



Office of the City Manager

ACTION CALENDAR

October 3, 2017

(Continued from July 25, 2017)

To: Honorable Mayor and Members of the City Council
 From: Dee Williams-Ridley, City Manager
 Submitted by: Jordan Klein, Acting Manager, Office of Economic Development
 Subject: Lorin / Adeline Economic Development Plan

INTRODUCTION

The Lorin Business Association (LBA) is an association of small businesses, nonprofit organizations, arts institutions, and other community stakeholders located in the Lorin, a South Berkeley neighborhood and commercial district that includes Adeline Street between Ashby Avenue and the Berkeley-Oakland border, as well as surrounding blocks. Beginning in fall 2016, a group of LBA members began work on a plan to promote economic and community development in the neighborhood. The product, the Lorin / Adeline Economic Development Plan (attachment 1), was adopted by the LBA at their March 2017 membership meeting. Subsequently, LBA submitted the document to Office of Economic Development (OED) staff and asked for it to be presented to Council for review.

CURRENT SITUATION AND ITS EFFECTS

The Lorin / Adeline Economic Development Plan identifies strategies for economic development, retaining community diversity, pursuing the community's social justice priorities, and enhancing the public realm and neighborhood vitality. The plan identifies the following 'vision' for the district:

The Lorin Business Association (LBA) envisions the Lorin / Adeline Corridor as a healthy and vibrant business district, populated by diverse, independent, locally-owned businesses, nonprofits and arts organizations. We want a district that is accessible, walkable, safe, green, and one that both serves and attracts the local and regional community. The Lorin should reflect and celebrate the neighborhood's racial and socioeconomic diversity, its history and culture, and especially its Black-owned businesses and institutions. The LBA advocates for dynamic community policies that support existing and new organizations, enabling them to thrive.

The plan identifies four strategic initiatives to be pursued through a partnership of the LBA, City of Berkeley elected officials and staff, and other partners:

1. Support retention and expansion of existing businesses.

2. Attract new businesses.
3. Improve the public realm and community life.
4. Encourage new mixed-use transit-oriented development and affordable/low income housing.

The plan was developed by the Lorin Business Association itself. City staff participated in the development of the plan solely in an advisory role (e.g., providing reference information, sharing examples of other community plans, and answering questions about existing City programs and resources).

BACKGROUND

The Lorin Business Association is a community organization in South Berkeley that promotes the economic and community vitality of the Lorin district. The organization, or previous iterations, has existed for many years and has also been known as “Adeline / Alcatraz Merchants” or “Lorin District Merchants”. In 2015 the organization adopted by-laws, elected officers, and created a new membership structure. At that time, they identified as their geographic focus the area bounded by Ashby Avenue to the north; 62nd Street to the south; King Street to the west; and Shattuck Avenue to the east.

In 2016, prompted in part by the City’s ongoing community planning process to develop a specific plan for the Adeline Corridor, a committee of LBA members formed to create a dedicated economic development plan for the Lorin. As a starting point, the group reviewed a draft economic development memo produced by BAE Urban Economics, a consulting firm that was part of the City’s consultant team on the Adeline Corridor project. Ultimately the group completely rewrote the plan, and reviewed and iterated the document in partnership with area residents and other stakeholders. As stated in the report, “the proposed strategies reflect many of the community’s social justice priorities as expressed through the 2016 Adeline Corridor planning process.”

The City is preparing to move forward with the next phase of the Adeline Corridor planning process working with a new consultant and non-profit team led by Raimi + Associates and I-SEED. The next phase of work consists of developing a preferred set of options that will serve as the foundation for the development of the long-range plan.

ENVIRONMENTAL SUSTAINABILITY

The Lorin / Adeline Economic Development Plan seeks to create a more walkable, transit-accessible commercial district, which is aligned with environmental sustainability goals of encouraging alternative transportation choices.

POSSIBLE FUTURE ACTION

The Lorin / Adeline Economic Development Plan identifies several specific activities, programs and policies with implications for Office of Economic Development, Planning and Development, Parks Recreation and Waterfront, Public Works, and other City departments. While some of these activities and programs fall within the City’s existing near-term and long-term work plans, many are not and would require Council action to prompt implementation.

FISCAL IMPACTS OF POSSIBLE FUTURE ACTION

Many of the possible future actions recommended in this plan would require the City to invest staff time and new budget resources. There is a broad range of budgetary implications. Some small programs could be implemented through existing staff resources and work programs, while the plan also recommends major, multi-million dollar capital projects.

CONTACT PERSON

Jordan Klein, Acting Manager, Office of Economic Development, (510) 981-7534

Attachments:

1: Lorin / Adeline Economic Development Plan

Lorin / Adeline Economic Development Plan

Vision

The Lorin Business Association (LBA) envisions the Lorin / Adeline Corridor as a healthy and vibrant business district, populated by diverse, independent, locally-owned businesses, nonprofits and arts organizations. We want a district that is accessible, walkable, safe, green, and one that both serves and attracts the local and regional community. The Lorin should reflect and celebrate the neighborhood's racial and socioeconomic diversity, its history and culture, and especially its Black-owned businesses and institutions. The LBA advocates for dynamic community policies that support existing and new organizations, enabling them to thrive.

Purpose

The LBA endorses an ambitious economic development program to address the opportunities and challenges in the Lorin District. The proposed strategies reflect many of the community's social justice priorities as expressed through the 2016 Adeline Corridor planning process. The full implementation of the LBA's Economic Development Strategy will require the leadership of the Lorin business community, City elected officials and staff, as well as the dedication of resources from LBA members, the City and other public and private entities.

Executive Summary

To achieve this vision, the Lorin Business Association proposes four strategic initiatives:

1. **Support retention and expansion of existing businesses**, which includes Black-owned businesses, arts organizations and nonprofits; make the Flea Market and the Farmer's Market permanent and stable as Adeline corridor anchors; invest in historic buildings; and develop resources for technical assistance, facade improvements, etc.
2. **Attract new businesses** that are identified by the community planning process (food, beverage, arts and offices); promote land use policies to reduce the number of vacant/underutilized buildings; and advocate for accelerated, streamlined permitting.
3. **Improve the public realm and community life**, develop and fund a maintenance and beautification plan for existing public parks/parklets; restore the Adeline water main to maintain our urban landscaping; establish a public plaza to honor Mable Howard which will create a center of community connection; and support gateways, public works and art installations to enhance the pedestrian and retail environment.
4. **Encourage new mixed-use transit-oriented development and affordable/low income housing** that creates attractive ground-floor retail/restaurant space and anchors arts and cultural uses (with housing and/or offices above), especially around the Ashby BART station; and support the development of affordable and low-income workforce housing that will foster the economic vitality of the Lorin.

Introduction to the Lorin District and Adeline Corridor

The Adeline Corridor is defined on the southern border by 63rd street and Adeline and the northern border at the intersection of Adeline and Shattuck. Within the Adeline Corridor is the historic Lorin District. There are multiple business clusters in the Corridor that give identity to the Lorin neighborhood and Adeline Corridor. They need support and strengthening.

Current assets include:

- The southern end of our neighborhood is the Adeline/Alcatraz intersection. It is filled with small shops, collectives, businesses, nonprofits and professional offices. It is also home to the Tuesday Farmer's Market. It is the gateway into Berkeley from Oakland and Emeryville and the egress to four major highways. We visualize this entrance to contain a major green public plaza for the Farmer's Market and for public gatherings and events that will draw visitors from Berkeley, Oakland and beyond.
- In the middle of our neighborhood is another important hub that is comprised of the Ed Roberts Campus, the long-running Flea Market, the Ashby BART Station, a cluster of historic antique and home furnishing shops, and several performance theatres. This area is ripe for the development of retail and multi-use affordable and low-income housing, as well as additional parking. It is important that this development provide a permanent space for the Flea Market as well as be in keeping with the neighborhood character.
- The Berkeley Bowl anchors our commercial district at the Lorin's northern border. It also includes numerous retail shops, services and restaurants. These concentrated business areas enhance the walkability of the district for nearby residents and generates significant commercial revenue.
- Of note in our neighborhood are the large number of churches, Social Service agencies and the future home of Habitot Children's Museum.
- Current events that take place are the Juneteenth Festival and First Tuesdays.

Surveys about our neighborhood show that residents want most to improve: retail, restaurant and entertainment opportunities (35%), enhanced opportunities for affordable housing (37%), and enhanced public spaces (30%).

A recent survey of all businesses within the Adeline Corridor found that more than twice as many businesses in the Adeline Corridor plan to stay and grow than plan to close or leave, indicating sustainability and business strength in our neighborhood. This plan calls for supporting that strength and helping to grow our existing businesses.

1. Support Retention & Expansion of Existing Businesses

Strategy 1.1: Preserve, enhance and build upon the existing assets in the business district. The Lorin and the greater Adeline Corridor feature a number of assets within the geographic clusters already described that contribute to the economic and social vitality of the neighborhood. Any economic development strategies employed in the district should seek to preserve, enhance and build upon these assets rather than detract from or displace them.

Recommendations:

- Any economic development strategies that are considered by the City or private parties should be prioritized based on whether they preserve, enhance and build upon existing assets in the District, rather than detract from or displace them.

Strategy 1.2: Expand technical assistance for existing businesses and nonprofits. The Corridor is already home to many micro- and very small businesses, some of which are home-based. The LBA should provide referrals to Berkeley's OED which currently provides a range of services to existing and prospective Berkeley businesses: assistance that helps businesses better understand and navigate city processes and connects potential business operators with commercial real estate brokers. Business partnerships/mentorships established by the LBA could supplement the City's business technical assistance with real-life experiences and peer-to-peer support.

Key Considerations:

- The large number of very small businesses, coupled with the area's substantial low-and moderate-income population, indicates a need for help with securing micro-loans and other start-up business services.
- Business technical assistance can help businesses in the start-up and pre-start-up phases to scale up, and could help Area residents with home-based or small businesses and limited resources to develop more viable and sustainable business models.
- As new development in the Plan Area brings residents and workers to the Corridor that differ from the existing customer base for Plan Area businesses, technical assistance could help existing businesses identify ways to adapt to better serve a changing clientele while continuing to serve the existing customer base.
- Technical assistance related to real estate and leasing decisions could include guidance to help businesses purchase their own commercial properties, which would protect existing businesses from the impacts of potential future increases in commercial rents.

Recommendations / Plan of Action:

- The LBA encourages the OED to seek out grant funding to provide technical assistance and/or specialized staff that can support sustainability and growth among Lorin businesses. The City should leverage its connections with neighboring jurisdictions in this effort.
- Partner with organizations like Renaissance Entrepreneurship Center, East Bay Community Law Center, Prospera, Main Street Launch, Inner City Advisors, NAACP and Greenlining to provide loans and technical assistance for minority-owned business.
- With City involvement, the LBA will sponsor an annual Start-Up Day to provide information on available micro-enterprise services, for example, the OED's revolving loan fund for businesses and entrepreneurs that do not qualify for a traditional bank loan.
- Work with the Credit Union to provide loans for minority-owned businesses.

Strategy 1.3: Bolster the the Lorin Business Association, including recruitment of new members, deepening planning activities and implementing new projects related to neighborhood marketing, branding, and events to raise the profile of businesses in the neighborhood.

Recommendations / Plan of Action:

- Retain the engagement of the OED in the continued success of the LBA as a business organization; to support the LBA's work to enhance economic vitality in the neighborhood and to guide the LBA in advocating for City attention in matters that affect the district. Specifically, the LBA will ask for continued support for:
 - marketing expenses (flyers, maps, signage)
 - market surveys
 - update the LBA about new owners/businesses and planned developments
 - actively facilitate the permitting process for new businesses/nonprofits
 - prioritize/advocate for the Lorin for public works projects
- The LBA will continue to rely on the OED to help build networks and partnerships between new and existing businesses along the Corridor.
- Develop a membership acquisition program of events, outreach, surveys and other engagement opportunities such as the Black-owned business survey.
- Establish committees that further the work of the LBA particularly in strategic planning, events, membership recruitment and marketing.

Strategy 1.4: Explore the potential for a Business Improvement District (BID) in the Plan Area. A BID is an independent nonprofit organization funded primarily through member assessments to make modest capital improvements, operate programs such as volunteer clean-up, coordinate special joint marketing and promotions, organize special events, and even implement shared parking facilities.

The concept of a BID has worked well in several of Berkeley's commercial corridors including Downtown Berkeley, North Shattuck, Telegraph, Solano and Elmwood. In Oakland, the Temescal Telegraph commercial area has transformed in the past 15 years to a thriving mix of stores and restaurants serving a diverse range of customers.

A BID could be an effective mechanism to provide property and business owner services to improve the Corridor. A BID could include the entire Plan Area or a subsection of the Area. City staff time would be necessary to coordinate the process of establishing the BID.

Recommendations / Plan of Action:

- The LBA will continue to research and discuss if and when to petition the City to create a BID for the Lorin.

Strategy 1.5: Enhance the Flea Market's offerings and broaden its appeal.

Key Considerations:

- The Flea Market provides an important marketplace for micro-business and arts/cultural gatherings, making it an important community resource.
- The Flea Market creates a regional draw that attracts many visitors to the Corridor, some of whom may remain on the Corridor or be enticed to return to the area to patronize other local businesses, arts and cultural organizations.
- Similar flea markets in other locations such as the Portland Saturday Market have benefited from relocation, firming up of vendor participation, professional promotions, and an improved website and branding. For information on Portland's Saturday Market, see <http://www.portlandsaturdaymarket.com/>.
- Flea market enhancements could include diversifying and increasing the density of vendors; recruiting antiques vendors that are active at other markets around the region; offering complimentary entertainment; and expanding food service offerings.

Key Recommendations / Plan of Action:

- The LBA asks that City planners preserve and bolster the health of the Flea Market in its current location or in a permanent future location. The LBA will actively facilitate discussions within the membership and with the City that result in a specific plan for the Flea Market's future.

Strategy 1.6: Enhance the Farmer's Market offerings and broaden its appeal.

Key Recommendations / Plan of Action:

The LBA will advocate, through the Adeline Corridor planning process, for a streetscape redesign at the southern end of Adeline to sustain the Farmer's Market and to expand its impact on our community.

The LBA wants to see:

- Continued vehicle access for the farmers and food vendors.
- A green plaza for the consumption of food.
- The addition of water and electrical access in this area.
- A permanent stage for food demonstrations and art performances
- Permanent restroom facilities
- Sidewalk art from the BART station that directs people to the market

The LBA will work with local businesses to partner with Farmer's Market vendors to feature seasonal produce and will create a program to work with local high school students to introduce them to the business of farming.

Strategy 1.7: Protect and upgrade historic buildings utilized by local businesses

Our neighborhood is rich in beautiful business facades and homes. Their inherent beauty, cultural significance and mass appeal is deserving of preservation because they are the bedrock of our neighborhood's unique character. These buildings are expensive to take care of and will require major community investment and vision.

Key Recommendations / Plan of Action:

- Advocate for the City to designate funds to benefit the improvement of historic commercial buildings.
- Advocate for a Facade Improvement Fund managed by the City.
- Inventory important historic buildings, structures and sites in the Lorin neighborhood. Undertake a process to prioritize which sites should be protected through landmark designation, and others that should be documented and interpreted, and promote them through City channels.
- Work with the Credit Union to provide loans for minority-owned businesses.

Strategy 1.8: Promote the Lorin's art and theater organizations and broaden their appeal.

The LBA views strong arts and cultural organizations as critical to the economic vitality and community life of the District. The Lorin is already home to Shotgun Players Theatre Company, the Firehouse Arts Collective and The Black Repertory Theatre and several other nearby arts and culture organizations - including the La Peña Cultural Arts Center and the Starry Plow.

Key Recommendations / Plan of Action:

- Position and market the Lorin Arts District as an arts and entertainment focal point for the City, as well as a commuter/transit-oriented cultural hub for the Bay Area.
- Implement policies (discussed throughout this plan) that build on the existing synergy between the arts and cultural institutions and other businesses along the Corridor.

- Create opportunities for small arts organizations facing displacement to put down roots along the Corridor. With the right partnerships, the Lorin could be a viable relocation area - working with CAST (Community Arts Stabilization Project), city planners and other equity funders who are looking to stabilize small to mid-size arts groups in the area.
- Increase the number of regularly scheduled cultural events and gatherings like the weekly Flea Market, Juneteenth Festival and First Tuesdays - and engage in strong marketing and publicity activities to support them.
- Broker contracts with owners of empty storefronts for donated short-term space for arts and cultural organizations in our district. This would provide an immediate benefit to the community and stimulate growth of an artistic hub.
- Collaborate with the Berkeley Cultural Trust to make specific policy recommendations to the City of Berkeley for the creation of performing art space.
- Cooperate with the owners of the Black Repertory Theatre to encourage broader community use of the building.
- Support complementary businesses such as restaurants, cafes, and bars that can help to support the arts and cultural cluster.
- Add signage and pedestrian improvements to connect visitors to arts and cultural institutions to dining, bars, cafes and other businesses in the Lorin.
- Develop a “Visit Lorin” effort similar to the “Visit Berkeley” marketing program of the Chamber of Commerce and/or work to have the Lorin better represented in their publications.
- Support local public art and arts-based strategies for urban “placemaking”.

2. Attract New Businesses

Strategy 2.1: Attract and encourage the development of businesses that have been identified by the community - including residents, existing businesses, and other stakeholders - as desirable for the neighborhood.

Key Recommendations / Plan of Action:

- Review the list of desirable businesses already identified by the Adeline Corridor community planning process, supplementing them as necessary by the members of the LBA and prioritize recruitment efforts and support for these types of businesses to locate in the Lorin.
- Collaborate with BAOBOB (Bay Area Organization of Black Owned Businesses), the Dellums Institute and similar organizations to support the growth of black-owned businesses in the district.

Strategy 2.2: Advocate for the inclusion of land use policies that address long term vacancies in commercial sites and residential units in the Adeline Corridor Plan. Vacant commercial and residential spaces should be revitalized and put to use to help grow the community. Development of these spaces increases economic vitality and creates many community benefits.

Key Recommendations / Plan of Action:

- The LBA will advocate for the City to pass policies that activate the vacant and underutilized parcels in this neighborhood. The LBA will insist that the Adeline Corridor plan include strategies that support and encourage property owners to move their underutilized space to the general market, especially pursuing appropriate mixed-use redevelopment. For the stability of our neighborhood, it is important that small businesses owners have the opportunity to purchase their own buildings wherever possible.
- The LBA will insist that the Adeline Corridor plan addresses the need for funding sources to support retention and maintenance of the Lorin's historic buildings.
- The LBA will advocate for the City to work with owners and provide support for cleaning up properties with environmental considerations.

The LBA will prioritize those vacant and underutilized properties that have the greatest potential to positively alter the business landscape in the Lorin, and will recommend them for help from the City.

Strategy 2.3: Reduce barriers to the establishment of new businesses that are most desirable to the neighborhood, including food and beverage services. Some potential food and beverage service operators have reported difficulties in establishing businesses in Berkeley due to the time required to process permit applications.

Key Recommendations / Plan of Action:

- Endorse options for streamlining the permit approval process as appropriate in order to facilitate the establishment of food and beverage businesses in the Lorin.
- Promote food trucks and sidewalk food vending opportunities in the Lorin.
- Advocate for increased City staff to process permit applications more quickly, and to assign one planner to see a project through from start to finish to avoid complications that delay projects or make them more costly for owners.

Strategy 2.4: Support and encourage the development of office space.

The need and potential for co-working, artist workspace, and traditional office space exists in our neighborhood. More office space would reduce commute traffic and serve residents. Work

space at or near the the Ashby BART station would help to increase the daytime population in the area, and generate additional clientele for local businesses during weekdays.

Key Recommendations / Plan of Action:

- Advocate for the inclusion of viable affordable office/work spaces, co-work spaces and art-making spaces in the development of the Lorin. The LBA values visible artist workspaces on the ground floor. Ground-floor uses should be of community or commercial use that support street safety and vibrancy.

3. Improve the Public Realm and Community Life

Strategy 3.1 Preserve and maintain existing community gathering places.

The Lorin requires investment in its existing under-resourced, deteriorating and unwelcoming outdoor public spaces. A plan, an increased investment of City funds, and an on-going commitment for maintenance by the City is needed to enhance the public realm and increase hours of access to these spaces.

These community spaces include the pocket park at Adeline and Alcatraz, the pocket park at Adeline and Fairview, and Greg Brown Park at 1907 Harmon where the hours are currently limited. The pocket parks suffer from trash accumulation as well as infrequent trash pickup, vermin infestations, dying/dead landscaping, periodic homeless encampments, and a generally unwelcoming presence.

Pocket park beautification efforts along Adeline would enhance the overall positive community perception of the neighborhood by visitors, commuters and residents. Active engagement of children, youth and families in public spaces creates a sense of safety and welcome for all community members and passersby. Well maintained parks increase property values and attract customers to area businesses. Increasing walkability and community connection is a goal for the Lorin and safe, welcoming, and well maintained parks and parklets are key.

Key Recommendations / Plan of Action:

- Encourage the City to develop a maintenance and beautification plan for the Lorin's existing public parks/parklets to maintain our urban landscaping and lobby the City for funds to implement it.
- Consider creating a Light & Landscape District (LLD) to help fund the green spaces.
- Encourage the City/BART to prioritize the repair of the underground water main that irrigates pocket parks and trees along Adeline.

Strategy 3.2: Create a new permanent public space that celebrates the neighborhood's cultural history.

Lorin resident and activist Mabel Howard, who spearheaded efforts to save the Lorin against plans to bifurcate the neighborhood by BART tracks in the 1960's, deserves to be memorialized in a new permanent public space to be enjoyed by residents and visitors. A plaza named in her honor would recognize the power of citizen action and would highlight the community struggles of the 1960s that ensured the nearby BART tracks were placed underground so that Berkeley would not be literally divided in two.

A plaza with appropriate borders will also provide a substantial buffer for noise and air quality to enhance the experience of being in the plaza and engaging in activities. We visualize the plaza to be designed to support its public use, such as providing public restrooms.

Key Recommendation / Plan of Action:

- Develop a Plaza at the southern end of Adeline to be named Mabel Howard Plaza.

Strategy 3.3: Create strongly visual gateways at both the southern and northern ends of the Adeline Corridor to define the Lorin and give it identity as a district.

We visualize strong welcoming gateway experiences at both ends of the Adeline Corridor -- at the southern end of Adeline at the Berkeley-Oakland border where BART goes underground and at the northern end where Adeline begins. At both ends of the Adeline corridor, existing stands of mature redwood trees demark the neighborhood and serve as entrance gates. We can imagine the creation and installation of artistic sculptural elements to enhance the gateways and unify the neighborhood.

On the southern border would be a re-designed streetscape and public plaza incorporating the enhanced Farmer's Market area with picnic areas, restrooms and a performance/demonstration stage. The west side of Adeline Street south of Alcatraz should be enhanced to create a permanent space that provides a well-designed "entry" to Berkeley from the south and a public gathering space. We assume that the road will be re-designed for public and pedestrian safety.

Key Recommendation / Plan of Action:

- Create an investment opportunity and landscape/architecture competition to design gateways to welcome visitors through the southern and northern ends of the Lorin neighborhood/Adeline Corridor.

Strategy 3.4: Create a unique public art program with projects by local artists to foster identity and announce the “indie” spirit of the Lorin.

This program can include temporary and permanent installations, live performances promoting the unique cultural identity and history, with public art installations such as sculpture and murals and gateway entrances at both ends of Adeline.

Key Recommendations / Plan of Action:

- Recommend that the City work with organizations and artists living and working in the Corridor to develop the program and concept.
- Evaluate lessons learned from similar projects, including the Uptown Art Park in Oakland and share them with City leaders/planners.

Strategy 3.5: Identify public works improvements that enhance the pedestrian and retail environment, enable interaction between commercial spaces and the public realm, and increase accessibility.

Key Recommendations / Plan of Action:

- Ensure that public realm improvements identified in the Adeline Corridor Plan include street or parking realignments, improved lighting, parklets plus sidewalk and public space enhancements that complement the district’s businesses, nonprofits, artists, and other ground floor commercial spaces.
- Propose that the City investigate how to bring utility lines underground so as to make the neighborhood safer and more pedestrian friendly.

Strategy 3.6: Require transparency in ground floor commercial spaces to enhance the experience of passersby. The City’s existing policies encourage, but do not require, active, transparent ground-floor uses along major corridors including the Adeline Corridor.

Key Recommendations / Plan of Action:

- Lobby for the City to require active, transparent ground-floor uses along major corridors, including the Adeline Corridor.
- Collaborate with the City to develop facade improvements that enhance the attractiveness of our existing buildings in keeping with the historical nature of the neighborhood.

Strategy 3.7: Actively investigate the viability of an ambassador program unique to our neighborhood. A paid workforce of community members who know the people that live and work in our neighborhood that can welcome visitors, support the needs of businesses, be present in emergencies, provide community referrals and help keep the neighborhood safe. Potentially the ambassador program could be run or produced in collaboration with one of our existing social service agencies.

4. Encourage New Mixed-Use, Transit-Oriented Development and Affordable Housing

Strategy 4.1: Encourage new mixed-use TOD development that provides both attractive ground-floor retail/restaurant space, anchor arts and cultural uses, and housing and/or offices above. This strategy particularly applies to new development planned for the Ashby BART station area.

Key Recommendations / Plan of Action:

- Advocate for new developments to provide high-quality ground floor retail spaces with adequate contemporary ceiling heights (at least 15 feet) and transparent storefront designs.
- Urge that ground floor spaces should be pedestrian-oriented and retail-dense to promote corridor pedestrian activity.
- Ask for City ordinances and policies that support the development of professional office space in any mixed-use buildings near BART, in addition to residential uses.

Strategy 4.2: Encourage transit-use and discourage auto use at both existing and new development projects by allowing easier access to parking waivers for new uses. This strategy emphasizes current City policies to encourage transit use by proposing Plan actions that will facilitate increased transit ridership and decreased auto use to access the Plan Area.

Key Recommendations / Plan of Action:

- The LBA will participate in and provide input to City discussions related to parking plans in the Lorin and will advocate for any reductions to be paired with programs and policies to address potential negative impacts on businesses.
- The LBA will encourage car sharing and bike sharing stations plus transit passes for tenants in residential developments with limited parking.
- The LBA will continue to research the adoption of neighborhood parking permits.

Strategy 4.4: Provide incentives or subsidies to encourage the development of affordable and low-income workforce housing. The LBA views the availability of housing that is affordable by a wide range of individuals/families as key to the economic vitality of the Lorin.

The affordable housing memo that was prepared for the Adeline Corridor planning process offers a detailed assessment of affordable and low-income housing needs, potential strategies, and considerations. The Friends of Adeline, a residents organization, is also working hard on this topic.

