruct or be near an entrance, performers cannot actively panhandle, etc.). However, there is a high level of confusion about what existing time, place, and manner restrictions are in place, and how stringently they are (or can be) enforced. Questions of artistic merit will always be difficult to address.

- **MDID has commissioned a report from Juxtaposition Arts on street performance in Minneapolis**, and its findings are pending. They interviewed existing street performers and stakeholders, recruited performers who had never engaged in street entertainment and interviewed them about their experiences. They also analyzed ordinances related to public activity and street performance.

## Factors that Impact Walkability and the Pedestrian Experience

- **Intermittent pockets of storefronts that are inactive in either day or night, and buildings in various states of disrepair**, are mixed in with pockets of vibrancy.
- **Panhandling and loitering on streets and sidewalks** was consistently cited as a key issue contributing to negative perceptions of safety and vibrancy.
- **Ticket brokers**, also known as scalpers, operate on game days and can be territorial in occupying sidewalks. In some cases, they block pathways and force passersby to interact with them.
- **Skyways – a blessing and a curse**: While providing an asset to the city as a weather insulated pedestrian walkway, they take away from the street level experience outside. As private property, skyway closing times vary, which can be confusing to visitors.
- **Outdoor Dining**: Outdoor dining can drive street vibrancy and generate more “eyes on the street.” However, given the current width of sidewalks in some areas, the desire for enhancing the street scene is in tension with goals to provide sufficient space for people to walk and therefore comply with ADA regulations. Sidewalk café permits are renewed annually, but that process does not include a reevaluation of the footprint, layout or number of chairs.
- **Warehouse District Pilot Project**: Sidewalk space in the Warehouse District is generally insufficient to accommodate pedestrian traffic volumes and sidewalk activation. The City, MDID, and the Warehouse District Business Association recently partnered on a pilot project, the 1<sup>st</sup> Avenue Walkway, to temporarily reconfigure the roadway to increase pedestrian space.
- **Lack of a clear guardrail/barrier** separating the sidewalk from the light rail tracks represents a safety hazard to pedestrians, particularly when impaired at night.

## Proposed Action Plan for Multi-use Sidewalks

The objective of this work plan is to develop a holistic review of multi-use sidewalks Downtown that designates appropriate and ideal locations and times of day for vibrant street life in the form of street performances, outdoor seating, and food trucks/vendors while ensuring ADA compliance.

## Map a “Bird’s Eye View” Plan to Enhance Sidewalk Vibrancy

### Goals

- **Strategically in-fill gaps in a vibrant pedestrian experience**. Address barriers to pedestrian passage and perceptions of safety with vibrant sidewalk uses such as street performers, food trucks, retail vendors, outdoor dining, etc.
- **Strategically diffuse large crowds** at peak times to direct them to strategic locations and thereby reduce crowd management needs.

### Tactics

- **Identify and map out areas of inactive sidewalks** that would benefit from invigoration (e.g. several areas of Hennepin Avenue, side streets leading to the major parking ramps, and the gap between the Warehouse District and the North Loop).
- **Identify and map out blocks or streets that are candidates for increasing pedestrian** space in order to support dramatic improvements in sidewalk vibrancy.
- **Develop a proposal for locations to house proposed sidewalk vibrancy programs** in strategic locations.
- **Determine the best times of day and week** for different types of activity.
- **Evaluate other factors required** including lighting, trash management, access to restrooms, maintaining public right-of-ways and public safety due to congregating crowds.
- **Educate the public** about plans for lively street and sidewalk experiences.
- **Launch marketing campaigns** about planned/programmatic sidewalk activities.

## Resources

- **Liaisons to city government** can gauge interest among city officials and move forward policy changes that are proposed.
- **Property owners** can coordinate feedback from existing tenants about desired public space activity in front of their buildings, and can even sponsor some start-up costs.
- **Metro Transit** can evaluate the impact of the presence of street performers near bus stops, and how it changes riders' experience with buses.

## Explore the Process to Formalize Programming and Develop Guidelines for Street Performances

Street performances that provide diverse entertainment can drive pedestrian flow to inactive areas and draw a new customer base Downtown and into retail stores as well as dining and entertainment venues. Street performances can be a mutually beneficial arrangement for business owners and performers alike. There are several challenges to overcome first to achieve this vision.

### Goals

- **Enliven and invigorate** underused areas and fill in inactive sidewalks that detract from the pedestrian experience.
- **Offer a fun and delightful** social activity Downtown.

### Barriers and Challenges

- **Lack of an existing robust culture of street performance.** As a result, performers may be skeptical about street entertainment being a worthwhile endeavor in regards to exposure and as a money-making opportunity.
- **Public's wariness** towards street "performers" who use their "instruments" as an excuse to panhandle.
- **Lack of awareness** on the part of performers about the city's interest in exploring street performance and on the part of the public in regards to how and where to access such activity.

### Tactics

- **Convene key stakeholders to review the results of the research study** conducted by Juxtaposition Arts (commissioned by MDID) about street performers' experiences and proposed guidelines.
  - a. **Stakeholders may include** representatives of: property owners and business leaders, the Hennepin Cultural District, City policymakers, law enforcement, Metro Transit, buskers who participated in the study, etc.
- **Determine the best locations and times of day** for deploying street performers through an established, sanctioned, and curated program.
- **Develop guidelines for organic street performances** based on recommendations from Juxtaposition Arts.
- **Gauge interest and support** from city council, regulators and other key decision makers.
- **Establish a balanced review panel** to listen to audition tapes or hold live auditions for performers to ensure a diversity of entertainment and entertainers.
- **Establish a means to recruit, organize and educate talent.** Put out an open call for artists. In particular, use this event to empower and engage youth. Leverage contacts from existing non-profits that work on talent development.
- **Educate the public about the difference** between street performances with passive requests for tips (e.g. hat by their feet or an open guitar case) and aggressive panhandling.
- **Develop marketing materials to recruit local talent and performers.** Brand the event as "Minneapolis Idol."
- **Develop an educational component** via educational workshops, existing resources and local professional musicians to help train youth in musicianship and the technical skills required to work in the music industry.
- **Subsidize and launch a pilot program** where buskers are paid to perform in strategic areas and on consistent days of the week. When crowds become consistent, transition into a self-sufficient event where entertainers rely solely on tips.
- **Market to the public** the pilot program's location and days of the week.

### Additional Considerations:

- **Retail stores could sponsor a street performer** as a synergistic way to promote ground floor retail shops.
- **Vacant spaces** could be repurposed as practice space for musicians and street performers.



### Resources

- **YCB** – to engage youth culture
- **High school drama students.**
- **Teen Tech center** offers a full recording studio.
- **The Capri Theater** in North Minneapolis offers a variety of opportunities to engage local youth in performing arts, theater and music.
- **University of Minnesota students.**
- **Non-profit** musical theater programs.
- **Connections to local artists** involved in *Greenroom* magazine.

## **Integrate Food Truck Vending to Fill Gaps in Vibrant Sidewalks**

### Goals

- Increase walkability and improve the pedestrian experience with more active street and sidewalk experiences.

### Barriers and Challenges

- **Food trucks** are not allowed to operate after midnight and are geographically restricted per current regulations (i.e. no more than one food truck per parking lot prevents congregation).

### Tactics

- **Examine the impact of food trucks** on brick and mortar establishments.
- **Strategically identify optimal areas for food trucks** to be active in late night hours, and what infrastructure is available.
- **Examine current policies** about location and time restrictions for food truck operation to determine what updates can be suggested.
- **Investigate a means** to allow brick and mortar and independent retail vendors to extend into the street.

### Resources

- **Food Truck Association** serves as a unified voice for this industry.

# PARTICIPANT DIRECTORY

This list contains individuals who were members of the Transformation Team (assisted in planning and recruitment) and those who attended all or one or more events (**T = Transformation**, **O = Orientation**, **R = Roundtable** or **L = Leadership Summit**). *Participation does not imply endorsement of report or recommendations made.*

Jose Acuna

**Youth Link**

**Focus:** Quality of Life **O,R**

Nancy Aleksuk, Special Projects Coordinator; Property Specialist

**Swervo Development**

**Focus:** Quality of Life **O,R,L**

Renee Allen, Crime Prevention Specialist

**Minneapolis Police Department**

**Focus:** Quality of Life **O,L**

Morrie Anderson, General Manager

**ABM Minneapolis Parking**

**Focus:** Transportation **O,R,L**

Nicole Archbold, Senior Policy Aide, Public Safety and Civil Rights  
**City of Minneapolis - Office of the Mayor**

**Focus:** Venue Safety **T,O,R,L**

Kristine Arneson, Deputy Chief

**Minneapolis Police Department**

**Focus:** Public Safety **R**

Medaria Arradondo, Deputy Chief - Chief of Staff

**Minneapolis Police Department**

**Focus:** Public Safety **T,O,R,L**

Lisa Ashley, Downtown Resident/ SafeZone Member

**Downtown Resident**

**Focus:** Public Safety **O,R**

Merga Boonag

**Taxi Representative**

**Focus:** Transportation **R**

Laura Boyd, Trainer

**Alcohol Compliance Services**

**Focus:** Venue Safety **R**

Madonna Carr, Vice President of Destination Services

**Meet Minneapolis**

**Focus:** Entertainment **O,R,L**

Matt Clark, Chief

**University of MN Police**

**Focus:** Public Safety **O,R,L**

Katherine Clausell

**Salvation Army**

**Focus:** Quality of Life **O,R**

Michael Clough, Assistant General Manager

**ABM Minneapolis Parking**

**Focus:** Transportation **O,R,L**

Steve Cramer, President & CEO

**Minneapolis Downtown Council & Downtown Improvement District**

**Focus:** Staff Representative **O,R,L**

Roger Cummings, Artistic Director

**Juxtaposition Arts**

**Focus:** Multi-use Sidewalk **O**

Dave Dabson, Regional Manager-

U.S. Bancorp

**Piedmont Office Realty Trust**

**Focus:** Multi-use Sidewalk **O,R,L**

Eric Dayton, Owner

**The Bachelor Farmer**

**Focus:** Entertainment **R**

Bill Deef, Vice President of

International Relations

**Meet Minneapolis**

**Focus:** Multi-use Sidewalk **O,R,L**

Joseph Desenclos, Operations

Outreach Supervisor

**Minneapolis Downtown**

**Improvement District**

**Focus:** Quality of Life **O,R,L**

Chris Diebold, Owner

**Cowboy Jacks**

**Focus:** Venue Safety **O**

Mohamed Dorley, Spokesman

**Taxi Representative**

**Focus:** Transportation **R**

Bill Dossett, Executive Director

**Nice Ride MN**

**Focus:** Transportation **T,O,R**

Tim Drew, Traffic Engineer - Traffic and Parking Services

**City of Minneapolis, Public Works**

**Focus:** Multi-use Sidewalk **T,O,R,L**

Alonzo Elem, Director of Youth Programs/ Crisis Intervention

**MAD DADS**

**Focus:** Transportation **R**

Craig Eliason, District Supervisor

**City of Minneapolis, CPED - Business Licensing**

**Focus:** Public Safety **O,R,L**

Kip Elliott, Senior Vice President of Business Administration

**MN Twins**

**Focus:** Entertainment **O**

Liban Farah

**Taxi Representative**

**Focus:** Transportation **R**

Anna Flintoft, Director of Facilities

**Metro Transit**

**Focus:** Multi-use Sidewalk **O,R**

John Fruetel, Chief

**Minneapolis Fire Department**

**Focus:** Public Safety **O,R**

Jado Hark, Owner

**Twin Cities Entertainment, Inc**

**Focus:** Venue Safety **O**

Steve Hark, Owner

**Twin Cities Entertainment, Inc**

**Focus:** Venue Safety **T,O,R,L**

John Harrington, Chief

**Metro Transit Police**

**Focus:** Public Safety **O,R,L**

Adam Harrington, Director, Service Development

**Metro Transit**

**Focus:** Transportation **T,O,R,L**

Michele Harvet, License Inspector- Liquor & Adult Entertainment

**City of Minneapolis, CPED**

**Focus:** Public Safety **O,R,L**

Kristi Haug, Manager of

Stakeholder Operations

**Minneapolis Downtown**

**Improvement District**

**Focus:** Staff Representative **O,R,L**

Jeff Heinrich, Ambassador Operations Manager

**Minneapolis Downtown**

**Improvement District**

**Focus:** Quality of Life **O,R**

Steve Herron, Sergeant

**Minneapolis Police Department**

**Focus:** Public Safety **R**

Brenda Himrich, Manager of Bus Safety

**Metro Transit**

**Focus:** Multi-use Sidewalk **O,R**

Dave Horsman, Senior Director, Ballpark Operations

**MN Twins**

**Focus:** Entertainment **O,R,L**

Amelia Huffman, Lieutenant, Licensing & Financial Crimes

**Minneapolis Police Department**

**Focus:** Venue Safety **O,R,L**

Lisa Johnson, Assistant Director, Field Operations

**Metro Transit**

**Focus:** Transportation **O,R**

Heidi Johnston, 1st Precinct Attorney

**City of Minneapolis, City Attorney's Office**

**Focus:** Public Safety **R,L**

Mike Jungers, Security Operations Manager

**ABM**

**Focus:** Public Safety **T,O,R,L**

Joanne Kaufman, Executive Director  
**Warehouse District Business Association**

**Focus:** Quality of Life **T,O,R,L**

Jeff Kehr, General Manager  
**Mill City Nights**

**Focus:** Venue Safety **O**

Peter Killen, CEO

**CARA Irish Pubs**

**Focus:** Entertainment **T,O,R,L**

Michael Kjos, Inspector, 1st Precinct

**Minneapolis Police Department**

**Focus:** Public Safety **T,O,R,L**

Fritz Kroll, NL Livability

**North Loop Neighborhood Association**

**Focus:** Quality of Life **O,R**

Billy Langenstein, Director Event Services

**U.S. Bank Stadium**

**Focus:** Entertainment **O**

John Levy, President

**Minnesota Food Truck Association**

**Focus:** Multi-use Sidewalk **R,L**

Aaron Liepins, Director of Security  
**Target Center**

**Focus:** Public Safety **O,R,L**

Doug Maday, Supervisor of Traffic Maintenance and Equipment

**City of Minneapolis, Public Works**

**Focus:** Multi-use Sidewalk **O,R,L**

Tim Mahoney, Owner

**The Loon Cafe**

**Focus:** Entertainment **O,R,L**

Jane Mauer, Owner; Butler Square

**Tartan Investments**

**Focus:** Venue Safety **R,L**

Pam McBride, Project Director of Youth Development

**City of Minneapolis, Youth Coordinating Board**

**Focus:** Multi-use Sidewalk **R**

Colin McCarty, Owner

**Twin Town Pedicabs**

**Focus:** Transportation **O**

Walter Mendez

**Taxi Representative**

**Focus:** Transportation **R**

Jana Metge, Coordinator  
**Citizens for a Loring Park Community**

**Focus:** Quality of Life **R**

Brian Michael, Owner

**Augies**

**Focus:** Venue Safety **O,R**

Jeff Miller, Traffic Control Officer  
**City of Minneapolis, Public Works**  
**Focus:** Transportation **O,R**

Jodi Molenaar-Hanson, Manager of Continuous Improvement

**City of Minneapolis, City Coordinator's Office**

**Focus:** Entertainment **T,O,R,L**

Earl Mollerud, President

**Brave New Workshop**

**Focus:** Entertainment **L**

Kjersti Monson, Director of Long Range Planning

**City of Minneapolis (CPED)**

**Focus:** Quality of Life **T,O,R**

Shane Morton, Supervisor of Traffic and Parking Services

**City of Minneapolis, Public Works**

**Focus:** Transportation **O,R,L**

Steve Mosing, Transportation Engineer

**City of Minneapolis, Public Works**

**Focus:** Transportation **O,R,L**

Dana Munson, Marketing Director  
**Cowles Center**

**Focus:** Entertainment **R,L**

Abdirahman Muse, Senior Policy Aide for Housing, Labor Relations and E. African Community Liaison  
**City of Minneapolis – Office of the Mayor**

**Focus:** Transportation **O,R**

Max Musicant, President

**Muscant Group**

**Focus:** Multi-use Sidewalk **O,R**

Deepak Nath, Project Manager  
**Nath Companies; The Pourhouse**

**Focus:** Entertainment **O**

Gail Nelson, COO

**Broadway Across America**

**Focus:** Entertainment **O**

L.A. Nik

**Community Representative**

**Focus:** Venue Safety **O,R,L**

Jesse Osendorf, Director of Operations

**Minneapolis Downtown Improvement District**

**Focus:** Quality of Life **O,R,L**

Sarah Paul, General Manager  
**Pizza Lucé**

**Focus:** Venue Safety **O,R,L**

Naomi Pesky, Vice President of External Relations

**Hennepin Theatre Trust**

**Focus:** Multi-use Sidewalk **O,R,L**

Robert Pomplun, CEO

**Loss Control Services & Serving Alcohol Inc.**

**Focus:** Venue Safety **O,R,L**

John Power, General Manager  
**Loews Minneapolis Hotel**

**Focus:** Entertainment **T**

Mark Rausch, Director of Operations

**Minneapolis Downtown Council**

**Focus:** Multi-use Sidewalk **O,R**

Kathryn Real, COO

**Minneapolis Downtown Improvement District**

**Focus:** Staff Representative **O,R,L**

Heidi Ritchie, Aide

**City of Minneapolis, Council Member Jacob Frey's Office, 3rd Ward**

**Focus:** Multi-use Sidewalk **T,R,L**

Linda Roberts, Assistant Manager;  
Business Licensing  
**City of Minneapolis, CPED**  
**Focus:** Venue Safety **O,R,L**

Phil Schliseman, License  
Inspector/Events Coordinator  
**City of Minneapolis, CPED**  
**Focus:** Multi-use Sidewalk **O,R**

Susan Segal, City Attorney  
**City of Minneapolis**  
**Focus:** Public Safety **R,L**

Ben Shardlow, Director of Public  
Realm Initiatives  
**Minneapolis Downtown  
Improvement District**  
**Focus:** Staff Representative **O,R,L**

V.J. Smith, Executive Director  
**MAD DADS**  
**Focus:** Transportation **O,L**

Kevin Stewart, General Manager  
**G4S**  
**Focus:** Public Safety **O,R**

John Sweeny, Owner  
**Brave New Workshop**  
**Focus:** Entertainment **L**

Patrick Talty, General Manager  
**US Bank Stadium**  
**Focus:** Entertainment **O**

Efrim Triplett, Ambassador  
**Minneapolis Downtown  
Improvement District**  
**Focus:** Multi-use Sidewalk **R**

Kenny Tsai, Manager  
**Uber**  
**Focus:** Transportation **R**

Bryan Tyner, Assistant Chief-Admin  
**Minneapolis Fire Department**  
**Focus:** Public Safety **O,L**

Kevin Upton, Board Member  
**NE Resident**  
**Focus:** Quality of Life **O,R,L**

Jose Velez, Business License  
Inspector - Taxis  
**City of Minneapolis**  
**Focus:** Transportation **O,R,L**

Peter Wagenius, Policy Director for  
Mayor Hodges  
**City of Minneapolis**  
**Focus:** Transportation **O**

Andy Warg, Director of Booking  
**Target Center**  
**Focus:** Multi-use Sidewalk **T,O,R,L**

Grant Wilson, Manager, Business  
Licensing  
**City of Minneapolis, Community  
Planning & Economic Development  
(CPED)**  
**Focus:** Venue Safety **T,R,L**

Leah Wong, VP of Marketing &  
Events  
**Minneapolis Downtown Council**  
**Focus:** Multi-use Sidewalk **R,L**

Joe Woods, Owner/CEO  
**The Shout House**  
**Focus:** Venue Safety **R**

Shane Zahn  
**Minneapolis Downtown  
Improvement District**  
**Focus:** Staff Representative **O,R,L**

# RESPONSIBLE HOSPITALITY INSTITUTE



**The Responsible Hospitality Institute (RHI)** is a non-profit organization founded in 1983 and is the leading source for events, resources and consultation services on nightlife. RHI assists communities in the planning and management of hospitality zones to create safe, vibrant and economically prosperous places to socialize.

RHI's expertise has helped more than 50 communities facilitate collaborative solutions to the most difficult nightlife challenges. Utilizing insights and model practices gathered from dozens of cities and countries throughout the world, RHI is in a unique position to guide communities' nightlife development by sharing lessons learned and helping city leaders avoid common pitfalls.

Since 2003, RHI has conducted more than four dozen Hospitality Zone Assessments, which have included first-hand observation during tours of nightlife districts, and facilitated focus groups to determine trends, issues, resources and improvement areas. RHI has showcased best practices and model policies through regular conferences, leadership summits, regional forums, and online webinars.

Staff	Background and Role
	<p>Jim Peters is the founder and president of RHI. He is the change agent and visionary who monitors trends and determines how to adapt the organization to keep pace with new challenges. Jim oversees development of all of RHI's program areas to provide a conceptual framework and standards for implementation. Jim is a frequent speaker at conferences and events to orient audiences to RHI's mission.</p> <p><b>Phone:</b> 831.438.1404 <b>Email:</b> Jim@RHIweb.org</p> <p><b>Role:</b> Lead facilitator, seminar instructor, strategic development</p>
	<p>Alicia Scholer joined RHI in 2006 and serves as the Project Manager, overseeing and coordinating special projects. Alicia oversees resource development in the form of webinars and publications. She coordinated logistics and developed summary reports for more than twenty Hospitality Zone Assessments and seminar services throughout North America.</p> <p><b>Phone:</b> 831.469.3396 ext 4# <b>Email:</b> Alicia@RHIweb.org</p> <p><b>Role:</b> Coordinate logistics, conduct background research, maintain correspondence, documentation and report development</p>