



**Telegraph Business
Improvement District**

**Strategic Plan
2027 - 2032**

TELEGRAPH BERKELEY 2032

You notice many positive changes, including ...

- A dramatic gateway monument on Telegraph Avenue, along with a matching monument rising above the Dwight Triangle and coordinated banners all along Telegraph, Durant, and throughout the district.
- The Telegraph-Channing garage is fresh, clean, and inviting appearance. Parking availability is clear, and pricing is easy to understand. 2-hour spaces are available on the ground floor, with longer-term parking on upper floors. The parking areas are clean and free of litter or graffiti. The stairways are well-lit stairway, and vibrant businesses line the ground floor arcade.
- A Berkeley Street Fair boasts multiple branded stages, many bands, and tons of vendors. Everyone seems to be participating.
- The sidewalks are bustling with people, there are few visible trash cans lining the streets, you don't see much litter or graffiti, most storefronts are open for business, and many have a fresh coat of paint or other signs of pride.
- The many students frequenting the district are joined by long-term Berkeleyans and tourists.
- The district feels more like a community and celebrates a spirit that is just as bright as its iconic reputation.
- Monthly merchant meetings are entertaining events where folks share information and problem solve, with lots of laughter and recognition of striving entrepreneurs.
- The new People's Park is surrounded by handsome new residential buildings while the park itself is teeming with people. There are people playing ping pong, foosball, checkers, and other games. Musicians perform regularly and sell seasonal treats. Park Concierges keep an eye on everything, encourage play, and make sure things are working smoothly.
- District stalwarts like Moe's Books and Rasputin Music are thriving and joined by newer neighbors who also appear successful.

Dear Neighbors, Merchants, and Friends,

We are standing at a transformative moment for Telegraph. Our district is evolving rapidly, shaped by new housing, a growing resident base, and a shared hunger to see Telegraph thrive. This is our moment to be fiercely opportunistic—capturing this momentum to bust open new possibilities, and radically enhance the quality of life for everyone who steps foot in our district.

The Telegraph Business Improvement District is proud of what we have achieved together. Through close collaboration between small businesses, property owners, the city, and the university, we have effectively managed our commercial core through major transitions. We are now introducing a bold new Strategic Plan designed to preserve the unique soul of Berkeley while aggressively cultivating its future as a bustling, year-round destination.

To turn this vision into reality, we are leaning into these high-impact strategies:

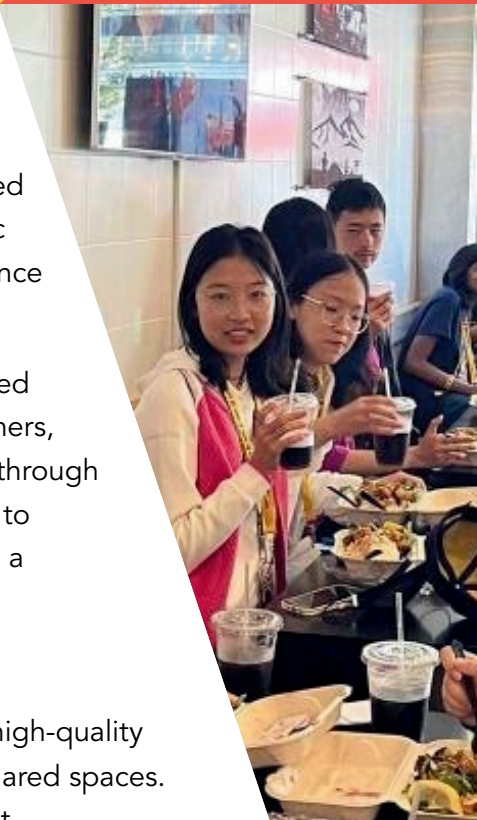
- **Boosting the Public Realm:** Shifting from temporary fixes to permanent, high-quality investments that elevate the cleanliness, safety, and visual appeal of our shared spaces. We want our streets bursting with energy and community life day and night.
- **Seizing Year-Round Opportunities:** Building a resilient, non-stop district calendar that celebrates our eclectic culture, locks in steady foot traffic through academic breaks; ensuring that our economy thrives every single day of the year.
- **Championing Economic Vitality:** Deepening our commitment to the small business economy by marketing Telegraph's unique character, aggressively reducing vacancies, and attracting diverse commercial investments.
- **Bold Leadership and Advocacy:** Elevating our role as a trusted convener to cut through bureaucratic red tape, align private and institutional partners, and champion swift, decisive action.

This plan is more than a road map; it is an active commitment to honor the legacy of Telegraph while seizing every opportunity to build a legendary future. The potential right now is limitless. We invite you to join us in championing the character, culture, and relentless prosperity of our community.

Onward!

Alex Knox
Executive Director

Kevin Gordon
Board President



ABOUT THE ORGANIZATION & STRATEGIC PLANNING PROCESS

The Telegraph Business Improvement District (TBID) encompasses the historic commercial and cultural corridors anchoring the southern edge of the UC Berkeley campus along the iconic Telegraph promenade. To support this vibrant community, the district provides dedicated street cleaning, safety hospitality, and district marketing services.

Between September 2025 and June 2026, TBID worked with Uncommon Bridges, a leading firm in the place-management industry, to develop this strategic plan through three phases: assessment, planning, and implementation.

Phase 1: Assessment

The first phase was a thorough assessment of current conditions, based on input from many stakeholders – including business and property owners, residents, TBID board members, UC Berkeley students, and institutional partners – through surveys, focus groups, individual interviews, walking tours, and facilitated discussions.

The assessment highlighted several issues to be addressed toward the district's long-term success:

- Iconic History & Reputation
- Reconciling Transience with Regional Destination Appeal
- Property Owner Disconnection
- Resetting the Bar for Public Safety Perceptions and the Social Crisis
- Transportation and Congestion
- Institutional Advocacy and Development Barriers

Phase 2: Planning

In response to these findings, TBID revisited and updated its vision, mission, and core values to ensure they accurately reflect the district's current realities and desired future.

A series of planning work sessions with board members and community partners helped align stakeholders on the organization's strategic priorities for emphasis in the years ahead: Leadership, Economic Vitality, the Public Realm, Marketing & Branding, and Organizational Development. The work groups discussed critical issues and defined aspirational goals and measurable objectives in pursuit of the district's vision.

Phase 3: Implementation

In the final phase, TBID staff, board members, and community leaders developed practical implementation actions and critical first steps to make this plan possible. This comprehensive process positions TBID to effectively serve its stakeholders and strengthen Telegraph for years to come.

2027 Reauthorization

With the 2027 reauthorization of the district approaching, this strategic plan articulates stakeholder consensus around organizational and district priorities. It is the foundation on which to build a consensus-driven Management Plan for and successful reauthorization of the Telegraph Property-based Business Improvement District.





VISION

Telegraph is the soul of Berkeley:
a welcoming crossroads where iconic history
meets discovery and bold expression.

MISSION

As the gateway to the world's best public university,
the Telegraph BID champions the district's unique character and
prosperity through advocacy, leadership, and collaborative stewardship.

VALUES

STEWARDSHIP Focused on economic impact.

COLLABORATION Genuine partnership across the community.

AUTHENTICITY Emphasizing genuine community connection.

LEADERSHIP Elevating vision while generating value.

COMMUNITY CARE A high-priority focus on local support.

STRATEGIC DIRECTIONS

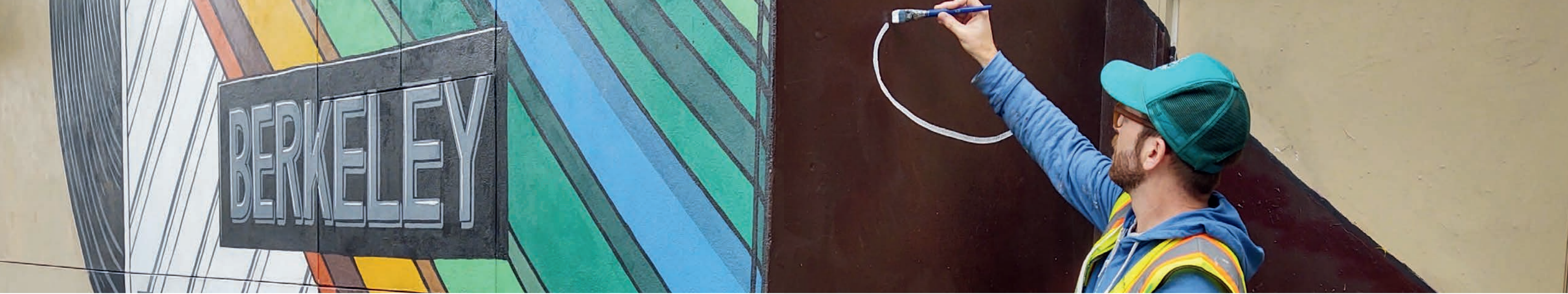
Increase role as a valued convener, partner, and co-leader

Substantially increase direct services and champion a higher standard

Substantially increase marketing, events, and data

Substantially increase economic growth

Substantially increase presence and impact



GOALS

2027 - 2032

LEADERSHIP

TBID is a valued convener of businesses, neighbors, the city and university to steward Telegraph’s transformation with its evolving soul intact.

ECONOMIC VITALITY

The Telegraph District is a thriving, year-round destination where a vibrant mix of retail, dining and high-quality public spaces naturally attract and serve a broader clientele.

PUBLIC REALM

The Telegraph corridor is a delightful and attractive promenade embodying vitality, safety, and community caring.

ORGANIZATIONAL DEVELOPMENT

TBID substantially broadens the organization’s impact as a champion, manager, and steward of the public realm for the next 10 years.

MARKETING & EVENTS

Telegraph takes its rightful place at the forefront of people’s minds as where Berkeley’s enviable international reputation began and where it lives.



LEADERSHIP

Increase role as a valued convener, partner, and co-leader.

Goal

TBID is a valued convener of businesses, neighbors, the city and university to steward Telegraph's transformation with its evolving soul intact.

Objective

- A. TBID leverages its partnerships to build a **collective narrative** about the district's cultural character and future development.
- B. TBID is recognized as a **meaningful influencer** in helping businesses, the city, and the university make progress on their shared plans for the Telegraph neighborhood.
- C. TBID is known as a **primary go-to resource** supporting and advocating for business and property owner investments that support the Telegraph vision.
- D. TBID reconciles **merchant priorities** with the **district's needs**.
- E. TBID will lead **advocacy** in support of Telegraph's vision for urban design, transportation, public safety, and real estate development.

Metrics

- Public awareness of TBID impact and district priorities
- Advocacy agenda is in place and visibly active
- Demand for advocacy support and public relations assistance



PUBLIC REALM

Substantially increase direct services and champion a higher standard.

Goal

The Telegraph corridor is a delightful and attractive promenade embodying vitality, safety, and community caring.

Objective

- A. Substantially reduce the visibility of **garbage** in Telegraph's public areas.
- B. Meaningfully upgrade the district's standards for **cleanliness, public safety, and visual appeal** through direct services and beautification.
- C. Conceive, champion, and activate **public gathering spaces** that are attractive to the district's clientele of all ages.
- D. Actively champion **transportation** and **parking** policies and **physical infrastructure** that ensure the district's easy access and safety, day and night.
- E. TBID will actively participate in community partnerships in support of **services** and **community care** for those in need.

Metrics

- Number of waste bins on sidewalks and public areas
- People using gathering spaces
- Number of waste bin infractions



MARKETING & EVENTS

Substantially increase marketing, events, and data.

Goal

Telegraph takes its rightful place at the forefront of people’s minds as where Berkeley’s enviable international reputation began and where it lives.

Objective

- A. Elevate **Telegraph's brand** to further reflect the soul of Berkeley and define Telegraph as central to the Berkeley experience.
- B. Expand **visual markers** of the brand throughout the district, including unique infrastructure, gateway signage, street furniture, and banners.
- C. Establish **revenue-generating events** that are self-sustaining, expand capacity, and drive visitors to Telegraph and its businesses.
- D. Develop and effectively utilize audience **data**.
- E. Assess, revise, and maintain a robust and consistent **calendar** of marketing campaigns, events, and activations to draw new and existing visitors to Telegraph, elevating the district's reputation, brand, and small business economy.

Metrics

- Visible brand markers
- Earned media reflecting brand narrative
- Net revenue from TBID run events
- Attendance at all events in the district



ECONOMIC VITALITY

Substantially increase economic growth through research, information, and active management of public spaces.

Goal

The Telegraph District is a thriving, year-round destination where a vibrant mix of retail, dining and high-quality public spaces naturally attract and serve a broader clientele.

Objective

- A. TBID will work toward a role in day-to-day activation and maintenance of **key public spaces**, including certain University- and City-owned parks and public areas.
- B. TBID will pursue a role in managing the **Telegraph-Channing Garage**, including parking management, retail leasing, and day-to-day operations.
- C. TBID will become active in **retail retention, recruitment, and development** through research, data, vision, branding, and curation.
- D. TBID will optimize the district’s **business atmosphere** and **cultural relevance** to capture the full economic potential of campus visitors while expanding Telegraph's commercial appeal.

Metrics

- Storefront occupancy and turnover rate
- Number of People in People's Park
- Parking occupancy in the Telegraph-Channing Garage
- Retail occupancy & sales in the Telegraph-Channing Garage



ORGANIZATION

Substantially increase presence and impact, through board engagement, resources, and visible leadership.

Goal

TBID substantially broadens the organization's impact as a champion, manager, and steward of the public realm for the next 10 years.

Objective

A.TBID doubles its collection and analysis of useful **data** about business, property, and community assets, showcasing the district and the organization's value.

B.The Business Improvement District is **renewed** with appropriate scope and resources.

C.TBID's **board** is visible, engaged, and impactful, reflecting the organization's leadership role in the district.

D.TBID is a **trusted resource** with extensive relationships, making connections between public, private, and nonprofit interests, and continuously engaging its always-changing audience.

E.TBID's **non-assessment revenues** grow substantially as business, property, government, philanthropic, and individual interests recognize TBID's effectiveness.

Metrics

- District data points tracked
- Votes in favor of TBID renewal
- Total non-assessment revenue





CURRENT OPERATIONS

The Telegraph PBID is a special benefit district in which 100% of collected assessments are reinvested directly into the Telegraph corridor to enhance the district. Currently, it is supported by an annual operating budget of approximately \$1 million, which is funded by district property owners, including the University of California, and the City of Berkeley.

The PBID runs five core service areas:

- **Clean, Safe, & Crisis Response:** Delivers 240 hours per week of year-round field deployment dedicated to street cleanliness, graffiti mitigation, and specialized crisis de-escalation support.
- **Stewardship & Community Care:** Provides dedicated care for, performs district-wide weed abatement, refreshes public fixtures, and offers direct guidance to community members navigating quality of life or public safety issues.
- **Public Infrastructure:** Manages and maintains the 24/7 public restroom facility at Channing Way, installs sidewalk planters and public art projects, and installs holiday lighting and seasonal décor.
- **Events & Marketing:** Drives immediate foot traffic to local merchants through targeted campaigns, including Telegraph Boba Day, Second Sundays, student orientation promotions, and robust district-themed social media growth.
- **Public Leadership & Advocacy:** Conducts routine engagement with local officials to drive funding and infrastructure priorities, represents district interests in public policy groups, and provides strategic stakeholder feedback on neighborhood housing and mixed-use development projects.

ELEVATING OUR DISTRICT

Established 20 years ago, TBID is preparing for its first reauthorization in a decade. TBID’s next chapter must focus on strengthening the organization to meet Telegraph’s changing needs. This strategic plan provides a foundation for the organization to establish and maintain a higher standard for the public realm and to support meaningful economic growth by attracting a larger and more diverse clientele to the district’s businesses and its increasingly outstanding public spaces and facilities.



IMPLEMENTATION

To operationalize this vision and deliver high-impact results, TBID will implement the following targeted organizational upgrades.

Organizational Capacity:

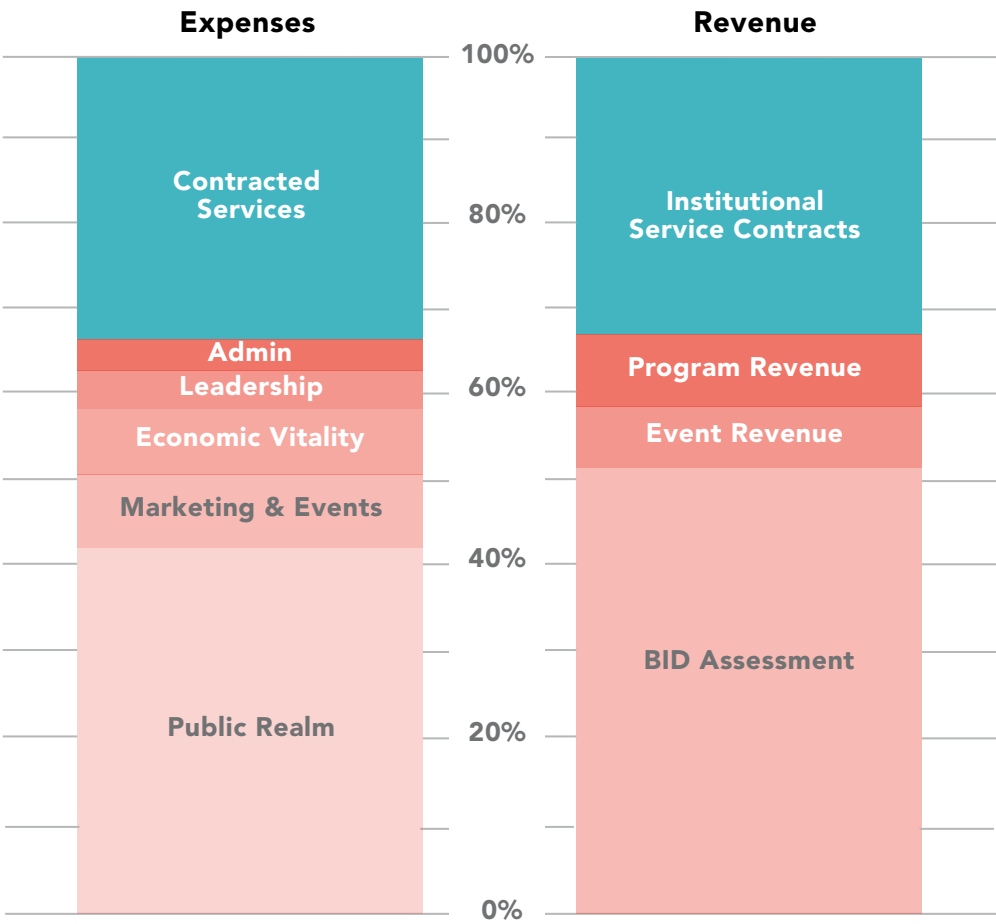
- Align operations with industry standards
- Add strategic program leaders

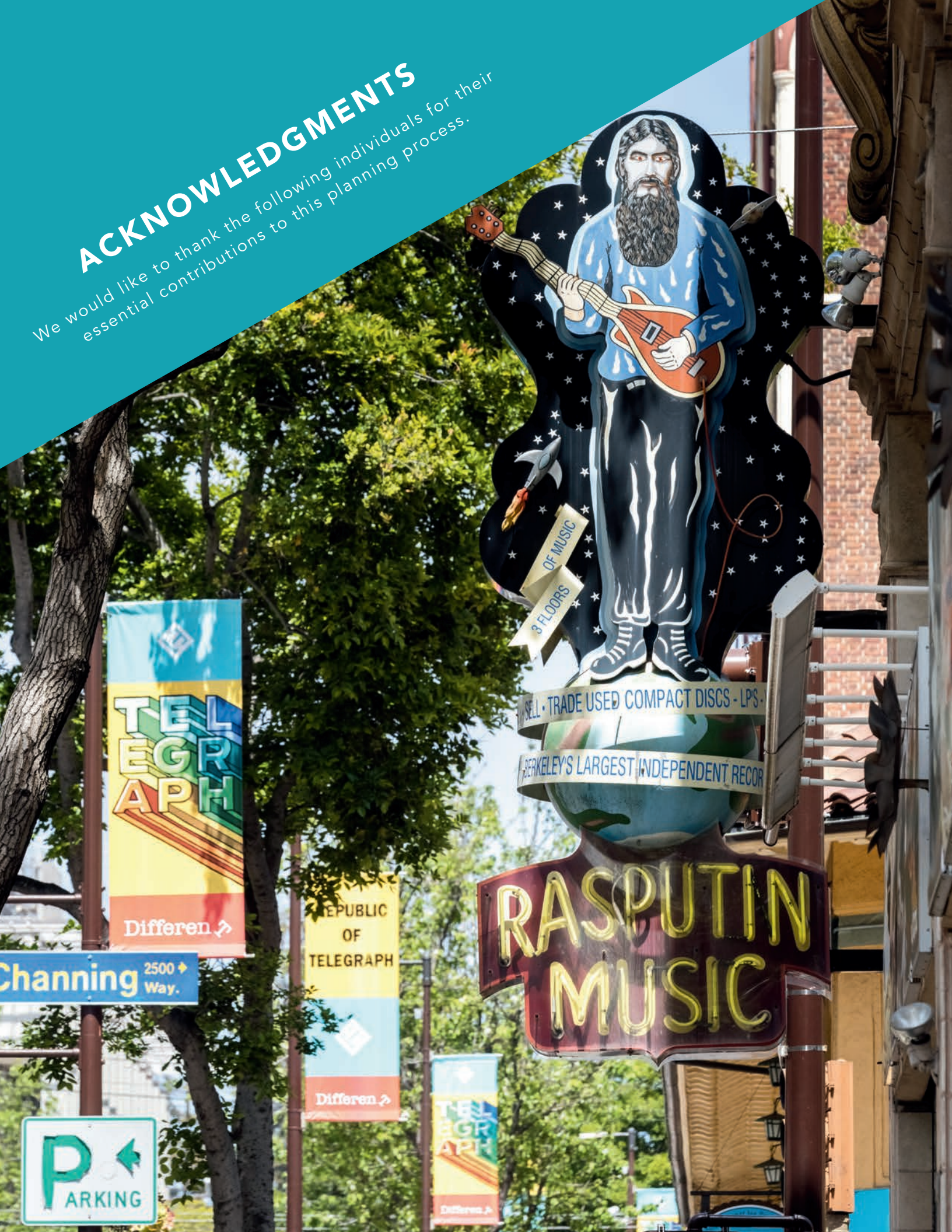
Community Focus:

- Elevate board leadership
- Prioritize business engagement
- Heighten district advocacy

Program Upgrades:

- Negotiate institutional service contracts
- Upgrade ambassador services
- Strengthen research & analytics
- Build event infrastructure
- Secure recurring non-assessment revenue





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Telegraph Business Improvement District

(TBID) Board of Directors

- Kevin Gordon, Gordon Commercial, TBID President
- Jen Loy, University of California, Berkeley, TBID Vice President
- Vincent McCoy, City of Berkeley, TBID Treasurer
- Craig Becker, TBID Secretary
- Ali Eslami, Property Owner
- Doris Moskowitz, Moe's Books
- Ito Ripsteen, Vine Street Investments
- Steve Ruegg, Rue-El Enterprises
- Swami Prasannatmananda, Vedanta Society Berkeley

TBID Leadership & Staff

- Alex Knox, Executive Director
- Jerico Osnas-Paguio, Director of Marketing & Events
- Clarence Williams, Operations Manager
- Twilver Earle, Team Leader
- Jaffar Mendieta, Block by Block

TBID Steering Committee

- Candi Lee, Residential & Student Service Programs
- Erik Bigglestone, Games of Berkeley
- Wilson Wong, Kip's Bar & Cali's Sports Bar

Facilitation Team, Uncommon Bridges

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Community Members

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- Daryn Singh, Kathmandu Market
- Doug Miller, The Tap Haus
- Gavin Silva, Student
- Ivy Zhang, Student
- Jeffrey Church, Visit Berkeley
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- Laksh Lakireddy, Vindium Real Estate
- Lori Katz, Amoeba Music
- Michael Heinstein, Mosaic Boulders
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- Peter Lee, Fun Park
- Stephen Choi, Wow Wow Hawaiian Lemonade
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- Mark Helmbrecht, Public Works
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- Sara Cerami, Councilmember Lunaparra's Office
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