



**To:** Members of the Community Development Committee

**From:** Dana L. McDaniel, City Manager

**Date:** April 23, 2021

**Initiated By:** Megan O'Callaghan, PE, Deputy City Manager/Chief Finance and Development Officer  
Jennifer M. Rauch, AICP, Director of Planning  
Tammy Noble, Senior Planner

**Re:** Historic District Task Force Recommendations Implementation

## Background

The Community Development Committee ("Committee") met on March 1, 2021 to discuss the final recommendations of the Historic District Task Force and next steps for implementation of the recommendations. The Committee reviewed research provided by staff that focused on resources that the City invests exclusively in the Historic District to foster economic vitality, as well as examples of management entities throughout the region that help promote the objectives of historic communities.

The first portion of the March 1, 2021 discussion focused on the financial resources that the City provides to the Historic District highlighting the aesthetic enhancements. The information also included the previous façade program that focused on financially assisting in projects that improved the exterior façades of commercial businesses in the Historic District was also discussed. The City also owns and maintains properties within the community including the Karrer Barn, Chamber of Commerce, Bri-Hi Plaza, Riverside Crossing Park, and the Darby and Indian Run Park lots. Staff outlined City contributions to the District through the Operating Budget dedicating \$50,000 to the Historic District Business Association through a bed tax grant approved by City Council. The information reviewed also included Tax Increment Financing (TIFs) that exist in the Historic District including the HD Parking TIF that allocated \$73,600 in 2021 and the Bridge and High Street TIF that allocated \$113,000 in 2021.

The second portion of the meeting focused on economic development tools and management examples in the Central Ohio region that help promote the objectives of historic areas, including the Main Street Program operated by Heritage Ohio and 3CDC which is a non-profit organization that assists the City of Cincinnati with revitalization of the Over-The-Rhine community.

The Committee requested staff retain an expert in the area of downtown economic development tools and financing and management options and requested a comprehensive list of available options and details of programs and tools that could be utilized in Dublin's Historic District. The Committee also requested more detailed information about the City's current investment of resources that are unique to the Historic District and would be considered to be over and above our basic service level.

## **City Resources**

Staff has worked with our Public Service and Finance Departments to inventory expenditures that are unique to the Historic District. An outline of these expenditures is attached for reference and includes bed tax grants, parking agreements with a private property owner to assist with public parking needs in the District, a façade improvement program that the City previously operated, and existing TIFs for Bridge and High and Historic District parking. Costs associated with seasonal décor for the District (\$55,037) and flags/banners (\$4,950) are also provided. These expenditures relate to the recommendation of the Historic District Task Force which specifically recommends “Consider gateway features at the transition points into the Historic District that differentiates the District from other parts of the City” and attention to streetscape including “Benches, trash receptacles, and other amenities that are in character with the District”. Information related to efforts to address parking needs in the District addresses the recommendation of the Task Force to “Rely on existing parking lots and on-street parking instead of creating new parking areas/lots, unless required”.

## **Economic Development Tools and Strategies**

The Community Development Committee requested additional information about downtown economic development programs and tools that could be utilized to support the Historic District. Staff requested the assistance of Squire, Patton, and Boggs for this task. Staff has worked with Russell Balthis, a Senior Partner in the firm, who has extensive expertise with this subject matter. Mr. Balthis has also served as the Law Director and Council Member for Cuyahoga Falls, Ohio. Mr. Balthis has provided a comprehensive list of tools and strategies, with strengths and weaknesses, and examples of the various options for the Committee’s consideration and discussion.

Mr. Balthis provided a range of economic development tools and other strategies to consider including TIFs, Downtown Redevelopment Districts (DRD), Ohio Community Reinvestment Areas (CRA), Community Reinvestment Areas (CRA), Ohio Historic Preservation Tax Credits (OHPTC), Special Improvement Districts (SID), Façade Enhancement Program (FEP), Designated Outdoor Refreshment Areas (DORA), Ohio Historical Connection (OHC), and public private partnerships through the creation of a non-profit organization. The City is already utilizing a CRA and DORA in the Historic District. Based on Mr. Balthis’ review of the Historic District Task Force Recommendations and discussions with staff, he suggests additional discussions and investigations into Special Improvement Districts, a private/public partnership with the creation of a nonprofit entity or committee, and reinstating a façade enhancement program.

A Special Improvement District (SID) is a geographically defined area of the City where property owners petition the City to levy an additional assessment from the property owners in the area so that additional amenities or services can be provided within the district. This is a strategy that is initiated by the property owners so there is “buy in” to the process. SIDs can be used to provide a higher level of services or amenities that would not typically be provided by the local government such as additional street cleaning and litter control, security measures, capital improvements, pedestrian and streetscape enhancements, holiday decorations, event coordination, and marketing of the area. SIDs are also commonly referred to as Business Improvement Areas, Business Revitalization Zones, and Special Services Areas. One of the suggestions of the Historic District Task Force was having similar light fixtures for all the

properties in the area, specifically gas lanterns, which would be an example of how this could help the area distinguish itself from the other parts of Dublin. Mr. Balthis provided examples of communities that have established SIDs.

A public private partnership through the creation of a non-profit organization is another option that is recommended for further discussion. This option includes working with a non-profit entity which usually includes a Board of Directors consisting of area stakeholders and City representatives that manage the objectives for the District. Funding for this type of partnership varies but usually incorporates contributions from the local governmental entity, business contributions, and other potential funding sources such as fundraising events and grants. This funding mechanism creates collective "buy in" from all the entities. The strategy also has a wide range of opportunities for success depending on the objectives of the group and can help foster a common vision for the District. This strategy also addresses recommendations of the Historic District Task Force that encourage "Further Consideration of Heritage Ohio's Main Street Program or other similar programs".

Mr. Balthis also provided information about façade enhancement programs similar to the program Dublin previously provided for the District. A façade program provides matching funds to local businesses to improve the appearance of their businesses and can have significant impacts to the overall aesthetics and character of a historic district. Staff and members of the Community Development Committee have been supportive of this effort and Mr. Balthis will be prepared to provide additional information about how the City may reinstitute the program at the April 27<sup>th</sup> Community Development Committee meeting.

In preparation for the Committee's Historic District Task Force recommendations discussions, our Economic Development staff conducted a market assessment of the Historic District to help determine whether more diverse uses, including retail uses and unique small business retail, would be beneficial to the District. Staff conducted interviews and worked with various groups within the District including Visit Dublin, the Historic Dublin Business Association, Arts Council, and local businesses in the District to analyze this potential benefit to the District. Staff also analyzed the conditions of the District including cluster of singular industrial uses and vacant tenant space. The conclusion of the analysis is there are very low vacancy rates in the District and a low volume of retail uses in the District. The assessment also indicates that many of the previous retail uses have not had long term success within the District based on several reasons including buyers choosing to purchase on line, lack of critical mass in the area, and limited hours of operation. The report highlights the successes of the District including strong restaurant-based businesses, office uses, and retail uses that are based on scheduled appointments.

## **Recommendation**

This information is provided for the Community Development Committee's consideration in preparation for the April 27, 2021 meeting. Mr. Balthis will deliver a presentation about downtown economic development tools and strategies and participate in the discussion.

## Inventory of Resources Unique to Historic Dublin

Item	Base Cost	Base Year	Frequency (Years)	Current Cost per Year (2021, add 3% per year)
<b>Seasonal Décor</b>				
<b>Wreaths</b>				
Purchase Wreaths	\$ 64,700.00	2014	10	\$ 8,000.00
Install Wreaths (Elec Crew)	\$ 2,462.40	2020	1	\$ 2,550.00
Remove Wreaths (Elec Crew)	\$ 2,462.40	2020	1	\$ 2,550.00
Install/Remove Wreaths (Streets)	\$ 5,322.00	2020	1	\$ 5,322.00
Purchase Bulbs	\$ 900.00	2014	1	\$ 1,100.00
Purchase Replacement Bows	\$ 11,250.00	2014	3	\$ 4,620.00
<b>Snowflakes</b>				
Purchase Snowflakes	\$ 9,117.00	2009	5	\$ 1,900.00
Install Snowflakes	\$ 607.00	2009	1	\$ 865.00
Remove Snowflakes	\$ 469.00	2011	1	\$ 670.00
Purchase Bulbs	\$ 100.00	2020	1	\$ 110.00
<b>Christmas Tree and Seasonal Planters</b>				
Purchase Tree	\$ 950.00	2020	1	\$ 950.00
Décor Christmas Planters	\$ 15,500.00	2020	1	\$ 15,500.00
Planters for 3 Remaining Seasons	\$ 10,900.00	2020	1	\$ 10,900.00
<b>Total</b>				<b>\$ 55,037.00</b>

<b>Flags/Banners</b>				
<b>Item</b>	<b>Base Cost</b>	<b>Base Year</b>	<b>Frequency (Years)</b>	<b>Current Cost per Year (2021, add 3% per year)</b>
Install Flags	\$ 1,092.00	2020	1	\$ 1,125.00
Remove Flags	\$ 1,092.00	2020	1	\$ 1,125.00
Purchase Replacement Brackets	\$ 6,342.00	2020	5	\$ 1,500.00
Purchase Flags/Brackets	\$ 4,950.00	2018	3	\$ 1,200.00
<b>Total</b>				<b>\$ 4,950.00</b>

<b>Additional Financial Considerations</b>	
<b>Item</b>	<b>Current Cost per Year</b>
Parking Lease with Church	\$ 12,000.00
Bed Tax Grants	\$ 50,000.00
Façade Improvement Program (2019)	\$ 100,000.00
Bridge and High TIF (Tax Increment Financing)	\$ 113,000.00
Historic District Parking TIF	\$ 73,000.00
Cost Recovery Subsidies (for HD businesses for Minor Project Review and Master Sign Plan Review applications)	\$ -

## Memo

**To:** City of Dublin – Community Development Committee

**From:** Russell W. Balthis

**Date:** April 23, 2021

**Subject:** **Historic Dublin – Economic Development Tools and Strategies**

---

The Dublin City Council Community Development Committee (“Committee”) met on March 1, 2021 to discuss the final recommendations of the Historic District Task Force (“HDTF”) and next steps for implementation of the recommendations. The Committee requested a list of economic development tools and other strategies used to promote and revitalize districts similar to the Historic District. The goal of this memo is to provide the requested information and lay the foundation for a discussion regarding which tools would best serve Historic Dublin and merit further investigation.

One approach to determine which economic development tools are best suited for a particular situation is to consider three questions:

(i) What kind of economic or community activity are we trying to encourage? (*What are we trying to do?*)

(ii) How can we encourage the desired activity? (*How do we do it?*)

(iii) How do we find and/or generate the resources for a sustained effort to encourage the desired activity? (*How do we pay for it?*)

The City and the HDTF have completed a significant amount of work to address the first two questions. The recommendations from the HDTF include, but are not limited to,

preserving the historic charm, supporting small businesses and encouraging preservation, arts and culture. Suggested methods to achieve the HDTF recommendations include investments and improvements to the Historic Dublin gateways, streetscape improvements, open space preservation, wayfinding, and additional arts and culture opportunities. The HDTF also notes the importance of the stakeholders in Historic Dublin and the need for a single entity focused solely on promoting Historic Dublin and providing guidance to small businesses and other stakeholders.

The third question is what economic development tools or other strategies are available to assist in achieving the recommendations of the HDTF. Attached hereto as Exhibit A, is a list and summary of potential economic development tools and examples of approaches used throughout Ohio. Rarely does a single approach or tool achieve all of a community's goals and many of the tools complement each other and can be used together. The City is already utilizing economic development tools in Historic Dublin, including a community reinvestment area (CRA) program and a designated outdoor refreshment area (DORA). Both the DORA and CRA provide benefits that will assist in achieving the HDTF's recommendations. Given our review of the HDTF Final Recommendations and discussions with City Staff, we recommend additional discussions and investigation into (i) special improvement districts, (ii) a public private partnership with the creation of a nonprofit entity or committee, and (iii) a façade enhancement program.

A special improvement district (SID) would require support from the local businesses and property owners. Sixty percent of the owners of the front footage along all of the public streets of the district, or owners of seventy-five percent of the overall property, must petition City Council to form the SID and levy any special assessments. Property owners within the SID would pay the special assessments on their property tax bills. The SID may use the additional funds to improve public infrastructure and provide other public and administrative services to the Historic District. Exhibit A includes a further discussion of SIDs and examples of SIDs throughout Ohio.

A public private partnership could be an effective tool to achieve many of the recommendations of the HDTF. The HDTF also recommends further investigation into Heritage Ohio's Main Street Program, which is an example of a public private partnership. Exhibit A includes links to a number of different public private partnerships. Each partnership is different; however, certain themes are consistent between them. Often the partnership is a non-profit corporation and its board of directors consists of area stakeholders and City representatives. Most of these partnerships received funding from the City's general fund. The Heritage Ohio model calls for 1/3 of the organization's funding to come from the City. The remaining funding normally comes from donations from local businesses, fundraising events and grants.

A façade enhancement program would provide matching funds to local businesses to make improvements to their establishment's façade. Over time, a façade enhancement

program can significantly influence a neighborhood and create an environment to promote small business and maintain historic charm. A façade enhancement program would work well as part of a SID and/or a public private partnership as discussed above.

Exhibit A provides a further discussion of different economic development tools and strategies to achieve the recommendations of the HDTF. We look forward to discussing all of these tools and strategies as well as the future of Historic Dublin.

# Exhibit A

## Potential Economic Development Tools and Strategies

### **Tax Increment Financing (TIFs)**

TIFs allow the City to exempt certain improvements from property taxes and charge service payments in place of the property taxes and direct those funds to public infrastructure improvements that benefit the parcels that were improved.

#### *Strengths*

TIFs provide an additional revenue stream to the City that can be used to support investment in public infrastructure that supports the development. The revenue stream can be monetized through the issuance of bonds.

#### *Weaknesses*

The benefits of TIFs are limited in areas where most of the property has already been improved, such as Historic Dublin. The revenue stream may only be used to support public infrastructure.

### **Downtown Redevelopment District (DRD)**

A DRD functions much like a TIF. The maximum amount of the improvement that can be exempted from taxation is 70% for 10 years (up to 30 years with school district approval). The district is limited to 10 acres and must include at least one historic building that will be rehabilitated. The process of creating a DRD includes a public hearing and the creation and adoption of an economic development plan. The owners of real property within the DRD may enter into agreements with the City to pay redevelopment charges to support the DRD. DRD were created in 2016.

#### *Strengths*

The revenue derived from the DRD may be used for more purposes than public infrastructure, including to finance or support loans, deferred loans, or make grants to owners of historic buildings within the DRD. Such loans or grants shall be awarded upon the condition that the loan or grant amount may be used by the owner only to rehabilitate the historic building. A City that awards a loan or grant under a DRD shall develop a plan for tracking the loan or grant recipient's use of the loan or grant and monitoring the progress of the recipient's rehabilitation project. Additionally, the revenue can be given to a special improvement district (SID) in the DRD to promote the DRD to potential

business patrons, to recruit businesses to relocate or expand to the DRD, and to attract and promote events and activities that generate revenue or enhance public welfare within the DRD. The revenue may also be given to a Community Improvement Corporation (CIC) or another nonprofit corporation with the primary purpose of redeveloping historic buildings and historic districts to rehabilitate a historic building within the downtown redevelopment district or to otherwise promote or enhance the district.

### *Weaknesses*

Like TIFs, the benefits of a DRD are limited when most of the property has already been improved. Contributions to a SID, CIC or a nonprofit corporation are limited to the property tax revenue that would be generated by 20 percent of the assessed value of the exempted improvements. A DRD may not include any parcels that are subject to a TIF. A DRD must include a rehabilitation of a historic structure, which normally requires a private party to invest in the rehabilitation.

### **Ohio Community Reinvestment Area (CRAs)**

CRAs allow the City to grant tax abatements on improvements of real property. The tax abatements can be used to incentivize private investment. However, like TIFs, their benefits are limited in areas where most of the property has been improved or developed. The Historic District is currently in a CRA that permits abatements for new commercial or industrial projects. Council has the authority to make residential improvements and renovations eligible as well.

### **Ohio Historic Preservation Tax Credit (OHPTC)**

The OHPTC is administered by the Ohio Development Services Agency in partnership with the State Historic Preservation Office and the Ohio Department of Taxation. Applications are accepted in two rounds per year, in March and September. This competitive program provides a state tax credit up to 25% of qualified rehabilitation expenditures for the rehabilitation of historic buildings. OHPTC are used by private entities as source of capital to rehabilitate or preserve historic structures.

### **Special Improvement District (SID)**

A SID is a physical area in which property owners petition the City to levy an additional assessment in order to fund certain public improvements and services within the district. This should not reduce or replace services generally provided by the City. In order to create a SID, 60% of the owners of the front footage along all of the public streets of the district, or owners of 75% of the overall property, must petition City Council to form the SID and levy any special assessments.

### *Strengths*

Provides an additional reliable source of funding to provide public services and invest in public infrastructure.

### *Weaknesses*

Requires property owners to incur additional costs and requires their petition. May result in higher rents, which could have a negative impact on small businesses.

### *Examples of SIDs*

The City of Columbus has established SIDs to provide additional services such as landscaping, cleaning and much more. For more information visit: <https://downtownservices.org/>

The City of Akron has established a SID called the Downtown Akron Partnership. The SID provides funding for initiatives to improve the holistic health of the downtown area. Initiatives include collaborative marketing and promotion; resources and support for business development, location and growth; enhancement, maintenance, and advocacy of the physical environment; safety and hospitality services; programming and place making. For more information visit: <https://www.downtownakron.com/>

The City of Canton has established a SID, which includes a historic district. Their SID is focused on economic development and bringing people into downtown Canton. For more information visit: <https://www.downtwncanton.com/downtown-historic-district/>

### **Façade Enhancement Program (FEPs)**

FEPs normally consist of providing matching funds to private business to make improvements to the façade of a local business. Examples include smaller improvements such as signage or lighting, and larger improvements such as structural improvements to improve the façade of the building. Over time, a FEP can have a significant impact on the appearance and “feel” of an area. The matching funds can be conditioned on meeting certain design standards.

FEPs work best when funded through a SID or another public private partnership.

### **Designated Outdoor Refreshment Areas (DORAs)**

DORAs allow for alcohol consumption outdoors within a clearly marked geographic area. DORAs have been shown to increase revenue and sales for restaurants and bars. DORAs are also used to increase foot traffic to areas to support additional retail businesses. The

City has already created a DORA and is taking advantage of this economic development tool.

### **Ohio History Connection (OHC)**

OHC provides certified local government grants. Approximately \$110,000 is awarded each year and the minimum amount per request is \$5,000. Generally, they award 7-10 grants per years in the \$10,000 to \$25,000 range. There is often (but not always) a local match requirement. Certain federal requirements are tied to the available uses.

### **Public Private Partnership through the Creation of a Non-Profit Organization**

Local stakeholders create a non-profit organization to solicit donations, raise funds, promote economic development and organize community events. Such organizations can vary greatly between communities, but require strong support and buy in from the local business community and often require financial and/or other support from the City. The Heritage Ohio Main Street Program is one of the most common examples of this strategy in Ohio.

#### *Examples*

City of Cuyahoga Falls, Ohio

Over the past seven years, the City of Cuyahoga Falls, Ohio has engaged in redeveloping its historic downtown area. Downtown Cuyahoga Falls faced many of the same issues and challenges identified by the Historic Dublin Community Task Force. The City collaborated with local stakeholders to form the Downtown Cuyahoga Falls Partnership. The City of Cuyahoga Falls uses general fund dollars to support 1/3 of the Partnership's operating costs. Additional information is available at the links below:

The Downtown Cuyahoga Falls Partnership completed a Downtown History Trail. (<https://www.downtowncf.com/news/downtown-history-trail-complete>). The project was paid for by grants obtain by the Partnership.

The City designated certain structures as historic, which assisted a developer to use historic tax credits to rehabilitate an old theater, which had been closed for over 30 years, into a family entertainment center (<https://www.playattheworkz.com/>).

Downtown Cuyahoga Falls Partnership website: <https://www.downtowncf.com/>

An article from 2016 summarizing the market study and a brief overview of the planning process:

<https://www.mytownneo.com/article/20160228/NEWS/302289754>

In 2019, a local news station did a story on downtown Cuyahoga Falls including a video and a few resident interviews:

<https://www.cleveland19.com/2019/07/27/downtown-cuyahoga-falls-is-back-dead-you-wont-even-recognize-it-video/>

*Additional examples of downtown organizations throughout Ohio:*

City of Portsmouth, Ohio

<https://www.mspohio.org/>

City of Tiffin, Ohio

<https://tiffinseneca.org/>

City of Troy, Ohio

<https://troymainstreet.org/>

City of Wadsworth, Ohio

<https://mainstreetwadsworth.org/>

City of Wooster, Ohio

<https://www.mainstreetwooster.org/>



City of Dublin

Office of the City Manager  
5555 Perimeter Drive • Dublin, OH 43017-1090  
Phone: 614-410-4400 • Fax: 614-410-4490

# Memo

**To:** Members of Dublin City Council  
**From:** Dana McDaniel, Dublin City Manager  
**Date:** April 13, 2021  
**Initiated By:** Colleen Gilger, Economic Development Director  
**Re:** Historic Dublin Commercial Market Assessment

## Background

Economic Development staff, as a way to bring market conditions into the Historic Dublin revitalization discussion, conducted vacancy and space utilization research and stakeholder interviews; and looked at some event-related best practices and opportunities for enhancing the visitor experience our historic downtown.

Attached is our report and additional best practices information. We hope this market data can be a useful addition in the Historic Dublin Taskforce recommendations discussion at the next Community Development Committee meeting.

## Recommendation

Staff recommends including this information in the discussion at the upcoming CDC meeting on April 27. Please contact Colleen Gilger, Economic Development Director, at [cgilger@dublin.oh.us](mailto:cgilger@dublin.oh.us) or 614-410-4615 with any questions.

# HISTORIC DUBLIN COMMERCIAL MARKET ASSESSMENT & RECOMMENDATIONS

*Prepared by Economic Development, January 2021*

## OVERVIEW

The Historic Dublin Community Task Force, in its final report to City Council, is recommending a focus on development opportunities that activate uses at the ground floor level. The report also encourages adding retail-type uses that support local businesses and are unique to the Historic District. Additionally the report stresses promoting more events for the core district that encourage more foot traffic and opportunities for more family-oriented activities.

Economic Development staff sought to conduct a deeper market assessment of the Historic District. We conducted phone interviews with several stakeholders in the District including David Guion (Executive Director, Dublin Arts Council), Scott Dring (President & CEO, Visit Dublin Ohio), Rick Gerber (President, Historic Dublin Business Association, and building and business owner in Historic Dublin) and Ryan McHugh (real estate broker from Colliers International Columbus representing 55 S. High St multi-tenant office/retail space). Discussions revolved around whether to bring in city-sponsored/subsidized retail and event experiences.

Additionally, in November 2020 (updated in April 2021), Economic Development staff also took to analyzing the current conditions of the district, mapping and inventorying existing building uses to understand clustering of industries, while identifying any vacant storefronts and open spaces for future use considerations.

## REAL ESTATE FINDING

The maps on the following pages (Exhibit A & Exhibit B) color-code the majority uses in each Historic District building footprint. Our mapping highlights (1) the significant presence of food and beverage (gold) and office space (purple), and the lack of critical mass quantities from walk-in retail/shops (light blue) and vacant storefronts (green). The map also shows significant clusters of service sector retail (navy blue), which is typically driven by appointment-only points of purchase (i.e. hair/nail salons, wedding dress fittings, and day spas, which are establishments requiring reservations to shop instead of enticing casual passer-by shoppers to come inside). We believe this exercise to visualize the current make-up of the district helps to dispel any perceptions of an empty or lifeless district while highlighting what we believe is a very strong food and beverage industry cluster and successful small professional office market.

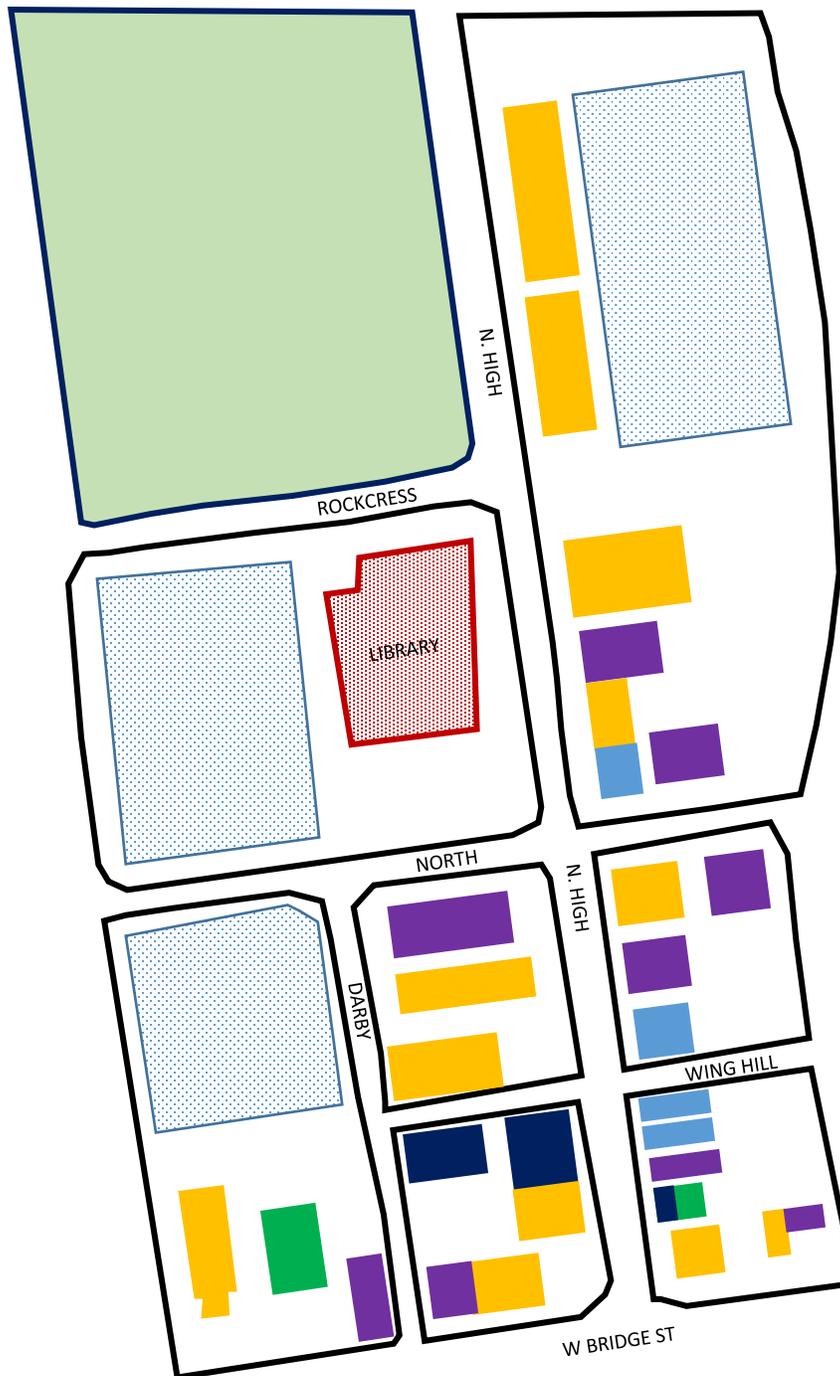
It is important to note during our research phase, we were able to identify anecdotally a number of small, walk-in retail storefronts that have closed and converted into professional office or service spaces over the last several years. We attribute this change in condition to several factors including (1) the “Amazon effect” of e-commerce eclipsing local mom-and-pop shops, (2) rising property values, which correlates to rising rental rates, (3) limited and/or inconsistent hours of store operation, and (4) a lack of a significant cluster and variety of walk-in retail shops to entice a critical mass of shoppers.

# Exhibit A. Historic District Northern Quadrants (North of Bridge & High intersection)

Updated April 7, 2021

## KEY:

- Greenspace/Park
- Public Parking
- Food & Beverage
- Office/Medical
- Retail/Services
- Service/Appointment only
- Empty Space



## Exhibit B. Historic District SouthNorthern Quadrants (South of Bridge & high intersection)

Updated April 7, 2021

### KEY:

- Public Parking
- Food & Beverage
- Office/Medical
- Retail/Services
- Service/Appointment only
- Empty Space



## **POP-UP RETAIL and EVENT-CENTERED RETAIL**

Staff researched a few best practices from other communities that have attempted temporary, pop-up retail experiences and more permanent, specialty and holiday markets. Attached are a few articles explaining the different types of temporary experiences and pedestrian-scale special events, (see Appendix A).

Economic Development staff also conducted several phone interviews to gain local stakeholder thoughts on whether a concept of pop-up retail or events centering on shopping experiences could be options to consider. The following paragraphs are a synopsis of those conversations.

### **Conversation #1 – David Guion, Dublin Arts Council**

David Guion believed his organization could assist with the curation of a variety of local artists that sell portable, saleable wares (jewelry, ceramics and smaller items) who may be interested in having pop-up stores on occasion. He felt the Dublin Art League and possibly CCAD students would be interested in participating. Weather conditions and security play a large role for art-specific events, as protecting original pieces would be necessary.

We discussed whether weekday/daytime options versus nighttime/weekend options would be more sustainable and staff-able. We agreed evenings and/or weekends presented the best opportunity for artists to be available.

David mentioned possible liability risks, insurance requirements, logistics, staffing, cost and Covid-19 as issues/obstacles for further discussion/vetting. Indoor, vacant storefronts with hard-wired electricity and cover from the weather were a preferred option compared with tents and less temporary spaces.

### **Conversation #2 – Scott Dring, Visit Dublin Ohio**

Scott Dring believed we would need multiple partners to ensure enough adequate participation, vendor density and staffing. Although unaware of how to source retailers for pop-up experiences, he believed having a regular cadence with year-round experiences and alternating themes for an outdoor shopping market could help build participation from regional retailers and excitement from shoppers. He offered his organization could serve as the lead marketer to sell, promote and brand the program.

He noted weaknesses included available permanent spaces to place pop-up with enough critical mass to draw a crowd. He was aware of the desire to pull events through the entire district; but noted using a public parking lot on the northern end of the district for a market space did little to bring foot traffic to the southern quadrants. He agreed there is little to no physical spaces to have much massing of pop-up retail on the south end. He also shared concern about how to control the mix of retailers selected, to ensure there is no direct conflicts or competition with existing retailers in the district.

### **Conversation #3 – Rick Gerber, Historic Dublin Business Association (HDBA)**

Rick Gerber believes having more events would be a helpful way to increase foot traffic and highlight the Historic District businesses. He shared the use of live music, ambiance through lighting and decorations, and weekend-specific, themed events would be a great combination, after the pandemic and emergency orders end, of course. He discussed his concerns with small office users replacing retail stores throughout the district; and discussed that higher credit tenants are moving in because of rising property values, property taxes and rents. He stated it has already happened to such a point that reversing the trend would be difficult. He appreciates the work of the Historic Dublin Taskforce but is concerned there may not be alignment between the recommendations and real market conditions.

He stressed that bringing in any type of event or pop-up retail experiences would need proper balance in the specific mix of retail uses allowed to participate to ensure existing HDBA retail and food/beverage businesses did not feel threatened by too many competing vendors with like-product. We discussed whether private businesses – mostly the office users open during regular Monday-Friday, 8am–5pm business hours – might be willing to “host” pop-up retail within offices or lobby areas on weekends and/or evenings. While the idea is unique, it does pose liability, staffing and possible security issues for the building owners, leasing office tenants and pop-up retailers.

### **Conversation #4 – Ryan McHugh, Colliers International**

Ryan discussed most building owners are seeking longer-term leases (ideally three to five-year terms) for vacant spaces. He was open to discussing the concept of pop-up retail, but without a longer-term financial commitment to support any identified vacant spaces staying vacant for the opportunity to host weekend pop-up events, it would be difficult for a building owner to pull a space off the market for this type of temporary retail. He said interest in leasing spaces is not lacking; and potential tenants he talks to are willing to commit to longer-term leases, which would keep vacant property inventory very low, as is the case right now.

## SWOT ANALYSIS

Outlined below is a compilation of some strengths, weaknesses, opportunities and threats identified during the interview and research process.

<p><b>STRENGTHS (internal)</b></p> <ul style="list-style-type: none"> <li>• Partnerships with DAC, Visit Dublin, HDBA, Chamber;</li> <li>• City’s event staff expertise in creating and operating temporary event venues/spaces</li> <li>• Large amount of public parking</li> </ul>	<p><b>OPPORTUNITIES (external)</b></p> <ul style="list-style-type: none"> <li>• Corporate partner funding;</li> <li>• City owned parking lots as venues;</li> <li>• Constructing pop-up market space “booths” for continued re-use at other events</li> </ul>
<p><b>WEAKNESSES (internal)</b></p> <ul style="list-style-type: none"> <li>• Process to source and vet rotating vendors</li> <li>• Lack of significant open spaces especially in the southern quadrants of the Historic District;</li> <li>• Lack of identified funding sources;</li> <li>• Lack of identified staffing resources</li> <li>• Lack of off-site storage for market pop-up “boxes” when not in use</li> </ul>	<p><b>THREATS (external)</b></p> <ul style="list-style-type: none"> <li>• Inclement weather conditions;</li> <li>• Perceived competition by current retailers from temporary, pop-up retailers;</li> <li>• Lack of vacant or appropriate storefronts;</li> <li>• Potential liability for building owners if private property is involved</li> </ul>

## CONCLUSION

In its current market condition, the Historic District has low vacancy and a low density of shopping-specific retail. The cluster strengths include food and beverage related uses and office. The area, specifically on the southern end of the District, lacks open spaces for the purposes of bringing in temporary storefronts in the critical mass necessary for success.

If themed or regular markets are desirable (as described in the attachments), staff recommends identifying a more permanent open space location where a significant cluster of shops can draw foot traffic. Cluster areas to be considered and studied include the library plaza, the BriHi green, Dublin Link plazas and Riverside Crossing Park. HDBA should continue to host events, such as the chili cook-off and Celtic Cocktail Trail.

In order to meet the desire to increase foot traffic and general visitation, the programming of more events is recommended. To keep public parking available for such events, and to maximize usable space for events, the city should consider closing and using the roadways, thus increasing walkable spaces and available ground for entertainment stages, vendors, promenade areas, etc. If the intent is to program Historic District parking areas (i.e. Darby Street lot) with event-related activities, event planners should consider off-site parking with shuttle services. During special events and markets, event planners should work to attract a healthy mix of vendors that are not direct competitors to existing businesses in the District.



## IOWA CITY POP-UP RETAIL

### Goals:

The purpose of the Downtown Holiday Pop-Up Market is to drive foot traffic and downtown shopping. With only three pop-up units, there isn't a significant pop-up cluster, which drives foot traffic to other permanent storefronts in the area.

### Overview:

In 2017, the Iowa City Downtown District (ICDD) had a local architect to design portable, heated, wooden pop-up units to be used for a temporary holiday market set in the heart of downtown Iowa City. Three 8' x 8' x 16' units were erected in the area of the walkable Pedestrian Mall and are designed to be ADA accessible, easily mobile and weather durable.

The Downtown Holiday Pop-Up Market is open for seven weeks with a rotating schedule of shops. Businesses can rent a shop for weekdays (Mon–Thurs), weekends (Fri–Sun), or an entire week. Each unit can be securely locked, and comes with hooks and shelving as well as plugs with access to power. Shops are required to be open at least from 10am–7pm.

### Funding:

The ICDD's initial investment in the pop-up market was the structures. However, they encountered hidden costs, such as transportation of the units and electricity. In the first year, the modules were powered by portable generators, which were difficult to maintain and emitted significant noise pollution. Now, they have connected electricity. Vendors pay a fee to rent the space but it is far below market price and doesn't cover the cost to power the unit. In order to help with the cost, ICDD secures a corporate sponsor each year.

### Vendor Recruitment:

In order to recruit vendors, the ICDD posted a call for businesses interested in participating on their website and social media. They also strategically targeted potentially permanent retailers or businesses interested in testing the market based on retailers who had reached out to their chamber of commerce and vendors that already had products in existing stores. Other potential vendors are participants in craft fairs and other festivals.

Initially, a few of the local retailers occupied space and used the market as a way to sell their holiday-specific offerings. Last year, mostly online-only stores rented space. Vendors come from all over Iowa to participate, with one coming from as far as Chicago. Many of the retailers who participate have niche offerings or a large online following. Even if they are not interested in opening their own store front, the market helps them make connections with local Iowa City businesses who can put their products in existing stores. While the market doesn't guarantee sales, it does provide a marketing opportunity for name recognition to the participants.



## VARIOUS OTHER POP-UP RETAIL

### Pittsburgh Holiday Market:

The Holiday Market, sponsored by Peoples Gas, in Downtown Pittsburgh is a European village-style market. The Holiday Market is centered around shopping and entertainment, with local artists and live performances. It's open daily from November 22nd – December 23rd from 11am – 8pm Mondays through Thursdays, 11am – 9:30pm Fridays and Saturdays, and 11am – 6pm on Sundays.

The Pittsburgh Downtown Partnership (PDP) launched the first Holiday Market in 2012 as a way to attract more people to the city during the holidays. Sizes of the shops vary. While the exact size of each building is not listed, Santa's "house" is 500 square feet. The PDP intentionally limits the number of food vendors at the market in order to drive patrons to nearby restaurants.



### Bank of America Winter Village at Bryant Park:

Hosted by the Bryant Park Corporation, the Winter Village takes place from October 30<sup>th</sup>, 2020 – January 3, 2021. Hours vary by shop, but most are open Monday – Friday 11am – 8pm and on Weekends 10am – 8pm. The shops are custom-designed "jewel box" kiosks.



Experiential Retail

# POP-UP-A-PALOOZA



CUSHMAN & WAKEFIELD RESEARCH

# POP-UP-A-PALOOZA

2019 was the year that the pop-up store “popped out.” The reinvention of retail is still in its early phases, but what is happening with the pop-up trend is a near-perfect microcosm of where retail is going in the Age of Experience.

While retail headlines have been dominated by those about retail’s soft middle, concepts at the far ends of the pricing spectrum are actually doing fine. Growth levels from value-oriented retailers remain near record-high levels. Both upscale and luxury retail (in which customer service has always played a significant part) are generally holding their own or are in modest growth mode. Meanwhile, experiential concepts—from eatertainment to eSports and virtual reality concepts—are exploding across the retail scene.

Current trends in the marketplace reflect more of a reinvention of retail than an apocalypse. Against this backdrop is immense opportunity as well as a changing of the guard. The pop-up movement is at the nexus of all these trends that are reinventing the retail market

Many view the pop-up movement as being merely about temporary “placeholder” tenants and a further sign of a challenged leasing environment for landlords. This is partially based in fact. Historically, temporary retail space was the nearly exclusive domain of seasonal retailers taking challenged space. But that is not the entire picture. The pop-up arena is now where we see

some of the greatest innovation in space activation with non-traditional tenants that will increasingly become permanent users of space replacing many of those tenants that have gone by the wayside. Most importantly, if you want a quick idea who some of the top tenants of tomorrow will be, look at pop-up space today.

*“The pop-up arena is where we see some of the greatest innovation in space activation with non-traditional tenants that will increasingly become permanent users of space replacing many of those tenants that have gone by the wayside. Most importantly, if you want a quick idea who some of the top tenants of tomorrow will be, look at pop-up space today.”*

## Trends in Pop-Ups

- digital natives going bricks-and-mortar
- an explosion of local entrepreneurship
- the rise of upstart brands
- a new launching pad for global retailers
- the creative use of retail space by non-retail users
- a renewed relationship between retail and hospitality
- a return of showmanship to the retail arena
- the convergence of art and commerce
- the reinvention of established concepts via experience
- the embrace of social over isolated digital connection and the physical manifestation of consumer preference for experience over commodity



## The Evolution of Pop-Ups

The temporary, or pop-up, store is nothing new in retail. For decades, temporary locations have served as the backbone of seasonal retailer real estate strategies (and they still do).

The holiday shopping season has traditionally driven most temporary retail tenancy. For example, Hickory Farms has been doing Christmas pop-ups since the late 1970s and will account for about 650 pop-ups this year alone (mostly in the form of mall kiosks). While the new wave of pop-ups marks a radical departure from the traditional seasonal model, holiday-themed pop-ups have actually been on the rise as well.

Growth in the number of seasonal retail pop-ups over the past decade has been driven by Halloween-themed stores. According to the National Retail Federation (NRF), Halloween-related spending in 2019 totaled \$8.4 billion. That is an increase of 70% over the past 10 years. We estimate that roughly 2,500 temporary Halloween stores opened across the United States in 2019 compared to 1,400 just 10 years ago. Most of these stores popped up in vacant suburban big box space in neighborhood, community or power centers.

Because these stores typically require almost no long-term investment in tenant improvements from landlords, owners have found it a reliable way of generating revenue from a vacant property while continuing to market the space to potential long-term tenants. Rents can vary widely, depending upon the circumstance of the space and general availability. Flat fees are not uncommon; sometimes at a premium with rents above the per-square-foot basis of what a tenant would have paid with a long-term commitment... and sometimes not. Our informal internal survey of retail brokers found short-term seasonal deals for premium space trading at as much as 50% above what would have been the going rate with a long-term commitment and as low as 30% below—and a variety of rates in between.



# SELECT NATIONAL POP-UP STORES 2018/2019

## ATLANTA

- CandyTopia
- Facebook @ The Market in Macy's
- Nickelodeon: Slime City
- TFTI (Thanks for the Invite)

## AUSTIN

- Avocados from Mexico: Avo-Matic
- Co-Star Resale
- Glossier

## BOSTON

- Ace & Everett Sock Lounge
- Booty by Brabants
- Choix et Artemis Design Co.
- Dada Daily
- Julien Edelman Pop-up Shop
- La Creuset

## CHICAGO

- Aether
- Chicago Style (Diner)
- Hay
- Mercedes-Benz
- Nike: Nike's World Famous
- Portillo's World of Hot Dogs

## CINCINNATI

- FC Cincinnati
- Pure Romance
- UGG

## CLEVELAND

- Flea's Holiday
- Lake Effects Bar
- Two Stitches Millinery

## DALLAS

- Akola
- Ed Sheeran: Collaborations Project
- MaxMara
- M.M.LaFleur
- Parachute
- SHEIN
- Stella & Dot

## DENVER

- Aether
- The Fall Line
- Gucci
- Made in the City
- Meow Wolf

## DETROIT

- Ed Sheeran: Collaborations Project
- Kaydense Galleria

## HONOLULU

- Aila Blue
- Coradorable/Saks Fifth Avenue
- Popoki and Tea
- Tanioka's
- TBD (globally inspired dishes)

## HOUSTON

- Candytopia
- The Color Factory
- Ed Sheeran: Collaborations Project
- House of Masaba
- Kendra Scott
- Travis Scott: Space Village

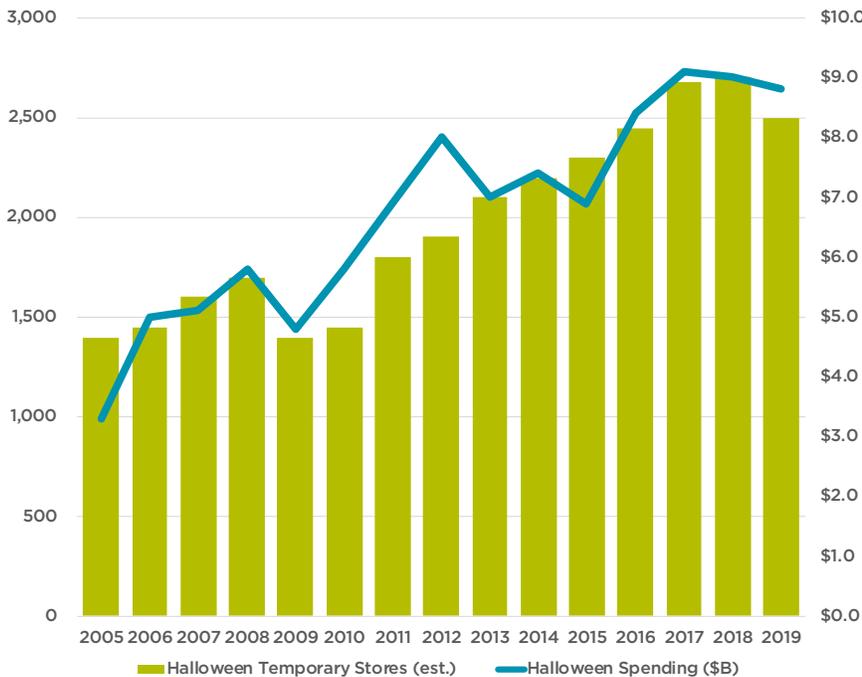
## INDIANAPOLIS

- Becker Supply Co.
- Children's Museum of Indianapolis: Unicorn Shop
- Fandom
- Nurture
- Purse Strings

# Experiential Retail POP-UP-A-PALOOZA



SEASONAL HALLOWEEN SPENDING HAS INCREASED 70% OVER THE PAST 10 YEARS.



## Top Consumer Choices for Halloween Shopping 2019

- 42% Discount Store
- 36% Halloween Store
- 25% Online
- 23% Department Store
- 12% Crafts/Fabrics Store
- 11% Thrift/Resale Store
- 11% Home Décor Store
- 8% Drug Store
- 8% Greeting Card Store
- 8% Independent Store

*Polling by Prosper Insights & Analytics; multiple choices available.*

One of the great challenges of pop-up deals is that lease rates have always been highly contingent upon local market conditions, type of use, tenant improvements—if any—and, of course, all of the other critical variables that go into traditional site selection: location, quality of space, foot traffic, co-tenancy and a myriad of other factors. From a data perspective, it's the Wild West. That is why effective representation from knowledgeable brokers skilled in the art of negotiation is key for both landlords and tenants.

The pop-up store today is no longer just for seasonal players. Cushman & Wakefield has tracked over 300 pop-ups since 2018 in the New York City market alone; only a handful of which were traditional seasonal users. Today, short-term utilization of retail space comes from a variety of sources, including a large contingent of

non-traditional, even non-retail, users. For many, pop-ups are the path to permanency; for others, it is about brand awareness—or even brand rebirth. Others are looking to create “an experience.” And, for these pop-up users—the largest emerging new format type—it is about reconnecting culture and commerce.

### The New Pop-Up: A Primer

As with any trend that becomes popular, definitions often get blurred. While the term “pop-up” still refers to those instances in which a retail (or restaurant) temporarily uses an otherwise vacant storefront, it is now increasingly used to describe a few other variations of temporary space usage, although there is significant overlap with many of these terms.

***“For many, pop-ups are the path to permanency; for others, it is about brand awareness—or even brand rebirth. Others are looking to create “an experience.” And, for these pop-up users—the largest emerging new format type—it is about reconnecting culture and commerce.”***



*“...we anticipate that Birchbox will become a permanent fixture within most, if not all, of Walgreen’s roughly 8,600 U.S. stores within the next few years.”*

### Pop-in Stores:

A pop-in store is a temporary instance in which once concept takes space within an existing retailer’s space. One such example is Facebook’s bringing around 100 digital native brands and small businesses that have found success on the social network’s platform to pop-ins within nine Macy’s department stores across the U.S. These symbiotic partnerships offer benefits both to the emerging brands that operate the pop-in and to the chains that incorporate them into existing space. Emerging brands benefit from greater exposure and foot traffic while existing retailers get the upside of the buzz (i.e., increased foot traffic and sales) from hot upstarts.

As is the case with pop-ups, many of the most active players in the pop-in space are digitally native, independent, or global brands looking to build awareness. Additionally, many of these pop-in locations are experiential by nature and focus on boosting the shopping experience. Some are event-driven (the launch of a new product line, the release of a recording, a sporting event or a holiday). Still, all pop-ups and pop-ins have the same basic goal: to become events in and of themselves.

While certainly not the only retail category to explore the power of these collaborations, department stores are leading the charge when it comes to pop-ins. Nearly every major department store chain in North America is currently experimenting with them in one format or another. In May 2018, Macy’s purchased the curated concept retailer Story (themes and merchandise offerings change regularly to offer consumers a different experience regularly). In April 2019, Macy’s announced that 36 Story locations would be opened within existing Macy’s stores across the U.S.

**Among the more creative uses of pop-ups that we have seen is one that was used by Minneapolis-based creative agency Solve. They created a portable, small scale replica of their office and took their “5-Minute Internship” pop-up to multiple universities as part of a talent search.**

## SELECT NATIONAL POP-UP STORES 2018/2019

### JACKSONVILLE

- Native Sun

### KANSAS CITY

- Bay Boy Sandwiches
- Doob 3D
- I Heart Local
- Liverpool Los Angeles

### LAS VEGAS

- Drake’s O.V.O. Pop-Up Shop
- Electric Family Pop-Up Experience
- Facebook @ The Market in Macy’s
- Revolve

### LOS ANGELES

- Britney Spears: Spears Zone
- Facebook @ The Market in Macy’s
- FaZe Arcade Pop-up
- Jerry Lorenzo: Fear of God
- LEGO: Create Your Own Escape
- Lit Souls Candles
- Madeon: Good Faith Pop-Up
- Nike (Air Jordan): Rivals Café
- Paige
- Sneakertopia

### MIAMI/FORT LAUDERDALE

- Baju Banton
- Bubble City
- Candytopia
- Facebook @ The Market in Macy’s
- Glossier
- Mercedes-Benz
- Shimuja Ramen

### MILWAUKEE

- Blackbear Children’s Boutique
- Luna Pop-up Store & Studio
- Wisconsin Curated Creations

### MINNEAPOLIS

- Ichigo Tokyo Crepes
- LEGO: Create Your Own Escape
- McKinsey: Modern Retail Collective

### MONTREAL

- Flohmarkt Vintage
- Louis Vuitton

### NASHVILLE

- Goop
- Hermes: Hermismatic
- Honeyed Skincare

### NEW YORK

- Dream Machine: Laundromat
- 23andMe: Meet Your Genes
- Bloomindgale’s at Lowe’s
- Birchbox @ Duane Reede (Walgreens)
- Clinique ID Pop-Up
- Facebook @ The Market in Macy’s
- Museum of Pizza
- Taylor Swift: The Lover Experience
- Tupperware: TuppSoho
- William Vale’s Turf Club

### NORTH NEW JERSEY

- House of Masaba
- Whoopi Goldberg = American Dream

### OAKLAND

- Homemade (Ayesha Curry)

### ORLANDO

- Dochi Donuts

# Experiential Retail

## POP-UP-A-PALOOZA

But the department store sector is not the only one in which the power of pop-ins is at play. Digital native cosmetics subscription concept Birchbox initially began its partnership with drug store giant Walgreen's via select pop-in locations. Just as is the case with pop-ups, pop-ins are often a path to permanence: Birchbox now operates 11 permanent store-within-a-store locations and plans on opening an additional 500 pop-in sites through the 2019 holiday season. We anticipate that Birchbox will become a permanent fixture within most, if not all, of Walgreen's roughly 8,600 U.S. stores within the next few years.

### Experiential Pop-Ups:

All successful pop-ups are designed to be an experience. But one boost to the retail space that did not exist in meaningful numbers until recently is that of the purely experiential pop-up. While there may be supporting retail involved (gift shops, souvenirs, etc.), this is space crafted purely for the experience itself.

For example, San Francisco-based Figure8—which operates the Museum of Ice Cream—initially started as pop-up events in Manhattan, San Francisco, Los Angeles and Miami in 2016 and 2017. In addition to being “Instagram bait,” the combined events drew over 500,000 visitors. Figure8 has since leased permanent space in San Francisco and recently signed a 10-year deal for 25,000 square feet of space in a vacant H&M store at 558 Broadway in SoHo. Its stated goal is to open at least one new location per quarter. Likewise, the Toys ‘R’ Us (TRU) Adventure is a new experiential pop-up that recently opened in Crate & Barrel's former Chicago flagship store on Michigan Avenue. Combined with a handful of pop-up seasonal toy stores, TRU's return to the marketplace via pop-up demonstrates the value pop-ups can play in brand resurrection.

Polaroid (Pop-up Lab),  
Tupperware (TuppSoho), LG and  
Pantone (Café OLED) and even  
Kotex (the Period Shop)  
have all created unique  
and unconventional pop-ups.





## Media/Entertainment Pop-Ups

Meanwhile, one of the strongest new categories of pop-ups is the experiential media/entertainment pop-up. The Netflix program “Black Mirror” was the inspiration for pop-ups in January across the United Kingdom in conjunction with the release of the network’s interactive streaming television experiment, “Bandersnatch.” Multiple locations across the country helped build buzz for the series. This past summer, inspired by yet another Netflix show “Stranger Things,” Baskin Robbins teamed with the production to redesign a location in Burbank, CA as the Scoops Ahoy ice cream parlor from the series.

So far, most of these media-driven pop-ups have come from popular television shows and the worlds of film and music. However, we anticipate an immense opportunity far beyond that in the pop-up space. Among some of the more interesting media-driven pop-ups include:

- **Adult Swim: Rick & Morty (multiple U.S. markets)**
- **Beats by Dr. Dre & #Merky Books London Launch**
- **Black Mirror/Bandersnatch: Tucker’s Newsagent and Games (multiple U.K. markets)**
- **Blue Note Records Retrospective (London, U.K.)**
- **Breaking Bad: El Camino Café (West Hollywood, CA)**
- **Fleabag: Hillary’s Café (Los Angeles, CA)**
- **Friends: The One with the Pop-Up (Boston, MA & New York, NY—so far)**
- **Game of Thrones (multiple global markets)**
- **Hello Kitty (multiple global markets and formats)**
- **Mean Girls: Fetch (café concept in Santa Monica, CA)**
- **Parks & Recreation Bar (at Replay Lincoln Park in Chicago, IL)**
- **Pulp Fiction: Big Kahuna Burger (redesigned Fat Sal’s Restaurant in Los Angeles, CA)**
- **Saturday Night Live: Swerski’s Chicago Pop-Up Bar for Superfans (1990’s Ditka super fan skit inspired) (Chicago, IL)**
- **Saved by the Bell: Saved by the Max Café (Los Angeles, CA)**
- **Stranger Things: Hawkins Arcade (Nashville, TN)**
- **Stranger Things: Scoops Ahoy (redesigned Baskin Robbins in Burbank, CA)**
- **Schitt’s Creek: Visit Schitt’s Creek (Los Angeles, CA & New York, NY)**

There will always be a hot new media sensation... and when there isn’t, there will always be nostalgia. The marriage of pop-ups and cultural phenomena is incredibly fertile ground for temporary space. Could such space be successfully allocated for temporary users on a permanent basis to drive massive amounts of foot traffic in retail locations? We think so.

# SELECT NATIONAL POP-UP STORES 2018/2019

## PHILADELPHIA

- Dietz & Watson
- Ed Sheeran: Collaborations Project
- Root Market
- State & Liberty

## PHOENIX

- Conscious Collective
- Tacotopia
- Valley Boyz (Phoenix Suns) Charity Pop-up
- Zia Records

## PITTSBURGH

- Facebook @ The Market in Macy’s
- Vintage Valet: Magnolia on Main

## SALT LAKE CITY

- Miracle Bar

## SAN ANTONIO

- Facebook @ The Market in Macy’s
- Kendra Scott
- Nave Coyote
- Waffle House

## SAN DIEGO

- Astronaut Snoopy
- FYE (for your entertainment)
- One Medical clinic (Alphabet—AKA Google concept)
- Salt Culture

## SAN FRANCISCO

- Etsy SF
- Facebook @ The Market in Macy’s
- The Glass Room
- Gump’s
- Hem
- NBA on TNT/Nice Kicks
- Veronica Beard

## SEATTLE

- Anko
- Armoire
- Ed Sheeran: Collaborations Project
- Facebook @ The Market in Macy’s
- The Lounge by AT&T: Central Perk
- Purple
- Simply Seattle
- Wishes, Toys, Books & Games

## ST. LOUIS

- Busch Beer: Pop Up Schop
- daph.
- MERCH Mix Holiday Pop-Up
- Rand Rosenthal: The Warehouse on Manchester

## TORONTO, ON

- Club Monaco x The Ordinary
- Couple
- Dr. Seuss Experience
- FAO Schwarz
- Kanuk
- Kit Kat Chocolatery
- Kombi
- Nespresso Nordic Garden
- Nobis Laundromat
- Zvelle Pop-up Shop

## VANCOUVER

- Duer: Stay Dry Store
- HAVEN/THE CONVENI Pop-up

## WASHINGTON, DC

- Everlane
- Hermes: Hermematic
- Margeaux
- Nicole Crowder Upholstery
- Shop Made in DC

# Experiential Retail

## POP-UP-A-PALOOZA



### Hospitality Pop-Ups:

Hospitality (including hotel, restaurant and bar) pop-ups can take the form of a space user taking formerly vacant space on a temporary basis. But more often than not, they are about short-term collaborations that are mutually beneficial or that may feature temporary re-branding around an event. For example, in August 2019 the V Hotel in Palm Springs partnered with Yum! Brands to rebrand itself for one weekend as the “Bell Palm Springs—A Taco Bell Hotel and Resort.” Nutella plans on launching a similar pop-up in California’s Napa Valley in January 2020.

The 2019 holiday season will see the proliferation of hundreds of holiday-themed bars across North America. Miracle (110 planned locations) and the Tiki-themed Sippin’ Santa (27 planned) are just two examples of partnerships with existing bars to encourage event-driven business in the works.

But not all hospitality pop-ups are about food and beverage or hotel users. In October 2019, Nike (a leader in the pop-up movement) transformed Lulu’s Hot Dogs in Chicago into “Nike’s World-Famous Chicago Style.” Footlocker recently launched a pop-up restaurant, “Rival’s Café,” at its Hollywood & Highland flagship in Los Angeles to celebrate the launch of its Jordan Rivals line.

Non-retail brands looking to build awareness have also increasingly become active. Virgin Atlantic recently opened a full-service pub in London that offers local microbrews from all 220 global destinations that the airline services. Magnum Ice Cream has been running an annual pop-up, customizable ice cream shop with a local purveyor in London for the last few years.

These collaborations are often extremely beneficial to both brand and partner core tenant. At the same time, hospitality pop-ups usually don’t have a direct impact on underlying real estate vacancy.

**Internet and social media players are increasingly becoming active with pop-ups and we believe that ultimately these will lead to bricks-and-mortar concept stores similar to New York’s Samsung Store (which also started as a pop-up). In addition to Facebook and Macy’s late 2019 collaboration, Alphabet (Google parent) has opened a health clinic, One Medical, at San Diego’s. Dating-app Bumble has experimented with multiple pop-ups from New York to Toronto and Aspen.**





## Event Pop-Ups:

Event pop-ups take many forms. Sometimes it is a tenant taking vacant storefront space. Other event pop-ups are along the lines of the pop-in or hospitality models. In an era in which retailers and landlords MUST give consumers a reason to show up, event pop-ups are critical. Expect them to become the permanent order of business.

## Rise of the Permanent Pop-Ups or Retail Marketplaces:

In the last few years there have been few retail global growth trends as robust as that of the meteoric rise of the food hall. By the close of 2020, the number of food halls in North America will have quadrupled in just four years. The food hall is ultimately the sharing economy for restaurants. That model of a highly concentrated, small space, short-term, ever-changing lineup of upstart brands is now starting to take on a retail form. This is the permanent pop-up—what we call the Retail Marketplace.

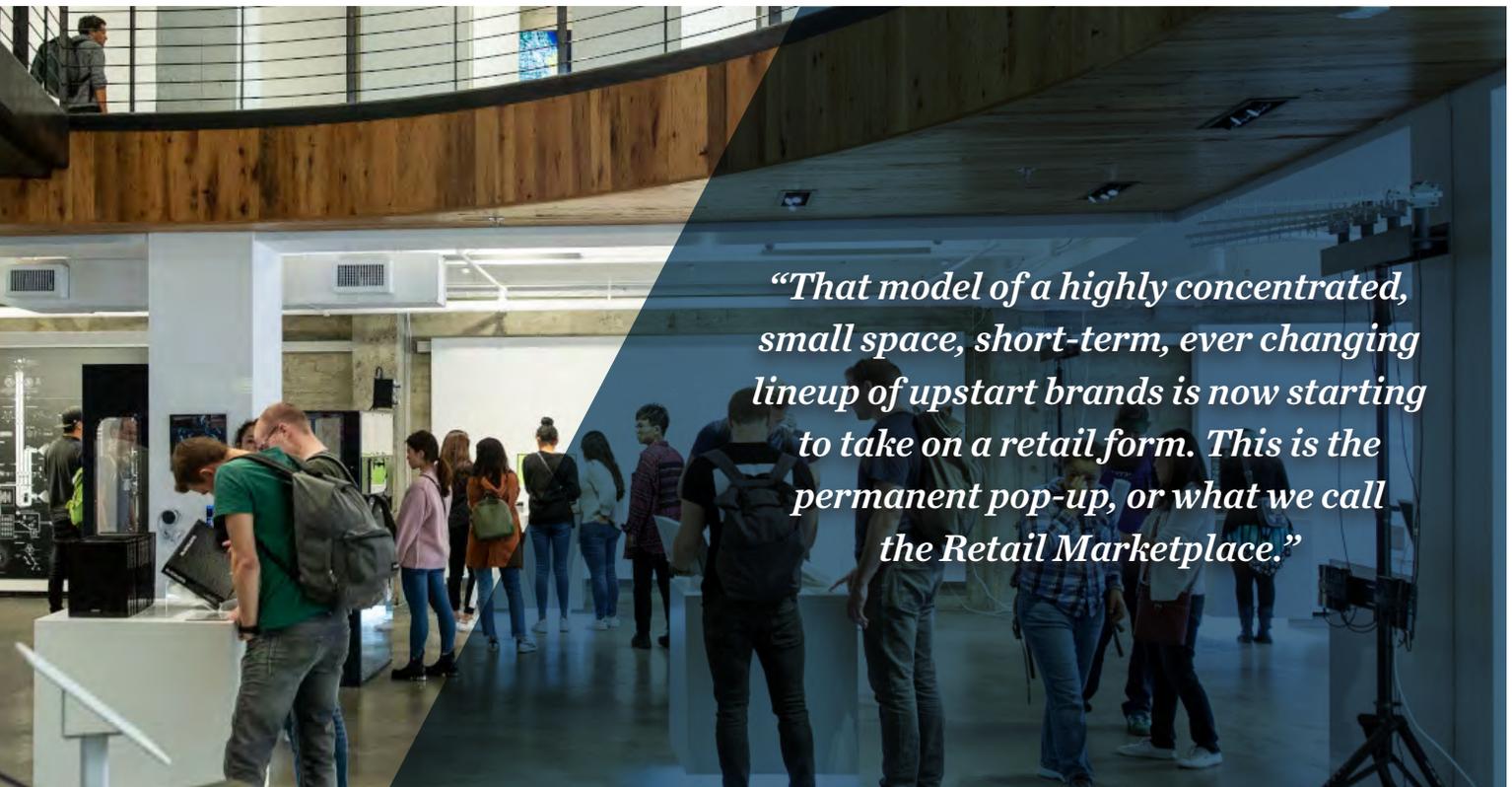
Arguably the most prominent of the retail marketplaces is Showfields in Manhattan. It features 15,000 square feet of an “immersive retail experience” in which a curated selection of direct-to-consumer and digital-first brands are continually rotated on a permanent basis. Pop-up partners pay a flat monthly fee rather

than traditional or percentage rents, giving brands the opportunity to test out bricks-and-mortar retail without long-term commitment and consumers the chance to discover the brands of tomorrow.

Showfields is not the only emerging player in the new world of Retail Marketplaces. Neighborhood Goods operates a similar concept at the successful Legacy West in Plano, TX. Late last year mall operator Macerich launched its own Retail Marketplace—Brandbox—at Tysons Corner in the Washington, DC suburbs. Macerich plans to roll out the concept to other malls in its portfolio.

Even though luxury department store Barney’s regularly featured pop-ins at its stores, new owner Authentic Brands plans to resurrect Barney’s as a pop-in within select Saks Fifth Avenue stores (teaming with Saks’ owner Hudson’s Bay). And at Barney’s iconic 230,000-square-foot Manhattan flagship location, Authentic Brands plans a similar permanent pop-up model geared towards high-end designers and experiential concepts.

We see the Retail Marketplace concept as one with legs in today’s market and with potential impact far beyond North America’s global gateway markets alone.



*“That model of a highly concentrated, small space, short-term, ever changing lineup of upstart brands is now starting to take on a retail form. This is the permanent pop-up, or what we call the Retail Marketplace.”*

# Experiential Retail POP-UP-A-PALOOZA



## From Pop-up to Permanent

Pop-ups can be a useful “testing ground” for some companies who may later graduate to permanent space. Goop Lab—Gwyneth Paltrow’s lifestyle brand—has three permanent stores in place, and they all began initially in temporary pop-up locations before inking long-term deals for their current space. Samsung, Amazon, Wayfair, Warby Parker, Allbirds, Everlane, Sarah Jessica Parker and dozens of other retailers have utilized pop-ups as a way not just to test potential space, but more importantly, to refine their retail concept. This is particularly critical for digitally native brands new to bricks-and-mortar space and for global brands to test expansion opportunities in new foreign markets.

Landlords always prefer long-term commitments over short-term, but pop-ups offer the possibility of attracting retailers or non-traditional retail tenants that may otherwise be unsure about renting bricks-and-mortar space. Typically, if the pop-up is not related to an event or seasonal in nature, and is for a user that plans to utilize the space for traditional physical retail, roughly a third of pop-up deals eventually translate into a longer-term commitment.

The ability of tenants to “test” locations with pop-ups reflects current overall softness in retail demand and varies widely depending upon individual market exposure to vacancy (as well as the type of space tenants are seeking). Landlords of premium space in lower vacancy markets are much less likely to negotiate such deals without pricing the space at a premium; in higher vacancy markets landlords are much more motivated to consider pop-up deals. Regardless, we see this as a cyclical phenomenon. The pendulum between supply and demand will likely take a number of years until it swings back to equilibrium, but it eventually will. This is not a permanent market condition, however, the rise of non-traditional users and uses of retail space as a new norm is.

## Not Just a New York Thing...

Other than traditional seasonal pop-ups, it would be easy to dismiss the pop-up trend as one having a major impact only in global gateway markets that will only play out in high-street retail sectors or trophy malls. It is true that those markets are where we have seen the most activity so far. However, the pop-up trend is far from being just “a New York thing.”

From digital natives to experienced brands, from museums to publishing houses, from social media to carmakers, from brand launches to record drops and everything in between (even political campaigns), pop-ups will continue to proliferate. Those who only see the negative side of the trend are not seeing that this movement is opening the door for non-retail (or at least non-traditional) space users to occupy retail space at a time in which it is sorely needed. These user types will increasingly be the permanent tenants of the future.

***“...retailers have utilized pop-ups as a way not just to test potential space, but more importantly, to refine their retail concept. This is particularly critical for digitally native brands new to bricks-and-mortar space and for global brands to test expansion opportunities in new foreign markets.”***



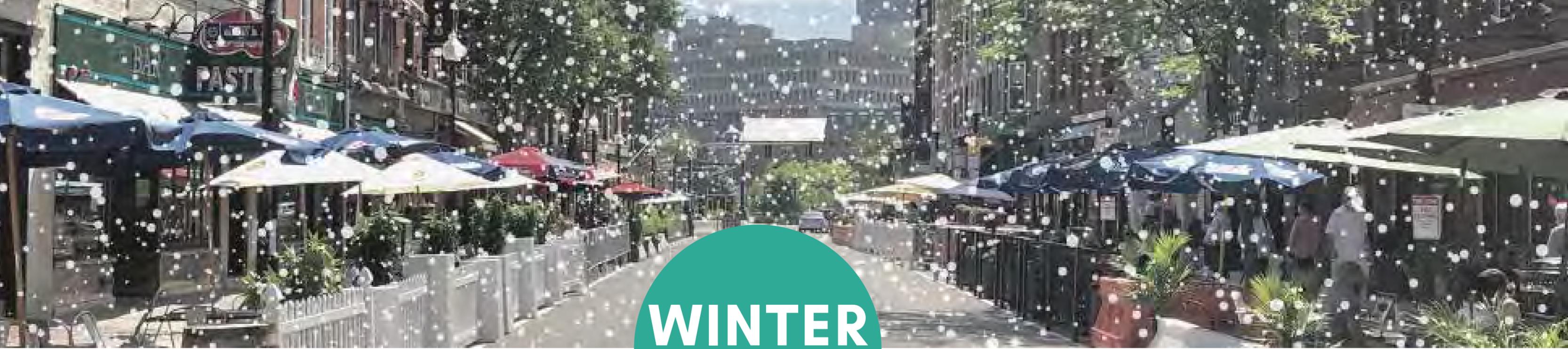
### Garrick Brown

Vice President, Retail Intelligence  
Americas Retail Services  
Garrick.Brown@cushwake.com

Cushman & Wakefield (NYSE: CWK) is a leading global real estate services firm that delivers exceptional value for real estate occupiers and owners. Cushman & Wakefield is among the largest real estate services firms with approximately 51,000 employees in 400 offices and 70 countries. In 2018, the firm had revenue of \$8.2 billion across core services of property, facilities and project management, leasing, capital markets, valuation and other services. To learn more, visit [www.cushmanwakefield.com](http://www.cushmanwakefield.com) or follow @CushWake on Twitter.

© 2019 Cushman & Wakefield. All rights reserved. The information contained within this report is gathered from multiple sources believed to be reliable.

The information may contain errors or omissions and is presented without any warranty or representations as to its accuracy.



# WINTER PLACES

## A DESIGN GUIDE FOR WINTER PLACEMAKING

2020 | 2021

*presented by*



Powered by Patronicity



## CONTENTS

Introduction	3
Partners	4-5
COVID-19 Response & Safety Notes	7
Submission Guidelines	8-9
Submission Categories & Classifications	10
Winter Activation Submissions	12-69
Implementation Assistance & Opportunities	70-71
Contact	73

---

contact:

**bench consulting**

Jonathan Berk, Principal  
[jonathan@benchconsulting.co](mailto:jonathan@benchconsulting.co)

[benchconsulting.co](http://benchconsulting.co)



# Welcome to Winter Places

As COVID-19 restrictions and public safety concerns limit indoor activities for restaurants, entertainment, public events and social gatherings, communities have adapted by expanding into the outdoors. This lifeline, perfect during the warmer spring and summer months, becomes more challenging during the impending colder, darker winter months... But it's time to change our relationship with winter outdoors!

**Winter Places**, a design challenge for winter placemaking, sought ideas and designs for innovative, quickly implementable, low cost interventions to drive visitors back to Main Streets to support area restaurants and small businesses. This program and its success wouldn't have been possible without the support of our partners in what has become an international collaboration to bring new life to our main streets and downtowns.

Since July, our team has worked together to compile this resource and develop this guide. **Thank you to every single student, team, architect, landscape architect, designer and artist who submitted a concept to Winter Places.** We received submissions from 65 individuals or teams from 6 countries and couldn't be more thrilled to see this cross border and cross continent collaboration to help extend a lifeline to our main streets and commercial centers during these extraordinary times.

The information contained in the guide is designed to support cities, towns, main streets, BIDS/ BIAS, non-profit organizations, community groups, businesses and others in reimagining what's possible this winter on their main streets and commercial districts. We encourage all communities to employ strategies to change mentalities around how we approach winter. Encourage personal warmth as a policy... wear layers to spend time outdoors and bring a blanket for extra warmth (wool is best)! Look to implement projects in areas that get as much sun as possible during the day time and try to also factor in typical wind directions and wind tunnels in the area when choosing installation locations.

Together, let's make this our first winter of many where we approach the winter with a positive attitude instead of hibernating indoors, welcoming the 4th season as one to enjoy and look forward to. One where we embrace the outdoors, embrace our communities and reconnect with our small businesses and neighbors again.

Best,



Jonathan Berk, Principal  
**bench** Consulting



# About Us



Bench Consulting is a placemaking consultancy and advisory firm with a mission to help unlock the potential in the ordinary. Our experienced team of placemakers are dedicated to helping communities and stakeholders take a second look at neglected, underused spaces. Powerful change through the connection of people, place and ideas.

[benchconsulting.co](https://www.benchconsulting.co)



Patronicity is a civic & community-based crowdfunding platform aimed at building more vibrant communities by creating engagement with the public to support projects meaningful to sponsors and area residents. Patronicity's award-winning crowdgranting model – an easy application process & cost-effective administration – brings deeper engagement and broader press & public recognition which is aimed directly at a sponsor's mission for creating better communities.

[patronicity.com](https://www.patronicity.com)

# Partners



Boston Society For Architecture is a diverse community committed to improving the quality of life for everyone through architecture and design. The BSA brings leadership about the built environment to New England’s design profession and to communities throughout Greater Boston. The BSA keeps its 4,500 professional members working at the top of their fields while empowering children, communities, and municipalities to use design to create safe and healthy neighborhoods. Architecture can provide equitable solutions for housing, regional planning, and climate change. The BSA uses the expertise of architects, designers, and building professionals to make good design a part of life for everyone who lives, works, and plays in Boston. The BSA serves everyone who benefits from the built environment. By hosting professional and youth design education programs, fostering community engagement and membership networks, and initiating civic transformation, the BSA is making this a region where architects thrive and communities flourish.

[architects.org](http://architects.org)



The Boston Society of Landscape Architects (BSLA) connects, convenes, and celebrates landscape architects and the greater design community, as it advances the profession of landscape architecture and supports the creation of extraordinary environments throughout the region and the world. Founded in 1913, the BSLA is the Massachusetts and Maine chapter of the American Society of Landscape Architects.

[bslanow.org](http://bslanow.org)



Municipaction supports businesses, non-profit organizations, and individuals in their city building endeavours, because we believe that building a better human habitat is a collective effort. We work with people who are driven by a vision for a healthier, sustainable and more equitable future. This means that our clients and experiences are diverse, but cities are our common thread

[municipaction.ca](http://municipaction.ca)



**"To appreciate the beauty of a snowflake it is necessary to stand out in the cold."**  
- Anonymous

Big, Bright Light Show  
Rochester, MI

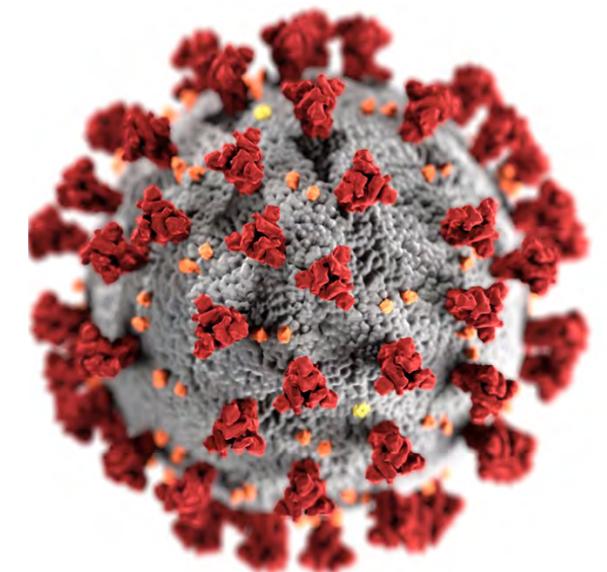
# COVID-19 Response and Safety Notes

COVID-19 has put everyone to the test over the past few months. From doctors and nurses, to first responders, grocery clerks, small business owners, elected officials, municipal officials and residents alike, we've all had our lives impacted massively by this pandemic. Over the past few months, as restrictions require us to reopen our local economies with physical distancing measures in place, we all had to get creative with how we use space in restaurants, on sidewalks, in alleys and on streets, in an attempt to move the bulk of our economy outdoors.

As we head into the winter months, fears of small business owners of increasing restrictions due to a rise of COVID-19 cases weigh heavily on all of our decisions. This guide is an attempt to help communities implement low cost, rapidly deployable concepts onto their main streets and downtown areas in an attempt to bring customers back to small businesses districts while also providing a safe, distanced space for limited social gathering and interaction this winter. This can discourage indoor gatherings by providing dynamic outdoor alternatives. We've included a section later in this guide with some tips to consider if implementing any type of winter intervention during the pandemic.

We want to **STRONGLY ENCOURAGE** everyone to consult their local and state Health Departments or local public health directors before implementing these types of public realm improvements to ensure they adhere to the latest public health restrictions in your community.

**PLEASE CONSULT LOCAL BOARDS OF HEALTH FOR THE LATEST COVID-19 RELATED PUBLIC HEALTH GUIDANCE BEFORE IMPLEMENTING ANY OF THE DESIGN IDEAS IN THIS GUIDE.**



# Submission Guidelines

On September 14th, a call for ideas was released and interested applicants were given the following guidelines. In addition, we surveyed local communities, main street directors, city and town officials to gain an insight into the challenges, needs and ideas they have for the upcoming winter season.

## THE CHALLENGE

Design low cost solutions for main street district Winter interventions. These can be in the form of designs to extend the outdoor dining season to large scale winter festivals, creative art and lighting installations and more that fit the following two overall goals;

**GOAL 1:** Give visitors a reason to come back to Main Street this winter &;

**GOAL 2:** Extend a Winter lifeline to small restaurants and businesses by giving visitors a reason to stay and hopefully spend money, including, but not limited to, plans for extending the outdoor dining season, active recreation, entertainment, commerce, public art, warmth, winter festivals and more.

**PRACTICALITY:** Can these design ideas be implemented in a wide variety of main streets, quickly, at a low cost?

**PRICING:** We're gearing these temporary interventions to be applicable to both larger, urban Main Street districts and small downtowns and commercial strips so price should be approachable for many organizations.

## FORMAT

Submissions consisted of;

- 1 primary sketch
- Supporting sketches if applicable
- A very short written explanation that presents a design solution for one of the pre-listed challenges
- A rough budget estimate
- Materials list
- Estimated timeline for install

## EVALUATION CRITERIA

**People:** The intervention designs a safe and inclusive space for residents and visitors supporting the stated goals of increased visitors AND increased duration of their visit.

**Businesses:** The intervention design factors in connectivity with the small business community encouraging visitors to shop at small dry goods businesses, restaurants and local service providers. This does not necessarily have to be exclusively outdoor dining but in some way factors in purchase and consumption of local goods.

**Feasibility:** We want these designs to be approachable for large cities and small town Main Streets alike. Designs should be relatively low cost, flexible/ quickly acquired and implementable for this upcoming winter season.

# Submission Guidelines (cont'd)

## WHO WAS THIS OPEN TO?

**ANYONE!** While we expected many of the groups interested in this competition to be architects, landscape architects, designers, artists, planners and students, we received a variety of submissions from around the globe.

## DESIGN PARAMETERS / EXAMPLE LOCATIONS

We conducted a survey of communities across North America on what their needs for Winter Activations are and included some information about neighborhood demographics and spaces of opportunity for intervention. Respondents could choose to design for one of these specific districts OR a more general response.



### EGLESTON SQUARE MAIN STREET, Boston, Massachusetts

**Biggest Winter Concerns:** Cold, Outdoor dining, small biz stability, encouraging longer stays, outdoor events and festivals

**Types of Businesses:** Restaurants, Grocers, Nail Salons

**Frequent Visitors:** Families, seniors, high school students, young professionals, homeless/ unsheltered, working class/ blue collar.

**Winter Desires:** Many in the neighborhood would love to see beautiful seasonal lighting throughout our district, safe and clean streets, more reliable snow removal, and opportunities to draw more business during a time that is challenging for businesses even without a pandemic. Many of our businesses are small and lack adequate ventilation.



### SALINE MAIN STREET, Saline, Michigan

**Biggest Winter Concerns:** Cold, Outdoor dining, small biz stability, encouraging longer stays, outdoor events and festivals.

**Types of Businesses:** Restaurants, Cafes, Service Based Businesses, & Hair/ Nail Salons

**Frequent Visitors:** Families, seniors, high school students, young professionals, teenagers.

**Winter Desires:** Keeping the street closed, we would create a warm, inviting campfire district for singing, caroling, storytelling, dining and warming by the fire. This is loosely based on Providence, RI's Water Fire. No channels, but the warmth that will radiate from the fire pits will be historic and create some beautiful winter memories for our downtown and our small businesses along the closure.



### DOWNTOWN WINNIPEG BIZ, Winnipeg, Manitoba

**Biggest Winter Concerns:** Cold, small business stability, space for events, concerts and festivals.

**Types of Businesses:** Restaurants, Cafes, Grocers, Service based businesses.

**Frequent Visitors:** Families, Seniors, college/ graduate students, young professionals, homeless/ unsheltered populations.

**Spaces For Intervention:** Streets, parking lots, parks, community buildings, public plazas



### CHOOSE YOUR OWN ADVENTURE, Anytown, Anywhere

**Overall Winter Concerns:** Over 95% of our "Winter Places" community survey respondents worried about Small Business Stability, 70% expressed interest in extending outdoor dining into the Winter season and encouraging extended stays on their Main Streets.

**Types of Businesses:** 100% of respondents said restaurants and cafes made up a large portion of their small business base.

**Frequent Visitors:** Nearly all of our respondents said that families, young professionals and seniors made up a large portion of their visitors. Spaces: While streets were a focus of a number of responses, excessive parking lots, small pocket parks and alleys.

# Submission Categories and Classifications

## PROJECT TYPE

- Outdoor Dining
- Recurring Event
- Festival
- Warming
- Retail
- Play
- Family Friendly

## BUDGET

Low	\$
Medium	\$\$
High	\$\$\$

*Cost estimates may vary widely depending upon size and duration of the installation as well as regional cost discrepancies.*

## IMPLEMENTATION

Low  
Medium  
High

*This is an estimate of the level of difficulty to implement these ideas.*

## TIMELINE

We estimated the time to INSTALL each of these projects. Note this timeline does not include manufacturing or delivery times which may be lengthy during the pandemic.

## MATERIALS

Design teams estimated the more prominent materials that may be needed for each installation to help you determine feasibility for your community and put together budget estimates specific to your location.

## LEVEL OF MAINTENANCE

Low  
Medium  
High

*This is an estimate of the extent of continual maintenance each of these projects will require.*

## COMMUNITY TYPE



Urban



Suburban



Rural

A wide-angle photograph of a snowy field at night, filled with hundreds of glowing snow lanterns. The lanterns are made of snow and have a warm, yellow light emanating from their openings. In the background, there are snow-covered houses and trees under a dark sky. A white circular text overlay is centered in the image.

**Following are  
creative and unique  
solutions for winter  
placemaking.**

**Be inspired to  
embrace winter!**

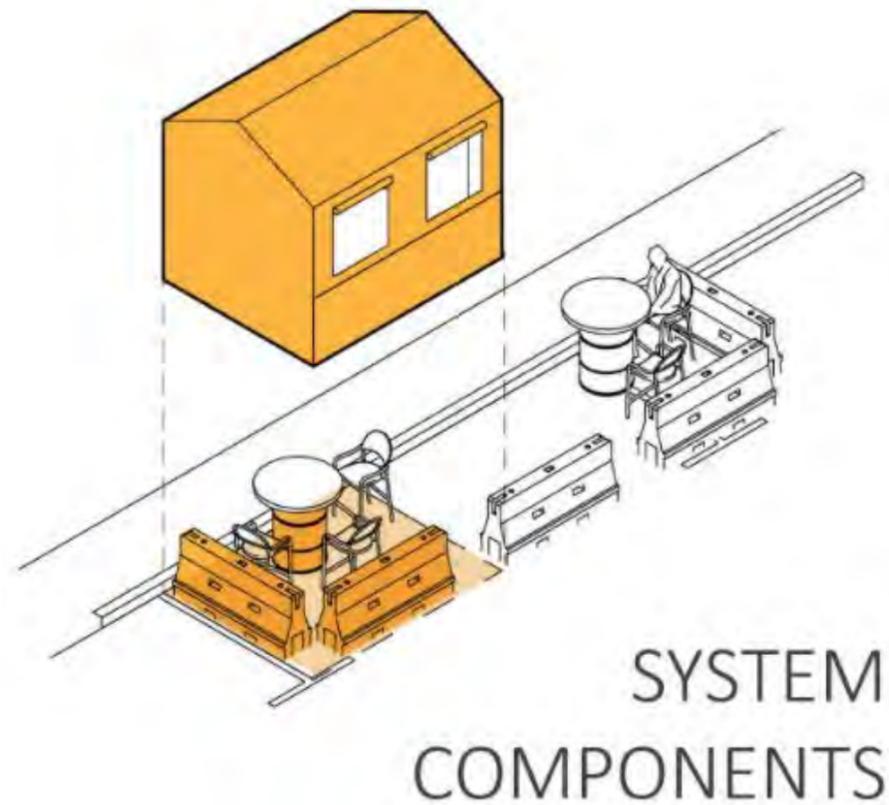
# THERMAL MASS



## DIY Microclimates for Socially Distanced Dining

Greenhouse builders have long used water tanks as thermal mass to help keep plants warm during cold nights. Water absorbs solar energy during the day, and radiates warmth back into the greenhouse at night.

This proposal harnesses the same concept to generate a warming microclimate in the twilight hours for winter outdoor dining. Elements include an 8' x 10' typical portable greenhouse enclosure, saltwater-filled jersey barriers, a saltwater-filled 55-gallon steel drum, and a round wood tabletop.



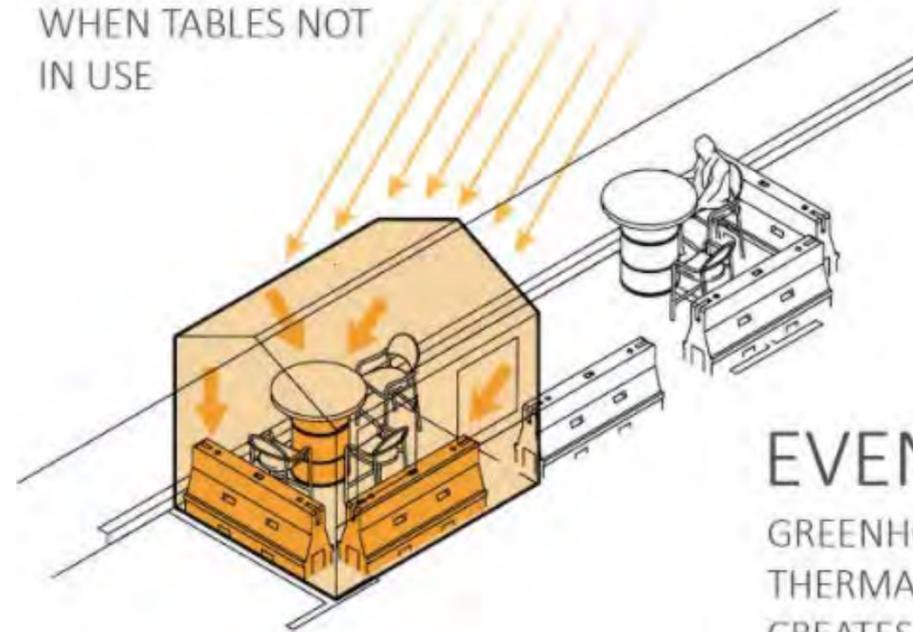
The greenhouse remains closed during the day when not in use, capturing the sun's energy and transferring to the thermal mass. During dinnertime, the windows in the greenhouse are opened for safe ventilation while the air around diners continues to be warmed by the thermal mass.

Greenhouses can be arranged within the space of two typical parking spaces to create up to three socially-distanced dining pods.

PROJECT TYPE: **Outdoor, Event, Festival, Play, Family**  
BUDGET: **\$\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **1 day**  
MATERIALS: **Greenhouse Enclosure, Steel Drum, Wood Table Topper, Bar Chairs, Jersey Barriers, Decorative Lighting, Water**  
MAINTENANCE: **Medium**

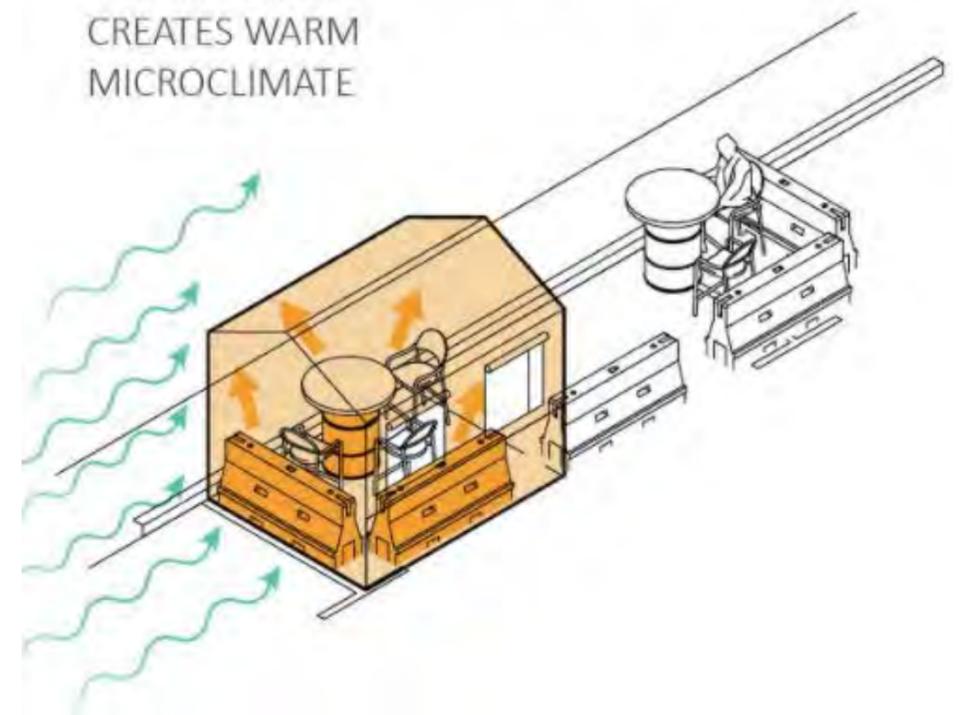
## DAY

GREENHOUSE WINDOWS CLOSED  
DURING NON-BUSY HOURS  
WHEN TABLES NOT  
IN USE



## EVENING

GREENHOUSE WINDOWS OPEN,  
THERMAL MASS  
CREATES WARM  
MICROCLIMATE



# SNOWED IN

Use snow as a building material

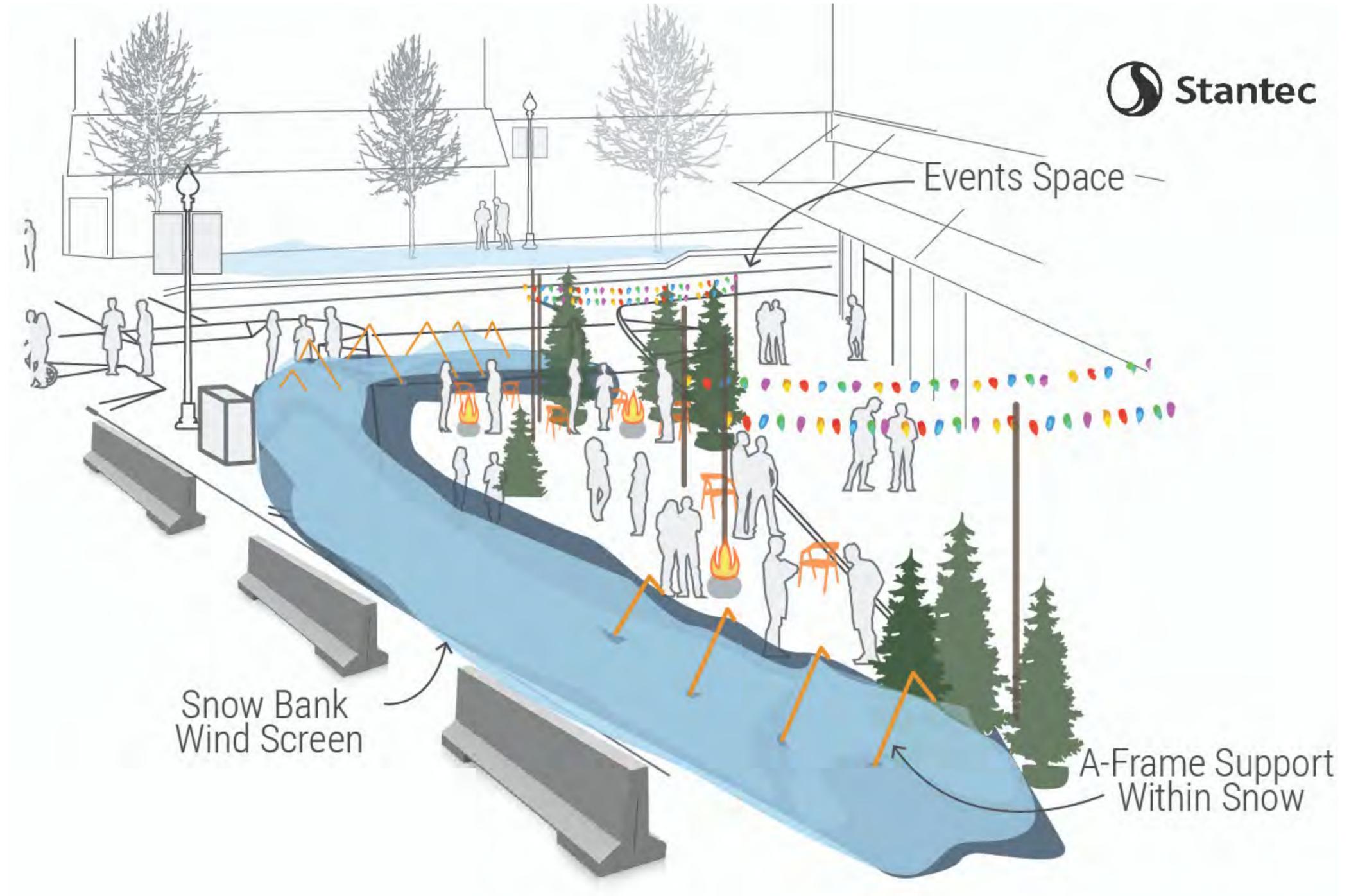
This concept is inspired by a climatic condition that northern communities are all too familiar with: snow!

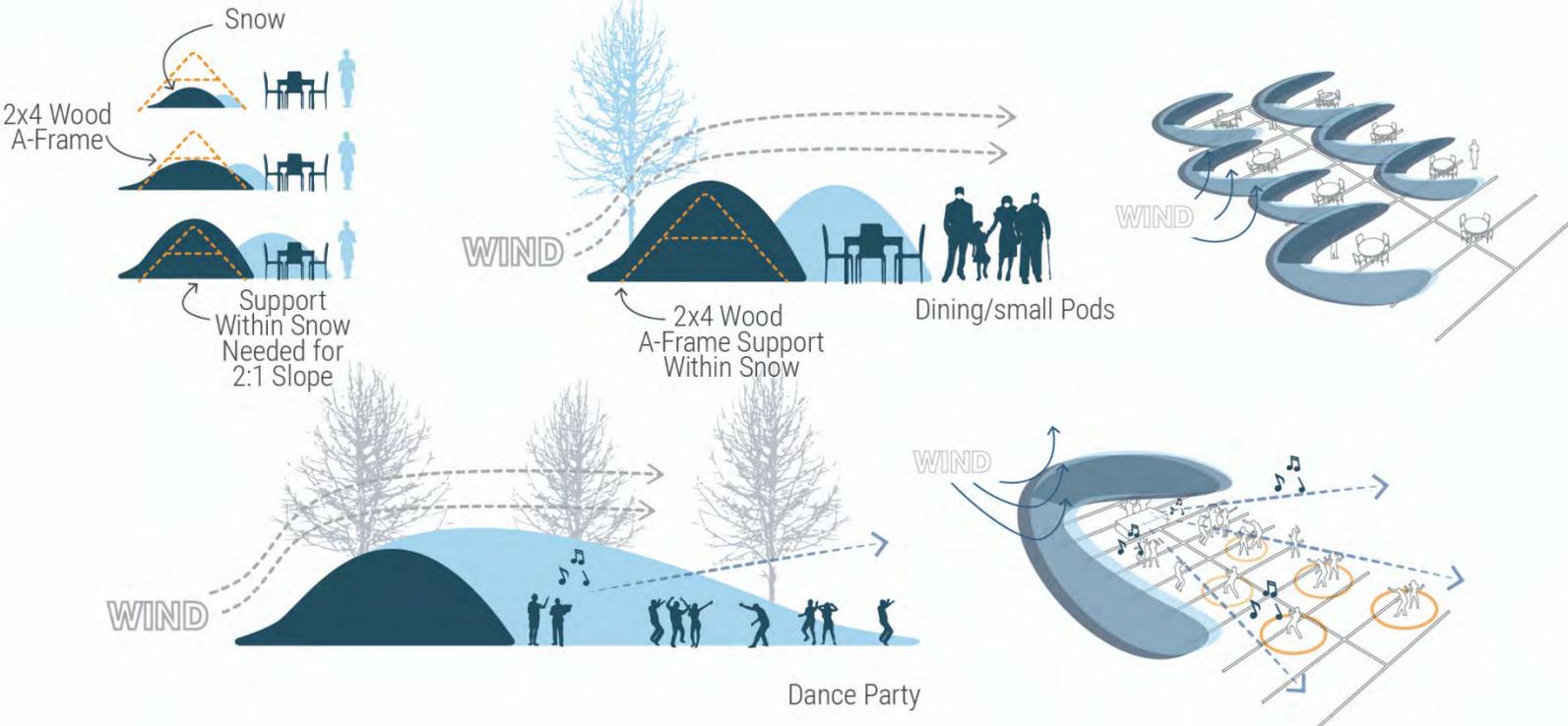
Snow can be collected, shaped, and even maintained to create unique areas of refuge, protection from winter winds, and even act as an insulator.

Snow can be sculptural, it can define spaces, and it can be paired with lighting to produce creative and colorful nighttime experiences.

The best part about this intervention is: snow is lightweight, easy to manipulate and it's free!

If you'll be moving snow this winter...Why not shovel it with some purpose?





Light Displays At Night

PROJECT TYPE:	<b>Festival, Event, Family Friendly</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>Ongoing through Winter</b>
MATERIALS:	<b>A-Frame Supporting Snow, Snowbanks, Elbow Grease</b>
MAINTENANCE:	<b>Medium</b>



Adam Fearing  
 Stantec's Boston Causeway Street Office  
 adam.fearing@stantec.com



# HYGGE 124



## Create a warm and cozy outdoor winter living room

Hygge, a defining feature of Danish culture, encompasses wellness, coziness, and contentment. Through the COVID-19 pandemic, Canadian main streets have attracted people through rapid placemaking like extended sidewalks and outdoor patios during warm months. In a pandemic world, winter poses a greater challenge to the sustainability of main streets.

Bringing hygge outdoors will not only help us stay safe, but stay comfortable, warm, and content.

HYGGE 124 is a highly scalable main street configuration that includes the winterization of a pocket park or vacant lot along a main street to create an attractive outdoor winter living room.

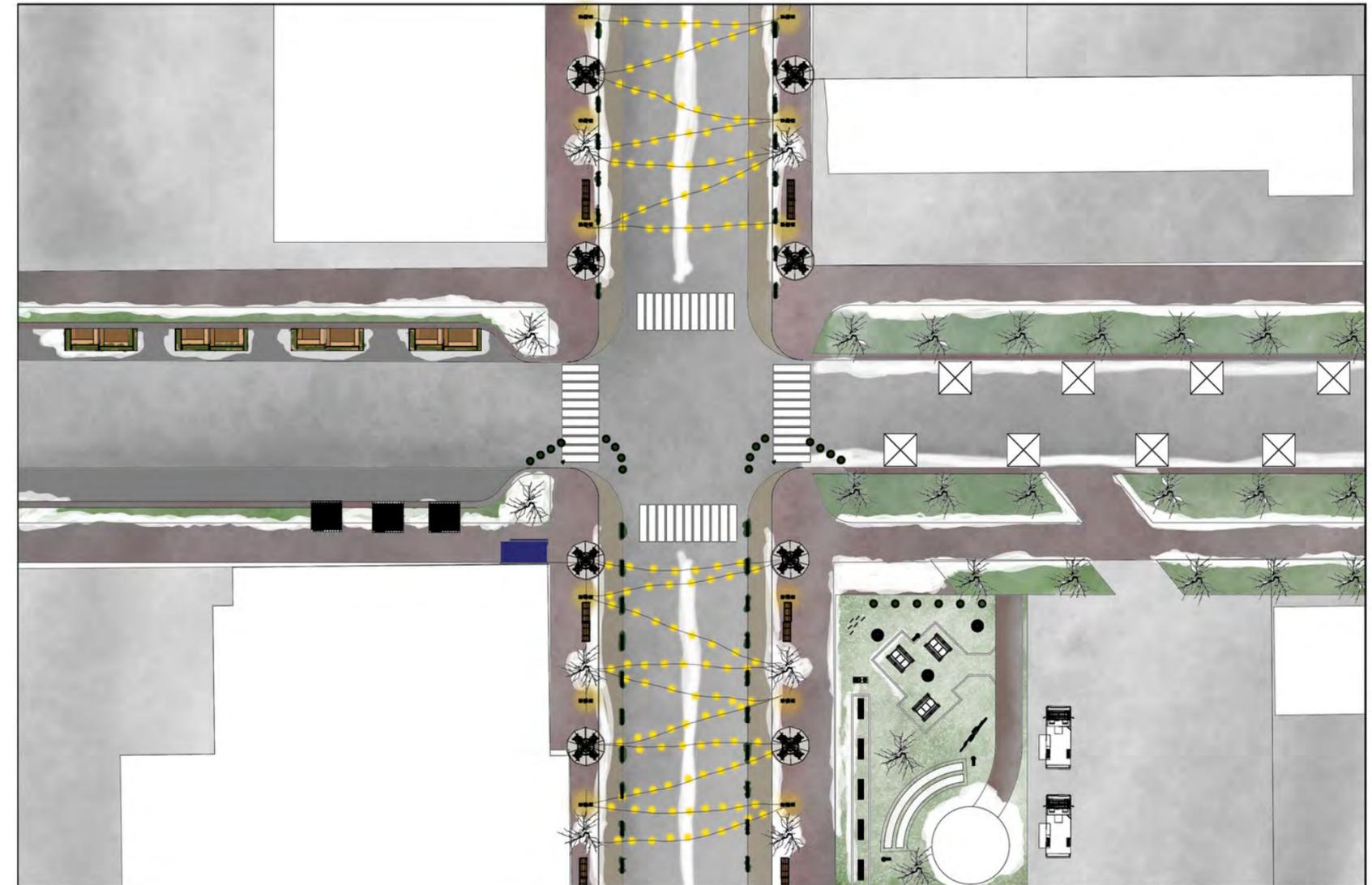
Features include portable fire pits, as well as the use of hay bales for both wind blocking and seating. Portable planters are filled with evergreen flora to provide year-round life and color, block wind, and provide barriers for extended sidewalks and curbs. Snow piles for children's play can be easily formed from cleared sidewalks.

Reflective or mirrored art pieces can not only be used to create a sense of place, but also to illuminate and enliven spaces on darker days.



To offer safe, warm outdoor patio solutions for the patrons of restaurants and cafes, partly-enclosed pergolas can provide sun exposure and wind shelter. For maximum effectiveness, pergolas would need comfortable seating, blankets, and perhaps miniature wood stoves vented outside. Businesses may construct temporary New York-inspired vestibules to improve cold-weather comfort for indoor patrons, and these can double as limited-contact takeout windows. To help bring liveliness, interest, and commerce back to a main street during difficult times, we propose the creation of a side-street European-inspired winter market led by surrounding businesses, and served by food trucks offering warm food and beverages.

PROJECT TYPE: **Dining, Warming, Festival, Family Friendly**  
BUDGET: **\$\$\$**  
IMPLEMENTATION: **High**  
TIMELINE: **1 week to 2 months (site dependent)**  
MATERIALS: **Hay bales, String lights, Firepits, Planter, Public art, Prefab vestibules and Pergolas, Seating, Blankets**  
MAINTENANCE: **Medium**



Ranon Soans  
ranon.soans@ualberta.ca



Christine Lee Yeg  
christineleeyeg@gmail.com

# WINTER WARMER



## Designing an experience to warm your soul

Due to the COVID-19 pandemic, outdoor dining is the only feasible option for many restaurateurs as well as the only choice that many diners want to make. However, the upcoming challenge of cold-weather dining begs the question: **Why would anyone want to eat outside in the winter?**

As designers, we set out to give restaurant owners a toolkit of affordable and actionable items that would turn their outdoor dining into an experience worth coming to. Drawing upon international concepts of winter coziness – hygge (indoor) and friluftsliv (outdoor) – we can craft a nostalgic dining experience, reminiscent of nights roasting marshmallows around the campfire with friends. Physical elements, such as single-use blankets, warm café lights, and woody canopies set a scene perfect for experiential programming.



Once a restaurant meets physical requirements of outdoor dining, including warmth and cover, they can draw customers by providing a whimsical experience unlike your typical act of dining out. By incorporating events like a fire pit night, mashed potato bar, free hot cider or hot cocoa, and pivoting to menu items like hearty soups, mulled wines, and hot toddies, restaurateurs can create cold-weather destinations right on their own patios. Suggestions to bring thick blankets and woolen socks can make winter feel fun, and nostalgic of childhood times of sledding and snow-covered landscapes. By leaning into the charm and warmth of winter, restaurants can set the stage for unforgettable shared experiences between trusted friends – regardless of the weather.

PROJECT TYPE: **Dining, Warming, Family Friendly**  
BUDGET: **\$\$\$**  
IMPLEMENTATION: **High**  
TIMELINE: **1 week to 2 months (site dependent)**  
MATERIALS: **Hay bales, Lights, Firepits, Planter, Public art, Prefab vestibules, Pergolas, Seating, Blankets**  
MAINTENANCE: **Medium**



Emeline Gaujac  
Prellwitz Chilinski Associates  
egaujac@prellchil.com

[prellwitzchilinski.com](http://prellwitzchilinski.com)



# BLOC JAM



## A Music and Light Block Party

One block at a time, one note at a time, Bloc Jam brings electronic music to the streets and turns the city scale upside down. Thanks to their phones, passers-by take over building facades with their fingertips to play music together.

### One Block at a Time

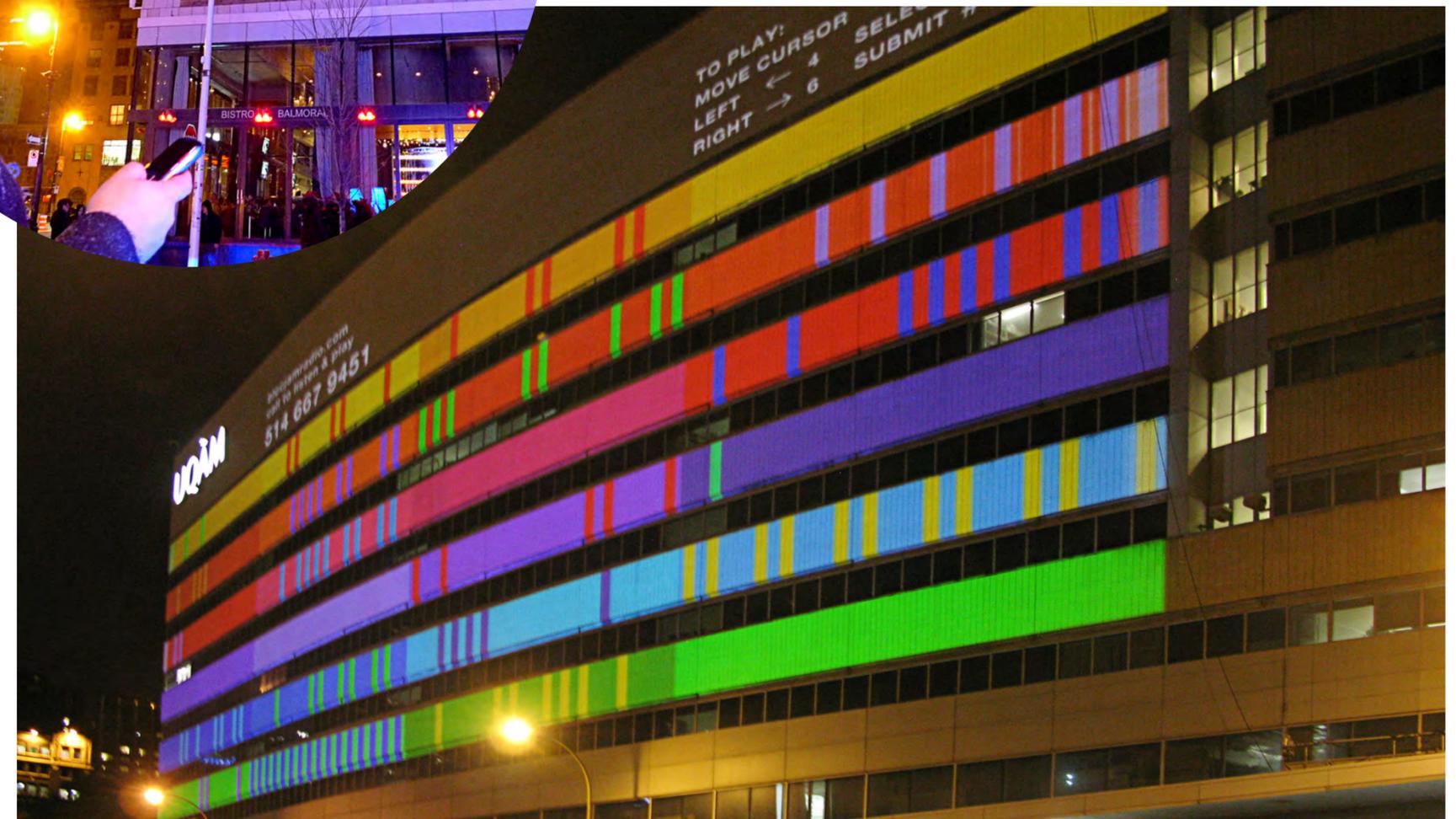
A large scale custom projection turns the facade of a building into a giant music sequencer. A phone line enables the public to play notes with their keypad, without an app or internet. The sound can be broadcasted in the streets with speakers, or, simply from phones for a “silent disco.” The projected color blocks correspond to the notes and the rhythms created by the public.

PROJECT TYPE:	<b>Festival, Family Friendly</b>
BUDGET:	<b>\$\$\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>Ongoing through Winter</b>
MATERIALS:	<b>Computer Equip, Audio System, Internet, Projection Equip, Software, Electrical</b>
MAINTENANCE:	<b>High</b>



### The City as Instrument

In the streets, all facades hold potential sequencers. Bloc Jam was designed to transform any floor or window of a building into a partition or set of notes, ready to be activated. The project requires little physical materials and utilizes the technology that can be found just inside our pockets.



**DAIly**  
**TOUS LES JOURS**

[dailytouslesjours.com](http://dailytouslesjours.com)

Noemie Riviere  
DAILY TOUS LES JOURS



# SCORE!



## Playing with light in an interactive winter game

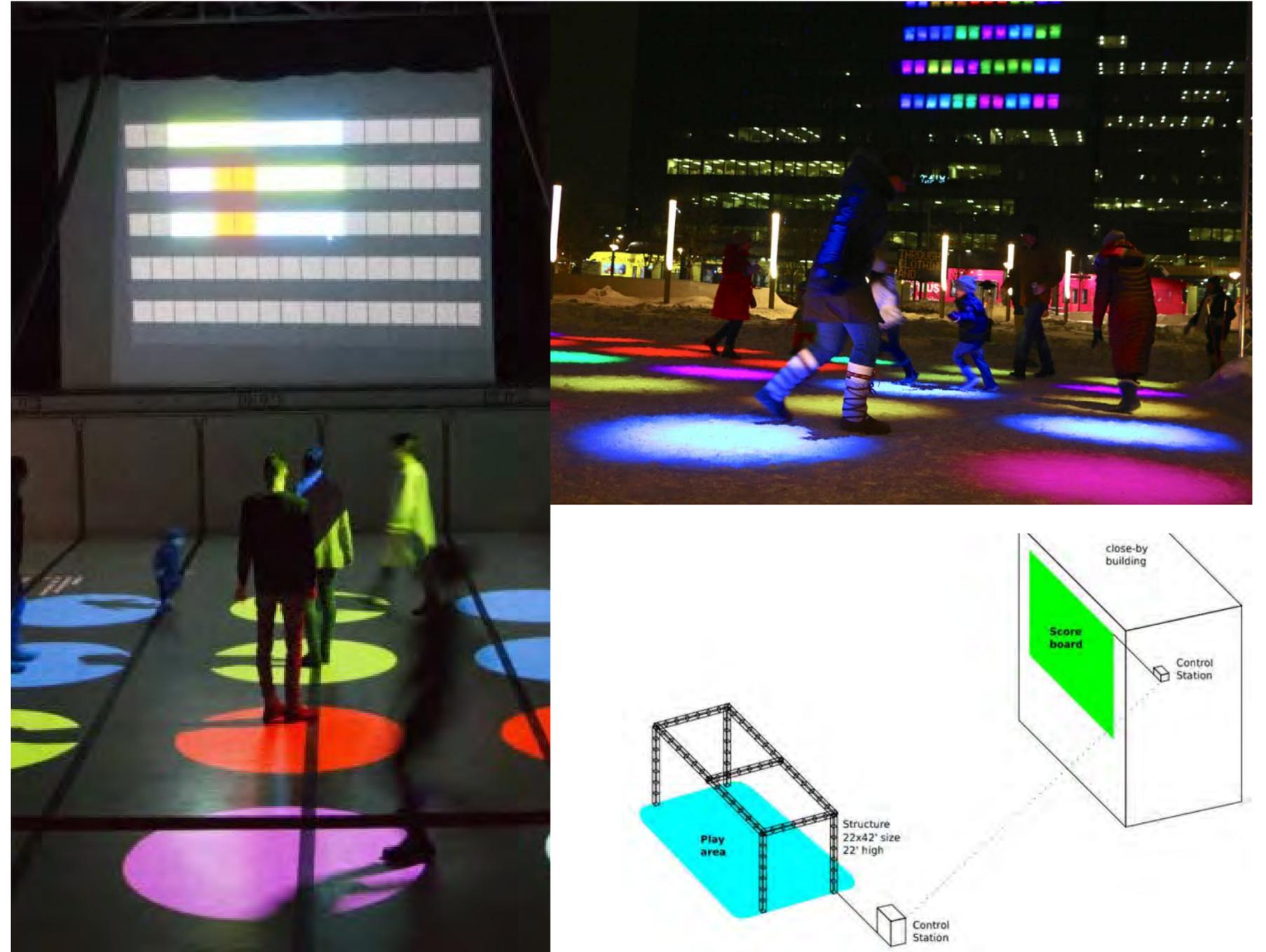
What's in a game? Kicking a ball around, moving pieces on a board, dealing cards: they all start out simple, yet they have the power to lead to unsuspected behaviors.

Score! is a game about all games, asking questions about rules, team spirit, competition, reward, and the strategies that emerge while playing.

The artwork transforms a forgotten parking lot into a playing field. Players stand in a kaleidoscopic board and jump on light dots to change their color and gain points.

However, the rules keep on changing and new levels of complexity are introduced along the way: points, penalties and team swaps poke fun at our thirst for winning.

PROJECT TYPE:	<b>Festival, Family Friendly, Play</b>
BUDGET:	<b>\$\$\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>3 Days</b>
MATERIALS:	<b>Spotlights, Infrared camera, Lights, Speakers, Computer, Amp, Mixer, Dmx networking</b>
MAINTENANCE:	<b>Medium</b>



**DAiLY  
TOUS LES JOURS**

[dailytouslesjours.com](http://dailytouslesjours.com)

Noemie Riviere  
DAILY TOUS LES JOURS



# LIGHT SHELTER WARMTH



Enclosed parklets provide warmth and light

Utilizing the existing footprint of newly claimed outdoor dining space during the summer months, very simple interventions can be put in place to extend the time in which these spaces can be used. Improving these spaces during the wintertime can be thought of in three parts: light, shelter, and warmth.

**Light:** It is important to provide visibility to the storefront or restaurant in a way that turns the space into a beacon. It signals safety and visual interest to pedestrians passing by, and invites them to come and stay.

**Shelter:** Wind and inclement weather can be kept out through the use of plastic panels mounted to a structure over an existing parklet. The space can be ventilated either on the sides or at the top.

**Warmth:** Trapping heat inside the shelter encourages longer stays and allows patrons to be in outdoor spaces for longer into the season.



Many cities have used these interventions since before the pandemic, and they are applied readily during the colder months in order to provide cozy and comfortable spaces that can be used year-round. In the United States, our new embrace of the open streets that are now necessary needs only to adapt summer interventions to winter conditions.

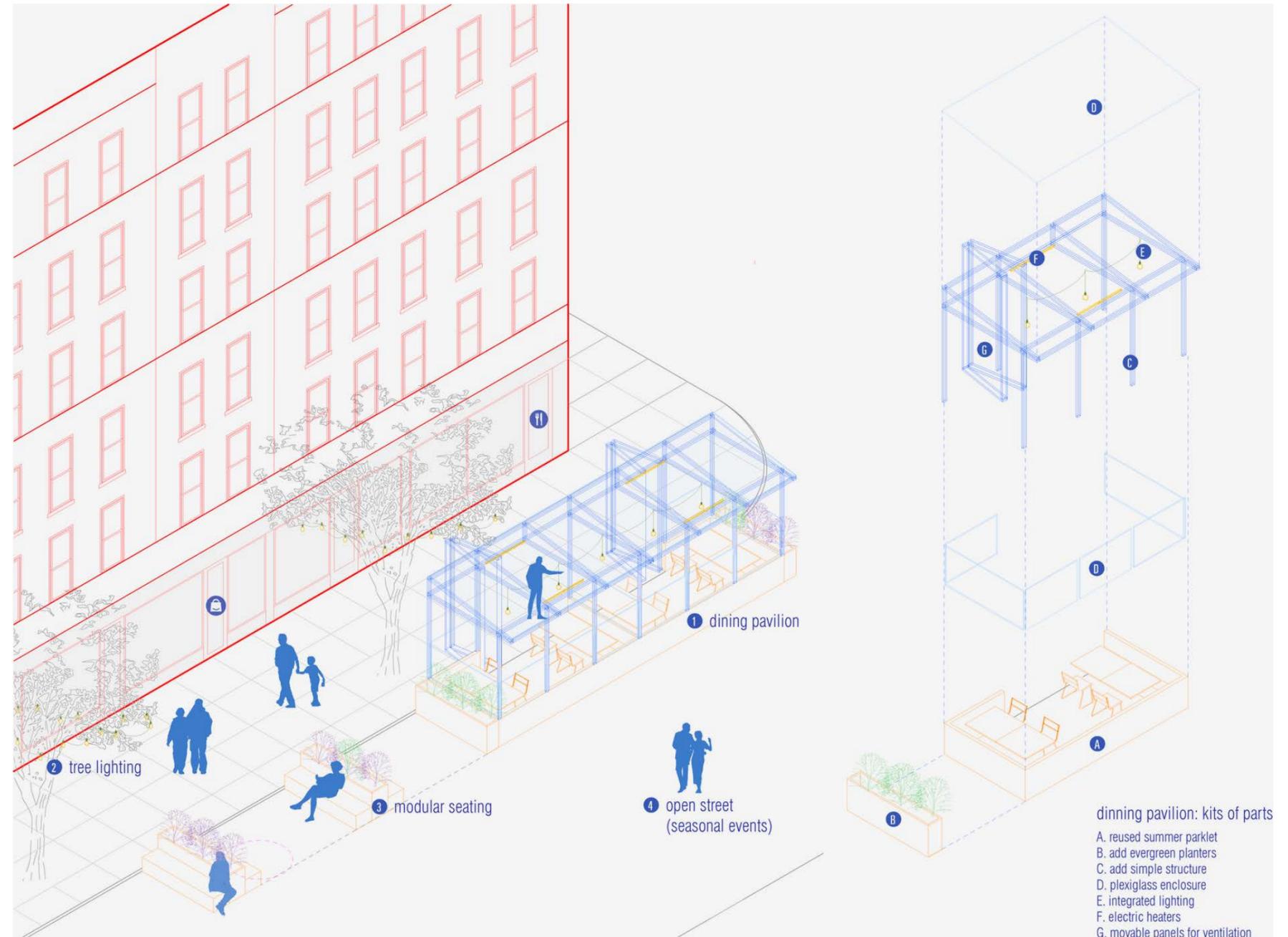
PROJECT TYPE: **Warming, Family Friendly, Festival**  
 BUDGET: **\$\$**  
 IMPLEMENTATION: **High**  
 TIMELINE: **1 Week**  
 MATERIALS: **Parklet (lumber, plywood, rubber parking blocks), Evergreen plantings, Plexiglass, Light metal frame, Electric heaters, String lights**  
 MAINTENANCE: **Medium**



Michael Stapor



Veronica Rivas Plaza



# COMMUNITY WIFI SPOT

Creating an outdoor internet library



This free outdoor internet library provides protection from rain and other elements while remaining open to the air for COVID-19 safety. Under a pavilion or tent, computers are up at small desks 6' apart. The mini-pavilion structure would be constructed with fluctuating temperatures in mind and heat lamps would extend the season for outdoor internet usage.



PROJECT TYPE:	<b>Retail, Family Friendly</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>1 Day</b>
MATERIALS:	<b>Lumber, Hardware, Sides, Roofing, Furniture, Plexiglass Barriers, Plants, Heating, Extension Chords, Wi-Fi Equipment</b>
MAINTENANCE:	<b>Low</b>



[culturehouse.cc](http://culturehouse.cc)



Aaron Greiner  
CultureHouse  
aaron@culturehouse.cc

# COZY FEST:STREET SWEATERS

Bringing colorful textiles into public spaces



A Cozy Festival: Street Sweaters event isn't tied to a single winter holiday. The physical installation of these public pieces can be part of the celebration; in fact, pieces can be knitted, quilted, or woven into public space in real-time



PROJECT TYPE:	<b>Event, Festival, Family Friendly</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>1-3 Days</b>
MATERIALS:	<b>Yarn, Textiles, Signage</b>
MAINTENANCE:	<b>Low</b>

**\_INTERFACE STUDIO**

[interface-studio.com](http://interface-studio.com)

Sarah Kellerman  
Interface Studio  
sarah@interface-studio.com

# NODA CHRISTMAS MAZE



A maze of trees creates safe spaces for exploration and wonder

The NODA Christmas Maze is an exciting urban adventure that celebrates the winter holidays and small business owners. Christmas trees will be set up in the streets and along the sidewalks in a way that creates a maze for people to explore and pockets of space that will extend restaurants, cafes, and shops.

These activated pockets will create intimate, but safe, outdoor space for customers to social distance and patron some of their favorite businesses. These outdoor “rooms” will have walls created by decorated trees that will make dining and shopping outdoors during the winter more attractive and exciting.



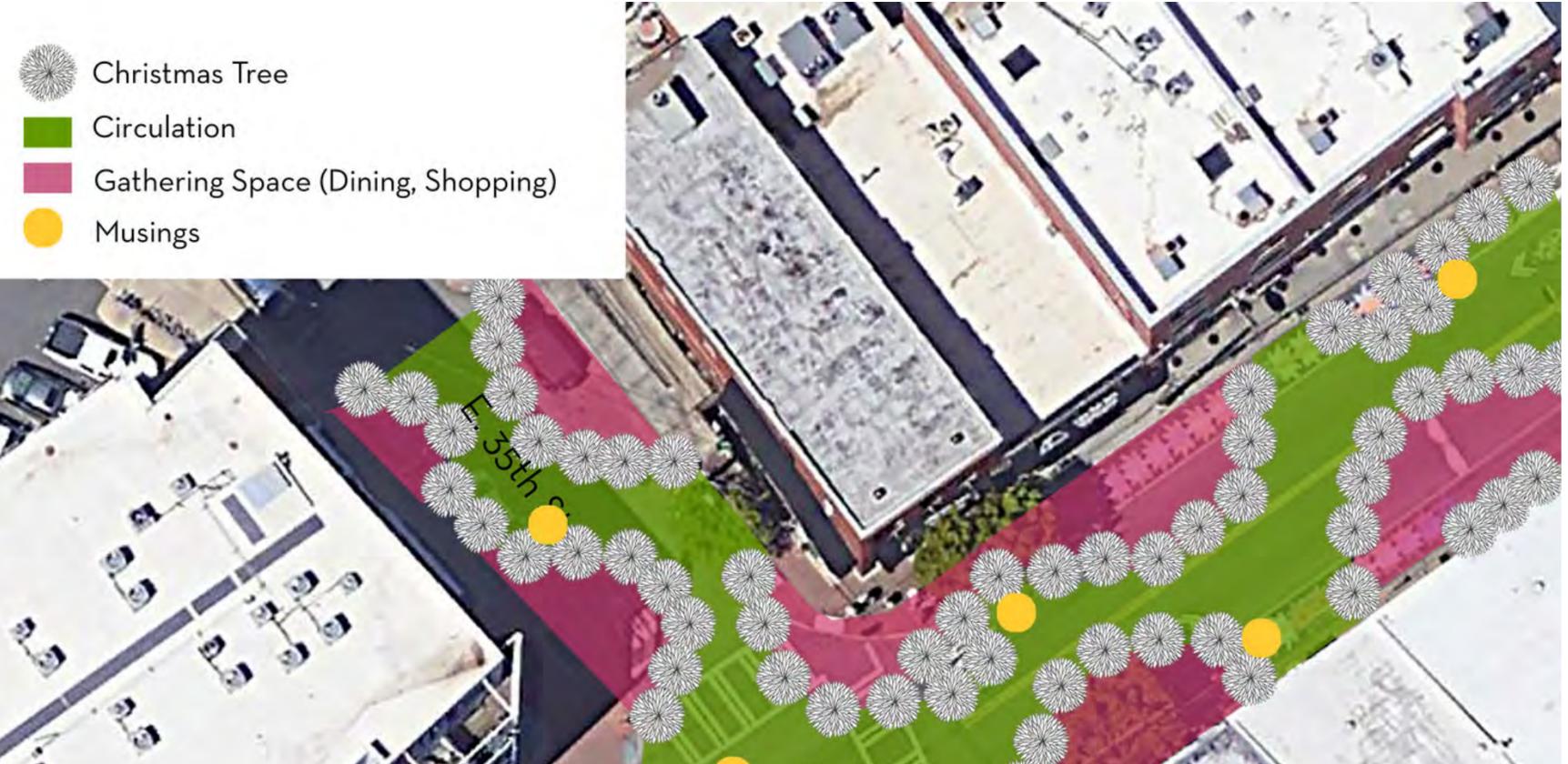
Throughout the maze, or circulation area of the design, “musings” or surprises will be around the corners for customers to discover. Whether these are decorations, like a motorized reindeer or Santa, or concessions or market stalls, like a hot chocolate cart, there will be plenty to discover on this winter main street.

These Christmas trees won't just be any trees. Each groupings of these trees will be sponsored by larger businesses or corporations to not only pay for the event but supplement smaller businesses' revenue. Each grouping will be decorated in a different theme and will be entered in to a tree decorating contest.

PROJECT TYPE:	<b>Warming, Family Friendly, Festival</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>2 Days</b>
MATERIALS:	<b>Trees, Decorations and Musings, Temporary Signage, Activities, Portable Toilet Rentals</b>
MAINTENANCE:	<b>Medium</b>



Erin Chantry  
City of Charlotte - Urban Design Center  
Erin.Chantry@ci.charlotte.nc.us  
[charlottenc.gov/placemaking](https://charlottenc.gov/placemaking)



# WARM WINTER PLACEMAKING

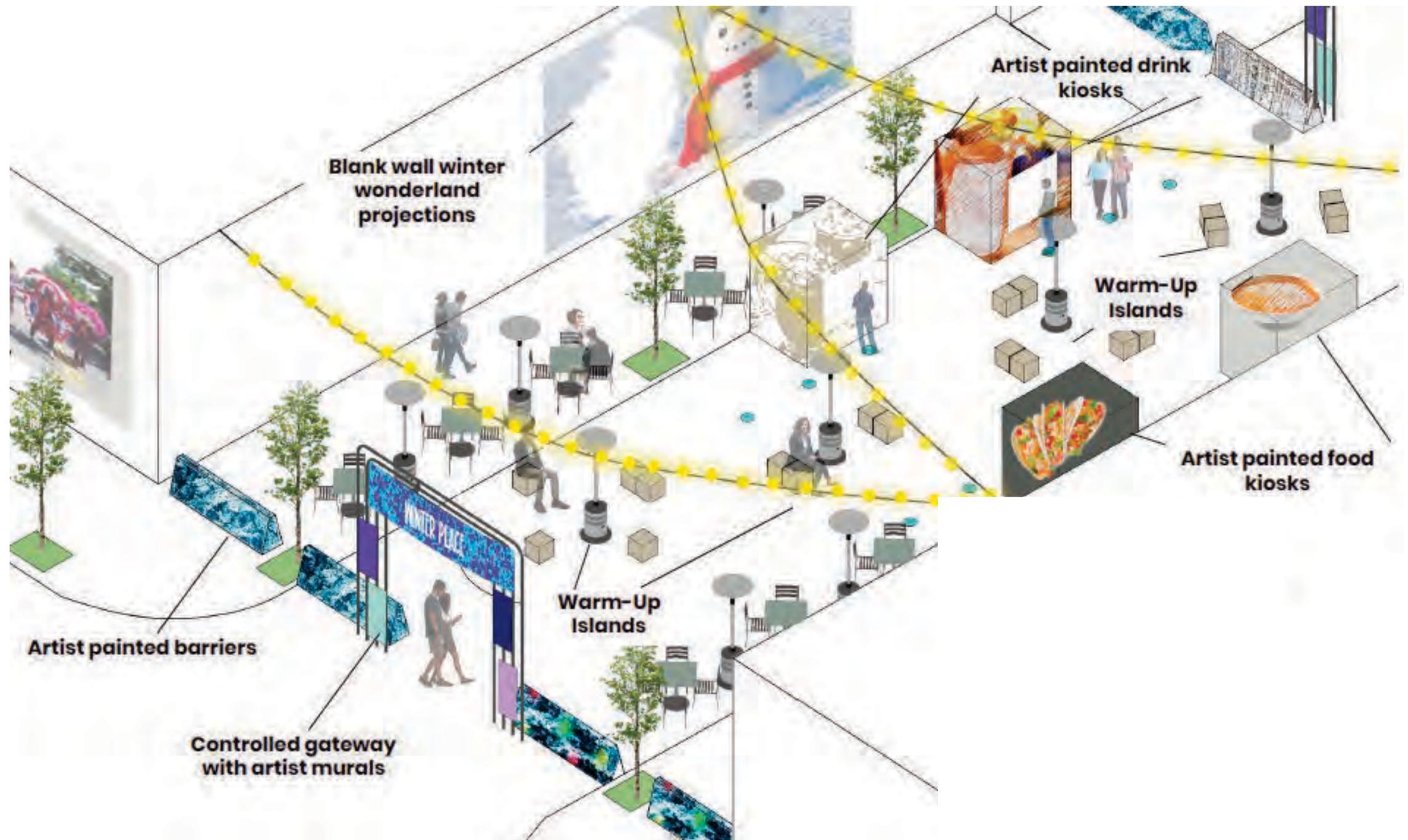


## Art, Projections and Warming Stations Enliven Winter Spaces

“Warmth” is a key appeal of an outdoor commercial setting. If allowed by the community, “firepits” and outdoor heaters distributed around the blocked-off street would underscore heating. These could be enhanced by drinking fountains of hot chocolate, tea, coffee or hot cider that could be a gift to visitors to the area.

Additionally, we strategically include another method of warmth— both familial and community, in the form of projections (both still images and videos) of community cultural experiences and activities as well as family events and celebrations onto shop windows or on building facades.

A hashtag for the project creates engagement.



# WARM WINTER PLACEMAKING (cont'd)

Jersey barriers that are creatively adorned by local artists, sparkle LED lighting throughout the area will add safety and glow to this winter place. Social distancing markings placed on sidewalks and streets. Local artists will be integrated in the process.

QR codes can be used to access menu, store sales and community news, health and welfare information.

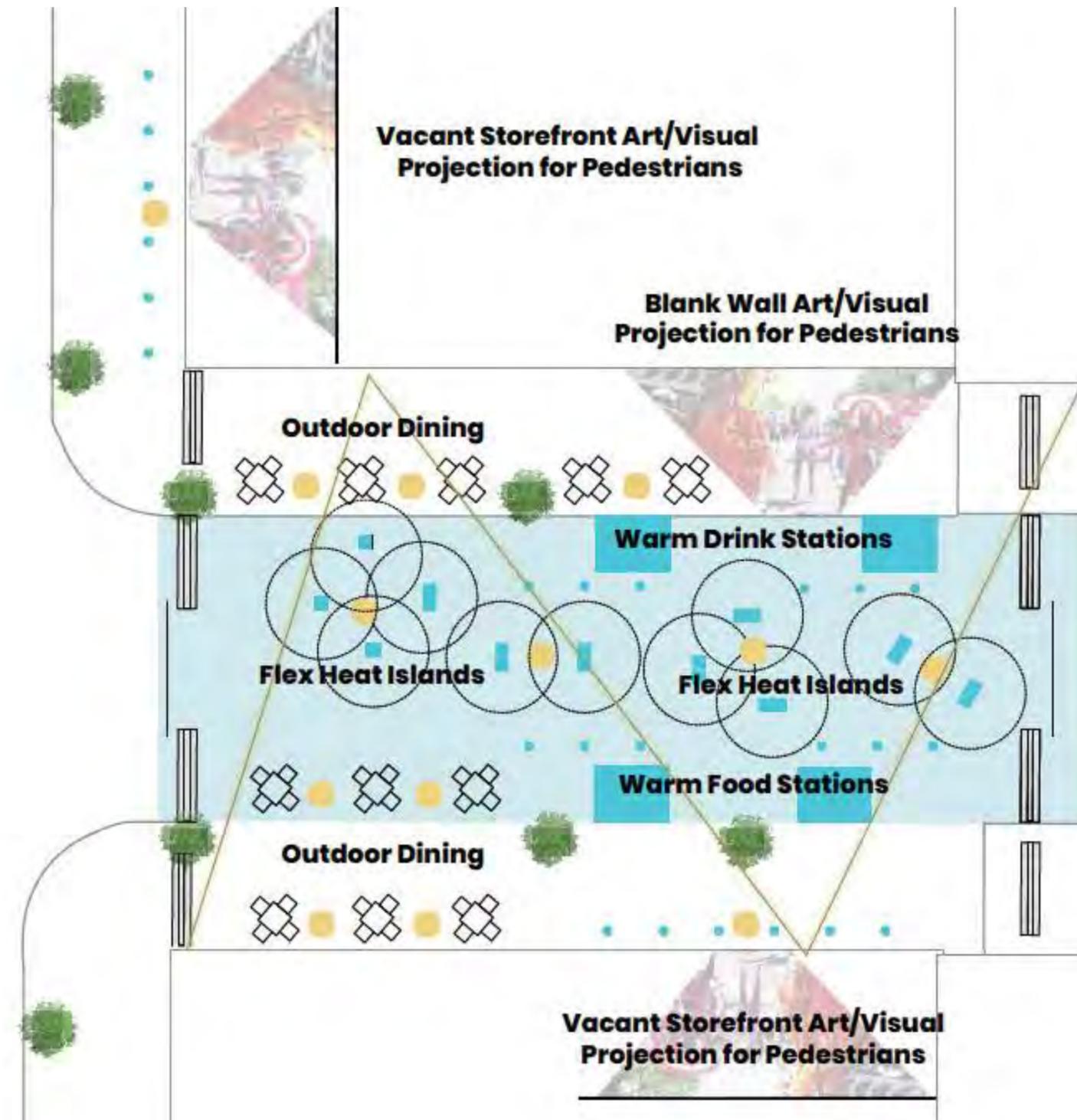
PROJECT TYPE: **Dining, Retail, Warming, Event, Festival, Family**  
BUDGET: **\$\$**  
IMPLEMENTATION: **High**  
TIMELINE: **2-3 Days**  
MATERIALS: **Jersey barriers, Projectors, Lighting, Kiosks, Warming stations, Seating, Gateway/entrance, Signage**  
MAINTENANCE: **Medium**



FAVERMANN DESIGN

Mark Favermann  
Jessie Wyman  
Erin Donnellan  
Favermann Design  
favermann@gmail.com

[favermann.design](http://favermann.design)



# SOLID & VOID | CONTRAST



Parklet art space provides warmth and shelter

**Solid & Void** consists of black stained wood panels with attached glass paneling. The solid and void effect of the wood slats provide light transmission, while the glass panels protect against the outdoor elements. Our design includes a black wall to be utilized for street artists, allowing for freedom of expression within the community.

**Contrast** consists of a wooden construction, painted to their corresponding colorways. Creating a color blocking/ folding effect onto the design. Each model comes with an attached outdoor space heater to provide warmth for those within the space.

PROJECT TYPE: **Dining, Warming, Retail**  
BUDGET: **\$\$\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **3 Months**  
MATERIALS: **Wood paneling, Glass panels, Decking, Levels, Heaters, Paint**  
MAINTENANCE: **Medium**



Savannah Dodge  
B&B Micro Manufacturing  
[bbtinyhouses.com](http://bbtinyhouses.com)



# SNOW GLOBE SHAKE UP



SHAKE IT UP with life-size snow globes on Main Street

These inflatable globes can capture the spirit of the season, and can be transformed into temporary public art installations that will draw [socially distanced] crowds, selfie seekers, young chaps, old hats, and everyone in between.

The idea is to tap into local artistic talent, performance or visual, to bring a bit of wonder and excitement to the campfire district. Public art is not only something that adds color to a place, but it builds and reinforces shared cultural experiences, and acts as a catalyst for our recovering local economies. It's recommended that the globes be illuminated at dusk, and include blowing feathers or confetti to be sure they live up to their name.



PROJECT TYPE: **Festival, Family Friendly**  
BUDGET: **\$\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **6 Weeks**  
MATERIALS: **Inflatable Globes, Air Compressor, Fake Snow, Artistic Materials**  
MAINTENANCE: **Low**

**\_INTERFACE STUDIO**  
[interface-studio.com](http://interface-studio.com)

Ashley DiCaro  
Interface Studio  
[ashley@interface-studio.com](mailto:ashley@interface-studio.com)



# WINDOW SHOPPING: STOREFRONT DISPLAY



Artistic window displays and contactless shopping

Window Shopping is an event that draws people to the area and a boost for individual businesses and the corridor/district. The idea is inspired by the tradition of department store holiday windows but brought to Main Street. Businesses are paired with local designers/artists to create whimsical, artistic window displays, storefront projections, and/or retrofitted storefronts for contactless shopping.

Window displays can use the business as a theme or there can be a coordinated effort that links all the businesses on the corridor to tell a story. This idea highlights all types of businesses, including service-based, salons, hardware stores, and offers a range of implementation levels from relatively simple to elaborate.



PROJECT TYPE:	<b>Festival, Event, Retail Family Friendly</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>1-2 Months</b>
MATERIALS:	<b>Lighting, Design services, Screens, Projectors, Maps, QR codes, Take-out retrofitting</b>
MAINTENANCE:	<b>Low</b>

## \_INTERFACE STUDIO

[interface-studio.com](http://interface-studio.com)

Stacey Chen, Maria Gabriela Gonzalez, Ben Bryant  
Interface Studio

[stacey@interface-studio.com](mailto:stacey@interface-studio.com)



# VACATION ON MAIN



## Turn Your Main Street into a Staycation Destination

With travel restrictions persisting throughout the winter and many families and residents not comfortable with travel within their own countries, we came up with the concept of Vacation on Main. Allow area residents to go on an exploration of the small business community within their own community.

Main Street will be converted to a full “open street” to facilitate this event with safe social distancing (either permanently or during the evenings). Each business and restaurant will be provided with a small stand outside their restaurant or store to take orders or display merchandise. They can customize their display as they see fit. Locations will be provided along the street for visitors to warm up and enjoy food and drink from local establishments.

PROJECT TYPE:	<b>Dining, Retail, Warming, Event, Festival, Play, Family</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>1 week</b>
MATERIALS:	<b>Display Carts, Warming Stations/ Fire Pits, Wood, S'Mores, Fencing, High Top Tables, Flood Lights</b>
MAINTENANCE:	<b>Medium</b>



Jonathan Berk, creative director  
**bench** consulting  
jonathan@benchconsulting.co

[benchconsulting.co](https://www.benchconsulting.co)



# HOTHOUSE IGLOOS



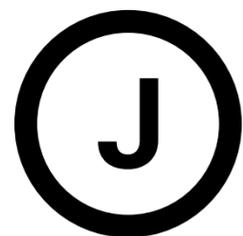
Tropical igloos help connect us to the sensory world of nature

The design of my Hothouse Igloos juxtaposes the concepts of plant blindness and climate change. Plants behave in ways that stimulate communication and change peoples behavioural patterns; we are unable to visualise a world that has no plants. However, there is evidence of a hyperseparation between plants and the natural world.

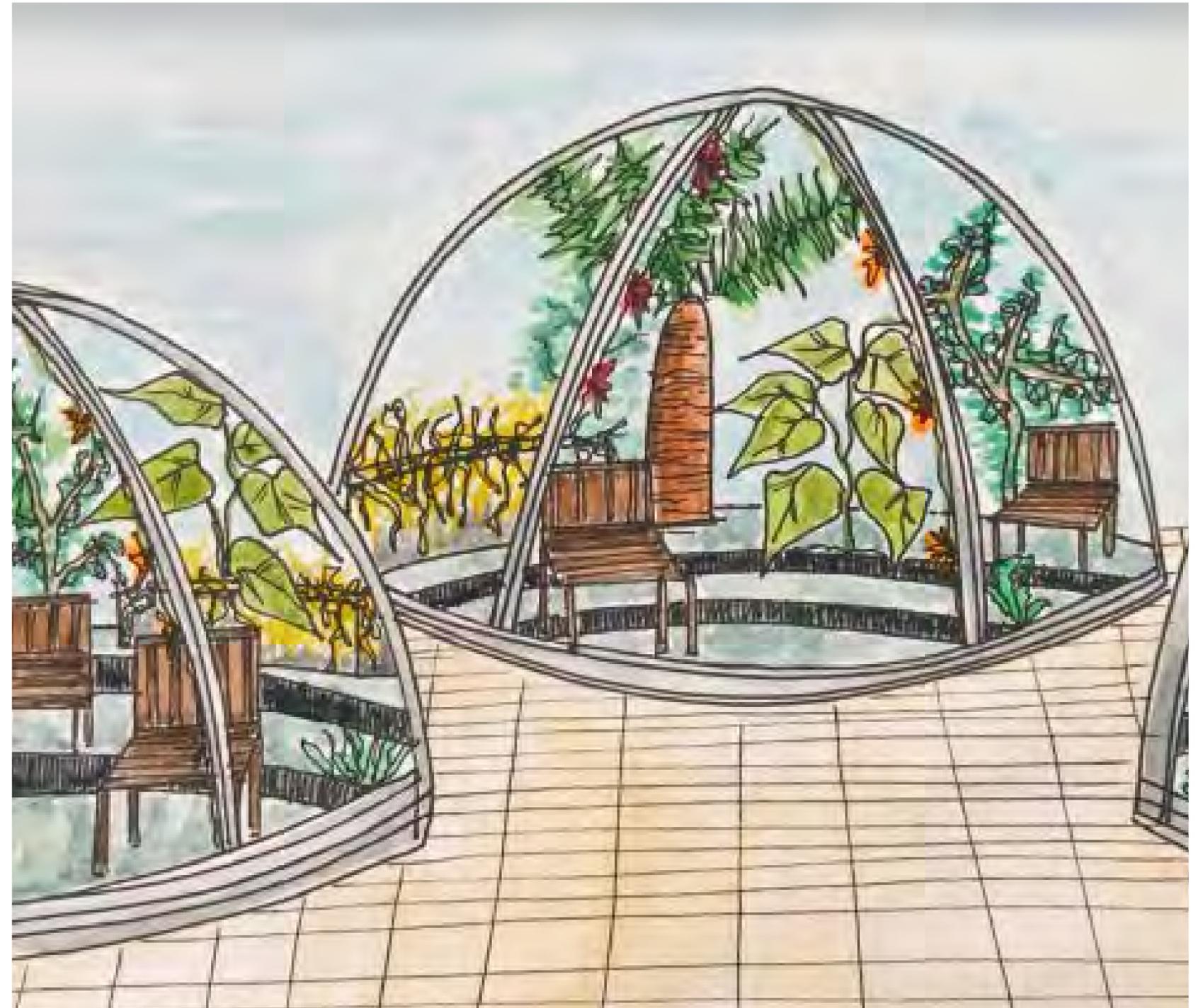
This fundamental problem needs to be addressed and the aim of the Hothouse Igloos is to place the user in a tropical botanic environment in the midst of winter, whilst also giving the user an ability to socialise within a social distanced climate.

The Igloos are designed to house up to 6 people at a time who can use the seating to relax and take in the tropical environment around them. The planting will be tangible and allow the user to sensually experience a diverse range of plants; permitting a connection to nature they may not have ever experienced.

PROJECT TYPE: **Dining, Warming, Family Friendly**  
BUDGET: **\$\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **1 week**  
MATERIALS: **Plastic sheeting, PVC pipe, Igloo, Chairs, Tables, Plantings, Lighting**  
MAINTENANCE: **High**



Jasmine Daniel  
JBeatriceDesign  
jasminebeatricedaniel@outlook.com



# FROSTY ART FESTIVAL



Outdoor art competition sparks creativity and outdoor activity

Frosty Art Festival is a winter art festival that places artworks throughout the downtown bringing people into and around businesses to judge the works.

The works of art will be on walls, in businesses, under tents and canopies and in storefronts and can take the form of sculpture, light installations, textile, photography, painting, ceramic art, etc. Each piece of art will be marked with a plaque cohesive to all submitted works. Throughout the three weeks the works are up people can vote on their top through a website or in person at three stations throughout town.

There will be lighting, firepits and warmers to ensure that people feel enticed to stay and linger. For the last weekend and announcement of the winners, local businesses and vendors can set up booths to sell goods and merchandise.

PROJECT TYPE: **Retail, Warming, Festival, Family**  
BUDGET: **\$\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **3 Weeks**  
MATERIALS: **Tents, Warming Stations, Map, Art Displays, Lighting**  
MAINTENANCE: **High**



Mahala Clayton, director  
Patronicity  
mahala@patronicity.com



# WE CAN DANCE



Interactive projections invite community to take over the streets with dance

We Can Dance is a large-scale collective choreographic exercise inviting the public to take over the streets through dance. Following each other in a vast imitation game, participants become giant dancers parading along building facades.

A shipping container is transformed into a recording studio. A first participant follows an original choreography, a second follows that first participant's imitation of the choreography, and so on. The dances are projected in a sequence on a nearby building facade. Seats are provided for everybody to enjoy the mesmerizing show.

Dance is a universal language. It gives a sense of liberty while also encouraging self-discovery. Dancing has the power to change our relationship with our own body by helping us have a more positive view towards others and ourselves.

PROJECT TYPE: **Festival, Event, Family Friendly**  
BUDGET: **\$\$\$**  
IMPLEMENTATION: **High**  
TIMELINE: **3 Days**  
MATERIALS: **Recording system with LCD Screen, Smart buttons, Camera, Projection System, Audio/Video equipment**  
MAINTENANCE: **High**



**DAILY  
TOUS LES JOURS**

[dailytouslesjours.com](http://dailytouslesjours.com)

Noemie Riviere  
DAILY TOUS LES JOURS



# WORKOUTSIDE: OUTDOOR CO-WORKING SPACE



Providing an all-weather space for gathering

Co-working spaces that normally play an important role in bringing people together, fostering new ideas, and driving innovation have had to close their doors or reduce operations. According to a Stanford report, 42 percent of the U.S. labor force are working from home due to the public health concerns from the virus. In order to bring back connection and collaboration, we propose WorkOutside, a pop-up outdoor co-working space.

There are few outdoor all weather gathering spaces in the Boston area, so our co-working space will provide a valuable asset to the community and foster creative expression and play. The design provides protection from rain and other elements while remaining open to the air for COVID-19 safety.



PROJECT TYPE:	<b>Warming, Family Friendly</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>7-10 days</b>
MATERIALS:	<b>Lumber, Screws, Nuts &amp; bolts, Sides, Roofing, Desks, Chairs, Plexiglass, Lighting, Heating, WIFI, Electrical</b>
MAINTENANCE:	<b>Medium</b>



Aaron Greiner  
CultureHouse  
aaron@culturehouse.cc  
[culturehouse.cc](http://culturehouse.cc)



In the winter, heating lamps and partial walls will provide warmth and protection. While our implementation includes building a pavilion, this could easily be replicated with a faster and more cost effective option such as a canopy tent. Benches, chairs, and swings will provide mixed used seating arrangements for meetings, discussions, or solo-work.

# PUBLIC PAVILIONS - INTIMATE SPACES IN PUBLIC PLACES



Outdoor art installations become safe theatrical environments

Because of COVID19, our homes have become safe havens, while our souls yearn to gather together as a community. This concept explores the idea of bringing our private spaces to public places. What does a snippet of a living room look like when it is located on Main Street? How does that private space look when it is public? What story needs to be shared about isolation?

Architectural pavilions out of wood mimic a corner of a domestic residence. Designers/architects help design and construct the spaces, while visual and performance artists create a narrative. The artist paints and decorates the space, while the performance artist creates a piece to be performed periodically throughout the festival period.

PROJECT TYPE:	<b>Warming, Festival, Event, Family Friendly</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>2-7 days</b>
MATERIALS:	<b>Wood, Hardware, Lighting, Art Supplies, Signage</b>
MAINTENANCE:	<b>Low</b>



Barbara Lash  
Barbara Danger Studio  
babs@barbaradanger.com  
[barbaradanger.com](http://barbaradanger.com)



Featuring musicians, poets, dancers, actors and comedians who have been limited in showcasing their art during COVID19, these small “stages” would create outdoor arenas where the audience can be outdoors and practice safe social distancing. Local restaurants and bars can serve handhelds and cocktails at warming stations. When not in use for performance, the pavilions create wind breaks and artistic backdrops for gathering.

# WINTER TREE FARM

Potted evergreens create safe spaces and shelter



This concept proposes the use of nursery-grown container plants as tools for screening and/or space-making.

Potted columnar evergreens could be rented, purchased or donated to restaurants or Main Street districts looking to activate outdoor spaces, keep patrons separated from vehicular traffic, or sheltered from prevailing winds. Shorter or deciduous plants can be used where visibility is needed.

At the end of the season, the plants can be installed in the neighborhood for residents to enjoy for years to come!

## WINTER TREE FARM

This concept proposes the use of nursery-grown container plants as tools for screening and/or space-making. Potted columnar evergreens could be rented, purchased or donated to restaurants or Main Street districts looking to activate outdoor spaces, keep patrons separated from vehicular traffic, or sheltered from prevailing winds. Shorter or deciduous plants can be used where visibility is needed. At the end of the season, the plants can be installed in the neighborhood for residents to enjoy for years to come!

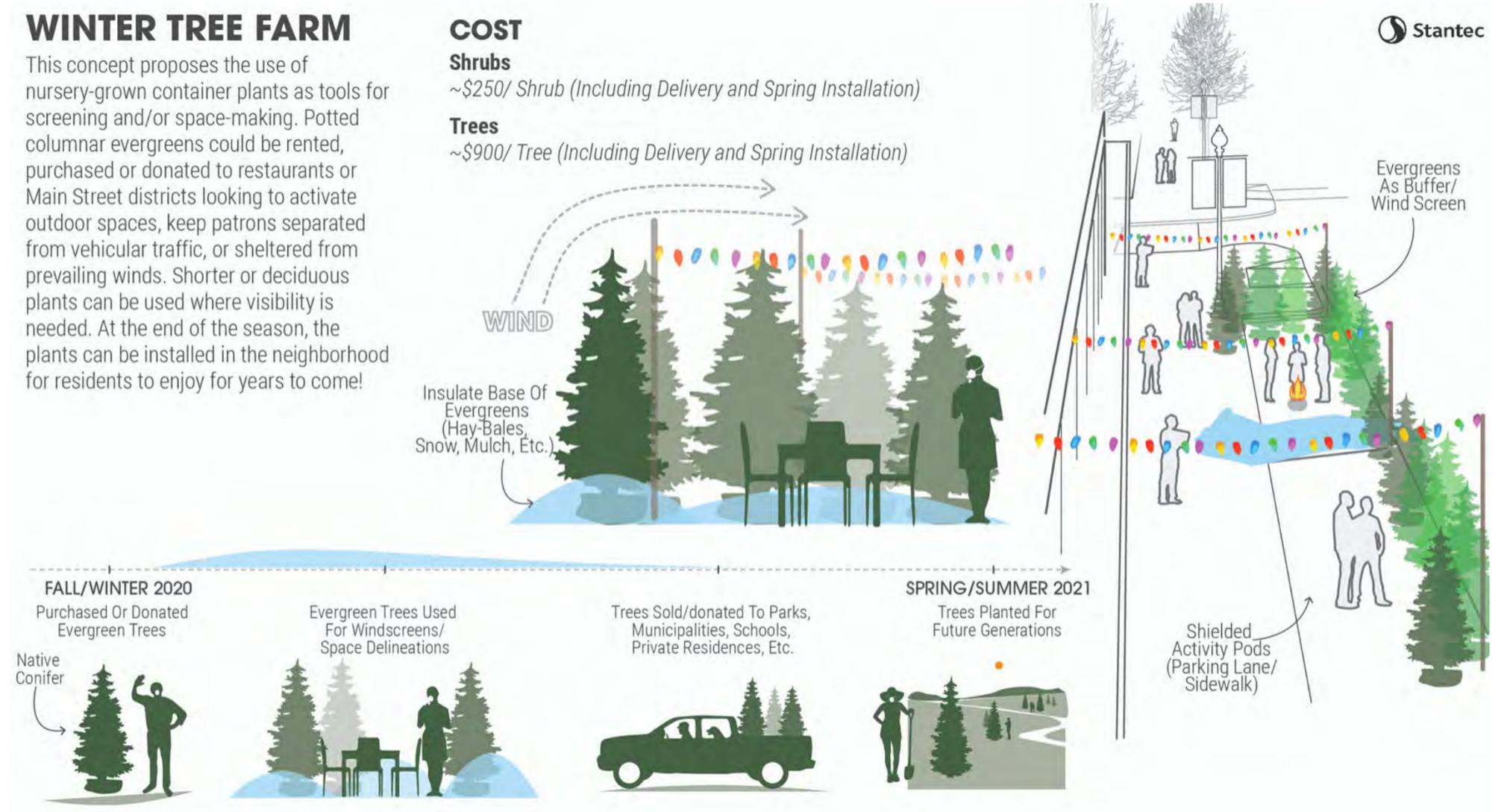
## COST

### Shrubs

~\$250/ Shrub (Including Delivery and Spring Installation)

### Trees

~\$900/ Tree (Including Delivery and Spring Installation)



PROJECT TYPE:	<b>Dining, Retail, Family Friendly</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>Low</b>
TIMELINE:	<b>1-2 days</b>
MATERIALS:	<b>Potted Shrubs and Trees, Lighting</b>
MAINTENANCE:	<b>Low</b>



Adam Fearing  
 Stantec's Boston Causeway Street Office  
 adam.fearing@stantec.com



# LIGHTS AND BITES



## Decorating contest and chili cook off create warm winter festival

Lights & Bites is a winter festival on main street that has season long features to last beyond the festivities. It will include a Christmas Tree Decoration contest with local businesses competing and a chili competition.

The festival would activate main street and bring people to patronize local businesses even in the winter months. Outside heat sources like firepits and free standing heaters will warm the passing patrons and lights overhead will illuminate the streets. Guests will be able to vote on the best tree and chili during a designated weekend.

Chili contest can be hosted by a local lions or rotary club and invite police, fire department, churches, and community organizations to compete. Prizes to be determined by hosts.



PROJECT TYPE: **Dining, Warming, Festival, Family**  
BUDGET: **\$\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **3 Weeks**  
MATERIALS: **Decorated Trees, Lighting, Signage, Vendor booths, Chili Cooks, Warming Stations**  
MAINTENANCE: **High**



  
**Patronicity**  
[patronicity.com](http://patronicity.com)

Mahala Clayton, director  
Patronicity  
[mahala@patronicity.com](mailto:mahala@patronicity.com)



# WASH AND FOLD



Easy to assemble barriers and hand wash stations create safe environments

In response to the ongoing pandemic and in keeping with our mission – activating spaces to strengthen community – Beyond Walls recognized the need for flexible outdoor spaces where people can safely gather, eat, drink, and enjoy all that their communities have to offer.

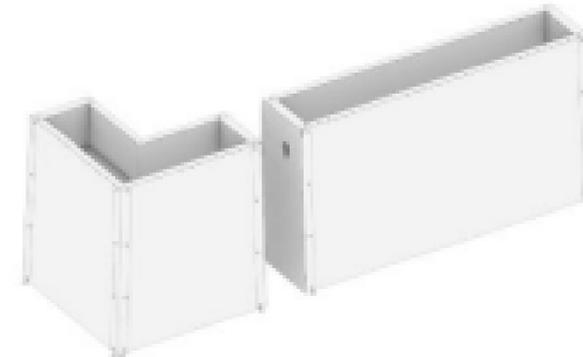
With pro-bono design services provided by our longtime partner and supporter, Payette, and in partnership with Lynn Vocational Technical High School, we developed two new creative placemaking “tools” designed to address this immediate challenge.

## WaSH + FoLD



PROJECT TYPE:	<b>Dining, Retail</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>1 Day</b>
MATERIALS:	<b>Corrugated steel panels, Flower pots, Water tanks, Steel rods, Trees, Lighting</b>
MAINTENANCE:	<b>Low</b>

**WaSH:**  
A free-standing, weather-resistant handwashing station.



**FoLD:**  
Laser-cut sheet-metal parts flat-pack for simple, easy to install barrier system that makes outdoor dining safe and accessible while protecting clientele from traffic.



Al Wilson  
Beyond Walls  
al@beyond-walls.org  
[beyondwalls.org](https://beyondwalls.org)



# PEDAL POWER



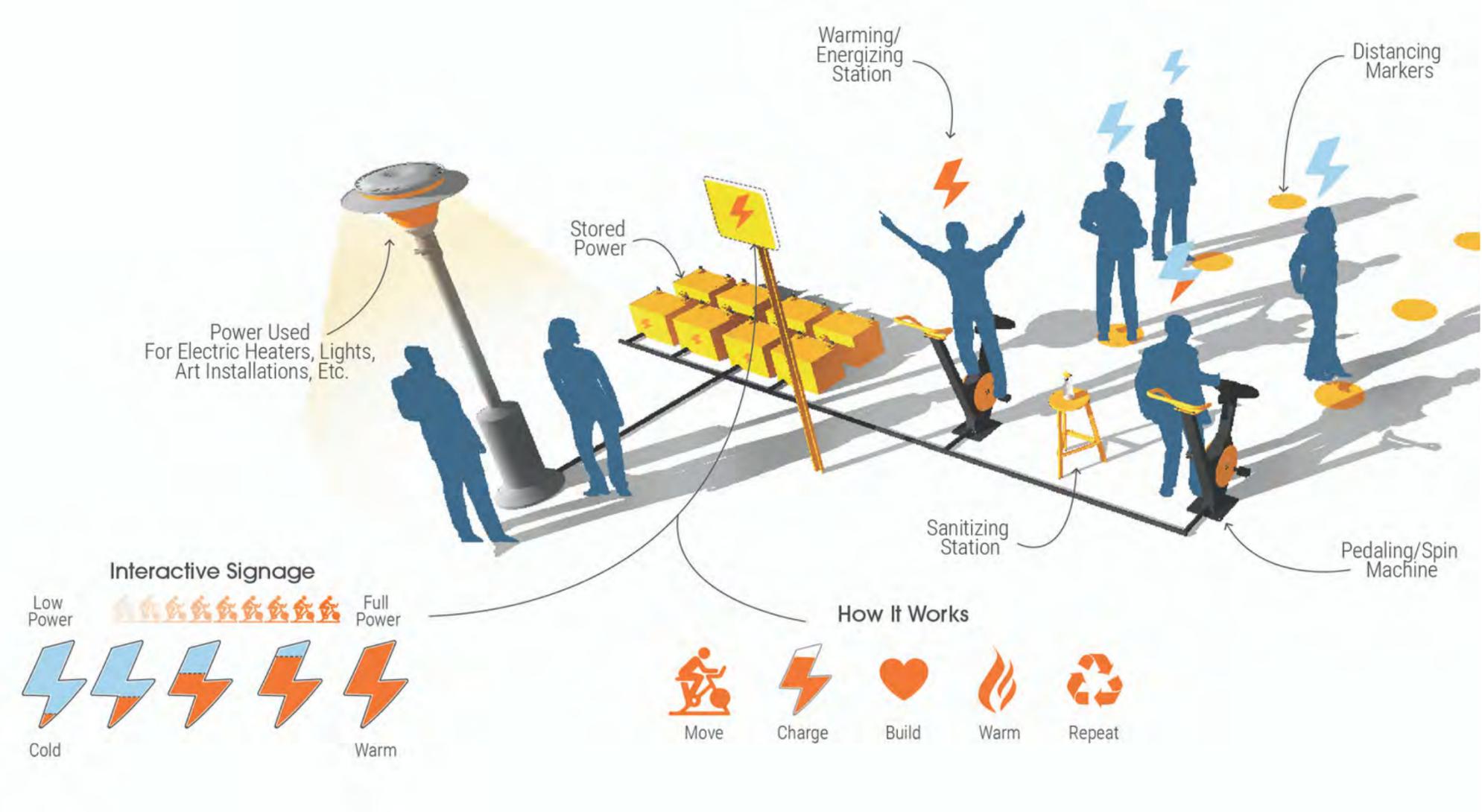
Stationary bikes create power and warmth

Pedal Power is a concept that promotes physical activity while social distancing by deploying pedal stations that power specific widgets/programs.

These widgets/programs could be a nearby heat station to keep warm, a light-art installation, a colorful windmill, or a simplified merry-go-round for people of all ages.

Patrons are invited to try out the pedal power stations and to activate the elements connected with it.

It's fun, it engages patrons, and makes for a memorable and WARM visit!



PROJECT TYPE:	<b>Warming, Festival, Family Friendly</b>
BUDGET:	<b>\$\$\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>5-7 Days</b>
MATERIALS:	<b>Pedal Station, Heat Station, Lighting</b>
MAINTENANCE:	<b>Medium</b>



Adam Fearing  
 Stantec's Boston Causeway Street Office  
 adam.fearing@stantec.com



# TAKEOUTSIDE: FOOD TAKEOUT SPACE



Providing an all-weather space for gathering

TakeOutside is a pop-up pavilion specifically designed for groups to safely enjoy takeout from their favorite restaurants. In talking to residents in the Boston area about what would make them more likely to get takeout from a local restaurant, we have identified two main issues. First is that people want to be able to meet up with friends to eat in a way that is safe and physically-distant. Secondly, they need an outdoor place they can go to in all weather conditions. TakeOutside addresses both of these problems with outdoor physically-distant seating that is enjoyable even in the colder months.



PROJECT TYPE:	<b>Dining, Warming, Family Friendly</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>7-10 days</b>
MATERIALS:	<b>Lumber, Hardware, Roofing, Seesaw, Tables, Chairs, Plants, Lighting, Heaters</b>
MAINTENANCE:	<b>Medium</b>

The design includes an array of seating options that feel natural but are at least six feet apart, like picnic tables that are six feet wide. TakeOutside allows for safe interactions that do not feel forced, uncomfortable, or awkward. People can easily get their food delivered right to the pavilion when they order online, allowing for a seamless experience in the space.

While our implementation includes building a pavilion, this could easily be replicated with a faster and more cost effective option such as a canopy tent. TakeOutside is also designed to be easily adaptable as safety guidelines change.

With the COVID reality here to stay for the foreseeable future, TakeOutside reimagines the takeout experience..



Aaron Greiner  
CultureHouse  
aaron@culturehouse.cc  
[culturehouse.cc](http://culturehouse.cc)



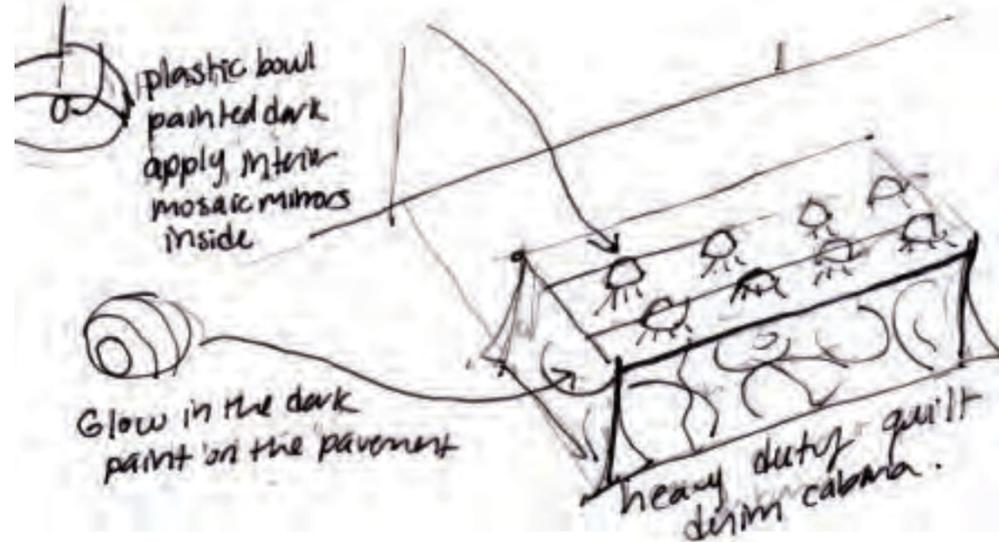
## RETRO ZONE



Turn a parking space into a RETRO zone with lights

Funky mirrored mosaic lights and glow in the dark paint on the asphalt parking spaces create an interior world that can only be called “retro.”

- Modify plastic bowls or paper bowls, paint dark or metallic
- Glue mirrored mosaic squares on the interior curve of the light
- Incorporate LED down lights on a grid within the tent frame
- Paint concentric circles of various color mixes of glow in the dark paint
- Wrap tent enclosure with dark fabric if available
- Three pop up tents or one large event tent



PROJECT TYPE: **Warming, Dining**  
 BUDGET: **\$**  
 IMPLEMENTATION: **Medium**  
 TIMELINE: **2-3 Days**  
 MATERIALS: **Plastic Bowls, Denim, LED lights, Mosaic Tiles, Glow Paint, Tent**  
 MAINTENANCE: **Low**

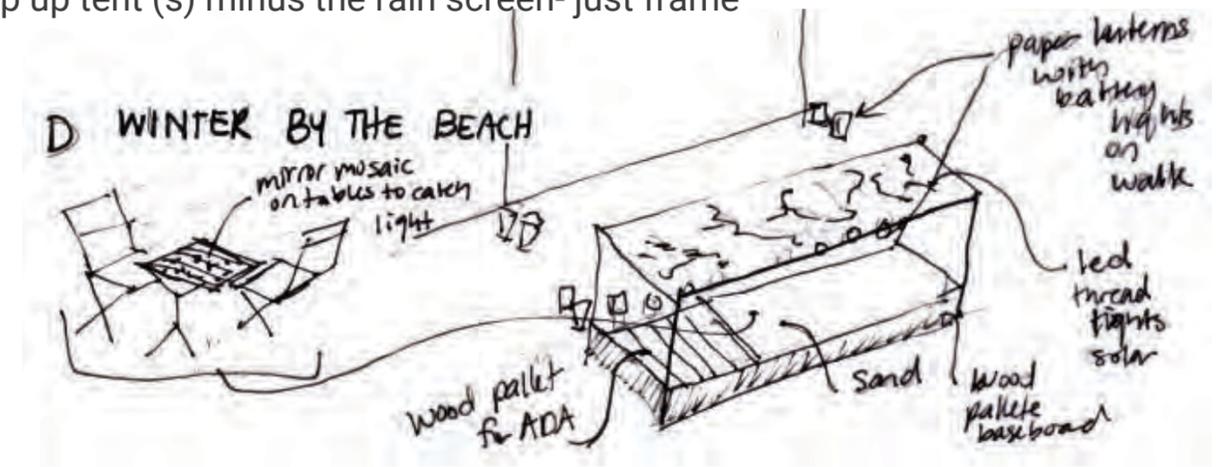
## WINTER BY THE BEACH



Create an ADA accessible beach downtown

Fill the parking space with sand and upcycle pallets for a boardwalk edge of the beach for ADA Access. Furniture and or a firepit is placed within the beach. Above solar filament LED lights, and battery operated candles in white paper bags to create a threshold to the beach.

- Suspend filament lights from a pop up tent or open frame
- Glue mirrored mosaic squares on the tops of tables
- Up cycle pallet wood for containing the sand beach and providing ADA access
- Paper lanterns with battery lights
- Fire Pit with movable chairs optional
- Pop up tent (s) minus the rain screen- just frame



PROJECT TYPE: **Festival, Family Friendly, Event**  
 BUDGET: **\$**  
 IMPLEMENTATION: **Medium**  
 TIMELINE: **1 day**  
 MATERIALS: **LEDs, Mosaic Tiles, Paper bags, Battery Tea Lights, Fire Pit, Tent, Sand**  
 MAINTENANCE: **Medium**

# DRIVE IN MURALS & WINTER YARN BOMB



Colorful art and interactive maps draw downtown tourism

Activating trees by employing local quilters and knitters to "yarn bomb" and add color to otherwise dormant trees while providing hats and scarves for those in need. A curated drive through cultural tour around murals (or public art) that can include a bit of city history to encourages visitors back to the downtown.

PROJECT TYPE:	<b>Family Friendly</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>30-60 Days</b>
MATERIALS:	<b>Scarves, Hats, Gloves, Tags and Pixel app</b>
MAINTENANCE:	<b>Low</b>



Kady Yellow  
The What's Up Downtown Project  
[whatsup-downtown.com](http://whatsup-downtown.com)



# ELECTRIC FOREST



Visually striking colorful noodle groves create fun microclimates

A forest of pool noodles, arranged in groves, create cozy microclimates for gathering on dark days and cold nights.

As we know music brings the crowd, so this installation features LED seating cubes that are responsive to music, bringing colorful, pulsing energy to an otherwise bleak spot in the city. This become an ideal spot for weekly silent disco parties. Spotlights, solar lights and LED accents add brightness and a feeling of warmth. Electric blankets keep the heat on the people, not the air.

A tent or pavilion with DJ, food and vendors can be activated on the evenings and weekends to draw people to shop, linger and explore the area.

During the day, the noodles add playful color pops to the landscape and allow for kids of all ages to play.

PROJECT TYPE:	<b>Event, Warming, Festival, Family Friendly</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>1 - 2 days</b>
MATERIALS:	<b>Pool noodles, lighting, LED furniture, Electric blankets, Audio equipment</b>
MAINTENANCE:	<b>Medium</b>



Barbara Lash & Sierra Cole  
The Department Project  
thedeptproject@gmail.com

[departmentproject.com](http://departmentproject.com)



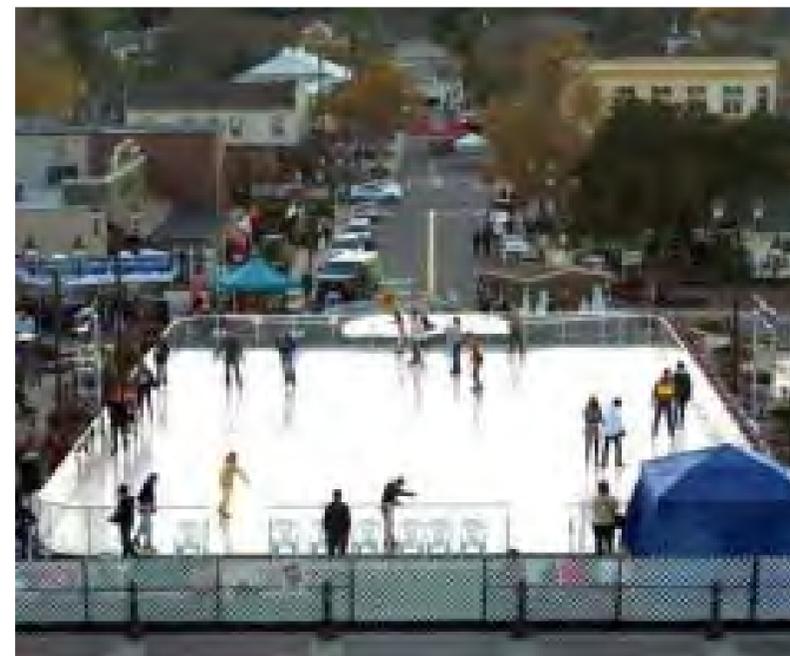
# WINTER STREETScape ACTIVATION



## Activating Social Zones for Winter Weather

By providing more space for outdoor dining and extending restaurant seating into the streetscapes, local businesses have been able to lessen the impact of limited indoor capacity regulations as well as provide a safer social environment for consumers. These projects have had incredible success within the recent months, with more visitors recorded in some downtown areas than last year when there were no regulations.

In order to winterize Social Zones, cold weather conditions must be considered in order to maximize the comfort of people within these areas. Wind protection and sun angles will help dictate where on street these Social Zones should be located during the winter months. We have also compiled a list of amenities that could be used individually or combined based on budget, availability, and necessity. Another option to activate downtown spaces during the winter is creating a unique winter programmatic calendar with events catered to all ages.



PROJECT TYPE: **Dining, Retail, Warming, Event, Festival, Play, Family**  
BUDGET: **\$\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **1 week - 3 months**  
MATERIALS: **Igloos, Jersey barriers, Lighting, Heaters, Seating, Landscape Materials, Tents, Sports Equipment**  
MAINTENANCE: **Medium**



[troyergroup.com](https://www.troyergroup.com)

Rachel Walsh  
Troyer Group



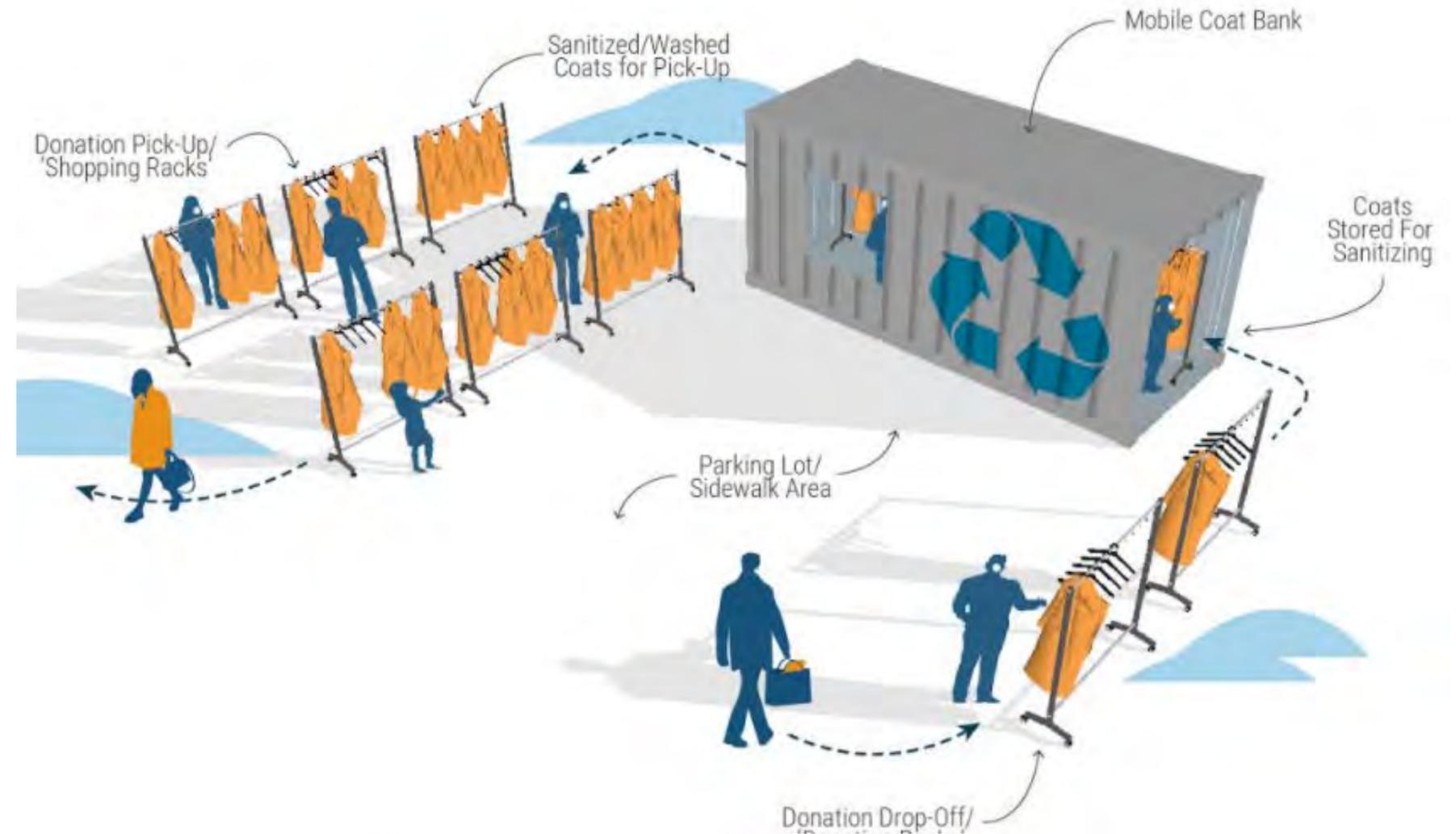
# COAT BANK

Providing warm clothing to those in need

Some people are precluded from staying outdoors for longer periods of time because they lack adequate clothing. The COAT BANK intends to provide assistance with warm layers to anyone who needs it.

The BANK gives an opportunity for people to donate their newly purchased, or lightly-worn winter coats, shoes, boots, gloves, etc. The garments would be inspected and cleaned off-site before being displayed at the COAT BANK. Ideally, this concept is coordinated with a local, or national non-profit organization who can assist with the logistics of handling the clothing.

PROJECT TYPE:	Event, Festival, Retail, Market, Family
BUDGET:	\$
IMPLEMENTATION:	Easy
TIMELINE:	1 week
MATERIALS:	Trailer, Container, Clothing racks, Clothing
MAINTENANCE:	Low



Adam Fearing  
Stantec's Boston Causeway Street Office  
adam.fearing@stantec.com



# CHILLY CHILL OUTS



Reoccurring events encourage outdoor activity

A family-oriented event to promote winter sports practice, as well as food, music and community connections. It will take place every February's Saturday and Sundays afternoons. Food trucks vendors and local businesses will be invited to participate.



PROJECT TYPE: **Event, Family Friendly**  
 BUDGET: **\$**  
 IMPLEMENTATION: **Medium**  
 TIMELINE: **1 Week**  
 MATERIALS: **Tables, Chairs, Warming stations, Stage and Sound Equipment, Lighting**  
 MAINTENANCE: **Medium**



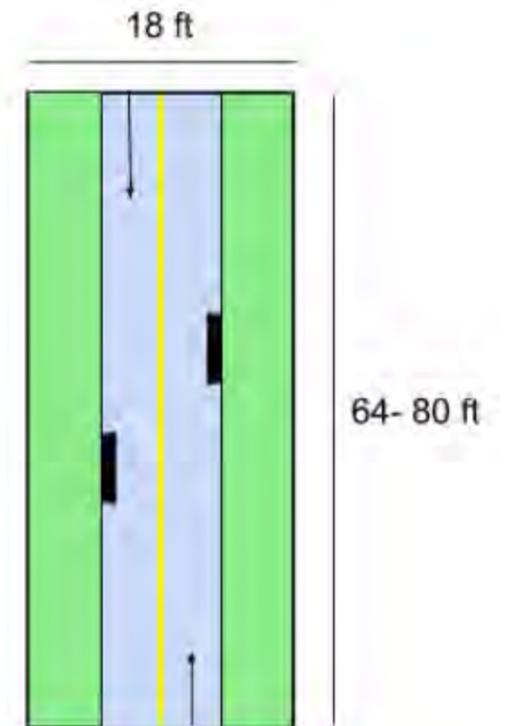
Berta Dominguez  
 WSP Canada  
 bertadominguez@gmail.com

# COZY PLANTS GREENHOUSE



Warmth and learning within an urban greenhouse

An urban farm and greenhouse provides comfort from the cold and teaches visitors about different easy-to-grow crops. Colorful plants, as well as warm, clean, fresh air will evoke positive emotions and a healthy experience.



PROJECT TYPE: **Warming, Family Friendly**  
 BUDGET: **\$\$\$**  
 IMPLEMENTATION: **High**  
 TIMELINE: **2 Weeks**  
 MATERIALS: **Polycarbonate panels, Electric heaters, Crops, Soil, Water, Shelving**  
 MAINTENANCE: **High**



Trystine Fellmann  
 Florida Atlantic University  
 tfellmann2020@fau.edu



# WINTER VIGNETTES ON MAIN STREET



Decorated downtown scenes become a family tradition

These are easy steps to create a grass roots winter tradition:

1. Individual store front decorations
2. Seating in front of stores for 2-3 people
3. Hot snacks and hot drinks
4. Community events

New annual tradition that will make people return downtown through the winter. Potentially turning into a year around tradition with lovely decorated downtown where people would like to stop by often any time of the year.

*\*Inspired by Quebec city, Canada*

PROJECT TYPE:	<b>Retail, Festival, Family</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>1 week - 1 month</b>
MATERIALS:	<b>Repurposed objects combined with painted twigs or evergreen branches into a whimsical vignette</b>
MAINTENANCE:	<b>Medium</b>



Tatiana L. Sougakova  
tsougakova@yahoo.com

[sougakova.com](http://sougakova.com)



# WAKE UP FACADE



Using containers to create weather shields and extended facades

The general concept is to provide active and encouraging facades on Egleston Square.

First step is a car traffic closure on the main street, to make it more friendly and safe for pedestrians.

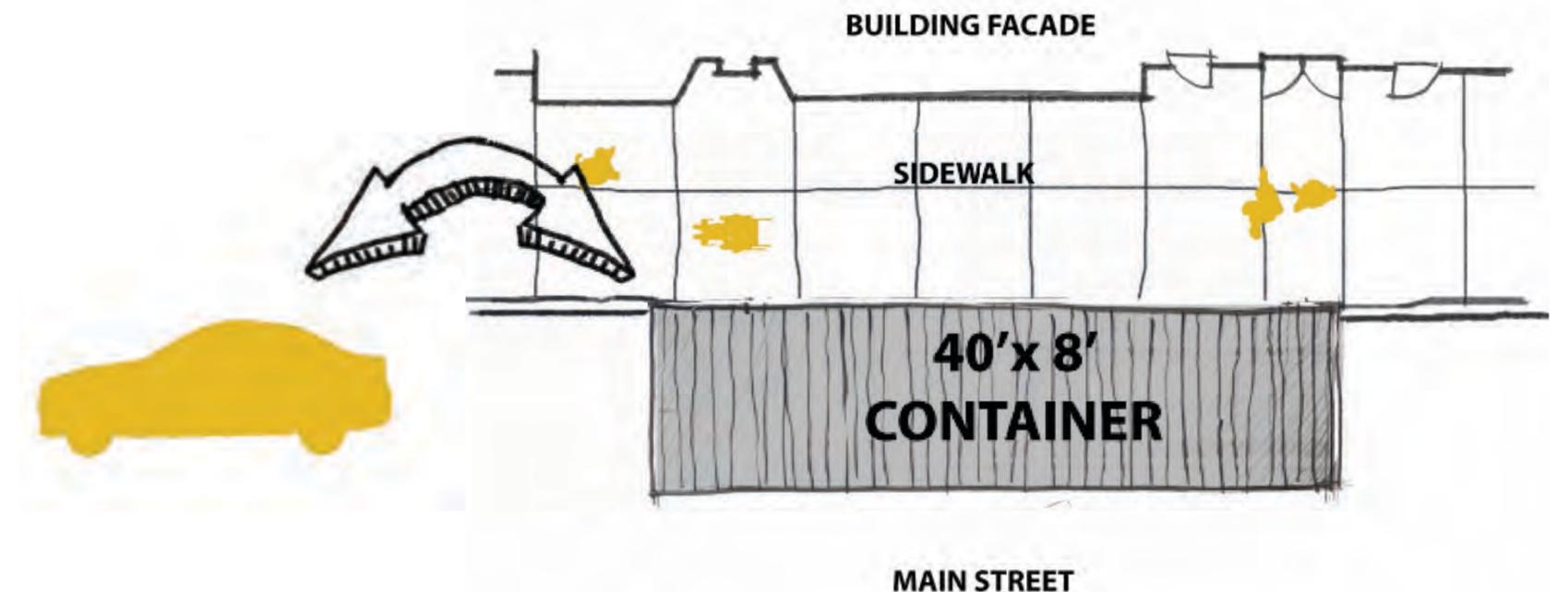
Second step is to identify parking stall facades that face the avenue, and turn them into an active part of the street scape.

Because Boston is a dock city, containers are widely available to rent for a low price. An advantage of containers is that they can help shielding from the weather conditions like snow and wind. If needed, each container can be furnished with the heater and electricity from buildings.

Containers could be a good place for all kinds of business like restaurants, grocers or festivals.



PROJECT TYPE:	<b>Retail</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>60 Days</b>
MATERIALS:	<b>Container purchase and fabrication (to be done by professional manufacturer)</b>
MAINTENANCE:	<b>Medium</b>



Joanna Kowalska



# GIVING TREES



Pop up tree sculptures activate public places while supporting local nonprofits

In this concept, we expand on the idea of a “tree” by creating multiple pop up sculptures, each dedicated to a local non-profit and decorated by a local artist.

This outdoor exhibit creates unique and fun sculptures that are located throughout the downtown area, bringing awareness to the work of local nonprofits with QR codes for giving, while giving the public an outdoor art experience.

Sprinkled throughout the downtown area, we’d see large 6-8 ft tall 2-part MDF/Plywood trees that have been painted by artists. Other shapes can be made available based on the stakeholder or season.

A map and public vote contest could further drive engagement and social capital for the district, the artists and the nonprofits.



PROJECT TYPE:	<b>Retail, Festival, Family Friendly</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>Low</b>
TIMELINE:	<b>2-7 days</b>
MATERIALS:	<b>Wood, Hardware, Lighting, Paint, Website &amp; Signage</b>
MAINTENANCE:	<b>Low</b>



Barbara Lash  
Barbara Danger Studio  
babs@barbaradanger.com

[barbaradanger.com](http://barbaradanger.com)



*Giving Trees*

- 2-part Slotted Plywood or MDF
- 6-8' Tall
- QR Code with non-profit donation information
- Non-profit is paired with an artist who paints a mini mural on the tree

WORLD OF WINTER **FUNDRAISING**

# COMMUNITY PAVILION

Providing an all-weather space for gathering



Working, living, eating, playing, and socializing have been constrained to bedrooms and couches. Community Pavilion brings those activities back into the public realm by providing an all-weather space for friends, neighbors, and coworkers to gather in a safe and physically-distant environment.

Programming could include live music, movie screenings, classes, and workshops. When people are given a safe and fun way to gather again, it supports local businesses and the community.



PROJECT TYPE:	<b>Warming, Family Friendly</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>7-10 days</b>
MATERIALS:	<b>Lumber, Hardware, Roofing, Seesaw, Tables, Chairs, Plants, Lighting, Heaters</b>
MAINTENANCE:	<b>Medium</b>

The pavilion is transformed into a physically distant living room for the community. Naturally socially distant seating along with swings and seesaws create a comfortable and fun environment. The addition of heat lamps, lights, and plants make it an inviting space into the winter.

While our implementation includes building a pavilion, this could easily be replicated with a faster and more cost effective option such as a canopy tent.



Aaron Greiner  
CultureHouse  
aaron@culturehouse.cc  
[culturehouse.cc](http://culturehouse.cc)



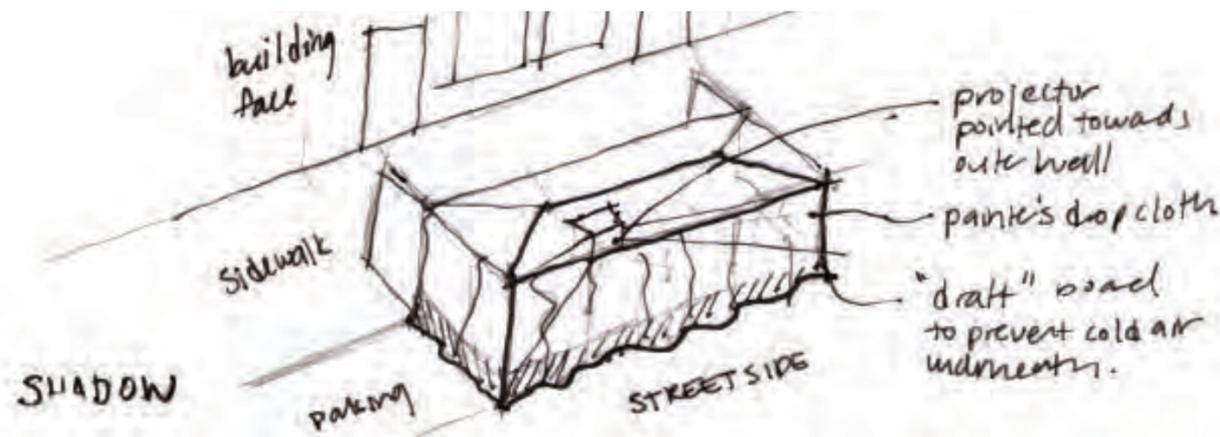
# SHADOW PLAY/ SHADOW ART



Colors and shapes move with the wind

The colors, and shapes of art will ripple and move in the wind and patrons' shadows will overlap the images dancing on the walls.

- A white tent made of painter's drop cloth over a tube frame.
- A "draft" board of upcycled wood pallets surround the bottom of the space to help curtail cold drafts at one's feet.
- Sections of cloth connected by velcro
- Sticks wrapped into the bottom of the fabric to hold in place
- Projector with thumbdrive projects images of local artists' paintings onto the back of the tent in a slideshow.
- Three pop up tents or one large event tent



PROJECT TYPE: **Warming**  
 BUDGET: **\$**  
 IMPLEMENTATION: **Medium**  
 TIMELINE: **4-6 Hours**  
 MATERIALS: **Projector, Drop Cloths, Velcro, Carport, Sticks, Wood, Art**  
 MAINTENANCE: **Low**

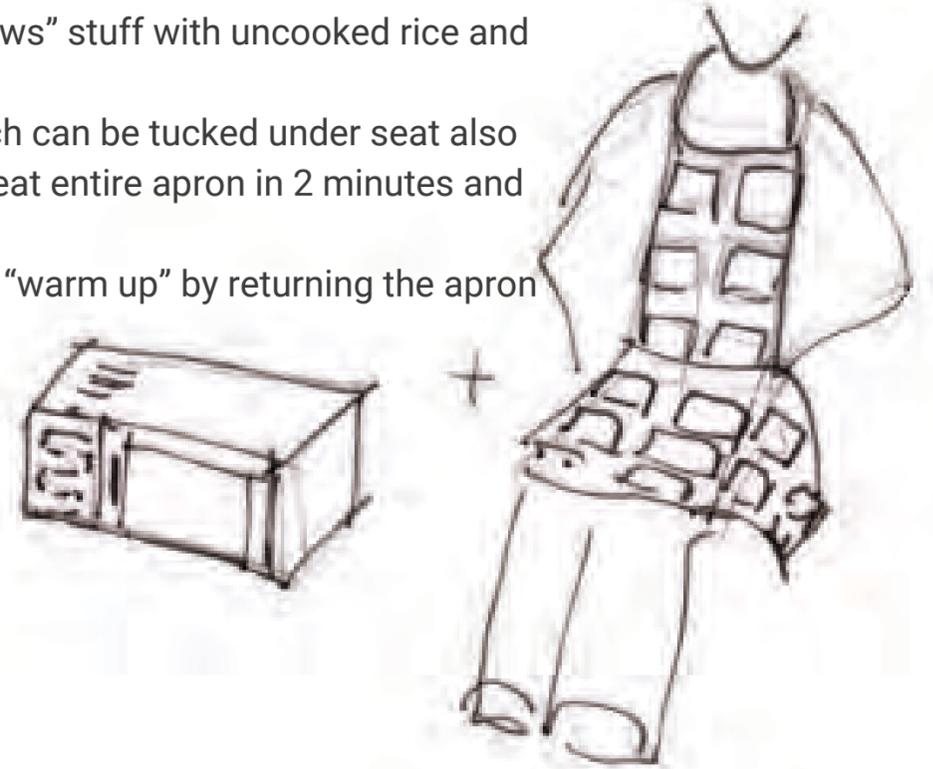
# WEIGHTED APRON



Heated Aprons provide cozy, old-fashioned warmth

Extend seating comfort by applying folk wisdom to contemporary times

- Fabric Apron with rows of pockets
- Square or rectangular "pillows" stuff with uncooked rice and sewn shut
- Apron has side panels which can be tucked under seat also
- Nearby microwave can reheat entire apron in 2 minutes and last for 20 minutes
- Longer visits can request a "warm up" by returning the apron to the microwave



PROJECT TYPE: **Warming**  
 BUDGET: **\$**  
 IMPLEMENTATION: **Low**  
 TIMELINE: **1 week**  
 MATERIALS: **Fabric and rice, Microwave and extension cord**  
 MAINTENANCE: **Low**

# PEDAL POWER PAGODA



Pedal-powered chandeliers create an illuminated beacon

Recognizing the needs, joys and challenges of staying active in the winter during the shorter days, the colder nights and the ongoing pandemic, this pedal powered chandelier creates a communal, human powered illuminated beacon with exercise bikes set up to power a chandelier.

A cluster of 8 bikes and 8 chandeliers form a pagoda like structure that provides light, shelter and warming exercise.

PROJECT TYPE:	<b>Warming, Festival, Family Friendly</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>1-2 Days</b>
MATERIALS:	<b>8 exercise bikes, 8 transformers, Lumber for pagoda</b>
MAINTENANCE:	<b>Medium</b>



Nick Tobier  
Brightmoor Maker Space  
nick@everydayplaces.com

[everydayplaces.com](http://everydayplaces.com)



# KALEIDOSCOPE



Colorful fiberglass modules create warmth and shelter

“Kaleidoscope” is a burst of warmth, light, and color in the midst of a cold, dark, gray environment.

The simplicity of construction and required materials offer a range of cost-effective and replicable ideas for the temporary adaptation of Main Street pocket parks to warm up and enjoy food and drink from local establishments.

PROJECT TYPE:	<b>Warming, Festival, Family Friendly</b>
BUDGET:	<b>\$\$\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>1 month</b>
MATERIALS:	<b>Plexiglass, Wood, Hardware, Lighting, Signage</b>
MAINTENANCE:	<b>Medium</b>



Jess Wilson  
Urban Fabric



# EDMONTON'S FRENCH QUARTER WHITE-OF-WAY



Promoting physical activities and the use of open spaces during winter

The idea is to link 3 outdoor spaces in Edmonton's French Quarter (La Cité Francophone patio, the University of Alberta Campus Saint-Jean sport fields and the Rutherford school playground) by creating a "white-of-way", connecting them with the existing trails along Mill Creek Ravine.

A length of 400m on the South side of 86 Avenue, from the existing Mill Creek Ravine entrance at 86 Avenue and 95 Street intersection to the south entrance to Rutherford School playground, will be groomed to be used for cross country sky and sleds. Some ski racks will be installed at the 3 open spaces.



PROJECT TYPE:	<b>Festival, Family Friendly</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>1 week install</b>
MATERIALS:	<b>Trail grooming, Maps, Directional signage, Lighting, Ski racks</b>
MAINTENANCE:	<b>Medium</b>



Berta Dominguez  
WSP Canada  
bertadominguez@gmail.com

# FISHING THE SNOW

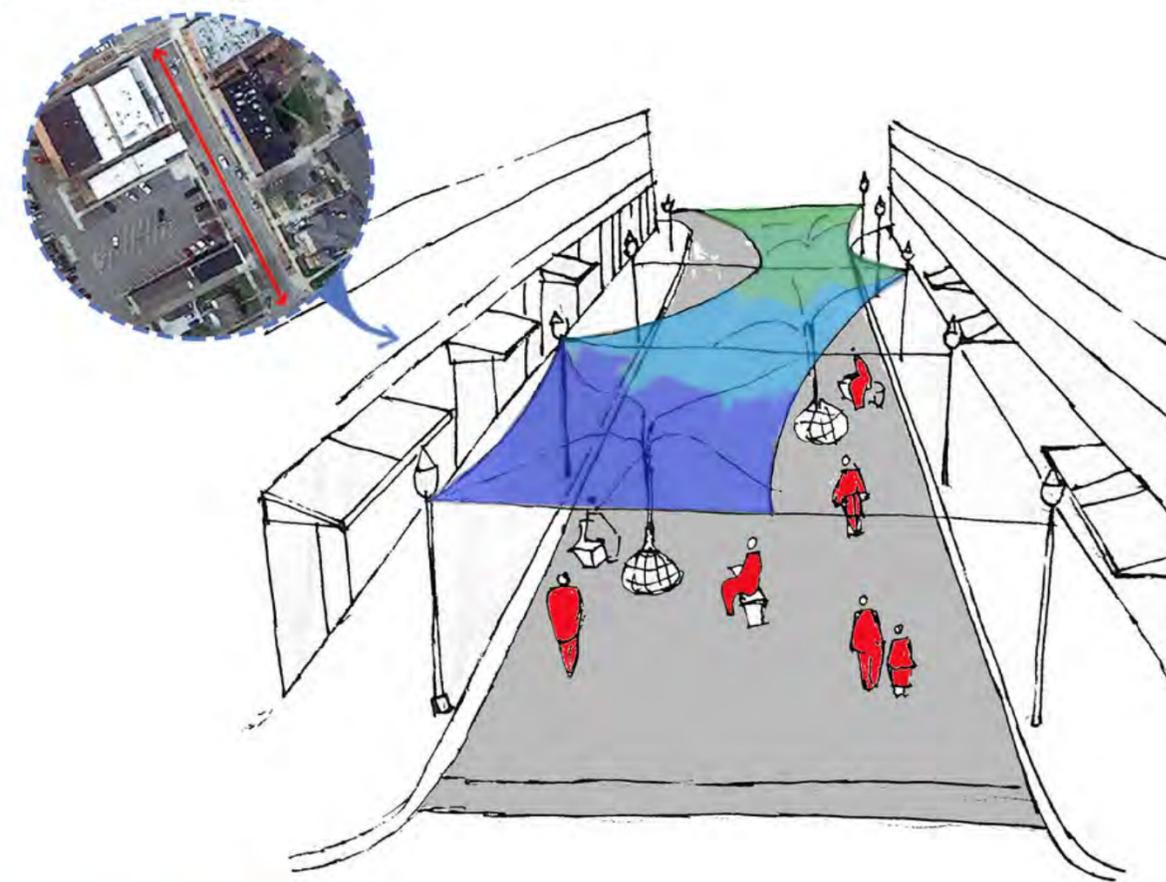


To create a vibrant environment the street is covered with cotton sea net and full of color

Draped across a street or alleyway, a net is cascading down on the ground filled with balls. Creating dynamic experience while walking through the street. Active interventions include outdoor cafes along the installation, a small fireplace with an outdoor library, and seating.

The lighting along the net roof creating an overall ambiance of delight and a calming effect that makes people want to linger outside even when it is chilly. I believe a combination of active and passive intervention together will help in activating a street, attracting foot traffic, and vibrant physical environment.

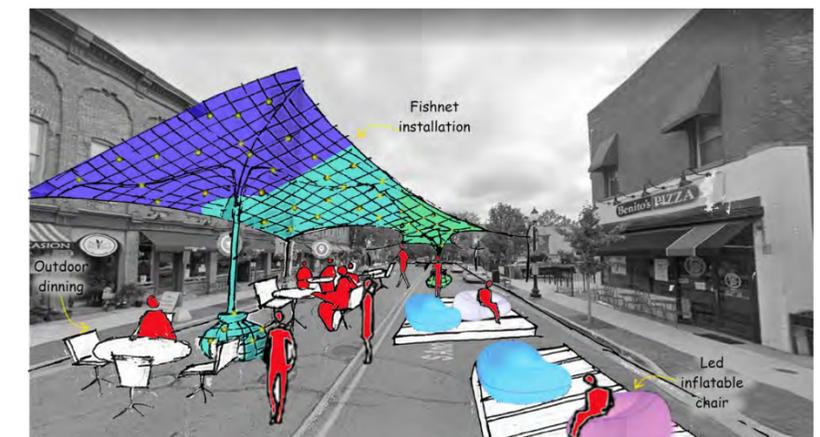
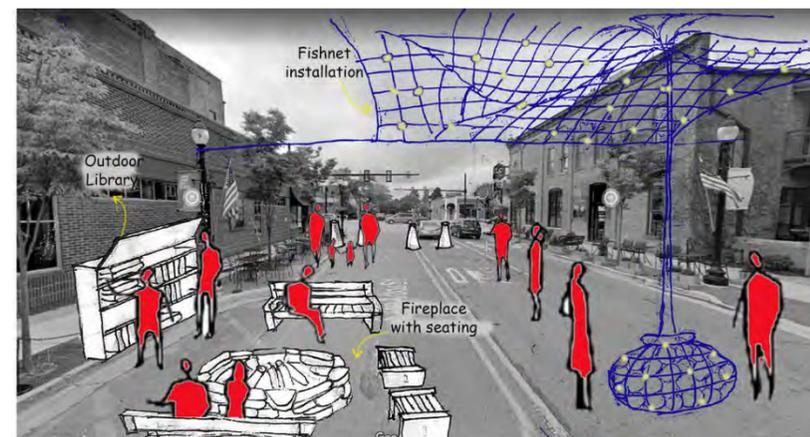
PROJECT TYPE:	<b>Dining, Event, Festival, Play, Family</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>30-40 days</b>
MATERIALS:	<b>Fishing Nets, Metal Strings, Colorful Balls, Lighting</b>
MAINTENANCE:	<b>Low</b>



**Implementation time :** 30-40Days  
**Materials :** Fishing net(different colours), Metal strings, Colourful balls, Lights



Megha Gaikwad, architect  
MEGA Studio  
meghagaikwad3007@gmail.com  
[megastudio.com](http://megastudio.com)



# OUTDOOR SEATING PARKLET

Adaptable components create all-weather parklets



Parklets are a quick and easy way to create comfortable, pleasant, and safe outdoor seating that allows restaurants to expand their capacity and make guests feel comfortable eating out. However, traditional parklets can be time-intensive, expensive, and inaccessible to most restaurants.

Our new open-source seating parklet is aesthetically pleasing, easy to build, and affordable to implement. The on-street dining area includes a sidewalk-level platform, protective barriers, and a canopy to protect from rain and snow. Heat lamps, plants, and side panels warm the space and block wind.

PROJECT TYPE:	<b>Dining, Warming</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>4-5 days</b>
MATERIALS:	<b>Sun Shade, Platform. Tables, Hanging Plants, Lights, Heat lamp</b>
MAINTENANCE:	<b>Low</b>



These parklets benefit both restaurants and the community as a whole. Restaurants have the ability to safely stay open with accessible and attractive outdoor seating into the winter, and people have more options for going out to eat in a comfortable, safe, and social way. The parklet is also adaptable, meaning it can easily be expanded and shrunk based on demand and what space is available. It can be easily put together and taken apart in the case that it needs to be moved or stored.



Aaron Greiner  
CultureHouse  
aaron@culturehouse.cc  
[culturehouse.cc](http://culturehouse.cc)

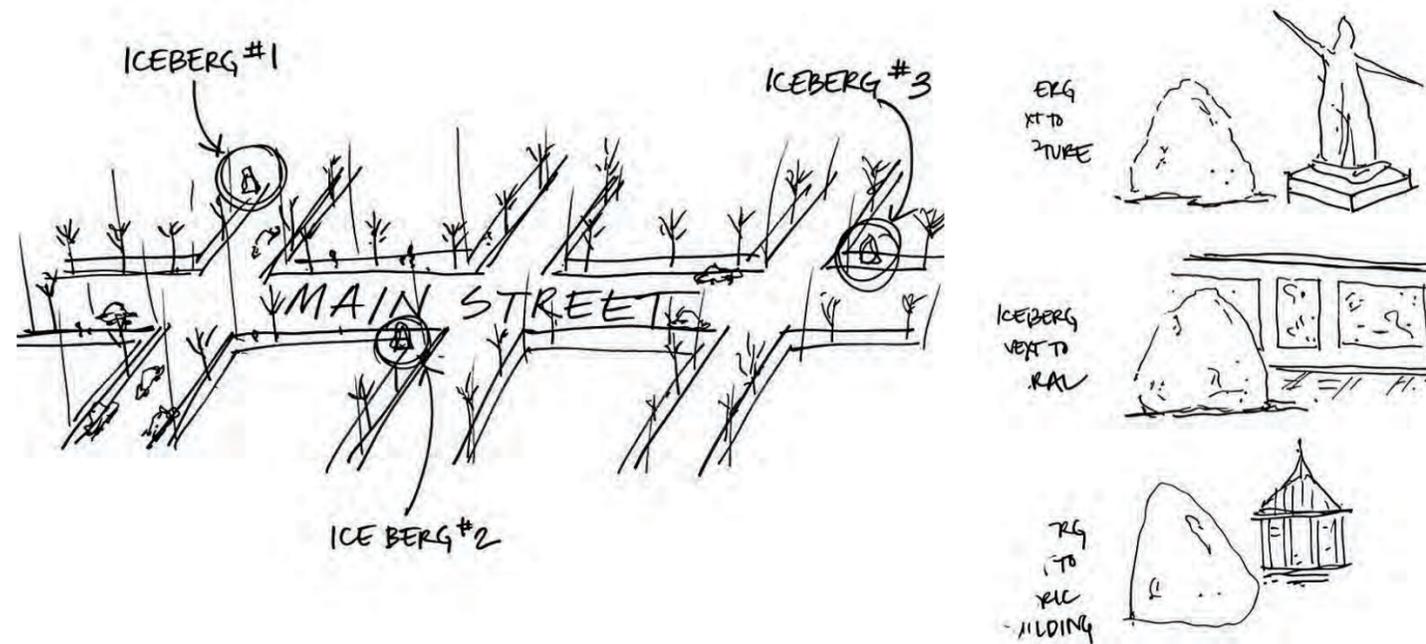


# SAVE THE ICEBERGS



Ice sculptures encourage exploration

SAVE THE ICEBERGS is comprised of a series of interactive sculptures installed throughout a city or neighborhood, with the dual goals of promoting city-wide exploration and environmental education. The sculptures would be strategically placed near iconic local sites, specific areas of business, and/or lesser-known sites to promote visitation and provide photo opportunities.



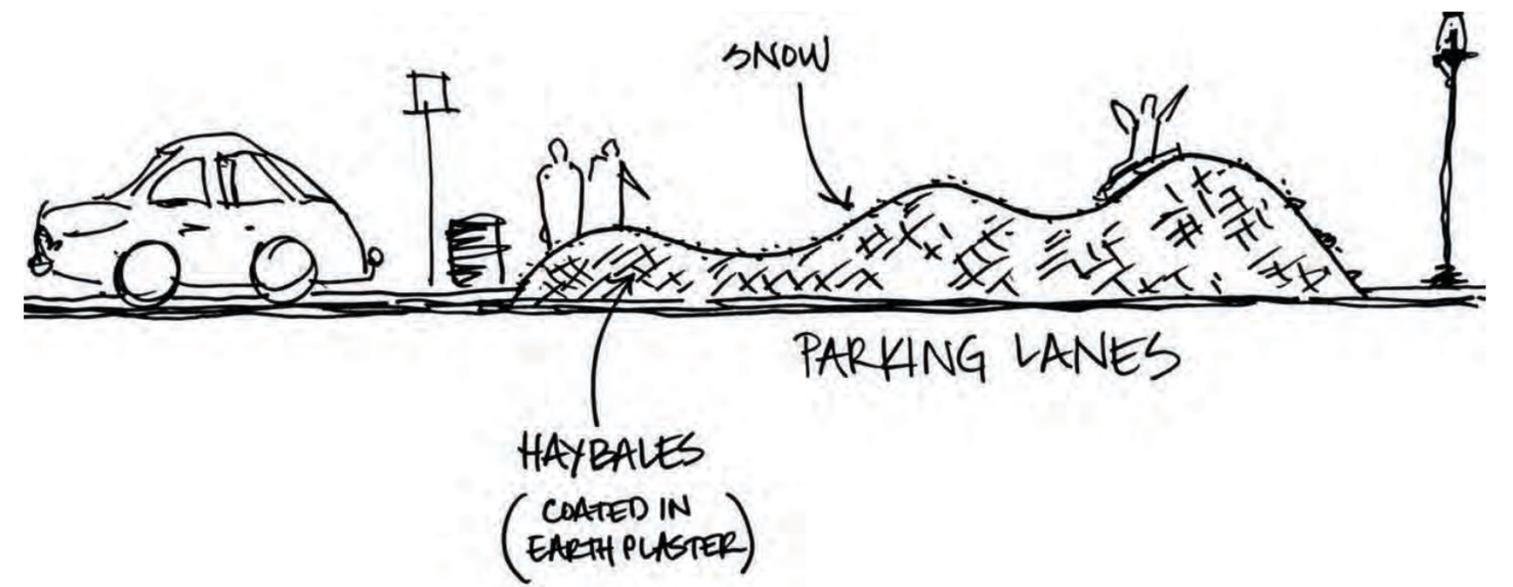
PROJECT TYPE: **Retail, Family Friendly**  
 BUDGET: **\$**  
 IMPLEMENTATION: **Medium**  
 TIMELINE: **1 Day**  
 MATERIALS: **Lumber, Canvas, Paint, Printed signs.**  
 MAINTENANCE: **Low**

# URBAN SNOW COASTER



Turn parking spaces into a snowy rollercoaster

This sculptural installation transforms parking lanes temporarily into an interactive "roller coaster" track for the whole city to enjoy. Using sustainable construction methods, the low, undulating track is made from hay bales covered in earthen stucco and a painted finish. Community members of all ages are invited to bring their own sleds to safely enjoy the track when covered in snow, or their own toy cars on warmer winter days.



PROJECT TYPE: **Event, Festival, Family Friendly**  
 BUDGET: **\$**  
 IMPLEMENTATION: **High**  
 TIMELINE: **1-3 Days**  
 MATERIALS: **Hay bales, Clay, Sand, Paint, Sleds, Toy cars**  
 MAINTENANCE: **Medium**



Tiffany Black, Leticia Bajuyo, Christine Wilson  
 TLC Art Collective  
 christineannwilson@gmail.com

# BOSTON BLANKET BRIGADE!



## Blanket restaurants in love and support with flashmob dining

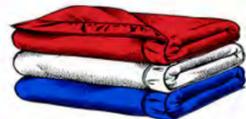
four friends co-founded the Boston Blanket Brigade as a way to mobilize fellow Bostonians to help save our restaurants, which have been hit especially hard by the pandemic. Our mission is to blanket restaurants in love and support with flash mob dining.

Each week, we announce a restaurant that we are visiting, sitting outside with our friends, with our blankets to stay warm while helping to fill tables at our beloved restaurants!

Not in Boston? Grab your blanket and visit a favorite restaurant in your own city or town!

PROJECT TYPE: **Dining, Event, Festival, Play, Family**  
BUDGET: **\$**  
IMPLEMENTATION: **Low**  
TIMELINE: **30-40 days**  
MATERIALS: **Blankets**  
MAINTENANCE: **Low**

# B



Cindy Joyce  
Boston Blanket Brigade  
cindy@pillarsearch.com



### Why the triple B?

**As the temperatures dip, our motto is *Buck Up and Bundle Up Buttercup!***

**So grab a blanket and support local restaurants.**

# CHRISTKINDLMARKT



European charm comes to small town America

Bringing the charm of a European Christmas Market to towns is not exclusive to big cities. Small towns can offer the festive fun of an outdoor Christkindlmarkt as well this holiday season. While our submission will be one that is put in place for our community for the three days following Thanksgiving, this type of event is flexible to just weekends for a couple of months.

Christkindlmarkt will include an artificial ice skating rink as well as a Christmas Tree lot with pre-sold, lit trees on stands that will help to decorate the area as well and pay for some expenses. Seasonal craft vendors, as well as German themed food, beer, and mulled wine will be a part of the event weekend and some special German bands to entertain the community. We also added a curling rink to our bar area.

PROJECT TYPE:	<b>Festival, Retail, Family Oriented</b>
BUDGET:	<b>\$\$\$</b>
IMPLEMENTATION:	<b>High</b>
TIMELINE:	<b>2 Days</b>
MATERIALS:	<b>Tents, Lights, Trees, Ice Rink, Skates, Games, Vendors, Food Services, Stage, Audio Equip</b>
MAINTENANCE:	<b>High</b>



Carey Garwood  
Bethany Church  
garwood13@hotmail.com

[blc24seven.com](http://blc24seven.com)



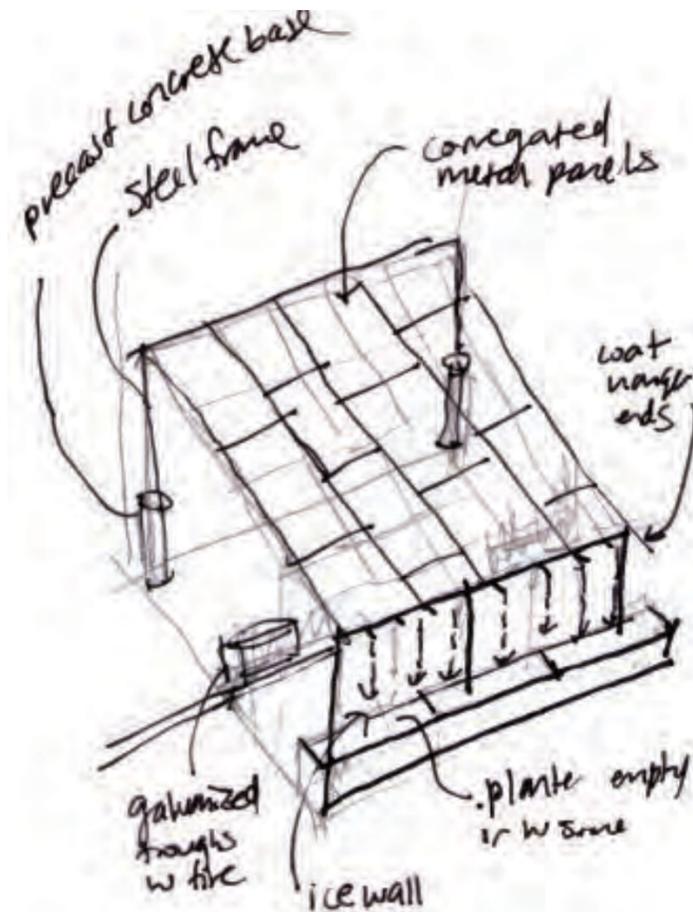
# FIRE AND ICE



Icicle walls, fire pits create hot/cold experience

Harness the snow and water during cold temperatures to create ice walls

- Corrugated metal roof or runnels suspended above the seating area sloped towards the street
- Receiving planters empty to gather the water
- Coat hangers or wire or nails to direct the water through surface tension outward.
- Woven wire side to create a icicle wall
- Galvanized troughs filled with sand support fire pits



PROJECT TYPE: **Warming, Family Friendly**  
 BUDGET: **\$\$**  
 IMPLEMENTATION: **Medium**  
 TIMELINE: **1 day**  
 MATERIALS: **Metal panels, Deck Block, Frame, Galvanized troughs**  
 MAINTENANCE: **Low**

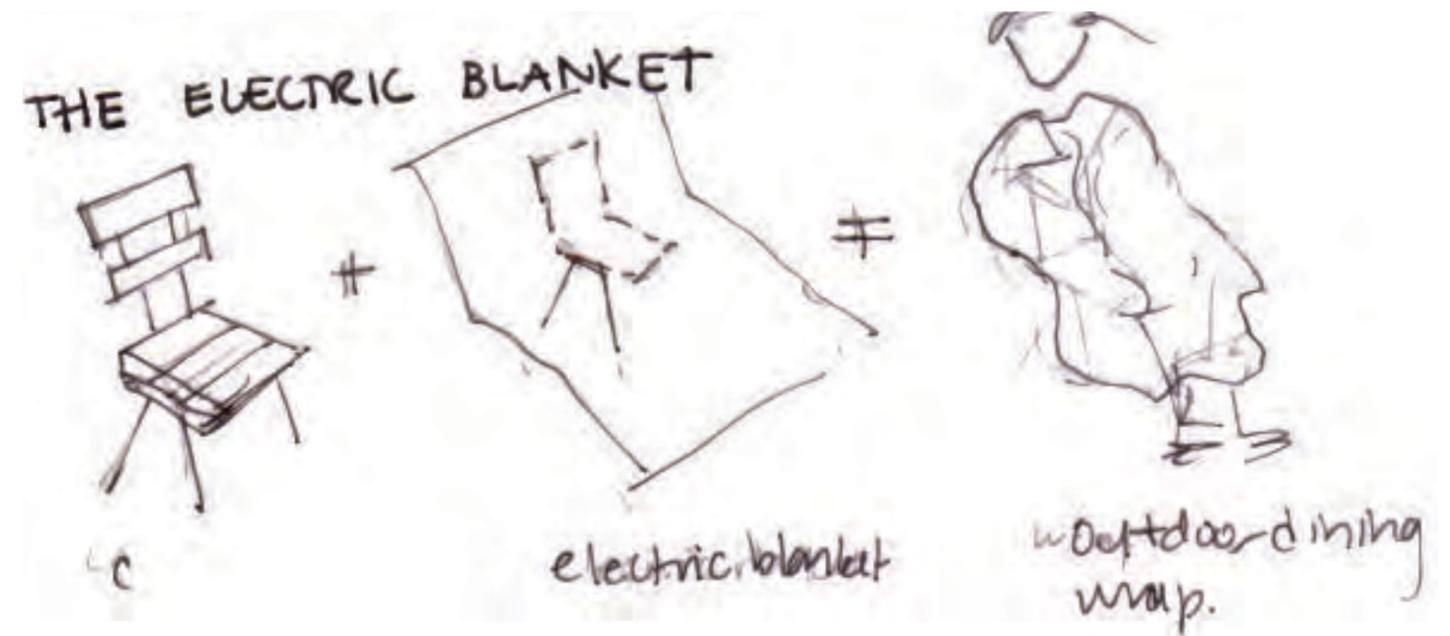
# ELECTRIC COMFORT



Affordable heated seating for outdoor comfort

Extend seating comfort by adapting existing technology

- Connect Electric Blanket to battery or electric source
- Wrap oneself in blanket during dining OR
- Custom smocks or shawls could be made from the electric blanket OR
- Blankets could be wrapped around the chair only to create a heated seat.



PROJECT TYPE: **Warming, Dining**  
 BUDGET: **\$**  
 IMPLEMENTATION: **Low**  
 TIMELINE: **1 day**  
 MATERIALS: **Electric Blanket and extension cord and power adapter**  
 MAINTENANCE: **Low**

# SEASON OF WISH BLOSSOMS



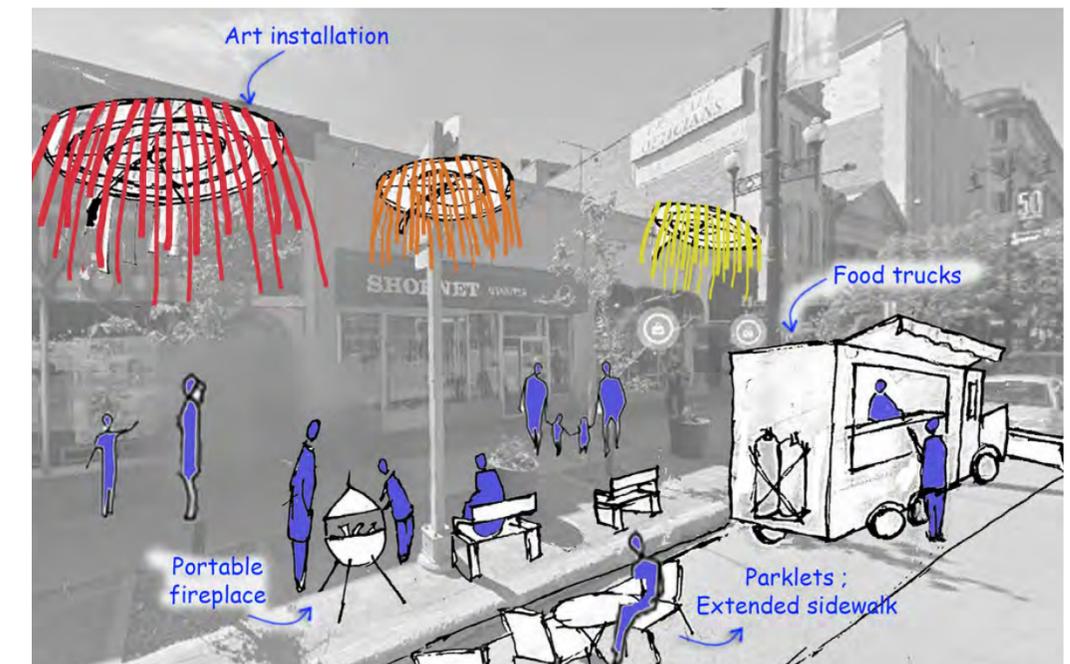
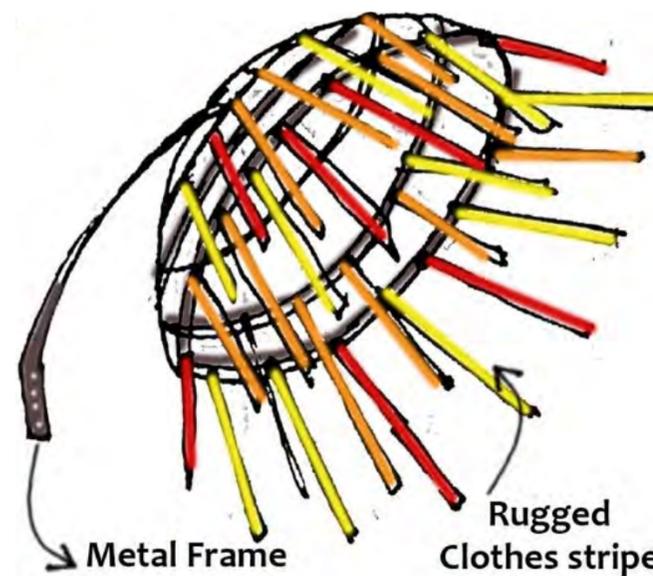
Wishing trees create a colorful place for events and gatherings

The art installation is inspired by the wishing trees from Indian culture. Fragments of cloths are tied to the branches of trees giving it a warm look. Similarly, the rugged cloth stripes are tied to the circular metal frames giving it appearances of a blossoming flower. This installation along the street can give a feeling of spring in the winter season.

The central media of the road with trees are covered with bright colour umbrellas. Active intervention includes public seating along a portable fireplace, public performances, or carols on pathways stage and food kiosks. Planning parklets to use the parking spaces as extended sidewalks for food trucks and outdoor seating.



PROJECT TYPE:	<b>Festival, Family Friendly</b>
BUDGET:	<b>\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>45 Days</b>
MATERIALS:	<b>Metal circular frame, Rugged cloth strips, Umbrella, Spotlights</b>
MAINTENANCE:	<b>Medium</b>



Megha Gaikwad, architect  
 MEGA Studio  
 meghagaikwad3007@gmail.com

[megastudio.com](http://megastudio.com)

# OUTDOOR CAFE



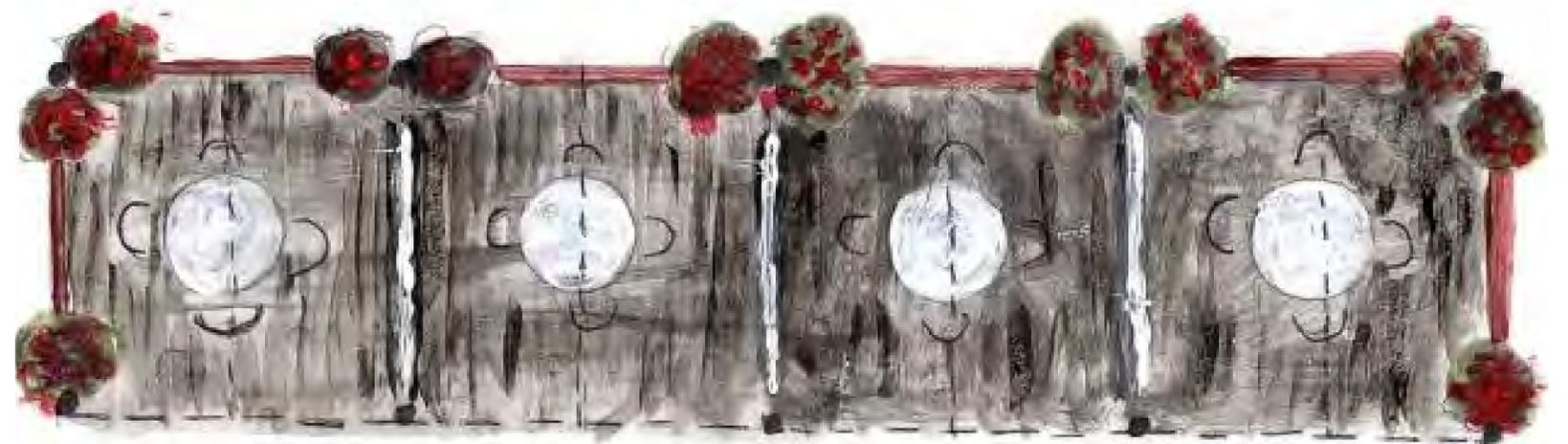
Clear roofing on parklet creates shelter with view to the sky

The idea is to create a warming and inviting atmosphere during the day, where you can enjoy good food or a cup of cocoa.

While enjoying this low-cost space, you can see the sky through the clear roof, get comfortable with partition walls, and feel warmer surrounded by Fire burners, infrared heaters, and Firepower Nandina shrubs.



PROJECT TYPE: **Festival, Retail, Family Oriented**  
BUDGET: **\$\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **1-2 Weeks**  
MATERIALS: **Wood Palette, Box Planters, Firepower Nandina, Stainless Pit Pan with burner, Heaters, Lumber, Roof panels, Partitions, Steel chains, Flooring**  
MAINTENANCE: **Low**



Emar A Piñeiro Pagán  
Designer

[behance.net/emar\\_pineiro](https://www.behance.net/emar_pineiro)

# WINTER FESTIVAL



## Closing streets to create a pedestrian-friendly downtown experience

The concept is to use the street lanes to develop a pedestrian traffic during the event. Spectators can warm up with heating towers and wood burning fire column in the center lane, where families can relax in their own chair in assigned areas.

Activities such as Christmas carols, singing and storytelling will take place in a semi-closed stage. Business owners can help create a memorable experience by entering a window design competition that complement the Christmas lights in the trees and building's outline creating a magical experience.



PROJECT TYPE:	<b>Festival, Retail, Family Oriented</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>1-2 Weeks</b>
MATERIALS:	<b>Astella Midas tall steel wood burning fire column, Wood Palettes, Glass, Christmas lights</b>
MAINTENANCE:	<b>Low</b>



Emar A Piñero Pagán  
Designer

[behance.net/emar\\_pineiro](https://www.behance.net/emar_pineiro)

## BYOB (BRING YOUR OWN BIKE)



Pedal your way to warmth and community

- Separate the bike/ service area from the street and the walk by planters and screens
- Provide bike trainers to raise a bike's rear tire off the ground
- Provide central tables spaced apart to allow for multiple seating options



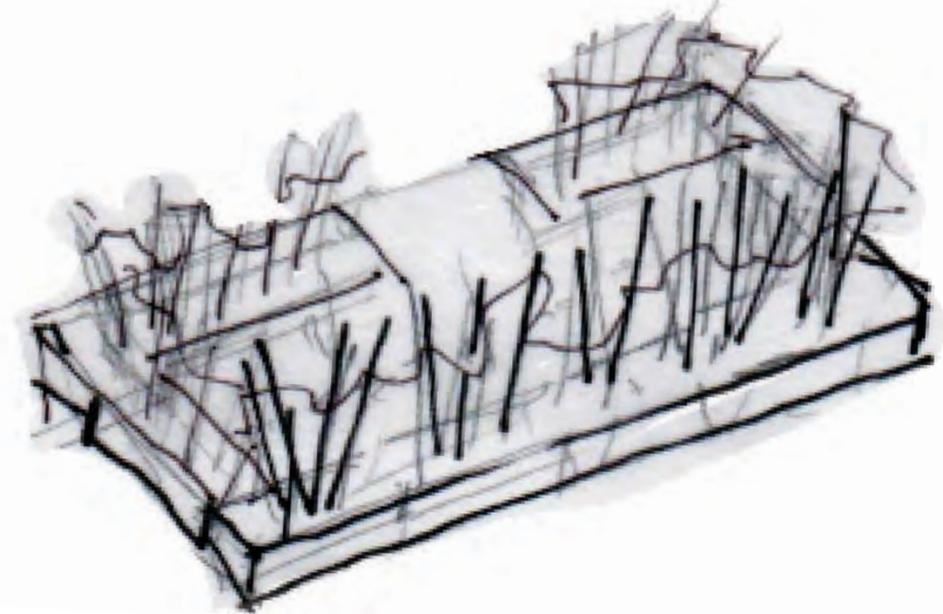
PROJECT TYPE: **Retail**  
BUDGET: **\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **1 day**  
MATERIALS: **Wood pallet fence, Screens, Planters, Trainers for bikes, Seating**  
MAINTENANCE: **High**

## HOLIDAY FOREST



Bringing the woods into the street

- Gather twigs 4-6' tall from the woods
- Paint red, white, or silver
- String LED filament lights in between them to create an upper screen of light
- 18" wide planters filled with sand to place the twigs and posts
- planters made of recycled pallets or jersey barriers.
- invite people to write hopes and dreams on paper and tie to twigs with red or silver ribbon.



PROJECT TYPE: **Festival, Family Friendly**  
BUDGET: **\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **2 Days**  
MATERIALS: **Solar lights, Paint, Ribbon and Paper Sticks, Wooden pallet planters, Sand, Jersey barriers**  
MAINTENANCE: **Low**

# CADILLAC COMMONS



Warming fireplace and landscaping create a year-round destination

A collaboration between the City and community has transformed a nondescript parking lot and park district into a year-round destination evoking all the historical charm and sophistication that makes Cadillac unique.

The lakeside block will serve as a vibrant hub connecting downtown businesses and Lake Cadillac with seasonal events and attractive amenities, to draw in both visitors and residents.

A common space for all to enjoy!

PROJECT TYPE: **Festival, Warming, Family Oriented**  
BUDGET: **\$\$\$**  
IMPLEMENTATION: **High**  
TIMELINE: **2 Weeks**  
MATERIALS: **Manufactured Fireplace, Masonry, Natural Gas Line, Landscape improvements, Lighting**  
MAINTENANCE: **Medium**



City of Cadillac  
[cadillac-mi.net](http://cadillac-mi.net)

# ADAPTABLE DINING POD



A floor of light; walls of dreams and vision

It's a pod, housed in a sturdy frame that can withstand changing weather conditions, while also allowing for heating and electrical integration.

Pods could be connected for larger parties, and technology could be incorporated to allow for easy sanitization, temperature control and airflow, and more. A notification light could help customers communicate with staff about their privacy and service preferences.

PROJECT TYPE: **Dining, Warming**  
BUDGET: **\$\$\$**  
IMPLEMENTATION: **Medium**  
TIMELINE: **2-4 Weeks**  
MATERIALS: **Dining Pods, Electrical, Furnishings**  
MAINTENANCE: **Medium**



**Kahler Slater**  
[kahlerslater.com](http://kahlerslater.com)

Kelli Zaremba  
Kahler Slater  
[kzaremba@kahlerslater.com](mailto:kzaremba@kahlerslater.com)

# SKADI FESTIVAL



Embrace winter with a craft beer, snowman and ice building festival

Skadi is the Norse goddess of winter, and she calls upon us to celebrate the gifts of winter. Ice, snow and sunny days beckon us to get outside.

For the kids, there's a snowman building contest, conjuring up the magic of "Frozen," while using free and plentiful wintry materials. For adults, there's a snow fort building contest, sponsored by local businesses. Using snow and ice bricks to create massive and unique snow forts, igloos and quinzies. The forts become cocoons from winter winds.

Another draw of this event is the winter beer festival. A one-price ticket gets you a tasting of multiple craft brewery wares. Patrons dress up as Vikings, 70s era ski bums, lumberjacks or other winter characters to make it a fun people watching event. Since this is a beer-focused event, no food booths encourages people to don snack-laden necklaces to enjoy mid brew, creating fun social sharing moments. Add music and enjoy!

PROJECT TYPE:	<b>Event, Festival, Family Friendly</b>
BUDGET:	<b>\$\$</b>
IMPLEMENTATION:	<b>Medium</b>
TIMELINE:	<b>1-2 Weeks</b>
MATERIALS:	<b>Snow, Ice, Ice Brick Makers, Lighting, Warming stations, Vendor booths, Maps, Signage</b>
MAINTENANCE:	<b>Medium</b>



Barbara Lash  
Barbara Danger Studio  
babs@barbaradanger.com  
[barbaradanger.com](http://barbaradanger.com)



# Project Implementation

## COVID-19 RESTRICTIONS

When thinking about any of these installations, please discuss with local health officials to determine the best times and methods of implementation based on your region's current level of COVID-19 infection.

### Events & COVID-19

When considering implementing festivals and other events under COVID-19 restrictions, consider avoiding overcrowding by;

- Limiting capacity at events and requesting attendees RSVP beforehand.
- Consider avoiding one-off events and creating recurring events series or (Thursday, Friday, Saturday events that become a part of peoples options of things to do but not an all at once destination)

### COVID Related Supplies

- This probably goes without saying at this point but, with any type of installation or event aimed at drawing visitors to your district, be sure to budget for hand sanitizer, extra masks, cleaning supplies and covid related signage reminding people to continue to physically distance from others.

## PERMITTING IN WINTER MONTHS

### Snow Removal Requirements

- It's going to be important to consult your local Department of Public Works but also, important to stress that typically, many cities do not see a high percentage of large snowfall events based on the entire winter season as a whole. Try and work with them to ensure that all outdoor events or in street installations can be removed as necessary with advance warnings of oncoming inclement weather.

### Permitting for Open Streets

- Permitting for outdoor warming stations or open flames
  - Check with your local fire department for restrictions around outdoor propane heaters and open flames.
  - Many cities have successfully permitted open flame warming stations on public spaces in major cities including Cambridge, Massachusetts and Edmonton, Canada

### Who to connect with

- Key Stakeholders - Elected officials, artists, educators, small business owners
- Community Influencers - Local foundations, hospitals, volunteer groups
- The chamber of commerce, local/county tourism organizations
- Historical societies, schools, school alumni groups
- Large corporations, small business owners
- Religious organizations, local sports teams, senior centers, banks
- Anyone located next to the project site. They shouldn't be surprised by your project- talk to them early.

# Project Implementation

## FUNDING OPPORTUNITIES

### Massachusetts Specific Funding:

- **Winter Places Project Planning & Implementation Funding:**

- Bench Consulting will be managing a pool of funding provided by Barr Foundation to support winter project implementation across Massachusetts. Funds can be used for project planning, implementation and staffing.
- Grant applicants must be non-profit, a municipal entity, or community based organization, with preference given to environmental justice communities.
- Projects must be located on a traditional main street, downtown corridor, or similar to attract foot traffic to a wide array of area small businesses, (add activation of green space during winter)
- Open to the public and free of charge
- Able to be implemented to completion before February 1, 2021.
- Funding can only be used for design, materials, programming staff time and other overhead costs.
- Contact [Jonathan@Patronicity.com](mailto:Jonathan@Patronicity.com) for more information.

- **MassDOT Shared Streets and Spaces:**

- Funding is available to Municipal entities only. Other restrictions apply. Please see program website [here](#).

### Crowdfunding through Patronicity

- As always, our sister company, [Patronicity's](#) crowdfunding platform is available for anyone who would like to rapidly stand up and launch a crowdfunding campaign in their community. Patronicity's platform is available for any organization, municipality, non-profit or for-profit, to use. Learn more at [Patronicity.com](#).

### Local or state CARES Act Funding

**Local Funders**, pooling funds from property owners and other organizations that do work with your local small business community and rely on their success financially.

## FOLLOW ON REPORTING AND COMMUNITY FEEDBACK

### Resident Feedback

As with many of the changes to our built environments that have come in response to the COVID-19 Pandemic, it's important to ensure a proper outlet for residents to submit feedback. Since the urgent nature of these changes doesn't allow for typical community engagement prior to implementation, be sure to solicit feedback from residents on how these projects are going while in the ground to help inform future, similar engagements.



**"It's time to change  
our relationship with  
winter and get  
outdoors this year!"**

- Jonathan Berk



contact:

**bench consulting**  
Jonathan Berk, Principal  
[jonathan@benchconsulting.co](mailto:jonathan@benchconsulting.co)

[benchconsulting.co](https://benchconsulting.co)



## SHARE THIS GUIDE

To share the guide with colleagues and friends, please direct them to <https://benchconsulting.co/winter-places> to sign up.

## QUESTIONS

Have any questions about any designs or how to implement any of the ideas, please reach out to us at [hello@benchconsulting.co](mailto:hello@benchconsulting.co) and we'll be happy to support.

**Look out for follow up communication in the coming weeks with additional resources and information on future webinars to help you activate your community this winter.**

Stay safe, stay warm and embrace winter,

## The **bench** Consulting Team



Jonathan



Ebrahim



Bridget



Mahala



Barbara



Tim

# Meet ootBox

Beautiful. Temporary Space. Anywhere.



## What's an ootBox?

An ootBox is a beautiful, temperature-controlled, plug and play space that can go anywhere and be used for everything from lab services to a home office. It is built and designed to maximize natural light, comfort and portability, all while taking up less space than a parking spot.

## What makes ootBox so special?

- **Made in the USA:** All our boxes are built by hand in the US.
- **Easy to Transport:** ootBoxes are moved by a standard flatbed truck.
- **Easy to Deploy:** No construction, no surface prep
- **Easy to Power:** Each box is powered by a regular, outdoor outlet with no special infrastructure
- **Easy to Brand:** Exterior branding packages starting at \$500.
- **Easy to Work With:** Short-term leases available

## Specs:

**Dimensions:** 8' (W) x 10' (L) x 8'6" (H)

**HVAC:** 9,000 Btu Heat and A/C

**Power:** Standard equipment (including HVAC) draws 13 Amps (120V)

**Surface Prep:** Any level surface

**Customizations (common):**

- |                            |                                      |
|----------------------------|--------------------------------------|
| • <b>End-Wall Material</b> | • <b>Interior Wall Material</b>      |
| • <b>Exterior Colors</b>   | • <b>Flooring</b>                    |
| • <b>Furniture</b>         | • <b>Branding (panels and glass)</b> |

## Lease Terms:

**Minimum Lease:** 2 months

**Delivery/Transportation:** \$3.50/mile (minimum \$150)

**Power Requirements On-site:** 20 amp 120V non-GFCI outlet

**Service Level:** Lease includes maintenance and repairs.

**Pricing starts at \$1000/month.** For more info, including full specs:

Robbie Friedman  
[robbie@getootbox.com](mailto:robbie@getootbox.com)

Allison Zofan  
[allison@getootbox.com](mailto:allison@getootbox.com)

[www.getootbox.com](http://www.getootbox.com)





# OotBox Info Summary – Pilot Program to Consider?

- **OotBox Specs**
  - Each box is 8" (W) x 10" (L) x 8'6" (H)
  - HVAC with 9,000 Btu Heat and AC unit
  - 20 amp 120V non-GFCI outlet required for power for each box
  - No surface prep or construction needed, dropped off and setup by OotBox
  - Lessee provides extension cords, connection to power, and pays power costs
  - Can use thumbprint or numeric codes that allow for different users and timed access.
- **Pricing** – Based upon renting eight (8) Ootboxes for six months.
  - Base Package with Decals: Base with LVT flooring or carpeting and felt or wood walls, decals on glass window and storage container doors would be **\$64,415**.
  - BrewDog Package: Renting 8 Ootboxes for 6 months with branding decals on glass, doors, and custom painting/look similar to BrewDog Ootbox would be **\$72,415**.
  - Assumes all boxes dropped-off and picked up at beginning/end of six-month period.
  - Includes maintenance and repairs.
- **Moving Costs**
  - Est. additional **\$6,000** to drop-off and pick-up 8 OotBoxes once a month for six months.
  - Esti. additional **\$150,000** to drop-off and pick-up each week over a six month period.
  - Boxes can only be dropped-off and picked up on weekdays.
- **Additional Cost Considerations**
  - Power for Ootboxes is estimated at \$200 per month per box.
  - Extension cords for plugging in boxes (need to determine where we source electric).
  - Any furniture not expected to be provided by vendors.
- **Zoning**
  - These cannot be permanent structures. Architecturally, these will not fit with the Historic Dublin character. Need to engage ARB and Planning for approvals, most likely.
- **Best Estimate Budget**
  - Six Month Ootbox Rental with BrewDog Branding: \$72,415
  - Power: 6 months \* 8 boxes \* \$200 = \$9,600
  - Six Drop-Offs and Pick-ups = \$6,000 extra cost
  - Power extension cords/contingency @ 5% = \$5,000
  - Assume vendors furnish & bring point of sale equipment.
  - **TOTAL: \$93,015 for 6-month Pilot Program**
- **Other Considerations:**
  - Staffing and management oversight of spaces, security, liability - undetermined
  - Siting the boxes properly – are enough open, flat surfaces available?
  - Is a quantity of 8 the “right” critical mass needed to prove concept? Is the ootbox size too small? Capacity is 4 people max!
  - How are vendors/pop-up retailers sourced, rotated, and vetted

# OotBox Info Summary – Pilot Program to Consider?

## Base Package with Decals:



## BrewDog Package:

