



DOWNTOWN BERKLEY MICHIGAN

DOWNTOWN DEVELOPMENT AUTHORITY
STRATEGIC PLAN 2017-2022

AUGUST 7, 2017

THE
LAKOTA ALLIES
GROUP. IN
PLACE



**SPECIAL THANKS TO REPRESENTATIVES OF THE BERKLEY DOWNTOWN DEVELOPMENT
AUTHORITY (DDA), MAIN STREET OAKLAND COUNTY, AND THE CITY OF BERKLEY INCLUDING:**

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OVERVIEW

This document is the Berkley Downtown Development Authority's (Berkley DDA) first Strategic Plan and represents a new set of goals and actions to guide the organization's revitalization efforts along Twelve-Mile Road and Coolidge Highway, Berkley's two main commercial corridors. This Strategic Plan is the result of two working sessions with members of the Berkley City Council and Berkley DDA Board members and executive staff. The sessions were conducted in Berkley on the evening of Friday, April 7, and the morning of Saturday, April 8, 2017, and were facilitated by the Lakota Group, a planning firm based in Chicago, Illinois.

The Berkley DDA has been in existence for 24 years, established by the City of Berkley in accordance with the Downtown Development Authority Act 197 of 1975 - providing local communities the means and organization structure to facilitate Downtown revitalization, promote historic preservation, and create implement development plans. Berkley's DDA is governed by a 13-member Board of Directors, which are appointed by the City Manager and approved by the Berkley City Council. Downtown Development Authorities in Michigan are authorized to levy a property tax, issue bonds for capital

improvements and other initiatives, collect revenues from Tax Increment Financing (TIF), and provide services within a defined DDA District.

This 2017-2022 Strategic Plan comes at a time when the Berkley DDA is considering an application to the Main Street Oakland County, a historic preservation-based economic development program for traditional downtowns and commercial Districts. Established in 2000 by County Executive L. Brooks Patterson, Main Street Oakland County provides training, assessment and consultation services to local Oakland County communities seeking to implement the Main Street Four-Point Approach™ to traditional commercial District revitalization.

***The Main Street Approach
provides an organizational
framework for communities
in strengthening and
diversifying their downtown
economies...***

The Main Street Approach, first originated by the National Trust for Historic Preservation, provides an organizational framework for communities in strengthening and diversifying their downtown economies and promoting their unique physical environments and sense of place. Main Street Oakland County currently has 22 communities participating at varying levels of membership; there are also more than 2000 local Main Street programs in states across the country. Nationally, Main Street programs seek to maximize the economic development potential of a traditional commercial District while maintaining and enhancing its historic character.



A NEW DIRECTION

Although the City and the Berkley DDA have adopted plans in the past – TIF plans and a community comprehensive plan – to guide decision-making for Downtown investments, the DDA has not had a strategic plan to guide its internal operations and activities. With the hiring of a new executive director early in 2017 – the first DDA executive officer in several years – and the community’s interest in participating in the Main Street Oakland County program, the DDA Board determined the time was appropriate to set forth a clear future agenda for the DDA and understanding on how the organization can best position itself in its transition to a DDA-based Main Street revitalization program. Additionally, even though the DDA had undertaken various Downtown activities in the past with volunteers and some assistance from City staff and elected officials, a new strategic plan would help focus and leverage local volunteer and financial resources on priority projects. As a DDA-based Main Street revitalization program, the DDA will seek to implement a more comprehensive agenda for revitalizing Twelve-Mile Road and Coolidge Highway while engaging the broader community in that effort.



HOW TO USE THIS STRATEGIC PLAN

The Berkley DDA, the City, Downtown advocates and other public and private sector entities will use this Strategic Plan to guide and provide direction for the work of the DDA over the next five years. Specific priorities and projects included in this Strategic Plan are meant to address critical Downtown revitalization issues identified by the DDA Board and the City, including issues related to physical design and walkability, Downtown identity, new development, economic diversity and the long-term viability of the DDA financing and operating model. All projects undertaken by the DDA should be aligned with the Downtown Vision and Goal Statements outlined in this Strategic Plan; projects not aligned with the Vision and Goal Statements should not be staffed nor funded given that final and volunteer resources are limited.

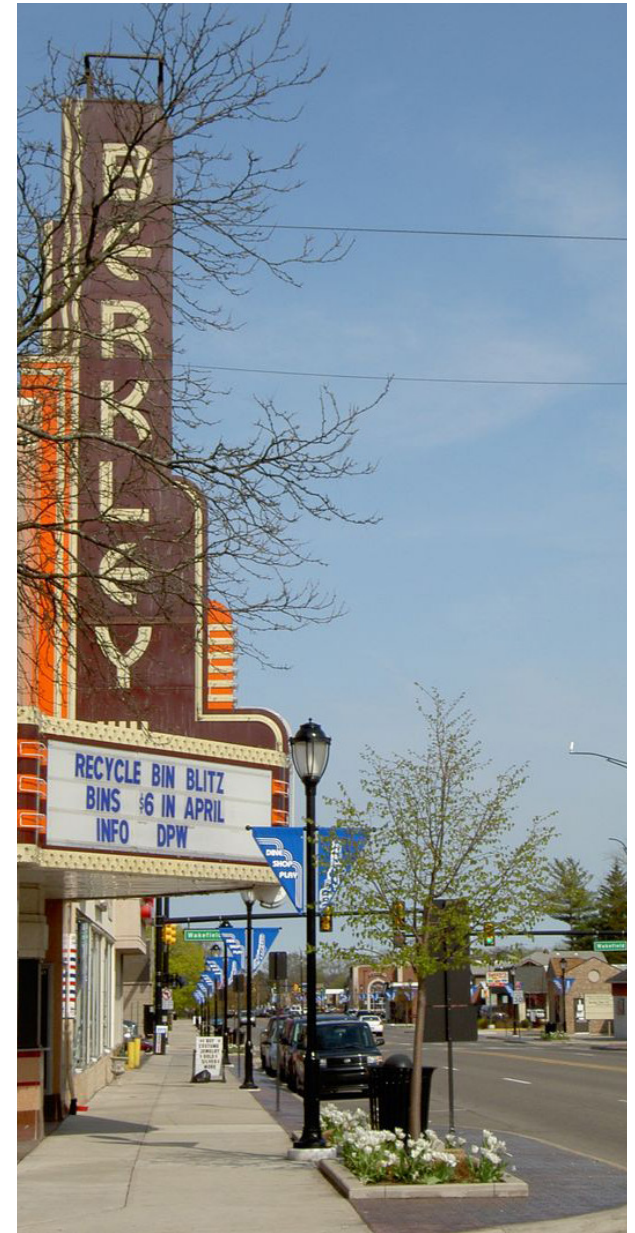
In addition to outlining new actions and activities for the DDA, the Strategic Plan should also be used to monitor the impacts and results of its initiatives, as well as adjust annual work plans when new projects and opportunities arise that meet the Downtown Vision and Strategic Plan Goals as presented in this document. Overall, this Plan seeks to balance the community's broader aspirations for a

revitalized Twelve-Mile Road and Coolidge Highway while seeking to transition the DDA into a fully-operating Main Street revitalization program with full-time executive staff and a volunteer corps assisting in project implementation.

STRATEGIC PLAN ORGANIZATION

The Berkley DDA 2017-2022 Strategic Plan is organized according to a “guiding framework” as described in Vision, Mission and Goal Statements – statements that serve as the starting point for determining the types of initiatives that should be undertaken by the DDA over the next five years. Apart from the guiding framework, specific projects and activities form the “action framework” of the Strategic Plan – activities that facilitate both public and private sector involvement in Downtown revitalization efforts. Such activities are usually organized and implemented in annual work plans.

Goals and initiatives presented in this Strategic Plan are also organized around the Main Street Four-Point Approach – Organization, Design, Economic Vitality, and Promotion and Marketing. For each Point, a series of initiatives are proposed and prioritized.



In summary, the 2017-2022 Strategic Plan is organized as follows:

- **Vision Statement:** A statement that captures and summarizes a community's aspirations for its future Downtown, and its growth and revitalization; it also defines what the community wants to change and what it wants to preserve and maintain in its Downtown.
- **Mission Statement:** A statement that describes the roles the Berkley DDA will undertake to achieve the Downtown Vision. Ways, means and methods in which the DDA will exercise its mission are described in Value Statements.
- **Goal Statements:** An overarching statement of intent to guide DDA decisions and activities over the next five years. Goal statements reflect priorities for addressing critical Downtown revitalization issues.
- **Initiatives:** Projects that include specific actions and programs needed to achieve the Vision and Goals for the Berkley DDA. Initiatives are organized, implemented and evaluated by committees and volunteer teams on an annual basis.

STRATEGIC PLANNING SESSIONS

On Friday, April 7, 2017, the Berkley DDA held a three-hour evening workshop with DDA Board members and City staff and elected officials to identify key Downtown revitalization issues and priorities. The workshop was held at the Farina Banquet Center at 2485 Coolidge Highway. During the workshop session, attendees used their smartphones to text and communicate their thoughts and opinions regarding key issues, which were displayed on a screen when specific issue questions were asked; issues were later prioritized by attendees, again using smartphone technology. The session began with a "big-map" exercise (see results on page 5 and 6) designed to help session participants identify areas in the DDA District where physical improvements and business development efforts should take place. Information generated from the exercise help to inform design, transportation and public space enhancement priorities for the Strategic Plan.

Saturday morning, April 8, 2017, DDA board members gathered at the Berkley United Methodist Church in a second session to create a vision of the preferred future for both Downtown Berkley and the DDA organization, as well as to fine tune strategic goals and prioritize specific

revitalization activities generated from the Friday evening discussions. Board members were again invited to use their smartphones to generate a "vision" and "mission" words that will be incorporated in the Vision and Mission Statements. A presentation and discussion on DDA Board member roles and responsibilities as the DDA transitions into a Main Street revitalization program was also conducted during the morning session.

Overall, this Plan seeks to balance the community's broader aspirations for a revitalized Twelve-Mile Road and Coolidge Highway while seeking to transition the DDA into a fully-operating Main Street revitalization program

“BIG-MAP” EXERCISE

Participants identified seven distinct nodes within the DDA District where they would like to see physical improvements and business development efforts take place. Each node has been identified on the map to the left, and identified improvements for each are described below.

A: Section of Twelve Mile Road from Greenfield Road to Cummings Avenue

- Participants identified this area as a vehicular gateway opportunity with new gateway signage, the addition of public art, placemaking efforts, and facade improvements to existing buildings.

B: Section of Twelve Mile Road from Phillips Avenue to Royal Avenue

- Identified primarily as a potential neighborhood gateway with enhanced pedestrian connectivity, a new grocery store, new restaurants, and facade improvements to existing buildings.

C: Section of Twelve Mile Road from Buckingham Avenue to Wakefield Road

- This area was identified as the principle shopping District within the DDA and received the highest number of potential improvements. Foremost, the area was seen as a

critical pedestrian gateway with improved pedestrian connectivity, new pedestrian wayfinding, a new park or playground, and a dedicated festival space. To improve the pedestrian experience, this section of Twelve Mile Road was identified for a potential road diet to facilitate bike lanes, public transportation and parking improvements, enhanced streetscape aesthetics, and the addition of public art. Improvements in this area also included additional upper story housing, new small business retail establishments, a new restaurant, and a potential grocery store.

D: Section of Twelve Mile Road from Wakefield Road to Kenmore Road

- Participants identified this area for public transportation improvements, additional bike lanes, public art, and new mixed-use and rental apartment development.

E: Section of Coolidge Highway from Twelve Mile Road to Earlmont Road

- This section of the District was identified as an existing vehicular gateway. Improvements focused on an enhanced pedestrian experience including gateway signage, enhanced pedestrian connectivity, pedestrian wayfinding, improved streetscape aesthetics, new public art installations

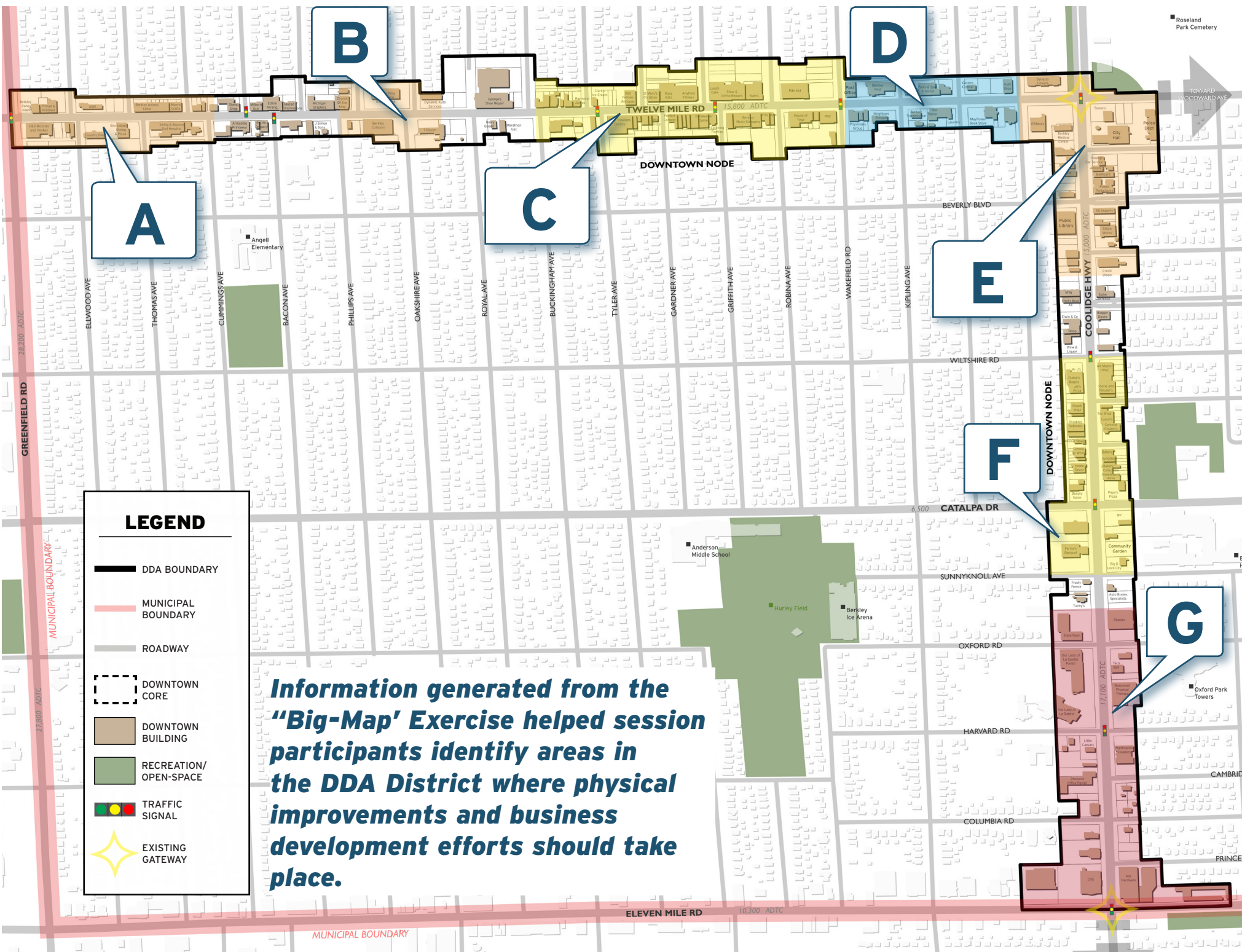
and a park and event space. Additional improvements included upper story housing and a potential grocery store.

F: Section of Coolidge Highway from Wiltshire Road to Sunnyknoll Avenue

- Participants identified this area as the principle shopping District along Coolidge Highway. Potential development opportunities included facade improvements for existing buildings, and new small business retail recruitment. Pedestrian wayfinding and connectivity were also prioritized not only across Coolidge Highway but into the proximate residential neighborhoods as well. A potential road diet was identified in order to facilitate enhanced streetscape aesthetics, public art installations, and a dedicated festival space.

G: Section of Coolidge Highway from Oxford Road to Eleven Mile Road

- This section of the DDA was identified primarily as a redevelopment area. Improvements included an extension of the road diet to facilitate placemaking and gateway signage, public transportation, new bike lanes, public art, and parking improvements. Potential development opportunities included a festival space, new restaurants, hotels, mixed use infill, new small businesses, and a potential grocery store.



Information generated from the "Big-Map" Exercise helped session participants identify areas in the DDA District where physical improvements and business development efforts should take place.

LEGEND

- DDA BOUNDARY
- MUNICIPAL BOUNDARY
- ROADWAY
- DOWNTOWN CORE
- DOWNTOWN BUILDING
- RECREATION/ OPEN-SPACE
- TRAFFIC SIGNAL
- EXISTING GATEWAY

A

B

C

D

E

F

G

ELEVEN MILE RD 10,300 ADTC

MUNICIPAL BOUNDARY

Roseland Park Cemetery

TOWARD WOODWARD AVE

DOWNTOWN NODE

DOWNTOWN NODE

TWELVE MILE RD 15,800 ADTC

BEVERLY BLVD

COOLIDGE HWY 15,000 ADTC

WILTSHIRE RD

6,500 CATALPA DR

SUNNYKNOLL AVE

OXFORD RD

HARVARD RD

COLUMBIA RD

CAMBRIC

PRINCE

17,100 ADTC

Anderson Middle School

Hurley Field

Berkeley Ice Arena

Oxford Park Towers

Angell Elementary

GREENFIELD RD 38,700 ADTC

MUNICIPAL BOUNDARY

27,800 ADTC

ELWOOD AVE

THOMAS AVE

CUMMINGS AVE

BACON AVE

PHILLIPS AVE

OAKSHIRE AVE

ROYAL AVE

BUCKINGHAM AVE

TYLER AVE

GARDNER AVE

GRIFFITH AVE

ROBINA AVE

WAKEFIELD RD

KIPLING AVE

Public Library

City Hall

Police Dept

Public Office

Community Garden

East Boston Secondary

East Boston High School

East Boston Community Center

East Boston Public Library

City Office

Police Dept

Public Office

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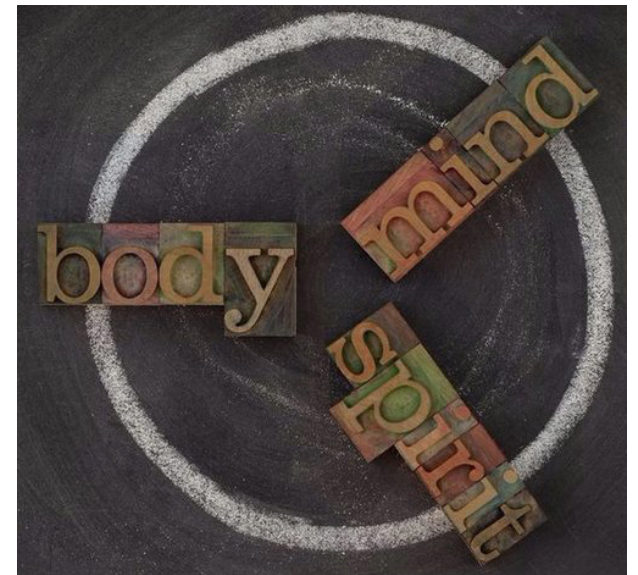
OUR VISION FOR DOWNTOWN BERKLEY IN 2022

As mentioned previously, vision statements capture and summarize a community's aspirations for its future revitalization; it also defines what the community wants to change and what it wants to preserve and maintain. The Vision Statement described below includes those aspirations, as well as benchmarks for what the Berkley community would like Downtown to be as it addresses challenges and opportunities over the next five years.

Downtown Berkley in 2022 consists of two growing and thriving commercial corridors within the Detroit metropolitan region: Coolidge Highway and Twelve Mile Road – corridors comprised of vibrant destination businesses and attractive and walkable physical environments. Over the years, Downtown business and property owners, and community stakeholders have invested in Downtown assets and pursued opportunities that enhance Downtown's economic base, its visual environment and its overall quality of life. Downtown Berkley stakeholders continually strive to plan and improve Coolidge Highway and Twelve Mile Road as compelling places to work, live and play.

Investments in Downtown streets, sidewalks, gateways, plazas, wayfinding and other public space and streetscape enhancements are undertaken to make Coolidge Highway and Twelve Mile Road pedestrian-friendly, "bike-able", clean and attractive, green, and more unified in appearance. Murals, public art, banners, trees, and planters are also present to add color, diversity and vibrancy to the visual environment. Downtown's extensive building stock is well-maintained, facades and storefronts are improved, and new well-designed and well-scaled awnings and signage are installed complimenting the overall pedestrian-oriented look and feel of Twelve Mile Road and Coolidge Highway. New buildings fit the Downtown Berkley context, designed with suitable materials, height and detail, and built to the sidewalk respecting Downtown Berkley's existing development pattern. The Downtown is highly-managed by the DDA in terms of its on-going maintenance of public spaces and streetscapes. Appropriate plans and zoning codes are in place to ensure a high-quality design environment is achieved in 2022 and into the future.

Downtown Berkley is recognized for its rich diversity of independent businesses, services and retail activity that attracts shoppers and visitors from throughout the Detroit region.



Restaurants, coffee houses and other entertainment-related businesses, such as a revitalized Berkley Theater, brings nightlife and vitality, and builds a vibrant, hip, artsy café scene that attracts people of all ages to Downtown Berkley. New housing, as part of mixed-use or stand-alone developments along or adjacent to Coolidge Highway and 12 Mile Road, bring people closer and in walking distance to Downtown shops and attractions. The DDA's active business development efforts in recent years has resulted in a low vacancy rate and the need to add new spaces that accommodate diverse new businesses and enterprises. Above all, Downtown Berkley has a brand image in the region as a successful, lively, eclectic but charming place to visit, shop and invest in.

The Berkley community is committed to maintaining and revitalizing Coolidge Highway and Twelve Mile Road as its traditional commercial and mixed use corridors by creating identifiable, cool places for destination shopping, living, dining and entertainment. Working closely with the City of Berkley and other partners, the Berkley DDA implements a comprehensive program for revitalizing the corridors and leverages its diverse funding base and available financial and volunteer resources when necessary to achieve success.

OUR MISSION FOR DOWNTOWN BERKLEY IN 2022

This statement describes the roles the Berkley DDA will undertake to achieve the 2022 Vision, accompanied by a set of values that will guide the work of the Berkley Downtown Development Authority.

The Berkley Downtown Development Authority is a community-driven organization striving to enhance the shopping experience, economic vitality and physical appearance of Coolidge Highway and Twelve-Mile Road – Berkley's traditional commercial Districts.

We strive to achieve our mission by being creative, focused, transparent, forward-thinking and engaged with our Downtown stakeholders and community.



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2017-2022 BERKLEY DDA STRATEGIC GOALS

Much of the time spent during the two strategic planning sessions was focused on determining critical commercial District revitalization priorities and on determining broad strategic goals that guide the work of the Berkley DDA over the next five years.

These strategic goals were identified as:

- **Strategic Goal #1: Maintain and improve all aspects of Downtown Berkley's physical environment – streets, public spaces, streetscapes and buildings – to enhance Downtown's walkability, pedestrian activity, and visual appearances.**

Session participants considered walkability, streetscape amenities and public art, the need for design guidelines, and wayfinding signage as important DDA priorities for the next five years.

- **Strategic Goal #2: Develop and build new special events, retail activities and marketing efforts that promote a distinctive, compelling identity of the Coolidge Highway and Twelve Mile Road commercial corridors.**

Session participants considered developing a unique signature event, and consistent efforts in marketing a positive identity of Downtown Berkley as high DDA priorities over the next five years.

- **Strategic Goal #3: Diversify Downtown Berkley's business and land use base through ongoing activities in business and real estate development, the creation of new incentives and the removal of any regulatory barriers to new investment.**

Session participants considered conducting a Downtown Berkley market analysis, a review of the local zoning code as it relates to Downtown and coordinated initiatives in business retention and recruitment as high DDA priorities over the next five years.

- **Strategic Goal #4: Build the identity of the Berkley DDA, and expand the number of stakeholders and volunteers that participate in the Downtown revitalization program.**

Session participants determined that fundraising activities, outreach efforts and enhancing the visibility of the DDA were critical priorities going forward.

- **Strategic Goal #5: Plan for the mid- and long-term organization structure and funding of the Downtown Berkley revitalization program.**

Session participants agreed that effective planning for the long-term funding and organizational structure of the community's downtown revitalization efforts must be given priority given the uncertain future of DDAs in Michigan.

The five Strategic Goals serve as the link and connection to achieving the new Vision for Coolidge Highway and Twelve Mile Road. All projects, whether undertaken by the DDA or in partnership with other entities, move the DDA towards making its Vision reality as the DDA Board will allocate the necessary volunteer and funding resources necessary to implement and complete various Downtown revitalization initiatives. Volunteers will most likely participate in DDA efforts as part of standing committees as teams or subcommittees working a defined, short-term project. Projects that are clearly not aligned with the five Strategic Goals should be considered a low priority. However, in any given year, annual work plans can and should be adjusted if special opportunities arise that advance the goals of organization but were not considered in the annual work plan.

The five Strategic Goals serve as the link and connection to achieving the new Vision for Coolidge Highway and Twelve Mile Road.



PROJECTS AND ACTIVITIES

As part of the strategic planning sessions, DDA Board members brainstormed potential projects that would help achieve the Strategic Goals set forth in this document. Projects are organized by Strategic Goals and assigned a timeline priority for implementation with 2017-2018 considered short-term, high priority projects; 2018-2020 mid-term priority initiatives; and, 2020-2022, long-term, lower priority projects. Several initiatives will be ongoing – started in 2017-2018 and carrying forward to the duration of this Strategic Plan toward 2022. Projects are also assigned a prospective Main Street Committee.

Strategic Goal #1: Maintain and improve all aspects of Downtown Berkley's physical environment – streets, public spaces, streetscapes and buildings – to enhance Downtown's walkability, pedestrian activity, and visual appearances.

General Objectives and Initiatives for Strategic Goal #1 include:

#1: Improve the walkability of Coolidge Highway and Twelve Mile Road by implementing various transportation and pedestrian enhancements (Long-Term).

- Work with the City and County transportation officials and agencies to review and implement a “road diet” and other traffic-calming and other transportation enhancements as recommended in the 2013 Downtown Berkley Transportation Study.
- Conduct additional transportation studies and streetscape plans as needed to determine needed physical realm improvements to promote walkability, bicycle use, and pedestrian safety and comfort.
- Implement a crosswalk improvement program once specific streetscape and transportation improvements have been determined with the City and other transportation agencies.

#2: Consider and implement other streetscape and public realm enhancements that add new green elements and visual interest to Downtown Berkley (Mid-Term).

- Partner with the City, local businesses and other entities in planning and implementing small-scale beautification efforts, such as the installation of flowers and planters, and other green elements.

- Consider the installation of parklets at strategic locations to encourage increased pedestrian traffic and community gathering.
- As suggested above in Strategy #1, prepare an overall streetscape design program for the Downtown that incorporates new streetscape amenities, wayfinding signage, new public gathering spaces, pedestrian improvements, street lighting, banners, and other enhancements.
- Seek and secure various funding sources at the local, County, State and Federal levels to underwrite streetscape improvements.

#3: Create a public art program that placemakes and builds the visual identity of Downtown Berkley (Short-Term).

- Adopt guidelines and procedures for creating and installing public art in the Downtown.
- Prepare a public art installation plan identifying locations for new murals, sculptures, pop-up spaces and other forms of public art.
- Create a public art subcommittee that can partner for other entities on implementing various aspects of the Downtown public art program.



#4: Promote and ensure quality Downtown building design through the review of existing development regulations and the adoption of Downtown design guidelines (Short-Term).

- Conduct a thorough review of existing Downtown-related zoning and development regulations – whether through an engagement of a professional zoning and land use consultant or through another entity.
- Prepare and adopt a comprehensive set of design guidelines that promotes quality building rehabilitation, new development design, signage and awnings.
- Conduct ongoing workshops and meetings with Downtown property owners and developers on the design guidelines and how they impact their properties/developments.
- Post the design guidelines on the DDA/ City website for easy access by the Berkley community.

#5: Work with Downtown Berkley building and property owners on property and site improvements (Short-Term).

- Identify funding sources to establish a facade grant or loan program that encourages property and business owners to undertake facade and storefront rehabilitation projects.
- Access design assistance services offered by Main Street Oakland County.
- Offer workshops and education initiatives that demonstrate proper building rehabilitation and preservation procedures.
- Develop and provide a qualified contractors list to Downtown property and business owners.
- Consider a “model block” initiative where a group of property owners along a block undertake and complete a series of facade and storefront rehabilitations.
- Conduct ribbon-cuttings and other publicity activities to promote the transformation of Downtown Berkley.

Strategic Goal #2: Develop and build new special events, retail activities and marketing efforts that promote a distinctive, compelling identity of the Coolidge Highway and Twelve Mile Road commercial corridors.

General Objectives and Initiatives for Strategic Goal #2 include:

#1: Organize effectively and partner with other groups and organizations in the development and implementation of Downtown Berkley promotion events and activities (Short-Term).

- Form a Berkley DDA Promotion Committee or Team made up of local merchants, DDA property owners, residents and other stakeholders to help plan and organize special events, retail promotions and other image-building campaigns.
- Prepare a Downtown Berkley promotion calendar that incorporates all promotion activity that occurs within or near the DDA District, including those produced by outside groups and entities.
- Collaborate and work closely with outside organizations to enhance the effectiveness of their special events, especially regarding event marketing and messaging.

#2: Enhance existing and create new Downtown Berkley special events and festivals to attract new customers and visitors (Short-Term).

- Work with partners, sponsors and other stakeholders to evaluate current DDA events throughout the year and to determine performance benchmarks and ways in which events can be improved.
- Work with potential partners, sponsors and other stakeholders to identify one new special event related to music or the arts.
- Work with potential partners, sponsors and other stakeholders to identify a new signature event that has the potential of attracting visitors and other customer markets to Downtown Berkley.

#3: Plan for smaller-scale, seasonal retail promotions that directly benefit Downtown Berkley store owners and merchants (Short-Term).

- Identify ways in which the Ladies Night Out event can be enhanced as an effective event for local merchants and as an important anchor to the Downtown Berkley promotion calendar.
- Identify opportunities to create one new retail-promotion activity that benefits a specific group or groups of Berkley Downtown merchants.
- Review the results of the Downtown Market Analysis to understand existing customer markets and ways in which promotion activities can be best positioned to take advantage of local shopping habits and preferences.

#4: Conduct ongoing marketing and image-building efforts that promote local businesses and a positive, unified image of Downtown Berkley (Ongoing).

- Prepare and annual marketing plan as part of the annual Promotion Committee work plan; in addition, request marketing technical assistance from Main Street Oakland County as necessary.

- Use various web-based tools, including a Berkley DDA website, Facebook, Twitter, Instagram, Pinterest, and other technologies as a principal means for promoting Downtown businesses and merchants.
- Issues press release and encourage feature stories in area newspapers about existing stores and the unique merchandise offered by Downtown Berkley merchants, new store openings, Downtown Berkley events. A Downtown Berkley newsletter should also incorporate updates about Downtown events and business activity.
- Prepare special publications, brochures and directories to highlight Downtown Berkley retail, entertainment, service and quality of life offerings.
- Ensure local wayfinding signage directs visitors to store clusters and parking areas. Sidewalk-level kiosks can also be considered as part of Downtown Berkley streetscape enhancements.



Strategic Goal #3: Diversify Downtown Berkley's business and land use base through ongoing activities in business and real estate development, the creation of new incentives and the removal of any regulatory barriers to new investment.

General Objectives and Initiatives for Strategic Goal #3 include:

#1: Gain a thorough understanding of Downtown Berkley's economic strength, weaknesses, business characteristics and opportunities (Short-Term).

- Complete a comprehensive market analysis that provides information on community demographic trends and target population groups, sales strengths and gaps, Downtown retail opportunities, clustering possibilities and recommendations for incentives and other business development initiatives.
- Finish study on existing business conditions – amount of leasable space, rents and terms, business types, vacancies and maintain information in a usable, accessible database.
- Post a market analysis synopsis and other relevant market information to the DDA website for access by Downtown stakeholders, prospective business owners and investors.

- Use market analysis information to assist business owners with any expansion, relocation, or repositioning efforts.
- Conduct market analysis open house that presents the market analysis conclusions, implications and applications to Downtown business and property owners.

#2: Remove regulatory and financial obstacles to Downtown business and real estate investment (Mid-Term).

- Conduct a thorough review of existing Downtown-related zoning and building codes to adjust and calibrate permitted and conditional uses along Coolidge Highway and Twelve Mile Road. This review should be conducted concurrently with zoning requirements for physical design.
- Create a local business development incentive that spurs start-ups and entrepreneurial activity – a grant or loan fund dedicated to inventory purchase or interior build out expenses, for instance.
- Create marketing materials and/or a web page that describes all available business incentives provided at the local, county, regional, state and federal levels.

#3: Create and implement initiatives aimed at retaining existing businesses (Ongoing).

- Maintain an internal list of existing Downtown businesses seeking new or expanded space or transitioning in ownership as priority targets for DDA technical and financial assistance.
- Market and promote the Berkley DDA as a clearinghouse of information related to business retention and incentives.
- Partner with Main Street Oakland County on the local delivery of small business retention technical assistance, including workshops and one-on-one business consultation services.
- Monitor Downtown Berkley sales trends
- Initiate a business visitation program to provide information to local businesses on target markets determined through the market analysis, available retention, expansion and financial assistance programs.
- Obtain business feedback on current conditions of the district and the DDA with biannual business and property owner meetings.
- Create a communications channel to gather feedback from Berkley Residents.

#4: Actively recruit new businesses to meet local market demand and support local entrepreneurial activity (Long-Term).

- Partner with Southeast Michigan Start-Up, and other local and regional business incubators to facilitate entrepreneurial activity and new business start-ups along Coolidge Highway and Twelve-Mile Road.
- Maintain and on-going list or database of available Downtown buildings and spaces, including lease rates and square footage, etc. The database should also note existing building conditions, including code violations, interior build-out needs and other issues that may prevent a storefront leasing.
- Create a new business start-up webpage that outlines key market opportunities, demographics, available spaces, contact information and relevant incentives; alternatively, develop a business opportunity “package” that can be sent to prospective business owners and investors via electronic mail.
- Form a small business recruitment team that can assist the DDA Executive Director in identifying and recruiting business prospects.

#5: Encourage and facilitate catalytic real estate development initiatives along Coolidge Highway and Twelve Mile Road (Long-Term).

- Form a task force that can begin exploring the rehabilitation and reuse of the Berkley Theater as an operating theater or other viable use that preserves its historic integrity.
- Prepare corridor subplans to the City’s Master Plan for Coolidge Highway and Twelve Mile Road to identify and assess priority sites for new commercial, residential and mixed-use development that strengthens and diversifies Downtown Berkley’s land use mix.
- Prepare marketing materials and pro-formas for potential development opportunity sites.
- Inventory Downtown Berkley upper-floors and assess need for an upper-story housing initiative.



Strategic Goal #4: Build the identity of the Berkley DDA, and expand the number of stakeholders and volunteers that participate in the Downtown revitalization program.

General Objectives and Initiatives for Strategic Goal #4 include:

#1: Enhance the visibility of the DDA to Downtown stakeholders and the broader Berkley and Oakland County communities (Ongoing).

- Maintain an ongoing Berkley DDA website and distribute a digital newsletter describing DDA activities and events on a regular basis.
- Use other digital and electronic platforms, such as Facebook, Twitter and Instagram to inform all stakeholders about DDA initiatives and successes.
- Develop a comprehensive mailing and e-mail distribution list that includes key stakeholders – elected leaders at all government levels, Downtown property and business owners, project partners, volunteers, and community residents.

- Undertake other DDA public relations efforts through press releases, newspaper and magazine articles, and local cable and television outlets.
- Consider a DDA office location within City Hall or an available building storefront or upper-story to enhance the organization visibility.
- Provide regular updates to the Berkley City Council, relevant municipal departments, and other key partners and organizations on DDA activities.
- Organize and host an annual meeting – perhaps in conjunction with an annual awards program – to highlight DDA success to the Berkley community.

#2: Encourage active community involvement and participation in DDA projects and initiatives (Ongoing).

- Request a volunteer recruitment and retention technical assistance training service from Main Street Oakland County.
- Complete detailed annual committee work plans that outline volunteer needs for each project – needs may include project leaders, regular committee members, or short or seasonal volunteers. Volunteer needs may be incorporated in an accessible database.

- Conduct a volunteer training session and open house, potentially with assistance from Main Street Oakland County.
- Advertise volunteers needs on the Berkley DDA website, Facebook posts, the websites of other organizations and entities.
- Prepare job descriptions for committee chairs and other key volunteer posts, such as promotion event chairs and other project team leaders.
- Recognize outstanding volunteer contributions during the annual meeting and through the DDA newsletter and website.
- Outreach to potential partner organizations on a regular basis to discuss participation in DDA activities.



Strategic Goal #5: Plan for the short- and long-term organization structure and funding of the Downtown Berkley revitalization program.

General Objectives and Initiatives for Strategic Goal #5 include:

#1: Pursue acceptance in the Main Street Oakland County Program (Short-Term).

- Update corporate by-laws, form standing Main Street committees and fulfill other necessary Main Street Oakland County eligibility requirements.
- Prepare and complete an application to Main Street Oakland County
- Establish current Board member terms/rolling limits in order to bring the DDA Board in line with the new corporate by-laws.
- Attend board member and committee training and orientation services provided by Main Street Oakland County.

#2: Conduct ongoing DDA board and staff development efforts to ensure fresh, effective leadership of the Downtown Berkley revitalization effort (Ongoing).

- Form an ad-hoc nominating committee that meets when needed to identify future board member candidates, potentially from the DDA's active volunteer pool.
- Prepare board member and officer job descriptions to ensure current and incoming board members acknowledge and understand respective roles and responsibilities.
- Prepare and update regularly a DDA Executive Director job description.
- Conduct an annual Executive Director performance evaluation.
- Identify and provide annual funding for staff development.
- Encourage the DDA Executive Director to attend training and educational sessions provided by Main Street Oakland County, Michigan Downtown Association and other important and relevant organizations and entities.

#3: Establish a non-profit organizational arm of the Berkley Downtown Development Authority (Mid-Term).

- Determine initial board of directors for new non-profit arm.

- Prepare corporate by-laws, mission statement and 501 (c.) 3 charitable tax exempt application to the IRS.
- Prepare a five-year strategic plan for the non-profit organizational arm focused on fundraising initiatives in accordance with a DDA Financing/Fundraising Plan (see Initiative #4 below).

#4: Undertake various fundraising activities that generate a diverse set of funding sources for DDA design, economic development, promotion and capacity-building initiatives (Short-Term).

- Form a fundraising team or committee and request a fundraising technical assistance service from Main Street Oakland County for help in creating the DDA's first fundraising plan.
- Prepare a fundraising plan that identifies short and long-range funding sources for both the DDA and the non-profit organizational arm – sources that may include sponsorships, memberships, gifts, event revenues, Principal Shopping District designation, and grant awards.
- Implement one fundraising activity in 2017-2018 with a designated fundraising goal.
- Identify project sponsorship opportunities in committee work plans and prepare a sponsorship solicitation plan and package.

THE LAKOTA GROUP

The Lakota Group is a multidisciplinary team of professionals based in Chicago, Illinois providing services in planning, urban design, landscape architecture, historic preservation and community engagement. Founded in 1993, Lakota has earned a reputation for providing creative solutions to complex planning and design challenges for both our public and private-sector clients.

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For more than 20 years, Lakota has completed consulting assignments in more than 300 towns and cities around the country. Projects have included comprehensive community plans, mixed-use downtown and transit-oriented master plans, streetscape programs, parks and plazas, trails and greenways, commercial corridors, industrial and business parks, educational and health care campuses, mixed-use developments, and historic downtowns and neighborhoods. The firm's historic preservation portfolio has included community historic preservation plans, historic District design guidelines, architectural and historical surveys, nominations to the National Register of Historic Places, and Main Street revitalization consultations for clients in more than 75 communities throughout the country.

The firm's approach is reflected in its name, "Lakota," which is a Native American word meaning "allies." Our professionals share a strong respect for the land and community—and work to bring people together as allies for positive change.

