Table of Contents

Section 1: Report of Services to the Short North Special Improvement District
January 2013 to December 2013

Section 2: Short North Ambassador Program Report
January to November 2013

Section 3: Short North Special Improvement District Financial Report (as of December 9, 2013)

Section 4: Short North Alliance Financial Report (as of December 9, 2013)

Section 5: Short North Alliance Mission and Staff Roster
Section 1: Report of Services to the Short North Special Improvement District January 2013 to December 2013

The end of 2013 marked the first full calendar year of the partnership between the Short North Special Improvement District and the Short North Alliance. The Alliance became the service provider to fulfill the SID’s annual Plan of Services beginning in late June 2012. Here are highlights from 2013.

**District Beautification**

**District Plantings**
- The Short North Alliance contracted the services of Short North based business, Flora Home & Garden to maintain the Short North SID’s planters and beds. David Snow, the owner of Flora, previously worked for Oakland Nursery. He conducted three major plantings in the District: late spring, end of summer, and the holiday season. Additionally, David trained our Ambassador Team on how to weed and water beds and performed periodic maintenance to beds as needed. His services cost $6,500.

**Goodale Park Watering**
- The Short North Alliance was contracted by the Friends of Goodale Park to provide watering services for trees and beds in areas of Goodale Park in 2013. The Short North Ambassadors spent approximately 28 hours watering Goodale Park. The Friends of Goodale Park are interested in contracting ambassadors to perform this service again. However, we might consider increasing the rate to fund an additional Utility Ambassador to manage watering.
**Holiday Décor**

- The Short North Alliance again led an effort to beautify the District during the holiday season. This included giant banners on the first and last arches (High Street gateways) that read Short North “Pole”, vinyl window banners that also read “Short North Pole”, decorative holiday cut-outs for festive picture taking, encouraging businesses to install holiday-themed window displays, and a holiday light show on the arches. The Short North Alliance contributed $2,500 toward holiday décor and received $5,000 in-kind from the Pizzuti Company and its subcontractors for holiday décor. The Short North Alliance also offered additional programming and promotions during the holiday season.

---

**District Development**

**Completed Development**

- The Hub project opened in September 2013 with the long-awaited new parking garage that provides easy parking access for the heart of the Short North. One by one retail tenants trickled into The Hub, including the much anticipated and lauded Melt Bar & Grilled from Cleveland, began to open in the Hub throughout the last quarter of 2013.

- The Pizzuti Collection officially opened its doors in the old United Commercial Travelers Building to much acclaim in September 2013, and earned mentions in news outlets ranging from *The London Free Press* to the *Huffington Post*.

**New Development**


- Elford Construction and Fireproof Records broke ground on their project at 2nd and High in October 2013.

- Several new multifamily residential developments were announced for the High Street corridor, including two The Wood Companies’ projects and Waggenbrenner’s Jeffery Project.
Significant Media

- Mikey’s Late Night Slice and Joel Diaz, Chief Development Officer for the Short North non-profit ARC Ohio, received national media attention in the *Huffington Post* for the actions a Mikey’s Late Night Slice employee took against a homophobic customer. The piece went viral and received national media attention, including a mention by former Vice President Al Gore on the *Ellen DeGeneres Show*.
  - Link to original article: [http://www.huffingtonpost.com/joel-diaz/lgbt-tolerance_b_2397363.html](http://www.huffingtonpost.com/joel-diaz/lgbt-tolerance_b_2397363.html)
- *USA Today*’s leisure magazine, *Go Escape*, showcased the Short North’s role in making Columbus a fashion hub.
- The *Huffington Post* called the Short North the “artistic hub of Columbus.”
  - Link to original article: [http://www.huffingtonpost.com/edward-goldman/columbus-here-i-come_b_3903101.html](http://www.huffingtonpost.com/edward-goldman/columbus-here-i-come_b_3903101.html)
- *The London Free Press* listed the Short North as the first, second, and third reason to visit Columbus during October 2013.
- *Fox News* did a national profile on HighBall Halloween 2013, calling it “the country’s most elaborate Halloween event”.
- *The Indianapolis Star* profiled both HighBall Halloween and the Short North as key components to Columbus’ arts scene.
  - Link to original article: [http://www.indystar.com/article/20131018/THINGSTODO05/310180042/](http://www.indystar.com/article/20131018/THINGSTODO05/310180042/)

Business Turnover

- We were sad to say goodbye to these businesses in the Short North in 2013: Zoom Room, Sushi Rock, Mwandiko Traders, Square of Life Nutrition, Wilders Pharmacy, Waldo’s, China Bar, Europia, and Heyman Talent.

- However, we were happy to welcome these businesses to the Short North in 2013: Melt Bar & Grilled, Kingmakers, Paper Daisy, Snap Fitness, Big Fun, Green Olive Company, North High Brewing Company, A Gal Named Cinda Lou, The Table, Kifle Shoe Boutique, AHF Pharmacy, Out of the Closet, Blank Walls r Gross, Bakersfield, The Pearl, The Short North Ballroom, Glean, Pint House, Arch City Tavern, and Mizzen + Main.
District Improvement

CoGo Bike Share

• CoGo Bike Share, the first city-wide bike sharing system, launched in July of 2013 with five bike share stations in the Short North Arts District, located at: High & Vine, High & Lincoln, High & 2nd, Neil & Buttles, and Spruce & Wall. At least two additional stations are planned for 2014 at the northern end of the district. Short North Stations have some of the highest ridership in the City.

COTA Circulator

• COTA announced plans for the creation of a Downtown-German Village-Short North circulator to debut in May 2014. The service is proposed to be either free or reduced cost and would extend up to 3rd Avenue in the Short North.

Streetscape Improvement Study

• The City of Columbus, MKSK, and Korda shared results of the preliminary engineering study for streetscape improvements along High Street. The improvements would transform High Street, create more dynamic places for shopping, dining, and celebrating public art. The City and the Alliance are in conversations about next steps.

Public Art

2013 10x10x10 Mini-Mural Project

• The 10x10x10 Mini-Mural Public Art Project that was installed in spring 2012 was de-installed in September 2013, per an agreement with the Italian Village and Victorian Village Commissions. No damage was done to the brick and the commissions are excited about seeing the project continue into the future.

2014 Viewpoints: Mini-Murals by Working Artists Under 40

• The Short North Alliance was awarded $7,500 from the Create Columbus Commission to reprise the very successful 10x10x10 Public Art Project. The new project called, Viewpoints: Mini-Murals by Working Artists Under 40, will be installed in late February 2014. The project will feature 12 vinyl adhesive mini-murals from Short North galleries, the Columbus Museum of Art, Art Access, and Open Door Studios.
Public Art Committee Projects
  • The Short North Alliance Public Art Committee has been working on two projects since mid-2013. The first is research to inform the development of a Public Art Plan for the District. The second is a project to commemorate John Angelo’s service to the District. Work on both projects will continue in 2014.

Parking

Parking Work Group
  • The Parking Work Group, formed in 2012 and reseated in mid-2013, came to an agreement in November 2013 for recommendations for Italian Village Parking Permit Area I. The results will be approved by City Council in December 2013. The changes still provide parking for businesses, but result in a decrease in the parking permits that businesses abutting the permit parking area can access. This is a temporary solution until results from the Short North Parking Study are received in Fall 2014.

  • The Parking Work Group also successfully advocated for several parking policy changes in 2013. At the Work Group’s urging, the City of Columbus removed peak hour parking restrictions on 4th and Summit Streets in Italian Village and Weinland Park, passed a moratorium on the creation of any new parking permit areas, and is considering a second moratorium on the creation of any new valet parking zones within the Short North Arts District until after the Short North Parking Study is completed.

Short North Parking Study
  • Short North Parking Study commenced in December 2013. The study was funded through a 2012 $250K grant from the City of Columbus UIRF program. The study will examine parking throughout the Short North commercial corridor and neighborhoods.

Greater Columbus Convention Center
  • The Greater Columbus Convention Center announced plans to build a 786-space parking garage on the site of their surface lot located on the southeast side of the Short North Cap. The garage will provide much needed parking to the most congested and parking deficient area of the District. It is expected to open by early 2015.

Remote Parking
  • The Short North Alliance continues to search for remote parking options for Short North employees. We began conversations with Ohio State, St. John the Baptist Church, and Junior Achievement to explore safe parking options for service industry personnel in the district.
City Relations

Food Truck Rules and Regulations
- The Short North Alliance continued to participate in conversations with City of Columbus Staff on Food Truck rules and regulations. The City launched a Food Truck Pilot Program in 2013 that involved a series of metered parking spaces off of High Street. The program was incredibly underutilized and almost entirely boycotted by the Food Truck industry. A white paper and alternative pilot program recommendations are being vetted by the City and constituents now, but include good neighbor agreements that the City feels it can’t enforce or the designation of specific streets for food trucks parking.

Race Permits
- In response to advocacy from the Short North Alliance, the City of Columbus created a new staff position and process for approving race permits. While certain races remain “grandfathered” in with routes that will continue to go through the Short North, all races must be shared with the Short North Alliance prior to permit approval and residents and businesses have greater power to reject or restrict race routes planned for the Short North.

Community Market License
- The Short North Alliance secured a Community Market License from the City of Columbus to manage High Street right-of-way in the Short North on Gallery Hop nights and throughout the year. The license allows the Short North Alliance to enforce rules of the street and ensure a better Gallery Hop experience for all visitors.

Crime Prevention
- In November 2013, the Short North Alliance convened a conversation with the Lieutenants and Liaison Officers responsible for police precincts 4 and 5 which cover the Short North. The purpose of the conversation was to focus on identifying crime prevention strategies during the key hours of 2:00 am-5:00 am when the Short North Alliance is observing major crime to occur, coinciding with them Short North Ambassadors are not on the streets. Columbus Police are exploring opportunities to increase the presence of plain-clothes officers and police patrols during this critical hour.
- However, we believe more crime is occurring that reports are being filed. In order for police to provide increased support and resources, they need reports to justify it. Therefore, the Short North Alliance will continue to work with the community to encourage the timely filing of police reports.
**Marketing Materials, Outreach, & Partnerships**

**Columbus Distributing Company Partnership**
- The Short North Alliance continued its partnerships with Columbus Distributing Company to promote Yuengling as an official sponsor of Gallery Hop.

**Short North Dining Directory**
- The Short North Alliance reproduced the Short North Dining Directory and distributed it to convention and individual groups who visited the District throughout the year through its Visitor Relations Program.

**Visitors Guide**
- The Short North Alliance distributed approximately 10,000 copies of the 2012 Visitors Guide to individual and convention groups that visited the District this year through its Visitor Relations Program.

**Pocket Map Project**
- The Short North Alliance led an effort to create a Pocket Map for the Convention Area districts. The Pocket Map design was completed in 2013 and will be printed in early 2014. It features a comprehensive listing of businesses in the Short North, Arena District, Convention Center, and North Market. The project is sponsored by leading groups in each area as well as Experience Columbus, COTA, hotels and other groups.

**Power Philanthropy**
- The Short North Alliance officially registered as a non-profit in Power Philanthropy, the Columbus Foundation’s online giving portal. It participated in the highly successful 2013 The Big Give and raised over $46,000 to support HighBall and other Short North Alliance programs. $4,600 of that raised was from matching dollars from the Columbus Foundation’s bonus pool.

**Fans of the Short North Email Newsletter**
- The Short North Alliance redesigned the Fans of the Short North Gallery Hop Newsletter in 2013, resulting in a more comprehensive and streamlined listing of Gallery and artistic programming during Gallery Hop.

**Community Arts Partner Award**
- The Short North Alliance was presented with a Community Arts Partner Award by the Greater Columbus Arts Council in October 2013. The award recognized the Short North Alliance as a leading small businesses supporter of the arts in Central Ohio.
Events & District Promotions (by month)

January 2013

• Gallery Hop took place on January 5, 2013
• The Short North Winter Sale took place on January 18-20, 2013. Thirty businesses participated in the Winter Sale. The Short North Alliance facilitated the ordering and installation of window vinyls and provided promotions for businesses.

February 2013

• Gallery Hop took place on February 2, 2013

March 2013

• Gallery Hop took place on March 2, 2013

April 2013

• Gallery Hop took place on April 6, 2013
• Short North Gala took place on April 27, 2013. The event was held at the Hilton Columbus Downtown and featured partnerships with chefs from ten Short North restaurants.
  
  o Four hundred attended the event, raising $21,000 total — $4,500 of which was contributed as grants to organizations designated by the honorees.

  o The 2013 honorees were:
    Beacon Business Award: Rigsby's Kitchen
    District Partner Award: Columbus Partnership under the leadership of Alex Fisher
    Architectural Star Awards: Hilton Downtown Columbus and Wood Company Building
    Unsung Heroes: Juli Rogers, Linda Schuler, Rick Gore, and Peter Yockel

May 2013

• Gallery Hop took place on May 4, 2013

June 2013

• Gallery Hop took place on June 1, 2013

July 2013

• Gallery Hop took place on July 6, 2013
• The Short North Summer Sale took place on July 12-14, 2013. Fourty-three businesses participated and the Short North Alliance facilitated the
ordering and installation of window vinyls, printed and distributed a Sidewalk Sale Map, and provided promotions for businesses.

**August 2013**
- Gallery Hop took place on August 3, 2013

**September 2013**
- Gallery Hop took place on September 7, 2013

**October 2013**
- Gallery Hop took place on October 5, 2013. It featured a special promotional partnership with The Presidents Cup. Through a $15,000 contract with the PGA Tour, the Short North Alliance helped to promote the Presidents Cup in the Short North Arts District. Featured activities included window vinyls, a light show on the arches, murals, projections, and a VIP wives tour.
- HighBall Halloween took place on October 25-26, 2013. Highlights from this year’s event include:
  - Expanded the event from one to two days this year
  - We welcomed over 25,000 revelers to the Short North Arts District
  - We received over 20 articles and news stories in Central Ohio media and a whopping 45+ articles in markets outside of Central Ohio resulting in over 55 Million unique impressions
  - Someone from every state in the union visited HighBallHalloween.com and the site saw a 113% increase in visits from the same time in 2012
  - 21% of all web traffic came from outside of Ohio, with 36% from outside of Columbus
  - We invested more than $45,000 in central Ohio’s creative class, allowing over 100 artists, designers, and performers to showcase their creative talents
  - We made donations to over 20 Central Ohio non-profits serving as our vendors
  - We generated over $73,000 to continue to support public art, promotional, and service based programs for the Short North Arts District.

**November 2013**
- Gallery Hop took place on November 2, 2013

**December 2013**
- Holiday Hop took place on December 7, 2013
- Holiday [S]hop days took place December 8, 14, 15, 21, and 22
- The Holiday Promotional Campaign was featured at both Holiday Hop and Holiday [S]hop days.
  - The Short North Alliance invested over $5,000 dollars and raised an additional $13,500 dollars to create a vibrant holiday promotional campaign for the District. In addition to the holiday décor, we lead a district-wide black card promotion, promoted Instagram and window display contests, added street performers on Holiday [S]hop days on Saturdays and Sundays in December, secured media spots, articles, and ads in major local media, and had a trolley circulate the District on Saturdays and Sundays before Christmas.
Staff Transitions

- John Angelo stepped down as Executive Director in June 2013
- Betsy Pandora joined the Alliance as Executive Director in August 2013
- Atticus Garden and Craig Palm left the Ambassador Team in August 2013
- Newton O’Neill joined the Ambassador Team in August 2013
- Brian Watson left the Ambassador Team in September 2013
- Greg Feldman joined the Ambassador Team in September 2013
- Courtney Winnen left the Alliance in September 2013
- Mark Naayers was promoted to Operations Manager of the Ambassador Team in October 2013
- John Angelo finished contracted work with the Alliance in November 2013
- Dana Cox joined the Alliance as Marketing & Communications Manager in November 2013
Section 2: Short North Ambassador Program Report
January to November 2013

The end of 2013 marked the first full calendar year of the Short North Ambassador Program. Modeled after the Ambassador Programs operated by the Downtown Columbus SIDs, the Short North Ambassador Program fulfills clean, safe, and hospitality functions for the Short North Arts District.

The Short North Ambassador team operated under the following schedule and staffing for 2013:

Winter Schedule: January - March 2013, 8:30am - 8:00pm (two Ambassadors)
Spring/Summer Schedule: April - September 2013, 8:30am - 1:00am (five Ambassadors)
Fall Schedule: October - December 2013, 8:30am - 12:00am (four Ambassadors)

Ambassadors report incidents and services conducted at each shift. Here is a summary of their reported work and lessons learned for 2013.

District Safety Overview

Safety Incidents: From January 1, 2013, to December 5, 2013, Short North Ambassadors reported 639 total safety incidents in the District, averaging about 1.9 Incident Reports per day. As expected, more incidents are reported on Thursday, Friday, and Saturday when there is more activity in the District and more Ambassadors scheduled to work.

<table>
<thead>
<tr>
<th>Incident Type</th>
<th>Number of Incident Reports</th>
<th>% Total Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Container/Public Intoxication</td>
<td>196 reports</td>
<td>30%</td>
</tr>
<tr>
<td>Aggressive Panhandling and Non-aggressive Panhandling</td>
<td>127 reports</td>
<td>20%</td>
</tr>
<tr>
<td>Illegal Camping</td>
<td>81 reports</td>
<td>13%</td>
</tr>
<tr>
<td>Disorderly Conduct</td>
<td>23 reports</td>
<td>4%</td>
</tr>
<tr>
<td>Threatening or Intimidating Behavior</td>
<td>22 reports</td>
<td>3%</td>
</tr>
</tbody>
</table>

2013 Top Five Security Incidents
<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Incident Reports</th>
<th>% Total Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limestone Sofa</td>
<td>76 reports</td>
<td>12%</td>
</tr>
<tr>
<td>Wall Alley</td>
<td>33 reports</td>
<td>5%</td>
</tr>
<tr>
<td>5th Avenue and High Street</td>
<td>22 reports</td>
<td>3.5%</td>
</tr>
<tr>
<td>Between 1st Avenue and Buttles Avenue</td>
<td>23 reports</td>
<td>3.5%</td>
</tr>
<tr>
<td>UDF at High Street and 1st Avenue</td>
<td>22 incidents</td>
<td>3%</td>
</tr>
</tbody>
</table>

The top five most active locations in the District account for 175 Incident Reports or 27% of all incidents.

**Short North Ambassador Hotline**

- The Short North Ambassadors monitor a hotline seven days a week while on duty. The Ambassador Hotline logged 759 calls from January 1 to November 30, 2013, averaging 2.3 calls per day.

**B.O.L.O. Alerts**

- The Short North Alliance works with the Short North Ambassador Team to alert District businesses to important crime and safety issues in the District. These messages are called B.O.L.O. alerts (Be On the Look Out). They are distributed to our District businesses via email as soon as the Alliance is notified of an issue. The Short North Alliance sent 24 B.O.L.O alert emails in 2013.

**Ambassador Response to Safety Incidents**

The Short North Ambassadors were able to resolve all safety incidents in 2013 through voluntary compliance, police intervention, or through other means. Here is a breakdown of how incidents were resolved:

- 72.45% of all incidents were cleared by Ambassadors through voluntary compliance
- 12.51% of all incidents were cleared by police through voluntary compliance or filing a report (including seven total reported arrests from Ambassador intervention)
- 15.04% of all incidents were cleared by other means (i.e. EMS, Net care, subject clear before arrival, etc.)

Ambassadors pursued open container violations, public intoxication, aggressive panhandling, and illegal camping more aggressively in 2013 than last year. Part of this increase is due to the fact that the Ambassador Team only had six months of data from 2012 for comparison to 2013 data. The other part of this increase is because these were the same trends that were observed in 2012, and Ambassadors targeted these interventions accordingly.
Crime Prevention

Safety Patrol Tours

- Short North Ambassadors conduct regular security patrol tours throughout the District as a form of crime prevention. These patrols keep eyes on the street and allow the Ambassadors to develop a deep sense of the safety and security issues facing the District.

- Short North Ambassadors conducted 1,344 security tours from Jan 1, 2013, to Nov 30, 2013, and averaged four security tours per day.

- Short North Ambassadors patrolled an average of 12 miles per day and over 4,000 miles total from January through November 2013.

Businesses Checks

- Short North Ambassadors proactively visit businesses throughout the District on a regular basis as a form of crime prevention and intelligence gathering on safety, cleanliness, or hospital concerns.

- Short North Ambassadors conducted 1,335 businesses checks from January 1 to November 30, 2013, an average of four business checks per day.

Reports Made to the City of Columbus

- When the Short North Ambassadors observe potentially dangerous safety hazards in public right of way or on private property that are outside of their realm to address, they contact the City of Columbus or appropriate private entity.

- Short North Ambassadors filed 31 Work Orders with the City of Columbus to resolve potentially dangerous situations.

Community Meetings

- A relationship was established with the Short North Block Watch and meetings were attended by the previous Operations Manager. Since his departure, no meetings have been held with them and the Short North Block Watch no longer holds meetings. Beginning in 2013, a Short North Ambassador will regularly attend both Italian Village and Short North Civic Association meetings.

Proactive Police Relations

- The Short North Ambassador Team maintains a positive relationship the Columbus Police Department through Community Liaison Officer Steve Smith. Officer Smith is always helpful with areas of concern and communicates our needs to the CPD Officers who work in the Short North Special Improvement District. Officer Steve stops to talk with Ambassadors when he is passing through the area, and he has also personally responded to some situations. CPD officers are supportive of the Ambassadors and response times are generally in the 4-6 minute range. Occasionally response times are slower when CPD is engaged in higher priority events.
Recommendations for Safety Improvements for 2014

Public Service Messages Regarding Panhandling

- A coordinated anti-panhandling strategy is highly recommended. The core reason why we have panhandlers in the District is because it is a profitable area, and people often give them money. The only way to eliminate panhandling activity in the District is to discourage people from supporting them. Models exist in other parts of Columbus and in other cities. Projected cost is $3,000 to develop and execute a campaign.

Limestone Sofa

- The Limestone Sofa is the District’s greatest challenge from a safety standpoint. It is recommended that the sofa be removed or that classical music play on a loop to make this an undesirable location to loiter. The projected cost to remove the sofa is $1,000-$5,000.

Ambassador-to-Ambassador Communication Improvements

- Quick communication capabilities are important for Ambassadors when they are dealing with security and safety issues. Ohio Support Services has placed two two-way radios at the Short North for Ambassadors to test.

- Without these radios, the Ambassadors must use push-to-talk cell phones to communicate with each other. When a security situation arises, the Ambassadors find the push-to-talk cell phones to be clumsy and time consuming. These phones can be problematic if the Ambassador feels he needs another Ambassador to back him up.

- OSS has also tested Motorola’s economical Talk About radios. Communications with the Talk About radios were muddy, unclear and there were many dead spots, which rendered them ineffective. It is recommended that the SN SID provide four two-way Motorola radios. One of these radios could be positioned in the SN SID office so that SID staff could easily reach and communicate with Ambassadors. The projected cost is $2000.00.
**District Cleanliness Overview**

**Trash Removal**
- In addition to the ongoing collection of trash and debris from the sidewalk, the Ambassadors emptied 2,061 trash cans in 2013, and took on the responsibility of trash removal around the new CoGo Bike Share stations.

**Graffiti**
- The ambassadors removed 981 incidences of graffiti in 2013, a 17% decrease from 2012.
  - Graffiti (stickers) removed: 397 over approximately 27 hours
  - Graffiti (marker) removed: 399 over approximately 399 hours
  - Graffiti (spray paint) removed: 184 over approximately 736 hours
- Cost of Graffiti supplies for 2013 was approximately $1,200
- Graffiti artists are again etching shop windows. Ambassadors found nearly 40 instances of glass etching graffiti in the District in September 2013. These etchings are deep and costly to repair. While some of these etchings can be filled and buffed, the only 100% effective remedy is the total and costly replacement of the glass.
- Recently graffiti artists carried out their work during broad daylight, spray painting the front of Family Dollar, and Fireproof building. Various smaller tags have shown up in the District, and were treated by Ambassadors within 24 hours.

**Snow Removal and Salting**
- The Short North Ambassadors spent a total of 150 hours removing snow and slating sidewalks in 2013. The first quarter of 2013 was very mild in terms of temperature and snow. From January-March 2013, Ambassadors spent 100 hours removing snow. Ambassadors spent approximately 50 hours removing snow in the just the last week of November and first week of December 2013.

**Weeding, Watering, and Plantings**
- In 2013, Short North Ambassadors watered planters and beds approximately every other day from late spring through the end of summer. This consumed approximately 211 hours of Ambassador
time and included Buttles Gateway flower pots, Chase Pocket Park, Poplar Park, Rose Pocket Park, the bed behind the Limestone Sofa, Family Dollar pots, and other flower beds. This represents a significant reduction in time as compared to last year's extreme heat wave and lack of rain. In 2012, Ambassadors watered nearly every day for approximately 6 hours.

- Short North Ambassadors completed weed control throughout the District including the brick pavers at Poplar Park. They removed sap suckers from trees, trimmed all low hanging tree branches, and continuously worked on leaf removal throughout the District. Additionally, Short North Ambassadors worked with the City Forester to remove a dead tree from 4th Avenue next to Goody Boy.

**Other General Maintenance & Cleaning**

- Short North Ambassadors preformed the other general maintenance and cleaning throughout the District in 2013:
  - Re-painted double globe light poles throughout District.
  - Painted 12 bike racks.
  - Removed 7 abandoned newspaper racks.
  - Removed 24 abandoned bicycles from the District.
  - Removed an abandoned pay phone at Family Dollar.
  - Pressure washed the tops and underneath all black public trash cans along High Street and re-painted the tops.

**Challenges to District Cleanliness**

**Food Truck/Cart Violations**

- Food truck/cart vendors are still not following the new ordinance requiring them to utilize pre-established parking spots. Ambassadors are reporting the names of these vendors along with pictures to Columbus Public Safety. Food push carts are not permitted in the District and we are working with Columbus Public Safety office to correct this problem. Food trucks generate trash around them and food cards often leave grease or other debris on the street.

**Limited Trash Can Supply**

- There are not enough trash cans in the district to handle the level of trash generated. During Events such as Comfest, Kroger has kindly donated disposable trash containers that have been a tremendous help.

**City Trash Removal Schedule**

- The City dumps trash cans on Tuesday, Thursday, and Saturday. However, there is no pick up on weekends when activity is substantially increased in the District. Ambassadors use the golf cart to empty trash cans and transport it to the allies where it is placed in the dumpsters belonging to businesses. This method of disposal is not fair to businesses that pay for this service and their dumpsters may be at capacity. Ambassadors attempt to distribute this trash evenly so that they don’t overwhelm any particular dumpster.
Lack of Public Space and Public Restrooms

- Wall Street just north and south of 5th Street is still experiencing activity in terms of loitering, public drinking, urinating, etc. Ambassadors will generally spend more than one hour per day picking up trash in that area alone. The dumpster behind The Garden Theater and New Life United Methodist Church is a well-known “restroom” in the Short North. Ambassadors regularly dispose of the following in that area: alcoholic beverage containers, drug paraphernalia, under clothing, outer clothing, human waste, etc.

- A lack of public restrooms is contributes to loiterers relieving themselves in most areas that offers at least a little concealment. Clean up is one of the Ambassador’s most offensive tasks.

Problem Areas

- Family Dollar does not provide for basic care of their property while the remainder of the District continues to improve and beautify the area.

- A new area of concern is 1st Avenue south to Buttles Avenue. This area has seen an increase in a variety of activity including panhandling and public intoxication. Additional attention is being conducted in this area.

Recommendations for Cleanliness Improvements for 2014

- Work with the City of Columbus to advocate for an increase in trash receptacles on High Street or purchase additional decorative receptacles. Projected cost is $2,500.

- Work with the City of Columbus or private development community to advocate for public restrooms in the District. Restrooms could be provided in many of the new developments along High Street or as part of phase two improvements to Italian Village Park.

- Continue to work with and educate constituency groups and businesses, such as district bars and mobile food vendors that produce the greatest amounts of trash in the district.

Hospitality Overview

The Short North Ambassador Team provide hospitality services in the form of greeting visitors, answering questions, and providing informational material to people they encounter in the District. They also help to support disbursement of marketing of materials to businesses in the District.

Visitor Engagement

- Short North Ambassadors provided hospitality services to 636 visitors in the Short North Arts District in 2013. This is an average of 2 visitors per day.

Business Hospitality

- Short North Ambassadors installed Highball Halloween and Short North Pole banners on shop windows and remove them when finished in the fourth quarter of 2013.

- Short North Ambassadors distributed brochures and various marketing materials to business within the District several times throughout the year.
Hospitality Recommendations for 2014

- Short North Ambassadors each spend the majority of their time devoted to supporting clean and safe programming in the District, which leaves a smaller percentage of time to devote to general hospitality. Developing goals or better tracking around hospitality services will be important for 2014. Specifically, it would be helpful to have Ambassadors record the types of information inquiries they receive (such as parking, recommendations for restaurants, etc.) and provide feedback on the types of print pieces that would be helpful to their fulfilling inquires in the district.

- With the Short North Ambassadors serving as the on-street face of the District, it is increasingly important for them to intimately understand and articulate the mission of the District, the specifics about our businesses, and our culture to visitors. Taking Short North Ambassadors on monthly experiential tours of the District will be one strategy to ensure they communicate the best and accurate information to the public.
### Short North Special Improvement District Balance Sheet

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Checking/Savings</td>
<td></td>
</tr>
<tr>
<td>Cash - Checking Huntin...</td>
<td>28,532.46</td>
</tr>
<tr>
<td>Total Checking/Savings</td>
<td>28,532.46</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td></td>
</tr>
<tr>
<td>Columbus Foundation F...</td>
<td>3,919.38</td>
</tr>
<tr>
<td>Total Other Current Assets</td>
<td>3,919.38</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>32,451.84</td>
</tr>
<tr>
<td>Other Assets</td>
<td></td>
</tr>
<tr>
<td>Workers Comp &amp; Rent De.</td>
<td>333.59</td>
</tr>
<tr>
<td>Total Other Assets</td>
<td>333.59</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>32,785.43</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES &amp; EQUITY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity</td>
<td></td>
</tr>
<tr>
<td>Retained Earnings</td>
<td>26,615.49</td>
</tr>
<tr>
<td>Net Income</td>
<td>6,169.94</td>
</tr>
<tr>
<td>Total Equity</td>
<td>32,785.43</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES &amp; EQUITY</strong></td>
<td><strong>32,785.43</strong></td>
</tr>
</tbody>
</table>
## Short North Alliance Balance Sheet

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Checking/Savings</td>
<td></td>
</tr>
<tr>
<td>11000 · Checking Account</td>
<td>201,075.59</td>
</tr>
<tr>
<td>11200 · Petty Cash</td>
<td>99.00</td>
</tr>
<tr>
<td>Total Checking/Savings</td>
<td>201,174.59</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td></td>
</tr>
<tr>
<td>11001 · Accounts Receivable</td>
<td>25,100.00</td>
</tr>
<tr>
<td>Total Accounts Receivable</td>
<td>25,100.00</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>226,274.59</td>
</tr>
<tr>
<td>Other Assets</td>
<td></td>
</tr>
<tr>
<td>18700 · Security Deposits Asset</td>
<td>2,167.00</td>
</tr>
<tr>
<td>Total Other Assets</td>
<td>2,167.00</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>228,441.59</td>
</tr>
</tbody>
</table>

### LIABILITIES & EQUITY

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td></td>
</tr>
<tr>
<td>20000 · Accounts Payable</td>
<td>15,500.00</td>
</tr>
<tr>
<td>Total Accounts Payable</td>
<td>15,500.00</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td></td>
</tr>
<tr>
<td>25000 · Unearned Revenue</td>
<td>64,750.00</td>
</tr>
<tr>
<td>Total Other Current Liabilities</td>
<td>64,750.00</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>80,250.00</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>80,250.00</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
</tr>
<tr>
<td>32000 · Unrestricted Net Assets</td>
<td>18,192.79</td>
</tr>
<tr>
<td>Net Income</td>
<td>120,398.80</td>
</tr>
<tr>
<td>Total Equity</td>
<td>148,191.59</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES &amp; EQUITY</strong></td>
<td>228,441.59</td>
</tr>
</tbody>
</table>
Section 5: Short North Alliance Mission and 2013 Staff Roster

The Short North Alliance (SNA) is a 501(c)3 non-profit organization serving both the property owners and business owners of the Short North Arts District.

Our Mission

To nurture the Short North Arts District as a vibrant, balanced residential, cultural and business community; and as a regional and national destination, by:

• Advocating for and connecting the Short North with all of Columbus
• Improving public space infrastructure, access to and mobility within the Short North
• Creating a dynamic environment conducive to the arts
• Collaborating on marketing and programming initiatives that benefit the Arts District
• Developing resources to accomplish the Alliance’s goals
• Creating a clean and safe environment
2013 Staff Roster

Betsy A. Pandora, MCRP
Executive Director

Dana Cox
Marketing & Communications Manager

Emily Selzer
Events & Special Projects Coordinator

Sylvia Totzke
Visitor Relations Coordinator

Will Homan
Communications Assistant

2013 Short North Alliance Interns
Stephanie Faddis
Amanda Harr
Jordan Horsch
Kory Kasler
Liz Mendez
Juliane Scheiderer
Delong Yang
Maggie Yang
Tyler

2013 Short North Ambassador Team
Mark Naayers, Operations Manager
Greg Feldman, Operations Supervisor
Newton O’Neil, Ambassador
Kim Young, Ambassador
Rickie Tadem, Utility Ambassador

Produced by the Short North Alliance December 2013