

# 1 **8. ECONOMIC DEVELOPMENT**

## 2 **STRATEGIC STATEMENT**

### 3 **VISION**

4 Downtown is the heart of the city, where the community comes together to shop, to work  
5 or play, to eat, to read, to exercise, or just to walk. A thriving, economically successful  
6 Downtown is essential to the health of the City of Berkeley. Downtown must build on its  
7 competitive advantages, especially its relationship to the University and its cultural,  
8 educational, and historic assets and its arts destinations. Downtown should build on its  
9 role as a center for drama, music, films, and fine arts and support their health and growth.  
10 The educational anchors are the University of California and the many other educational,  
11 training, and cultural institutions in Downtown. These include: Berkeley City College,  
12 Berkeley High School, and the Berkeley Public Library. Downtown is the heart of what  
13 truly is a “city of learning.”

14 Downtown is also a business center, with professional, technical and service offices  
15 serving the community and the region. Some offices serve the needs of the University  
16 directly, or are related to the educational and research needs of the University. The  
17 University’s plans to construct 800,000 square feet of office, research and cultural space  
18 through its Downtown projects will make a significant contribution to the economic  
19 vitality of the Downtown.

20 Downtown is a center of employment, with jobs ranging from entry-level opportunities to  
21 the highest level of professional and academic achievement. The area also serves the full  
22 range of Berkeley’s residents and visitors with attractive shops, diverse restaurants, parks  
23 and plazas, and an appealing and friendly environment.

24 A “green” and sustainable Downtown is integral to its economic development. Green  
25 means not only abundant tree canopy and attractive landscaping and open spaces but also  
26 the use of cutting-edge technologies that protect water quality, conserve resources and  
27 reduce energy consumption. Downtown is also a location that attracts and supports  
28 “green” businesses and provides them an opportunity to thrive.

29 A sustainable Downtown is also one where there are local goods and services, near transit  
30 and serving a growing Downtown residential neighborhood. Downtown residents and  
31 businesses can and should be mutually supportive, allowing more people to meet their  
32 daily needs by walking, and encouraging healthy local businesses. Downtown Berkeley  
33 can be a model for integrating economic development and environmental protection.

34 Growth of a great Downtown residential neighborhood is therefore another part of the  
35 foundation upon which a thriving Downtown is built. It supports Downtown businesses  
36 and contributes to the city's vitality while minimizing reliance on greenhouse gas  
37 generating transportation modes.

38 Downtown also provides many of the regular shopping and service needs that are not met  
39 in neighborhood commercial centers so that Berkeleyans who do not live Downtown can  
40 shop locally rather than drive to other cities. Good transit connections between Berkeley  
41 residential neighborhoods and Downtown are an essential part of a sustainable Berkeley.

42 In addition to building on its existing business strengths, Downtown must also build on  
43 its locational strengths. While relatively distant from a freeway, it has some of the best  
44 transit access in the Bay Area. While cars are not the preferred mode for going  
45 Downtown, for those who need to use an automobile ensuring adequate parking is also  
46 part of an economic development program. In addition there should be attractive and  
47 appropriate signage so that people can find their way to and make efficient use of the  
48 parking that is available. Visitors to Downtown should find clean and safe streets and  
49 open spaces.

50 Finally, because the Downtown is centrally located and symbolically forms the heart of  
51 the Berkeley community, it must provide services, goods, and cultural resources that  
52 meet the needs of people of all incomes and ethnic groups that reside in Berkeley, of  
53 students and the elderly, of families and high school students. The availability of many  
54 small retail spaces—the median size of the Downtown's 317 ground-floor spaces is only  
55 1,460 square feet-- provides an opportunity for unusual businesses and entrepreneurs with  
56 limited capital to establish the blend of small shops, restaurants, and services that now  
57 characterizes the Downtown.

## 58 **RETAIL CHALLENGES**

59 While Downtown continues to be a significant employment center and attracts tourists  
60 and visitors, it is no longer a major retail destination in the East Bay. Due to its distance  
61 from the freeway, a dearth of large ground-floor floorplates, and a perceived lack of  
62 abundant and accessible parking, land use economists have generally indicated it is very  
63 unlikely Downtown will attract a major “anchor” retailer or become a major retail center.

## 64 **CULTURAL RENAISSANCE**

65 While there are vacant and underutilized ground-floor retail spaces and some  
66 disadvantages from a retail point of view, Downtown Berkeley has experienced a type of  
67 renaissance in the past few years largely as a result of its focus on arts, culture, and  
68 education. Cultural, music, and art venues have exploded in the past 10 years and several

69 more new venues are set to open in Downtown in the next few years including a new  
70 potential anchor arts use, the University Art Museum and Pacific Film Archive. The arts  
71 make a significant contribution to the overall health and well-being of Downtown. In  
72 Berkeley, there are more than 130 arts and cultural organizations that collectively form  
73 one of the City’s largest employment sectors. The arts provide some 3,400 jobs, reach an  
74 annual audience of 1.7 million people, and have a combined budget of \$70 million.  
75 Many restaurants and unique types of retailers are thriving. Economic experts  
76 recommend that an economic development strategy for Downtown retail activity build on  
77 these current strengths.

## 78 **EMPLOYMENT**

79 Downtown also needs new private-sector office space. It has had a relatively low  
80 vacancy rate in offices through much of the recent recession in office uses, and rental  
81 rates for offices are relatively high compared to many portions of the Bay Area. This is  
82 due in part to the relationship of Downtown to the University and the fact that the  
83 University and the Lawrence Berkeley National Lab continue to occupy a significant  
84 amount of office space Downtown; some businesses are eager to be near to the  
85 University. Berkeley will continue to have demand for commercial/office space. A 2006  
86 study indicated that since 1997, at least 104 start-up companies began as spinoffs from  
87 research activities at the University and at the Lawrence Berkeley Lab. Only 14 of these  
88 companies remain in Berkeley, and the study suggested that approximately 25 more  
89 could have been retained if Berkeley had appropriate space and policies. Downtown  
90 needs additional office space to serve start-ups and spinoffs and green businesses.

## 91 **BUILDING ON STRENGTHS**

92 The commercial area within the Downtown Area Plan is very large for a city of 100,000+  
93 people. In order for an economic development strategy to “build on strengths” and be  
94 focused, it may be useful to consider the locational advantages of “subareas” within the  
95 Downtown. For example, the area around the BART station forms a distinctive core that  
96 includes a mixed office/retail/restaurant environment with many cultural and arts uses,  
97 educational institutions and a high number of pedestrians, especially between the  
98 University and BART. Even within this area, distinctions can be made between a  
99 stronger retail/restaurant focus beginning on Shattuck and extending east, and an  
100 arts/civic center/office focus to the west of Shattuck. Retail uses that could build on  
101 existing strengths and are complementary to existing uses and/or fill an unmet market  
102 niche for Berkeley include games, books, apparel, home furnishings, computers,  
103 electronics, bicycles, and retail/restaurants relating to cultural uses. New office uses as  
104 well as residential uses should be encouraged in close proximity to BART

105 Farther from BART but still within easy walking distance, areas become progressively  
106 more residential. There is less intensity of activity and commercial tends to have more  
107 neighborhood-serving businesses. The area around the traditional crossroads of  
108 University and Shattuck has the potential for new office space to meet the demand for  
109 larger floor plates and larger ground-floor retail spaces.

110 “Building on strengths” means building on the existing character of each of the areas.  
111 Healthy and more diverse retail will follow and respond to other positive changes. These  
112 include: more people working in new offices and living in new residences Downtown,  
113 more intensive arts uses, better linkage to the campus, proactive programs to cluster and  
114 concentrate retail, and safe, attractive, and well-designed and maintained streets and  
115 public spaces. For areas farther from BART and the Core, a more neighborhood-focused  
116 retail strategy is recommended. This does not necessarily mean establishing significantly  
117 different zoning use standards for different areas in the Downtown commercial area, but  
118 perhaps establishing policies that will allow for incentives and special standards for some  
119 types of uses the City wishes to encourage in each area.

120 **GOALS & POLICIES**

121 **GOAL ED-1. DOWNTOWN SHALL BE A NEIGHBORHOOD-SERVING, CITY-**  
122 **SERVING AND REGIONAL DESTINATION THAT BUILDS ON ITS UNIQUE**  
123 **BLEND OF CULTURAL, ENTERTAINMENT, ART, EDUCATIONAL, AND**  
124 **COMMUNITY INSTITUTIONS WITH A SUCCESSFUL MIX OF RETAIL**  
125 **BUSINESSES AND OTHER ATTRACTIONS AND WITH DAYTIME AND**  
126 **NIGHTTIME POPULATIONS TO SUPPORT THEM.**

127 **Policy ED-1.1.** Support existing and encourage new arts, cultural, and educational uses,  
128 as well as related uses, such as restaurants, hotels, and retail.

129 **Possible Implementation Measure:** Identify high-priority arts, culture,  
130 retail and restaurant uses. For these high-priority uses, minimize  
131 discretionary review and streamline permits, to the extent feasible.

132 **Policy ED-1.2.** Encourage the rehabilitation and reuse of existing buildings

133 **Possible Implementation Measure:** Consider modifications to Zoning  
134 Ordinance and Design Guideline provisions that would allow  
135 administrative review and approval of limited exterior modifications to  
136 existing buildings (not including designated historic resources) consistent  
137 with adopted guidelines.

138 **Policy ED-1.3.** For new construction allow for appropriate (minimum 15 feet) ground-  
139 floor ceiling heights to encourage ground-floor retail, restaurant, and cultural uses.

140 **Policy ED-1.4.** Promote the creation of retail space that is 10,000 square feet or larger to  
141 help attract larger retailers currently missing in Downtown. These might include  
142 electronics, computers, appliances, and men’s clothing. When feasible, discourage the  
143 subdivision of existing large spaces.

144 **Policy ED-1.5.** Whenever feasible, ensure there are active ground-floor uses with  
145 pedestrian-oriented active fronts in areas where active retail frontages are not now  
146 required.

147 **Policy ED-1.6.** Work with local associations such as the Downtown Berkeley  
148 Association (DBA) and the Convention and Visitors Bureau to encourage provision of  
149 services to businesses, promote cooperative marketing, attract appropriate tenants, and  
150 promote retail “best practices,” such as for merchandising techniques, display window  
151 lighting, hours of operation, etc.

152 **Policy ED-1.7.** Ensure that there is up-to-date information on ground-floor vacancy,  
153 business mix, and sales so that all stakeholders can identify trends, match space  
154 availability to potential tenants, and recruit desirable new tenants to the Downtown.

155 **Policy ED-1.8.** To encourage shopping Downtown, marketing programs should be  
156 developed to target Berkeleyans who don't live Downtown, as well as University faculty,  
157 staff, and students. Surveys may help identify retail businesses not currently located in  
158 the area that could serve these groups.

159 **Policy ED-1.9.** Evaluate and improve public signage in Downtown to enhance the public  
160 realm, reduce visual clutter, and at the same time improve wayfinding. For example,  
161 create an attractive newsstand/information kiosk in the Center /Shattuck area providing  
162 walking maps for Downtown and the University; lists of restaurants, and cultural events  
163 (including plays, films, and museum exhibits); and transit information. Such an  
164 information kiosk could be staffed with volunteers.

165 **Policy ED-1.10.** Working with the Downtown Berkeley Association and other  
166 stakeholders, focus economic development efforts on retail in well-defined subareas with  
167 the most opportunity for success and synergy. The City's efforts should target such areas  
168 for special attention and funds to ensure clean, safe, and attractive streets.

169 **Policy ED-1.11.** In the short run (before 2010), economic development efforts should  
170 focus along the west leg of Shattuck Avenue from Center to University and the east-west  
171 streets of University Avenue and Addison and Center Streets from Shattuck to Oxford.

172 **Policy ED-1.12.** Special consideration should be given to larger underutilized sites and  
173 retail opportunities.

174 **Policy ED-1.13.** Over time, focus on building on the special character of each of the  
175 east/west streets in Downtown.

176 **Policy ED-1.14.** Work with movie theater owners to upgrade existing theater facilities to  
177 state-of-the-art venues, and address perceived parking affordability and availability  
178 problems. Build on the Pacific Film Archive locating Downtown to make Downtown a  
179 prime regional destination for alternative and mainstream cinema.

180 **Policy ED-1.15.** Encourage non-UC offices with floor areas large enough to serve the  
181 growth needs of existing businesses, and with ground-floor spaces that can potentially  
182 serve larger-scale retailers. Also support start-up businesses by encouraging suitable  
183 spaces and the sharing of equipment and facilities (such as reproduction facilities,  
184 conference rooms, Internet connections, etc.).

185 **Policy ED-1.16.** Promote family-friendly uses in Downtown, such as childcare and  
186 preschool to serve residents and people working Downtown. Efforts should be made to  
187 encourage cultural, recreational, and educational activities for children, such as Habitot.

188 **Policy ED-1.17.** Encourage the University, Berkeley Public Library, Berkeley High  
189 School, and Berkeley City College to continue and expand lectures, instruction, and  
190 public events individually and jointly, in ways that enhance Downtown as a center of  
191 learning.

192 **Policy ED-1.18.** Recognizing that Downtown currently lacks adequate meeting spaces,  
193 encourage new office and institutional uses Downtown to include meeting spaces to serve  
194 the private sector and the public in general. Work with existing businesses to develop a  
195 strategy for maximizing underutilized spaces to accommodate meetings and conferences.

196 **Policy ED-1.19.** In order to encourage ground-floor retail and cultural uses in the Core  
197 Area, particularly the use of more than 25% of a building's ground-floor area for parking.

198 **Policy ED 1.20.** Require evaluation of feasibility of undergrounding all new and  
199 replacement parking, including UC's, and encourage undergrounding when feasible.  
200 Any above-ground structures must meet the street at ground level with active uses.  
201 Prohibit surface parking on street frontages. Ensure that any new or reconstructed  
202 parking structures feel safe with adequate lighting and an open plan that does not create  
203 dark spaces.

204 **GOAL ED-2. DOWNTOWN SHALL HAVE SAFE AND INVITING STREETS,**  
205 **PARKS & PLAZAS THAT CONTRIBUTE TO THE SUCCESS OF BUSINESSES**  
206 **AND THE WELL-BEING OF RESIDENTS.**

207 *(See chapter on "Streetscapes and Open Space" for design-related policies for this goal.)*

208 **Policy ED-2.1.** To ensure adequate activity in public spaces, and in order to maximize  
209 safety, outdoor dining, street fairs, and similar limited private use of public spaces may  
210 be allowed if the private use will enhance the experience of the space, improve public  
211 safety and support maintenance of the space.

212 **Possible Implementation Measure.** Establish standards and guidelines  
213 for the private use of public space which maintain public enjoyment of  
214 these spaces and encourage activities and design relationships that  
215 enhance safety and enhance pedestrian environments in the Downtown.

216 **Policy ED-2.2.** Public convenience facilities such as restrooms, drinking fountains, and  
217 other amenities shall be an integral part of planning for public spaces, and shall be  
218 maintained to highest practical standards.

219 **Policy ED 2.3.** Allocate a portion of the revenue from hotel transient occupancy tax or  
220 other revenue generated by new uses Downtown to upkeep of the public realm.

221 **GOAL ED-3. ENCOURAGE PLACE-MAKING THROUGH THE**  
222 **PRESERVATION OF HISTORIC BUILDINGS, AND THEIR INTEGRATION**  
223 **WITH STREETSCAPES/PLAZAS AND HIGH-QUALITY NEW**  
224 **CONSTRUCTION, TO CONTRIBUTE TO AN ECONOMICALLY SUCCESSFUL**  
225 **DOWNTOWN. (SEE ALSO "HISTORIC PRESERVATION & URBAN**  
226 **DESIGN" AND "STREETSCAPES & OPEN SPACE" CHAPTERS.)**

227 **Policy ED-3.1.** Encourage increased maintenance and improvement of historic buildings  
228 through façade improvement grants, and by encouraging use of Mills Act or other  
229 mechanisms.

230 **GOAL ED-4. ENSURE THAT UC IS A PARTNER IN PROMOTING A**  
231 **HEALTHY AND VITAL DOWNTOWN.**

232 **Policy ED-4.1.** Encourage the University to locate academic and related programs that  
233 have a strong community component in Downtown locations. Examples include public  
234 health, the Optometry Clinic, and education and social welfare studies. Accommodate  
235 UC's proposal to build 800,000 square feet of office, laboratory, cultural, and associated  
236 space on UC-owned property at: the site of the former state Health Department building,  
237 at the northwest corner of University and Oxford, west of University Hall, and at the  
238 northwest corner of Center and Oxford.

239 **Policy ED-4.2.** Encourage the University to locate retailing activities, such as the  
240 Optometry Clinic and the Scholars Workstation, in Downtown and open them to the  
241 public. The DHS Site and other University properties on University Avenue should be  
242 considered for these uses.

243 **Policy ED-4.3.** Encourage the University to develop a long-range plan to move  
244 museums and/or parts of collections, such as the Lawrence Hall of Science and the Hearst  
245 Anthropology Museum, and their affiliated retail stores, into the Downtown along with  
246 the University Art Museum / Pacific Film Archive.

247 **Policy ED-4.4.** Encourage the University to follow the City's Downtown Design  
248 Guidelines for all buildings, including placing private retail and public outreach elements  
249 on the ground floors of its buildings.

250 **Policy ED-4.5.** Encourage the University to add childcare facilities for faculty and staff  
251 to its Downtown properties in order to encourage shopping and other use of the area. The  
252 ground floor of buildings on Oxford should be transparent and pedestrian-friendly.

253 **Policy ED-4.6.** University Hall and the adjacent UC property to the west along  
254 University Avenue should be designed and developed to provide a new sense of arrival  
255 and gateway at the east end of University Avenue and help transform Oxford Street (see  
256 related "Streetscape & Open Space" policies). This site should have a high priority for  
257 development as part of the revitalization of Downtown. Consideration should be given to  
258 new development west of or in University Hall. Consider a joint Visitor Center, a  
259 commute store, a Multicultural Center, UC offices, and other University museums that  
260 would be relocated from the main campus and would contribute to Addison Street as a  
261 cultural destination.

262 **Policy ED-4.7.** The block bounded by Oxford, Walnut, Berkeley Way, and University  
263 (aka the Purcell Paint site) should be planned as a vibrant gateway to UC Berkeley and  
264 the Downtown. UC development paired with major streetscape improvements on  
265 University Avenue could dramatically transform this "gateway" area in the near term.  
266 Recommend that development of this site for a University surge building be a high  
267 priority. A depth of 100 feet depth should be reserved for retail use along the University  
268 Avenue frontage of the Purcell Paint site.

269 **Policy ED-4.8.** Encourage the University to acquire other properties on the block  
270 bounded by University Avenue, Berkeley Way, Oxford and Walnut, with the exception  
271 of the apartment building at Berkeley Way and Walnut Street, to permit unified  
272 development of the site. A meaningful portion of the landmark garage building should be  
273 integrated into development of this site. The Oxford Street frontage should incorporate  
274 green space that relates to the green edge across the street on the UC campus and to the  
275 overall redesign of Oxford Street.

276 **Policy ED-4.9.** For the Department of Health Services (DHS) site, encourage the  
277 Community Health Campus concept that is being considered by the University. Include  
278 functions that interact with the general public, accommodate interdisciplinary research,  
279 and contain facilities – such as an auditorium – that might be used for community events.

280 **Policy ED-4.10.** Encourage the University to accelerate its current 10-year development  
281 timetable for the site, especially for the Shattuck frontage. [CIUPS. "Land Use" and  
282 "Streetscapes & Open Space" will contain related building & open space provisions.

283 **Policy ED-4.11.** To increase retail activity along Shattuck Avenue, the University of  
284 California should reserve a depth of at least 100 feet along the Shattuck Avenue frontage

285 of the DHS site for retail uses that complement the Downtown. Prior to development,  
286 the amount of space needed for retail should be evaluated based upon the market for  
287 retail. In exchange for maintaining this depth for retail uses and bringing complementary  
288 retail uses to these sites, the City should support the development of taller buildings at the  
289 corners of Oxford/Hearst and/or Shattuck/Berkeley Way.

290 **Policy ED 4.12.** Support construction of a new building for the Berkeley Art  
291 Museum/Pacific Film Archive along the west edge of Oxford, with entrances on Center  
292 Street and near the corner of Addison and Oxford. If feasible, the Art Museum and the  
293 proposed hotel at Shattuck and Center Street should work together so that garages and  
294 services entrances for both uses can be accessed via the hotel entry to reduce the negative  
295 impacts of the auto/service uses on Addison and expand the amount of ground-floor  
296 space for pedestrian-friendly, art-related uses.

297 **Policy ED-4.13.** The Tang Center parking site (on Fulton between Bancroft and Durant)  
298 should be a lower priority for near-term development so that emphasis can be placed on  
299 the transformation of UC development sites near the eastern terminus of University  
300 Avenue. When the Tang parking lot site is developed, the Durant side of the site should  
301 be used for faculty, student (undergraduate or graduate), or family housing with a  
302 residential scale consistent with the nearby Southside area. Office/academic uses should  
303 be confined to the sides along Bancroft and Fulton. This location might provide an  
304 opportunity for City/University collaboration to provide a Multicultural Center that could  
305 bring together Berkeley High School students, UC students, and other young adults.

306 **Policy ED-4.14.** To ensure that any new private office/commercial space developed  
307 contributes to Berkeley's tax base, the City and University should make an agreement  
308 that if UC leases or occupies any space within such development, it will provide to the  
309 City financial support equivalent to the taxes and/or fees that the City would receive if  
310 other uses were leasing or occupying the space.

311 **Policy ED-4.15.** Encourage the University to retain the Edwards Field track, tennis  
312 courts, and similar activity facilities near Downtown, and to consider additional activity  
313 facilities in new developments, where feasible and appropriate. Encourage the University  
314 to locate the proposed high-performance training facility on University land in, or  
315 adjacent to, the Downtown.

316 **GOAL ED-5. INCORPORATE SUSTAINABLE PRACTICES AS AN ESSENTIAL**  
317 **COMPONENT OF ECONOMIC DEVELOPMENT AND GENERAL WELFARE,**  
318 **AND TO ESTABLISH DOWNTOWN AS A RECOGNIZED CENTER FOR**  
319 **BUSINESSES AND INSTITUTIONS THAT ARE COMMITTED TO**  
320 **ENVIRONMENTAL SUSTAINABILITY.**

321 **Policy ED-5.1.** Encourage “green businesses” to locate Downtown. Work with  
322 developers, real estate brokers, local companies, the University of California, the  
323 Convention and Visitors Bureau and the Downtown Business Association to promote and  
324 market Downtown as a model of sustainable design, as set forth in other chapters of this  
325 Plan. A marketing plan should focus on attracting green businesses/initiatives, including  
326 but not limited to: technological innovation, technological conferences/education,  
327 incubating start-ups/eco-entrepreneurs, environmental research, etc..

328 **Policy ED-5.2.** Encourage “green businesses” to locate Downtown. To minimize truck  
329 traffic and encourage transit use by employees, office and research & development type  
330 activities are encouraged, while large-scale manufacturing and distribution type activities  
331 are not appropriate. Work with developers, real estate brokers, local companies, and the  
332 University of California to maintain and attract new green businesses.

333 **Policy ED-5.3.** Maintain and expand programs that encourage environmental business  
334 practices to reduce energy use, reduce water use, increase recycling and composting, and  
335 increase awareness of environmental features and programs Downtown.

336 **Policy ES-5.4.** Promote strategies that connect Downtown with local sources of food,  
337 products, and services, such as through farmers markets, "community supported  
338 agriculture," and buy-local initiatives.

339 **Policy ES-5.5.** Establish economic development strategies to retain existing small and  
340 locally owned businesses, and to encourage the establishment of new businesses with  
341 ownership structures that keep consumer dollars in the local economy.

342 **Policy ES-5.6.** Provide incentives for developers and employers to incorporate on-site  
343 daycare and/or pre-school projects to serve Downtown employees and residents.

344 **GOAL ED-6. INVESTMENT IN CIVIC IMPROVEMENTS (SUCH AS PLAZAS,  
345 STREETSCAPES, AND COMMUNITY FACILITIES) ENHANCES  
346 DOWNTOWN AS A PLACE TO LIVE, WORK, AND VISIT.**

347 *(Potential improvements are described under Policy OS-1.2.)*

348 **GOAL ED-7. DOWNTOWN IS A REGIONAL CULTURAL CENTER AND  
349 VISITOR DESTINATION, WITH SUPPORTIVE SERVICES, EVENTS,  
350 PROGRAMS, AND ACTIVITIES.**

351 **Policy ED-7.1.** Promote the Downtown as a regional center for culture and the arts that  
352 embraces a full spectrum of cultural opportunity, including support for (but not limited

353 to): emerging local artists and organizations; and expressions of ethnic, religious,  
354 cultural, minority institutions of regional and national importance.

355 **Policy ED-7.2.** Consider allocating a portion of any net increase in revenue from hotels  
356 in Downtown toward promotion of Downtown as a tourist and visitor destination,  
357 including support for the arts, development of brochures and advertising, wayfinding and  
358 other supportive programs.

359 **Policy ED-7.3.** Work with the University to ensure an adequate supply of safe and  
360 convenient parking for arts and music venues, especially at night-time venues.

361 **Policy ED-7.4.** Encourage long-term and affordable space for arts, culture, and other  
362 desirable uses that cannot normally pay market rents.

363 **Policy ED-7.5.** Consider establishing (perhaps in association with the University) an  
364 outdoor public performance space, to include a stage, power outlets, seating, and other  
365 amenities suitable for performances of music, drama, dance, the spoken word, or other  
366 performance arts.

367 **Policy ED-7.6.** Consider establishing a fee on new development to support Downtown  
368 arts or provide publicly accessible on-site art.

369 **GOAL ED-8. THE DOWNTOWN NEIGHBORHOOD SHOULD HAVE**  
370 **CONVENIENT SERVICES THAT MEET THE NEEDS OF RESIDENTS,**  
371 **INCLUDING FOOD STORES, DRUGSTORES, AND OTHER SERVICES.**

372 **Policy ED-8.1.** Adopt economic development strategies that encourage neighborhood-  
373 serving uses to be located along Shattuck, supporting the existing adjacent  
374 neighborhoods.

375 **Policy E-8.2.** Encourage food stores to locate in the Downtown. *(See also related*  
376 *policies in Land Use chapter.)*

377 **GOAL ED-9. DOWNTOWN SHOULD HAVE EMPLOYMENT**  
378 **OPPORTUNITIES FOR ALL BERKELEY RESIDENTS, INCLUDING YOUTH.**

379 **Policy ED-9.1.** Maintain “first source” and other programs that connect businesses with  
380 the employment needs of Berkeley residents. A special emphasis should be on ensuring  
381 Berkeley youth have entry-level job opportunities.

382 **Policy ED-9.2.** To address existing chronic un- and under-employment among local  
383 populations, provide incentives for developers and new businesses to provide on-the-job  
384 training and employment opportunities that can lead to permanent employment. The

385 City, for all public improvements, should include first-source hiring and on-the-job  
386 training and engage its unions in such job training/hiring programs.

387 **GOAL ED-10. ENCOURAGE A MIX OF RETAIL AND OTHER BUSINESSES**  
388 **THAT REPRESENTS THE RANGE AND MEET THE NEEDS OF THE CITY'S**  
389 **DIVERSE ETHNIC, CULTURAL AND INCOME GROUPS.**

390 **Policy ED-10.1.** Support start-ups within the Downtown and promote the Downtown as  
391 a second location for ethnic-/culturally-focused businesses found elsewhere in the city  
392 and larger Bay Area.

393 **Policy ED-10.2** (*same as Policy LU-8.3*). Encourage new office buildings with large  
394 enough floor plates and ground floor spaces to serve larger scale specialty retailers as  
395 well as growing local businesses.

396 **Policy ED-10.3.** Develop implementation measures specific to Downtown that are based  
397 on General Plan "Policy ED-1 Employment & Training" and "Policy ED-3 Local  
398 Business."

399 **GOAL ED-11. NEW HOUSING IN DOWNTOWN SHOULD SERVE THE**  
400 **NEEDS OF ALL INCOME GROUPS AND PROVIDE A GROWING BASE OF**  
401 **RESIDENTS WHO SUPPORT A BROAD RANGE OF DOWNTOWN RETAIL**  
402 **BUSINESSES.** (*See also chapter on "Housing and Community Health & Services" for*  
403 *policies related to housing.*)

404 Goal ED-12. Maintain excellent transit access and provide sufficient parking (managed  
405 efficiently and at an appropriate cost) to serve the needs of the retail businesses and  
406 cultural entities in Downtown, especially for short-term parking.

407 (*See also Access chapter for policies relating to transit and parking.*)

408 **Policy ED-12.1.** Encourage retail businesses to institute parking and transit validation  
409 programs.

410 **Policy ED-12.2.** Establish a local shuttle service connecting Downtown to other areas,  
411 consistent with Access chapter policies.

412 **GOAL ED-13. DOWNTOWN SHOULD PROVIDE INCREASED REVENUE TO**  
413 **SUPPORT CITY GOALS, AND A PORTION OF THAT REVENUE SHOULD BE**  
414 **RETAINED IN THE DOWNTOWN TO IMPROVE AND MAINTAIN THE**  
415 **QUALITY OF THE ENVIRONMENT.**

416 **Policy ED-13.1.** Commit a significant portion of any increased parking and transient  
417 occupancy tax revenue to implement priorities of the Downtown Area Plan.

418 **GOAL ED-14. DOWNTOWN SHOULD PROVIDE LOCATIONS AND**  
419 **FINANCIAL SUPPORT FOR HOUSING AND SERVICES THAT ADDRESS THE**  
420 **PROBLEMS OF HOMELESSNESS AND MENTALLY ILL PEOPLE.**

421 *(See Housing and Community Health & Services Policies HC-3.6 through HC-3.8.)*