



The Report Of The
Nighttime Economy Task Force
October 28, 2013

Destination Montgomery

Shining Light On The Nighttime Economy

Destination Montgomery: Shining Light on the Nighttime Economy

The Report of the Nighttime Economy Task Force

as submitted to
Montgomery County Executive Isiah Leggett

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TABLE OF CONTENTS

- I. Letter from the Chair – p. 3
- II. Task Force Members – p. 4
- III. Executive Summary – p. 6
- IV. Introduction – Why the Nighttime Economy? – p. 10
- V. Method: The Nighttime Economy Task Force Operations – p. 12
- VI. Recommendations to Improve the Nighttime Economy – p. 16
 - A. Department of Economic Development – p. 17
 - B. Department of Environmental Protection – p. 22
 - C. Department of Housing and Community Affairs – p. 24
 - D. Department of Liquor Control – p. 25
 - E. Department of Permitting Services – p. 29
 - F. Department of Transportation – p. 31
 - G. Office of Management and Budget – p. 36
 - H. Parks Department – p. 39
 - I. Planning Department – p. 40
 - J. Police Department – p. 42
 - K. Urban Districts – p. 44
- VII. Conclusion – Next Steps and Moving Forward – p. 47
- VIII. Appendix
 - A. Task Force Work Plan – p. 50
 - B. Task Force Meeting Dates and Speakers/Presentations – p. 55
 - C. Task Force Committee Meeting Dates and Speakers/Presentations – p. 56
 - D. Feedback from Presentations to the Five County Citizens Advisory Boards – p. 58
 - E. Presentations to the Task Force
 - 1. Montgomery County Summary of Alcohol Law – May 20, 2013 – Kathie Durbin, Montgomery County Department of Liquor control
 - 2. Late Night Rides – May 28, 2013 – Dan Reed, Task Force Member
 - 3. Montgomery County Demographics & Regional Trends Among Millenials – June 17, 2013 – Montgomery County Planning Department
 - 4. Attracting Young Professionals to a New Montgomery County – June 17, 2013 – George Washington University students
 - 5. Urban Parks and the Nighttime Economy – August 19, 2013 – Montgomery County Parks Department

LETTER FROM THE TASK FORCE CHAIR

Dear County Executive Leggett,

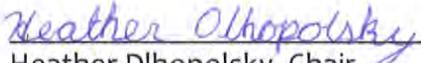
On behalf of the members of the Nighttime Economy Task Force, I am pleased to present you with our final report – Destination Montgomery: Shining Light on the Nighttime Economy. Montgomery County is already a shining example in many ways, with an active and engaged community, excellent schools, and a strong daytime economy. The Task Force embraces the strength of our community, as we could not have accomplished the work that we did in the past six months without such committed community members sitting on the Task Force, as well as in attendance at our meetings and submitting comments and suggestions through our website.

While Montgomery County's daytime economy is strong, the fiscal health of the County cannot be supported by an economy that only lasts through 6 p.m. This report recommends ways in which our evening and nighttime economy can be strengthened, which in turn will generate sales and patrons for our County businesses as well as tax dollars for our County budget. But fostering a vibrant nighttime economy does more than just help businesses' and the County's bottom line. Everyone partakes in the nighttime economy in some way, from the highly coveted millennial population to the empty-nesters and seniors who are downsizing and moving into our County's urban areas so that they can enjoy the walkable live, work, and play opportunities that are available there.

The recommendations in this report have something for everyone. While the recommended changes to the County's liquor laws have generated the most buzz and controversy, those are but a few of the full set of recommendations proposed. The Task Force is recommending ways in which our arts and entertainment offerings and public space programming can be improved, as well as opportunities for improving public safety and transit options in the evening. The recommendations also propose ways in which the County can foster a more business-friendly environment that will both support existing businesses that are already here in our community as well as attract new ones.

At the same time, we recognize that the work of the Task Force and our resulting recommendations are just the beginning of a long-term discussion. In addition to the recommendations proposed in this report, we have also pointed out other issues that are deserving of a full and open discussion but that were beyond the scope or timeframe of the Task Force.

On behalf of the members of the Task Force, we thank you for this opportunity to serve Montgomery County and work toward its improvement for the benefit of all of our residents.


Heather Dlhopsky, Chair

TASK FORCE MEMBERS

Name	Affiliation	Committee	Area of Representation
Heather Dlhopsky	Economic Development Co-Chair, The Greater Bethesda-Chevy Chase Chamber of Commerce	Chair	Bethesda
Henriot St. Gerard	Chair, Wheaton Urban District Advisory Committee	Vice Chair	Wheaton
Kristina Bigby	Communications Specialist, Barwood Taxi Service	Transportation	County
Andy Chod	Vice-President of Leasing and Marketing, Minkoff Development	Public Space and Amenities	Up-County
Mike Diegel	Chair, Silver Spring Arts and Entertainment Advisory Committee	Arts and Entertainment	Silver Spring
Miti Figueredo	Vice President for Public Affairs, The Chevy Chase Land Company	Transportation	Down-County
Evan Glass	Chair, Silver Spring Citizens Advisory Board	Quality of Life	Silver Spring
Will Jawando	Director, Corporate and Government Affairs, Discovery Communications	Quality of Life	Silver Spring
Erica Leatham	Chair, Arts and Humanities Commission	Public Space and Amenities	Bethesda
Alice Nappy	Executive Director, VisArts	Venue Operations and Safety	Rockville
Megan Pagado	Assistant Manager of Digital Media, Clarice Smith Performing Arts Center	Arts and Entertainment	Silver Spring
Alan Pohoryles	Owner, Tommy Joe's Restaurant	Venue Operations and Safety	Silver Spring
Dan Reed	Blogger, Just Up the Pike	Transportation	Bethesda
Vanessa Rodriguez	Senior Marketing Manager, Federal Realty Investment Trust	Business Engagement	Bethesda
Jonathan Sachs	Director of Public Policy, Adventist HealthCare	Business Engagement	County
Holly Sears Sullivan	President, Montgomery Business Development Corporation	Business Engagement	County
William C. Smith, Jr.	Resident	Public Safety	Silver Spring
Gam Wijetunge	Captain, Wheaton Volunteer Rescue Squad; Member of the Mid-County Citizens Advisory Board	Public Safety	Wheaton
Doug Wrenn	Principal, Rodgers Consulting	Quality of Life	Up-County

Montgomery County Staff

Ana Lopez van Balen – Mid-County Regional Director
Kathie Durban – Chief, Montgomery County Department of Liquor Control
Dan Hoffman – Montgomery County Chief Innovation Officer
Gabe Albornoz – Director, Montgomery County Department of Recreation

Ex Officio Members

Montgomery County Councilmember Hans Riemer
Montgomery County Councilmember Marc Elrich
Montgomery County Councilmember Nancy Floreen
Montgomery County Councilmember Valerie Ervin
Linda Price – Montgomery County Council Staff
Casey Anderson – Montgomery County Planning Board Member
Jenny Kimball – City of Rockville Staff
Tom Lonergan – City of Gaithersburg Department of Economic Development
Kevin Mack – U.S. Representative John Delaney
Joan Kleinman, Alex Wong, Lindsey Camacho – U.S. Representative Chris Van Hollen
Alexis Reed – U.S. Congressman John Sarbanes

Public Sector Partners

Tina Benjamin – Montgomery County Department of Economic Development
Stan Edwards – Montgomery County Department of Environmental Protection
Assistant Chief Adam Jones – Montgomery County Department of Fire and Rescue
Greg Ossont – Montgomery County Department of General Services
Clark Beil – Montgomery County Department of Health and Human Services
Luann Korona – Montgomery County Department of Housing and Community Affairs
Parker Hamilton, Director – Montgomery County Department of Libraries
Diane Jones, Director – Montgomery County Department of Permitting Services
Assistant Chief Darryl McSwain – Montgomery County Police Department
Patrick Lacefield – Montgomery County Office of Public Information
Edgar Gonzalez – Montgomery County Department of Transportation
Richard DeBose – Montgomery County Planning Department
Kate Stookey – Montgomery County Parks Department
Jewru Bandeh, Director – East County Regional Services Center
Ken Hartman, Director – Bethesda Chevy Chase Regional Services Center
Cathy Matthews, Director – Up-County Regional Services Center
Reemberto Rodriguez, Director – Silver Spring Regional Services Center and Silver Spring Urban District
Stephanie Coppula – Bethesda Urban Partnership
Joe Callaway and Sidney Cooper – Wheaton Urban District
Jacob Sesker – Montgomery County Council Staff

EXECUTIVE SUMMARY

In May 2013, Montgomery County Executive Isiah Leggett (the “County Executive”) announced the formation of the Montgomery County Nighttime Economy Task Force (the “Task Force”) and appointed 19 members that included residents, business owners, and civic leaders throughout the County. The Task Force was asked to develop a series of policy recommendations designed to foster an increased nighttime social life for residents, employees, and visitors of Montgomery County. The following is a synopsis of these recommendations and their potential policy implications and benefits to the overall nighttime economy.

Montgomery County has a strong economic infrastructure with highly rated schools, strong and emerging communities, and low unemployment. The daytime economy between 9 a.m. and 6 p.m. is active and contributes greatly to the economic vibrancy of the County. It is with regard to the nighttime economy that the County must fill in missing pieces in order to strengthen the overall economy of the County. To achieve the goal of a strong nighttime economy, the County must invest in attracting young people who want to work, live, and play in our communities and contribute to the County’s tax base. At the same time, the County must look into ways to create a nighttime economy that is open to all age groups to ensure full participation and encourage continuous economic activity past 6 p.m. The County is fortunate to have strong basic infrastructure and dedication from its leadership to seek opportunities to improve the nighttime economy and pursue them immediately.

The Task Force structured its analysis around the Responsible Hospitality Institute’s (the “RHI”) Six Core Elements.¹ This framework focuses on the following elements needed to build a strong nighttime economy: Arts and Entertainment, Business Engagement, Public Safety, Public Space and Amenities, Quality of Life, Transportation, and Venue Operations and Safety. The Committees came up with the following recommendations:²

Arts and Entertainment

- Charge the Department of Economic Development with making information and resources available to property owners and artists in Arts & Entertainment Districts.
- Develop and implement a program to publicly recognize and promote venues that pay musicians to perform, and create a sunset tax credit to encourage small venues to support musicians by paying them a reasonable wage and becoming part of this program.
- Simplify and streamline the process businesses must go through in order to open an arts and entertainment venue or hold an arts and entertainment event.

¹ The RHI Model focuses on six core elements; the seventh core element, Business Engagement, was added by Montgomery County for purposes of structuring the work of the Task Force.

² As the Public Safety Committee and Venue Operations and Safety Committee worked, a number of common themes emerged between the two Committees and thus they ultimately consolidated their work and recommendations.

- Explore alternative, more attractive incentives for developers to include suitable, affordable performance spaces for small and emerging arts groups.
- Build capacity with a dedicated revenue stream to effectively manage marketing and execution of large-scale, public, free, hospitality zone-wide events and initiatives.
- Develop and implement a busker program to provide entertainment in urban areas.
- Amend the County's noise ordinance to allow for the establishment of Urban Noise Areas around appropriate locations (e.g., Rockville's Town Square, Silver Spring's Veterans Plaza and downtown); increase the allowable noise levels for qualifying arts and entertainment activities in these areas to 85 dBA (measured at 100 feet from stage, PA, or other center of the performance); increase the time allowed for these levels to midnight; and ensure that nearby residents are informed prior to moving in of the possibility of event-related noise.

Business Engagement

- Create a concierge service that promotes positive customer service, assists with streamlining the planning and permitting process, and facilitates working relationships with multiple departments for the business consumer.
- Develop a targeted strategic plan for attracting new companies to the County, fostering entrepreneurship, and growing our existing businesses based upon the target markets.
- Create, develop, and implement a marketing program for the County.

Public Space and Amenities

- Create Urban Parks Guidelines to activate public space through design elements, enhance the greater community, and foster multiple uses to appeal to a range of demographics at different times.
- Amend zoning standards to provide flexibility in meeting public use space and open space requirements.
- Allow food trucks to operate in designated areas beginning at 10 pm until bars close for the evening.
- Support additional density in the County's urban areas to foster a vibrant nighttime economy.
- Professionally manage and maintain public spaces through the private sector or through public-private partnerships (similar to the Bethesda Urban Partnership).

Quality of Life

- Encourage more housing options.
- Increase funding for Business Improvement Districts and Urban Districts.

Transportation

- Improve awareness of parking options.
- Increase the number of taxi stands.
- Improve/expand the circulator service in focus areas.

- Expand the frequency and reach of late-night transit service.
- Enhance pedestrian and bicycle access.
- To address concerns about possible increases in drunk driving incidents, expand the “Safe Ride” program to all weekends (Friday evening through early Sunday morning).

Venue Operations and Public Safety

- Develop an educational Patron Responsibility Program.
- Utilize the Alcohol Beverage Advisory Board (ABAB) to study and make recommendations regarding special orders, product placement, and customer service for the Department of Liquor Control.
- Formalize the Department of Liquor Control Early Assistance Team and County Safety Alliance.
- Expedite completion and implementation of the Department of Liquor Control Warehouse Management system in order to effect immediate improvements to selection, ordering, and delivery processes.
- Support an Office of Legislative Oversight study, in conjunction with CountySTAT and other agencies as appropriate, to better understand how the Department of Liquor Control can improve its services and efficiencies in support of our nighttime economy.
- Support dedicated public safety resources for the nighttime economy in high-density urban centers.
- Reduce opportunity for crime in urban areas by incorporating Crime Prevention through Environmental Design (CPTED) techniques.
- Extend the hours of operation for venues with beer/wine/liquor licenses to 2 a.m. on Sundays through Thursdays, and to 3 a.m. on Fridays, Saturdays, and the Sundays before Monday federal holidays.
- Expedite the creation of a social venue license, and modify the current alcohol to food ratio under the Class B beer/wine/liquor license from 50/50 to 60/40, to reflect the change in increased demand for higher quality, higher priced alcoholic beverages and to encourage establishment and operation of venues that host live music and other events.

In crafting these recommendations and working to ensure that they are considered and implemented, the Task Force strives to:

- Create a vibrant economic infrastructure in which the nighttime economy can function.
- Provide an expanded array of nighttime options that will appeal to the County’s current residents and employees and encourage them to stay in the County more frequently for their nighttime activities rather than traveling to neighboring jurisdictions.

- Attract new business, employers, young professionals, and young families to the County by offering them various amenities and services for both daytime and nighttime activity.
- Encourage visitors from neighboring jurisdictions to consider Montgomery County as a nighttime option through its various arts and entertainment, public space, and venue options.

The work of the Task Force will continue after submission of these recommendations and final report. The Task Force, with the assistance of the County Executive, his staff, the Montgomery County Council (the “County Council”), and the Montgomery County Delegation to the Maryland General Assembly (the “State Delegation”), will work to ensure that the main tenets of these recommendations are considered, studied, and implemented as appropriate for the greater good of Montgomery County. In addition, the Task Force, with support of the County Executive, has and will continue to communicate with and educate the countywide community regarding the recommendations. The Task Force will continue with other follow-up work as necessary in order to work for the greater good of the Montgomery County community and the strength and vitality of its nighttime economy.

INTRODUCTION – WHY THE NIGHTTIME ECONOMY?

In early 2013, local news outlets ran stories stating that Montgomery County was taking steps to become more “hip.” What triggered these stories is that the County realized that it was falling behind its neighboring jurisdictions in attracting “millenials,” that demographic generally between the ages of 21 and 34. Instead, the millenials were moving to nearby locations such as Washington, D.C., Arlington, and Alexandria, and they were taking their tax dollars in the form of taxable wages and recreational spending with them. Many of these millenials who could choose to make Montgomery County home, but do not, are the very ones that the County spends billions educating in one of the best public school systems in the country. The equation looks something like this:



Why is this a problem? In addition to failing to attract the millenials in comparison to our neighboring jurisdictions, Montgomery County has a disproportionately high percentage of seniors in comparison to our neighbors. Many of these seniors have or are about to retire, and the County is failing to attract sufficient young people in order to replace and sustain the tax base. Millenials are a net gain for the County budget – they contribute much more in the form of taxable wages and recreational spending than they take from County services. At the same time, many of the County’s empty-nesters and seniors are very active enjoy many of the same things as millenials – nighttime activities that they can walk to from their homes.

Montgomery County realized that it must answer an important question in contemplating its future fiscal health – what will it take to draw in the millenials? Numerous studies have shown that a walkable live/work/play environment and strong nighttime economy are needed to attract the millenials, and that these two factors are actually attractive to all demographics, including the empty-nesters of which the County has a large share. Further, the County realized that a strong and vibrant nighttime economy has other benefits – it creates new jobs and new community amenities, and it draws visitors and tourists from near and far.

With this in mind, the County Executive created the Nighttime Economy Task Force and appointed 19 members made up of residents, business owners, and civic leaders throughout the County. Community members, County Departments, or County Councilmembers recommended each of the members. Task Force members were selected based on their areas of professional expertise and/or community involvement, and the geographic area in

which they live or work. *Ex officio* members, County staff, and other public sector partners were also assigned to the Task Force.

The Montgomery County Department of Liquor Control (the “Department of Liquor Control”) has a long history of partnering with the Responsible Hospitality Institute, whose mission is to promote legal and social awareness programs for the hospitality industry. The Task Force modeled its efforts based upon RHI’s Six Core Elements, and created Committees based upon these core elements to which Task Force members were assigned.³ The Committees include the following: Arts and Entertainment, Business Engagement, Public Safety, Public Space and Amenities, Quality of Life, Transportation, and Venue Operations and Safety.

³ As noted in Footnote 1, above, the RHI Model focuses on six core elements; the seventh core element, Business Engagement, was added by Montgomery County for purposes of structuring the work of the Task Force.

METHOD: THE NIGHTTIME ECONOMY TASK FORCE OPERATIONS

From May through October 2013, the Task Force met with local experts and community stakeholders to make recommendations to the County Executive on how to improve the nighttime economy in Montgomery County. The following is a summary of the Task Force and Committee meetings that were held:

May

The Task Force met for the first time on May 20, 2013 at the Silver Spring Civic Building. At that meeting, the Task Force received its charge from the County Executive, and learned more about County liquor laws from Kathie Durbin of the Department of Liquor Control.⁴ Additionally, Task Force Chair Heather Dlhopsky outlined the operations and work plan for the Task Force.

The Committees met on May 28th also at the Silver Spring Civic Building. Most of the Committees drafted and discussed their work plans. Additionally, the Business Engagement Committee heard from Robert Wiedmaier, chef and restaurateur. The Quality of Life Committee heard from Stephanie Coppula from the Bethesda Urban Partnership, Ken Hartman from the Bethesda-Chevy Chase Regional Services Center, Victor Salazar from the Silver Spring Urban District, and Joe Callaway from the Wheaton Urban District. The Transportation Committee received a presentation from Task Force member Dan Reed on “Late Night Rides”.⁵

June

The Task Force met on June 17th at the Bethesda Library. At the June meeting, the Task Force heard presentations from the Montgomery County Planning Department (the “Planning Department”) on the demographics of Montgomery County and from a group of graduate students from George Washington University who did research on “Attracting Young Professionals to Montgomery County.”⁶ In addition to the speakers, the Committees presented their work plans to the full Task Force.

The Committees met on June 25th at the Bethesda-Chevy Chase Regional Services Center. The Committees heard from a variety of speakers including Diane Jones, Montgomery County Department of Permitting Services; Clark Beil, Montgomery County Department of Health and Human Services; Marta Brito Pèrez, Senior Vice President and Chief Human Resources Officer, Adventist HealthCare; Tom Kiler, Vice President of Development, Edens; Jack Lester, Senior Vice President of Land Acquisition and Development, EYA; Anne-Marie Bairstow, Executive Director, DC BID Council; Jill Griffin, Development Specialist, Arlington

4 A copy of this presentation is included in the Appendix.

5 A copy of this presentation is included in the Appendix.

6 Copies of these two presentations are included in the Appendix.

Economic Development; Matt Pfeiffer, Planner, Arlington County; Tammy Wan, Program Director, Washington Regional Alcohol Program; Rick Siebert, Chief, Division of Parking Management, Montgomery County Department of Transportation; and Captain Stephen E. Mann, Montgomery County Fire and Rescue, Office of the Fire Marshal.

July

On July 15th, the full Task Force convened at Hollywood East restaurant in Wheaton. After the Committees made their reports, the Task Force heard two presentations. The first presentation was entitled “A History of Tornado Alley” by Tom Stanton, owner, Limerick Pub in Wheaton. The second presentation was a case study on Veterans Plaza in Silver Spring. Reemberto Rodriguez, Jewru Bandeh, Evan Glass, and Mike Diegel led that presentation.

The Task Force Committees reconvened at the Mid-County Regional Services Center in Wheaton on July 23rd. The Committees heard from many speakers including: Stan Edwards, Montgomery County Department of Environmental Protection; Maxwell Hessman, restaurant entrepreneur; Captain Dave Falcinelli, Commander 2nd District (Bethesda); Officer Bill Morrison, Montgomery County Police Department; Jan Goldstein, Executive Director, Arts on the Block; Rick Siebert, Chief, Division of Parking Management, Montgomery County Department of Transportation; Carolyn Biggins, Chief, Division of Transit Services, Montgomery County Department of Transportation; Emily DeTitta, Community Outreach, Montgomery County Department of Liquor Control; and Lou Berman, State Comptroller’s Office.

August

The Task Force met on August 19th at the Rockville Library. At that meeting, the Task Force heard presentations from Rachel Newhouse and Susanne Paul from the Montgomery County Parks Department on “Urban Parks and the Nighttime Economy”.⁷ The Task Force then heard from Montgomery County Councilmember Hans Riemer on a survey his office conducted on the current state of the nighttime economy in Montgomery County. Finally, the Task Force heard a presentation from Jennifer Kimball of the City of Rockville who discussed issues related to the nighttime economy in Rockville Town Center. Following the presentations, the Committees presented their monthly reports.

The Committees of the Task Force met on August 27th at VisArts in Rockville. The Committees discussed their preliminary recommendations and heard from the following presenters: Kelly Groff, Convention and Visitors Bureau and Stephanie Coppola, Bethesda Urban Partnership; Fred Kramer, Senior Director, Global Talent Acquisition-Flex Staffing, Marriott International; Jeff Burton, Deputy Executive Director, Bethesda Urban Partnership; Greg Ossont, Montgomery County Department of General Services; Daryl South, Washington Property Company; Don Hague, Home Properties; Tommy Mann, Federal

⁷ A copy of this presentation is included in the Appendix.

Realty; Steve Yaffe, Transit Services Manager, Arlington County; Roger Waterstreet, Montgomery County Department of Permitting Services; and Emily DeTitta- Community Outreach, Montgomery County Department of Liquor Control.

September

The Task Force met at the BlackRock Center for the Arts in Germantown on September 16th. At that meeting, each Committee presented their preliminary recommendations. Additionally, the Task Force heard from Tina Benjamin, Chief, Special Projects Division, Montgomery County Department of Economic Development about the new Montgomery County Economic Development Strategic Plan and from Mike Diegel, Task Force member and Silver Spring Arts and Entertainment District Advisory Committee member, on Live Music in Silver Spring.

The Task Force reconvened on September 24th for one hour at the Up-County Regional Services Center to continue discussion of its preliminary recommendations. The Committees met later on September 24th at the Up-County Regional Services Center for their final meetings. They heard from Gwen Wright, Director, Montgomery County Planning Department; Robert Kronenberg, Montgomery County Planning Department; Tom Lonergan, Director, Gaithersburg Economic Development; Kevin Roman Gaithersburg Neighborhood Services Division Chief, Planning and Code Administration; Steve Martin, Montgomery County Department of Environmental Protection; and Dr. Buffington, Owner Bennigan's Restaurant Clarksburg.

October

The Task Force convened for its final meeting on October 21st at the Montgomery County Executive Office Building in Rockville to approve its final recommendations. The Committees did not meet in October.

Field Trips

In addition to formal meetings, members of the Task Force engaged on fact-finding missions in Bethesda and the 14th Street area of Washington, D.C. The Task Force spoke to local business owners and observed the attributes of the nighttime economy in the two locations for purposes of comparison.

Community Input

The Task Force took its responsibility to gathering community input seriously. At every Task Force and Committee meeting there was an opportunity for public input. The Task Force maintained an up-to-date website with descriptions of all Task Force and Committee meetings.⁸ The website also had a link to an email address where public comments and

⁸ www.montgomerycountymd.gov/nighttimeeconomy

input could be submitted. Additionally, the Task Force Chair and Vice Chair presented the Task Force's draft recommendations to the five County Citizens Advisory Boards ("CABs") (the Urban District(s), Arts & Entertainment District(s), and Chamber(s) of Commerce for the area served by each CAB were also invited to attend the relevant CAB meeting) on the following dates:

- September 16, 2013 – Western Montgomery County Citizens Advisory Board
- October 1, 2013 – Mid-County Citizens Advisory Board
- October 2, 2013 – East County Citizens Advisory Board
- October 7, 2013 – Up-County Citizens Advisory Board
- October 14, 2013 – Silver Spring Citizens Advisory Board

RECOMMENDATIONS TO IMPROVE THE NIGHTTIME ECONOMY

The recommendations on the following pages have been listed by the Montgomery County Department that each recommendation most impacts.

Montgomery County Department of Economic Development

- 1. Create a concierge service that promotes positive customer service, assists with streamlining the planning and permitting process, and facilitates working relationships with multiple departments for the business consumer.**

Montgomery County is viewed as a difficult place to do business, which can be a deterrent to attracting nighttime businesses and amenities. Whether this view is perception or reality is not the focus of this recommendation. That “perception is reality” is in fact one of the limiting factors to the County’s ability to attract nighttime businesses and amenities.

The Task Force agrees that Montgomery County would benefit from creating a “concierge” service geared toward attracting specific businesses to Montgomery County. The purpose of this concierge service is to help market the County as an attractive place to locate a business, be it nighttime or daytime. In addition to the marketing function, the role of this service will be to help businesses navigate complex County government processes, permitting, and rules when looking to locate in Montgomery County. The concierge service should also promote tax credit programs, recommend ways to streamline the permitting process, and advocate for strategies to attract businesses to Montgomery County.

The Task Force witnessed the benefits that a concierge service could provide. At the July 23rd Business Engagement Committee meeting, the Committee heard from Mr. Maxwell Hessman. Mr. Hessman is a Montgomery County resident who wanted to open a restaurant locally. Others in the industry told him that Montgomery County was not a good place to open a restaurant and cited misinformation, encouraging Mr. Hessman to locate his business elsewhere.

After the meeting, Ms. Kathie Durbin introduced Mr. Hessman to Mr. John Latorre at the Department of Liquor Control to work closely with him to help him secure the correct license and receive accurate information. Mr. Hessman now has a contact in County government to help him navigate the County’s complex liquor laws. While many businesses do not have the time on their own initiative to actively seek out a County department for information, the County’s nighttime economy will benefit from a proactive concierge service that can identify businesses looking to open or relocate and encourage them to open in Montgomery County, and help to allay many of the businesses’ apprehensions.

Montgomery County benefits from having several partners already in existence who can assist with creating a concierge service. The Task Force encourages the County Executive, the County Council, the Montgomery County Department of Economic Development (the “Department of Economic Development”), the Montgomery Business Development Corporation (the “MBDC”), the Montgomery County Conference and Visitors Bureau (the “CVB”), Department of Liquor Control, the County Chambers of Commerce, and business leaders, specifically in real estate, to come together to make such a service viable.

This dual function is crucial to attaining one of the underlying goals of the Task Force: to recommend ways to attract the amenities that will encourage the next generation of the workforce to live, work, and play in Montgomery County.

2. Develop a targeted strategic plan for attracting new companies to the County, fostering entrepreneurship, and growing our existing businesses based upon the target markets.

In many cases, people relocate to be closer to their place of employment. Additionally, evidence suggests that employees who live closer to their place of work are happier and more productive. The more people who live, work, and play in the County, the more it creates a strong sense of community and minimizes commuter traffic. A key strategy in building a nighttime economy is attracting people to work in Montgomery County.

In order to create a viable nighttime economy, the County must have an attractive daytime economy. In speaking with Robert Wiedmaier, chef and restaurateur who owns restaurants in Maryland, Virginia, and Washington, D.C., the Task Force learned that many of his customers come from work for happy hour or dinner. The demographics of his customers shift mightily depending on the location, with younger employees patronizing his Northern Virginia location due to its proximity to their places of employment.

Simultaneously, the County would benefit from attractive nighttime amenities and destinations to attract these employees to also live in Montgomery County. Marta Brito Pèrez, Senior Vice President and Chief Human Resources Officer, Adventist HealthCare and Fred Kramer, Senior Director, Global Talent Acquisition-Flex Staffing for Marriott International spoke with the Task Force about what the next generation of talent is looking for in a place to work, live, and play. While Montgomery County has many advantages such as access to transit and attractive public spaces and services, it would benefit from a more vibrant nighttime economy that would encourage employees to recreate in the County after work and before heading home.

To achieve this vital goal in building up the County's nighttime economy, it must work to attract new employers. The Department of Economic Development recently released a draft strategic plan that primarily emphasizes business retention. The County must develop a comprehensive strategy, in partnership with the business community, to improve the overall business climate of Montgomery County (including regulatory processes, taxes, services, and incentives), with specific strategies and implementation steps for attracting new companies, while retaining existing companies.

Montgomery County should create a comprehensive strategy to attract companies in various stages of development (start-ups, small businesses, growing organizations, and larger businesses) to locate in the County, including a proactive strategy to identify businesses looking to relocate. The County should provide incentives for companies in specific sectors like IT startups, app development, healthcare, government procurement,

and other high-tech and high-wage jobs in areas already in close proximity to nighttime amenities. A helpful way to accomplish this goal would be to establish an Entrepreneurship Center, which would be a one-stop-shop to foster and encourage entrepreneurship and provide mentoring and strong ties to academia.

The previous recommendation to create a concierge service can also help businesses navigate complex County processes and expedite permitting or regulatory needs to encourage relocation. Furthermore, the County should work with employers to recruit new residents to Montgomery County. Employers in the County are already identifying new ways to recruit the newest members of the workforce, primarily the millennial or Gen Y demographic. The public and private sectors could work in partnership to showcase the amenities that are attractive to new college graduates like access to transportation, affordable housing, diversity, progressive policies, parks, and other attractive market-differentiators.

3. Create, develop, and implement a marketing program for the County.

Montgomery County's nighttime economy would benefit from establishing a brand through a strategic marketing program for the County. There is currently no central organization for marketing/promoting Montgomery County for a positive business and economic climate. In addition, there is not a central location where a potential resident can gather relocation information. It is important to actively market Montgomery County to new residents and companies. Through the Task Force's interviews with two major employers, the consistent message is that Montgomery County has the potential to be more competitive regionally and nationally and needs to market our assets more aggressively.

The MBDC is well positioned to evolve into the central marketing agency for corporations and the workforce in Montgomery County, working in collaboration with the Department of Economic Development, the County Chambers of Commerce and the five Regional Services Centers.

The advantages of a centralized marketing organization are: centralized, consistent messaging; creation of a unique brand and sense of place; and an organization that is positioned to evaluate effectiveness. Through these recommendations, the Task Force believes the County can better attract and engage businesses in partnership to grow the nighttime economy.

4. Charge the Department of Economic Development with making information and resources available to property owners and artists in Arts and Entertainment Districts.

Annual reports from the County's three Arts and Entertainment Districts (Bethesda, Silver Spring, and Wheaton) report virtually no use of the tax breaks available to property owners and artists in these Districts. This indicates that these tax incentives, with the possible

exception of the amusement and admissions tax exemption for larger businesses, are largely unknown among the intended audiences.

An education program will increase awareness of these incentives and encourage growth in the arts in these Districts. In addition, property owners may be encouraged to revamp uses of current properties to an arts-oriented use, encouraging massing in these Districts.

Steps to be taken include:

- Hold twice-yearly workshops about available tax incentives and other Arts and Entertainment District benefits.
 - Contact the Maryland Department of Economic Development and the Maryland State Arts Council for expertise, resources, and training for both the Department of Economic Development and Arts and Humanities Council of Montgomery County (the “Arts and Humanities Council”) staff.
 - Coordinate with the Arts and Entertainment Districts for workshop locations and scheduling.
 - Engage the Arts and Entertainment Districts, the Arts and Humanities Council, and the Department of Economic Development in promoting this resource to the public.
- Create a page on the Department of Economic Development website that summarizes available tax incentives and other Arts and Entertainment District benefits⁹. Content for the page should include:
 - Introductory and explanatory copy.
 - Photos from the Bethesda Urban Partnership, and Silver Spring and Wheaton Arts and Entertainment District Advisory Committees.
 - A downloadable PDF explaining benefits and incentives.
 - Schedule of upcoming workshops.
 - Links to the websites of the Bethesda Urban Partnership, and Silver Spring and Wheaton Arts and Entertainment Districts.

The implementation of this recommendation would increase awareness among property owners and artists of the incentives available to them within the County’s Arts and Entertainment Districts. More artists and more areas for live/work and rehearsal/performance spaces would help support nightlife in the County’s Bethesda, Silver Spring, and Wheaton Arts and Entertainment Districts.

5. Develop and implement a program to publicly recognize and promote venues that pay musicians to perform, and create a sunseting tax credit to

⁹ Example informational webpages include: Havre de Grace Arts & Entertainment District http://www.havredegracearts.org/what_is.html#top; Downtown Frederick Arts and Entertainment District http://www.downtownfrederick.org/a_e_district; and the City of Lake Charles, Louisiana cultural district workshop <http://www.cityoflakecharles.com/egov/docs/1236809597401.htm>.

encourage small venues to support musicians by paying them a reasonable wage and becoming part of this program.

Montgomery County's nighttime arts and entertainment economy needs improvement. There are few places to hear live music, the quality of entertainment is uneven, and audiences are often sparse. Oftentimes, businesses do not see the value in investing in professional entertainment, and thus the quality of entertainment is low and the only competition among entertainers is to play for less money than the others. There is little economic force in place currently to drive the quality of performances up, and little incentive for establishments to invest in promotion. As a result, County residents often frequent neighboring jurisdictions for live music instead.

This recommendation is an innovative concept that, if adopted, would position the County as one that becomes well known for support of local musicians and live music. The Task Force is aware of another attempt to implement a similar type of program, Fair Trade Music based in Portland, Oregon. That program's goal is "to enable musicians to create better music by creating a minimum wage, and to promote the clubs who are treating musicians well."¹⁰

Steps to be taken include:

- Create a Certified Entertainment Venue Program through modification of Chapter 52 of the Montgomery County Code. The County would determine both eligibility and the tax incentives to be offered.
- Determine the entity or organization that will manage the program (this does not have to be done by the County).
- Create the guidelines for paying a minimum wage.
- Brand the initiative and engage a graphic designer in preparing marketing pieces that venues can display, use in promotional items such as emails and posters, use on their websites or in social media, etc.
- Promote the designation among area entertainment venues.

By treating musicians with respect as professional performers and providing a decent amount of pay, venues will attract a higher quality of entertainers, which in turn will draw bigger and more regular crowds, improving business and enticing local musicians to perform in the County rather than other parts of the region. If implemented, Montgomery County may be the first local government to support a program of this kind.

¹⁰ Under the Fair Trade Music ("FTM") program, venues agree to pay musicians FTM minimum rates; FTM provides signage and allows the use of their logo; FTM promotes the venue through its networks of musicians, labor organizations, and supporting businesses; the FTM logo communicates true support of live music and musicians, and becomes associated with high-quality music; and with better music, patrons stay at participating venues longer, and frequent them more often. More information can be found here: <http://fairtrademusicpdx.org/>.

Montgomery County Department of Environmental Protection

- 1. Recommendation: Amend the County's noise ordinance to allow for the establishment of Urban Noise Areas around appropriate locations (e.g., Rockville's Town Square, Silver Spring's Veteran's Plaza and downtown); increase the allowable noise levels for qualifying arts and entertainment activities in these areas to 85 dBA (measured at 100 feet from stage, PA, or other center of the performance); increase the time allowed for these levels to midnight; and ensure that nearby residents are informed prior to moving in of the possibility of event-related noise.**

The County's noise ordinance¹¹ often hinders organizations that would like to sponsor outdoor events, especially those featuring amplified music. In addition, the current ordinance is cumbersome and is restrictive to venues in urban areas wishing to provide music and other entertainment options later at night. The current allowable level is difficult to adhere to while still producing a high-quality event with a good sound system. Anecdotal evidence from the Montgomery County Department of Environmental Protection (the "Department of Environmental Protection") indicates that residents are generally tolerant of noise generated by performances up until about midnight. However, some nearby residents are not aware when they move into the area that there is a possibility of hearing noise from these events. The last time the ordinance was modified was in 2011 when a modification in the code was made for Strathmore, BlackRock Center for the Arts, and Veteran's Plaza in Silver Spring. Other entertainment and restaurant venues would also benefit from certain modifications to the ordinance.

Implementation of this recommendation would require revisions to Chapter 31B of the Montgomery County Code, and possibly a review of Section 59-A-6.5 of the Montgomery County Code (the Zoning Ordinance) as well (regarding benefit performances). In addition, the Department of Environmental Protection should identify adjacent owners/property

¹¹ Montgomery County Code Section 31B-6A. Seasonal noise level standard for qualifying outdoor arts and entertainment activities.

(a) Each outdoor arts and entertainment activity held at a qualifying performing arts facility must not exceed the following noise decibel limits: (1) from 11 a.m. to 11 p.m. during April 1 through October 31, 75 dBA, as measured on the receiving property; and (2) at all other times, the maximum allowable noise level set in Section 31B-5.

(b) A qualifying performing arts facility which has complied with this Section must not cause or permit noise levels from an outdoor arts and entertainment activity to exceed the standards in subsection (a).

(c) Any outdoor arts and entertainment activity conducted at a qualifying performing arts facility which has complied with this Section must not be cited as causing a noise disturbance.

(d) The Department must annually advise the Executive and Council, and the operator of each qualifying performing arts facility, whether the noise levels specified in this Section remain appropriate for that facility and the extent of compliance with those levels.

managers for residential structures and send them a letter urging such owners/property managers to disclose the possibility of noise from nearby events to each new resident.

Changing the noise ordinance will allow qualifying activities to be held later in the evenings, helping to ensure more patrons and visitors and as a result a more vibrant nighttime economy. Such changes will also allow for longer events with more performers than could otherwise perform in the allotted time, making for more attractive events that draw even more people to the County's urban areas.

Montgomery County Department of Housing and Community Affairs

1. Recommendation: Encourage more housing options.

Young people want to live in communities where they are not dependent on automobiles. This lifestyle choice requires neighborhoods centered near abundant public transportation options and access to safe walking and biking corridors. Millennials also express strong desires to live near public amenities such as restaurants, bars, and parks and open spaces.

Housing policies in the County are established by the County Executive and the County Council, and facilitated by the Montgomery County Department of Housing and Community Affairs (the “Department of Housing and Community Affairs”) and the Planning Department. These governmental organizations play an important role in establishing the criteria for future housing projects, but it is the private sector that ultimately builds the homes that must conform to government standards; the private developers are key players in this effort.

While the County currently encourages multi-family residences in transit-oriented communities, the size and price of these homes are at the discretion of the private developers and the public amenities oftentimes serve only the residents of the particular project rather than the community at large. The County also requires a certain level of parking spaces be built for all new construction or provides allowances for developers to pay into a parking lot district if they build fewer spaces than required.

An adjustment to the parking requirements for new development in transit areas should be made, allowing the modern-day needs (or lack thereof) of residents to dictate the creation of parking garages. This policy change would result in more cost-effective buildings that may factor into rental cost.

Montgomery County Department of Liquor Control

While Maryland is considered a “license state”, Montgomery County operates as a “control jurisdiction.”¹² There are 17 “control states” with 28 percent of the total United States population falling under the control model. The Department of Liquor Control is one of three alcoholic beverage wholesalers authorized under State law, and is the sole wholesaler of beer, wine, and spirits to 1,000 Department of Liquor Control-licensed establishments and hundreds of special events across the County. In addition, the Department of Liquor Control controls 25 alcohol retail stores and “maintains exclusive right to the sale of spirits for carryout while sharing the privilege of selling wine and beer with the approximately 850 license holders (e.g., restaurants, delicatessens, country clubs, lodges) around the County.”¹³

The Department of Liquor Control differs from other County agencies in that it is not tax supported and is a self-sustaining enterprise fund agency. According to the Montgomery County Government Organizational Reform Commission “[...] DLC is an enterprise fund that records all of its expenses and revenues within the fund. [...] DLC predates Charter government, and state law dictates how DLC funds are generated, collected and disbursed. First, funds go to offset overhead costs; second, to debt reduction; and third, to the County General Fund.”¹⁴ In addition, under State law, the Department of Liquor Control pays a wholesaler tax on its sales to the State. The Organizational Reform Commission’s final report in 2011 recommended “[...] the contracting out of a financial and performance audit for the Department of Liquor Control.”

The Department of Liquor Control is currently developing a new technology-based Warehouse Management system. This new system will be part of the countywide Oracle ERP system and will provide many infrastructure enhancements designed to improve Department of Liquor Control performance in ordering and delivery of products to businesses. Among the expected improvements under the new system, licensees will have the ability to electronically manage their own accounts, place orders, and track scheduled delivery times.

1. Recommendation: Develop an educational Patron Responsibility Program.

A healthy nighttime economy is not possible if misconduct results from patrons who consume excessive amounts of alcohol. Issues of concern include pre-gaming, preloading,

12 A “license state” regulates the distribution of alcohol by issuing licenses to private sellers. Conversely, “control states” regulate the sale of alcohol by operating their own retail and wholesale distribution centers.

13 A history of the Department of Liquor Control can be found here: <http://www.montgomerycountymd.gov/DLC/history.html>.

14 “Montgomery County Organizational Reform Commission: Final Report, January 31, 2011” available at http://www6.montgomerycountymd.gov/content/council/PDF/REPORTS/ORC/ORC_FinalReport.pdf.

drinking past the point of intoxication, and high blood alcohol content levels. An educational program should be developed so that patrons understand and take responsibility for their own conduct while enjoying the nighttime economy. The County and the Department of Liquor Control specifically should work with local coalition groups, the Department of Liquor Control Community Outreach Office, and Public Safety Alliances to develop an educational program for nighttime patrons who are over 21 years of age.

- 2. Recommendation: Utilize the Alcohol Beverage Advisory Board (ABAB) to study and make recommendations regarding special orders, product placement, and customer service for the Department of Liquor Control.**

The Alcohol Beverage Advisory Board is an existing group and consists of five members (comprised of license holders and community members) appointed by the County Executive and County Council. The County should convene the appointed group and work with the Department of Liquor Control director to make recommendations to the County Executive on improving the customer service and business-friendliness of the Department of Liquor Control.

- 3. Recommendation: Formalize the Department of Liquor Control Early Assistance Team and County Safety Alliance.**

The Department of Liquor Control Early Assistance Team and County Safety Alliance are regulatory and code compliance agencies focused on the impact of dining and entertainment on public health, safety, and quality of life. Businesses need to be well informed about their roles and responsibilities, and new businesses applying for alcohol licensing with no prior knowledge of the hospitality industry or alcohol policy need additional guidance and support. Currently, free training regarding the County's liquor laws is offered twice a month at the Department of Liquor Control. However, the Task Force recommends that the number of community outreach staff be increased at the Department of Liquor Control Community Outreach Division in order to provide better service to the nighttime economy business community.

- 4. Recommendation: Expedite completion and implementation of the Department of Liquor Control Warehouse Management system in order to effect immediate improvements to selection, ordering, and delivery processes.**

The Department of Liquor Control must adapt to meet increased demand from patrons for more select and varied wine, beer, and alcohol in order to remain competitive with venues in neighboring jurisdictions. More specifically, the Department of Liquor Control will need to refine and streamline its ordering and distribution processes to meet greater and more diverse consumer demand.

The Department of Liquor Control is currently developing a new technology-based Warehouse Management system. This new system will be part of the countywide Oracle

ERP system and will provide many infrastructure enhancements designed to improve Department of Liquor Control performance in ordering and delivery of products to licensees. Among the expected improvements under the new system, licensees will have the ability to electronically manage their own accounts, place orders, and track scheduled delivery times. The Task Force recommends support of these ongoing initiatives, and that the Department of Liquor Control make an active effort to respond to the concerns and needs of the business community with regard to liquor control and the nighttime economy. A more streamlined process for ordering beverages from the warehouse; an expanded inventory to include newer and lesser known beers, wines and spirits; and timely deliveries and more advanced notice of items out of stock will better serve the needs of current and new venues seeking to be a part of the County's nighttime economy.

5. **Recommendation: Support an Office of Legislative Oversight study, in conjunction with CountySTAT and other agencies as appropriate, to better understand how the Department of Liquor Control can improve its services and efficiencies in support of our nighttime economy.**

While the prior recommendation to expedite completion and implementation of the Department of Liquor Control Warehouse Management system should help to achieve tangible and immediate improvements in customer service, the County needs to take a more comprehensive, detailed look at the Department of Liquor Control and how it plays an important role in the nighttime economy. This study should have both breadth and depth in order to better understand the operations, management, and service of the Department of Liquor Control and how these can be strengthened and improved. The Task Force would like to see this study conducted as soon as possible, ideally within the next fiscal year.

6. **Recommendation: Extend the hours of operation for venues with beer/wine/liquor licenses to 2 a.m. on Sundays through Thursdays, and to 3 a.m. on Fridays, Saturdays, and the Sundays before Monday federal holidays.**

Anecdotal evidence indicates that licensed venues located in Montgomery County are unable to remain competitive with those in the surrounding jurisdictions due to the earlier closing hours. Current County hours of sales are until 1 a.m., with a grace period until 1:30 a.m., on Sundays through Thursdays and until 2 a.m., with a grace period until 2:30 a.m., on Fridays and Saturdays.¹⁵ Venues in Washington, D.C. and Prince George's County are permitted to stay open one hour later than venues in Montgomery County (until 2 a.m. Sundays through Thursdays and until 3 a.m. on Fridays and Saturdays). In addition, it has been observed that patrons at Montgomery County venues occasionally demonstrate reckless behavior during closing time in order to leave for venues in neighboring jurisdictions that are open later.

¹⁵ During the grace period, no additional drinks may be served but patrons may finish the drinks they have already ordered.

The Task Force recommends extending the hours of operation by modifying language in Article 2B of the Maryland Annotated Code. In addition, community meetings should be convened to explain the rationale for these changes.

7. **Recommendation: Expedite the creation of a social venue license, and modify the current alcohol to food ratio under the Class B beer/wine/liquor license from 50/50 to 60/40, to reflect the change in increased demand for higher quality, higher priced alcoholic beverages and to encourage establishment and operation of venues that host live music and other events.**

There is currently no bar/tavern license in Montgomery County. Many other jurisdictions have a social venue license in order to increase nighttime entertainment in their areas. For example, Washington, D.C. has a Tavern License, which has no required food to alcohol ratios attached to it. This allows a venue to concentrate on bringing in customers after the dinner hours to see live music, dance, or many other forms of entertainment, rather than having to focus significantly on food. Without a food requirement, venues are able to save money on payroll and use those savings to bring in quality entertainment. Many of these venues do serve food as an option, but are able to thrive on their bar and entertainment business. These licenses generally are much more expensive than a regular beer/wine/liquor license.

There are many advantages to having a social venue license in Montgomery County, all of which would have a positive impact on the nighttime economy. Social venue licenses allow creativity with regard to entertainment offerings, and would place the County on a more level playing field with neighboring jurisdictions. Examples of venues that would benefit from this type of license are live music venues, speakeasies, and night clubs. All of these types of venues add a trendy aspect to nightlife areas, something that Montgomery County is frequently missing.

In addition, current ratios under the Class B beer/wine/liquor license are difficult to maintain due to the expanded options in beer, wine, and alcoholic beverages. The current ratio of 50/50 was developed at a time when there were fewer choices in higher priced beer, wine, and alcohol and the existing ratios are now difficult for businesses to maintain. The language in Section 2B 6-201(q) of the Maryland Annotated Code should be modified to allow for a 60/40 alcohol to food ratio.

Montgomery County Department of Permitting Services

- 1. Recommendation: Simplify and streamline the process businesses must go through in order to open an arts and entertainment venue or hold an arts and entertainment event**

Montgomery County has a complex process regarding the types of permits businesses must obtain and the number of different agencies a potential owner must work with and satisfy in order to obtain needed permits. Ideally, the permitting process would consolidate all of the various procedures and processes under one department – no more running from agency to agency to fill out multiple applications or other forms.

In the interim, the County should create, via a webpage and other media, one place where an entrepreneur or company can go to find out exactly what they need to do to be able to open and operate their new business. The Task Force recommends that this too be housed under the concierge service discussed previously in this report.

According to RHI, “[b]usinesses that host performances can be supported through access to a liaison that can assist with permitting and conflict resolution. Providing guidance to businesses early in the process can minimize impacts and conflicts.” The County should designate such a liaison for each urban area in the County.

RHI further recommends, “[c]lear and effective codes, fees, regulations and a smooth permitting and licensing process.” As a long-term goal, the County should review these topics, involving artists and venue owners, and revise as needed. As RHI notes, “[t]his will encourage businesses of all types to include live entertainment and discourage talent drain to other entertainment cities.”

The Task Force recommends that the County add a “one-stop shopping” experience where people who want to open an arts or entertainment venue can find, in one place, information about all the permits they must have to open that venue as part of the charge to the concierge service.

Furthermore the County should create a page or document available on the Montgomery County Department of Permitting Services (the “Department of Permitting Services”) website that lists these permits and licenses. Additionally, it should engage a web developer to create a survey/search engine-type resource on the Department of Permitting Services website that allows users to fill out a survey to receive a list of permits they must procure, regardless of the department from which the permit needs to be procured and designate at least one contact person per hospitality zone or County Regional Services Center to serve as a resource for new business owners.

The County should also revisit the Enterprise License and Benefit Performance License with an eye towards simplifying the event permitting process by consolidating permits and licenses. The County should be specific about what non-profit and for-profit companies

must do to procure the proper permits to host a corporate function or arts and entertainment event.

Montgomery County Department of Transportation

1. **Recommendation: Allow food trucks to operate in designated areas beginning at 10 p.m. until bars close for the evening.**

Food trucks are very popular in neighboring jurisdictions, but are not permitted to operate after dusk in Montgomery County (except in limited situations). Currently an effort is underway (the Food Truck Catalyst Project in the County's Innovation Program) to establish food truck-friendly locations in the County. These locations may be suitable for evening operations as well. As part of the Food Truck Catalyst Project, extended hours beginning at 10 p.m. until bars close for the evening should be made available in such food truck-friendly locations.

2. **Recommendation: Improve awareness of parking options.**

The Task Force's research shows that parking options are abundant and affordable in Montgomery County. There are approximately 9,000 public parking spaces in Silver Spring, 5,400 in Bethesda with another 900 currently being built, 1,000 in Wheaton, and 600 in Germantown. Parking is mostly free in the evenings and weekends in Silver Spring, Wheaton, and Germantown. In Bethesda, public garages and lots charge until 10 p.m. six days a week (excluding Sundays). Parking in the City of Rockville is managed by the City and by private vendors. Rockville's parking situation is unique, as each lot has different rates, different times and different rules.

The Task Force recommends a public awareness campaign to ensure individuals are aware of their many parking options in Montgomery County. This campaign would include real-time parking lot management apps and communication via traditional and social media.¹⁶ Steps to be taken include:

- Collect and analyze current data on parking lot usage, transit usage, and ridership. For example, the Bethesda smart meter project, currently being pursued by the Montgomery County Department of Transportation (the "Department of Transportation") will produce a great deal of utilization data. Once this is analyzed, demand-based pricing could be implemented.
- Communicate the availability of parking and transportation modes using various media – brochures, social media, public service announcements, TV, mobile apps, posters in nighttime businesses, etc.
- Rebrand – To overcome perception challenges, rebrand Montgomery County as not just a great place to work and live but a great place to work, live, and play with affordable, safe transportation options and parking. This includes promoting existing

¹⁶ See Recommendation #4 for information on how the Bethesda Circulator and Silver Spring VanGo shuttles can be used to improve access to parking.

services such as parking available near entertainment venues and circulator services that help connect people to parking and connect the County's hospitality zones.

- Funding – There must be an assessment of how much this campaign will cost. Television, brochures, and posters will create an added expense. However, some approaches could require very little money if existing systems can be used. For example, there are parking apps such as Park Me (<http://www.parkme.com/>) or Parker (<http://www.streetline.com/find-parking/parker-mobile/>). Linking data to existing apps and promoting these apps is more affordable than creating a new app. In addition, adding updates on parking availability to Montgomery County's existing social media can be done without additional cost.

3. Recommendation: Increase the number of taxi stands.

Late night transportation options are a key to the successful management of hospitality zones. Montgomery County has a number of transportation options, including bus, Metro, taxis, and circulator services, some of which can be expanded into the nighttime. Successful transportation to and from hospitality zones will result in fewer complaints, less noise, and ensure that citizens get home safely. The County has a number of taxi stands mostly centered on Metro Stations and hotels. There is a need for an even more coordinated effort between taxi fleets and the Department of Transportation to ensure additional taxi stands can be added to the most frequented nighttime economy hospitality zones. Steps to be taken include:

- Analyze late night transportation data to determine where there are gaps in service, including interviews with business owners, restaurants, bars, and patrons.
- Research successful taxi stands in similar areas; for example, in Arlington County some stands are split-shift taxi stand/parking spaces. In the daytime, stand areas are open for general parking, but from about 6 p.m. to 3 a.m. they are exclusively taxi stands. There may be some areas in Montgomery County where businesses, taxi fleets, and citizens prefer such a balance.
- Request a taxi stand from the Department of Transportation in area(s) where there is a need, after making appropriate outreach efforts to adjacent businesses and other key players.¹⁷
- If approved, coordination between fleets and drivers is essential to ensure drivers are on the stand at peak times to service customers.

This recommendation should be evaluated further for applicability to each of the five focus areas based on the specifics of that area. Up-County areas tend to have very different taxi needs, so additional taxi stands may not be the answer there. Analyzing regional usage data

¹⁷ Per Section 53-108 of the Montgomery County Code, “[t]he Director, by notice printed in the County Register, may designate taxicab stands for the exclusive use of taxicabs where they are required in the public interest.”

will best determine where additional stands are needed. Some areas may not require a 24/7 taxi stand, and may just need some extra transportation attention on nights and weekends.

4. Recommendation: Improve/expand the circulator service in focus areas.

Visitors may be discouraged from going out in Montgomery County at night because destinations may be far from Metro Stations or available parking, causing outlying business establishments to suffer. Bethesda's Circulator and Silver Spring's VanGo provide short-range shuttle bus service around their respective downtowns, connecting residents, workers, and visitors to nightlife destinations, parking lots, and other transit services. The Circulator stops at almost all of the major parking garages in downtown Bethesda, and the VanGo stops at almost all of the major parking garages in downtown Silver Spring.

The Bethesda Circulator runs every 10 minutes until 2 a.m. on a generally straight path, but it may lack public awareness. VanGo has a confusing, counterintuitive route and ends service at 7 p.m., meaning people cannot take advantage of it at night. As nightlife districts in Wheaton, Rockville, and Germantown continue to emerge, they may benefit from circulator service as well. Currently, master plans for the Wheaton Central Business District (2010) and Germantown Employment Area (2009) call for bus rapid transit service in each area, connecting it to other parts of the County, but there are limited internal connections proposed within each area.

Steps to be taken include:

- Collect and analyze ridership data on the existing Bethesda Circulator and Silver Spring VanGo services, and compare it to the similar DC Circulator and Charm City Circulator.
- Study different routing options for VanGo that serves the Metro and different parts of downtown Silver Spring in a coherent, easy-to-follow path.
- Do a trial of late-night VanGo service to test demand.
- Organize a marketing campaign to raise awareness of existing circulator services (and to build demand for the late-night VanGo trial).
- Explore different sources of funding for circulator expansion. Federal Transit Administration grants may be available for expanding VanGo.
- Begin planning for future circulator routes in other study areas, or explore ways that the proposed bus rapid transit service can bolster transit options.

Expanding circulator service would increase access to businesses and destinations in each focus area from all parts of the County and region. It is likely that Bethesda and Silver Spring may be the only areas that can support circulator service for the time being, but laying the foundation for circulator services in other focus areas will make it easier to implement them later on as the areas continue to grow and develop and draw increased nighttime patrons.

5. Recommendation: Expand the frequency and reach of late-night transit service.

Thirty-eight bus routes currently serve the five focus areas after 7 p.m., and 17 bus routes serve the focus areas after midnight. The services are operated by WMATA, RideOn, and the Bethesda Urban Partnership (Bethesda Circulator). Silver Spring has the most late-night bus service (18 routes), followed by Rockville (10 routes), Wheaton (7 routes), Germantown (6 routes), and Bethesda (5 routes). Buses connect each focus area to most of Montgomery County and parts of Washington, D.C. and Prince George's County. Most bus services run very infrequently, with average headways of 30-60 minutes. There is also a lack of late-night bus service to Bethesda, the County's largest nightlife district. RideOn officials indicate that ridership falls off on most routes after 8:30 p.m.

Montgomery County is currently exploring a countywide network of bus rapid transit routes that would serve all five focus areas. With dedicated lanes, faster service, and more substantial stations, bus rapid transit may be a desirable transportation option for both patrons and workers in the nighttime economy.

Steps to be taken include:

- Collect and analyze ridership data on existing RideOn and Metrobus routes to see where the demand for late-night service may exist.
- Work with transit agencies and urban districts to highlight transit options in each focus area after dark.
- Urge the County Council and Department of Transportation to work with WMATA in implementing their Priority Corridors Network in Montgomery County.
- Urge the County Council and Planning Department to pass and refine a bus rapid transit plan that connects the five focus areas with fast, reliable transit service at frequent intervals throughout the day and evening.

Increasing late-night transit service will improve access to Montgomery County's nightlife districts for both visitors and workers. Later transit service will improve connections between Montgomery County, Prince George's County, and Washington, D.C., opening up the focus areas (particularly Silver Spring and Wheaton, which already have cross-jurisdictional service) to visitors from surrounding areas.

6. Recommendation: Enhance pedestrian and bicycle access.

Other localities that have succeeded in creating vibrant arts and entertainment districts catering to after-hours customers often have better accommodations for people who want to walk or bike from one establishment to another, or to make the trip from their home or office to entertainment options and back again. The County should prioritize improved bike and pedestrian facilities (as identified in relevant master plans) as part of its strategy for making these neighborhoods more appealing destinations for nightlife and recreation

options. Steps to be taken include requesting funding for sidewalks and master-planned bicycle infrastructure through the County's Capital Improvements Program process.

Montgomery County Office of Management and Budget

1. Recommendation: Support dedicated public safety resources for the nighttime economy in high-density urban centers.

According to RHI, “[h]ospitality zones are characterized by high intensity periods that place greater demands on public safety staffing and operations.”¹⁸ An expanding nighttime economy will require enhanced and measurable public safety services characterized by dedicated funding for regional public safety coordination, full-time urban district police staffing, and 24/7 code enforcement. The County’s Regional Services Centers all have directors, but currently lack any dedicated staff for addressing public safety issues.¹⁹ The Task Force focus areas all have dedicated central business district (“CBD”) police units, but these were only recently restored under the FY13 operating budget, following their elimination under prior County operating budget reductions.²⁰ Code enforcement agencies such as the Montgomery County Fire and Rescue Service (the “Fire and Rescue Service”), Department of Environmental Protection, Department of Liquor Control, Montgomery County Department of Health and Human Services, and the Department of Housing and Community Affairs do not consistently have 24-hour per day code enforcement staffing. In addition, staffing for CBD Clean and Safe Teams has been variable due to budget changes.

Support for dedicated public safety resources in high-density urban centers in the County will require an FY15 operating budget recommendation by the County Executive and approval by the County Council as well as ongoing commitment to retain dedicated public safety staffing in the five focus areas. Effectively addressing public safety issues will also require close coordination between multiple County code enforcement agencies, the five County Regional Services Centers, and various community partners. The CountySTAT program can be used to measure the effectiveness of these efforts.²¹

Steps to be taken include:

- Establish regional CountySTAT measures focused on public safety measures in the five focus areas. CountySTAT will bring the power of outcome-focused performance management to public safety concerns in the focus areas.
- The County should hire regional public safety liaisons. According to RHI, “[p]ublic safety in hospitality zones requires a continuum of collaborative partnerships, from licensing and permitting to enforcement and regulatory agencies. Communications

¹⁸ The Responsible Hospitality Institute’s 2013 report, *Resource Guide to Creating a Sociable City Plan*.

¹⁹ Regional service center staffs were eliminated under FY10-FY11 operating budget reductions.

²⁰ The City of Rockville has its own municipal police department.

²¹ The CountySTAT program was introduced by County Executive Ike Leggett in 2006 to “... use real-time data to focus departments’ efforts, monitor and measure their performance and ensure that they provide more effective and efficient response to [County residents]”. For more information, see: <http://www6.montgomerycountymd.gov/mcgtmpl.asp?url=/content/exec/stat/index.asp>.

among safety, businesses and residents is critical to reducing risk.”²² A regional public safety liaison, under the direction of the Regional Services Center director, could be responsible for providing primary staff support for the coordination of regional meetings of public safety partners that may include Montgomery County Police Department (the “Police Department”) district commanders, clean and safe team directors, code enforcement staff, local businesses, and neighborhood organizations. A public safety liaison could work on an ongoing basis in coordinating community input on master planning issues that pertain to public safety such as crime prevention through environmental design (CPTED) techniques, fire prevention and code enforcement, pedestrian safety, and other issues impacting public health and safety.

- The County’s FY15 operating budget should maintain funding for dedicated CBD police units in the five focus areas. According to RHI, “[m]any cities recognize the value of utilizing dedicated personnel to police their hospitality zone instead of overtime officers. Consistent staffing facilitates trust-based relationships, which are critical to establishing partnerships with venue staff and engaging the community.”²³ Continued funding for dedicated CBD or municipal police units in the five focus areas is necessary to ensure policing issues are addressed in a timely and proactive manner.
- Expand code enforcement and CBD Clean and Safe Team staffing. Currently most nighttime code enforcement activities are carried out by the Police Department and Fire and Rescue Service. Expanding nighttime code enforcement staffing for agencies such as the Department of Liquor Control, the Department of Environmental Protection, and others will help ensure code violations and issues are addressed in a timely and proactive manner. Nighttime staffing of Clean and Safe Teams will foster a safe and inviting nighttime environment in the five focus areas.²⁴
- Establish Special Taxing Districts or other funding mechanisms to ensure sustained targeted funding of public safety services.²⁵ Previous revenue shortfalls have resulted in inconsistent funding for dedicated CBD police units and other CBD services. Special taxing districts may help ensure dedicated funding for CBD public safety services while minimizing the tax burden for these services on non-CBD residents. A Special Taxing District may be modeled after a Business Improvement

22 The Responsible Hospitality Institute’s 2013 report, *Resource Guide to Creating a Sociable City Plan*.
23 Id.

24 The Wheaton Clean and Safe Team is one example of the services offered by a Clean and Safe Team in Montgomery County. For more information, see: <http://www.wheatonmd.org/wheaton-urban-district/clean-and-safe-team>.

25 The Office of Legislative Oversight prepared a 2008 report, *Overview of Revenues, Expenditures, & Other Financial Data for Municipalities & Special Taxing Districts in Montgomery County*, which provided an overview of the functioning of Montgomery County’s 19 municipalities and three special taxing districts.

District (BID) such as the Capitol-Riverfront BID, which has been used to revitalize Washington's Navy Yard neighborhood.²⁶

²⁶ See <http://www.capitolriverfront.org>.

Montgomery County Parks Department

- 1. Recommendation: Create Urban Parks Guidelines to activate public space through design elements, enhance the greater community, and foster multiple uses to appeal to a range of demographics at different times.**

Urban parks are an amenity that is planned for several of the Task Force focus areas. However, there are currently no definitive guidelines or standards for what would constitute a safe, vibrant urban park. While some current regulations exist relating to ADA compliance, zoning, and the operation of public parks, there are no guidelines that specifically address design elements geared towards enhancing a sense of community and appealing to a range of demographics.

The Task Force recommends establishing a set of guidelines or qualities for urban parks that are flexible enough that they can apply to a diverse set of locations and ensure a safe, vibrant, publicly available space during evening hours. Qualities that should be encouraged in the guidelines include how engaging, accessible, and multi-purpose a park or facility is. A proposed space can be evaluated and rated according to these qualities each time a new space is proposed. Utilization of such guidelines or qualities will provide a means of measuring the park proposal, while also providing flexibility in recognition of the uniqueness of each space.

Montgomery County Planning Department

- 1. Recommendation: Explore alternative, more attractive incentives for developers to include suitable, affordable performance spaces for small and emerging arts groups.**

The ability of arts organizations to find affordable space for rehearsals and performances is a growing problem, particularly in Bethesda and Silver Spring, where properties are at a premium. Smaller operators are being driven out of some areas, and those who would like to start a new organization are discouraged by the lack of space or the costs.

There are some existing incentives for developers to provide such space (e.g., The Fillmore Silver Spring, NOAA Auditorium). The typical tradeoff is to allow additional density in order to offset the loss of income from these spaces.²⁷

In addition, as noted elsewhere, the property tax credit in arts and entertainment districts is little known, not frequently taken advantage of, and may in fact not be attractive enough to developers to achieve the credit's intended goals. The Task Force recommends that the County, the Planning Department, and area developers begin to meet to explore other ways to provide incentives to include affordable performance spaces that are more attractive to developers than the current alternatives.

Steps to be taken include:

- Revisit the current incentives under the optional method of development to encourage the provision of public performance space and/or artist live/work spaces in projects that are proposed for the hospitality zones.
- Amend Chapter 59 of the Montgomery County Code (the Zoning Ordinance) as needed.

²⁷ Section 59-C-6.2356(a) of the Zoning Ordinance currently provides "Special standards for optional method of development projects that include an arts or entertainment use". "In the CBD-1, CBD-2, and CBD-3 zones, the land or building space for an arts or entertainment use satisfies the entire public use space requirements under Sections 59-C-6.233 and 59-C-6.234 and the entire public facility and amenity requirement for the Optional Method of Development required under Section 59-C-6.215(b) if when the applicant files the original application for an optional method project: (1) the arts or entertainment use is located in an area designated as an Arts and Entertainment District under State law; (2) the proposed total interior area for all floors of the arts or entertainment building space conveyed or dedicated is at least 20 percent of the net lot area; (3) the applicant agrees to the conveyance of land or floor area for arts or entertainment use and has a signed conveyance agreement with the County; and (4) the County Council by resolution has recommended that the Executive accept a conveyance or dedication of land or a building space to accommodate an arts or entertainment use. The Council in the resolution must find that the arts and entertainment use will: (A) have a positive economic revitalization or economic impact in the Arts and Entertainment District; (B) provide an opportunity for public use; and (C) create unique cultural opportunities for the public in the Arts and Entertainment District.

This recommendation would be applied to all five focus areas, helping to build a critical mass of artists and arts-related spaces and supporting a vibrant nightlife throughout the County.

2. Recommendation: Amend zoning standards to provide flexibility in meeting public use space and open space requirements.

Current zoning regulations generally require that pocket parks be included in most urban area developments. Oftentimes, this results in spaces that are utilized for only a single purpose/user and are too large given the minimal use, or produces poorly designed spaces that are not integrated into the overall surrounding area. The Task Force recommends a fee in lieu program in which, instead of using money to create an on-site pocket park, the fee can be used to enhance public use space and open space nearby that is better-integrated into the surrounding area and thus attracts more users and activity. The fee in lieu should be set at a rate that encourages developers to take advantage of it, yet also yields sufficient funds to provide and enhance these existing public spaces.

3. Recommendation: Support additional density in the County's urban areas to foster a vibrant nighttime economy.

As evidenced by the mere existence of this Task Force, Montgomery County struggles with establishing an identity as a place friendly to millennials and others seeking a more active, urban-oriented environment. Part of the uncertainty around the County's ability to create a built environment to attract this population comes from the lack of density allowed by existing zoning: a critical mass of rooftops is required to create a sense of place along with the activity that comes with it. The Task Force recommends that additional density be permitted in the County's urban areas in order to help provide the critical mass of people and built environment needed to foster a vibrant nighttime economy.

Montgomery County Police Department

1. **Recommendation: Reduce opportunity for crime in urban areas by incorporating Crime Prevention through Environmental Design (CPTED) techniques.**

Some residents express fear of higher incidents of crime relating to increased nighttime activity. Crime Prevention through Environmental Design (“CPTED”) is a multi-layered, multi-disciplined approach to deterring criminal behavior. It incorporates principles in planning, landscaping, architecture, and law enforcement measures to reduce crime, the fear of crime, and the opportunities for crime to occur. The main goal of CPTED is to deter criminal behavior. Increased nighttime activity will require greater emphasis on the design of buildings and management of lighting in order to reduce the opportunities for crime and other problems.

The Police Department should review the Task Force’s five focus areas to determine whether improvements can be made using CPTED techniques. In addition, groups like the Bethesda Urban Partnership and Wheaton Red Shirt Team can be used to manage the landscape, maintenance, transportation, and promotion of a specific area.

An expansion of the nighttime economy will require more creative design features in an area to prevent crime. Increased CPTED training for planners, police, and the business community will have a positive outcome for the five focus areas and across the County.

2. **Recommendation: To address concerns about possible increases in drunk driving incidents, expand the “Safe Ride” program to all weekends (Friday evening through early Sunday morning).**

Currently, the Washington Regional Alcohol Program operates the SoberRide Program. However, this program operates only during the December/January holiday season, St. Patrick’s Day, Halloween, and Independence Day from 10 p.m. to 4 a.m. SoberRide provides a free cab ride home, up to a \$30 fare. The cost of cab fares for this program is approximately \$50,000 annually for 3,000-4,000 rides per year, funded entirely by contributions.

Steps to be taken include:

- Expansion could be modeled after Wisconsin’s program, enacted in 1999, which is administered by the state’s Department of Transportation through grants awarded to counties, municipalities, or local nonprofits that request to participate.
- In Wisconsin, grant funding comes from a \$5 surcharge applied to DWI convictions; initial grants are limited to \$10,000, and a full local match is required (which comes from donations and fundraising efforts).
- In Maryland, state legislative action would be required to add a surcharge to DUI penalties to be earmarked for Safe Ride programs.

- In order to track spending and raise additional funds, vouchers could be provided to restaurants/bars in the Task Force's five focus areas for a small fee. Participating establishments could advertise their support of the program by posting signs, etc.
- There are other models that could be used for an expanded Safe Ride program, including one that directs calls to the taxi companies that provide the rides home and then submit reimbursement requests to the Program Coordinator. However, under this model it might be more difficult to project spending unless the calls for service are limited.
- Initially, a pilot program could focus on one nighttime economy focus area before expanding to others, in order to gauge results and better tailor the program to individual communities.
- In addition to Safe Ride, Montgomery County should support and facilitate, if necessary, the expansion of "BeMyDD." This service provides designated drivers that drive the patron's care home for a fee, allowing patrons to avoid driving home and without having to retrieve their car later.

Urban Districts

- 1. Recommendation: Professionally manage and maintain public spaces through the private sector or through public-private partnerships (similar to the Bethesda Urban Partnership).**

Various agencies and property owners currently manage and maintain public spaces without any guidelines. The Task Force recommends establishing definitions for activities that would be permitted in two types of open spaces: central gathering areas, which would be more inclusive, and passive open spaces, which would be less inclusive. Negotiations between the stakeholders (property owner(s), businesses, County agencies, and the Planning Department) would determine what entity would have management authority based on funding sources and experience. The discussion regarding who would maintain such spaces should be contemplated on a master plan level, rather than discussed and implemented upon each site plan submittal, so that discussion of design of an individual public space can focus on its quality and anticipated users rather than who should maintain it.

- 2. Recommendation: Build capacity with a dedicated revenue stream to effectively manage marketing and execution of large-scale, public, free, hospitality zone-wide events and initiatives.**

Due partly to Bethesda Urban Partnership's work in programming events and creating safe experiences for visitors to attend them, downtown Bethesda is a vibrant urban area with a relatively active nightlife. However, other focus areas have varying degrees of success in structuring and supporting consistent, successful hospitality zone-wide programming and marketing of those programs. Regional Services Center staff members, who have many other responsibilities, manage the Wheaton and Silver Spring arts and entertainment districts; in addition, Silver Spring has the assistance of a paid consultant.

According to a new survey by the Americans for the Arts, 55 percent of these districts are managed by nonprofit organizations (not necessarily arts organizations), while the next largest number are run by government agencies. The average operating budget of those surveyed was around \$500,000 in 2012. This group says revenue seems to be generated in a variety of ways and it appears that most of the support is not from government funding. They add that those districts that "have a dedicated revenue stream seem to be more stable and are able to offer more programming and assistance to local artists and local arts businesses." The organization is just now analyzing this survey and drafting its report, so more information will be available later this year.

By establishing full-time, paid positions that take on these responsibilities, the five focus areas will each have the capacity to present high-quality programs more consistently, which in turn builds community and increased visitors.

Steps to be taken include:

- Hire and/or designate at least one full-time position to manage events, marketing, and promotions for each focus area.
- Explore hosting hospitality zone-wide events that utilize multiple venues, thereby encouraging foot traffic and multiple-hour visitation by residents and visitors.
- Identify and pursue potential revenue sources for each focus area.
- Support and market the Conference and Visitors Bureau online calendar as the go-to resource for all nightlife events in the County.
- Continue production of marketing materials and publications that highlight dining and entertainment options for each hospitality zone’s hotels.

3. Recommendation: Develop and implement a busker program to provide entertainment in urban areas.

Street performers enliven public spaces and contribute to the vibrancy of the areas in which they perform. They can cover certain times of day and/or spots in the street that may otherwise be unactivated (e.g., a vacant space, areas where street-facing businesses close at the end of the typical 9 a.m. through 5 p.m. day, etc.).

According to RHI, “[s]trategic placement of these vital partners fills voids and provides a bridge of light and sound that makes patrons feel secure and able to have fun.” In addition, street performances are a way to nurture and support budding talent. (Bruce Springsteen is said to have started out as a street performer. Rising hip-hop star Macklemore, who was recently featured on the cover of *Rolling Stone*, played the Fillmore, and in November will appear at the Verizon Center, began rapping as a teenager in Seattle parks).

Given that street performers have a right under the First Amendment to perform (considered an exercise of the freedom of speech), the County should take advantage of the opportunity to get out front on this and manage these performances, which can take a variety of forms. The County can hold auditions (like WMATA) to ensure quality; restrict performances to certain spaces; and/or require a permit in order to collect tips (some jurisdictions do this, either for free or a nominal cost, as a way to control and keep track of who is performing). Some cities pay these performers a nominal stipend.²⁸

²⁸ One of the best examples of a City-wide busker program is White Rock City British Columbia, Canada. Their program includes comprehensive guidelines, which can be found here: <http://www.whiterockcity.ca/EN/main/community/leisure/busking-program.html>. Seattle, Washington recently put out an advertisement for buskers: “Buskers sought for downtown parks. Seattle Parks and Recreation seeks individual street performers – including mimes, jugglers, minstrels, musicians and actors – to perform outdoors during the spring and summer. Performances will take place at the following downtown parks [...]. Selected artists will receive a nominal stipend and must commit to scheduled, two-hour performances with two breaks.” Vancouver, Canada supports the Granville Island Buskers, another good, comprehensive example. Cities like Sacramento, California also have a program, and Chattanooga, Tennessee, recently announced the start of one.

The following implementation steps include a recommendation to create a database resource of street performers. Similar artist databases currently exist under the auspices of the Arts and Humanities Council, the Artists and Scholars Roster for Community Programs, the Teaching Artist Roster, and the Folk and Traditional Arts Registry.

Steps to be taken include:

- Develop guidelines, methods of evaluating performers, and an application process.
- Designate an organization to manage the program, including scheduling to avoid conflicts in popular areas.
- Determine where the optimum public spaces are for street performers.
- Implement a Registered Street Performer designation and create a database of performers. Interested parties would submit samples of their work to the organization chosen to manage the program and be reviewed on an annual basis in order to receive this designation.
- Seek potential sources of funding to provide stipends for performers.
- Hospitality zones and businesses can use the Registered Street Performer database as a trusted source for quality performers.
- Expand this resource to include other performers: bands, DJs, and other small performance groups whose performances may be better suited to an indoor venue. This iteration could serve both venues and performers (venues can find a performer, and performers can find a gig).

4. Recommendation: Increase funding for Business Improvement Districts and Urban Districts.

An increase in nightlife may very well result in an increase in trash and noise pollution in the County's CBDs. The organizations currently tasked with maintaining a clean and healthy quality of life in the CBDs include: the Bethesda Urban Partnership, the Silver Spring Urban District, the Wheaton Urban District, and the City of Rockville. Each of the CBDs and urban districts operate using different funding mechanisms, but all are tasked with ensuring their areas are safe and clean for residents, businesses, and visitors.

Additional funding will need to be allocated to the CBDs and urban districts, as their maintenance times will likely increase as the result of a more vibrant nighttime economy. The different funding mechanisms will require different outlays to each of the organizations. Silver Spring and Wheaton have urban districts that receive funding from the County, while Bethesda has an Urban Partnership which receives funding largely from private businesses. An urban district in Germantown should be established before increasing the nightlife in that community.

CONCLUSION – NEXT STEPS AND MOVING FORWARD

The Nighttime Economy Task Force believes that the adoption and implementation of the recommendations included in this report will provide a significant boost to Montgomery County's nighttime economy. However, the Task Force also believes that the work is not finished and sees a number of areas that could and should be addressed in the future

A number of topics were not fully explored by the Task Force, either due to their complexity or because they were raised fairly late in the process as the Task Force gathered additional feedback at its presentations to the five County CABs.²⁹ Other issues fell outside the scope of the Task Force's charge; in other words, they were not strictly policy-oriented. Nevertheless, these ideas deserve additional consideration and the Task Force urges the County to pursue these needed discussions.

The County's current model of liquor sales and distribution is one such topic on which a full analysis and open discussion is needed. While the Task Force has made several recommendations pertaining liquor laws and Department of Liquor Control service and governance, a number of Task Force members believe that the County should discuss and evaluate the costs and benefits of privatization of liquor control.

Many of the Task Force's recommendations, if implemented, will apply countywide. For example, for the most part, liquor laws are countywide laws and apply equally to all five of the Task Force's focus areas as well as those parts of the County not included in the focus areas. However, a number of these recommendations are specifically targeted to the focus areas, though each recommendation does not and should not necessarily be applied in exactly the same manner to each focus area. For example, the Task Force recognizes that the Urban Noise Areas, if implemented, should be crafted to the specific layout, demography, and identity of each focus area individually. In addition, recommendations related to expanding late-night transit options will and should be applied differently to each focus area depending on the nature of the existing infrastructure. The Task Force has not attempted to evaluate the tailoring and effect of each recommendation by focus area, but the Task Force believes that as part of the review and implementation process, this is an important part of the discussion.

At the same time, the Task Force is mindful that its charge was to concentrate on the needs and possibilities of only five communities – Bethesda, Silver Spring, Wheaton, Rockville, and Germantown. The Task Force did not look at long-established municipalities such as Gaithersburg or Takoma Park. The Task Force also did not consider developing areas such as White Oak and the east County, or redeveloping areas like White Flint. The recent changes to Damascus' liquor laws (approved by ballot in the 2012 election) will have an effect on that community's nighttime economy as well, and that needs to be evaluated and understood.

²⁹ See Appendix for a summary of the comments received at the five County Citizens Advisory Board presentations.

All of these areas – developing areas and redeveloping areas – have their own issues, challenges, and needs and therefore should be included in the overall conversation as quickly as possible.

In the meantime, the five focus areas on which the Task Force concentrated each have unique strengths and identities. Part of implementing the marketing and management recommendations in this report should be a concerted effort to create individual branding campaigns to establish in the public mind (in the County and beyond) what each community has to offer in terms of attractions, amenities, and activities. These efforts should complement and enhance any overall County branding and marketing campaign.

The Task Force also did not seek to recommend specific types of businesses or entertainment venues that should be established or where these should be located. The Task Force’s job is to suggest ways to improve the regulatory environment and help to foster the type of community that such businesses and entertainment venues would want to locate in. The Task Force cannot control which types of business locate where, and thus it did not seek to make these types of recommendations. Rather, the recommendations are regulatory- and policy-oriented, which is the goal of building the type of business environment that attracts nighttime businesses.

The County should draw lessons from the success of older venues that no longer exist, like Bethesda’s Twist and Shout, and Tornado Alley and Phantasmagoria in Wheaton, as well as those still in operation. Are there additional steps, beyond the Task Force’s recommendations, that the County can take to encourage entrepreneurs to open similar clubs and help to ensure their success? The County should also seek to tap into existing networks and resources. It was mentioned at one of the Citizens Advisory Board presentations that many ethnic groups in the County are quite successful in locating unique spaces in which to hold arts and entertainment and performing arts events. The County should seek to utilize their knowledge in helping other groups achieve the same, and to find out what the County can do to better assist groups in locating spaces for their activities. Perhaps something similar to DC Space Finder can be created for Montgomery County.³⁰

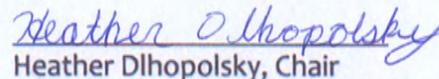
Finally, there are a number of other ideas that could boost the nighttime economy. Many of these were suggested at the Citizens Advisory Board meetings at which the Task Force presented its draft recommendations, as well as in impromptu discussions between members of the community interested in the work of the Task Force. For example, members of the County’s Art Review Panel (all active members in the artist and architect community in Montgomery County) suggested that the County’s sign ordinance is outdated and does not allow the flexibility or types of exciting signs that one would typically see in a vibrant area featuring a strong nightlife. Several of the Art Review Panel members

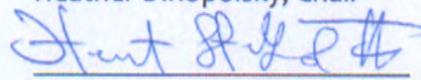
30 “DC Space Finder is a comprehensive, state-of-the-art, searchable database of arts venues and facilities in the Washington, D.C. metro area. The website lists venues that offer space for classes, workshops, auditions, rehearsals, performances and more.” <http://www.dcspacefinder.org/>.

suggested that the sign ordinance be modernized in order to help foster a strong and vibrant nighttime economy and to provide flexibility and the opportunity for unique and exciting signage. While the Task Force did not have sufficient time to pursue this suggestion in detail, the Task Force believes that this suggestion can be relatively quickly undertaken and should be pursued.

It is clear to the Task Force that improving our nighttime economy will be a dynamic, exciting, and ongoing process. The Task Force has no doubt that release of this report will generate important and much-needed discussion in the Montgomery County community, and that it will also likely foster additional ideas for ways in which to improve the nighttime economy. The Task Force has learned a lot over the past six months and truly enjoyed the process of crafting these recommendations, and we look forward to continuing this important discussion with our elected officials and members of the community.

Respectfully Submitted,


Heather Dlhopsky, Chair


Henriot St. Gerard, Vice Chair

APPENDIX

Task Force Work Plan

Background

Montgomery County Executive Isiah Leggett has committed to making Montgomery County a thriving place for all communities and generations. His policy priorities have focused on the following areas:

- Greater Responsiveness and Accountability
- Providing Safe Streets and Secure Neighborhoods
- Healthy & Sustainable Communities
- Keeping Montgomery Moving
- Preparing Children to Live and Learn
- Ensuring Vital Living for All of Our Residents
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network

Aligning with his priorities, the County Executive launched the New Montgomery Initiative in January 2013 to better position Montgomery County for greater success. It reflects his vision for a 21st century community that is innovation-driven, transit-friendly, connected, and multi-generational.

A thriving nighttime economy is an opportunity to enhance Montgomery County's attractiveness to all generations, businesses, and visitors. Therefore, the County will address these concerns through the creation of a Nighttime Economy Task Force (the "Task Force").

By establishing the Task Force, the County can systemically examine the following questions and opportunities:

- What kind of mix of business, entertainment, and arts would make a vibrant and attractive urban center?
- How do we attract businesses in defined geographic areas that appeal to multiple generations?
- What are the national trends and models on nighttime economy?
- How do we develop local models to enhance the County's nighttime offerings in its urban centers?

Goal and Mission

To develop creative placemaking opportunities and sensible policies which encourage an increased nighttime social life for residents, employees, and visitors of all ages and cultural backgrounds.

The Task Force will examine policies, resources, and amenities that address Montgomery County's nightlife offerings. Specifically, the Task Force will address policies that can boost entertainment offerings throughout the County and increase financial prospects for employment and business development while also helping to enhance the sense of community throughout the diverse areas that comprise our County.

Elements

A nighttime economy is the product of an integrated restaurant-bar-retail-entertainment area. It is part of building a 24-hour community. A true nighttime economy should have an array of activities that appeal to multiple demographic cohorts at different times throughout the night.

Establishments and facilities commonly associated with the nighttime economy include restaurants, bars, cafes, lounges, performance venues, retail, and public spaces, including those with programmed activity. The Responsible Hospitality Institute (RHI) Model includes Six Core Elements (the seventh was added by Montgomery County) of a nighttime economy:

- (1) **Arts and Entertainment** – including dining/social/performance venues, events, talent retention, marketing, and assessment of the economic impact of these offerings.
- (2) **Business Engagement** – including the permitting process, customer service training, identification of nightlife networks, hours of operation, and business incentives.
- (3) **Public Safety** – including crime prevention, and understanding issues related to closing times and crowds.
- (4) **Public Space and Amenities** – including geographic boundaries, multi-use sidewalks, outdoor dining, street performers, vendors/kiosks, food trucks, public markets, pedestrian safety and access, ADA compliance, lighting, and panhandling issues.
- (5) **Quality of Life** – including housing that is affordable, noise control, soundproofing of venues, trash and cigarette pick-up, and communications with the public.
- (6) **Transportation** – including nighttime transportation services and amenities, safe rides, shared rides, valet parking, taxi services, parking lot safety, and DUI prevention.
- (7) **Venue Operations and Safety** – including liquor laws, safety plans, server training, security training, patron behavior, age identification, and safety alliances.

The Task Force has been divided up into seven committees (the “Committee” or “Committees”), each of which is tasked with focusing on one of the seven core elements above.

Scope and Deliverables

Due to the limited time the Task Force has to execute its mission, the group will focus its efforts on the following communities for its Phase 1 work, including Bethesda, Silver Spring, Wheaton, Rockville, and Germantown, representing a diverse spectrum of communities. The Task Force will complete a written report to include:

- **Research:** The Task Force will gather information that is available or that is needed to better plan and allocate resources for hospitality zone economic development and public safety management.
- **Policy:** Public and business practices will be identified that need to be improved or developed to more efficiently enable businesses to operate safe and legal enterprises.
- **Marketing and Education:** Education gaps will be addressed through a training plan for all sectors including hospitality business owners, government agency staff, community representatives, and the general public who patronize nighttime businesses.
- **Compliance:** Processes will be identified that are needed or that can be enhanced to increase compliance, maintain public order, and sustain responsible business practices.
- **Community Engagement:** The community will be engaged through a series of forums throughout the County to ensure that all voices have been heard and all ideas have been vetted. In addition, a regional leadership forum will be developed to share best practices.

The Task Force will report to the Chief Administrative Office prior to submitting the report to the County Executive for consideration and suggested implementation methods.

Task Force Membership

Task Force members have been nominated from members of the community as well as County departments. They have been appointed by the County Executive and will be asked to take on leadership roles both on specific issues and for the Task Force as a whole. A Chair and Vice Chair will oversee issue groups that cover the defined seven core elements discussed above. Task Force members will be assigned to each Committee. Additional representatives will come from the Montgomery County Council (the “County Council”) staff and local municipalities, and other members of the community will be involved through issue group meetings or through community forums that will be established to vet recommendations from the Task Force.

- Heather Dlhopsky, Chair
- Henriot St. Gerard, Vice Chair
- Kristina Bigby, Transportation
- Andy Chod, Public Space and Amenities

- Mike Diegel, Arts and Entertainment
- Miti Figueredo, Transportation
- Evan Glass, Quality of Life
- Will Jawando, Quality of Life
- Erica Leatham, Public Space and Amenities
- Alice Nappy, Venue Operations & Safety
- Megan Pagado, Arts and Entertainment
- Alan Pohoryles, Venue Operations & Safety
- Dan Reed, Transportation
- Vanessa Rodriguez, Business Engagement
- Jonathan Sachs, Business Engagement
- Holly Sears, Business Engagement
- William C. Smith, Jr., Public Safety
- Gam Wijetunge, Public Safety
- Doug Wrenn, Quality of Life

Staffing

The following team of County staff liaisons will be *ex officio* members and will support the Task Force. The staff team's roles are to help the Chair and Vice Chair move the agenda forward to ensure the Task Force's success, provide administrative support where needed, and communicate its work to the Office of the County Executive:

- Lead Staff: Ana Lopez van Balen, Mid-County Regional Director
- Kathie Durbin, Chief, Department of Liquor Control
- Dan Hoffman, Chief Innovation Officer
- Gabe Albornoz, Director, Department of Recreation

The Task Force reports to the Office of the County Executive through Lily Qi, who serves as the County Executive's liaison to the Task Force.

Ex Officio Members

- Montgomery County Councilmember Hans Riemer
- Montgomery County Councilmember Marc Elrich
- Montgomery County Councilmember Nancy Floreen
- Montgomery County Councilmember Valerie Ervin
- Linda Price – Montgomery County Council Staff
- Casey Anderson – Montgomery County Planning Board Member
- Jenny Kimball – City of Rockville Staff
- Tom Lonergan – City of Gaithersburg Department of Economic Development
- Kevin Mack – U.S. Representative John Delaney
- Joan Kleinman, Alex Wong, Lindsey Camacho – U.S. Representative Chris Van Hollen

- Alexis Reed – U.S. Congressman John Sarbanes

Public Sector Partners

The following departments and agencies will be invited to participate in meetings or assist with resource or technical experts as needed.

- Department of Economic Development – Tina Benjamin
- Department of Environmental Protection – Stan Edwards
- Department of Fire and Rescue – Assistant Chief Adam Jones
- Department of General Services – Greg Ossont
- Department of Health and Human Services – Clark Beil
- Department of Housing and Community Affairs – Luann Korona
- Department of Libraries – Parker Hamilton
- Department of Parks – Kate Stookey
- Department of Permitting Services – Diane Jones
- Department of Planning – Richard DeBose
- Office of Public Information – Patrick Lacefield
- Department of Police – Assistant Chief Darryl McSwain
- Department of Transportation – Edgar Gonzalez
- Regional Services Centers:
 - Jewru Bandeh
 - Ken Hartman
 - Cathy Matthews
 - Reemberto Rodriguez
- Urban Districts:
 - Bethesda Urban Partnership – Stephanie Coppula
 - Silver Spring Urban District – Reemberto Rodriguez
 - Wheaton Urban District – Joe Callaway and Sidney Cooper
- County Council Staff – Jacob Sesker

Timeline

The Task Force is expected to complete its policy recommendations within six months of its first meeting.

Task Force Meeting Dates and Speakers/Presentations

- May 20, 2013: Silver Spring Civic Building, Silver Spring
 - County Executive Isiah Leggett

- June 17, 2013: Bethesda Library, Bethesda
 - Montgomery County Planning Department – Demographics of Montgomery County
 - George Washington University Graduate Students – Attracting Young Professionals to Montgomery County

- July 15, 2013: Hollywood East Restaurant, Wheaton
 - Presentation of Case Study – Veterans Plaza in Silver Spring (Reemberto Rodriguez, Director, Silver Spring Regional Center; Jewru Bandeh, Regional Director, Montgomery County-Eastern Region; Mike Diegel and Evan Glass, Task Force members)
 - Presentation – History of Tornado Alley, and Challenges and Thoughts on Creating Arts & Entertainment Districts in Communities (Tom Stanton, Owner Limerick Pub in Wheaton)

- August 19, 2013: Rockville Library, Rockville
 - Presentation – Urban Parks and the Nighttime Economy (Rachel Newhouse and Susanne Paul, Park Planning & Stewardship Division, M-NCPPC Montgomery Parks)
 - Presentation – Results of Recent Nightlife Survey (County Councilmember Hans Riemer)
 - Discussion – City of Rockville (Jennifer Kimball, Assistant City Manager)

- September 16, 2013: BlackRock Center for the Arts, Germantown
 - Presentation – Montgomery County Department of Economic Development Strategic Plan (Tina Benjamin, Chief, Special Projects Division)
 - Video – Live Music in Silver Spring (Mike Diegel, Task Force Member and Silver Spring Arts & Entertainment District Advisory Committee Member)

- October 21, 2013: Executive Office Building, Rockville
 - Finalization of Task Force recommendations

Task Force Committee Meeting Dates and Speakers/Presentations

- May 28, 2013: Silver Spring Civic Building, Silver Spring
 - Arts and Entertainment: Discussion of Committee work plan
 - Business Engagement: Robert Wiedmaier, chef and restaurateur
 - Public Safety: Discussion of Committee work plan
 - Public Space and Amenities: Discussion of Committee work plan
 - Quality of Life: Stephanie Coppola, Bethesda Urban Partnership; Ken Hartman, Bethesda-Chevy Chase Regional Services Center; Victor Salazar, Silver Spring Urban District; Joe Callaway, Wheaton Urban District
 - Transportation: “Late Night Rides” presentation, and discussion of Committee work plan
 - Venue Operations and Safety: Discussion of Committee work plan

- June 25, 2013: Bethesda-Chevy Chase Regional Services Center, Bethesda
 - Arts and Entertainment: Diane Jones, Montgomery County Department of Permitting Services; Clark Beil, Montgomery County Department of Health and Human Services
 - Business Engagement: Marta Brito Pèrez, Senior Vice President and Chief Human Resources Officer, Adventist HealthCare
 - Public Safety
 - Public Space and Amenities: Tom Kiler, Vice President of Development, Edens; Jack Lester, Senior Vice President of Land Acquisition and Development, EYA
 - Quality of Life: Anne-Marie Bairstow, Executive Director, DC BID Council, Jill Griffin, Development Specialist, Arlington Economic Development; Matt Pfeiffer, Planner, Arlington County
 - Transportation: Tammy Wan, Program Director, Washington Regional Alcohol Program; Rick Siebert, Chief, Division of Parking Management, Montgomery County Department of Transportation
 - Venue Operations and Safety: Captain Stephen E. Mann, Montgomery County Fire and Rescue, Office of the Fire Marshal

- July 23, 2013: Mid-County Regional Services Center, Wheaton
 - Arts and Entertainment: Stan Edwards, Montgomery County Department of Environmental Protection
 - Business Engagement: Maxwell Hessman, restaurant entrepreneur
 - Public Safety: Captain Dave Falcinelli, Commander 2nd District (Bethesda); Officer Bill Morrison, Montgomery County Police Department
 - Public Space and Amenities: Jan Goldstein, Executive Director, Arts on the Block
 - Quality of Life
 - Transportation: Rick Siebert, Chief, Division of Parking Management, Montgomery County Department of Transportation; Carolyn Biggins, Chief,

Division of Transit Services, Montgomery County Department of Transportation

- Venue Operations and Safety: Emily DeTitta, Community Outreach, Montgomery County Department of Liquor Control; Lou Berman, State Comptroller's Office
- August 27, 2013: VisArts, Rockville
 - Arts and Entertainment: Kelly Groff, Convention and Visitors Bureau and Stephanie Coppola, Bethesda Urban Partnership
 - Business Engagement: Fred Kramer, Senior Director, Global Talent Acquisition-Flex Staffing, Marriott International
 - Public Safety: Jeff Burton, Deputy Executive Director, Bethesda Urban Partnership
 - Public Space and Amenities: Greg Ossont, Montgomery County Department of General Services
 - Quality of Life: Daryl South, Washington Property Company; Don Hague, Home Properties; Tommy Mann, Federal Realty
 - Transportation: Steve Yaffe, Transit Services Manager, Arlington County
 - Venue Operations and Safety: Roger Waterstreet, Montgomery County Department of Permitting Services; Emily DeTitta- Community Outreach, Montgomery County Department of Liquor Control
- September 24, 2013: Up-County Regional Services Center, Germantown
 - Arts and Entertainment
 - Business Engagement
 - Public Safety
 - Public Space and Amenities: Gwen Wright, Director, Montgomery County Planning Department; Robert Kronenberg, Montgomery County Planning Department
 - Quality of Life
 - Transportation
 - Venue Operations and Safety: Tom Lonergan, Director, Gaithersburg Economic Development; Kevin Roman Gaithersburg Neighborhood Services Division Chief, Planning and Code Administration; Steve Martin, Montgomery County Department of Environmental Protection; Dr. Buffington, Owner Bennigan's Restaurant Clarksburg

Feedback from Presentations to the Five County Citizens Advisory Boards

The below is a summary of the feedback given attendees at each of the five CAB presentations, as summarized by either the Task Force Chair or Vice Chair.

Western Montgomery County Citizens Advisory Board – September 16, 2013

- There should be discounts for young adults at arts and entertainment events (like senior discounts, but the other end of the spectrum).
- Public libraries should stay open later (for book clubs, lecture series, etc.).
- More bike parking on the street is needed (not just Bikeshare, but for people who have their own bikes).
- A business owner mentioned that he does not want to encourage his employees to go out at night when they have work the next day.
- There is insufficient parking in Bethesda; more is needed.
- The Department of Liquor Control needs competition.
- There needs to be improved awareness of restaurants that already stay open late; many people do not realize that some restaurants are already 24-hour.
- Encourage grass-roots/impromptu performances in unique spaces (e.g., in public alleys); set up ways to advertise these.
- Consider other types of nighttime activities that the County can encourage (e.g., education or lecture series, painting activities, etc.).
- Urban design is an important factor in people's consideration of where to spend their nighttime activities; how can urban design better encourage nighttime activity?

Mid-County Citizens Advisory Board – October 1, 2013

- There seems to be a contradiction between some of the recommendations that encourage people to drink more, and others that encourage people to get home safely.
- Restaurants close too early; there is little that is open after 10 p.m.
- Not all focus areas (Bethesda, Silver Spring, Wheaton, Rockville, Germantown) are the same, and the recommendations should make note where different focus areas need to be treated differently (e.g., based on the character of the area, level of development/redevelopment, etc.).
- Why is the Task Force only focusing on five areas? The Task Force should be looking at the entirety of the County, and should be looking to improve areas that are only beginning to redevelop now so that improvements can be incorporated as the areas redevelop rather than retrofitted after the fact.
- Can the recommendations be used to direct development to specific targeted areas?
- Additional density will bring traffic; what will be done to address that?
- There should be guidelines or rules that new development must include retail or venues that will operate into the nighttime and not just businesses that are open during daytime hours.
- Lighting, streetscape, and pedestrian safety along sidewalks all need to be addressed.

East-County Citizens Advisory Board – October 2, 2013

- The idea that the County wants to attract young professionals (20s-40s) because they have a relatively low draw on County services and tax dollars is not entirely true, because this age is having children and it costs the County a lot of tax dollars to send their children to County schools.
- The international aspects of the County should be embraced. Ethnic festivals are terrific, but oftentimes they are focused on a specific ethnicity, and the County should have events that celebrate multiple ethnicities.
- Expanding Safe Ride could encourage people to drink more, because they know they have something to fall back on.
- The County should tap into existing networks, such as ethnic groups who hold their arts and entertainment and performing arts events in unique spaces; utilize their knowledge to figure out how the County can help other groups achieve the same thing, and see what the County can do better to help existing groups find spaces for their activities.
- What is in the recommendations for the baby boomer generation? This generation wants to park easily, get a nice dinner at 10 p.m. or midnight, and go home well before 3 a.m.
- Parks are a very important aspect of this; parks should be utilized for late-night basketball games and other physical activities. This will also help to provide nighttime activities that are safe for teenagers. It was expressed that there is not a lot in the recommendations that improves the nighttime economy for teenagers.
- Utilize County recreation facilities and gyms for late-night physical activity and games.
- Establish an arts and lecture series, possibly in our libraries by keeping them open later than their current (9 p.m.) closing time.
- Establish a shared commercial kitchen space that can act as an incubator for pop-up restaurants, food trucks, etc.
- Establish pop-up restaurants and entertainment venues.

Up-County Citizens Advisory Board – October 7, 2013

- The rules/regulations that limit the amount of alcohol allowed to be poured in drinks should be reviewed. A comment was made that establishments have limits on how much alcohol can be poured in a drink and that this amount is too small.
- Establishments should have two sets of happy hours. For example, in Washington, D.C. many places have after work happy hours followed by another later in the night. Allowing bars and restaurants in Montgomery County to stay open later could encourage this two-tiered happy hour and late night activity.
- Create a sports venue and/or attract a sports team to the County. Such a facility (e.g., for a minor league baseball team) will attract other establishments nearby and can be used to further boost the nighttime economy.
- The County should allow people to purchase liquor and wine online for delivery.

Silver Spring Citizens Advisory Board – October 14, 2013

- Suggestions were made for realizing the budget implications of the recommendations and that the Task Force should prioritize/strategize which ideas should be implemented first (the low-hanging fruit or the big ideas).
- The Task Force should ensure that recommendations are shared with each County Department that would be affected by them, so that Departments are prepared and aware of possible changes based on the Task Force's recommendations.
- How will the Task Force ensure that the recommendations are implemented and/or considered? It was suggested that the Task Force come up with a plan to oversee and ensure follow-through.
- The Task Force's final report should mention the diversity of the County as a strength.
- The notion of a curfew for young people was raised. This is something that the County pursued several years ago but that was not enacted at the time, and it was suggested that a curfew might be needed for young people in order to control the nighttime economy.
- A University of Maryland study was recently presented at business roundtable discussion in Montgomery County. Its results may be of interest to the Task Force.
- Extending bar hours on weekends from 2 a.m. to 3 a.m. to keep up with Washington, D.C. should be linked to a comprehensive set of actions to address possible violent, disruptive, and negative impacts of this policy change (e.g., requiring increased bus and Metro service, adequate police and EMS staffing for increased late night crowds and traffic, and training of bar staff in recognizing and enforcing liquor consumption laws).
- The ratio of food to alcoholic beverage sales should not be modified from 50/50 to 60/40 without insuring that there are adequate opportunities for purchasing food in the immediate area.
- With regard to changing noise restrictions in the County's urban centers from 9 p.m. to midnight, prospective homebuyers in the affected areas will receive warnings about this, but there is nothing in the recommendations that would compensate existing homeowners or tenants for this change. If it is deemed worthy to notify potential buyers of such a policy change and heightened public nuisance, then the current residents in the affected areas should receive appropriate compensation for their being subjected to later loud noise from public events.
- More land use density is recommended. However, there is no comment regarding affordable housing so only well-heeled young people who can afford drinking until 3 a.m. are apparently welcome.
- If the County's public policies are to be modified to specifically attract more late night activities and businesses, there is also a responsibility to provide for homeless and troubled youth with expanded services such as all-night youth centers with trained staff capable of referring users to other resources rather than simply arresting these individuals and sending them to detention or jail.
- In addition to adequate police staffing, there should be increased specialized training of officers for conducting impaired driving enforcement as promoted through the International Association of Police Chiefs (IACP).

Montgomery County Summary of Alcohol Law



May 2013



- Temperance movement
- The Prohibition era 1920 through 1933
 - Difficult to enforce
 - Bootlegging
 - Speakeasies
 - Encouraged the rise of criminal activity





- Prohibition Ended 1933
- Mississippi and many counties and towns within states chose to remain dry
- Taking advantage of the local option for stricter control embodied in the 21st Amendment

Tied House

- A practice whereby an industry member induces a retailer to purchase its alcohol beverages
- Federal Alcohol Administration Act of 1935
 - Trade Practices
 - Level playing field for all licensed establishments
 - Discourages liquor promotions
 - Distributor accountability



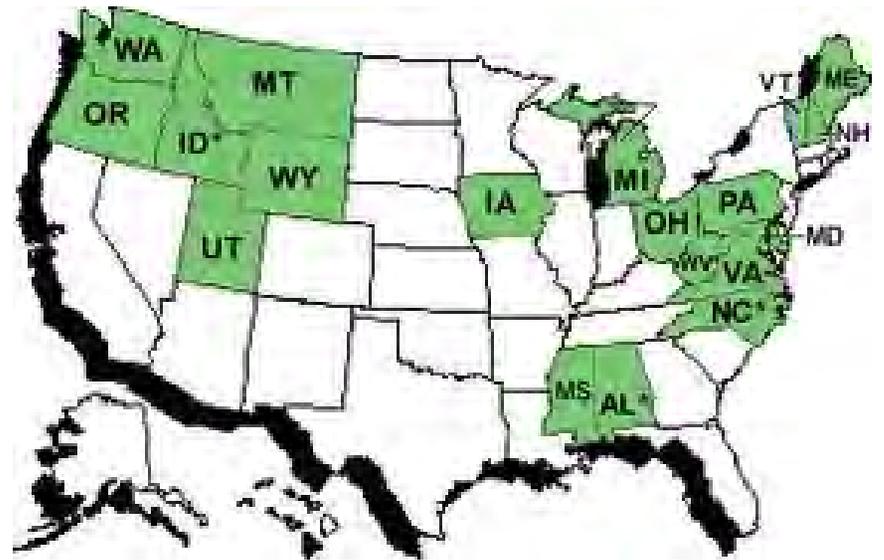
Three tier system

- Require businesses operating in three market tiers to be separately licensed and owned
- Prevents marketplace domination by large companies
- Helps prevent adulterated and contaminated products from reaching consumers
- Provide all retailers the same pricing



Control Jurisdictions

- Repeal of prohibition the regulation of alcoholic beverages reverted to the individual states
- Eighteen states and a some local jurisdictions opted for a different course – control
- 28 percent of the total U.S. population operates under the control mode- including MC

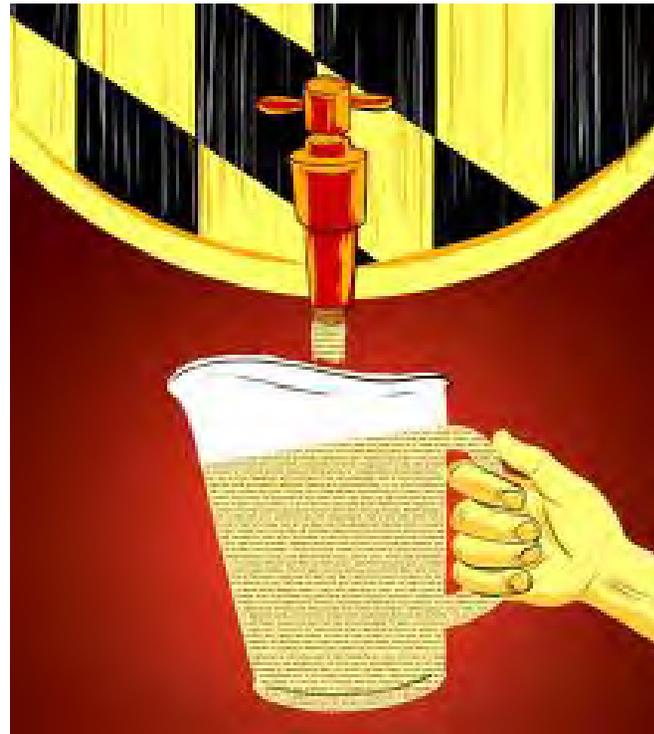




28 percent of the total U.S. population operates under the control mode- including MC

Maryland Alcohol Law

Article 2B



Article 2B

- 24 Local Liquor Boards in state
- State licenses with local authority
- Montgomery County over 30 licenses

<http://www6.montgomerycountymd.gov/content/dlc/liquor/LRE/pdf/files/licensedescription.pdf>

Art Gallery

Wine festival

Performing Arts

Growlers

Doggie Bag

Corkage

Theater

One days

Beer and Wine Sampling

Corporate training center

On premise catering

Business modification

Culinary School

License ext: cooking, café, etc

Local Rule- Rockville

DIRECT SHIP COMMUNITY: State Micro Brews and Wineries

Ratios

- Food to alcohol ratios
- MC- 50/50- BWL on premise
- Ratio study results
 - Maryland Counties (St Marys)
 - Virginia
 - DC

Alcohol Law

- National and local Trends
- RHI
 - Space for Sociability
 - 3rd places
 - Safety Alliance



Thank you!

Kathie Durbin

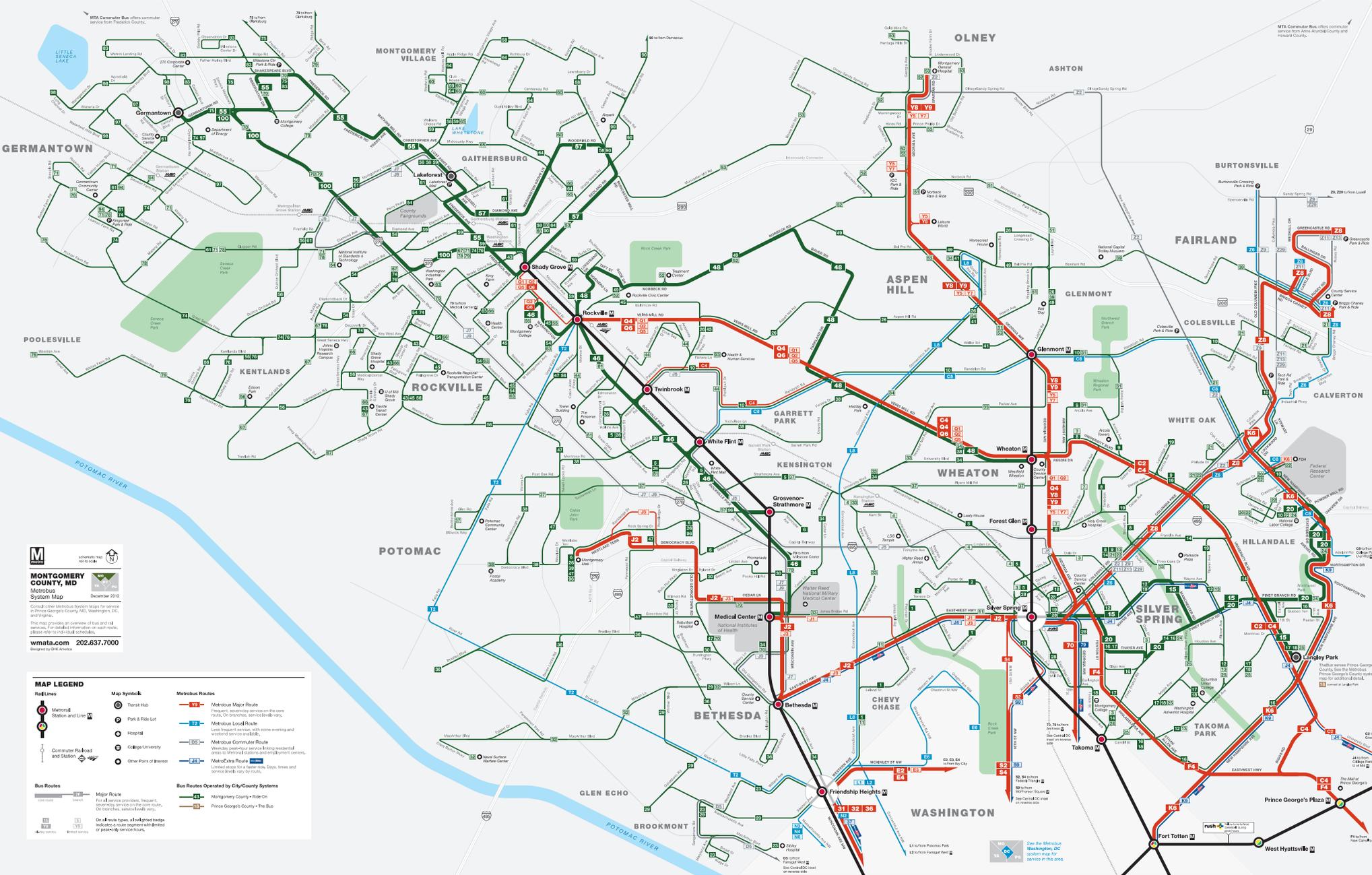
Division Chief, LRE

Montgomery County, MD

late night rides

RIDE ON
MONTGOMERY COUNTY TRANSIT

dan reed
nighttime economy task force
5.28.13



M **MONTGOMERY COUNTY, MD**
Metrobus
System Map
 December 2012

Copyright © Montgomery County, MD, Washington, DC, and Virginia.
 This map provides an overview of bus and rail services. For detailed information on each route, please refer to individual schedules.

wmata.com 202.637.7000

MAP LEGEND

MetroLink Station and Line	Transit Hub	Metrobus Major Route Frequent, every-15-minute service on the core routes. On weekends, service is less frequent.
Park & Ride Lot	Hospital	Metrobus Local Route Less frequent service, with some evening and weekend service available.
Commuter Railroad and Station	College/University	Metrobus Commuter Route Weekend passenger service linking residential areas to MetroLink stations and employment centers.
Bus Routes	Other Point of Interest	MetroLink Line
Major Route Full all-day service, frequent, every-15-minute service on the core routes. On weekends, service is less frequent.		Montgomery County - Ride On
Local Route On all route types, a red/pink badge indicates a route segment with limited or peak-only service hours.		Prince George's County - The Bus

See the Metrobus Washington, DC system map for service in the area.

38 latenight bus routes serving focus areas and Metro, of course

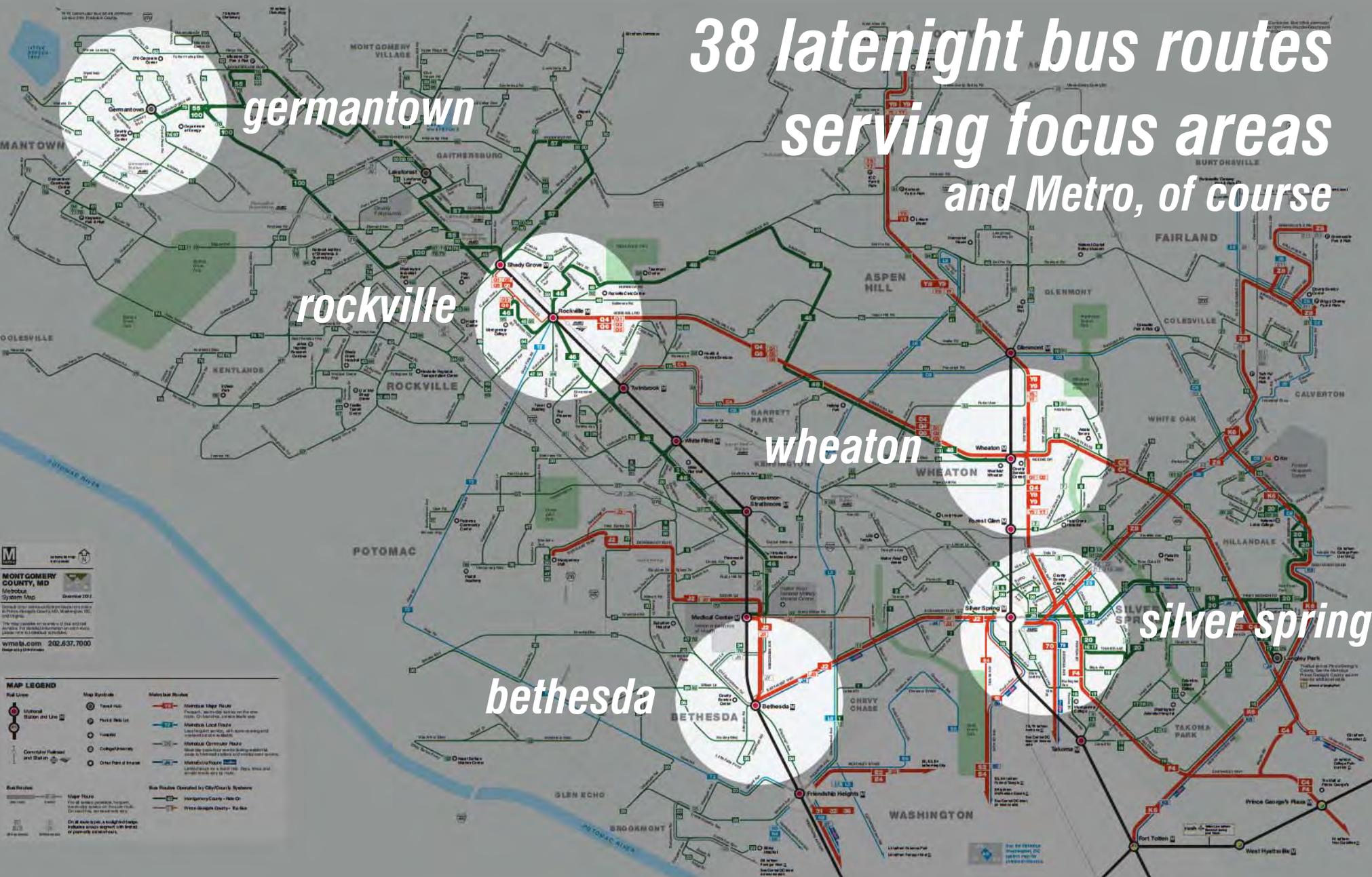
germantown

rockville

wheaton

silver spring

bethesda



M MONTGOMERY COUNTY, MD
Metrobus
System Map
December 2013

WMA's.com 202.637.7000

MAP LEGEND

Metro Station and Line	Transfer Point	Metrobus Rapid Route
Transfer Point	Metrobus Local Route	Metrobus Express Route
Transfer Point	Metrobus Commuter Route	Metrobus Express Route
Transfer Point	Metrobus Commuter Route	Metrobus Express Route

Bus Routes

Major Route	Metrobus Rapid Route
Major Route	Metrobus Local Route
Major Route	Metrobus Express Route
Major Route	Metrobus Commuter Route

Bus Routes Operated by City/County Systems

Montgomery County - Ride On
Prince Georges County - Ride On

Other

On-Demand Bus
Other

**17 latenight routes
run after 12am
average frequency 30-60mins**

**germantown
6 routes
1 runs after 12am**

**rockville
10 routes
4 after 12am**

**wheaton
7 routes
4 after 12am**

**silver spring
18 routes
11 after 12am**

**bethesda
5 routes
3 after 12am**

**Metrorail
runs until 12am Sun-Thu
until 3am Fri + Sat**

M METRO RAIL

Map Symbols

- Metrorail Station and Line
- Controlled Railroad and Station
- Major Thruway
- City of Annapolis

Metrorail Routes

- Metrorail Major Route
- Metrorail Local Route
- Metrorail Commuter Route
- Metrorail Express Route

Bus Routes Operated by City/County Systems

- Hagerstown County - Red Bus
- Prince Georges County - Yellow Bus

Legend

- Metrorail Station and Line
- Controlled Railroad and Station
- Major Thruway
- City of Annapolis
- Metrorail Major Route
- Metrorail Local Route
- Metrorail Commuter Route
- Metrorail Express Route
- Hagerstown County - Red Bus
- Prince Georges County - Yellow Bus

A photograph of a city street with a blue bus in the center, cars parked on the sides, and brick buildings in the background. The sky is overcast. The text is overlaid on the image.

*where can you go from here?
service from focus areas to*

*germantown shady grove, montgomery college, rockville, neighborhood circulators
rockville aspen hill, kentlands, universities at shady grove, potomac
wheaton kensington, university of maryland, prince george's plaza, takoma-langley
silver spring adams morgan, U street, white oak, washington adventist university
bethesda montgomery mall, glen echo*



A street scene in a commercial district. In the foreground, a dark blue car is parked. To its right, a blue parking meter stands. The street is lined with various shops, including 'MARCHIONE'S ITALIAN SPECIALTIES' with a red and white striped awning, and 'MOBY DICK SUSHI'. A red car is parked further down the street. The sky is overcast.

*where to park
in 5 focus areas*

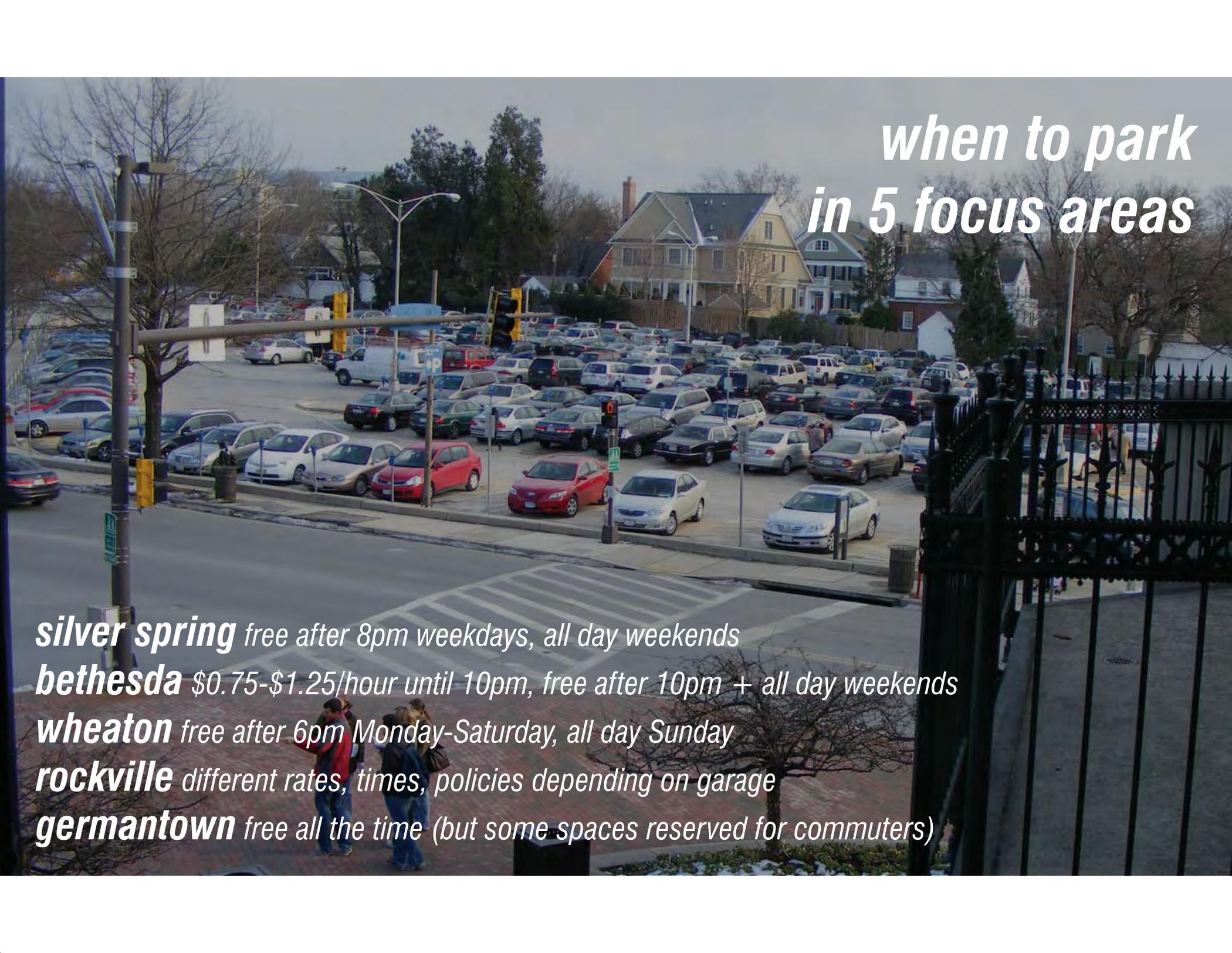
***silver spring** 9483 spaces in 6 lots + 10 garages*

***bethesda** 5419 spaces in 8 lots + 8 garages*

***wheaton** 1067 spaces in 5 lots + 1 garage*

***rockville** lots of spaces in 4 lots + 7 garages*

***germantown** 599 spaces in 1 lot*



*when to park
in 5 focus areas*

***silver spring** free after 8pm weekdays, all day weekends*

***bethesda** \$0.75-\$1.25/hour until 10pm, free after 10pm + all day weekends*

***wheaton** free after 6pm Monday-Saturday, all day Sunday*

***rockville** different rates, times, policies depending on garage*

***germantown** free all the time (but some spaces reserved for commuters)*

takeaways

- *Late night transit service to and from each focus area covers most of the county + large parts of DC*
- *All 5 college campuses in the county + University of Maryland have late night transit access to focus areas*
- *Bethesda has the least late-night transit service despite being major nightlife destination*
- *Silver Spring has the most public parking + late night transit service*
- *Parking is basically free at night in Silver Spring, Wheaton + Germantown*
- *City of Rockville parking more complicated than county public parking*

thank you

*all photos by me
except for this one (Flickr/Paul Lee)*

Montgomery County Demographics & Regional Trends Among Millennials



June 17, 2013

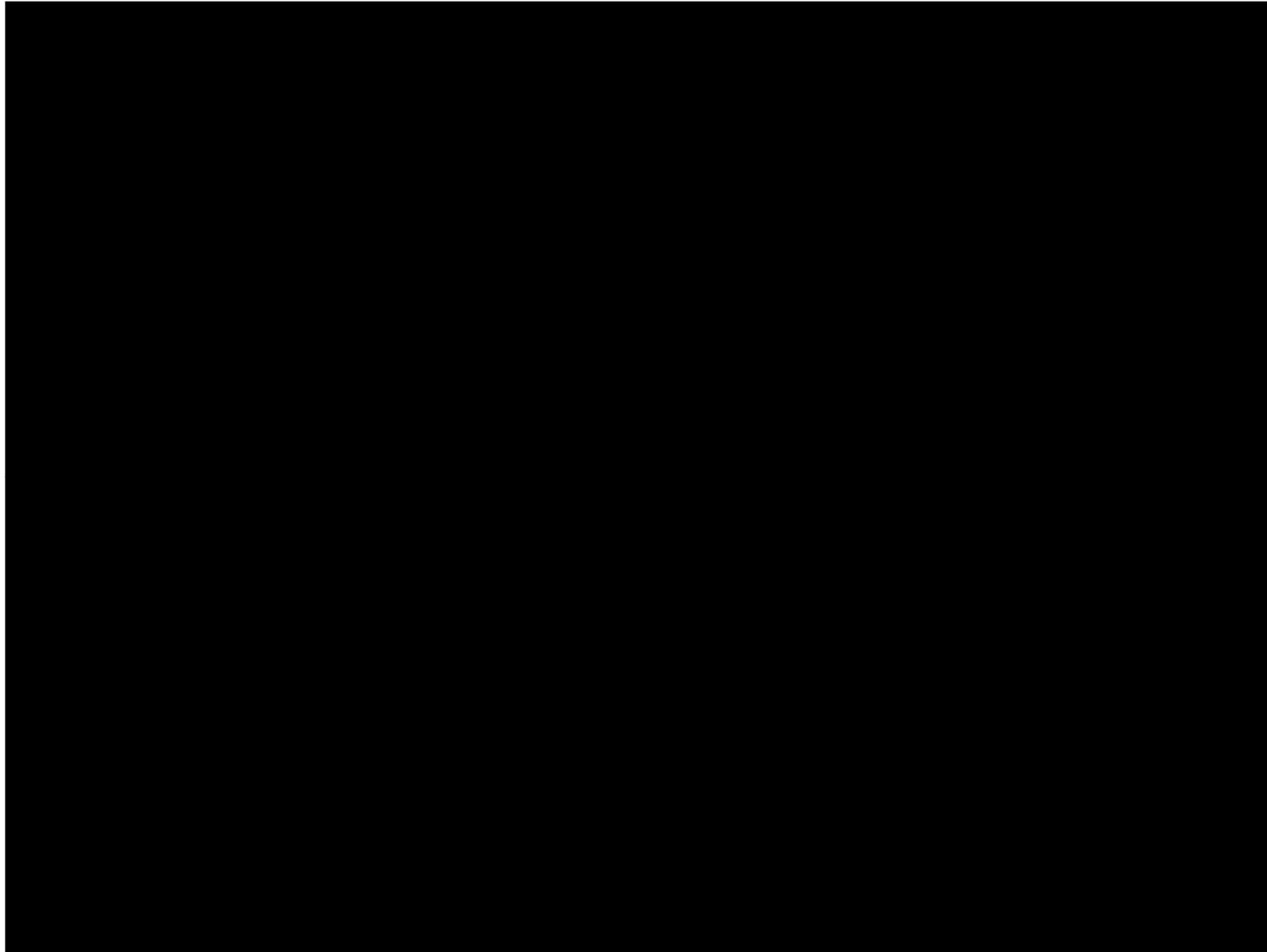
MNCPPC-MC Planning Division – Center for Research and Information Systems (CRIS)

Center for Research & Information Systems

The Center for Research & Information Systems conducts ongoing and special research projects on Montgomery County's population, housing, development, commercial space, and workforce.

<http://www.montgomeryplanning.org/research>

Short Film on Montgomery County's Demographics



Source: Montgomery County Planning Department.

June 12, 2013

Home Loans for Millennials

By LISA PREVOST

The next generation of potential home buyers prefer to live in developments with an array of housing types close to shops and mass transit, a recent survey shows. Is this bad news for the baby boomers who will eventually be looking to sell their big suburban houses?

It's too soon to tell, analysts say, because the generation that is now roughly 18 to 34 is still moving into its child-raising years. As Jed Kolko, the chief economist of Trulia, noted, "It's very hard to imagine before you have kids what you will want when you have kids."

But it's likely that this generation, who are known as millennials or Generation Y, will force some type of shift in the housing market; it is more racially and ethnically diverse than previous generations, as well as more deeply affected by the recession than older adults.

"I do think their preferences are going to result in sustained change," said Lynn Ross, the executive director of the Urban Land Institute's Terwilliger Center for Housing. "This group is so different from previous generations."

The institute recently released the results of a survey showing the generation's penchant for urban-style living. About 60 percent say they prefer a mix of housing choices, along with proximity to shops, dining, offices and transit. Seventy-five percent said they valued walkability — a preference that jibes with this generation's declining number of licensed drivers, according to a report by U.S. PIRG, a nonprofit consumer advocacy group.

Of the 63 percent who said they planned to move within the next five years, nearly 40 percent expect to live in some type of multifamily housing.

Ms. Ross said the findings didn't necessarily mean this generation would move en masse to city locations. These young buyers may also be drawn to compact development in downtown suburban locations.

More than half of the young adults surveyed by the institute are renting, but they haven't given up on the American dream. In fact, nearly 70 percent said they expected to buy within five years.

While that may sound reassuring to real estate and mortgage professionals, it may also be overly optimistic. This generation is heavily saddled with student-loan debt — in a recent Wells Fargo survey, 54 percent of adults 22 to 32 cited debt as their biggest financial concern, with 42 percent referring to it as "overwhelming."

Young adults are financially stymied in other ways as well. Unemployment remains a problem, credit is hard to access, and parents hurt by the recession or victim to foreclosure are less able to help out, Ms. Ross said.

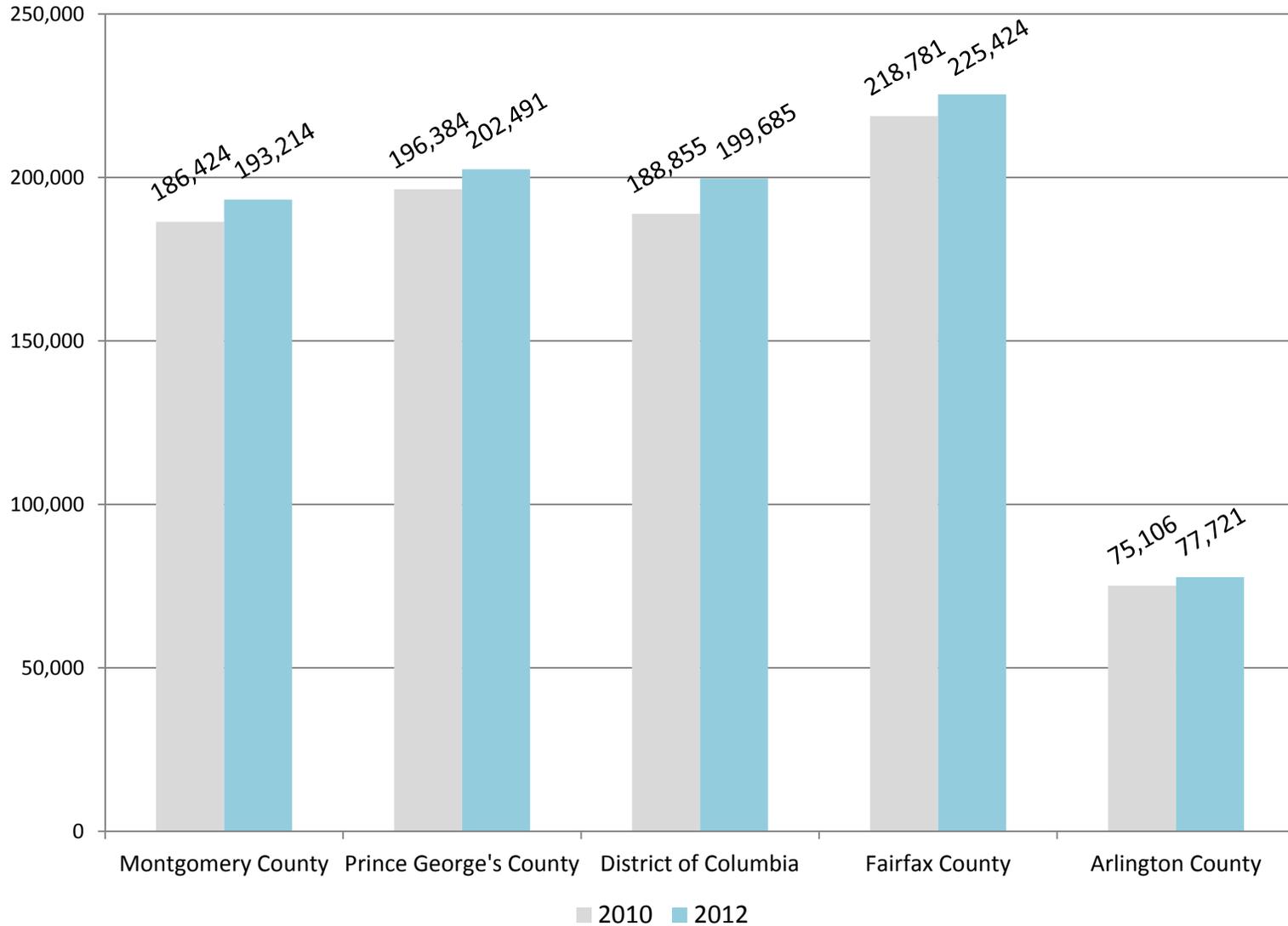
"This generation has been through an incredibly difficult time," she said, "and I think it is ultimately going to operate very similarly to the generation that went through the Great Depression."

Mr. Kolko agrees that this generation faces some high financial hurdles, as demonstrated by a falling rate of homeownership. (His research puts that rate around 37 percent for people under 35, down from 42 percent before the housing bubble burst.) But he said that didn't mean that once they were able to buy, they wouldn't follow their parents' example and move to a grassy subdivision.

Mr. Kolko noted that although people surveyed by Trulia often say they want walkability and proximity to mass transit, property searches on Trulia.com are more often conducted by city people looking in the suburbs than vice versa. "Gen Y may turn out to have unrealistic expectations about what they can afford," he said, "but that doesn't mean they want something radically different. It's too soon to tell whether there is a permanent shift."

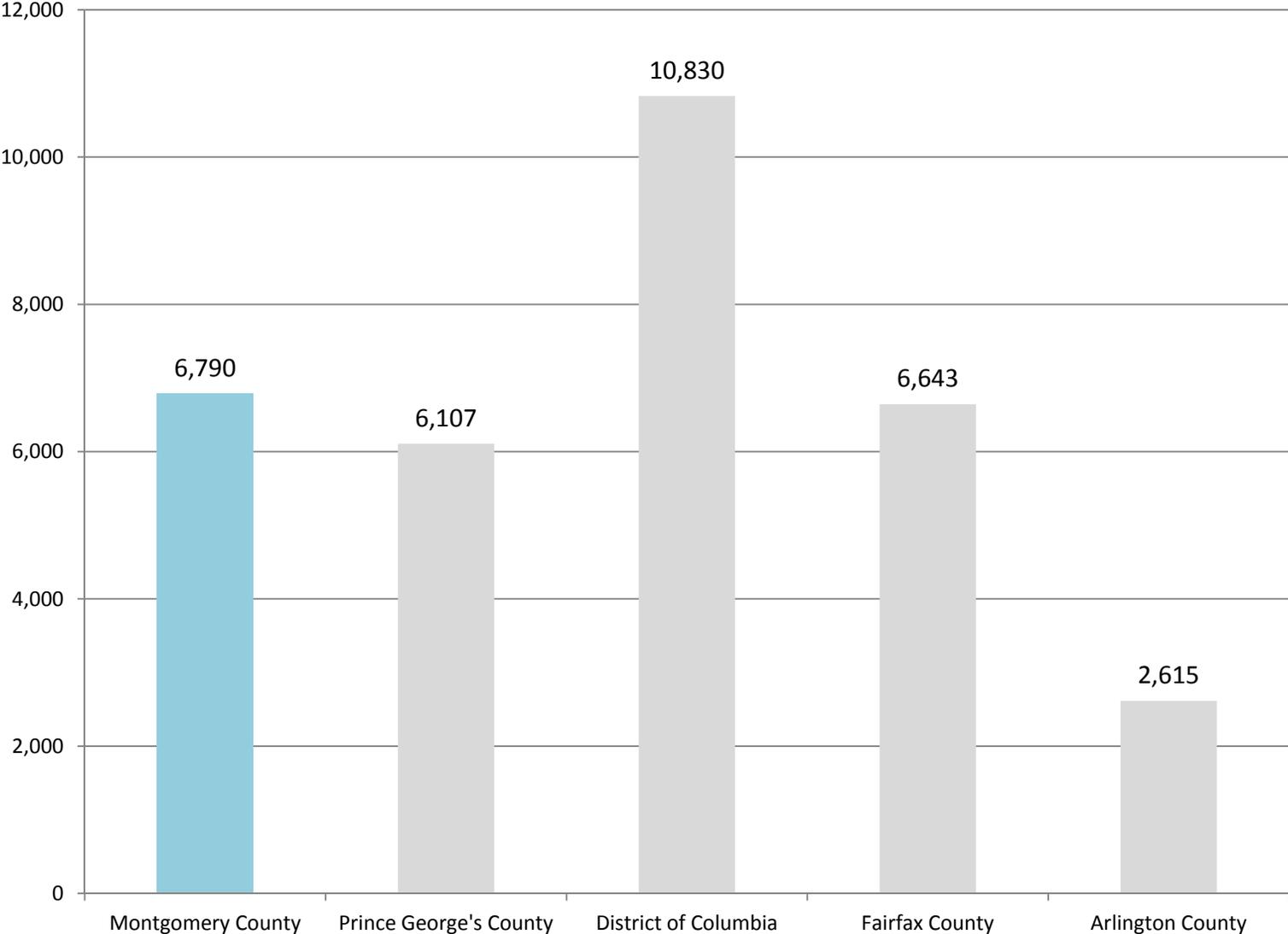
Millennials in a Regional Context

Persons Ages 20 to 34 (2010 and 2012)



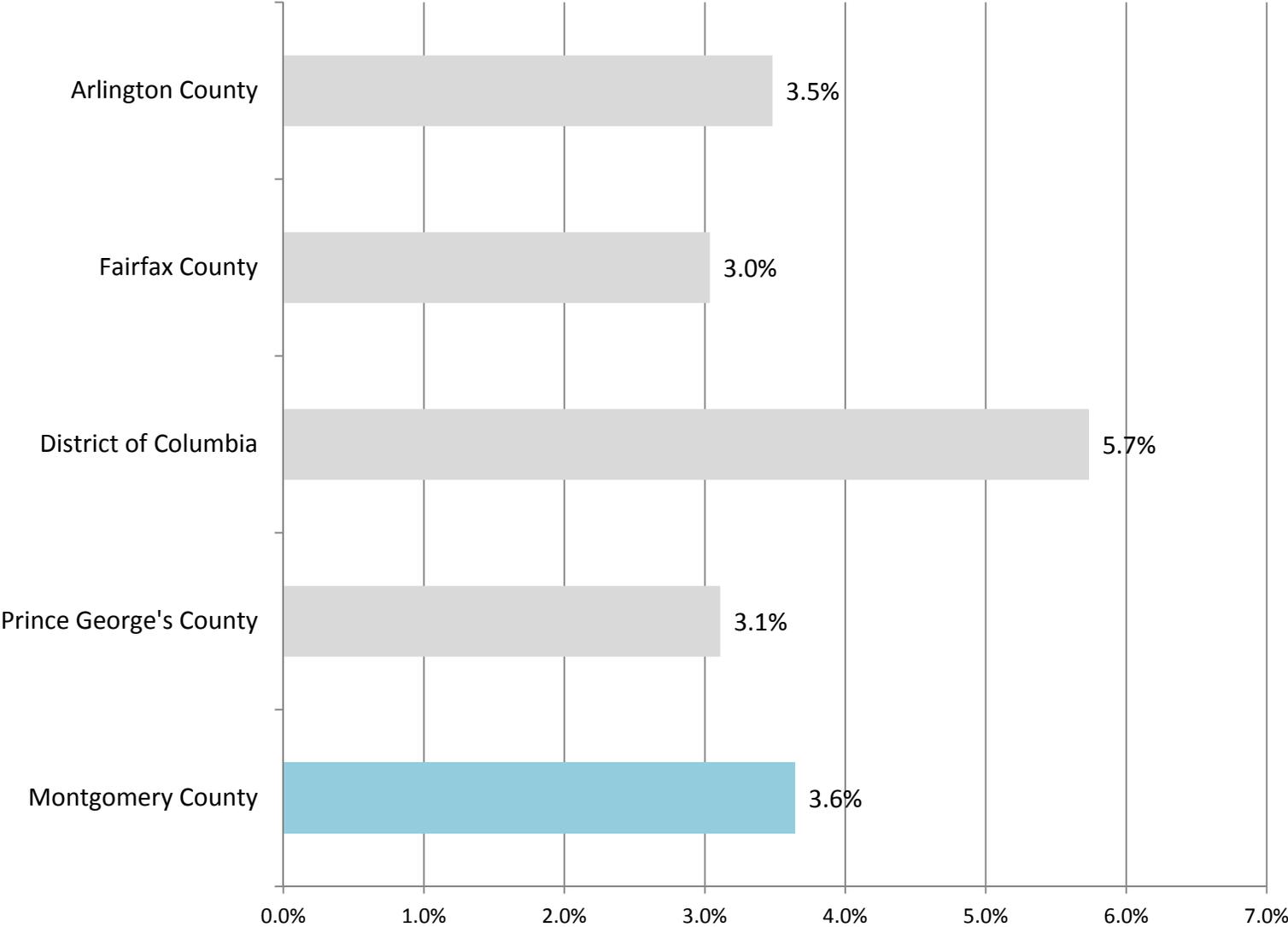
Source: US Census Bureau, Population Division, Annual County Resident Population Estimates (June 20, 2013 release). Tabulated by the Montgomery County Planning Department, CRIS.

2010 to 2012 Change in Persons Ages 20 to 34



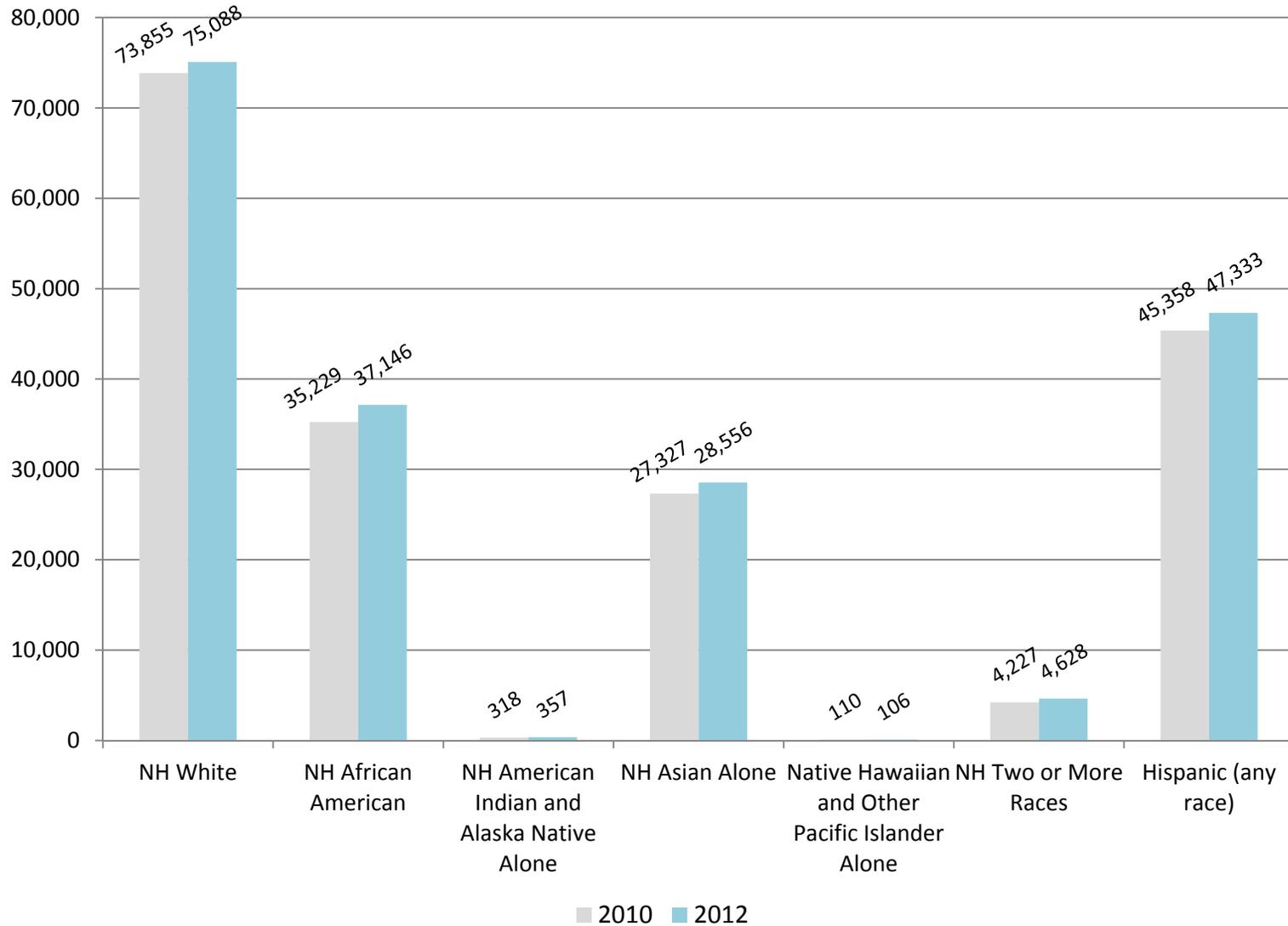
Source: US Census Bureau, Population Division, Annual County Resident Population Estimates (June 20, 2013 release). Tabulated by the Montgomery County Planning Department, CRIS.

2010 to 2012 Percent Change in Persons Ages 20 to 34



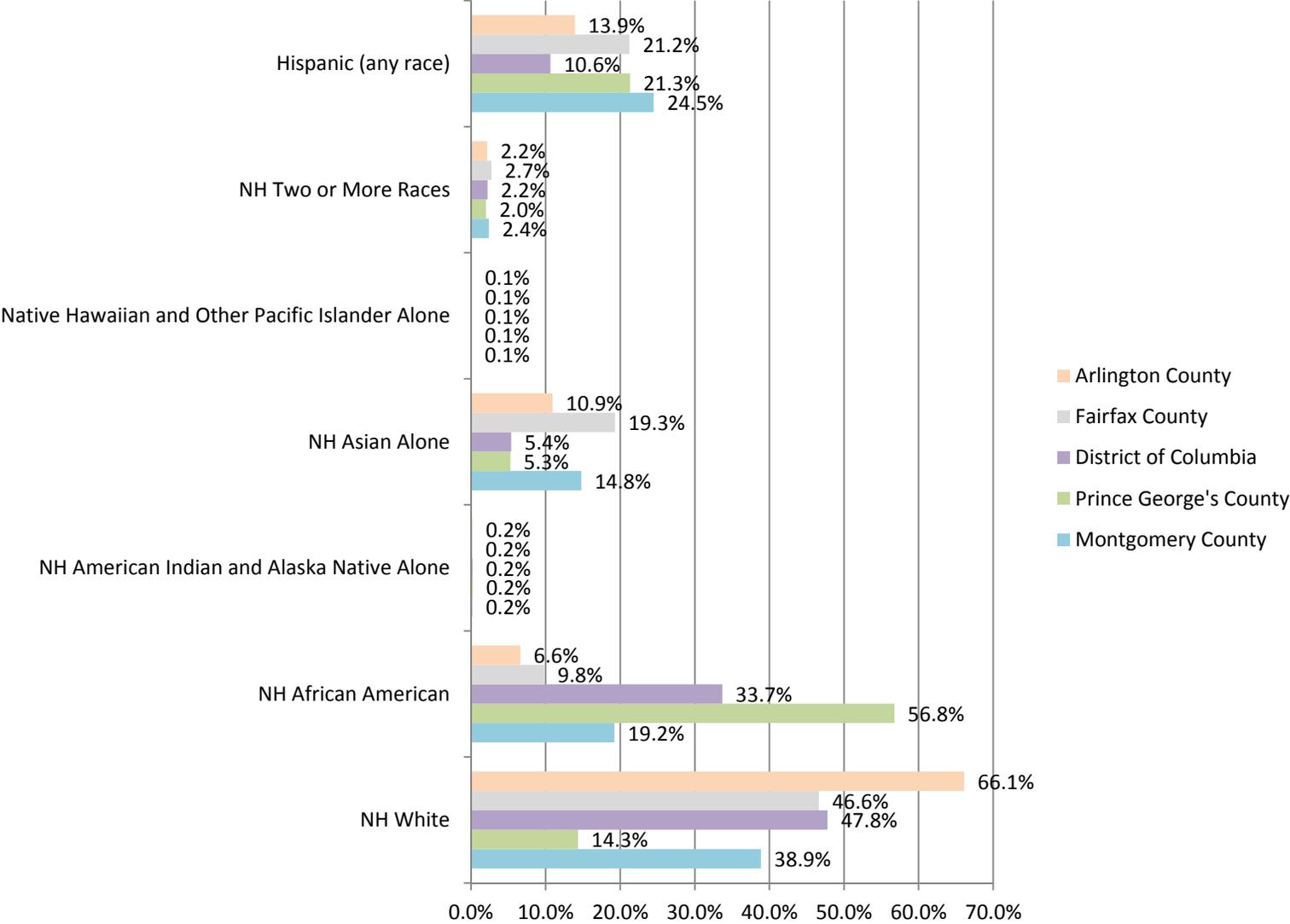
Source: US Census Bureau, Population Division, Annual County Resident Population Estimates (June 20, 2013 release). Tabulated by the Montgomery County Planning Department, CRIS.

Race and Ethnicity, Persons Ages 20 to 34 (2010-2012)



Source: US Census Bureau, Population Division, Annual County Resident Population Estimates (June 20, 2013 release). Tabulated by the Montgomery County Planning Department, CRIS.

Share of the Population Ages 20 to 34 by Race and Ethnicity (2012)



Source: US Census Bureau, Population Division, Annual County Resident Population Estimates (June 20, 2013 release). Tabulated by the Montgomery County Planning Department, CRIS.

Contact Information

Center for Research & Information Systems

The Center for Research & Information Systems conducts ongoing and special research projects on Montgomery County's population, housing, economy, development, commercial space, workforce and more.

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Pamela Zorich, pamela.zorich@montgomeryplanning.org

Lisa Tate, lisa.tate@montgomeryplanning.org

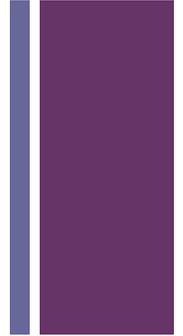


Attracting Young Professionals to a New Montgomery County

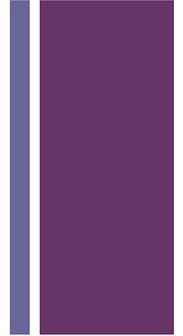
Kyle Bergman
Bill DeBaun
Will McHale
Meredith Pringle
Liz Sablich

+ Agenda

- Team and Project Introduction
- Project Background
- Research Questions
- Literature Review Key Findings
- Methodology
- Findings
- Conclusions and Recommendations

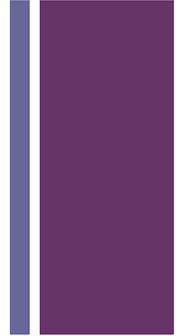


+ George Washington University Capstone Project



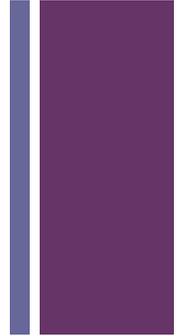
- Masters of Public Policy Program Requirement
- Pro-bono consulting project
- Client chosen based off of team interest
- Entirety of project developed during spring 2013 semester

+ Project Background



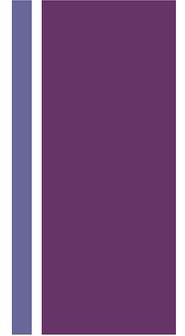
- 2013-14 Montgomery County Rebranding Campaign
 - Creating a more business-friendly atmosphere/image
 - Promote urban development projects
 - **Attract young professionals**
- How our capstone project fits in:
 - Perceptions of Montgomery County among young professionals in the region
 - Residential preferences among young professionals
 - Policies that foster communities sought by young professionals

+ Research Questions



- *What does the literature tell us about the migratory and residential preferences of young professionals in metropolitan America?*
- *What is the perception of Montgomery County among young professionals and what factors influence their decision of where to live in the Washington, DC metropolitan area?*
- *What public policies can Montgomery County enact that are likely to increase the proportion of young, professional residents in the county?*

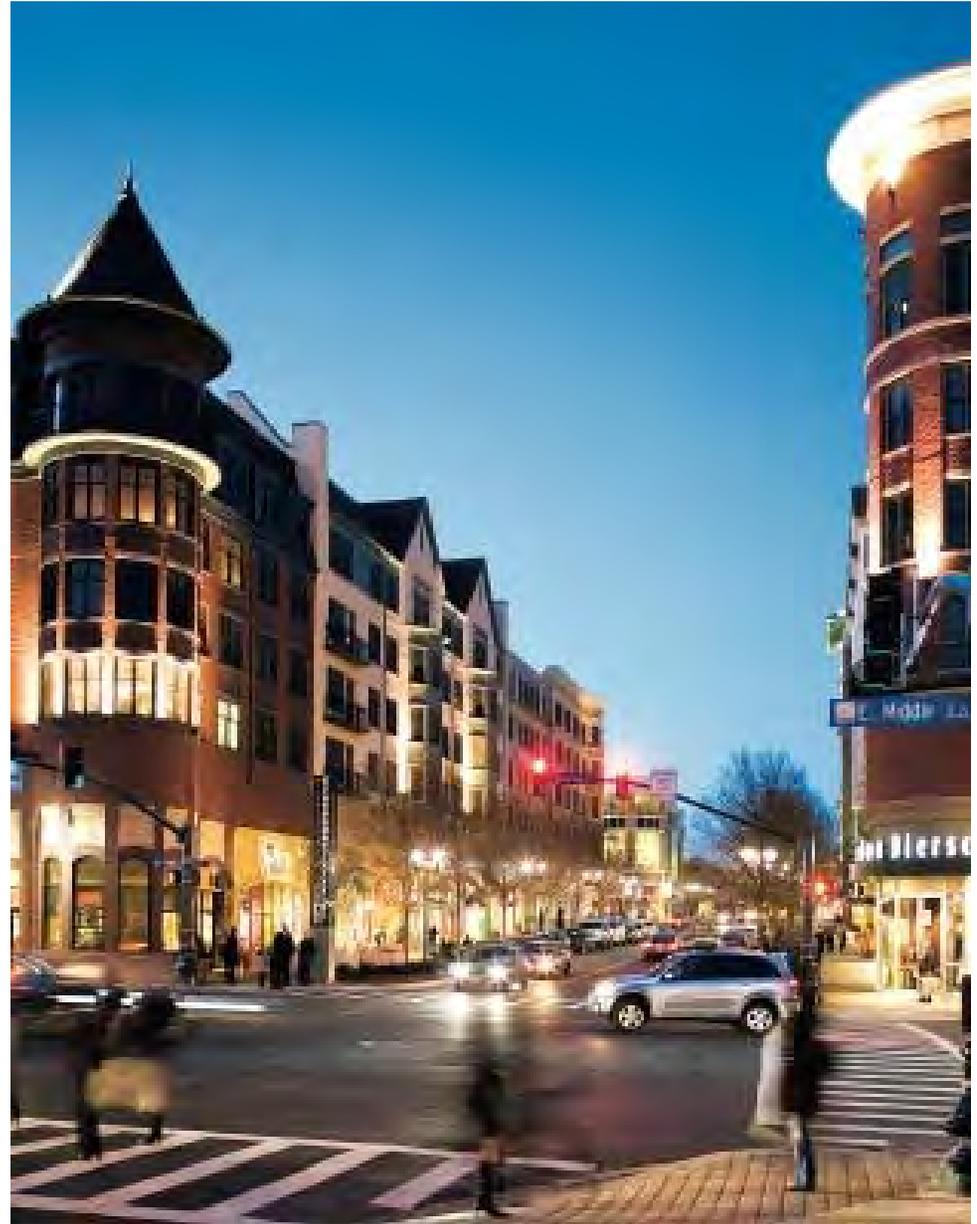
+ Literature Review



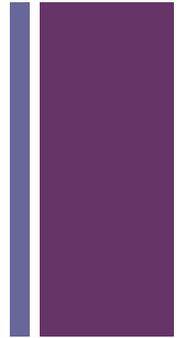
- Shifting Residential Patterns
 - The “graying” of suburbs
 - Rise of centralized communities
- Influence of the Millennial Generation
- Preferences of Young Professionals
 - Livability
 - Walkability
- Importance of Amenities
 - Drawn to the city for opportunities to consume
 - This demographic has money to spend, and time to spend it
 - Cities with more amenities grow faster than others



METHODOLOGY

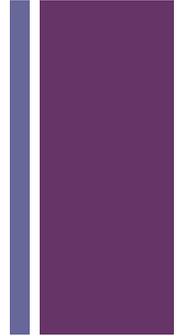


+ Survey



- GWU graduate students
 - Survey development
 - Survey deployment
- Key Constructs
 - Characteristics that influence choice of residence
 - Likelihood to move to local jurisdictions
 - Perceptions of local jurisdictions
- 341 total respondents (73% response rate)

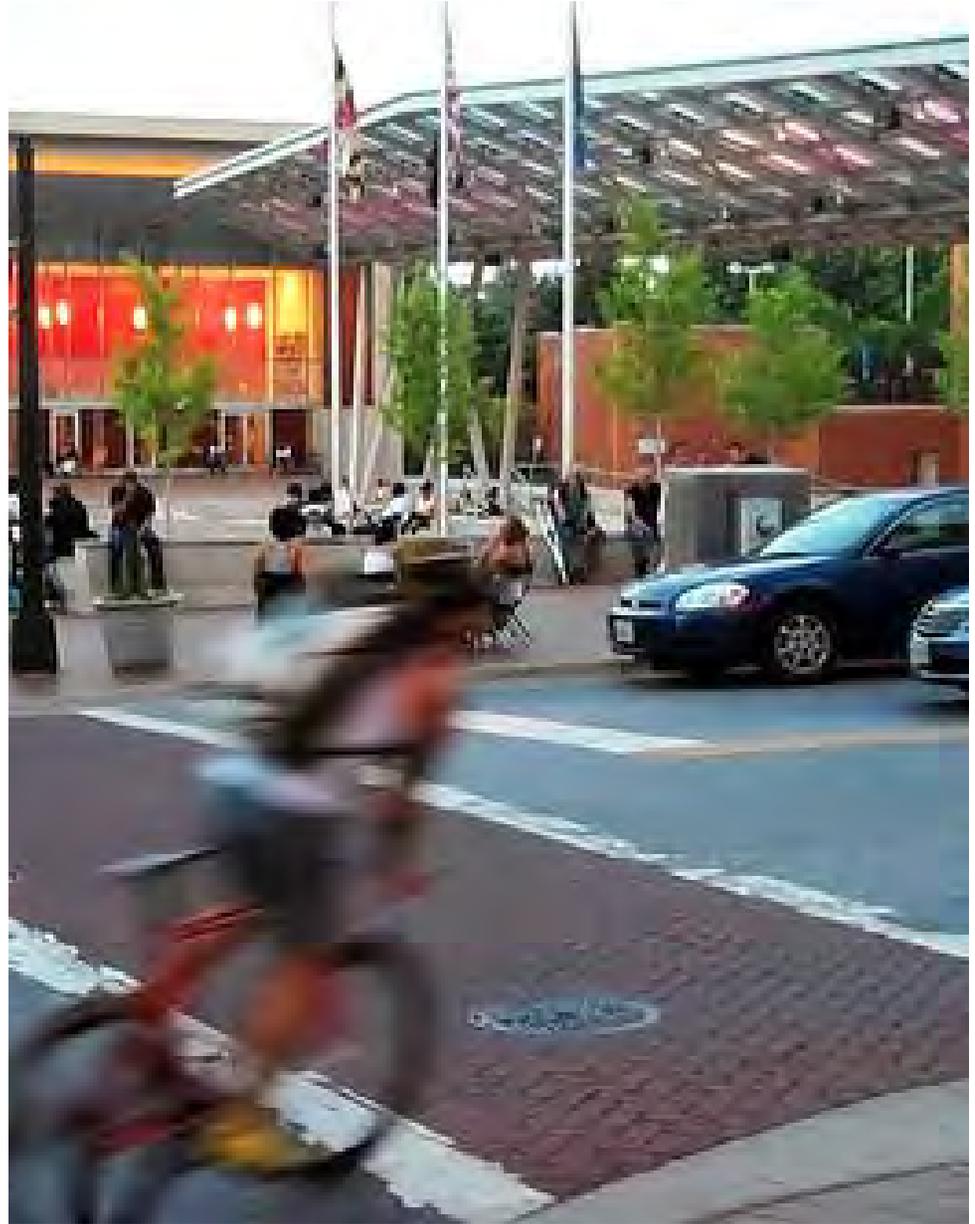
+ Semi-Structured Interviews and Policy Analysis



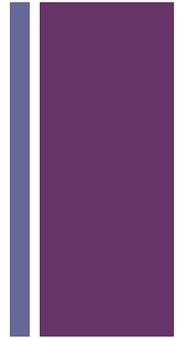
- Policy experts and stakeholders with project-relevant experience
 - Nighttime economy
 - Housing
 - Walkability
 - Local government
- Policy Analysis
 - Comparative analysis of four key policy areas across Montgomery, Arlington and Fairfax Counties, as well as the District of Columbia



FINDINGS



+ Survey Data – Descriptive Statistics



■ Gender

- Female – 58.4%
- Male – 41.6%

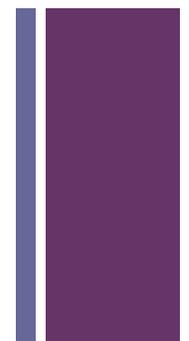
■ Age

- Mean – 26.9
- Range – 21:49
- Median – 25.5

■ Residence

- D.C. – 61.2%
- Arlington – 18.0%
- Alexandria – 7.0%
- Montgomery Co – 5.8%
- Fairfax Co – 4.3%
- Prince George's Co – 3.1%
- Falls Church – 0.6%

+ Survey Data – Key Findings



The top three factors respondents claimed were extremely influential in choosing a place to live were...

“Access to public transportation”	“Proximity to work”	“Availability of jobs that interest me”
58.0%*	51.5%	47.5%

* Number represents the percentage of respondents who rated each factor as “extremely influential”

On a scale of 1-5, the likelihood of respondents to move to...

D.C.	Arlington Co	Montgomery Co	Fairfax Co
4.06	3.35	2.46	2.43

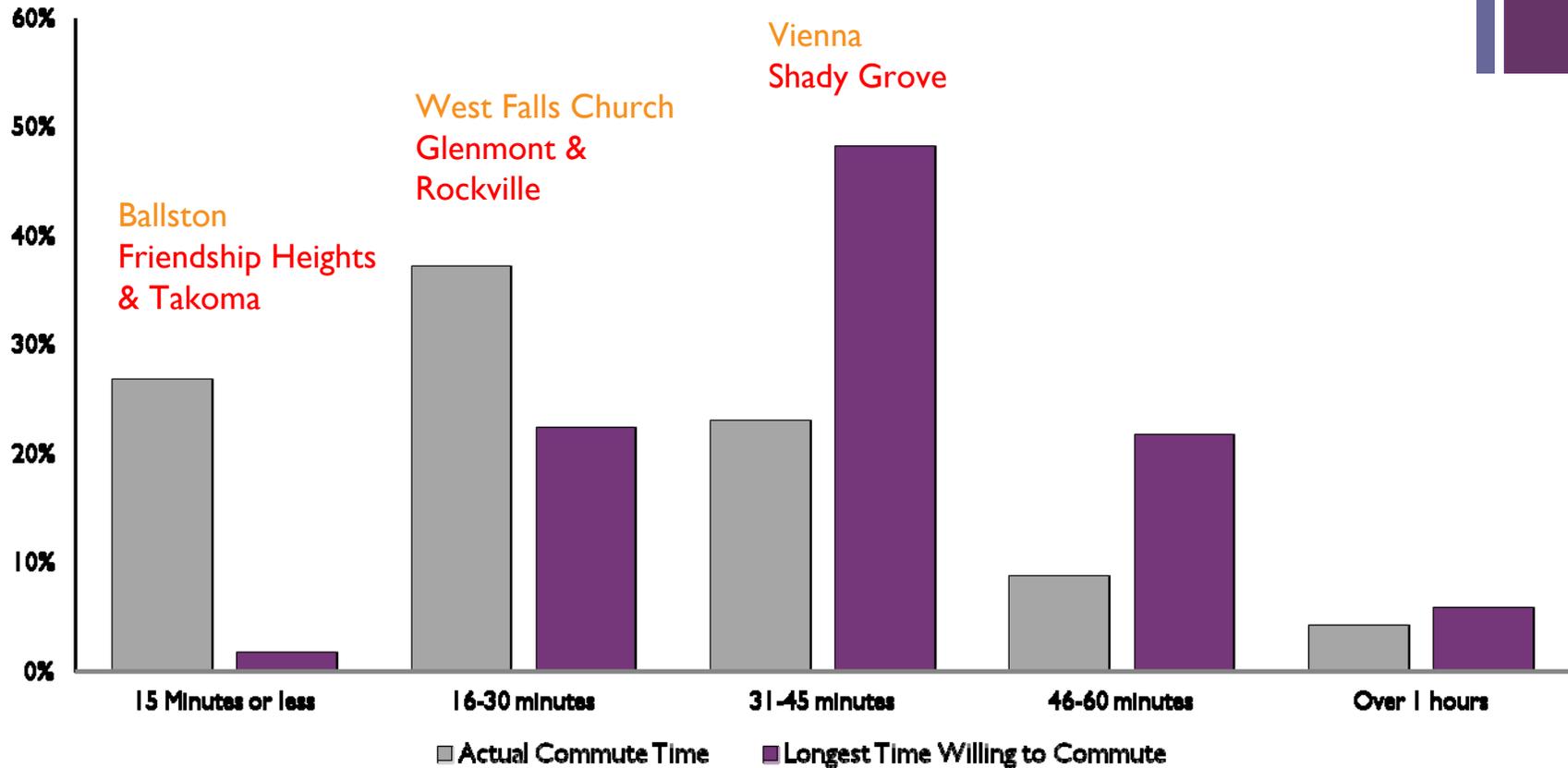
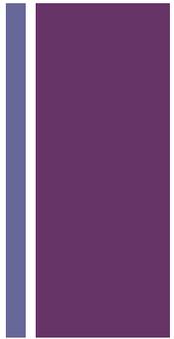
+ Survey Data – Key Findings (cont.)

The top descriptors respondents applied to each of these jurisdictions were...

D.C.	Arlington County	Montgomery County	Fairfax County
“Walkable” (90%)	“Walkable” (41%)	“Affordable cost of living” (41%)	“Affordable cost of living” (41%)
“High quality nightlife” (84%)	“High quality of nightlife” (40%)	“Avail. jobs of interest” (22%)	“Avail. jobs of interest” (20%)
“Avail. jobs of interest” (84%)	“Avail. jobs of interest” (38%)	“Green community” (14%)	
“Cool place to hang out” (81%)			

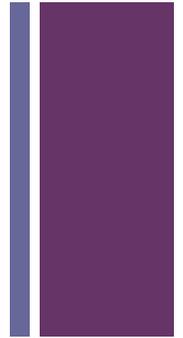
+ Survey Results – Commute Time

(from Metro Center)



- **76% of those surveyed are willing to commute at least 31 minutes one way**

+ Policy Analysis – Urban Walkability



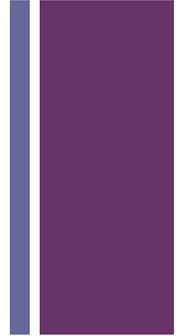
Eighty-three percent of respondents stated that access to public transportation is either influential or highly influential in choosing where to live, but...

- Red Line Metrorail stations are too far apart; treated more as commuter stations instead of anchors of development
- Walk Scores much higher around Arlington/DC Metro stations

- Parking Policies Around Metro Stations
 - Montgomery Co.: 10-15% reductions
 - Arlington Co./Fairfax Co.: No minimums
 - D.C.: 25% reduction, but variances often issued

- Silver Linings
 - White Flint development
 - Rewrite to current zoning code

+ Policy Analysis – Nightlife Economy



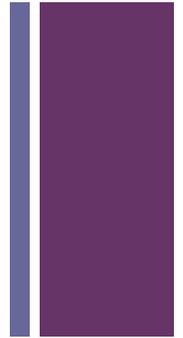
■ Survey findings:

- 25% go out 4+ times per week
- 50+% said quality of nightlife options were influential
- 84% say DC has high quality nightlife; just 9% say same of Montgomery County

■ Disadvantages of Montgomery County's alcohol policies:

- Comparatively higher administrative costs to bars and restaurants
- Relatively fewer alcohol products available for purchase
- Regulatory obstacles on day-to-day operations

+ Policy Analysis – Housing



■ Affordable Housing Production

- Inclusionary Zoning (IZ) – Density bonuses for developers that set-aside a percent of total units at below market rates

■ Workforce Housing Regulations

- New Homebuyer Programs – Down payment assistance, subsidized financing, closing cost grants

■ Landlord/Tenant Laws

- Rent control protections – price controls on rental housing

■ Innovative Housing Solutions

- Accessory Apartments – separate dwelling inside a private home (e.g. English basement apartment)

+ Policy Analysis – Green Community

- Public Parks and Green Space:

	Montgomery	Arlington	D.C.	Fairfax
Park Acreage/Total Land	10.9%	7.8%	19.1%	9.2%
Park Acreage/1,000 Residents	35.7	6.0	12.07	21.07
Park Spending/Resident	\$85	\$165	\$78	\$39

- Montgomery County has the largest LEED Green Building Tax Credits
- 15% of students surveyed perceived Montgomery County to be environmentally conscious

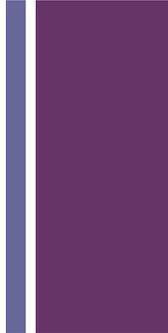


CONCLUSIONS & RECOMMENDATION S



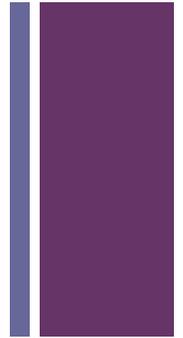


Conclusions and Recommendations



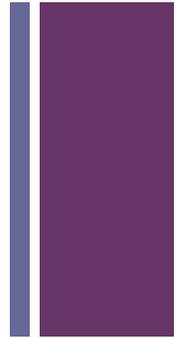
Conclusion	Recommendations
Alcohol Policies Disadvantage Montgomery County Relative to Neighboring Jurisdictions	<ul style="list-style-type: none">• Lower startup costs and annual fees for bars• Consider how control district model restricts variety, limits competition, affects business climate
Parking regulations inhibit walkability	<ul style="list-style-type: none">• Remove parking minimums around Metrorail stations
Current state of Red Line stations are a disadvantage	<ul style="list-style-type: none">• Replicate White Flint model around additional stops• Infill stations/increased intra-county transportation

+ Conclusions and Recommendations (cont.)



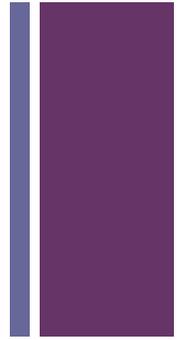
Conclusion	Recommendations
Montgomery County suffers from a perception problem	<ul style="list-style-type: none">• Market your strengths
Montgomery County may face resistance to change from current residents • Surveyed Montgomery County residents differ on key preferences	<ul style="list-style-type: none">• Public hearings• Coalition building

+ Conclusions and Recommendations (cont.)



Conclusion	Recommendations
Project and scope limitations leave some relevant areas unexplored and significant room for future work	<ul style="list-style-type: none">• Further research is needed• Continue researching other policy areas with a particular focus on business and regulatory obstructions

+ Questions



Urban Parks and the Nighttime Economy



M-NCPPC Montgomery Parks
Nighttime Economy Task Force – Monday, August 19, 2013
Rachel Davis Newhouse, Park Planner Coordinator and Landscape Architect
Susanne Paul, Park Planner







Urban Parks and the Nighttime Economy

It's not just about Economic Development! The best thriving retail areas rely on strong retail synergies and smart urban design.

This presentation will discuss:

- Why Parks and the Public Realm are relevant to the Nighttime Economy
- What makes Parks and a Nighttime Economy work?
- What are the challenges to Parks and the Nighttime Economy?
- What is M-NCPPC Montgomery Parks doing about it?





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Why Parks are Relevant

It's not just about Economic Development

“As more and more educated Americans, especially younger ones, are looking to move downtown, seeking alternatives to suburbs and cars, they’re reframing the demand for public space. They want elbow room and creative sites... And guess what? A beer garden made out of freight containers on an empty plot turns out to be a lot more popular and better for a city than a sad corporate atrium with a few cafe tables and a long list of don’ts on the wall.”

Michael Kimmelman, “A Streetcorner Serenade for the Public Plaza”, The New York Times, May 31, 2013.





Why Parks are Relevant

“Improving public space doesn’t always take much. It’s good for business. It’s good for people.”



- Michael Kimmelman, “A Streetcorner Serenade for the Public Plaza”, *The New York Times*, May 31, 2013, Accessed June 3, 2013, <http://www.nytimes.com/2013/06/02/arts/design/a-prescription-for-plazas-and-public-spaces.html>





Why Parks are Relevant





Why Parks are Relevant

“Urbanism in the Connectivity Age:

The world is rapidly and radically urbanizing. In the US, that urbanization isn’t just that New York is getting bigger, instead it is characterized by the rebirth of Main Street USA. Across the nation towns and cities are revitalizing their historic downtowns and urban districts. Millennials seek walkable urban districts to work in, play in, and live in. These are the places that recruit and retain this new talent.”

-- Jason Broadwater, President, Revenflo “How Talent and Culture Create Jobs”





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What Makes It Work?

Key Ingredients:

- Lighting
- Programming and Smart Urban Design
- Proximity to Engaging Retail Mix





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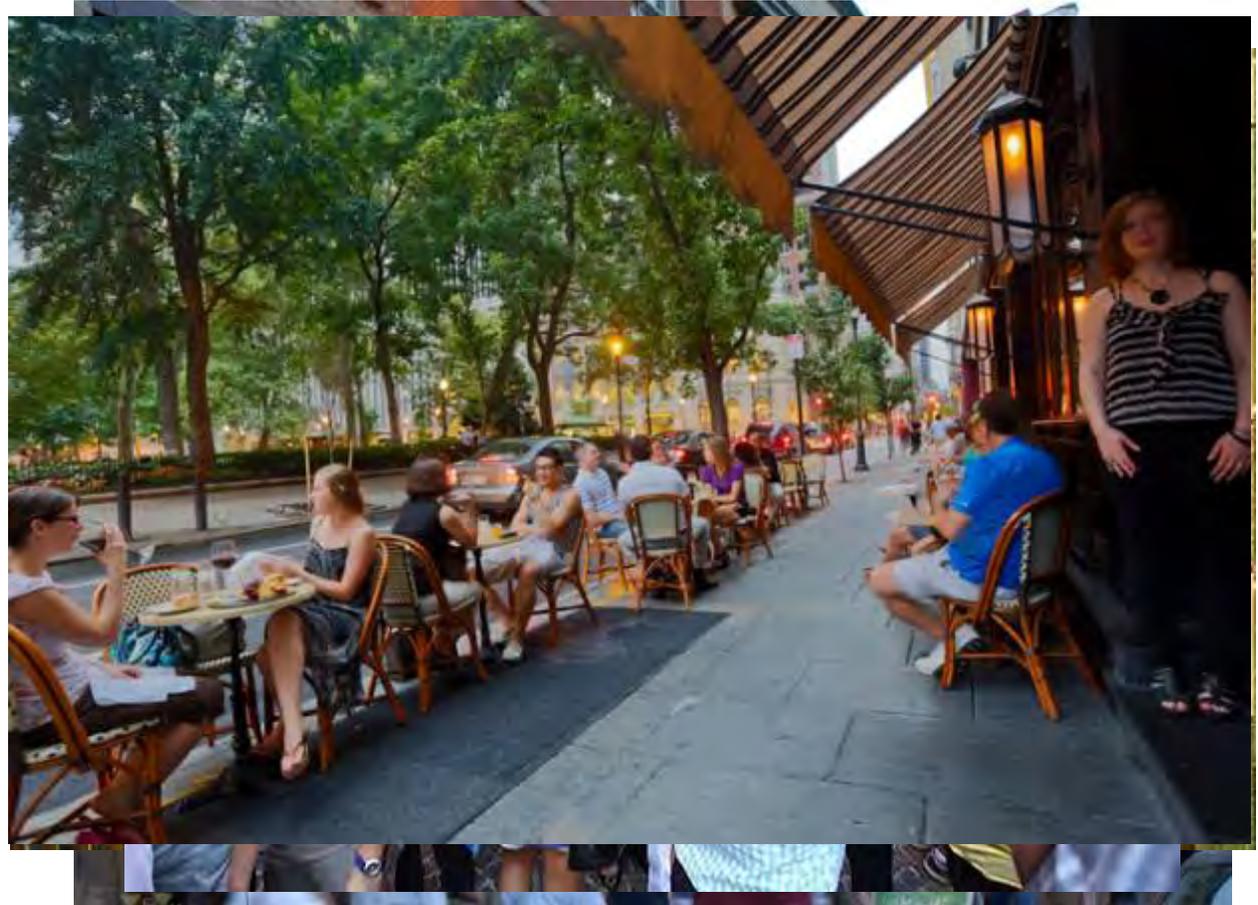




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Challenges

Some challenges include:

- Policy change (M-NCPPC Parks only open at night for special events, night games)
- Lighting – urban parks require effective lighting for safety and appeal
- Changes to Operations
- Need for additional Park Police presence and more general policing





Urban Parks and the Nighttime Economy

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- **What is M-NCPPC Montgomery Parks doing about it?**





What we are doing about it

Actions to address this need:

- Parks, Recreation and Open Space Plan (PROS) 2012 – New Urban Parks Classifications
 - Countywide Urban Park
 - Community Use Urban Park

- Renovating Urban Parks

- Proposed Civic Greens
 - White Flint Civic Park (adopted)
 - Wheaton (adopted)
 - Long Branch (not adopted)
 - Chevy Chase Lakes (not adopted)

- Civic Green Models





What we are doing about it

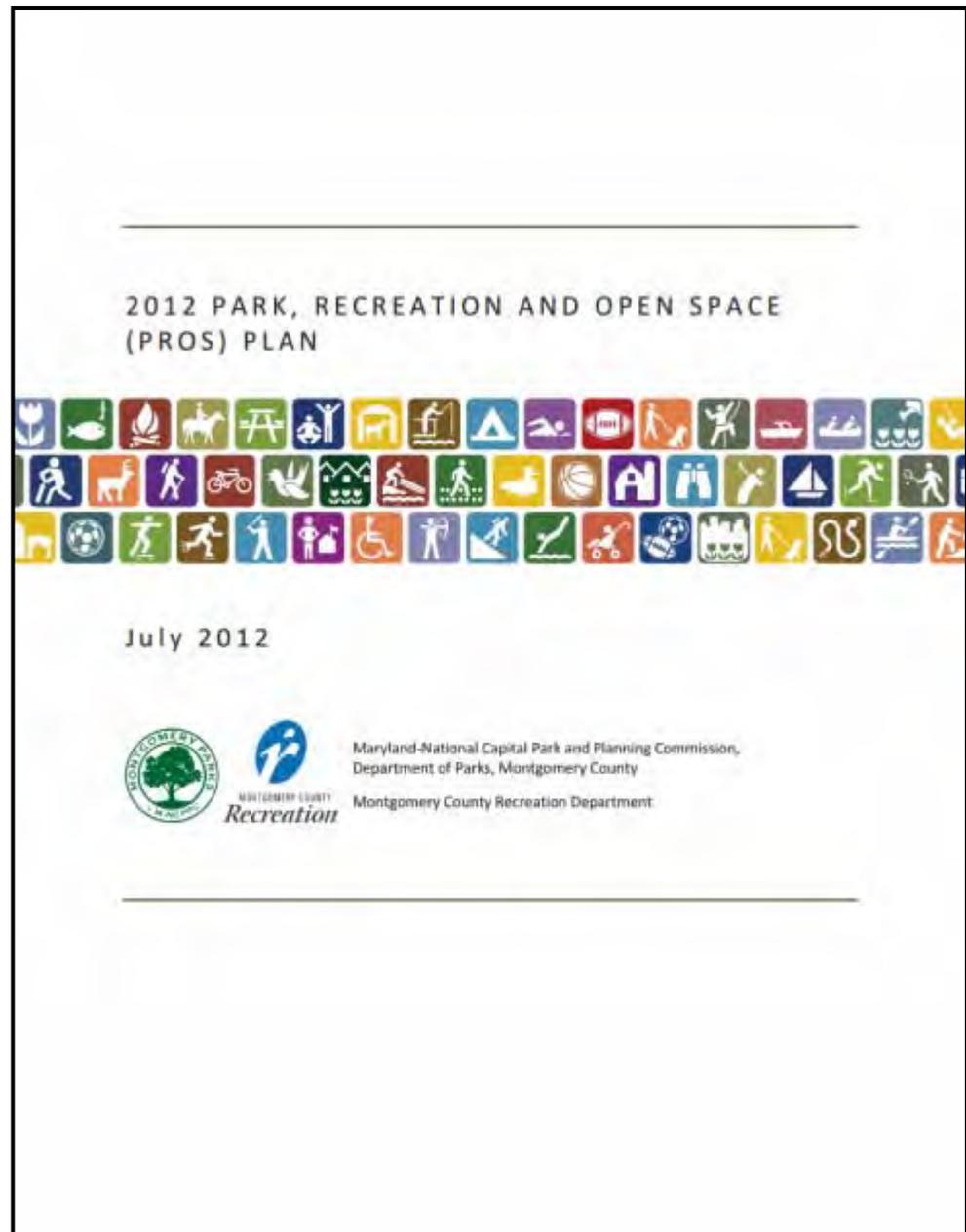
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Examples:

Woodside Urban Park

Caroline Freeland Urban Park





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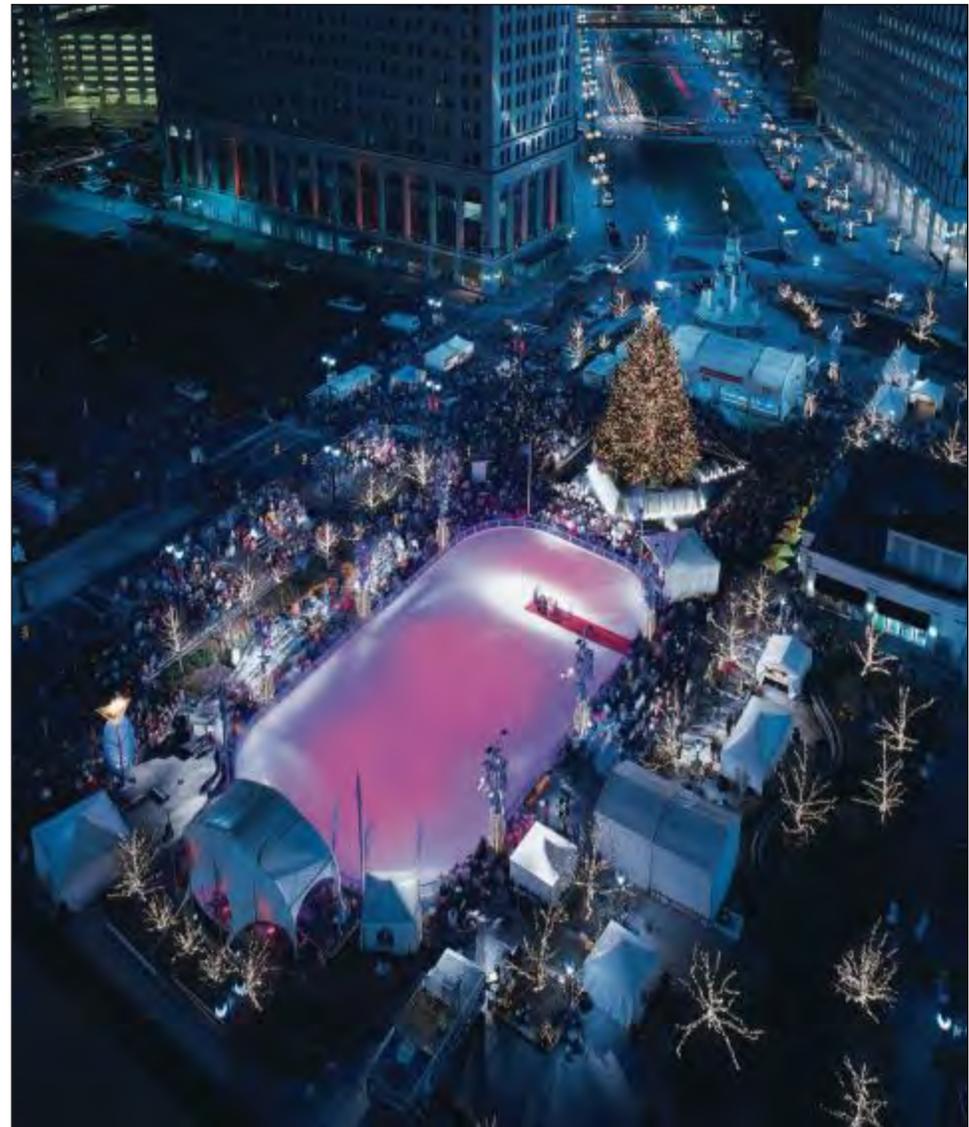
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- **Civic Green Models**





Campus Martius Park, Detroit (1.4 acres)

- Owned by the City since 1805
- Part of the original layout of streets and grid coordinate system.
- In 1999 Mayor created the Legacy Project and the new vision, plan and design for the park was created by The Detroit 300 Conservancy, a non-profit corporation responsible for construction, maintenance and management of the park.
- Lunchtime concerts





Campus Martius Park, Detroit (1.4 acres)

- Urban Park in central downtown commercial district
- Fountains, Stages, Gardens, Café – Bistro, Ice Rink
- Free Wi-Fi



“The new Campus Martius Square in Downtown Detroit has become a community magnet and has attracted over \$700 million dollars in new investment around it. Most significantly, Compuware, a computer firm, moved its headquarters and 4000 employees from the suburbs to a new building adjacent to the square.”

- Fred Kent, Project for Public Spaces



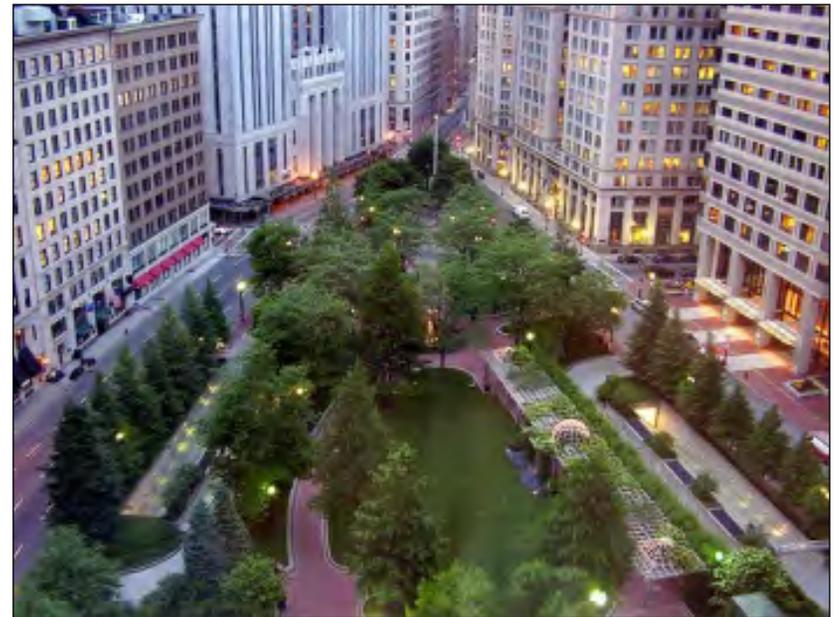
Donors Wall





Post Office Square, Boston (1.7 acres)

- Privately leased Parking Garage with a Public Park on top. Public gets full ownership after 70 year lease.
- Acquired and developed with funds from private investors.
- Maintained through money generated by parking fees.
- Garage generates \$8 million in annual revenues from 1,400 spaces.
- \$2.9 million annual maintenance costs.
- Friends Group oversees management and operations.





Post Office Square, Boston (1.7 acres)

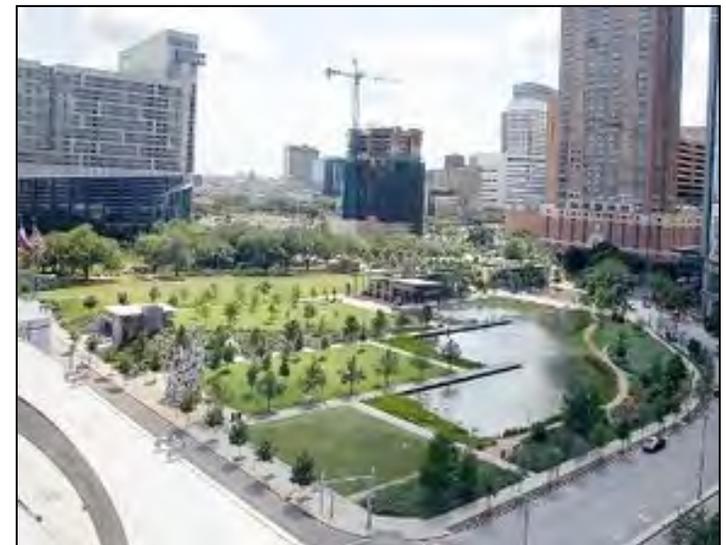
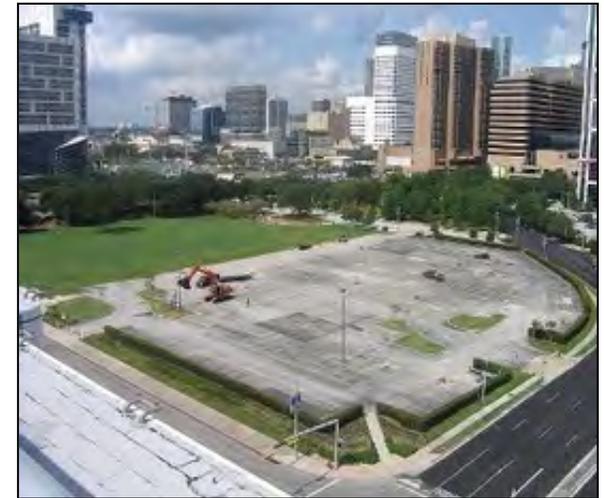
- All seasons café to serve the office workers in the financial district
- Summer music events from 12 – 2 pm
- Moveable cast iron tables and chairs
- Free Wi-Fi
- Lawn areas and lawn cushions
- Lending library





Discovery Green, Houston (12.0 acres)

- Publicly owned by the City of Houston
- Acquired by City for 57 million in 2004
- Formed Discovery Green Conservancy
- Raised 54 million in private funds
- Total cost of Park \$125 million
- Has spurred over \$500 million in economic development in City
- Maintained by a crew that is funded through the Conservancy
- Conservancy raises \$1.5 million each year to maintain park.





Discovery Green, Houston (12.0 acres)





Rockville Town Square (0.68 acres)

- Center is publicly owned by the City of Rockville
- Edges are privately owned by commercial developer – FRIT
- Garages are owned by City but managed by FRIT
- Sidewalks are owned either by condo association or commercial developer – FRIT
- Management is funded through a proto-bid – a special taxing district that established a common and high level of maintenance for the plaza, park and sidewalks
- Originally managed by the City
- Recently management has been turned over to developer – FRIT - with the City having oversight
- City still maintains the fountain





Rockville Town Square (0.68 acres)

- Square was dedicated to the City as part of the development plan
- Square was constructed with City CIP funds
- Private management has different priorities: marketing and profit are higher
- Public management slower to react to market needs – puts public safety and public access higher



