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Downtown Berkeley Association: Marketing Plan DRAFT 6
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Downtown Berkeley Association Marketing Plan

May 15, 2012



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I. Executive Summary

A New Downtown Berkeley

In 2011 the Downtown Berkeley Association (DBA) formed a new property-based business improvement district (PBID) for the purpose of creating a vital and prosperous Downtown – an attractive and welcoming place for residents and visitors to dine, shop and be entertained, and for businesses to locate and thrive.

The intent of this marketing plan is to outline a strategy that positions and promotes current and planned Downtown assets as an attractive destination, particularly for targeted market segments of established residents, new families, professionals, and visitors.

The DBA marketing efforts will include: implementation of new branding and messaging focused on current and future assets of Downtown; promotion and planning of co-sponsored events; targeted coop advertising opportunities; new business attraction; partnering with downtown venues; and innovative online marketing strategies.

Ultimately, by bringing more people to the Downtown, this plan will support the emergence of a more vibrant Downtown, increased sales and tax revenues and higher property values. Downtown Berkeley can grow into a vital and prosperous city center serving the region and benefiting the City as a whole.

II. Key Findings

Changing Demographics and an Evolving Downtown Environment

A look at the demographics of Berkeley reveals specific characteristics of the population that influence the existing and future uses of the Downtown. In addition, there are current and desired characteristics of the Downtown that should be addressed through ongoing marketing and development efforts.

Findings include:

- **Ageing Population** – The 2010 census shows a higher percentage of older adults without children over 35 years of age (60%+) living in Berkeley.
- **High Incomes** – based on our survey and the 2010 census, there is a very large percentage of the population with disposable incomes over \$100,000, which speaks to ability to spend.
- **Highly Educated** – with one of the highest percentages of residents with undergraduate and postgraduate degrees in the Bay Area.
- **International Population** – Over 20% of Berkeley's population is foreign-born bringing a unique international flavor to the community and more varied cultural and social expectations.
- **A Desire for Gathering Places** – Survey results showed a desire for more places to meet and gather for all demographic groups including students, Downtown workers and residents

- **Perceived Need for Parking** – A general perception that parking availability, ease of parking access and knowledge of where parking is available needs improvement to create a more accessible Downtown.
- **Multipurpose Trips** – Many individuals make trips to Downtown that fulfill multiple needs, such as entertainment combined with dining, or business services such as banking combined with the YMCA. The Downtown mostly focuses on targeted destination visits.
- **Lack of Shopping Options** – For the most part shopping is not the main focus of most people's trips to the Downtown and it has been indicated that there is a need for more types of shops, including men's and women's clothing and accessories.

III. Downtown Berkeley Vision

A. Downtown Berkeley – a new beginning with a single focus

As part of the original strategic plan for Downtown Berkeley the intent of this marketing plan is to promote the Downtown as a destination with many unique, world-class assets through increased and focused marketing on the Downtown, enabling it to draw larger groups from a wide area, including not only Berkeley residents but those throughout the region as well as travelers visiting the area from around the country and the world. The intent is to promote the unique mix of food, cultural, arts, entertainment and innovation as related to the entire mix of offerings as Downtown Berkeley.

B. DBA Mission

The Downtown Berkeley Association provides leadership to create and sustain a welcoming, vibrant, and prosperous city center.

C. DBA Vision

The Downtown Berkeley Association envisions a Downtown that is fun, welcoming, vibrant, prosperous and easy to get to. Downtown Berkeley will provide a wonderful environment to visit, work, learn, shop, live and play:

- Our customers will enjoy Downtown's rich selection of arts and entertainment venues, cafes and restaurants, and unique stores and businesses that fill our ground floor spaces.
- Our visitors will feel secure walking along our attractive streets fronted by a mix of historic and contemporary buildings.
- They will find our many cultural and commercial offerings easily accessible by public transit or private vehicle.
- Our residents will enjoy the convenience of living close to major employment and educational centers in the heart of a City that offers great nightlife, friendly businesses, services that meet their daily needs, and diverse housing opportunities.
- Entrepreneurs and investors will find Downtown to be a business-friendly place to open and grow a commercial enterprise.

D. PBID Goals

- 1. Create a Consistently Clean, Inviting and Attractive Downtown:** Dirty sidewalks, litter, graffiti and inappropriate street behavior challenge Downtown. The PBID will supplement existing City services, providing additional resources to ensure that Downtown remains clean and welcoming at all times.
- 2. Cultivate a Fun and Vibrant Downtown “Living Room”:** The PBID will attract residents and visitors of all ages to come and enjoy Downtown by creating a vibrant and comfortable community gathering place with arts, culture, entertainment, education, recreation, open space, food, shopping, commerce and services, etc.
- 3. Enhance Property Values, Sales, and Occupancies:** A Downtown Berkeley PBID will fund improvements and services that enhance the overall economic vitality and attractiveness of the Downtown business district.
- 4. Help Downtown Berkeley Compete:** Other commercial areas – often with their own PBIDs – attract visitors away from our city and threaten to erode the economic and cultural vitality of Downtown Berkeley. The PBID will provide resources to strengthen Downtown Berkeley’s unique position in an increasingly competitive regional market.

IV. Current Market/ Research/ Analysis

A. Urban Market Trends

A variety of market trends are reshaping the urban landscape and are affecting downtowns: what’s there, who goes there and what the purpose of the city center is

“According to the U.S. Census Bureau, in many American cities, residents are migrating inward, populating downtown urban areas after populating the neighboring suburbs, but what is most fascinating is how rapid the migration is in some cities over others.”—AG Beat, 5/2/12

- A. **Urban centers and cities are seeing a major reverse migration.** Over 27 American older cities are seeing major increases in population growth within the city center. This includes both younger Millennials and older singles and couples without children, all seeking to be in the center of activities, culture and transportation.
- B. **Downtown living is becoming the new trend across urban centers.** Oakland, San Francisco and Berkeley have all seen major increases in new units built in or near the center of downtown. This is a trend across older cities in the U.S.
- C. **Urban dwellers are forgoing car ownership.** Many people moving to the downtown area in cities are reducing the number of cars they own (one per household) or forgoing ownership in favor of Zip Car or City Car Share car rental models.
- D. **Property-based business improvement districts are supplementing and complimenting a decline in city services.** Revenue generating PBIDs in downtown districts are building their own service base that compliments or supplements existing city services. They also provide a focus on the downtown area by the property owners.

- E. **Digital wireless and online media support location based services and events.** Smart phones now provide immediate access to events through social media to visitors and customers seeking activities, events and gathering places based on real-time searches.
- F. **Retail trends for small and larger chains are focusing on an urban store footprint.** Currently major chains have ignored downtowns but the trend is changing to focus on smaller urban footprint stores, pop-up stores targeting the increased activities and residents in downtown areas.
- G. **Downtowns now focus on special events that attract visitors and residents.** The key to drawing individuals to downtowns are ongoing and repeat events from farmers markets to art happenings and food-focused events.

B. Berkeley's Population (see Appendix A)

Berkeley is older and educated with **85,223 adults** (median age of 33 even with UC students) who have money to spend and want places to go for culture and events. Berkeley has one of the highest percentages of college graduates (67.4%) and post-graduate degree (34.3%) residents in the Bay Area.

Berkeley has a growing number of families with children with roughly **15,000 family households** with kids under 18 – an increase of 6% over 2000.

Berkeley has a high median income with a large concentration of low income residents – 27,000 UC Berkeley students in three census tracts in or near Downtown make no income, which brings down the average. The residents in other areas of Berkeley have much higher income levels.

20.4% of Berkeley's population is foreign born – Roughly 27,000 residents were born outside the United States bringing a distinctively international flavor to Berkeley's culture and population.

Total Downtown employment is growing with 10,726 employees while Berkeley's total employment is 55,832 including the university. More employment opportunities are on the horizon: the Berkeley Startup Cluster and SkyDeck, Helios building and more.

C. The UC Market Influence

14,131 U.C. Berkeley employees are an opportunity for the Downtown.

Most work within walking distance or in Berkeley's Downtown already, but do not eat, shop or attend cultural venues Downtown. This may be an untapped group for food, entertainment and cultural spending and activities in Downtown.

2010 figures from UC Berkeley website

FACULTY FULL & PART TIME	2,082	employed
STAFF	7,550	employed
TOTAL GRAD STUDENTS	10,298	(4,499 employed)
UNDERGRAD STUDENTS	25,530	
TOTAL	45,460	
TOTAL EMPLOYED	14,131	

D. Market Perceptions Survey (see Appendix B)

Over 2,000 Respondents

As part of the research for this plan, RadiantBrands performed an online survey of residents of Berkeley and nearby areas. Outreach was done by the DBA and a number of civic partners, and through a feature story in Berkeleyside. With over 2,000 responses, the survey provided valuable information from a broad range of residents and visitors about their perceptions of the Downtown and suggestions of events, facilities and businesses they would like to see in the Downtown. See Appendix B for highlights of the survey.

E. Key Stakeholder Interviews (see Appendix C)

Business People, City Representatives and Consultants were Interviewed

Out the outset of developing this campaign, over 30 key stakeholders were interviewed, including business owners, representatives of arts and entertainment venues, civic leaders and others representing a range of interests in the Downtown. Their comments and observations informed the strategies in this plan. See Appendix C for list of interviewees.

V. Competitive Analysis

A. Destination Analysis

Competitive retail and entertainment venues in the Bay Area Berkeley faces significant competition for shopping, dining and entertainment dollars in the Bay Area.

Berkeley is located within 14 miles of San Francisco, which is the largest regional draw for entertainment, food and cultural venues in the Bay Area.

Oakland is also now a hub of unique restaurants and entertainment options, and the monthly Arts Murmur attracts thousands of residents and visitors to Downtown Oakland, particularly from a hip younger demographic.

Emeryville and Walnut Creek are the largest regional shopping options that compete for shoppers and stores, along with San Francisco. They are well established and easily accessible with well-known national chains. Currently Berkeley is not a shopping destination in the same category.

Downtown Berkeley's biggest assets are entertainment, performing arts, culture and food, all of which are growing. It's not a destination for big retail or shopping— and probably never will be.

Downtown Berkeley is a local and regional destination. What makes Berkeley valued as a destination is the unique mix of cultural and arts experiences with food and gathering places and a location near UC Berkeley. The increasingly rich mix of Downtown businesses and organizations creates a place with strong appeal for local and regional market segments as a destination.

Not competing head to head – a place with a unique mix. The key aspect of the current market is that Berkeley does not have the same assets that each of the other communities has. Downtown Berkeley is

not competing with those venues for shopping dollars in a traditional shopping environment. Its currently strong assets, such as the Arts District and UC Berkeley, are the centerpieces of a destination experience that can include food, music and intellectual explorations— a unique mix of experiences with an infill of services and retail that service the local population.

B. Downtown Berkeley's unique position

Downtown Berkeley is uniquely positioned as a place of ideas, food, entertainment and fun; urban, not suburban; international, a unique mix, inclusive; attracting entrepreneurship, innovation and creativity:

1. Strengths

Downtown Berkeley

- High quality cultural venues
- Urban but small
- Museums
- Quality restaurants
- Emerging boutique/unique retail
- World-class University of California
- Excellent BART access
- Hip, international, recent addition of unique food, entertainment and cultural amenities

2. Unique Assets to Promote

- IDEAS/INNOVATION: UC, Startup Cluster, Museums, Brower Center
- CULTURE: Berkeley Rep, Marsh, Jazz School, Magnes Collection, BAM/PFA, Brower Center gallery, Freight & Salvage
- ENTERTAINMENT: Movies, Freight & Salvage, Berkeley Rep
- NIGHTLIFE or hanging out: Jupiter, Beta Lounge, Thalassa, Five, Shattuck Down Low, BEC's
- RESTAURANTS and CAFES: Gather, Revival, PIQ, Saturn and many more (Center St)
- SHOPPING: Games of Berkeley, Half-Price Books, Pendragon

3. Key Differentiators

What makes Downtown Berkeley different from the competition?

It's a unique mix of characteristics:

- Not a national chain store/restaurant "experience"
- High traffic/pass through location because of University
- Accessibility by BART
- The University's proximity to Downtown
- Innovation centers that are destinations of their own
- A unique mix of only in Berkeley culture entertainment, ideas, food and shopping in a compact urban setting

Downtown Berkeley offers a unique mix of culture, entertainment, ideas, food, socializing and shopping in a compact urban setting that's stimulating, vibrant and fun.

VI. Target Market Segments

Several market segments come – and will come in increasing numbers – to Downtown to partake of its culture and unique environment. These segments are distinguished by demographics (age, where they live) and are searching for specific sets of experiences. These groups come for different reasons, destination specific locations for entertainment, gathering places after work or at lunch, repeat venues as part of their routine or international or regional visitors to see the University or Berkeley and the Bay Area. The segments generally have high disposable incomes that can provide a high return to Downtown merchants, businesses, and property owners for our marketing efforts.

Four Target Segments

1) Established Residents and Suburban/Regional Visitors: Generally do not have children at home, such as empty nesters, single income no kids, or double income no kids residents. They are often destination visitors often coming for one specific event or activity. They may attend music and theatre performances and cultural events such as lectures. They may have food or coffee, visit a bookstore before or after a performance. The local residents may also go to the library, farmers market or the YMCA. This core group accounts for much of the spending for theater activities and restaurants and has potential to grow with addition of a greater mix of retail and food venues.

2) Young Professionals, Downtowners, Cal Grad Students (and to a lesser extent UC staff and faculty): Those who work or live in the Downtown area, they are a given.– Office employees, entrepreneurs, UC staff & employees, who are in the Downtown every day. They have varying income levels, and most are seeking lunch and after work options to socialize/eat. They may be looking for a social experience after work or on the weekend, a chance to meet with friends, perhaps attend a movie or performance. They may be attracted to more shopping and entertainment venues if available.

3) New Families setting down roots: This group is distinguished because they have children. They are new growing group that seeks a somewhat different experience when they visit Downtown, one that includes family-focused activities. They are middle income, educated and selected Berkeley as a location to establish their family. The cultural draw of Berkeley's Downtown is important as are restaurants and drinking establishments but this group also focuses on the Library, YMCA, Farmers Market and movie venues for their family. They seek a more welcoming Downtown with more activities for both adults and families.

4) Visitors: the UC Community and Tourists: Because of UC Berkeley, Downtown attracts a large number of visitors each year, including parents, alumni, prospective students, sports fans, visiting academics, and intellectual tourists. A large number of both international and out of area visitors are coming to visit children attending the University of California. These individuals would most likely have no connection to Downtown Berkeley without the University. However, they do access the University via BART, the Downtown is a "portal" to their visits to the campus, and they increasingly stay in Downtown or other nearby hotels. In addition, Berkeley's national and international reputation draws visitors from all over the world who want to partake of Berkeley's arts and intellectual offerings and explore the UC

campus and surrounding areas.. The Downtown BART station is an important arrival point for this group as well.

Target Segments: Challenges and Opportunities

These target segments present unique challenges and opportunities in attracting increased visits and patronage of Downtown services and venues.

Target Segment	Challenges	Opportunities
Established Residents and Suburban/Regional Visitors	<ul style="list-style-type: none"> • Single destination trips • Locals may have 2-3 destinations, often don't explore • Perception of no parking • Bad perceptions of Downtown • Lack of shopping options 	<ul style="list-style-type: none"> • Make aware of changes in Downtown • Provide more information about shopping/dining options • High disposable income • Proximity to residents • Empty nester / senior housing
Young Professionals, Downtowners, Cal Grad Students (and to a lesser extent UC staff and faculty)	<ul style="list-style-type: none"> • May be Downtown every day, want options • Looking for the right gathering spots • Want more entertainment options 	<ul style="list-style-type: none"> • Build awareness of options • Encourage add'l businesses • Create more lively, hip environment • Design events to draw this demographic • Housing suited for professionals
New Families setting down roots	<ul style="list-style-type: none"> • Want more family-oriented experiences, activities • Want shopping also 	<ul style="list-style-type: none"> • Make aware of options • Encourage businesses filling these needs • Design events to draw this demographic
Visitors: the UC Community and Tourists	<ul style="list-style-type: none"> • Confused by city geography • Can't see where to go • Perception as dirty and unwelcoming environment 	<ul style="list-style-type: none"> • Make aware of options • Provide info at key points • Ambassador presence • Direct to Downtown amenities

VII. Marketing Goals and Objectives

A. DBA Mission, Vision, Goals

The marketing efforts should contribute to the realization of the overall DBA mission and support the goals and objectives of the DBA as described in Section III above.

B. Marketing Goals

1. Generate more visits and sales Downtown, particularly from target market segments:

- Motivate those who have not been Downtown
- Encourage more frequent visits
- Encourage longer visits and multipurpose trips

2. Reach out to those who live or work Downtown to build awareness of shopping, dining, entertainment and cultural opportunities and activities.

3. Attract more investment Downtown particularly to encourage new businesses serving target market segments

- New Retail and businesses *
- New development: residential, office, and retail*

* This marketing plan is primarily directed towards consumer marketing, but can be leveraged for future business attraction and encouragement of real estate and housing development.

VIII. Marketing Strategies*

- Develop unique and compelling brand and messaging
- Promote unique assets and events
- Create a clean, welcoming and beautiful Downtown
- Help create unique events that attract targeted segments to Downtown
- Help create and enhance welcoming destinations and gathering places
- Help create unique retail that are destinations and stitch together unique assets

* This marketing plan is primarily directed towards consumer marketing, but can be leveraged for future business attraction and encouragement of real estate and housing development.

IX. Marketing Tactics & Programs

The overall objectives for the Downtown marketing are three-fold; 1) to position the Downtown as a place to visit and experience the current and new venues for food, entertainment and events; 2) to portray the

downtown as a safe, welcoming, clean, vibrant destination environment for visitors, employers and current and future retailers; and 3) to promote assets and events to bring people to Downtown for specific purposes.

These overall objectives will be met through a variety of tactics, including:

- 1. Visitor attraction through co-sponsored events:** promotions and programs that consistently focus on the “it starts here” as core positioning around what’s unique and valued in Downtown.
- 2. Coop advertising and promotion** that focuses on coordinated brand messaging and shared promotional costs with Downtown venues aimed at targeted segments, possibly through radio, UC alumni publications and online advertising.
- 3. Business and retail attraction** through targeted ads, promotions for business startups or business expansions targeting the right demographic target segments.

A. Brand & Messaging

1. A new brand and strategy for Downtown

The key to building a strong position for the Downtown is to provide the Downtown businesses and organizations with the core brand-messaging platform, which they can build into their marketing efforts. This will allow the Downtown brand to be built with one powerful message— *it starts here* for the Downtown as a whole, and reference to specific assets by brand sub message of: *taste. create. experience.* Encouraging the business and cultural venues to focus on what is unique – what they can promote that starts in their location – can add enormous reinforcement value to the overall brand messaging.

2. Brand Positioning

Downtown Berkeley offers a unique mix of culture, entertainment, ideas, food, socializing and shopping in a compact urban setting that’s stimulating, vibrant and fun.

Downtown Berkeley is a vibrant mix of culture, arts, food and ideas—where inspiration thrives, a rich urban environment of innovation and creativity. The small city with global influence—it starts here.

Unique cultural and entertainment opportunities; intellectual, international, educated audiences focusing on specific experiences and options.

3. Brand Messaging

it starts here – our new tagline expresses the uniquely innovative intellectual, cultural, and commercial attributes of Downtown Berkeley, the City of Berkeley, and the UC Berkeley—both past, present and future. This tagline is vividly consistent with our positioning statement of Downtown Berkeley as: “A vibrant mix of culture, arts, food and ideas, a rich urban environment of innovation and creativity. The small city with global influence.”

It's supported by the submessages that reference the visitor experience – **taste. create. experience.** – of a distinctive, sophisticated, multi-cultural, clearly non-suburban, small urban, university town environment:

taste - Berkeley fosters many of the world's most significant and exciting taste trends, building on its famed food and nutrition revolution which includes the Localvore movement with origins at the Berkeley Farmer's Market; the inspiration of master roaster Alfred Peet; and the development of the Slow Food movement. Downtown Berkeley continues in the footsteps of Berkeley's food revolution, sparked by Alice Waters and others, and furthered today by the food visionaries at Gather, Revival and Five restaurants. The diversity of the cuisines available in Downtown Berkeley is a reflection of its place as a culinary crossroads realized by its acclaimed restaurateurs.

create - The ingenuity and creativity of Berkeley is a reflection of the unique mix of theater, music, culture, arts and science. From Nobel Prize winners to world-class science and culture contributions, UC Berkeley has brought many firsts to the world, which will soon include the new Energy Biosciences Institute Building that will lead the world in alternative fuel research. The city's new Berkeley Skydeck, a tech startup incubator and accelerator; and the Berkeley Startup Cluster, a partnership of the DBA, the City of Berkeley, UC Berkeley, and Chamber of Commerce, provide venues for young entrepreneurs to realize their exciting visions of the future.

experience – Berkeley boasts a vibrant cultural arts district as an anchor for its Downtown, featuring the Tony-award winning Berkeley Repertory Theater, the Aurora Theatre, The Marsh Arts Center, The Jazzschool and The Freight and Salvage Coffeehouse. Moreover, the Berkeley Art Museum and Pacific Film Archive is slated to move into their new location in the heart of Downtown by 2015. Every day, cyclists ride to the trend-setting, free bike parking valet at the Bike Station on Shattuck Ave, also headquarters for the East Bay Bicycle Coalition. The nearby David Brower Center, located in the greenest building in the East Bay, exemplifies environmental sustainability, community building and social action. The world-renowned Magnes Collection of Jewish Art and Life has opened on Allston Way across the street from The Marsh and the Brower Center. Dharma College has moved into the old Armstrong College Building, bringing a Buddhist curriculum to the heart of the City.

Use of the Brand Messaging

The focus on "it starts here" can be consistently reinforced by local venues and businesses, building the value of the Downtown as a whole. The idea is to encourage local venues to use this message to reinforce the sense of the Downtown as one destination. Augmenting or encouraging this focus with their current marketing strategies can add to the value of their marketing as well as the Downtown's image as a single destination. Strategies should focus on continued, consistent brand messaging that evokes what's unique about the Downtown and builds strong associations with existing venues. This also offers the opportunity for coop advertising, which should become a key focus for multiplying the spending of advertising and event dollars.

4. Core Brand Attributes

Downtown Berkeley offers a wealth of unique options and experiences:

- Culture; high quality cultural venues
- Urban: but small
- Rich cultural assets: museums, performance venues
- Food: quality restaurants, farmers market
- Unique retail: merging boutique/unique retail
- Intellectual: World-class University of California, other organizations based I Berkeley
- Accessible: excellent BART access
- International, recent addition of unique food, entertainment and cultural amenities

B. Environmental Branding/Marketing

The introduction of outdoor banners and the repeating use the logo and brand colors in key locations and merchant windows throughout the downtown will enhance and build the perception of *It starts here* and *taste, create, experience*.

1. Signage

A projected signage program that uses the same Downtown Berkeley branding will enhance the visible experience of this being the new Downtown.

2. DBA Welcome Kiosk

The DBA-branded welcome kiosk in BART Plaza contributes to the awareness that Downtown Berkeley is a particular place with its unique value and characteristics.

3. DBA Crew Presence

The visual branding of the Downtown is also supported by the DBA truck and the clothing of the cleaning and ambassador crews.

4. Street Furniture

The sense of place in the Downtown is also supported by the painted surfaces of the planters, the benches and trashbins. The hanging flower baskets also add to the perception that Downtown Berkeley is a special and unique place.

C. Innovative Promotion of Assets and Events

1. New Website

- Destination Site
- Using QR Codes
- Short video
- Downtown Channel on Wireless network
- Hub of events marketing for Downtown

The website should become a hub of downtown events and experiences. The current site needs to feature an ongoing stream of events as they change. The future site should include all activities in the Downtown and become a hub of current knowledge and activities for visitors, those working in the downtown, the media, retailers and employers considering downtown Berkeley as a destination. The site must clearly answer the question: why Downtown Berkeley?

Here are some of the key features of the site that are linked to ongoing marketing:

- links to local and regional websites that focus on event sites
- links to downtown venue sites'
- short video that describes what's happening in Downtown and links to QR codes from ads
- a parking and transportation section on the site that easily shows all parking available, timing and pricing (a matrix that covers this in a page by itself linked to map)
- ability to view the site on mobile devices
- possible second or third language option or page in alternate languages
- Using Twitter and Facebook to drive traffic to the site for event info and Downtown information

The site should be a key destination for ads both in print and online. The ads should link directly to promotions or events that are featured in Downtown.

2. Mobile Site and Apps

The development of an app that links directly to a mobile version of the site would be an excellent way to guide visitors through venues in the Downtown and in general, make the Downtown more accessible in real time. The mobile version of the site could feature simple key areas of navigation such as current events, a guide that's both alphabetical and by type of business and a parking and transportation guide that links to BART and Google Maps.

3. WiFi Connectivity: Use of free Wifi creates ad revenue source

With the advent of free wireless access in Downtown the website can be presented as the access point (gatekeeper) individuals would go through to get onto the network. The site would then become visible to all wifi users in the Downtown area and coop advertising as well as links to other portals can generate ongoing revenue for the DBA.

4. Using QR codes that lead to the site

The QR code, a graphic, black and white image that can be recognized by most smart phones, is an excellent opportunity to link ads, collateral, promotions and events back to the website. In particular, mobile users will be able to access information in ad when they are searching for it. This can help leverage effectiveness of print ads and online advertising.

5. Drive Traffic to the Site: Social Media, PR

FACEBOOK – Continue current efforts at posting events, promoting businesses, linking to friends and responding to comments on the site. The events should be simultaneously posted on this page and the home page of the website.

TWITTER – Comments on a daily basis if possible that may link to followers and use it for Flash Mobs or Cash Mobs to specific destinations as part of other events and promotions.

VENUES THAT LINK TO OTHER SITES – Online tools such as TweetDeck which publishes all comments to multiple sites, addresses, personalities and followers will simplify ongoing publishing

The use of social media should be focusing on what experiences are occurring around downtown events. If possible they should be posted in real time for events. These are almost like reviews of the downtown so those reading them feel a draw to those experiences.

6. Updating current brochures

The existing brochures that feature entertainment, food and transportation should be updated with current listings of Downtown venues. These should also use QR codes to link back to the website for current updates or listings.

7. Retail/Employers Marketing

Targeted business publications for “locate in Berkeley.” Search for national publications and look at regional commercial real estate listings locations in the backs of the publications.

City partnerships with Economic Development and site links that provide timing/information for zoning, permitting and locating in Downtown.

8. Retail and Business Attraction

Locate in Downtown Berkeley as a separate website targeting retail. Simple mission focused on locations, demographics that appeal to the business real estate decision maker for retail chains and other retailers.

The DBA must have new promotional collateral and materials reaching out to businesses and organizations (retail, office, cultural venues) interested in locating in the Downtown. This kit should include a folder with current real estate listings provided by local commercial realtors, a detailed map of the Downtown area with current businesses and venues listed, a series of inserts on Downtown amenities, demographics and locational information from the City of Berkeley. This should be available in print or downloadable online.

D. Communications

1. Public Relations Story Development

Plan a series of stories on different subjects relevant to the target market segments and target certain publications depending on subject: Berkeleyside, SF Business Times, others that reach specific groups. An ongoing flow of information and events can raise awareness and get more press for the Downtown.

2. Email blasts, Social Media, Use of Press Releases

It is recommended to develop an ongoing social media strategy that includes the promotion of key partners, venues and events along with the key events that are sponsored by the DBA. In addition

ongoing press releases should be tweeted and linked to key publications such as the San Francisco Business Times, the SF Chronicle and the Oakland Tribune (BANG). An ongoing flow of information and events can raise awareness and get more press for the Downtown. Periodic emails to opt in recipients should be used to promote events, venues and special offers in the Downtown.

E. Events Marketing

The DBA should look at events in two ways: first, promoting existing venues ongoingly through the website, twitter and Facebook; and, secondly, many DBA sponsored events could be organized through a coop-advertising model. The events should be promoted to event-seeking sponsors at various levels to make this effort successful. The model is very similar to large-scale seminars that are frequently sponsored by one large contributor and then numerous smaller sponsors. This then speaks to the type of events being promoted. They need not be focused on who can afford to or wants to sponsor events.

1. Bringing Downtown together through events focused on Taste, Create and Experience

Several events a year could be planned that include these Downtown partners and the assets of the businesses, entertainment and cultural venues of the Downtown. The goal is to create a partnership program over a period of years with the goal of using events to connect different venues under the theme "it starts here" – Taste, Create, Experience. The following are some examples of bringing these events together.

Many of these events require extensive planning, partnering and sponsorship support. These are initial ideas with the intent of possibly doing one or two based on the staff and revenue to make them happen. The key is to bring single Downtown destinations together with these events for visitors.

2. Events focused on target segments – Events should be planned that inspire the participation of specific market segments such as families, theatre-goers, book lovers, students, Downtown workers and others.

3. A Memorial Stadium Opening Day event – possibly partnering with UC Berkeley and the Berkeley Chamber of Commerce on supporting all Downtown businesses and locations with a focus on the reopening of Memorial Stadium. The reopening of the stadium will bring as many as 60,000 visitors to Berkeley for the first several games. This is an enormous opportunity for marketing and advertising, online marketing in venues related to the first Cal game in the remolded stadium. The first game is September 1st and Downtown Berkeley needs to be prepared for this and market to these visitors possibly through signage, discounts or promotional materials at Downtown locations.

4. Summer Movie Night with The PFA and local to-go foods from restaurants and cafes – This event would focus on the movies chosen by the Pacific Film Archive over a 4 to 6 week period. Each movie would have a theme and the restaurants that participate would have a booth/portable location that would provide themed to go food for this event. Sponsorships by restaurants and Downtown businesses would be available.

5. Green Garden Cooking with Farmers Market and Gather – A Saturday afternoon event that brings cooking of local chefs and restaurants such as Gather or additional eateries as a key feature near or at the Farmers Market using only ingredients from the market.

6. Authors' Night with Pegasus Books, Half Price Books and the Jazz Café – Using the theme of books and a specific author or genre, focus on bringing the books to the street with music and food. Possibly a series of these events that happen on a monthly basis promote both by the DBA and the local bookstores. This could be promoted as a Cash Mob type event for that even.

7. Innovation Events and Maker Workshops – The possibility of co-sponsoring the events currently promoted by Berkeleyside and the Startup Cluster so they occur on a regular basis at the Freight and Salvage. Possibly partner with Berkeley Rep in their LBNL lecture series as well.

8. Bike to Downtown for Brunch featuring local café spots – Using the Bike Station as a hub focus on a Saturday or Sunday bike to brunch with Downtown cafes and restaurants providing a brunch for that specific day or a discount with your bike parking voucher.

9. Outdoor Game Night with Games of Berkeley and Café PiQ – Partner with Games of Berkeley and local cafés in providing tables and games for one afternoon or evening.

10. Get Healthy with Outdoor Yoga in the City Park featuring all Downtown Yoga studios and the YMCA And outdoor event that would feature health and wellness and promote the local yoga studios.

11. Food and Culture event connecting the Brower Center, The Magnes Collection and Shattuck Plaza Hotel – a larger scale event that would require partnerships between these three venues. Could be something related to sustainability, Jewish culture and food, perhaps coupled with lectures or performance.

12. Holiday Events with Downtown partners and sponsors – the possibility of a tree lighting or street lighting opportunity in Downtown. As on Fourth Street and North Shattuck there is an opportunity to use low-cost lighting at key high-visibility locations and have a celebratory kick-off of the Holidays when they are turned on.

F. Advertising

1. Local and Regional Publications

Print publications that include the Marin papers, the Diablo Magazine, the Oakland Magazine should be considered as possible venues for ads promoting the Downtown. The key to using these affordably is building a coop advertising option and subsidizing a larger ad with several participants. Using this model for both print and online advertising can reduce the cost of ad placement and drive traffic through QR codes to the Downtown Berkeley website where by visitor traffic is measurable.

2. UC Berkeley Publications

Placing advertising in the Alumnae publication *The Californian* as well as in Cal Bears publications will raise awareness of Downtown Berkeley as a destination for events on campus. In particular, the reopening of Memorial Stadium may bring as many as 60,000 visitors to Berkeley for the first several games. This is an enormous opportunity for marketing and advertising. The first game is September 1st and Downtown Berkeley needs to be prepared for this and market to these visitors.

3. Visit Berkeley Guide

Continued presence in the Berkeley Visitors guide will enhance perceptions of Downtown Berkeley and current businesses and activities located here.

4. Coop Radio Ad Sponsorship – KQED

In the future, as part of the DBA coop advertising plan, public television sponsorships on KQED should be considered at key times. These sponsorship ads can be placed based on the demographic listening data from Arbitron provided by KQED so targeting key visitor segments. This could benefit organizations such as the Berkeley Rep, the Freight and Salvage, the Brower Center and the Magnes in providing a much lower cost advertising opportunity to a very large audience regionally.

5. Online Advertising – Search-based

As part of an online advertising strategy it would be worth considering the purchase of search based ads that appear in Google in the left hand column. These ads could lead directly to the DBA website and a specific landing page that would feature coop partners or specific type of landing page ad. IF the search was for restaurants in Downtown Berkeley the ad would link to a page on the DBA website that would feature all the restaurants. It's possible this page could be designed to easily view the types of food, logos, pictures, ratings and links or phone numbers directly to these restaurants. It is also possible to use this as advertising model as well with participants paying for the location on this page. With the right word search optimization, location positioning these ads could enhance organic search on the site as well.

6. Travel Websites – Directory Listings

There are numerous directory websites throughout the Bay Area, California and travel sites that focus on providing directory listings for businesses and geographic locations. Through additional research it is possible to purchase listings for the DBA to enhance traffic to the website.

Preliminary Marketing Budget

An adequate annual budget for marketing and promotional expenditures should be roughly \$100,000, allocated to a variety of channels for broader reach. The goals of marketing should be two fold –

- 1) Increase over all visibility of Downtown Berkeley as a destination for consumers by measurable exposure to the targeted demographic visitors indicated in this plan by the advertising venues indicated.
- 2) Increase visitor attendance to Downtown through sponsored events.
- 3) Attract additional business both retail and office, to the Downtown through focused events, expenditures and outreach, advertising and marketing.

ADVERTISING

Print Publication \$16,000

- San Francisco Visitor's Guide
- Visit Berkeley Visitor's Guide
- U.C. Berkeley Alumnae Publication
- Cal Sports Programs
- Cal Performances Program
- Berkeley Rep Program
- Freight and Salvage Program

Online Advertising \$8,000

- Berkeleyside.com Ad
- Google Ad words – key word search ads linking to website by these categories:
Theatres, Restaurants/café, Bars, Entertainment

Radio Advertising (coop) \$4,000

- KQED – primetime with coop \$ with up to 4 Downtown venues:
8 months a year 2 times a week

RETAIL ATTRACTION MARKETING \$30,000

(does not include separate consultant costs)

- Print marketing materials targeting retailers
- Web page/separate site focusing on Downtown retail attraction with links to realtors
- Ads in retail conference publications or guides

SPONSORSHIPS \$16,000

- Infusion events
- Berkeley Startup Cluster Events
- SkyDeck events
- Brower Center Events
- Magnes Events

EVENTS \$12,000

- 3 week summer outdoor films with PFA
- Summer concert series (tbd) weekly for 8 weeks
- Co-sponsorship of other events and coordination with venues

VIDEO	\$5,000
<ul style="list-style-type: none">• 2 minutes of short downtown video for website, edited for Youtube• Additional video: interview style, 20 seconds each, added to site monthly	
WEBSITE	\$5,000
<ul style="list-style-type: none">• Develop Downtown app to connect to DBA website to easily find events and businesses by category• Upgrades and additions to site	
Media Relations/Social Media	\$4,000
Develop hub of targeted release sites	
Twitter and Facebook comments	
Targeted strategy that continuously features taste, create, experience themes for all media	
TOTAL ANNUAL BUDGET: -	\$100,000

Appendices

- A) Berkeley California 2010 Census Highlights
- B) October 2011 Downtown Berkeley Survey Highlights
- C) List of Individuals Interviewed

Appendix A: Berkeley California 2010 Census Highlights

TOTAL POPULATION: 112,580




Family Households	41.5%
with children under 18	17.8%
Female	59.1%
Male	48.9%
Under 5 Years	4.0%
5 to 17 years	10.1%
18 to 64 years	75.7%
Median Age	32.5
Owners	42.7%
Renters	57.3%
Median Household Income	\$44,485
Median Family Income	\$70,434
High School Graduate	8.6%
Bachelors Degree	29.9%
Graduate or professional Degree	34.3%
Foreign born (outside the U.S.)	20.4 %

Appendix B: Downtown Berkeley Association Survey Highlights, October 2011

Introduction



The online survey was promoted through email blasts from the DBA , Berkeley Rep and on Berkeleyside. The survey was available for approximately 2 weeks ending October 25, 2011. Over 2,200 complete responses were received. The survey was designed to generate useful data for the marketing campaign and for other uses by the DBA.



Survey Summary and Selected Comments







What is your gender?			
		Response Percent	Response Count
Female		62.7%	1,318
Male		36.9%	777
Other		0.4%	8
answered question			2,103
skipped question			135

How old are you?			
		Response Percent	Response Count
Under 18		0.1%	3
18-24		2.0%	42
25-34		8.8%	183
35-49		28.6%	598
50-59		23.1%	483
60-69		25.7%	536
70+		11.7%	244
answered question			2,089
skipped question			149

What is your approximate annual household income?			
		Response Percent	Response Count
Under \$25,000		3.2%	60
\$26,000 - \$40,000		6.8%	127
\$41,000 - \$60,000		10.4%	194
\$61,000 - \$85,000		14.6%	271
\$85,000 - \$100,000		16.2%	302
\$101,000 +		48.8%	908
answered question			1,862
skipped question			376

Do children under age 18 live in your home?			
		Response Percent	Response Count
Yes		30.8%	636
No		69.2%	1,429
answered question			2,065
skipped question			173

Do you rent or own your home?			
		Response Percent	Response Count
Rent		19.6%	408
Own		80.4%	1,670
answered question			2,078
skipped question			160

How often do you visit Downtown Berkeley?			
		Response Percent	Response Count
Multiple times per week		42.2%	928
Once per week		13.7%	301
Several times per month		23.2%	509
Several times per year		13.0%	285
Rarely		7.5%	165
Never		0.5%	10
answered question			2,198
skipped question			40

How often do you do the following activities in Downtown Berkeley?							
	5+ days/week	Several times/week	Weekly	Monthly	Several times/year	Rarely	Response Count
Full-service restaurants	0.4% (9)	3.2% (67)	14.0% (296)	25.8% (543)	31.5% (663)	25.1% (529)	2,107
Quick service food	0.7% (13)	6.9% (137)	13.3% (263)	15.1% (300)	16.9% (335)	47.2% (935)	1,983
Shopping	0.3% (7)	2.8% (57)	11.6% (236)	18.8% (383)	24.2% (492)	42.2% (859)	2,034
Cultural Events: live music, theater	0.1% (2)	0.9% (19)	5.8% (120)	25.3% (525)	38.7% (805)	29.2% (608)	2,079
Nightlife: bars, clubs	0.0% (0)	0.5% (10)	3.1% (61)	9.1% (178)	19.4% (377)	67.8% (1,321)	1,947
Movies	0.0% (1)	0.4% (8)	5.0% (106)	20.9% (439)	41.4% (870)	32.2% (676)	2,100
Bookstores	0.0% (1)	1.6% (32)	5.8% (117)	19.7% (399)	32.1% (649)	40.8% (826)	2,024
Personal Services: banks, salons	0.2% (5)	3.5% (70)	12.7% (256)	19.8% (398)	19.7% (397)	44.1% (887)	2,013
Fitness: YMCA, yoga	2.5% (50)	11.7% (230)	7.6% (149)	3.6% (71)	5.7% (113)	68.8% (1,353)	1,966
Farmers' Market	0.1% (3)	0.4% (8)	14.1% (285)	12.9% (260)	23.0% (465)	49.5% (1,001)	2,022
Special Events	0.1% (1)	0.2% (4)	0.9% (18)	7.6% (147)	32.8% (638)	58.4% (1,135)	1,943
Employment	11.2% (207)	3.8% (70)	1.7% (32)	2.0% (37)	2.2% (41)	79.1% (1,463)	1,850
Education	1.8% (33)	2.1% (40)	2.0% (38)	2.5% (47)	8.2% (153)	83.3% (1,552)	1,863
Gov't Services	0.5% (9)	0.3% (6)	2.1% (41)	5.6% (110)	26.7% (521)	64.8% (1,264)	1,951

How do you travel to Downtown Berkeley?						
	Always	Frequently	Sometimes	Rarely	Never	Response Count
Walk	6.1% (111)	25.3% (462)	23.7% (432)	18.4% (336)	26.5% (484)	1,825
Drive alone and park	10.6% (208)	33.1% (650)	30.0% (589)	15.9% (313)	10.4% (204)	1,964
Drive with others and park	3.7% (69)	27.1% (509)	37.6% (708)	18.2% (343)	13.4% (252)	1,881
Get dropped off	0.2% (4)	4.5% (75)	18.4% (306)	29.6% (492)	47.3% (787)	1,664
BART	2.3% (41)	16.4% (291)	28.2% (500)	21.5% (381)	31.5% (558)	1,771
Bus	1.2% (21)	8.7% (148)	12.6% (216)	19.9% (341)	57.5% (984)	1,710
Bicycle	3.5% (62)	16.2% (287)	14.6% (258)	11.1% (196)	54.7% (970)	1,773
Taxi	0.0% (0)	0.5% (8)	3.3% (55)	10.8% (179)	85.3% (1,408)	1,650
Other	0.5% (6)	0.7% (9)	0.7% (9)	3.5% (45)	94.7% (1,235)	1,304

Do any of the following issues discourage you from visiting Downtown Berkeley?				
	Major factor	Somewhat	Not a problem for me	Response Count
Not enough places to sit and relax	22.0% (439)	36.1% (719)	42.3% (842)	1,992
Limited shopping options	47.7% (984)	35.0% (722)	17.5% (361)	2,061
Not enough street parking	46.7% (962)	29.0% (596)	24.6% (506)	2,058
Street parking too expensive	30.3% (611)	26.8% (540)	43.4% (874)	2,016
Garage parking too expensive	35.7% (720)	27.8% (561)	36.8% (743)	2,018
Concerns about personal safety	18.6% (377)	33.4% (678)	48.2% (980)	2,032
Aggressive panhandling	40.3% (836)	34.4% (713)	25.8% (535)	2,072
People sitting or lying on the sidewalk	42.9% (888)	33.1% (685)	24.2% (500)	2,068
Other inappropriate street behavior	40.8% (833)	33.5% (684)	25.9% (528)	2,040
Not clean enough	39.6% (806)	37.0% (753)	23.7% (482)	2,036

NEGATIVES: (Comments in response to Question: Do any of the following issues discourage you from visiting Downtown Berkeley?)

I live close to the downtown area and I am able to walk to every place that I want to go. Over the last several years, many of the stores that I liked to shop at have moved or closed. I seldom shop anymore in Berkeley's Downtown. I mainly eat, enjoy entertainment, exercise, and go to the post office and bank. I would love to see a cleaner Berkeley and more mainstream stores. El Cerrito and Albany are getting my sales taxes.

I think a cheaper rate for parking garages on the weekend would be help for going to the farmer's market and other shops. Or else some kind of BART standard one stop tickets to make it so people can park at Ashby and North Berkeley BART and ride into Berkeley Downtown. Cleanliness and graffiti is important,

I would come into downtown more if the streets were cleaner and get rid of graffiti, The problem is it only takes a small amount of graffiti to change the whole tone and make the feel of a place change from quaint to run down. The is a challenge for Berkeley Downtown which has a lot of beautiful historic buildings, and you can see how it could be a truly fantastic downtown, but maintenance and cleanliness is prime for the fickle consumer.

Not unsafe; just scuzzy. Miserable shopping options.

Downtown Berkeley is not a pleasant place to visit. The landscaping is horrible. Also, the number of homeless people is discouraging. I only come to downtown Berkeley if I have specific business.

When I have a choice on where to go I avoid downtown due to parking and panhandlers. I am not scared for my safety, just bothered by the attitudes of the teens and how dirty it is. Parking is SO frustrating and I can find most things elsewhere.

It's not so much the homeless that ruins the experience but the "younger vagrants" who lay around with all their belongings and dogs and friends.

I live in Elmwood area which is much more clean and pleasant for shopping and entertainment. I would visit Downtown Berkeley much more if these problems could be solved.

I don't know if a sit/lie law is the answer for Berkeley, but please be aware that the homeless people (many of whom are young and perfectly able-bodied, if not perfectly employable) are a problem for Berkeley. No question they keep out of towners away. For me personally I think the urine smell is the most offensive thing, not aggressive panhandling. I've never felt threatened by a panhandler in downtown B like I have in SF.

I live alone and am cautious about going out alone in downtown Berkeley in the evening. This is not an issue for me during the day. Sometimes it just seems too grungy.

People always complain about parking in Downtown Berkeley but in my experience there's always plenty of parking, you just might have to walk a few blocks and I don't mind doing that.

The parking garages, especially the one on Allston Way, is very unappealing. The staircase closest to the YMCA is scary, dirty, and what I don't understand is why you can only go DOWN it, not up (the door is locked from the street side--huh??). So you have to walk awkwardly through the cars to get to the elevator...Parking overall is the main reason we end up choosing Bay Street over Downtown Berkeley to see movies, sadly....

Which of the following changes would encourage you to visit Downtown Berkeley more often?				
	Very important for me	A nice improvement	Not relevant to me	Response Count
Greater sense of safety: more patrols, improved lighting, less panhandling or problem behavior	43.9% (904)	42.1% (867)	14.0% (288)	2,059
Cleaner environment: clean sidewalks, less litter/graffiti	45.9% (960)	43.5% (911)	10.6% (222)	2,093
More attractive streetscape: public seating, outdoor plazas	42.7% (882)	45.8% (946)	11.6% (239)	2,067
More landscaping, plantings	34.2% (698)	49.9% (1,017)	15.8% (323)	2,038
More activities for children	16.0% (320)	27.0% (538)	57.0% (1,138)	1,996
More street parking	37.9% (772)	34.5% (702)	27.6% (563)	2,037
Easier access to garages	28.1% (561)	36.0% (720)	36.0% (719)	2,000
Less expensive garages	34.7% (704)	35.1% (713)	30.2% (614)	2,031
More or different restaurants	22.9% (456)	46.1% (916)	31.0% (617)	1,989
More outdoor dining	27.4% (549)	43.1% (865)	29.5% (592)	2,006
More brand name retail	23.7% (473)	31.2% (624)	45.2% (903)	2,000
More one-of-a-kind retail	41.8% (848)	41.9% (851)	16.3% (331)	2,030
More arts/culture venues	28.2% (556)	50.6% (996)	21.2% (417)	1,969
More entertainment venues	20.9% (408)	47.7% (932)	31.4% (612)	1,952
More nightlife: clubs, bars	11.2% (220)	27.1% (530)	61.7% (1,208)	1,958
More special events	12.2% (236)	43.6% (843)	44.2% (853)	1,932
Better information on what's happening	23.4% (456)	50.4% (981)	26.2% (509)	1,946

DESIRED CHANGES: (Comments in response to Question: Which of the following changes would encourage you to visit Downtown Berkeley more often?)

Either an "anchor" store--which at least sells a variety of things--or more small stores. The only place I find to shop is Berkeley Ace Hdwe.

Shopping. I think it's crazy I have to leave the city to purchase basics like sheets, underwear, and socks.

Parking places, More street trees, planters with flowers

Create civic traditions that appeal to people who aren't hippies.

Better mix of shopping and cleaner environment to promote strolling instead of hit and run shopping.

In a word, vitality. More people, more buzz, more one-of-kind venues, with safe streets & parking.

Theater street is great. Too cold for much outdoor dining + traffic's a turn-off. More small businesses would be great. Charmless franchises would not.

More things open past midnight that serve good food

cool stores to shop in like in SF: vintage clothes, boutiques, shoe stores, pet supply/food store, cleaner more safe environment.

cheaper and more parking

Clean up the streets in terms of people camped out there, yelling, littering and panhandling. Make the place less threatening for older people. Can't outrun the street people.

Cleanliness, friendlier atmosphere, sense of pride in city

shops and restaurants that feel alive, not run down. more concentrated commerce with outdoor seating and plantings - a real pedestrian treat

Better retail shopping

A big popular bookstore like Barnes and Noble.

Make Shattuck Ave/Shattuck Square more inviting for pedestrians without impeding traffic flow or parking. Look at Solano Ave for an example of how to do this well on a wide street.

Which of the following types of retail stores would you like to see in Downtown Berkeley?					
	High priority	Medium priority	Low Priority	Not important	Response Count
Women's clothing	35.0% (681)	37.1% (721)	13.8% (269)	14.0% (272)	1,943
Men's clothing	21.9% (418)	40.8% (780)	21.7% (415)	15.6% (299)	1,912
Children's clothing	15.5% (290)	27.2% (510)	23.4% (438)	33.9% (634)	1,872
Shoes	26.9% (519)	43.6% (842)	17.5% (337)	12.1% (233)	1,931
Toys	9.3% (171)	28.4% (524)	32.4% (598)	30.0% (554)	1,847
Sporting Goods	12.3% (230)	33.3% (621)	30.3% (566)	24.1% (449)	1,866
Household Goods	28.3% (544)	45.0% (867)	15.7% (302)	11.0% (212)	1,925
Electronics	14.8% (279)	39.1% (738)	29.6% (559)	16.5% (311)	1,887
Gifts/Jewelry	12.8% (236)	33.0% (610)	32.3% (597)	21.9% (405)	1,848
Book Stores	44.5% (859)	37.3% (719)	11.6% (223)	6.7% (129)	1,930
Groceries	22.6% (422)	32.3% (604)	26.6% (497)	18.5% (346)	1,869
Other (describe below)	22.7% (115)	8.1% (41)	8.3% (42)	60.9% (309)	507

RETAIL OPTIONS: (Comments in response to Question: Which of the following types of retail stores would you like to see in Downtown Berkeley?)

It was very sad when Barnes & Noble was replaced by Staples. Downtown has neither big chain stores nor good, unique local stores, especially when compared to 4th Street, Northside, or Bay Street/Emeryville. Hard to be a destination.

A smaller branch of the Berkeley Bowl would be nice. A new bookstore would be good and I think a wine store would be a plus.

Please don't over-commercialize the downtown. Provide necessities, like groceries, but otherwise, I'd rather see more human-friendly spaces - places to relax and unwind, watch the children play, feed the pigeons, read a book while sipping a capuccino... that's what people crave in a downtown area.

Why should our tax dollars go to Albany, Emeryville and El Cerrito when we could purchase clothing and shoes in Berkeley? We have decent toy stores [Mr Mopps], many book stores, gift-type stores, and food stores, but could use clothing, shoe and household goods retailers.

There's virtually no reason for me to come to downtown. Too many fast food, cheap food alternatives and a bad scene. Nothing will get me to come downtown as long as basic conditions exist. Sure, the city has increased the density of housing and people around BART/AC, but I have virtually no interest in fighting the traffic, panhandlers, etc., for the offerings now available. I don't need the hassles.

Open air markets on nightly street closure, farmers-market style. Food trucks / carts too.

Adults shop on 4th Street or in San Francisco, Oakland or on San Pablo or Solano Avenues. Few of us want to deal with what is tolerated in downtown. And it is a shame what city officials have allowed to happen on Telegraph. If we lose Moe's Books Berkeley will become a 2d class university town.

Fewer shops catering to down-market, mass-market segments and more to what makes this community unique, in terms of culture, cuisine, and the arts.

I live in the gourmet ghetto, so I shop there (within a short walking distance) or where there is lots of free parking (Albany, etc.). I prefer local stores over chains. I'd shop in downtown Berkeley if there were lots of free parking and non-chain stores providing basic products (food, drug stores, hardware, etc.).

Play to your strengths, not your weaknesses. You will never be able to compete with Emeryville or other big-box areas. Focus on getting unique, one-of-a-kind stores. Art galleries. Art supply stores. Maybe get the Vivarium to move near the Habitot Museum.

A nice mix of retail, as in Solano Ave. Places to drop into, don't necessarily plan to go shopping but discover something. A couple of anchor stores would be nice.

Bring back Penney's.

As I've said above: lower cost but still culturally smart entertainment/eating/drinking venues. I listed "toys" as high priority above because I think "Games of Berkeley" is a key asset.

Much easier to go to a mall or big box where there is free parking and no expensive parking fines.

Actually i think that i would continue to shop in the neighborhoods or at discount store. Small shops have lousy return policies and cost more and generally do not have friendly well trained help. so bringing anything except Nordstroms or an Eileen Fisher OUTLET store to downtown would not entice me to shop there. It is the lack of street parking, the homeless and the dirt that keep me away. i do go to a movie downtown now and then but i am just as happy to go to piedmont avenue, solano avenue, the el cerrito theater, the elmwood or emerybay.

I checked "Low" for Toys, Books, and Groceries, because I think Games of Berkeley, Pegasus Books, the Farmer's Markets (and Berkeley Bowl) are all great businesses, and I would hate to see them lose business to anything less local and original; we have also already seen Barnes & Noble fail to Pegasus, only to make way for Staples ;-(so "smaller"/local would be better. I love Crossroads and would be happy to see more used-clothing retail.

I know this is not very "Berkeley" but I would like more chain stores or department stores as anchors mixed in with smaller boutiques and mom-and -pops. I like the comfort of shopping at a chain or department store (knowing in advance the offerings. I used to shop at Hinks in the old days.) People may say otherwise for the political correctness factor, but we all end up driving to Emeryville or Walnut Creek to shop.

Which of the following types of events would bring you to Downtown Berkeley? (Mark all that apply)			
		Response Percent	Response Count
Craft fairs		51.9%	1,001
Fine arts fairs		48.5%	936
Food festivals		71.3%	1,376
Technology events		29.2%	563
Farmers' Market (more frequent)		42.0%	811
Outdoor live music		58.8%	1,134
Retail discount day		32.7%	632
Lecture series		46.2%	891
Outdoor movie nights		46.4%	896
Literary events		47.8%	922
Other?		5.3%	102
Comments:			357

For example, the Arts District weekly summer outdoor food and music festivals (on Addison Street) that were held several years ago.

Really sorry I heard about the movie nights too late--great idea. Need more pedestrian areas not in a straight line -- more of a European feel with seating, so folks will linger at events.

Dance and street theater!

Parades, International Food Festival, Locally made Food Festival

Outdoor folk dancing! A symphony!

Appendix C: List of Interviewees

To better understand the issues facing Downtown Berkeley, RadiantBrands interviewed members of the Downtown Berkeley Association, City of Berkeley officials and others who could contribute valuable insights to the process. Following is a list of those interviewed:

A. Interviewees

1. Austene Hall	BAHA
2. John Hyjer	Equity Residential
3. Kristina Seinsch	Jazz Café
4. Clara Botstein	UC Berkeley Graduate Assembly
5. Joey Freeman	UC Berkeley, ASUC
6. Laura Millet	Beacon Group Ventures
7. Barbara Hillman	Visit Berkeley
8. Michael Caplan	City Of Berkeley
9. Mike Cohen	UC Berkeley
10. Mark McLeod	DBA BID Advisory Board, Chamber
11. Polly Armstrong	Berkeley Chamber
12. Deborah Badhia	DBA
13. John Caner	DBA
14. Rauly Butler	Mechanics Bank
15. Amy Murry	Revival, Venus
16. Steve Indig	Landmark Marketing
17. Betty Inclan	Berkeley City College
18. Dave Fogarty	OED
19. Tracey Taylor	Berkeleyside
20. Amy Thomas	Pegasus Books & CDs
21. Mehdi M. Kashef	Au Coquelet Café
22. Olufemi Oyemakinde CPHT	Walgreens
23. Eddie Holman	Eudemonia
24. Fran Gallati	YMCA of the Central Bay Area
25. Matt Dalton	Half Price Books
26. Janet Winter	Games of Berkeley
27. Ari Derfel	Gather Restaurant
28. Alla Efimova	The Magnes Collection of Jewish Art and Life
29. Scott Slocum	Hotel Shattuck Plaza
30. Nicki Rivieccio	PIQ: Pane Italiano Qualita
31. Michael Le	Anh Hong
32. Jesse Arreguin	City Councilperson for Downtown Berkeley
33. Matt Taecker	Planning Consultant
34. Evan McDonald	Hudson McDonald Developers
35. Larry Rinder	BAM/PFA
36. Amy Tobin	Brower Center