

Economic Vitality Committee

**Friday, July 17, 2020
1:30 PM**

Electronic Meeting

This meeting will be held electronically. Residents interested in listening to the meeting or making public comments can join in one of two ways:

- 1) You can call in to 888-788-0099, Webinar ID# 818 7914 4020
- 2) You can log in via your computer. Please visit the City's website to link to the meeting: <https://www.louisvilleco.gov/government/city-council/city-council-meeting-agendas-packets-minutes#EV>

The Committee will accommodate public comments as much as possible during the meeting. Anyone may also email comments to the Committee prior to the meeting at MPierce@LouisvilleCO.gov.

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Approval of Meeting Minutes: June 19, 2020
- V. Public Comments on Items Not on the Agenda (Limit to 3 Minutes)
- VI. Discussion/Direction/Action- Louisville's Recovery & Improvement Program Proposal
- VII. Discussion/Direction- Economic Vitality Strategic Plan
- VIII. Staff Updates: None
- IX. Current Articles:
 - a. What Will the Retail Experience of the Future Look Like?
- X. Next Meeting: August 21, 2020 @ 1:30 PM
- XI. Adjourn

Citizen Information

Persons with disabilities planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or special transportation, should contact Megan Pierce @ 303-335-4531. A forty-eight-hour notice is requested.

City of Louisville

City Manager's Office *749 Main Street* *Louisville CO 80027*
303.335.4533 (phone) *303.335.4550 (fax)* *www.LouisvilleCO.gov*

Economic Vitality Committee Meeting Minutes

Friday, June 19, 2020 (Electronic Meeting)

- I. **Call to Order:** Councilmember Dickinson (Chair) called the electronic meeting to order at 1:31 PM.
- II. **Roll Call:** The following members of the City Council were present: Councilmember Dickinson, Mayor Stolzmann, and Mayor Pro Tem Maloney. Also present were City Manager Heather Balsler, Economic Vitality Director Megan Pierce, City Clerk Meredyth Muth, and five members of the public.
- III. **Approval of Agenda:** Mayor Pro Tem Maloney made a motion to approve the agenda as presented; motion was seconded by Mayor Stolzmann. Motion passed.
- IV. **Approval of May 22, 2020 Meeting Minutes:** Mayor Stolzmann made a motion to approve the minutes; motion was seconded by Mayor Pro Tem Maloney. Motion passed.
- V. **Public Comments on Items Not on the Agenda:** None.
- VI. **Discussion/Direction- Louisville's Recovery & Improvement Program Proposal:** Director Pierce reviewed a proposal to launch a Recovery & Improvement Program for local businesses navigating recovery from the pandemic, including criteria, process, and funding. This item was a follow-up to the Committee's May 22 discussion. Mayor Pro Tem Maloney indicated he was supportive of the concept and believes the City needs to play the long game in assisting businesses to stay viable. Mayor Stolzmann said she did not feel it would be difficult to reach agreement for a phase two of business financial support. Members of the Louisville Revitalization Commission (LRC) also participated in the program discussion; both Commissioner Rich Bradfield and Vice-Chair Lexi Adler indicated their support of a program and the opportunity to engage about its development.

Chair Dickinson then facilitated a discussion with the Committee and LRC about the potential program eligibility and criteria—focusing first on which businesses the program targets to assist. Mayor Pro Tem Maloney sought to clarify the purpose of the criteria on façade improvement and noted that he favors trying to invest in businesses that are most vulnerable. Mayor Stolzmann said she did

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not agree with the proposed program applying to both business and commercial property owners and suggested targeting commercial owners might be a separate program. The Committee members and LRC commissioners agreed to eliminate the suggested criteria around special events. Chair Dickinson added he was most excited about criteria that make more permanent investments in the business community.

Chair Dickinson stated his support for a program that truly incentivizes a business who would not be able to take action otherwise; he said the program should not provide funding if the business has already made applicable investments. Mayor Pro Tem Maloney and Vice-Chair Adler noted the importance of the program being available to businesses throughout Louisville. The Committee agreed to staff's suggestion for administrative approvals and also discussed how the program could possibly target small businesses or those most in need. Mayor Pro Tem Maloney suggested comparing sales or use tax remittance from year to year.

The Committee next discussed potential program funding. The LRC had previously discussed an additional \$50,000 it might allocate to business recovery; Chair Steven Fisher and Vice-Chair Adler said they were supportive of that funding being dedicated to this program for businesses within the Urban Renewal Area (URA). Chair Dickinson suggested the City provide \$150,000 of initial program funding. The group also discussed the potential CARES funding Louisville will receive from Boulder County and how that might be used to reimburse the grant program or conduct additional business programming in 2020.

Among the EVC, there was general consensus on a program providing 50/50 match, up to a funding limit of \$10,000. Discussion continued around program funding, with the EVC considering \$100,000 - \$250,000 from the General Fund and the LRC considering \$50,000 - \$100,000. The Committee discussed program timing and the application process. Commissioner Bradfield emphasized the importance of a streamlined process and also eliminating other process hurdles for businesses.

Staff suggested that because the program will require further input from the LRC and EVC before being presented to City Council, a launch in late August or early September is probably feasible. Vice-Chair Adler advocated for an earlier application process to assist businesses in the short-term. Chair Fisher asked staff to put a discussion of the Recovery & Improvement Program as well as the CARES Act funding on the next LRC agenda.

Chair Dickinson reviewed the key points of consensus on the program and clarified that staff had sufficient direction to prepare a revised version of the program for consideration.

VII. **Discussion/Direction- Economic Vitality Strategic Plan:** Chair Dickinson and Director Pierce reminded the EVC that this was simply a standing agenda item, since the Committee had last discussed pausing further plan development. The pause allows staff to focus on other short-term priorities for business support. Mayor Stolzmann suggested that the Committee will need to revisit its purpose after the Strategic Plan is developed and approved. She noted it might not be necessary to have both the Economic Vitality Committee and BRaD, if the EVC's primary purpose was the plan itself. Mayor Pro Tem Maloney concurred with Mayor Stolzmann and suggested the EVC could hold a special meeting in the near future, dedicated to the planning effort.

VIII. **Staff Updates:** Director Pierce provided the EVC updates on Louisville's Outdoor Dining Program, the recent Sign Code communication to businesses, and a sponsorship request from Louisville Rising. Related to outdoor dining, Mayor Stolzmann suggested the City focus more of its signage on the key aspects of the rules for dining—emphasizing the requirement for facial coverings.

Chair Dickinson recused himself from the discussion of the sponsorship request and left the meeting at 3:05 PM. The Committee directed staff to investigate the possibility for one of the City's existing non-profit grant processes to respond to Louisville Rising's request.

IX. **Current Articles:** None.

X. **Next Meeting:** The next regular meeting will be July 17, 2020 @ 1:30 PM.

XI. **Adjourn:** The meeting adjourned at 3:10 PM.

SUBJECT: DISCUSSION/DIRECTION/ACTION- LOUISVILLE'S RECOVERY & IMPROVEMENT PROGRAM PROPOSAL

DATE: JULY 17, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

At the May 6 and May 22 Economic Vitality Committee (EVC) meetings, the Committee discussed the City's current Business Assistance Program (BAP) and recent applicants, as well as asked staff to explore program alternatives focused on existing business retention and recovery from the COVID-19 pandemic. A proposal for Louisville's Recovery & Improvement Program was presented at the June 19 EVC meeting. The Committee, along with members from Louisville's Revitalization Commission (LRC), provided feedback. The revised program was discussed with the LRC on July 8.

DISCUSSION/DIRECTION:

As currently proposed, Louisville's Recovery & Improvement Program focuses on retaining our existing businesses by matching funding for building projects and improvements necessary to transform business operations as a result of the pandemic and for façade improvements to make sure commercial buildings stay vibrant during difficult economic times. Based on feedback from the EVC in June, staff created a draft program application, included as *Attachment #1*. The key feedback that has been incorporated includes:

- Target and assist businesses that are most vulnerable;
- Create criteria that focus on investments, not one-time actions (eliminated criteria on special events);
- Include only business owners as potential applicants, not commercial property owners at this time;
- Design program eligibility for actively licensed, brick-and-mortar businesses within the City of Louisville and those that are current on all City accounts;
- Limit applicants to one approved project for funding;
- Only accept applications for projects that are envisioned for the future, not that have already been put in place or paid for; and
- Do not limit applicants by business type or size.

The LRC reviewed the EVC materials from June 19 as well as the feedback outlined above. While the LRC noted they are generally supportive of the Recovery & Improvement Program, they did not have consensus to allocate funding at this time. Staff will continue to share the program proposal with the LRC as it is refined. They plan to reconsider the item at their next regular meeting on September 9. If the LRC does wish to participate in funding for the Recovery & Improvement Program, it would require a formal agreement to be drafted and approved by both City Council and LRC.

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If the EVC wishes to advance the Recovery & Improvement Program, staff will be ready to take additional input to refine the program eligibility, criteria, application information, and initial amount of proposed funding. Staff seeks direction on preparing this program for City Council review in August.

RECOMMENDATION:

Review the revised Recovery & Improvement Program proposal and provide direction to staff on next steps.

ATTACHMENTS:

- Attachment #1: Draft Application, Recovery & Improvement Program



Recovery & Improvement Program Application

The COVID-19 pandemic has had significant adverse economic impacts on the Louisville business community. Louisville's Recovery & Improvement Program is focused on assisting businesses that have suffered economic injury to stabilize and improve operations during this forthcoming recovery phase.

The City Council has authorized **XXX of funding** to be directed to the Recovery & Improvement Program. Eligible businesses may apply for 50% matching funds for projects that meet the Program Criteria; the maximum City funding for an individual project is \$10,000. Each eligible business may only receive one funded project under this program. Only projects that have not been completed or previously paid-for will be considered. Program Eligibility and Program Criteria are outlined below.

Applications will be reviewed on a first-come, first-serve basis. Staff will review and approve applications until all funding has been allocated. To process applications efficiently, it is important for applicants to supply complete information. All applicants who are approved for funding will need to sign an agreement with the City—pledging to pay the remaining 50% of the project cost, and to submit documentation showing expenses at project completion.

Submitting an application is not a guarantee of a project award, and the City may terminate the Recovery & Improvement program at any time, for any reason. Prior to submitting an application, you should also ensure you have permission from your landlord if you propose to make any physical changes to your business space. A program application also does not substitute for permit approvals that may be required. You should consult with the Planning and Building Safety Department if you believe your project may require a permit: 303-335-4584 and building@louisvilleco.gov.

Please note that only complete applications will be reviewed.

Program Eligibility (you must meet all eligibility factors in order to apply)

- Brick-and-mortar business, currently licensed within the City of Louisville
- In operation as of March 10, 2020 (Governor's State of Emergency Declaration)
- Current on all City accounts as of date of application (Sales Tax, Use Tax, Lodging Tax, and all Utility accounts, if applicable)

Required Documentation

- Complete and signed application
- W-9 (this allows the City to process a check if your program application is approved)

Recovery & Improvement Program Application

Privacy Note

All applications will become property of the City of Louisville, and all applications are subject to the Colorado Open Records Act, C.R.S. § 24-6-200.1, *et seq.*, provided that the City will use reasonable efforts to maintain the confidentiality of any confidential financial information submitted, as permitted by law.

Applicant/Business Information

First Name:

Last Name:

Phone Number:

Email Address:

Business Name:

Business Address, Street:

Business Address, City, State, and Zip Code:

Business Phone Number:

Program Criteria

Please describe the specific type and amount of economic injury you have experienced as a result of the COVID-19 pandemic:

What was your Sales or Use Tax Remittance in April 2019 compared to April 2020?

A proposed project must meet at least one of the following criteria. Please select the box or boxes that most closely match the project for which you are applying for funding:

- Project provides for restructuring, retooling, or implementing best practices in a business operation, consistent with public health guidance for physical distancing or sanitation
- Project enhances the exterior appearance of the building façade with improvements such as painting, awnings, and permanent signage
- Project allows business to purchase new interior or exterior furniture and fixtures to accommodate appropriate physical distancing
- Project improves the physical tenant or building space to accommodate operational or service changes, such as take-out windows or creation of outdoor patios

Recovery & Improvement Program Application

- Project supports a collaboration between two or more Louisville businesses seeking to offer a unique product or community service

Proposed Project

Please describe your proposed project, as well as how it aligns with the selected Program Criteria:

Please describe how this project will specifically contribute to your business recovering from the COVID-19 pandemic and being sustainable in the future:

What is the estimated project cost?

- If the proposed project is over \$2,500, please provide at least two quotes. City funding will match the lowest cost estimate.

Has any part of this project already been completed or paid for? If so, please describe.

Are you able to pledge 50% of the estimated project cost to match the City's contribution?

- Yes No

Acknowledgements/Signature

Please check each statement acknowledging that you have read and affirm the information you have submitted within this application is true and accurate to the best of your knowledge.

- Business meets Program Eligibility and Criteria, as outlined above
- Business has experienced a significant decline in revenue as a result of the COVID-19 pandemic
- Business is in good standing with the City of Louisville with respect to taxes and fees; and is in good standing with the County, State, and Federal governments
- As of March 10, 2020, business is not subject to an administrative order, civil lien, or civil judgment held by or on behalf of any federal, state, county, or municipal government; political subdivision; or special district; or criminal restitution order
- Any program monies received will be used on the described project-related expenses in Louisville. If approved for funding, the applicant will be required to sign an agreement with the City of Louisville—pledging matching funds—and to submit proof of expenses at project completion

Recovery & Improvement Program Application

Business Signature:

Business Signature Title:

Date:

Questions/Contact

Megan E. Pierce, Economic Vitality Director- City of Louisville

mpierce@louisvilleco.gov or 303-335-4531

DRAFT

SUBJECT: DISCUSSION/DIRECTION- ECONOMIC VITALITY STRATEGIC PLAN

DATE: JULY 17, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

One of the priority items on the City Council's 2020 Work Plan is developing an Economic Vitality Strategic Plan, including goals and implementation action items. Please reference *Attachment #1* for an updated visual of our overall strategic planning process.

DISCUSSION:

On June 2, 2020, the City Council approved the Economic Vitality Committee's (EVC) draft Vision Statement and Strategic Goals, which are the first components of the overall plan (see below).

Vision Statement: *Louisville is dedicated to producing reliable revenue to support City services which enhance our quality of life by fostering an economic environment that generates high quality jobs, innovative companies, and a diversity of businesses, employees, and customers.*

Strategic Goals:

- *Develop differentiated tools and programs focused on increasing total retail sales and sources of revenue generating activities;*
- *Focus retention and attraction strategies on underutilized retail spaces, blighted properties, and long-term vacancies;*
- *Improve our business climate through collaborative relationships and effective processes;*
- *Facilitate a mix of diverse and quality job opportunities for Louisville residents; and*
- *Invest in green practices and programs that enhance environmental sustainability in our business community.*

Previously, the EVC agreed to discuss the "Measures" and "Priority" plan components in line with the City's Key Performance Indicator (KPI) Refinement process. On June 23, the consultant presented the KPI Refinement Report to the City Council. As part of the consultant's work, staff shared the EVC's draft Vision Statement and Strategic Goals. The report includes recommended KPIs that align with the Economic Prosperity Program. The program goal and sub-program objective are:

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- Economic Prosperity Program Goal: Promote a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services.
- Business Retention and Development Sub-Program Objective: Maintain positive business relationships throughout the community and assist property owners, brokers, and companies in finding locations and/or constructing new buildings in the City. Attract and retain a diverse mix of businesses that provide good employment opportunities for Louisville residents.

The new recommended KPIs include:

- Commercial vacancy rate (retail, office, industrial)
- In-City sales tax per square foot of retail space
- In-City sales tax per capita
- Percentage of Business Assistance Package incentive dollars rebated of total incentive dollars authorized
- Ratio of Business Assistance Package incentive dollars rebated to jobs added
- Community survey question: Rating of the overall economic health of Louisville
- Business satisfaction survey rating.

Based on other economic vitality and business support priorities related to re-opening and recovery from the COVID-19 pandemic, the EVC previously discussed that development of the next plan components will be deferred. However, staff will keep this as a standing item on our agenda until a new timeline forward is determined.

On June 19, Mayor Pro Tem Maloney also suggested the EVC may wish to schedule a special meeting, dedicated to the strategic plan discussion. If that is desired by the Committee, please provide staff input on scheduling.

RECOMMENDATION:

Discuss any relevant updates or inputs related to the Economic Vitality Strategic Plan development and components.

ATTACHMENTS:

- Attachment #1: Strategic Planning Process Visual

Economic Vitality Committee

PURPOSE



OBJECTIVES



Economic Vitality Strategic Plan

VISION STATEMENT

Approved by
CC 7/2/20

STRATEGIC GOALS

Approved by
CC 7/2/20

MEASURES

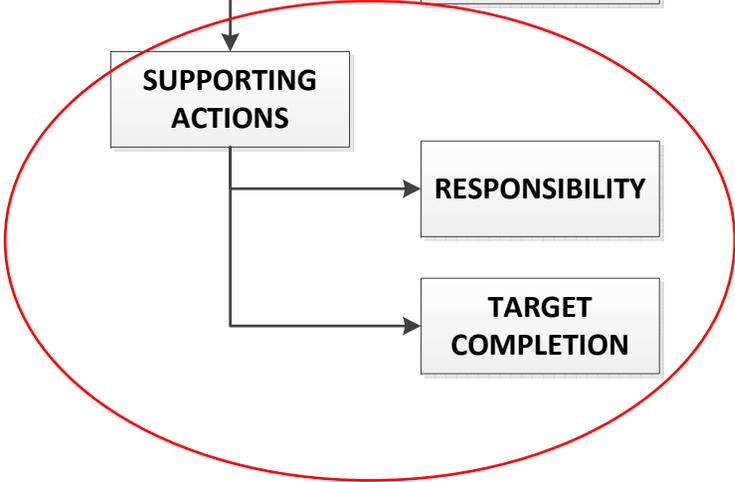
Review fit of
new KPIs

PRIORITY

SUPPORTING ACTIONS

RESPONSIBILITY

TARGET COMPLETION

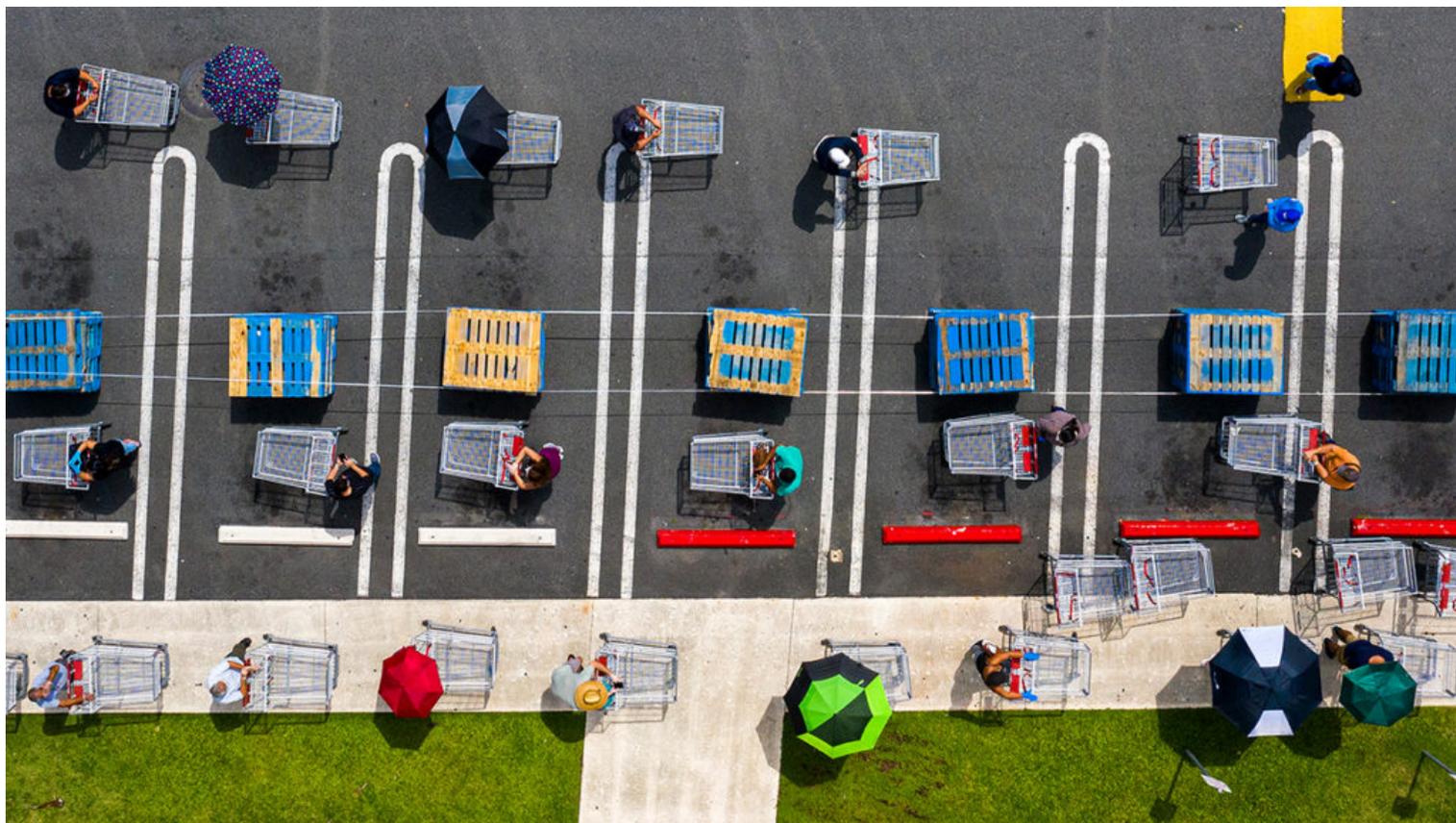


DESIGN

What Will the Retail Experience of the Future Look Like?

by [Kate Machtiger](#)

June 16, 2020



RICARDO ARDUENGO/Getty Images

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The world's retailers face a host of challenges. Even before the pandemic, many brick-and-mortar retailers were struggling. Now, as we emerge from the liminal space of nationwide lockdowns into new psychological and social territory, shoppers will be anxious about whether visiting stores will increase their exposure to the virus. Adding to the complexity: The United States is now officially in a recession, which will dampen consumer spending for months to come.

FURTHER READING



Coronavirus: Leadership and Recovery

Book

\$22.95

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In this environment, reading “future of” pieces can feel like a trip to the World’s Fair. There are hundreds of new gadgets and designs being dreamed up to keep us safe from biological threats, mediate our hesitancy to socialize again, and further the integration of our digital and physical lives.

As much as this excitement will help us in the long run, what retailers need most right now are tested solutions they can deploy immediately.

But brands need more than a checklist of sanitization practices. They need actionable vision that will set them apart and entice people people back inside their stores.

The good news is innovative ways of operating were already being prototyped on a smaller scale before Covid-19. Examining these approaches will allow retailers to use this moment of transition to pivot towards a more resilient and meaningful future.

The Store as a Stage

Walking around essential businesses today, you see many makeshift efforts to reduce contact and limit crowds — devices like tape on floors, plexiglass shields, and hastily written signs on colored printer paper. These methods are cheap and easy, but they do little to lessen fear and manage the psychological state of their customers. Retailers

outside of the essential category need to think about space as a service — a performance, where “front of house” is serene, while “back of house” supports the complex maneuvers that occur on stage.

In the fall of 2019, my team designed Tupperware’s Tupp Soho pop up, a shopping experience that necessitated no touching of products, no restocking of displays, and no need for large crowds. Displays were used to showcase products, which could then be purchased by flagging a staff member, who had a tablet equipped with Square. After the purchase was complete, the staff member would collect and wrap fresh versions of the items “backstage” and bring out the finished shopping bag (a reusable tote). This experience allowed visitors to explore the pop up like a museum and to buy large products without having to carry them around. We already see similar hospitality-influenced services in luxury shopping — with technology, there’s no reason not to scale this out to other areas.

Furthermore, given that contactless shopping will be the new normal, retailers should consider looking to other industries that already offer similar services. If you can book a dinner reservation for 7:30, why can’t you book a shopping experience for 6:30 nearby? From yoga studios to therapists, a wide array of businesses are already using digital reservation systems. People will be reluctant to wait in long, socially distanced lines for casual shopping, so make the experience easy.

Digital Experiences as Collective Memory

Fewer in-person touches means digital artifacts need to embody brands in deeper, more memorable ways. Brands have an opportunity to embrace media that can communicate the experience of using their products. New capabilities in motion design allow us to capture sensory details and generate new realities. In ManvsMachine’s recent campaign for Purple, the differentiating element of the mattress — a flexible gel grid — is twisted and compressed to showcase its elasticity and comfort. More surreal, Rad Mora’s ads for Pat McGrath makeup features digitized liquid cascading down slick surfaces like a luxurious syrup. This is how you cut through the noise of perfectly posed pastel shots — by making people *feel* something.

These feelings can then be translated into digital shopping formats. Most online shopping experiences were built on generic templates, but with millennials and Gen-Z funneling themselves into ever-narrower aesthetic tribes, online shopping no longer has to cater to the masses. Maybe stores are only one typology in an array of ways we could interact with products. Could online shopping exist as a surreal world of discovery, like the popular 1990's game *Myst*? Gucci has a track record of creating imaginative microsites that push the envelope — like their SS 2018 virtual museum. Meanwhile, Aesop's Taxonomy of Design allows visitors to browse all the materials, colors, and textures of their stores. Even in small doses, a taste of adventure can be the secret sauce that makes one brand stand out — especially in luxury, where the power of the experience is directly correlated with brand perception.

Technology can also generate connections by making every consumer feel like they have a personal shopper who has favorite items (in their size) placed in a dressing room when they arrive or who can suggest similar pieces based prior purchases. Members at NEW INC (of which I am one), the New Museum's incubator, are already working on augmented reality and artificial intelligence solutions that could power anything from the virtual closet Cher Horowitz uses to pick her outfits in the movie *Clueless* to holographic fashion shows. Machine learning tools like Noya Kohavi's Lineage allow for better recommendations, a challenge giants like Amazon have not been able to crack. Yes, data privacy is a top concern, and brands that are highly transparent about how they use data will be more trusted. The longer retailers wait to integrate these types of features into their design flow, the more opportunities they will miss.

Physical Spaces as an Escape

We are in a moment of tension — people yearn to explore, yet they fear exploration will bring exposure. The biggest room for innovation lies in experiential escapes. For many, these terms bring up associations of VR headsets, dizzying screens, and loud spaces that scream “more is more.” More restrained and effective expressions can be found in fashion brands like Acne, Celine, and Gentle Monster, where the store serves as an artistic escape into their brand ethos. Imaginative installations, rich materials, and a uniting storyline allow the space to speak for itself — the physical details, which go beyond a one-dimensional Instagram backdrop, embody the same feelings you associate with the brand.

For example, Gentle Monster, a sunglasses brand known for their otherworldly store installations, creates a theme around every store that is expressed through unusual sculptures. Their Los Angeles store's "harvest" theme features straw piles and artfully placed rods, creating an atmosphere closer to an art gallery than a sunglass store. Meanwhile, Acne's store in Shibuya feels more like a cross between a designer's living room and a museum — full of rich carpets and glass display cases.

As we reevaluate spaces, texture, light, sound, and smell should take center stage. Many of our strongest memories of places are not visual, but embodied: the cool temperature of the walls, the way sound echoed through the space, the smoothness of carpet under your feet.

At Naked Retail's 11 Howard location, a concept store featuring a rotating roster of brands, my team and I (who worked on the project) were presented with a small, dark box. By suspending shelves, clothing racks, and netting from the ceiling using utility belts, we created a sense of movement upwards, which helped to make the small space feel more expansive. A variety of textures — from soft-touch foam to semi-transparent plastic to concrete — added depth.

Experiences can be both touchless and tactile. As architect Juhani Pallasmaa writes: "Vision reveals what touch already knows... Our eyes stroke distant surfaces, contours and edges, and the unconscious tactile sensation determines the agreeableness or unpleasantness of the experience."

In anxious times, it makes sense that people would desire a calming environments that connect us with our natural surroundings. Throughout this crisis, I've been honored to work with Studio Elsewhere, who are building biophilic recharge rooms for frontline healthcare workers at hospitals around New York. The rooms are entirely voice activated and feature restorative interactive visuals projected on the wall, as well as immersive audio content and relaxing scents. Early studies show that 15 minutes in these recharge rooms can reduce reported stress by 60%. By incorporating biophilic principles into reopened spaces, we offer opportunities to process and release anxiety.

These ideas may all feel overwhelming as a retailer set to open its doors in the coming weeks, so it's worth focusing on where you can have the biggest impact. If you are reopening imminently, consider what touch points could be improved to minimize contact and increase personalization. Over time you may want to consider updating your store design to feel more calming, imaginative, or distinct. If you have more time or are unsure whether a physical footprint makes sense in the near term, it may be more worthwhile to look at how your digital presence can embody what is lost by physically interacting with your space and your brand. Either way, there may be digital augmentations that can support your ongoing business and set you apart from competitors. You need not do this alone — designers, artists, and technologists are here to work with you to envision what comes next. Let us build a resilient future together.

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Kate Machtiger is the founder of Extra Terrestrial Studios and a design strategist with a background spanning finance, real estate, civil engineering, and architecture. She is also a member of NEW INC, the New Museum's design, art, and technology incubator. Visit her personal website [here](#).

This article is about DESIGN

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