

streetsense.

# Preparing for a Post-COVID World

INDUSTRY INSIGHTS FOR PUBLIC + NON PROFIT SECTOR PARTNERS  
FALL 2020



*Terms of Use and Disclaimer — The information contained in this document (including all external links and downloads) has been culled from a wide variety of industry experts, online resources, and government agencies, and is for general informational purposes only. The information is provided in good faith to support our clients and friends impacted by the COVID-19 pandemic. Streetsense makes no representation or warranty of any kind, express or implied, regarding the accuracy or completeness of the information contained herein. Your use of this document implies acceptance of the Terms of Use and Disclaimer on the last page of this document.*

## INTRODUCTION: THE POST-CRISIS REALITY

“Never let a good  
crisis go to waste”

– Winston Churchill

The COVID-19 pandemic and recent protests against injustice have not only left our economies spiralling into a recession but left many of our cities in uncertainty and distress. The overall decline in household discretionary incomes and prolonged periods of low consumer sentiment that typically follows a recession is anticipated to impact spending on retail (particularly in non-essential GAFO categories) and travel — the hardest hit sectors during the pandemic. Over varying timeframes of 2-5 years<sup>1</sup>, our cities are expected to recover slowly and will likely experience not only higher rates of brick-and-mortar store closures and interim commercial vacancies during this time, but the complete re-imagining of many of our urban places and systems.

With every disaster event or crisis, it is up to city leaders and thinkers to react and adapt to new market conditions, and to act boldly through policy and programmatic interventions to ensure a sustained and equitable recovery of our businesses and places. The following set of insights and recommended strategies aim to help guide the way that community leaders, policy makers, and program administrators across public and non-profit sectors rethink the way that cities deliver customer experiences, grow and market small local businesses, and support visitors when they return again.

## CONTENTS

The Inevitable  
Move to  
Omnichannel Retail P3

Continued Small  
Business Closures P6

Open Air Shopping  
Venues + Main Streets  
Make a Comeback P9

The Rise of Sanitation  
Theater P12

The Revitalization  
of Outlying Areas,  
Bedroom Communities,  
and Ex-Urbs P14

Domestic Tourism on  
the Rise for Now P16

# 1

## The Inevitable Move to Omnichannel Retail

By 2024, a quarter of retail in the U.S. is projected to be e-commerce<sup>2</sup>. However, at the beginning of the pandemic, over 63% of small business Main Street respondents did not currently have on-line sales capability<sup>3</sup>. Main Street small businesses that started the pandemic without any website or online sales capabilities have been at a distinct disadvantage.

As a result of stay-at-home orders mandated across the country, millions of consumers were forced to change their behaviors at the same time, raising penetration rates of e-commerce higher than previously forecasted (pre-COVID). In fact, according to a McKinsey Consumer Sentiment Survey<sup>4</sup>, “Consumers are starting to adopt new behaviors, including shopping on new websites for basics (20%), shopping at a new grocery store (16%), adopting curbside restaurant and store pickup (10% and 8%)...” Whether we like it or not, COVID-19 has catapulted many small Main Street restaurants’ and retailers’ entry to e-commerce and omnichannel customer experiences in order to ensure long-term survival in the market.

In response, supply chains, order management, and fulfillment operations have also had to quickly pivot to maximize capacity by increasing fulfillment options within networks. In many cases, this has meant using store networks for fulfillment or switching to on-demand warehousing that allows flexibility for retailers. While the added costs associated with last-mile delivery may cause many to eventually return to physical stores, the role of the physical store in the customer’s shopping journey will likely continue to evolve as retailers find greater value in these places as showrooms, branding platforms, event venues, and fulfillment centers.

## POLICY + PROGRAMMATIC INTERVENTIONS

## OMNICHANNEL RETAIL

There are a number of strategies that local government and business organizations (Chambers of Commerce, Merchants Associations, Main Street programs, Business Improvement Districts and Community Development Corporations) can take to a) ensure the growth of omnichannel retail greatly benefits small and minority-owned businesses in our communities, and b) prevent disproportionate delivery impacts on health and safety in lower income neighborhoods.

### Help Local Businesses Grow Online Presence and Sales

Moving to e-commerce is not easy and many small and minority-owned businesses are often overwhelmed by the regulations and processes to sell products and services online. The cost to manage, package, and ship products also add to the costs of operating businesses.

To narrow the gap in information and expertise in online retailing, city agencies overseeing business services and intermediary groups such as BIDs and Main Street organizations can provide technical assistance to individual retailers (including providing training in managing online marketing and sales or partnering retailers with professional consultants to modernize store websites) and facilitate the formation of an online marketplace for the entire commercial district that is directly aligned with local district branding.

## CASE STUDY



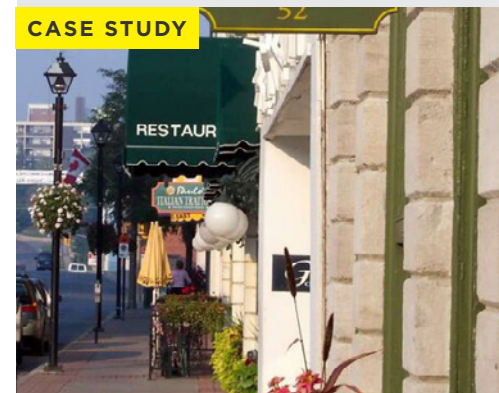
### Downtown Alliance Digital Innovation Grant<sup>5</sup>

*The Digital Innovation Grant awards selected businesses in Lower Manhattan with \$10,000 grants to improve each store's online presence to grow business, attract new customers and increase profits. With the support of professional consultants, valid services that may be hired through the use of the grant include Search Engine Optimization, Website Development, Social Media Optimization, Digital Marketing, and E-commerce.*

### Belleville Downtown District Marketplace, Belleville, CA<sup>6</sup>

*The Belleville Downtown District Marketplace was established during COVID-19 to support over thirty businesses in the district to sell goods online collectively on a single website (instead of across several third party platforms) set up and managed by the Business Improvement Association. The website gives customers access to inventory from each downtown retailer and restaurant offering pick-up or delivery options, for the various goods and services they sell.*

## CASE STUDY





## Adapt Neighborhoods and Buildings for Rise in Deliveries

As businesses rapidly incorporate the sale of products and services online, the growth of direct-to-consumer deliveries will place a strain on many cities' urban fabric and transportation networks, particularly in neighborhoods that house residents without access to a personal vehicle who have difficulty reaching stores and services beyond their immediate vicinities. According to FHWA's 2017 National Household Travel Survey, households with annual incomes less than \$25,000 were 10 times more likely, on average, to be zero-vehicle households than households with annual incomes of \$75,000 and above<sup>7</sup>. In a recent interview with the Streetsense team, a UPS representative highlighted the increased vehicle miles traveled and higher exhaust output in lower income neighborhoods of New York City resulting from multiple delivery attempts in areas that rely heavily on delivery services but lack adequate building and street infrastructure.

To ensure efficient and secure movement of delivery vehicles and products, cities may need to support the adoption of alternative delivery vehicles that reduce street congestion and plan for loading zones within residential neighborhoods. Beyond the public right-of-way, cities also need to explore the integration of loading space and self-service storage rooms/lockers into site and building design to facilitate secure deliveries.

### NYC Commercial Cargo Bike Pilot

*Toward reducing congestion in parts of NYC, a six-month pilot program was established by the Department of Transportation to enable delivery companies to deploy electric-assist cargo bikes across lower and mid-Manhattan to make deliveries. In addition, the program creates curbside space for cargo bike parking in pilot areas.*

### CASE STUDY



### CASE STUDY



### Self-Service Package/Delivery Lockers

*Secure, self-service kiosks, such as Amazon Hub Lockers, enable customers to pick up packages and deliveries at a place and time that's convenient. These kiosks have reduced the need for delivery vehicles to provide door-to-door service and made on-demand, same-day delivery more practical. Other services that have also launched include Parcel, a service providing apartment-dwelling New Yorkers with an alternative to missed home deliveries during the day.*

# 2

## Continued Small Business Closures

A June 2020 survey by MetLife & U.S. Chamber of Commerce found that one in five small businesses were closed temporarily or permanently during the pandemic. The impact on minority-owned businesses was far worse. Many entered the pandemic in less secure shape than other companies. In April 2020, the Federal Reserve Bank found that minority-owned small businesses were approximately twice as likely to be classified as “at risk” or “distressed”<sup>8</sup>.

During the pandemic, sales revenues have slowed or completely halted for many small businesses, depending on whether the business is essential or non-essential. Salons and specialty beverage stores, for example, have been forced to close during COVID-19 and will need an injection of capital to bridge the gap in revenue. This is true for small businesses and even more so for minority-owned businesses. As of 2019, the overwhelming majority of businesses in majority black and Hispanic neighborhoods did not have enough cash on hand to pay for two weeks’ worth of bills<sup>9</sup>.

Minority-owned businesses that did not have an existing relationship with banks and SBA lenders have faced difficulties in accessing emergency capital and getting any reliable financial advice. Early surveys and reports suggest that 90% of small businesses of color have been excluded from SBA’s Paycheck Protection Plan. Many minority business owners — particularly immigrant entrepreneurs for whom English is their second language — have also been unable to access accurate information, relying heavily on secondary information in the popular media.

## POLICY + PROGRAMMATIC INTERVENTIONS

## SMALL BUSINESS SURVIVAL

**Prioritize Support and Investments for Small Local Businesses**

To ensure small businesses in our commercial districts get equal access to resources, public sector and non-profit partners will need to enhance existing business assistance programs including providing greater financial aid, rental relief, and, marketing and operations support. These programs will also need targeted outreach to historically disinvested commercial districts and should include robust technical support and guidance across a range of languages to help minority-owned businesses access grants, loans, and professional and legal advice.

Central to this will be establishing strategic partnerships between cities and local Small Business Development Centers or local anchor institutions, and supporting place-based non-profit partners who can focus on helping businesses in various localities.

## CASE STUDY


**Rochester's Keep It Local, COVID-19 Innovators Grant Program<sup>10</sup>**

*The City of Rochester provided grant funding to help Rochester-based small businesses and organizations that are helping each other respond and adapt to COVID-19. The program, complementary to funding provided by the SBA Emergency Loan Program and other State assistance programs, capped grant amounts at \$2,000. Funds were allowed to be used in contracting multiple service providers for a single project. The program web page clearly delineates timeline of application reviews, evaluation criteria (Project Viability, Likely Long-Term Impacts of Project), and provides a list of service providers that applicants may use toward a funded project. The program provides funding to small local businesses to hire services offered specifically by another small business/ service provider within the municipality in an effort toward supporting collaboration on new technology or business models in response to COVID-19.*

## CASE STUDY



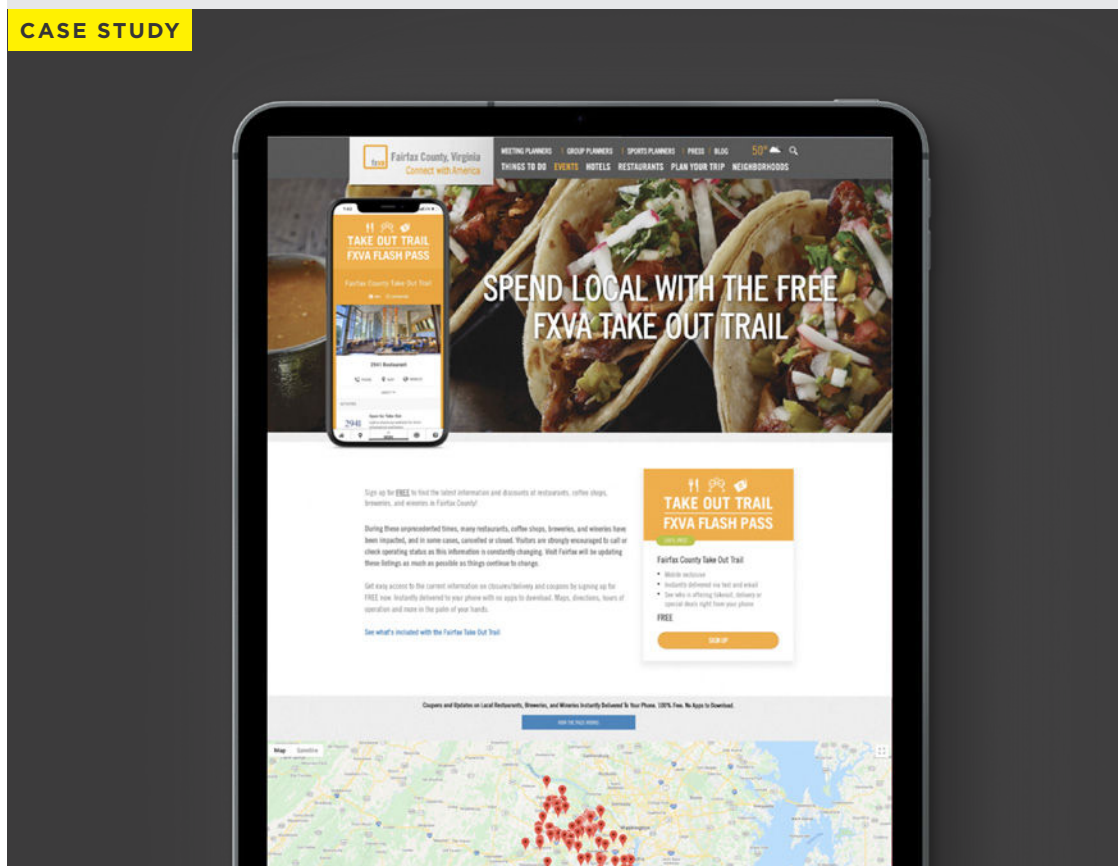
### City of Los Angeles Eviction Moratorium<sup>11</sup>

*To mitigate the economic impacts of COVID-19 for small local businesses, the City of Los Angeles passed an ordinance to suspend commercial evictions based on non-payment of rent for any parcel of real property that is developed and used either in part or in whole for commercial purposes, not including commercial real property leased by a multi-national company, a publicly traded company, or a company that employs more than 500 employees.*

### Take-Out Trail Fairfax, VA<sup>12</sup>

*Launched on April 2 by Streetsense client Visit Fairfax, the county's official tourism organization, the Take Out Trail is a free, mobile-friendly customer loyalty program that connects residents with over 50 county merchants, including local restaurants, coffee shops, breweries, and wineries. Merchant listings on the app include hours of operation, phone number, website, map and notice of how orders can be obtained, either pick-up or home delivery, and any active discounts and coupons.*

## CASE STUDY





# 3

## Open Air Shopping Venues + Main Streets Make a Comeback

According to a 2020 report published by retail and tech data firm Coresight Research, as many as 25,000 U.S. stores could close permanently this year after the coronavirus pandemic with most of the closures expected to occur in malls where department stores and clothing shops are predicted to be among the hardest hit.

This aligns with 2017 (pre-COVID) predictions by Credit Suisse that about one in four U.S. malls is expected to close by 2022.<sup>13</sup>

As the retail industry continues to shift, we believe that tenants are becoming property-type agnostic — Malls, power centers, and Main Streets are all increasingly competing for the same tenants and businesses will inevitably select sites with the best opportunity. Today, that opportunity leans heavily toward open-air shopping venues and downtown/Main Street corridors, where health and safety can be prioritized during and following a pandemic. In fact, according to recent surveys conducted by Morning Consult<sup>14</sup>, more than a quarter of U.S. consumers fear shopping in malls for at least the next six months due to the pandemic.

CBRE retail brokers anticipate lease rates to trend downward as downtown and Main Street markets correct themselves following the pandemic, and there may be an opportunity for small local entrepreneurs to take advantage of lower lease rates to test retail concepts and activations, expand existing operations with safe distancing, and open new brick-and-mortar locations — especially for digitally native brands. As a result, downtowns and Main Streets will need to leverage their built environments to create great and safe retail experiences — indoors and outdoors.

## POLICY + PROGRAMMATIC INTERVENTIONS

## MAIN STREET AND OPEN-AIR DOWNTOWN SHOPPING

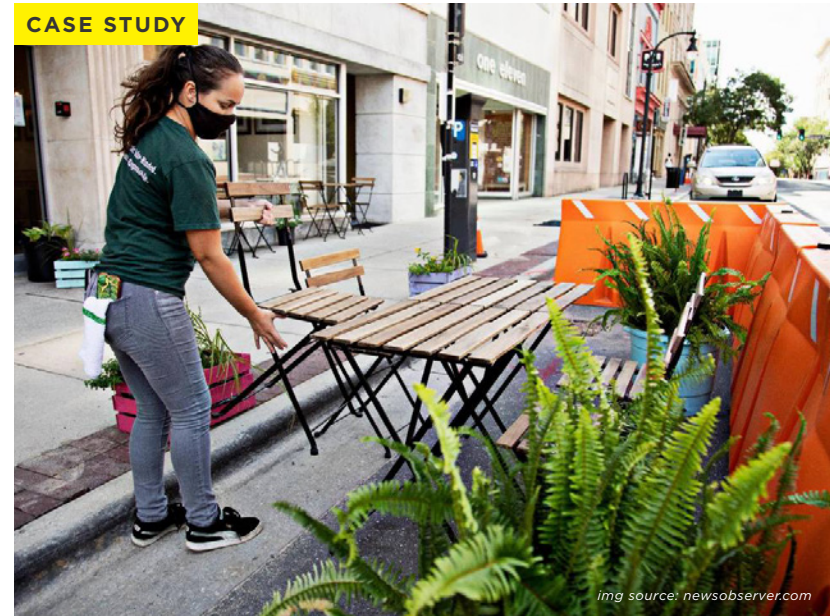
There are a number of strategies that local government and business can take to a) create vibrant streets that complement new retail concepts and accommodate safe shopping and dining experiences, and b) support the growth of innovative retail, service, dining and hospitality businesses in ground floor commercial spaces.

## Create Great Main Streets

A great Main Street is not simply characterized by a row of retail storefronts, but also by overall district convenience and accessibility, and vibrant public spaces and complementary activities. The economic benefits of designing streets and public spaces around pedestrians and cyclists have been studied widely on Main Streets and open-air commercial districts across the world. Most recently, Transport for London found that customers walking, cycling and using public transport spend the most in their local shops, spending 40% more each month than car drivers, and as a result more retail space was filled by businesses following improvements to make cycling and walking easier, with a 17% decline in empty shops<sup>15</sup>.

To deliver a great Main Street, cities need to heavily invest in the public realm, including implementing complete streets policies that prioritize the pedestrian and cyclist experience, and a comprehensive parks and open space plan that connects open-air public plazas for enjoyment by local residents, workers, and visitors alike.

## CASE STUDY



img source: newsobserver.com

## Pavement to Parks and Shared Spaces Program

*In an effort to support neighborhood activity and local business, San Francisco Mayor London Breed announced the Shared Spaces Program that enables businesses to obtain free, temporary permits to use sidewalks or parking lanes for business operations including seating, dining, or retail pick-up. The program is intended to complement the pre-existing Parklet Program that repurposes part of the street located directly adjacent to the sidewalk into a public space with amenities like seating, planting, bicycle parking, and art. In a 2014 survey by the SF Planning Department to evaluate the quality and utility of parklets, many were found to generate a high number of activities and eating/drinking was observed much more frequently in parklets than elsewhere on the streetscape<sup>16</sup>.*

## Support Retail Innovation through Zoning and Policy

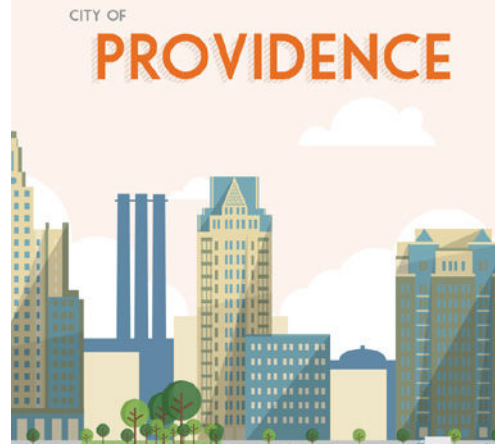
From accessory micro-warehousing to hybrid office-café models, cities also have the opportunity to leverage their zoning to support and incubate new, innovative uses in available commercial spaces. Many zoning ordinances, including that of New York City's, however, are dated and were built on principles of use separation and layers of amendments. To keep up with rapidly changing business models and concepts, cities will need to establish simplified and flexible use categories, or performance-based and form-based zoning that more readily promote a healthy mix of uses in our neighborhoods.

Distribution and warehousing, for example, remain categorized as traditional 'industrial' uses that are not permitted as-of-right in commercial districts. However, with the rise of e-commerce, micro-warehousing and the conversion of storefronts into mini distribution centers are becoming commonly adopted practices by omnichannel retailers and will require a quick and simple resolution in zoning.

### City of Providence Zoning Ordinance<sup>17</sup>

*The City of Providence adopted an update of its Zoning Ordinance, which included revisions to its use groups. By adopting a Generic Use Approach, specific uses like "clothing store", "record store", "grocery store" are consolidated into generic categories such as "Retail Goods Establishment", eliminating the cumulative structure of traditional ordinances, and makes the ordinance flexible to innovative changes in industries/sectors.*

### CASE STUDY



### CASE STUDY



### Warm Springs/South Fremont Land Use Plan, San Francisco, CA<sup>18</sup>

*The performance-based community plan created for Warm Springs/South Fremont sets the framework for a transformation of the area around a new BART station into an Innovation District and employment center accommodating a mix of compatible uses. The plan provides flexibility for development over time while maintaining a diversity of uses by assigning a Land Use Type to each section of the community and establishing the mix and intensity of uses best suited to each area's context. Land Use Standards set the parameters and include: Minimum Intensity; a Jobs Factor; and Minimum and Maximum Site Areas.*

# 4

## The Rise of Sanitation Theater

A recent sentiment study by Dataessentials and the National Restaurant Association<sup>19</sup> of consumers coming out of the pandemic found that the number one criteria for choosing a restaurant or dining establishment is now safety and sanitation — ranking higher than the variety or quality of the food or service.

Sanitation has been fundamental in the era of COVID-19 and will continue to be following the pandemic. New standards of cleanliness and disinfection are essential components of keeping both staff and customers safe.

To regain consumer confidence and offer ‘psychological and visual comfort’, cities and their on-the-ground partners will need to turn to sanitation theater, executing cleaning protocols making guests feel comfortable and safe. Whereas, pre-pandemic, cleaning and sanitation may have been a behind-the-scenes task for district managers and sanitation agencies, customers are indicating that these actions should now be guest-facing, comprehensive and celebrated as a core part of the normal course of business.



## SANITATION THEATER

### **Communicate Cleaning Protocols and Safety Standards Clearly**

Sanitation theater involves a few key actions: first, a statement at the front of your business outlining all of the steps that your business is taking to keep your guests safe. District management organizations may help synchronize these statements through district-wide branded signs that go beyond what is legally required and that are visually compelling and located in entryways and common areas. Key statements may include business practices around usage of PPE for staff, monitoring staff members' health on a daily basis, social distancing within the businesses, and new cleaning and disinfecting protocols to assure customers of "COVID-free environments".



# 5

## The Revitalization of Outlying Areas, Bedroom Communities, and Ex-Urbs

According to RedFin, in the first week of June 2020, seasonally adjusted demand for housing was 25% higher than it was pre-pandemic in January and February 2020<sup>20</sup>, marking the eighth straight week of rising demand, with cross country movers or those seeking homes just outside metropolitan cities increasing in size.

Stay-at-home orders forced millions of Americans to work remotely, accelerating a trend that had already been gaining momentum particularly in knowledge sectors<sup>21</sup>, as technology and company cultures increasingly accommodated this practice. As the economy re-opens, experts project increased formalization and institutionalization of work-from-home policies that may result not only in the de-densification of offices but also higher levels of home ownership in areas away from the core of cities, including in outer boroughs, neighboring counties and suburbs. In fact, in a survey conducted by Partnership for New York City of influential business groups, respondents from sixty companies with Manhattan offices predicted that only 10% of their employees would return by August 15 2020<sup>22</sup>.

## POLICY + PROGRAMMATIC INTERVENTIONS

### METROPOLITAN-ADJACENT TOWNS AND COMMUNITIES

There are a number of strategies that local governments in towns adjacent to large metropolitan cities can take to collectively support the growth of residents and remote workers who are seeking homeownership in more affordable markets, including providing the technological infrastructure to work from home more easily and expanding transportation access to enable commuting into nearby metropolitan areas as needed.

#### Improve Broadband and Network Connectivity

During the pandemic, broadband supported a range of essential activities online — including personal interactions, learning, services, and commerce. However, over 42 million Americans do not have access to broadband<sup>23</sup>. To close this gap in access, cities will need to work closely with telecommunications industry partners and with State and Federal governments to ensure regulatory frameworks are aligned to foster good network connectivity for local residents and businesses. This includes defining reasonable aesthetic requirements and application fees for installing cells and leasing light poles and other infrastructure, and creating less cumbersome permitting processes that provide quick approvals to telecommunications companies.

Most importantly, cities will need to work to ensure these upgrades are equitably distributed to residents and businesses, whether through regulatory (for example, expediting permitting processes) or financial incentives. According to Jonathan S. Adelstein, president and CEO of the Wireless Infrastructure Association, “low income neighborhoods are actually attractive to mobile carriers. Those areas tend to be densely populated and, because residents there rely so heavily on their mobile devices for internet connections, they tend to prioritize paying their bills for wireless service.”<sup>24</sup>

#### Plan Comprehensively as a Region of Smaller Communities

As areas just outside metropolitan cities grow, a comprehensive regional plan that is long-range and multi-jurisdictional must be established to ensure resources and opportunities are broadly shared across smaller towns and neighborhoods. This includes thinking regionally about housing, retail, office, and transportation to increase economic opportunity for individuals and also to give employers access to a much larger workforce<sup>25</sup>.

# 6

## Domestic Tourism on the Rise for Now

Long haul carriers are struggling and international inbound spending in United States is expected to fall 75%<sup>26</sup>.

Even before the pandemic, domestic travel posted strong growth, supported primarily by leisure travelers<sup>27</sup>. Recent surveys suggest this trend will likely continue in the near term as domestic or local travel is likely to pick back up sooner following the pandemic as travelers remain cautious of traveling by plane. More than 40% of travelers suggested they would wait more than a year before taking a flight to a destination<sup>28</sup> — and are least afraid to stay local in drive markets. More than 65% of travelers indicated they would be willing to drive up to two hours from their home to a destination within three months or less of restrictions being lifted<sup>29</sup>.

The reality is that people will still want to travel and go on vacation, however, their choices have now shifted based on health and safety precautions. Over the next two years, destinations will therefore need to seriously consider the changes in traveler sentiments in the near term and reinvest and pivot efforts to attract the local/ domestic visitor and their spending. To do so will require a holistic and stewarded approach by destination management organizations to sustain existing tourism assets, hotels, restaurants and services that meet the needs of visitors.



## DOMESTIC TRAVEL

### Incentivize Domestic Travel

States and municipalities will therefore need to support drive markets or easy-to-reach destinations, and incentivize domestic travel, whether through growing flexible work policies or providing tax credits and business training to tourism assets and firms that pivot towards the domestic market.

### CASE STUDY



#### New Zealand Tourism Recovery Fund

*A \$400 million targeted fund will be made available by the New Zealand government to tourism operators impacted by COVID-19. The package includes two new programs to deliver advice and support to help businesses pivot towards domestic New Zealand and regional Australian markets, in addition to protecting any strategic assets from closures.*

- <sup>1</sup> Lionstone Investment: *The Digital Economy Accelerates*, April 2020.
- <sup>2</sup> Forrester Research eCommerce Forecast (US)
- <sup>3</sup> Main Street America, 2020. "The Impact of COVID-19 on Small Businesses" Accessed on April 19, 2020: <https://www.mainstreet.org/blogs/national-main-street-center/2020/04/14/just-released-data-from-the-survey-on-the-impact-o?CommunityKey=c40a84d1-46b2-465c-985c-c08ed69081ab>
- <sup>4</sup> Mckinsey, 2020. "Survey: US Consumer Sentiment During the Coronavirus Crisis".
- <sup>5</sup> Downtown Digital Innovation Grant. <https://www.downtownny.com/digitalgrant>
- <sup>6</sup> Downtown Belleville BIA Launches Ecommerce Marketplace to Support Local Businesses During COVID-19 Pandemic. Retail Insider, May 14 2020. <https://www.retail-insider.com/retail-insider/2020/5/downtown-belleville-bia-launches-ecommerce-marketplace-to-support-local-businesses-during-covid-19-pandemic>
- <sup>7</sup> 2017 National Household Travel Survey Summary of Travel Trends. FHWA, 2018. Accessed online via [https://www.fhwa.dot.gov/policyinformation/documents/2017\\_nhts\\_summary\\_travel\\_trends.pdf](https://www.fhwa.dot.gov/policyinformation/documents/2017_nhts_summary_travel_trends.pdf)
- <sup>8</sup> Can small firms weather the economic effects of COVID-19?, Federal Reserve Bank of New York, April 2020, [fedsmbusiness.org](https://www.federalreserve.org/publications/2020/04/can-small-firms-weather-the-economic-effects-of-covid-19); Small business credit survey: 2019 report on minority-owned firms, Federal Reserve Bank of Atlanta, December 2019, [fedsmbusiness.org](https://www.fedsmbusiness.org).
- <sup>9</sup> Small Business Financial Health in Urban Communities. Farrell, Wheat, Grandet, 2019.
- <sup>10</sup> Keep it Local, COVID-19 Innovators Grant Program. <https://www.downtownrochestertermn.com/get-involved/grant-opportunities/keep-it-local-grant#:~:text=Rochester's%20Keep%20it%20Local%2C%20COVID%2D19%20Innovators%20Grant%20Program&text=The%20City%20of%20Rochester%20has,Rochester's%20economy%20for%20the%20future>
- <sup>11</sup> L.A. County's Temporary Eviction Moratorium. Accessed online via <https://dcba.lacounty.gov/noevictions/>
- <sup>12</sup> Visit Fairfax Launches New Program for Local Business Takeout. Tyson's Reporter April 2, 2020. <https://www.tysonreporter.com/2020/04/02/visit-fairfax-launches-new-program-for-local-business-takeout/>
- <sup>x13</sup> CMBS Retail Outlook: transformation accelerating". Lehman, Roger and Rozyn, Benjamin. Credit Suisse. January 2018. Accessed online via: <https://plus.credit-suisse.com/rpc4/ravDocView?docid=V7axZW2AF-WErKAE>
- <sup>14</sup> "When Will Consumers Feel Safe Again?" Morning Consult, July 2020. Accessed online: <https://morningconsult.com/2020/07/06/tracking-consumer-comfort-with-dining-out-and-other-leisure-activities/>
- <sup>15</sup> Walking and Cycling: The Economic Benefits. Transport for London, 2018. Accessed online via <https://tfl.gov.uk/info-for/media/press-releases/2018/november/getting-more-people-walking-and-cycling-could-help-save-our-high-streets>
- <sup>16</sup> Citywide Assessment of Parklets & Plazas: Summary Of Data Collected For Summer 2014 Public Life Study. SF Planning Department.
- <sup>17</sup> City of Providence Zoning Ordinance User's Manual. Accessed online via [https://www.providenceri.gov/wp-content/uploads/2017/05/Planning-00\\_Final-Manual-12102014.pdf](https://www.providenceri.gov/wp-content/uploads/2017/05/Planning-00_Final-Manual-12102014.pdf)
- <sup>18</sup> Warm Springs/South Fremont Community Plan. Accessed online via <https://www.fremont.gov/1515/Warm-SpringsSouth-Fremont>
- <sup>x19</sup> COVID-19 Report 28: Temperature Check" Datassential. July 2020. Accessed online via: <https://datassential.com/coronavirus/>
- <sup>20</sup> "Homebuying Demand Just Keeps Getting Stronger" Redfin, June 12 2020. Accessed online via <https://www.redfin.com/blog/home-buying-demand-gets-stronger-amid-pandemic/>
- <sup>21</sup> State of Remote Work 2019. OWL Labs, 2019.
- <sup>22</sup> "A Call for Action and Collaboration" Partnership for New York City, 2020. Accessed online via <https://pfnyc.org/wp-content/uploads/2020/07/actionandcollaboration.pdf>
- <sup>23</sup> FCC Reports Broadband Unavailable to 21.3 Million Americans, BroadbandNow Study Indicates 42 Million Do Not Have Access". BroadbandNow Research, 2020. Accessed online via <https://broadbandnow.com/research/fcc-underestimates-unserved-by-50-percent>
- <sup>x24</sup> "Coming Soon to a Neighborhood Near You?" Vock, Daniel C. American Planning Magazine. July 2020. Accessed online via: <https://www.planning.org/planning/2020/jul/coming-soon-to-a-neighborhood-near-you/>
- <sup>25</sup> Trans-Regional Express. RPA, 2018
- <sup>26</sup> Travel Forecast. U.S. Travel Association. June 2020.
- <sup>27</sup> Travel Trends Index. US Travel Association, January 2020.
- <sup>28</sup> Development Counsellors International, 2020. "Post-COVID-19: Generational Divides In Travel Planning"
- <sup>29</sup> Fuel Travel, 2020.

# Thank You

## streetsense.

*The information, content, and materials in this Toolkit, including all external links and downloads, are for general informational purposes. Streetsense makes no representation or warranty of any kind, express or implied, regarding the accuracy, adequacy, validity, reliability, availability, or completeness of any such information.*

*Please consult appropriate professionals before taking any action based on information contained in this document. Only such professionals can provide assurances that the information contained herein — and your interpretation of it — is applicable or appropriate to your particular situation. Use of, and access to, this document or any of the links or resources contained within this document does not create any type of relationship between the reader, user, or browser and Streetsense, its members, directors, officers, employees, or agents.*

*This document contains names and logos of third parties and links to third-party websites or content belonging to or originating from third parties. The third-party site owners, and not Streetsense, own the intellectual property rights to the materials in any and all linked sites. Streetsense does not investigate, monitor, check, warrant, endorse, guarantee, or assume responsibility for the accuracy or reliability of any information offered by third-party websites linked herein. Streetsense will not be a party to or in any way be responsible for monitoring any transaction between you and third-party providers of products or services. Inclusion of the names, logos, external links, and/or content in this document are only for the convenience of the reader, user, or browser. All product and company names and/or logos are trademarks™ or registered® trademarks of their respective holders. Use of them does not imply any affiliation with, sponsorship, or endorsement by them, and Streetsense does not recommend or endorse the contents of any third-party sites.*

*Your use of this document and your reliance on the information contained herein is solely at your own risk. All liability with respect to any reader, user, or browser's reliance on this document and/or actions taken or not taken based on the contents of this document is hereby expressly disclaimed.*

# Contact

Need help developing  
your relaunch strategy?

Give us a call at  
240.479.7236  
or contact us at  
[info@streetsense.com](mailto:info@streetsense.com)



**Larisa Ortiz**

*Managing Director,  
Research + Analysis*  
[lortiz@streetsense.com](mailto:lortiz@streetsense.com)

As Managing Director of Research + Analysis, Larisa brings over 20 years of experience advising public, private, and non-profit sector clients on retail real estate strategy in urban environments. Prior to joining Streetsense, Larisa founded Larisa Ortiz Associates, leading award-winning projects including The City of Cambridge Massachusetts Retail Strategy, The City of New York's Commercial District Needs Assessment, and the formation of the first Business Improvement District in Latin America. Larisa is the author of *Improving Tenant Mix*, published by the International Council of Shopping Centers, and currently serves as a Mayoral Appointee to the NYC Planning Commission. She also serves on the Boards of the International Downtown Association, the Coro New York Leadership Center, the National Advisory Committee of the ICSC P3 Retail Program and is Co-Chair of the City of New York's OneNYC Plan Advisory Committee. A Fulbright Scholar and Watson Fellow, Larisa has traveled the world studying successful downtown and mixed use environments. She holds an undergraduate degree from Wesleyan University and a master's in city planning with a certificate in urban design from the Massachusetts Institute of Technology.