DOWNTOWN
BERKLEY
Master Plan

DOWNTOWN STRATEGIES

STRATEGY 1

Cool Comfort Dining

GEOGRAPHIC FOCUS:
DOWNTOWN CORE

STRATEGY CHARACTERISTICS

- Emphasis on independent restaurants
- Moderate price-point
- Family-welcoming
- Quirky but not edgy
- Differentiated from Ferndale, Royal Oak
- Local ingredient sourcing

CUSTOMER CHARACTERISTICS

- "Newer Arrivals" lifestyle segment: Educated, urbane
- Singles and couples
- Young families from Berkley and Oakland County

RETRO DINER

BUSINESS MIX EXAMPLES

- New modern take on ethnic cuisines
- Independent and chain-let "fast-casual" (e.g., Dig Inn, a Boston/New York chain-let with a grain-bowls theme and local farm sourcing)
- Themed microbreweries (e.g., hard ciders)
- Themed moderate price-point food menus (e.g., falafel sandwich bars, flatbreads/pizzas)

FAST CASUAL DINING

BUSINESS ATTRACTION INITIATIVES

- Streamlined restaurant permitting
- Kitchen equipment loans
- Food truck events to test the market
- Regional chain-let expansion
- Prioritized incentives for this business sector (e.g., façade grants)

BUSINESS RETENTION INITIATIVES

- Taste-of event
- Restaurant week event
- Paid/promoted social media feeds focused on food in Berkley
- Social media assistance to businesses
- Restaurant-management consultations

BREWERY / CIDER ROOM

DOWNTOWN STRATEGIES

STRATEGY 2

Eclectic & Artisanal Retail

GEOGRAPHIC FOCUS: DDA-WIDE, WITH EMPHASIS ON GATEWAY WEST

STRATEGY CHARACTERISTICS

- Emphasis on independent retail, handmade and locally-sourced or manufactured
- Retro and vintage goods, especially fashion and housewares
- Moderate price-point
- Supports Cool Comfort Dining strategy (e.g., local sourcing)

CUSTOMER CHARACTERISTICS

- Heterogeneous customer base, depending on product segment
- Neo-Hipsters: E.g., the tattooed set, settling down in the suburbs

CLASSROOM RETAIL

BUSINESS MIX EXAMPLES

- "Classroom retail" (e.g., pottery, sewing, cake decorating, etc.)
- Gifts and boutiques
- Galleries
- Musical instruments and repair
- Bridal

BUSINESS ATTRACTION INITIATIVES

- "Night Market" to test new concepts
- Relocation of cool-concept startups from nearby gentrifying areas
- Prioritized incentives for this biz sector (e.g., façade grants)

NIGHT MARKET

BUSINESS RETENTION INITIATIVES

- Help more traditional businesses (like bridal) adapt to neo-Hipster customer
- Social media assistance to businesses
- Paid/promoted social media feeds focused on unique products in Berkley
- Interactive installations with potential to generate pedestrian traffic

INTERACTIVE INSTALLATION

DOWNTOWN STRATEGIES

STRATEGY 3

Experience & Entertainment

GEOGRAPHIC FOCUS: DDA-WIDE, WITH EMPHASIS ON DOWNTOWN CORE

STRATEGY CHARACTERISTICS

- Engagement
- Evening-oriented (primarily, but not exclusively)
- Overlaps with Eclectic & Artisanal strategy (especially classroom retail)
- Supports Cool Comfort Dining strategy (e.g., evening hours)

CUSTOMER CHARACTERISTICS

- Younger singles and couples (later hours)
- Young families, including birthday parties (earlier hours)
- Older teens

ESCAPE ROOM

BUSINESS MIX EXAMPLES

- Reimagined Hartfield Lanes bowling
- Classroom retail (See Strategy 2)
- Revitalized Berkley Theatre (e.g., cultural uses; conference uses)
- Game room (board games, in real life)
- Escape room

BUSINESS ATTRACTION INITIATIVES

- "Night Market" (overlaps with "Eclectic & Artisanal" strategy)
- Tax credits for theatre rehab
- Targeted micro-loans
- Prioritized incentives for this biz sector (e.g., façade grants)

GAME ROOM

BUSINESS RETENTION INITIATIVES

- Interactive, temporary installations to build customer traffic and establish Berkley as an "experience" downtown
- Outdoor concerts
- "Things to do" calendar and e-newsletter
- Outdoor interactive games
- Social media assistance

OUTDOOR INTERACTIVE GAMES

THEATER REHABILITATION

The Berkley Theatre is an iconic part of Downtown Berkley's character. The Art Deco-style theater opened in 1940, and closed in1999. While the space is currently leased, there has been community interest in reviving the theater in one form or another. The case studies below and on the following exhibit highlight examples of communities that have rehabilitated their historic theaters.

Rehabbed as an operating theater:

BURLINGTON, IOWA

THE CAPITOL THEATER

The Capitol Theater was able to acquire the building next door, which made it possible to create rehearsal rooms, scenery and costume workshops, green rooms, meeting space, and spacious restrooms - which, in turn, made it feasible to convert the theater building to a multi-use facility offering movies and live performances. As is the case with many rehabilitated historic theaters, federal and state historic rehabilitation tax credits were used as part of rehabilitation financing.

WASHINGTON, DC

THE AVALON THEATER

Modest in size, the Avalon Theater originally served a single neighborhood, but is now able to draw from the greater Washington DC metropolitan area. The Berkley Theater could potentially draw from the Detroit metropolitan area. The Theater now operates as a nonprofit film arts center, The Avalon Theater Project, Inc.

POCOMOKE, MARYLAND

THE MAR-VA THEATER

Slightly less ambitious in operations, the Mar-Va Theater only shows movies a couple of weekends and a dozen live performances per month. The Theater is also rented for private functions.

FARMINGTON, MI

FARMINGTON CIVIC THEATER

The Art Moderne-style Farmington Theater opened in 1940, designed by C. Howard Crane, who also designed the Fox Theater in Detroit. The theater is now owned by the City of Farmington, a recognition of the Theater's importance as a community anchor. It re-opened in 2000 after renovations and upgraded to digital projection and an additional screen in 2013. It operates again as a movie theater, presenting primarily art films and presents a monthly live music concert. It is also available to rent for conferences, lectures, parties and other special events, supplementing the income from its theater operations.

THEATER REHABILITATION

## *Rehabbed and reused as something else:*

MORGANTON, NORTH CAROLINA

THE ALVA THEATER

Opened in July 1929, just a few months before the stock market crash, the Alva Theater showed first-run talkies until 1951, then became a second-run theater. In 1979, it was converted to a disco-night club. At that point, all the seats were removed, and the floor was leveled. A few years later it became a gospel music hall, then a restaurant. In 1988 a photographer, John Payne, purchased it looking for a large, column-free space to photograph furniture. He restored several interior features and converted the auditorium to a photography studio and the mezzanine lounge as an office.

ROCHESTER, MINNESOTA
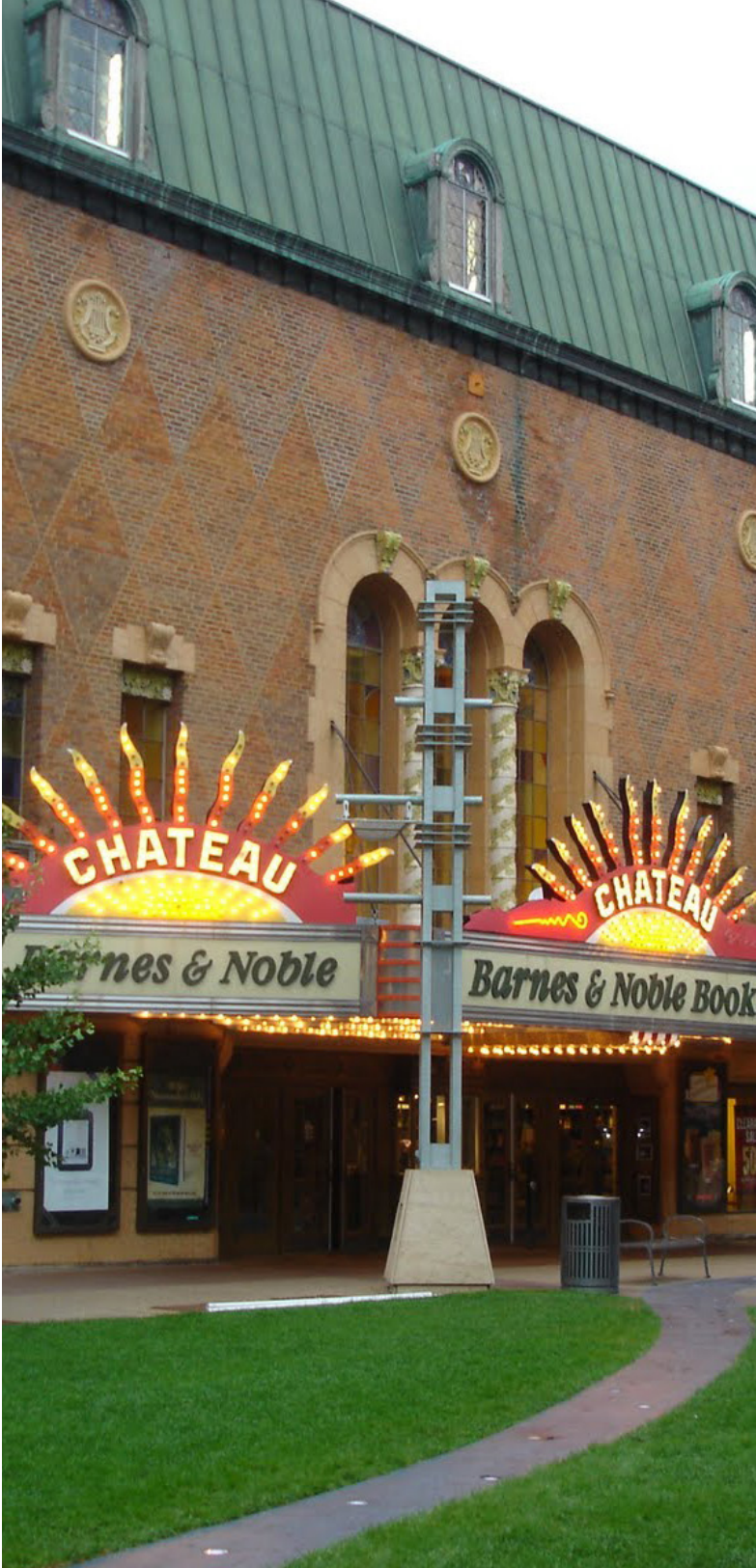
THE CHATEAU DODGE THEATER

The "atmospheric" Chateau Dodge Theater opened in 1925. Theater stopped showing movies in 1983, and the City of Rochester wanted to redevelop the site. People rallied to prevent the building's demolition and a local arts group made plans to reuse the theater as a downtown arts center. However, the building was later purchased by a developer, who with the city's assistance, rehabbed the building and leased it to Barnes & Noble for use as a book store.

CHARLESTON, SOUTH CAROLINA

RIVIERA THEATER

The Riviera was built in the mid-1930s, exhibiting films until 1977, when it was leased for two years to the Community Baptist Fellowship. The Theater later reopened in 1983 as a second-run movie house - but then a fire in 1988 destroyed the roof and some interior features. A "Friends of the Riviera" group managed to persuade the owner to not turn the building into a retail mini-mall, which would have destroyed the remainder of the original interior features. The City of Charleston later purchased the building, which in turn sold it to the Omni Hotel across the street for use as a conference center and event venue. The hotel incorporated ground-floor retail space on King Street, and the building reopened as the Riviera-Belmond Conference Center in 1997.

What is your vision for the future of the Berkley Theater?

SHARE YOUR THOUGHTS ON PROVIDED SURVEY!

CHAIN BUSINESS ORDINANCES
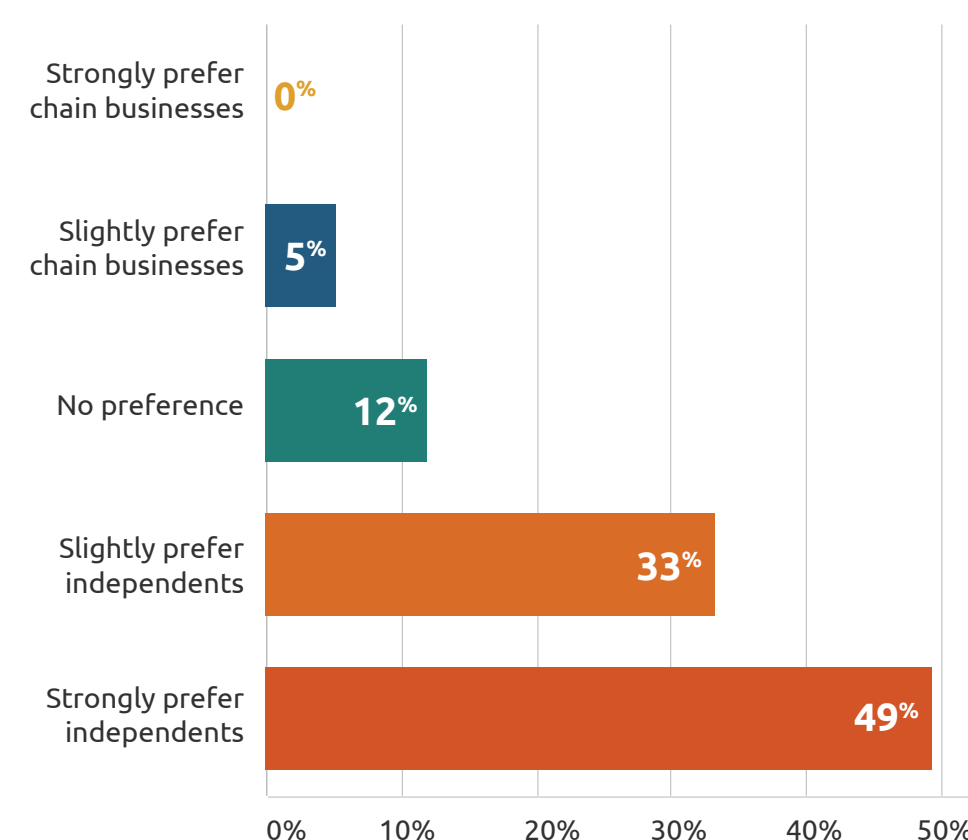
Why Consider a Chain Businesses Ordinance

In a community survey of Berkley residents and attendees at the first Open House, **83% of respondents said they favor independent businesses over chains** for downtown Berkley.

In order to support independent businesses and mitigate the impact of chain businesses, a small but growing number of communities across the country have adopted ordinances that restrict the number, size, or location of chain businesses – often called "formula businesses." The motivating factors for adopting formula business restrictions may include:

- Perceived proliferation of chain businesses

- Formula businesses exerting upward pricing pressure on commercial rents (because of their willingness to pay a premium)

- Homogenization of the retail mix (often not desired by residents or tourists, in communities with a tourism economy)

- A finding that chain businesses are replacing essential neighborhood services or retail.

- Anti-business displacement sentiment

The ordinances take different approaches to regulation and have been adopted by cities as large as San Francisco and as small as Fredericksburg, Texas (pop. 10,500) and McCall, Idaho (pop. 2,000).

How do you view the mix of independent, chain, and franchise businesses in Berkley?

Strongly prefer chain businesses	0%
Slightly prefer chain businesses	5%
No preference	12%
Slightly prefer independents	33%
Strongly prefer independents	49%

0% 10% 20% 30% 40% 50%

Questions to Ask When Drafting a Chain Business Ordinance

1 **Will the ordinance apply only to certain zones or be downtown wide?**

2 **What types of formula businesses should be regulated?** Some cities prohibit only chain restaurants. Others have placed restrictions on both chain restaurants and retail stores.

3 **Should the measure prohibit chain businesses altogether, cap their number, or make them a conditional use subject to case-by-case review and approval?**

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CHAIN BUSINESS ORDINANCES

Case Studies

Source: Institute for Local Self Reliance

CORONADO, CALIFORNIA (2000)

FAST-FOOD RESTAURANT LIMITATION

In 2000, Coronado, California adopted what is believed to be the nation's first "formula retail ordinance". The ordinance allows a maximum of 10 formula-type restaurants in the historic downtown, a tourist destination in the San Diego area. Formula restaurants are defined by their contractual obligations with a parent company to "maintain a standardized array of services or merchandise, and standardized architecture, uniforms, logos, décor, etc." There were already 10 formula restaurants in downtown Coronado at the time the ordinance was adopted, and so the cap was set at 10. For a new formula restaurant to open, an existing formula restaurant must close. Even with a special use permit, new formula restaurants could not locate on a corner, and must meet design standards. The ordinance was challenged in the California Appeals Court and upheld in 2003.

FREDERICKSBURG, TEXAS (2008)

CONDITIONAL USE FOR "STANDARDIZED BUSINESSES"

Fredericksburg has a beautiful and intact historic downtown with a strong tourism economy and many nearby second-home owners. In 2008, the City adopted a restriction on "standardized" businesses, defined as "any store, restaurant, bank, sales office, hotel, or salon that has standardized features (menus, logos, array of services, signs, etc.) which cause it to be substantially identical to more than 10 other businesses, regardless of ownership or location." New "standardized businesses" are required to apply for a conditional use permit to locate in the historic downtown district. Criteria for approval include:

- [Does not] "detract from the uniqueness of, nor materially alter the identity of, the Historical Shopping District"
- "Add[s] diversity to the mix of businesses"
- "Complement[s] those businesses already in the Historic Shopping District."

BOSTON, MASSACHUSETTS (2018)

RESIDENT COMMENT PERIOD FOR FORMULA BUSINESSES

Three city councilors introduced an amendment to require retailers with 11 or more stores worldwide to seek a permit from the Zoning Board of Appeals, allowing residents to comment before the business can open. This citywide proposed ordinance has not yet been adopted.

JERSEY CITY, NEW JERSEY (2015)

PERCENTAGE-OCCUPANCY LIMITATION FOR CHAIN BUSINESSES

In an effort to mitigate gentrification and foster small business retention, the City enacted an ordinance that restricts formula businesses in parts of the downtown to a maximum of 30% of ground floor commercial area on any single lot. The ordinance was primarily directed at new, larger-scale development. Zoning already required large-scale residential projects to include ground-floor retail. Developers, who were primarily interested in selling the residential units, often left the commercial space vacant while waiting for a long-term lease with a chain. "The restriction applies to retailers, restaurants, bars, and banks, and includes an exception for grocery stores."

TULSA, OKLAHOMA (2018)

DOLLAR STORE "DISPERSAL" REQUIREMENT

Dollar stores (primarily Family Dollar, Dollar General, Dollar Tree) have been opening at a rapid pace in low-income neighborhoods of Tulsa. While they sell only packaged convenience, there is evidence that the growth of dollar stores has caused full-service grocery stores to close, or has inhibited new grocery stores from opening. Tulsa adopted a new "dollar store dispersal ordinance." In order to encourage a greater diversity of fresh-food options, the ordinance "prohibits a dollar store from opening within one mile of an existing dollar store in a designated 'overlay' district. It also prioritizes full-service grocery stores by cutting in half the number of parking spaces they are required to have."

MCCALL, IDAHO (2006)

LIMITATION ON PERCENTAGE OF TOTAL BUSINESS MIX

In the small town of McCall, Idaho (pop. 2,000), formula businesses are limited by category to no more than 10% of businesses in any single business category or sector. (For example, no more than 10% of all restaurants may be formula businesses.) Formula businesses are defined as those that must adhere to contractually-specified signage, interior design, and/or menu. Gas stations and grocery stores are exempted.

What do you think about a formula business ordinance in Berkley? SHARE YOUR THOUGHTS ON PROVIDED SURVEY!