



# UNION SQUARE

UNION SQUARE  
BUSINESS IMPROVEMENT  
DISTRICT

Economic & Recovery Task Force  
Strategic Recovery Plan

November 2020



# Introduction

## Purpose

In fall 2020, the Union Square Business Improvement District (USBID) convened an Economic & Recovery Task Force, comprised of key public and private sector partners, to assist with the development of **near-term economic recovery strategies and actions** for the district and its stakeholders.

In these uncertain social and economic times, the Union Square BID faces many critical questions, such as:

- What are specific strategies and actions that can be undertaken to help businesses survive in the coming months?
- What near-term actions can be done to leverage the outdoor space of Union Square and other public realm spaces?
- What do the market realities and opportunities signal for long-term economic success and resiliency?
- What does a more inclusive and equitable economic recovery look like?
- With rapid changes impacting the retail, hospitality, and office sectors, what is the future vision for Union Square? Is there opportunity to envision a more mixed-use town center for the city, that attracts more locals as well as visitors?
- What can the USBID do now to optimize its time and resources to support a prosperous and healthy Union Square district?

## Process

The Economic & Recovery Task Force met three times over the course of September and October 2020 and included the following members: Alan Jacobson, J2 Design; Katelyn Joyce, J2 Design; Michael Berne, MJB Consulting; Julie Taylor, Colliers; Rick Laubscher, Market Street Railway; Russell D. Keil Jr., The Keil Companies; Cassandra Costello, SF Travel Association; Rodney Fong, SF Chamber of Commerce; Chhavi Sahni, Golden Gate Restaurant Association; Kelly Powers, Hotel Council; Lisa Pagan, OEWD; Greg Backstrom, The Curran; Erik Murray, Oak Investment Funds; Joaquin Torres, OEWD; Lee Hepner, Office of Aaron Peskin; Matthew Coleman, Harry Winston; Chris Cargas, OEWD.

The Economic & Recovery Task Force was supported by Karin Flood, USBID Executive Director; Eva Schouten, USBID Intern; and David Perry, David Perry & Associates.

Chris Beynon, AICP, Vice President and Principal at MIG, Inc. facilitated and recorded the meetings.

Conducted via interactive online Zoom sessions, the task force process consisted of the following:

- **Session #1: Background, Context, and Ideas**, during which participants discussed the state of Union Square, current impacts and needs, and potential ideas and actions for near-term recovery.
- **Session #2: Preliminary Actions and Strategies**, during which participants reviewed the draft ideas developed following Session #1 and expanded upon six key categories for near-term economic recovery, including:
  1. Activate Union Square Park
  2. Activate Streets, Alley and Other Places
  3. Celebrate the Holidays
  4. Install Murals, Art, and Signage
  5. Support Restaurants, Bars and Entertainment
  6. Bolster Communications, Brand and Messaging

In addition, Rodney Fong presented details on the City and County of San Francisco's Economic Recovery Task Force Report.

- **Session #3: Draft Strategic Recovery Plan**, during which participants discussed and refined actions, responsibilities, funding opportunities and implementation strategies, with a focus on how to Activate Union Square Park. Ted Egan, Chief Economist of the City and County of San Francisco, also presented on the citywide State of the San Francisco Economy.

The Task Force agreed that **activating Union Square Park with a variety of near-term strategies** – ranging from large-scale formal events to smaller-scale activities to ensuring easy access to the area – is the most critical path to attract visitors, cultivate a sense of destination, and re-invigorate the Union Square District's economy. Finally, given overall economic uncertainty and the dynamic nature of the recovery process over the coming few months, the group determined that it should reconvene in early 2021 to re-assess the state of the Union Square District and potential actions moving forward.

## Strategies and Actions

The following matrix outlines the **near-term economic recovery strategies and actions** for Union Square. Key elements include:

- **Action:** The specific task or activity to execute.
- **Category:** The sector(s) of industry in which the action most applies or supports.
- **Timeframe:** The timing for implementing and/or completing an action.
- **Lead Responsibility/Supporting Responsibility:** The parties who are tasked with executing the action.
- **Funding/Resources:** Identification of money and/or in-kind staffing and other resources to support implementation of an action.

*Note: following the matrix, wall graphics recordings of each session are included in the Appendix, as well as the PowerPoint presentations from each of the sessions.*



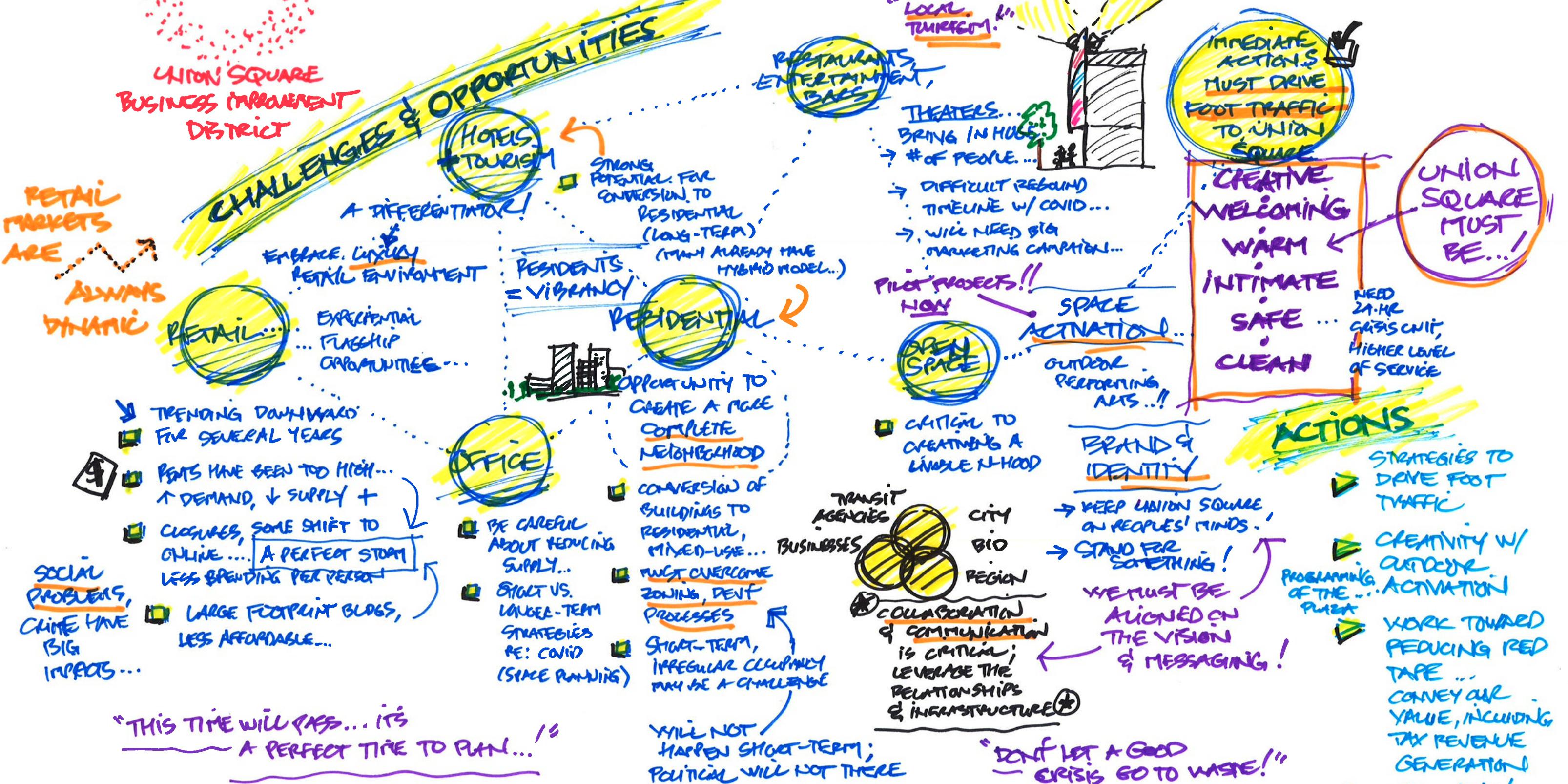
**STRATEGIES AND ACTIONS:**

	Action	Category Retail, Open Space, Hotels&Tourism, Restaurants & Entertainment, Office, Residential	Timeframe 0-3 months 4-6 months 6+ months	Lead Responsibility Supporting Responsibility	Funding/Resources
1	<b>ACTIVATE UNION SQUARE PARK</b>				
1.A	<b>Large-Scale Formal Events</b>				
1	Organize Harry Potter series movie nights in Union Square 1 Bring out food carts or utilize local restaurants	Open Space Restaurants & Entertainment	4-6 mo - depends on Health Dept.	<b>Curran</b> USBID	
2	Organize live performances/concerts at Union Square 2 Bring out food trucks or utilize local restaurants	Open Space Restaurants & Entertainment	4-6 mo - depends on Health Dept.	<b>Feinstein's at the Nikko</b> USBID	
3	Organize silent disco in Union Square 3 6' circles on the floor for dancing areas	Open Space Restaurants & Entertainment	4-6 mo - depends on Health Dept.	USBID	
4	Request SF Ballet, dance organizations and performance groups interested in hosting practices or rehearsals B11in the plaza	Open Space	0-6 mo - depends on Health Dept.	USBID	Entertainment now in SF needs to accompany dining. <b>Not applicable to Funding/Resource?</b>
5	Organize a Farmer's Market on Monday's or Tuesdays to increase foot traffic and have office workers stock their Friday for the week.	Open Space Office	0-6 mo - depends on Health Dept.	USBID	
6	Organize SF Symphony practises and rehearsals outdoors	Open Space Restaurants & Entertainment	0-6 mo - depends on Health Dept.	SF Symphony USBID	
7	Organize Open Mic Nights for musician and comedians who usually perform in smaller venues	Open Space Restaurants & Entertainment	0-6 mo - depends on Health Dept.		
8	Organize fashion show at Union Square	Open Space Retail	4-6mo	USBID	
9	Collaborate with BalletX for a performance at Union Square Park. 9 Highlighting the beauty of building and stores.	Open Space	4-6 mo	<b>J2 (Alan Jacobson)</b> USBID	
10	Create a maze on Union Square Park	Open Space	4-6 mo	<b>J2 (Alan Jacobson)</b> USBID	
11	Reach out to TV stations to broadcast from Union Square Park	Open Space Hotels&Tourism Retail Entertainment	0-3 mo	<b>David Perry</b> USBID	
12	Organize Chalk Painting Event	Open Space	6+ mo	USBID	
1.B	<b>Ad-hoc Small - Scale Events</b>				
1	Reach out to students, high school choirs and bands for outdoor music	Open Space Restaurants & Entertainment	0-6 mo - depends on Health Dept.	USBID	Singing not allowed in open space yet. <b>Not applicable to Funding/Resource?</b>
2	Organize Open Mic Nights for musician and comedians who usually perform in smaller venues	Open Space Restaurants & Entertainment	0-6 mo - depends on Health Dept.		
3	Collaborate with schools for performances in Union Square	Open Space	4-6 mo	<b>Curran (Greg Blackstone)</b> USBID	
4	Create circles for people to gather safely 6ft apart in small groups of 2-4 on the lawns and concrete.	Open Space	0-3 mo	USBID	
1.C	<b>Transportation/Facilities</b>				
1	Free parking in garages until foot traffic returns to a level that can sustain our merchants (downtown WC parking has been free since COVID began)	Retail Hotel & Tourism	0-6 mo	<b>Jeffrey Tumlin from SFMTA</b>	
2	Cable Car needs to return	Open Space Hotels&Tourism	6+ mo	USBID and other organizations to advocate to SFMTA	
3	Collaborate with Bart to have more cars run at peak times	All categories	0-6 mo	<b>BART</b> - other organizations to advocate	
4	Secure Space Heaters	Open Space	0-3 mo	USBID	

<b>2</b>	<b>Activate Streets, Alleys and Other Places</b>				
1	Continue to Close Ellis Street Through Shared Streets Program	Open Space Restaurants & Entertainment	0-6 mo	<b>USBID</b> <b>John's Grill</b>	City Program
2	Pop-up antique and vintage markets in the alleys		6+ mo	<b>USBID</b>	
<b>3</b>	<b>Celebrate the Holidays</b>				
1	Install additional holiday decoration on Union Square Park	Open Space	0-3 mo	<b>USBID</b>	
2	Decorate Cable Car at Turn around	Hotels and Tourism	0-6 mo	<b>Jeffrey Tumlin from SFMTA</b>	
3	Promote the ice rink by organizing one free night a week	Open Space Hotels&Tourism	N/A	N/A	No ice rink scheduled for 2020. <b>Not applicable to Funding/Resource?</b>
4	Organize a Christmas market in collaboration with the Dickens Fair organizers	Open Space Retail Restaurants & Entertainment Hotels&Tourism	0-3 mo	<b>Chris Corgas Contact</b> <b>USBID</b>	
5	Contact ACT to organize a Christmas Carol in Union Square	Open Space Restaurants & Entertainment	0-3 mo	<b>Curran (Greg Blackstone)</b> <b>USBID</b>	
6	Contact OEWD to discuss their plans and ideas for additional holiday decorations and resources	Open Space	0-3 mo	<b>USBID</b>	
7	Reach out to SMUIN for a Christmas performace	Open Space Restaurants & Entertainment	0-3 mo	<b>USBID</b>	
<b>4</b>	<b>Install Murals, Art and Signage</b>				
1	Project imagery artwork, poems, photos onto buildings around the Square	Open Space	0-3	<b>826 Valencia</b> <b>USBID</b>	
2	Paint murals on boarded up store fronts	Open Space Retail	0-6 mo	<b>USBID</b>	
3	Collaborate with the Exploratorium to install interactive outdoor art pieces around Union Square district. Using alleys, streets and the Park	Open Space	6+mo	<b>USBID</b>	
4	Create posters with messaging of hope for the furture, convey people to purchase in local businesses and historical images to be placed on boarded up store fronts.	Open Space Retail Restaurants & Entertainment Hotels&Tourism	4-6 mo	J2 (Alan Jacobson) <b>USBID</b>	
5	Project on a building in Union Square a count down to the New Year with messaging that we are moving forward to a brighter future in Union Square. Share this on the live feeds on Social Media.	Open Space	0-3 mo	<b>USBID</b>	
<b>5</b>	<b>Support Restaurants, Bars and Entertainment</b>				
1	Place tables and chairs on Union Square for visitors Promote Shop & Dine on Union Square every Saturday	Open Space Restaurants & Entertainment	0-3 months	<b>USBID</b>	
2	Pay the delivery costs of restaurant delivery services when ordering from a restaurant in the district	Restaurants & Entertainment	0-6 mo	<b>USBID</b> <b>Delivery service system (doordash/ubereats)</b>	
3	Abbot Kinney's First Friday's: Year round - close the equivalent of 3 blocks and there is music, drinks, and street vendors (appropriate for Ellis and O'Farrell, but not luxury streets/corners)	Open Space Restaurants & Entertainment Hotels&Tourism	0-6 mo	<b>USBID</b>	
4	Turn Union Square or/and Maiden Lane into a Beer Garden serving the house beers (wine) of the local bars in the district. Support with appetizers.	Open Space Restaurants & Entertainment	0-6 mo	<b>USBID</b>	Would need to use interior of a building. Trucks not allowed on ML <b>Not applicable to Funding/Resource?</b>
5	Create a passport for the Restaurant week for people to collect stamps of all the restaurants they have been	Restaurants & Entertainment	0-3 mo	<b>Chhavi</b> <b>USBID</b>	
6	Add Ellis Street Closure to Restaurant Week	Restaurants & Entertainment	0-3 mo	<b>USBID</b> Chhavi	
7	Create a series of flags at locations that are quickly recognized as open stores and restaurants	All categories	0-3 mo	<b>USBID</b>	
8	Organize food to be delivered to Union Square Park from food delivery services such as ubereats/doordash	Open Space Restaurants & Entertainment	0-3 mo	<b>USBID</b>	

<b>6</b>	<b>Bolster Communications, Brand and Messaging</b>				
1	Create interim campaign and graphic design that can be used to create vibrant street life and mitigate negative mood of vacancies	Open Space Office Residential	0-6mo	<b>J2 (Alan Jacobson)</b> USBID	
2	Create statement on building with campaign message of "Designing our future". or something optimistic	Open Space Office Residential	0-6 mo	<b>J2 (Alan Jacobson)</b> USBID	
3	Interim campaign graphic elements and messaging. Connect it all together	All categories	0-6 mo	<b>J2 (Alan Jacobson)</b> USBID	
4	Work with retail partners such ad Macy's and Westfield to highlight the ideas of Union Square	Retail	0-3 mo	USBID	
5	Collaborate with BRV corp to create placemaking in the City <a href="https://www.brvcorp.com/placemaking-projects">https://www.brvcorp.com/placemaking-projects</a>	Open Space Restaurants & Entertainment Hotels&Tourism	0-6 mo	USBID	

# UNION SQUARE



"SAN FRANCISCO IS LIGHTING BACK UP..."

CELEBRATE THE DIVERSITY OF SAN FRANCISCO

DANCE, SINGING, THEATER... PROGRAMMING

## UNION SQUARE

UNION SQUARE BUSINESS IN PROGRESS DISTRICT



COMMUNICATE WITH RETAILERS

DICKENS FAIR?

EX. LONDON!

ECONOMIC & RECOVERY TASK FORCE · SESSION #2 · 10.14.2020

## DRAFT RECOVERY ACTIONS & STRATEGIES

#1

### ACTIVATE UNION SQUARE PARK

MUSIC IS CRITICAL!  
NEED SPACE HEATERS!

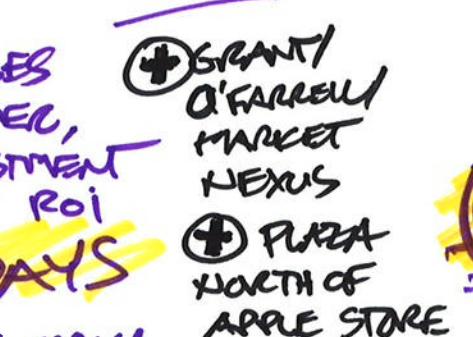
- APP TO HAVE FOOD DELIVERED TO TABLE & CHAIRS IN PARK!  
eg. DOOR DASH
- BALLET X ... SPECIFIC TO OUTDOOR SPACES .. w/VIDEO FOR DISTRIBUTION!  
EX! MEXICO CITY = "PUBLIC DANCING IN PARK"
- INVITE TV STATIONS TO BROADCAST FROM UNION SQUARE (NPR, KQED...!) (OR FROM UP IN MACHYS)
- CREATE A MAZE FOR KIDS!

NEED INFRASTRUCTURE, RESOURCES, COORDINATION, \$ + REGULATIONS

#2

### ACTIVATE STREETS, ALLEYS, OTHER PLACES...

- WORK w/ STUDENT GROUPS, HIGH SCHOOLS, COLLEGE OF ARTS...
- WORK w/ CITY ON HALLADIE PLAZA
- MUST WORK w/ THE BUSINESSES ... THEY HAVE TO WANT TO PARTNER, HELP THEM UNDERSTAND INVESTMENT ROI



### CELEBRATE THE HOLIDAYS

- WILL BE A TREE (NO LIGHTING), MENORAH, PALM SPLITS, RUMDEN LANE LIGHTS, ETC...
- LIGHT PROJECTIONS AT NIGHT...
- CHRISTMAS MARKET, CRAFT SHOWS

PARTNER w/ GRACE CATHEDRAL, OTHER HOLIDAY GEAR, EVENTS...  
EX. ACT CHRISTMAS CAROLS

#4

### INSTALL MURALS, ART AND SIGNAGE

- POSTERS TOO!
- KEY THEMES...
  - LOFTY: LOVE, INSPIRATION, RENEWAL
  - DIVERSITY, EQUITY, INCLUSION
- BUY LOCAL, SPECIFIC GOODS...

... ALL ON WALLS, WINDOWS, BORDERS

- INSTANT BEAUTIFICATION
- .. PARTNER w/ CONDITION SF.
- DRAW UPON UNION SQUARE LEGACY, OLD ADS

ENSURE CONTINUITY OF MESSAGING

#5

### SUPPORT RESTAURANTS, BARS AND ENTERTAINMENT

- EAT DRINK SF. + NEIGHBORHOOD NIGHTS
- INCENTIVES: MORE GROUP BUSINESS, CONVENTIONS BACK TO SF.



### BOLSTER COMMUNICATIONS, BRAND AND MESSAGING

- TASK FORCE LEADERS SHOULD SHARE, RETWEET ETC ACROSS SOCIAL MEDIA...
- WORK w/ RETAIL PARTNERS FOR COORDINATED MESSAGING TO GET THE WORD OUT!
  - ... MACYS, SAY, NIKE, ETC.. + HOTELS

"WHAT DO WE WANT TO LOOK LIKE IN 2030?"  
OPPORTUNITY FOR RENEWAL!!

STORY TELLING!  
MAGIC!

...DRAW  
FROM WIDER  
BAY  
AREA...

## NEW COMMITTEES!

### ADVOCACY

KELLY  
DAVID  
JULIE

### EVENTS

MIKE  
CHHAVI  
GREG

## PRESERVATION (TED EGAN): THE STATE OF THE SAN FRANCISCO ECONOMY



### JOB RECOVERY IS STALLING ... WE ARE IN A RECESSION



REDUCTION IN  
BACT SERVICE  
HAVING IMPACTS...

BIG  
(DAILY 85% -  
RIDERSHIP)

AUTOUSE  
BACKUP



### SALES TAX REVENUES DROPPING

PEOPLE MOVING OUT OF  
SAN FRANCISCO...



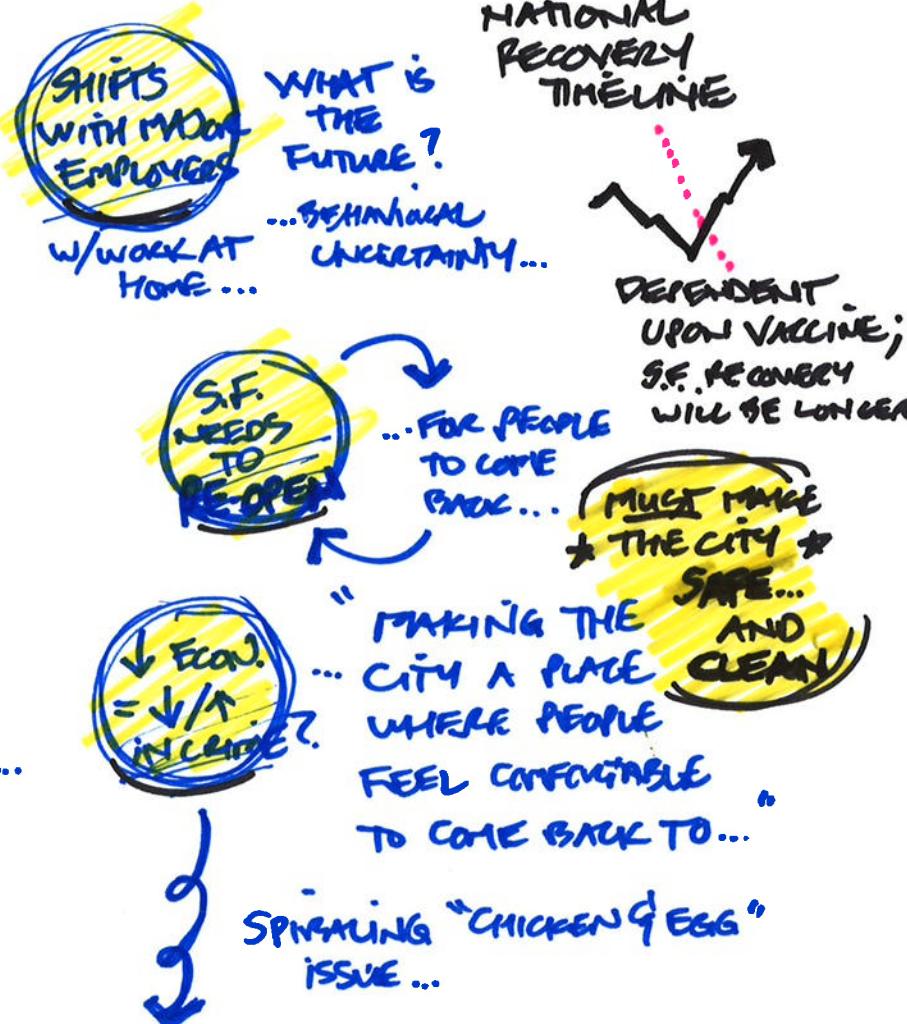
### RENTS DECREASING...

SUPPLY OUTSTRIPPING  
DEMAND; OUTMIGRATION  
ASKING RENT 10% DROP,  
STEEGEST IN THE COUNTRY

## UNION SQUARE

### UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

HARDEST HIT TOURIST MARKETS:  
SF. ORLANDO. WASHINGTON. BOSTON. HAWAII



HIGHLIGHT  
BENEFITS  
TO  
THE  
COMMUNITY...



## RECOVERY ACTIONS & STRATEGIES

USBID AWARDED CONTRACT TO  
PROVIDE SERVICES

Different times of events attract different types of people, spending patterns - we

### ACTIONS!

REDUCE RATES FOR RENTING  
SPACE ON THE SQUARE - work w/ REC & PARK DEPARTMENT

ENSURE CONSISTENT ACTIVATION

BRING KIOSKS UNDER ROOF!  
BAD MANAGEMENT BRYANTPARK.ORG

TURN TO WORK w/ DEPT. ALLIES  
CEO, CONTROLLERS OFFICE,  
CITY ADMINISTRATION'S OFFICE

LOOK AT LESS HIGH-PROFILE  
HOLIDAYS... VALENTINES DAY,  
SINGLE'S DAY

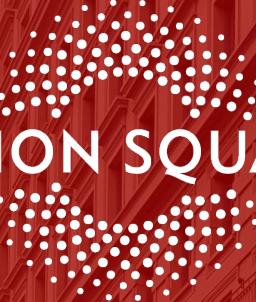
SPORTS SCREEN...



## FOR UNION SQUARE PARK!

CLEAN,  
SAFE  
IS A  
BASELINE

+ ADDRESSING  
PROTESTS  
PERCEPTION  
= REALITY



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BUSINESS IMPROVEMENT  
DISTRICT

## Economic & Recovery Task Force Session #1 - September 30, 2020

Presented by: Karin Flood, Executive Director  
Facilitated by: Chris Beynon, MIG

## Today's Agenda

- Welcome! (10 a.m.)
  - Introductions
  - Meeting Purpose and Planning Process
  - Agenda Overview
- Presentation: Union Square in 2020
- Facilitated Discussion
  - Challenges and Opportunities
  - Short-Term Recovery
  - Long-Term Vision
- Summary and Next Steps (12 p.m.)



# Union Square in 2020



## Boundaries of the USBID

**27 blocks** generally bordered on the north by Bush Street, on the east of Kearny Street, on the south by Market Street and on the west by Taylor Street.



## Services of the USBID



Essential Clean & Safe Ambassadors have continued to work during the pandemic



# US BID Recovery Efforts since March 2020

- Weekly Member Communications about status of district and City reopening phases
- Economic Impact Study of stakeholders
- Supported restaurants and essential workers
- Supported retailers with gift card contests
- Partnered with Paint the Void to paint murals
- Launched Shared Streets Program on Ellis
- Beginning to activate Union Square Park



Give Back Program; From Café la Tazita to SF General



Give Back Program; From Fifth Arrow to Saint Francis



USBID Admin Staff creating murals on the Flood Building



## Retail

- 3.5 mil sq. ft.
- 10% of City
- Mix of luxury, mid and value
- Anchors include: Department stores (Macy's, SAKS, Neiman Marcus), Westfield, Apple, Nike
- Barney's closed preCOVID as did Forever 21
- Boutiques: High end on Grant Avenue (Hermes, Cartier, Harry Winston) Value on Powell where there is higher foot traffic (H & M, Uniqlo, Sephora)
- Retail concentrated in walkable area
- Highest sales are Nov/Dec leading up to Xmas
- New announcement says that malls can go from 25% capacity to 50% capacity on October 7



## Retail

Pedestrian counts:

June 2018: 96,431 average per day

June 2019: 82,060

**June 2020: 9,679**

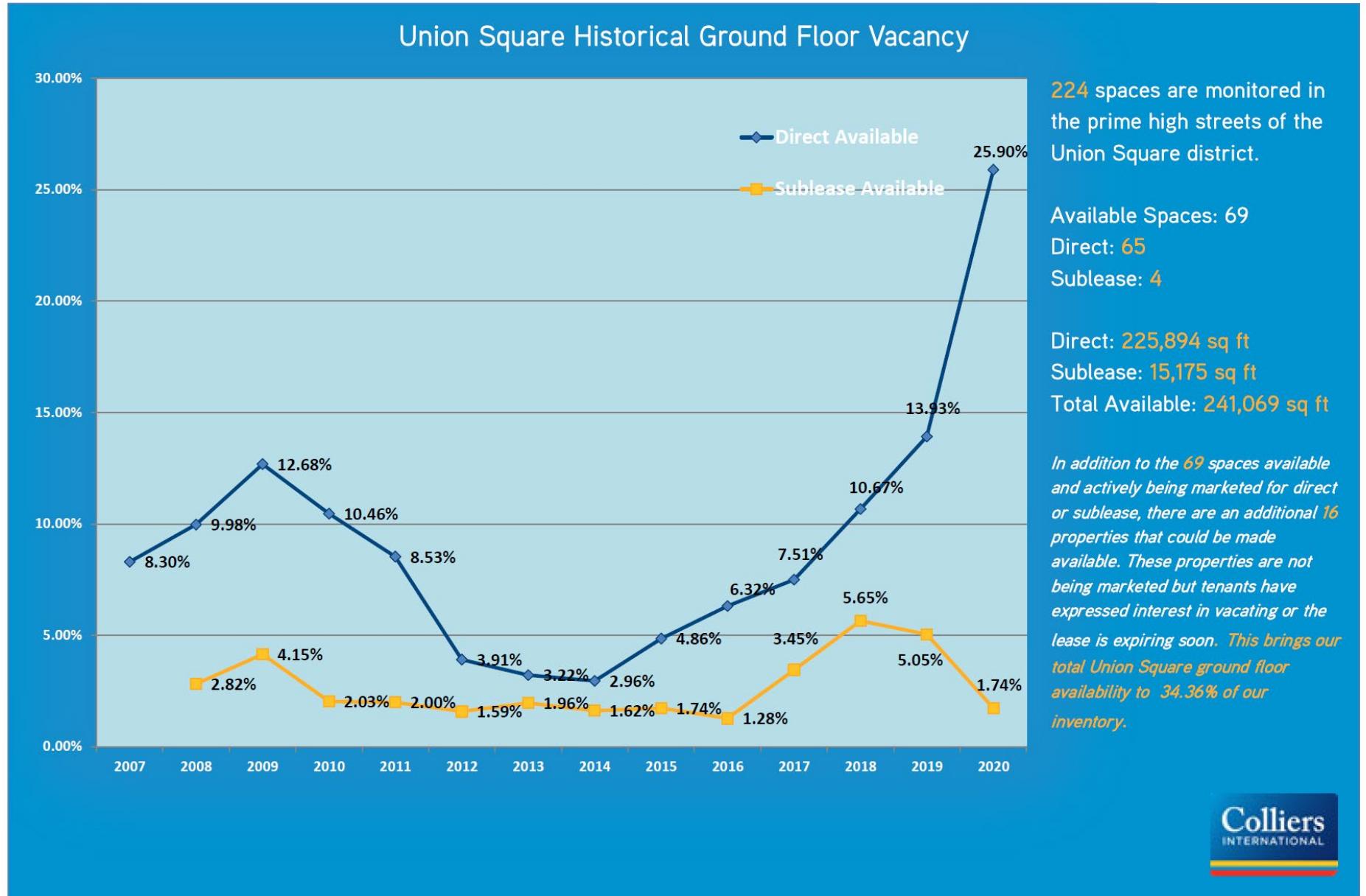
December 2018: 88,592

December 2019: 41,898

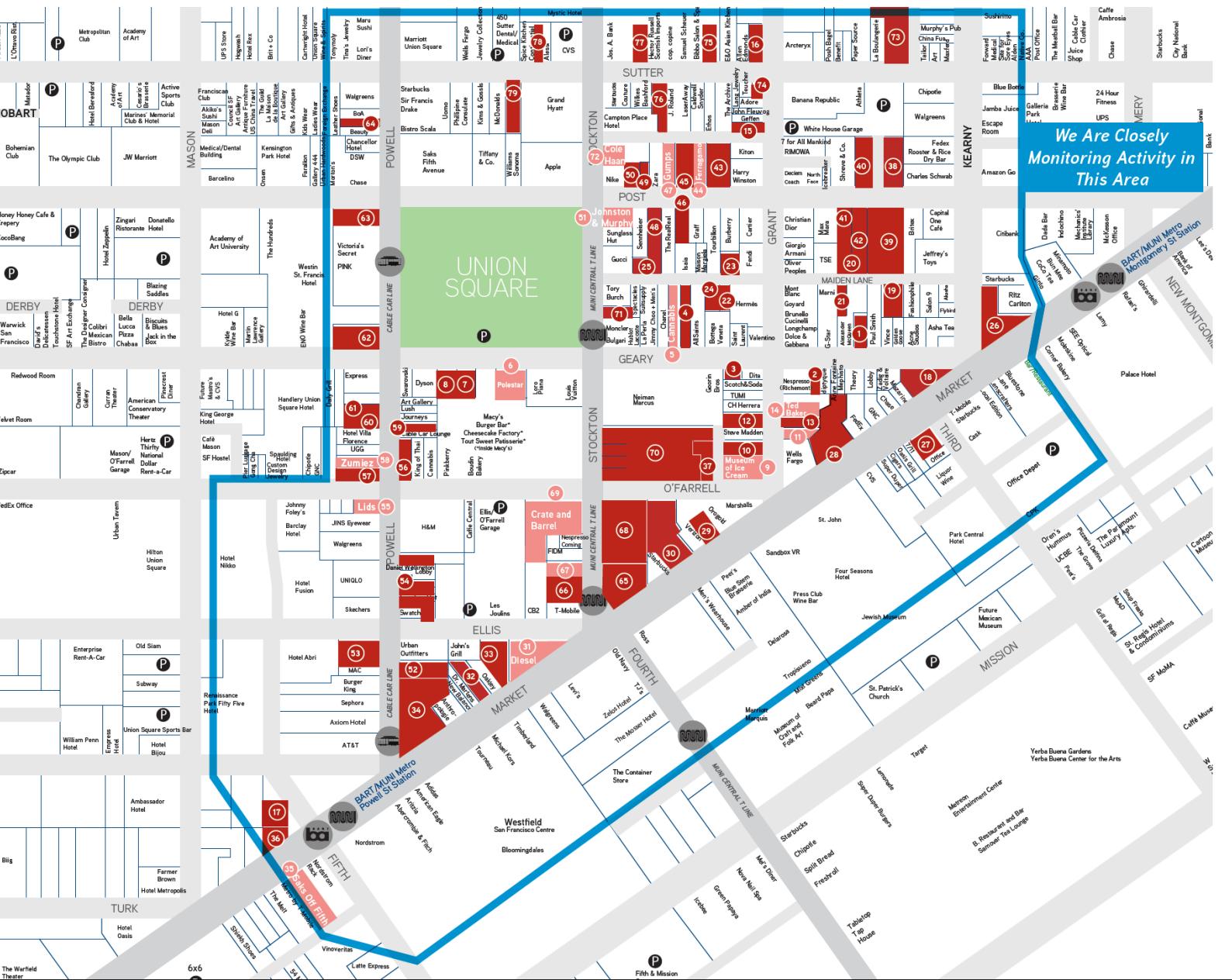
**September 2020: 10,572 average per day**



# Retail



# Retail



(UPDATED SEP. 2020)

## Hotels and Tourism

- 37 hotels in Union Square, 7712 hotel rooms, 23% of the City's rooms
- Approximately 10 are open – 3 are housing the homeless
- Larger hotels include Parc 55 & Hilton – not open yet – 3000+ rooms
- 3 hotels in development - Citizen M in development on Ellis – to open late summer 2021, one on Mason and one on Sutter



## Hotels and Tourism

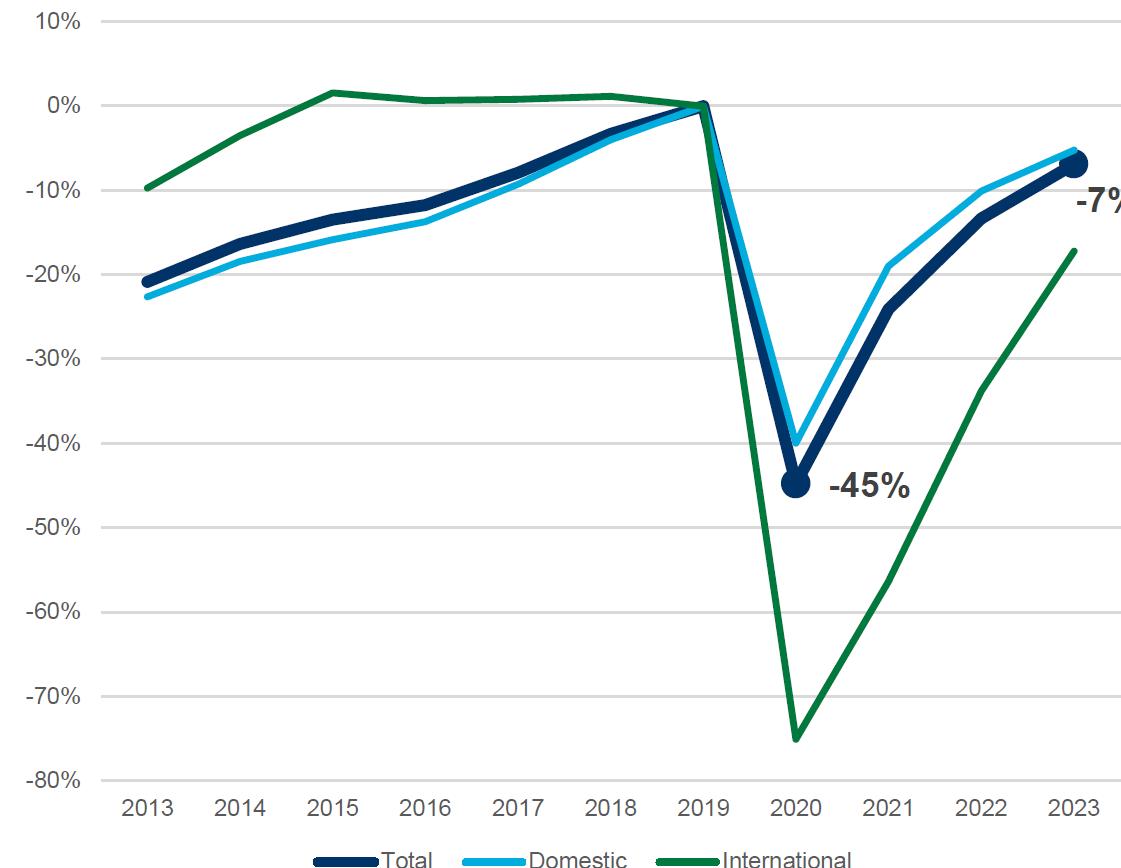
- We rely on convention business – proximity to Moscone Center. Business travelers stay in our hotels. Conventions not scheduled for the foreseeable future.
- Leisure travelers – may come back sooner when they feel comfortable. Local & regional first then other US and international.



# 2020 will be a year to forget... but the worst appears to be behind us

## Travel spending in US by visitor origin

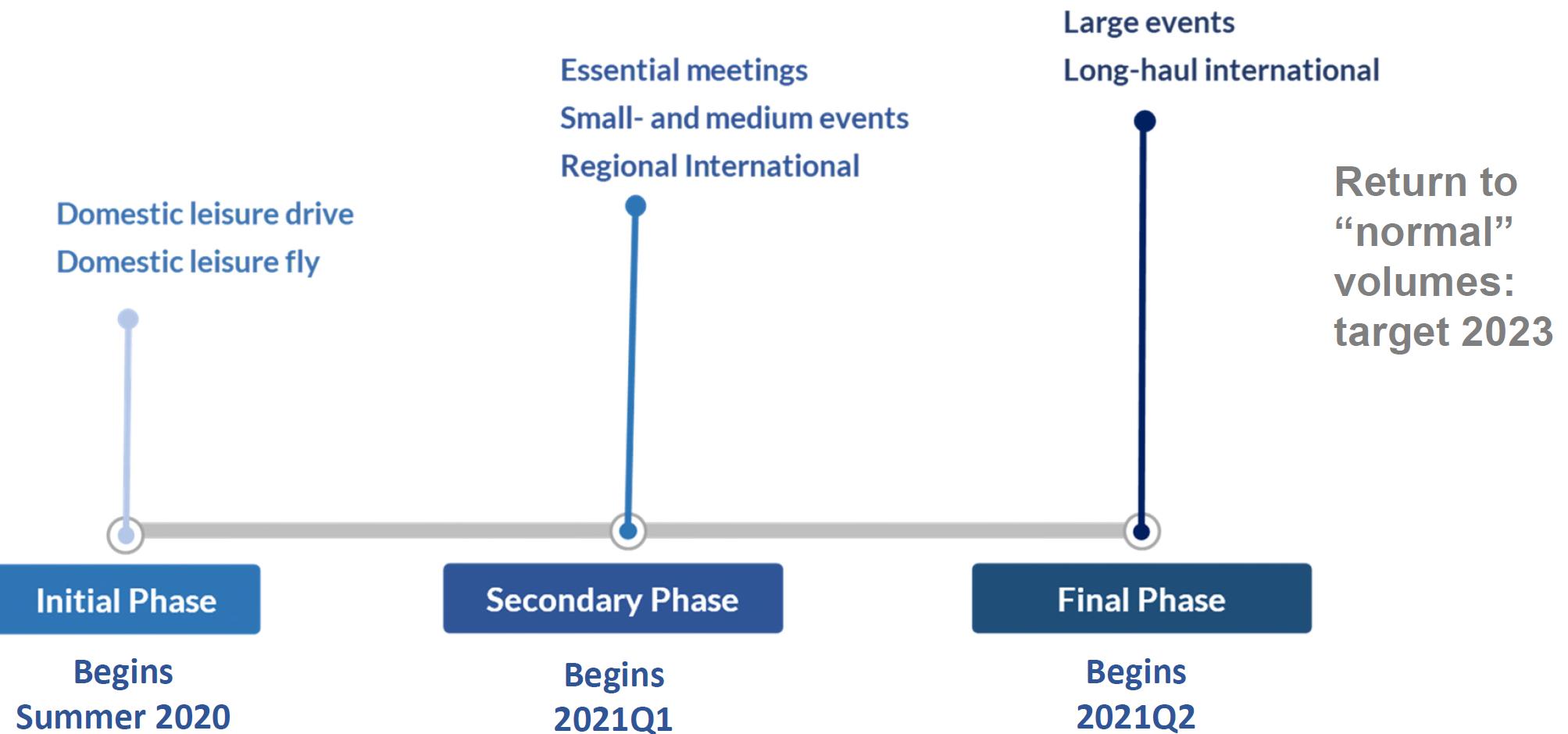
Relative to 2019



- Travel spending in the US is forecast to decline 45% this year.
- By 2023, travel spending is expected to recover to within 7% of its 2019 level.
- International visitor spending has declined most rapidly and is expected to take the longest to recover.

Source: US Travel/Tourism Economics forecast, Spring/Summer (released July 16, 2020)

# Anatomy of a travel recovery



## Office

- 12 mil sq. ft. of office, 10% of City office space
- 2 large multi story Medical/Dental Buildings
- Recent C3R legislation has made it easier to convert to office on upper floors although there is currently a fee to do so - \$6/ft.
- Have requested data from City about vacancy and rates
- Pre-COVID rates for office ranged from \$35/sq ft. to \$100/sq ft. In recent negotiations landlords did not want to go below \$50 (for space originally at \$65/70). Some are offering reduced or free rent for the next 2-3 years.
- State has advised that only essential workers come into work and that telecommuting is highly encouraged.



## Restaurants, Bars and Entertainment

- About 60 are open for take out/delivery and outdoor dining. Approximately half of total.
- Outdoor dining includes: John's Grill, Tad's Steak House, E & O, Morton's, Pinecrest Restaurant, Café de la Presse, Amorino Gelato, 165 Café.
- Farrallon closed during COVID – owner says “Union Square has lost its luster”



## Restaurants, Bars and Entertainment

- Theaters and Nightclubs are Closed until allowed to open:
  - ACT, Curran, August Hall, Biscuits and Blues, Love & Propaganda, Feinstein's at the Nikko.
  - Restaurants can begin indoor dining in SF at 25% capacity starting Wednesday, September 30



## Residential

- Union Square has approximately 2000 residential units
- Residents live at condos at 331 Grant, 1 Powell and 181 O'Farrell. There are also a number of SROs throughout the district.
- We need more residential to make us more resilient!



# Open Space

- Two important open spaces in the district:
  - Union Square Park
  - Powell Street Turnaround and Hallidie Plaza
- Also some alleys including Maiden Lane which is closed to car traffic everyday from 11-6 pm
- Ellis between Powell and Stockton will be closed on Sundays from 11-8 for outdoor dining, music, art and more



SAKS



POWELL & HYDE

22

SAN FRANCISCO



TWO STANDING ON  
STANDING ON  
TWO STANDING ON  
TWO STANDING ON

TWO STANDING ON  
STANDING ON  
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## Economic & Recovery Task Force Session #1 - September 30, 2020

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## Economic & Recovery Task Force Session #2 – October 14, 2020

# Today's Agenda

- Welcome! (10 a.m.)
  - Introductions
  - Meeting Purpose and Agenda Overview
- Brief Recap of Session #1
- Review and Discuss Draft Short-Term Recovery Actions
- Overview of San Francisco Economic Recovery Task Force Report
- Summary and Next Steps (12 p.m.)



## Boundaries of the USBID

27 blocks generally bordered on the north by Bush Street, on the east of Kearny Street, on the south by Market Street and on the west by Taylor Street



## Services of the USBID



**Destination Marketing**



**Cleaning**



**Public Realm**



**Safety**



**Advocacy**

# US BID Recovery Efforts since March 2020

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USBID Admin Staff creating murals on the Flood Building



# Brief Recap of Session #1



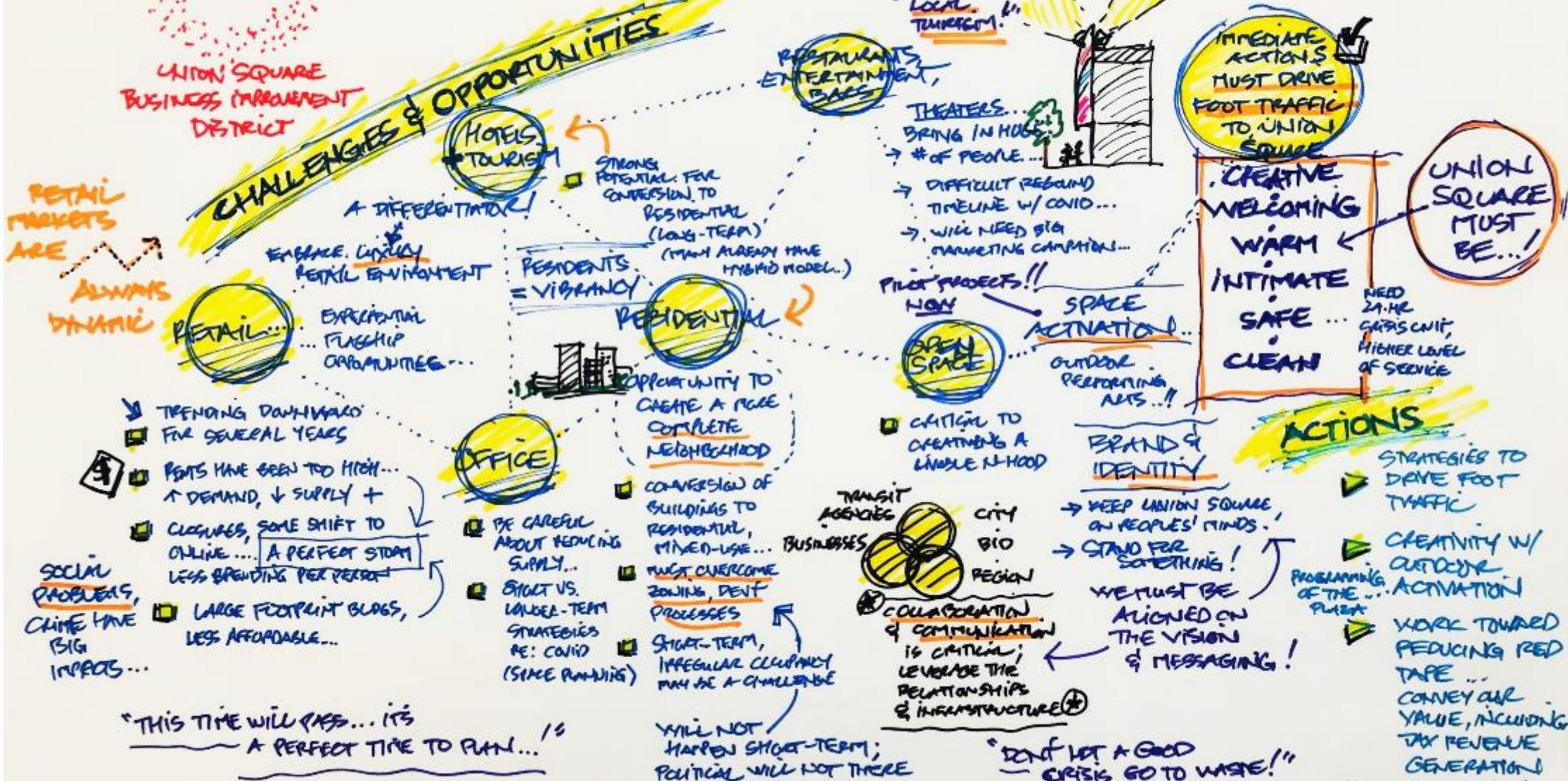
## Major Market Categories



# UNION SQUARE

## VISION

ICONIC • VITAL • DESTINATION • CULTURE • INVITING  
CELEBRATION • COMMUNITY • SPECIAL • SURPRISING



## Key Themes

- Must drive foot traffic!
- Outdoor space activation is critical
- Do pilot projects
- Consider long-term vision in creating short-term strategies
- Communication is important – get the message out!



# Draft Short-Term Recovery Actions



## #1 Activate Union Square Park

- Hold live performances/concerts (with food trucks, local restaurants) and Open Mic nights
- Organize Harry Potter movie nights (audience dress up, food carts, local restaurants), fashion shows, and silent disco!
- Bring SF Ballet, SF Symphony, dance orgs, other performance groups in to host practices, rehearsals
- Place tables and chairs for visitors
- Organize a Farmers Market (Mondays, Tuesdays) to increase foot traffic, support office workers



## #2 Activate Streets, Alleys, Other Spaces

- Continue to close Ellis Street through the Shared Streets program
- Expand programming to several blocks, year-round with music, drinks, vendors
- Turn Maiden Lane into a beer garden serving house beers and wine from local bars in the District
- Reach out to students, high school choirs and bands for outdoor music
- Advocate to bring back the Cable Car to full service/decorate the Cable Car



# Key Locations . . .

Maiden Lane

Grant and Bush

Ellis between Powell and Stockton

Powell Street Turnaround



## #3 Celebrate the Holidays

- Install additional holiday decorations
- Increase holiday events and programming
- Leverage festive atmosphere to drive traffic to stores, restaurants, bars

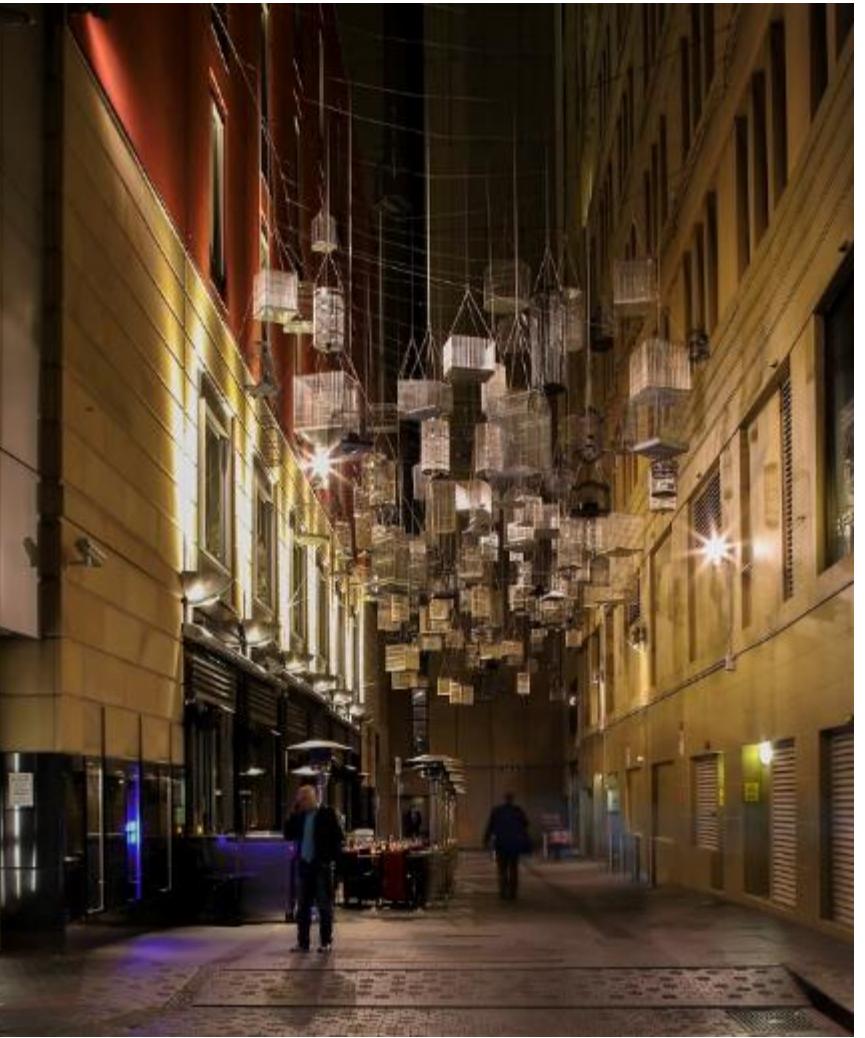
*Note: Ice rink not happening in 2020*



## #4 Install Murals, Art and Signage

- Project imagery, artwork, poems, photos onto buildings around Square, District
- Collaborate with the Exploratorium to install interactive outdoor art pieces throughout the District
- Paint murals on boarded up storefronts





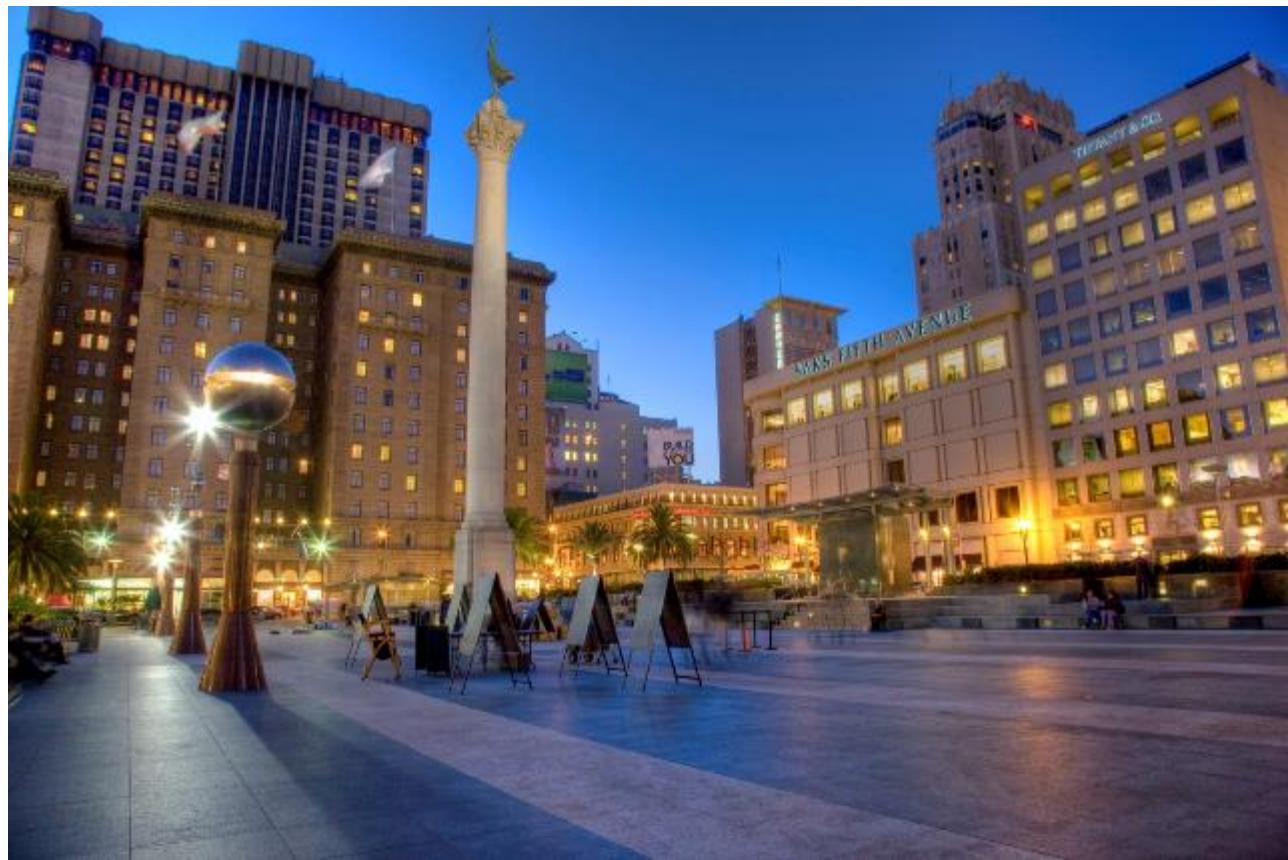
## #5 Support Restaurants, Bars and Entertainment

- Advertise Restaurant Week
- Pay costs of delivery services when ordering from a restaurant in the District (DoorDash, UberEats)
- Provide free parking in garages until foot traffic returns
- Work with BART to have more cars run at peak times



## #6 Bolster Communications, Brand and Messaging

- Advertise Restaurant Week, other events and activations
- Continue weekly newsletter, social media channels, press, etc. (leverage David Perry & Associates) to keep Union Square in the forefront of people's minds
- Continue to update website/re-do branding (with J2)
- Create campaign to let people know we are open, and what is to come



LOCAL // BAY AREA &amp; STATE

# Smuin Ballet cares to dance — in middle of S.F. street at John's Grill



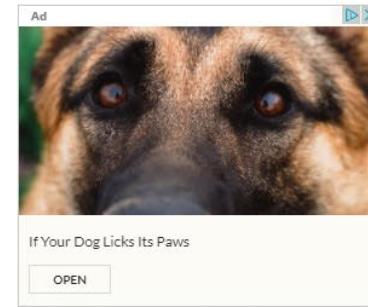
Rusty Simmons | Oct. 11, 2020 | Updated: Oct. 11, 2020 8:58 p.m.

1 of 5

• • • •

Smuin Contemporary Ballet dancers Terez Dean Orr and husband John Speed Orr perform for patrons dining at Oasis, the outdoor eating area for John's Grille, near a stage on Ellis Street in San Francisco.



## Bay Briefing

OCTOBER 14, 2020

Bay Area siblings' "Amazing" adventure, **S.F. rents** soften a lot, and **Judge Barrett** won't get pinned down on key legal issues.

*Here's what you need to know to start your day →*

## Trends

Lowell

Vallejo

Warriors

# Action Planning – Actions, Timeframe, Responsibilities, Resources

Economic Recovery Task Force Actions - Draft					
	Action	Category Retail, Open Space, Hotels&Tourism, Restaurants & Entertainment, Office, Residential	Time Frame 0-3 months 4-6 months 6+ months	Lead Responsibility Supportive Responsibility	Funding/Resources
1	- Organize Harry Potter series movie nights in Union Square - Invite the public to come dressed up - Bring out food carts or utilize local restaurants	- Open Space - Restaurants&Entertainment		Curran USBID	
2	- Organize live performances/concerts at Union Square - Bring out food trucks or utilize local restaurants	- Open Space - Restaurants&Entertainment		Feinstein's at the Nikko USBID	
3	- Project imagery artwork, poems, photos onto buildings around the Square	- Open Space		826 Valencia USBID	
4	- Organize silent disco in Union Square - 6' circles on the floor for dancing areas	- Open Space - Restaurants&Entertainment		USBID	
5	- Advertise Restaurant Week	- Restaurants&Entertainment	0-3 months	USBID	0.
6	- Place tables and chairs on Union Square for visitors - Promote Shop & Dine on Union Square every Saturday	- Open Space - Restaurants&Entertainment	0-3 months	USBID	ds to accompany dining.
7	- Continue to Close Ellis Street Through Shared Streets Program	- Open Space - Restaurants&Entertainment	0-3 months	USBID John's Grill	City Program
8	- Paint murals on boarded up store fronts	- Open Space - Retail		USBID	City Program
9	- Install additional holiday decoration on Union Square Park	- Open Space	0-3 months	USBID	
10	- Decorate Cable Car at Turn around	- Hotels and Tourism	0-3 months	Jeffrey Tumlin from SFMTA	
24	- Organize fashion show at Union Square	- Open Space - Retail		USBID	
25	- Turn Union Square or/and Maiden Lane into a Beer Garden serving the house beers (wine) of the local bars in the district. Support with appetizers.	- Open Space - Restaurants&Entertainment		USBID	Would need to use interior of a building. Trucks not allow

# Overview of San Francisco Economic Recovery Task Force Report





OCTOBER 2020

# ECONOMIC RECOVERY TASK FORCE REPORT



THE CITY AND COUNTY  
OF SAN FRANCISCO



Stay 6 feet apart

保持6英尺的距离  
Manténgase a un mínimo de seis  
pies de los demás  
保距離6英呎以遠

**ONESF**  
Building Our Future

## Policy Recommendations

- **Local Economic Stimulus** - Explore policies and investments that encourage economic development and activity in San Francisco, such as funding public infrastructure projects, streamlining permitting processes, advocacy for state and federal resources, and more
- **Job Connections** - Facilitate and improve connection to jobs and explore programs that hire local workers
- **Promote Safe Reopening** - Provide clear and accessible information to businesses and workers on reopening requirements and provide tools and strategies to keep workers, customers, and residents safe
- **Preserve Operations and Lessen Regulatory Burdens** - Create flexibility for businesses to operate and consider reducing or eliminating regulatory burdens

## Policy Recommendations

- **Pursue Economic Justice** - Narrow the wealth gap and bridge the digital divide for low-income residents and communities of color
- **Invest in Housing** - Incentivize the construction of affordable housing, an immediate and long-term need
- **Meet the Basic Needs of the Vulnerable** - Ensure San Franciscans have access to food, shelter, mental health, and other services
- **Imagine and Build Stronger Neighborhoods** - Activate and draw upon San Francisco's unique neighborhood and cultural assets

## **Immediate Actions**

**Extending Shared Spaces:** Building off of the early successes of the Shared Spaces program, the City will work to make elements of the program permanent. The existing Shared Spaces program will continue throughout the duration of the local emergency in San Francisco, which remains in effect, and the new effort will incorporate lessons learned and ensure that the program's benefits to businesses and the community continue throughout San Francisco's long-term recovery and beyond.

**Economic Support for Small Business Reopenings:** The City will provide \$1.6 million in grants and design services to support neighborhood businesses that need to purchase furniture and fixtures and reconfigure space in order to meet health requirements for operating. This funding will come by re-purposing grant funding from the SF Shines program, which normally gives grants to businesses for facade improvements. Additionally, the City will provide \$200,000 for businesses that need legal support and assistance negotiating their leases.

## **Immediate Actions**

**Basic Income Pilot for Artists:** San Francisco is directing nearly \$6 million in funding for artists, teaching artists, arts organizations, and cultural workers, including a new universal basic income pilot program for San Francisco artists. The UBI program will provide up to 130 artists with \$1,000 a month for at least six months starting early next year. The Arts Commission will also provide arts organizations with funding to reopen safely and will fund the creation of an online Arts Hub, which will serve as a one-stop-shop for artists and organizations looking for financial assistance, professional networking, and employment opportunities. Next week, the Arts Commission will open four other grant programs for artists, arts organizations, and cultural facilities. The Office of Economic and Workforce Development will make \$265,000 available to fund artists to paint murals with a public health theme on boarded up businesses and deploy performance artists to promote COVID-safe behaviors in high foot traffic areas.

## **Immediate Actions**

**Fee and Tax Waivers for Closed Businesses:** San Francisco is continuing its support for businesses that have been unable to open due to COVID, and will be providing an additional fee and tax waiver for businesses that remain closed -- including entertainment, arts, and nightlife venues.

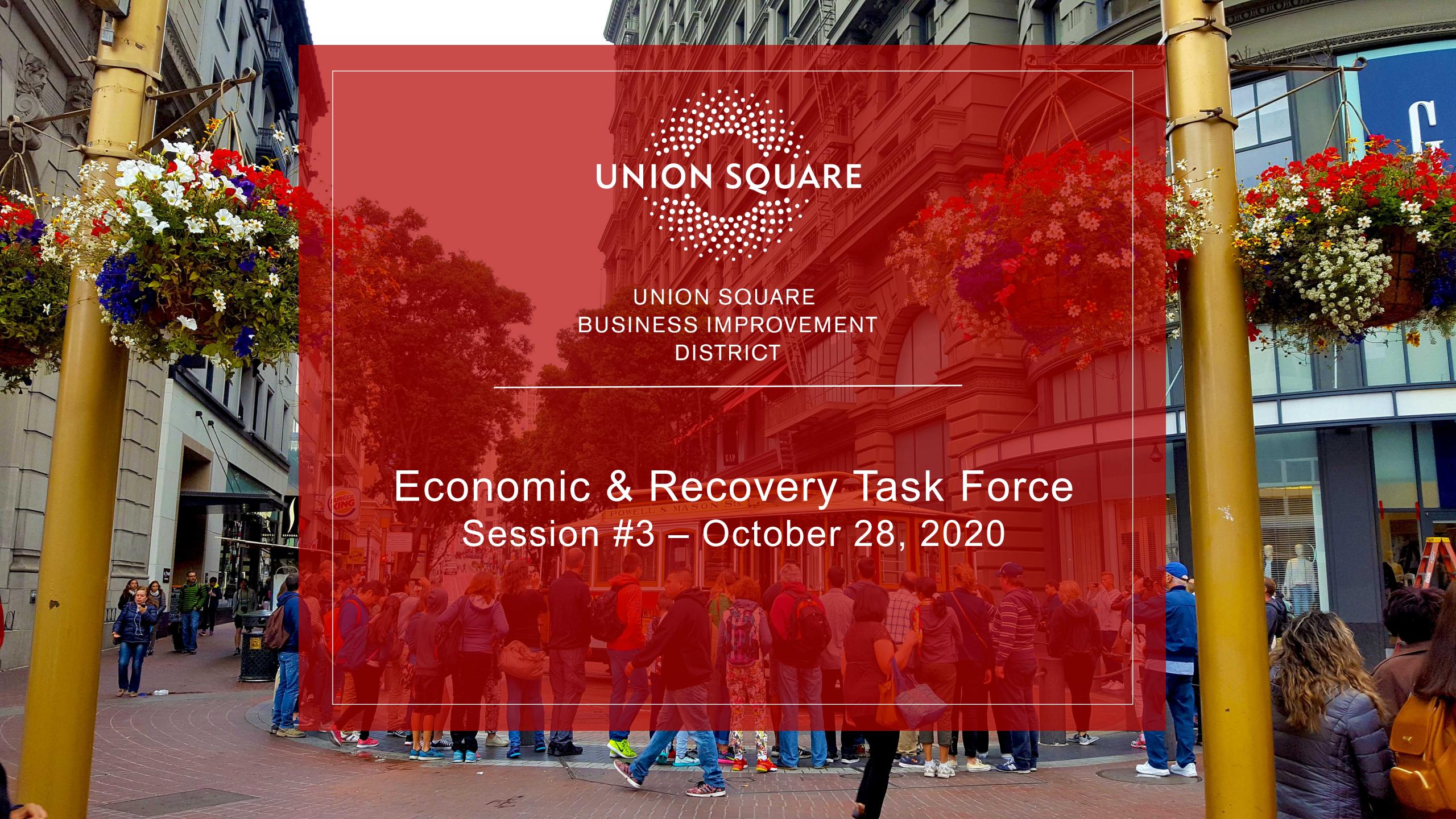
**Defer Impact Fee Collection:** In addition to deferring fee collection from businesses, the City will defer collection of impact fees on development projects to help promote housing construction in San Francisco. This will help advance the City's goals of creating more housing and making San Francisco a more affordable place to live, while also promoting local job creation.

**Grants for Cultural Districts:** The Cultural Districts Community Building and Impact program will award \$265,000 to each legislatively approved Cultural District working to preserve, strengthen, and promote their cultural communities. The funds will primarily be utilized to celebrate culture, support community resilience in light of COVID-19, provide direct resources, and stabilize the identity of the District.



UNION SQUARE  
BUSINESS IMPROVEMENT  
DISTRICT

## Economic & Recovery Task Force Session #2 – October 14, 2020



UNION SQUARE

UNION SQUARE  
BUSINESS IMPROVEMENT  
DISTRICT

Economic & Recovery Task Force  
Session #3 – October 28, 2020

# Today's Agenda

- Welcome! (10:30 a.m.)
  - Introductions
  - Meeting Purpose and Agenda Overview
- Brief Recap of Session #2
- Presentation:  
Ted Egan, Chief Economist, City and County of San Francisco
- Review Draft Short-Term Recovery Actions:  
Main Priority – Union Square Park Activation
- Summary and Next Steps (12:30 p.m.)



"SAN FRANCISCO IS LIGHTING BACK UP!"

CELEBRATE THE DIVERSITY OF SAN FRANCISCO

DANCE, SINGING, THEATER, PROGRAMMING

## UNION SQUARE

UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

MUSIC, DRINK ACT Shopping  
CREATING A DESTINATION

COMMUNICATE WITH RETAILERS

DICKENS FAIR?

#3

## CELEBRATE THE HOLIDAYS

- WILL BE A TREE (NO LIGHTING), MENORAH, PALM LITS, MULLEN LANE LIGHTS, ETC...
- LIGHT PROJECTIONS AT NIGHT...
- CHRISTMAS MARKET, CRAFT SHOWS

EX. LONDON!

#1

## ACTIVATE UNION SQUARE PARK

- APP TO HAVE FOOD DELIVERED EG. DOOR DASH TO TABLE & CHAIRS IN PARK!
- BALLET X... SPECIFIC TO OUTDOOR SPACES... W/VIDEO FOR DISTRIBUTION! EX: MEXICO CITY - PUBLIC DANCING IN PARK
- INVITE TV STATIONS TO BROADCAST FROM UNION SQUARE (NPR, KQED...) OR FROM UP IN TREES!
- CREATE A MAZE FOR KIDS!

#2

## ACTIVATE STREETS, ALLEYS, OTHER PLACES...

- WORK W/ STUDENT GROUPS, HIGH SCHOOLS, COLLEGE OF ARTS...
- WORK W/ CITY ON MALLADIE PLAZA
- MUST WORK W/ THE BUSINESSES ... THEY HAVE TO WANT TO PARTNER, HELP THEM UNDERSTAND INVESTMENT ROI

MUSIC IS CRITICAL!  
NEED SPACE HEATERS!

Maintain activity through the winter

Practicality

Buy local, specific goods...

All on walls, windows, boards

Instant beautification

Partner w/ Coalition SF.

Draw upon Union Square legacy, old ads

Grant O'Farrell Market Nexus

Plaza North of Apple Store

Partner w/ Grace Cathedral, Other Holiday Groups, Events...

Ex. ACT Christmas Carols

"WHAT DO WE WANT TO LOOK LIKE IN 2030?"  
OPPORTUNITY FOR RENEWAL!!

## INSTALL MURALS, ART AND SIGNAGE

- POSTERS TOO! .... PARTNER W/ 826 Valencia
- KEY THEMES...
  - HOPE, INSPIRATION, VENUE!
  - DIVERSITY, EQUITY, INCLUSION
  - MAGIC! STORYTELLING!
- ... BUY LOCAL, SPECIFIC GOODS...
- ... ALL ON WALLS, WINDOWS, BOARDS
- INSTANT BEAUTIFICATION
- ... PARTNER W/ COALITION SF.
- DRAW UPON UNION SQUARE LEGACY, OLD ADS
- ENSURE CONTINUITY OF MESSAGING

#5

## SUPPORT RESTAURANTS, BARS AND ENTERTAINMENT

- EAT DRINK SF. + NEIGHBORHOOD NIGHTS
- INCENTIVES: MORE GROUP BUSINESS, CONVENTIONS BACK TO SF.

#6

## BOLSTER COMMUNICATIONS, BRAND AND MESSAGING

- TASK FORCE LEADERS SHOULD SPREAD, RETWEET ETC ACROSS SOCIAL MEDIA...
- WORK W/ RETAIL PARTNERS FOR COORDINATED MESSAGES TO GET THE WORD OUT!  
... MACY'S, SAY, NIKE, ETC... + HOTELS

# San Francisco Economic Update



CITY & COUNTY OF SAN FRANCISCO

Office of the Controller

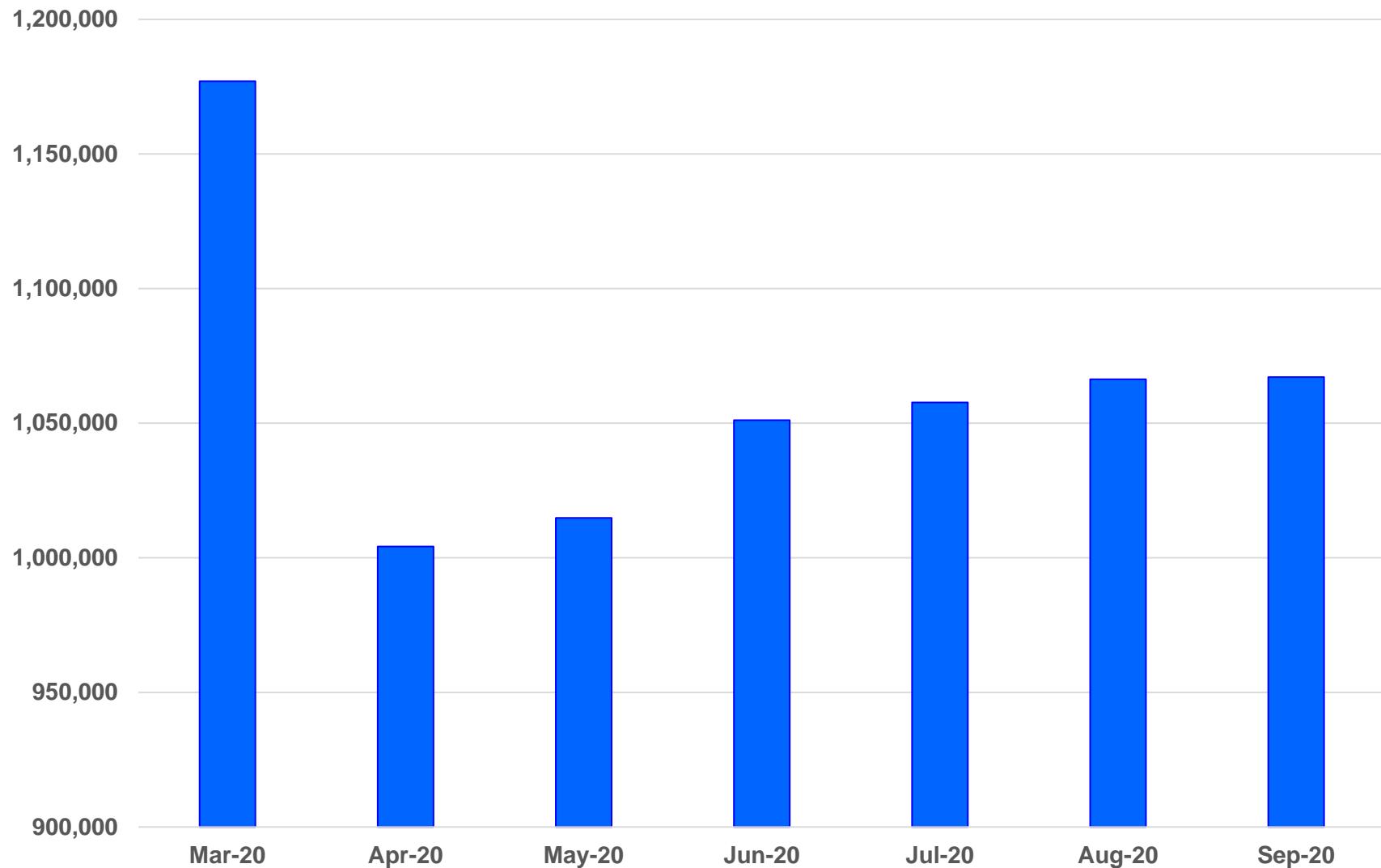
Ted Egan, Ph.D, Chief Economist

October 28, 2020

# Jobs Recovery Stalling: 800 Jobs Added Last Month

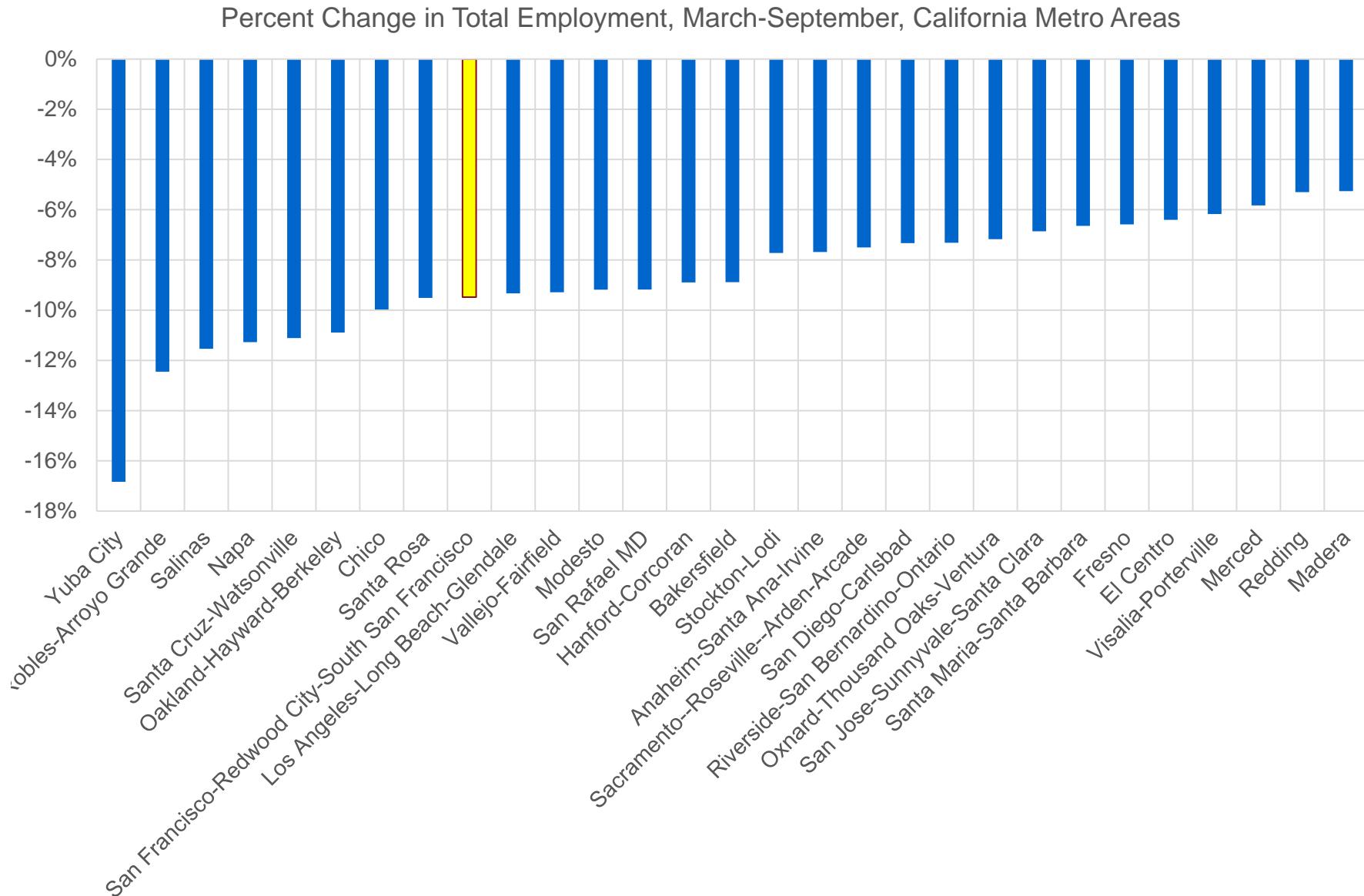
2

Total Employment in the San Francisco Metro Division, March-September 2020



# City's Total Employment Loss is Average for State

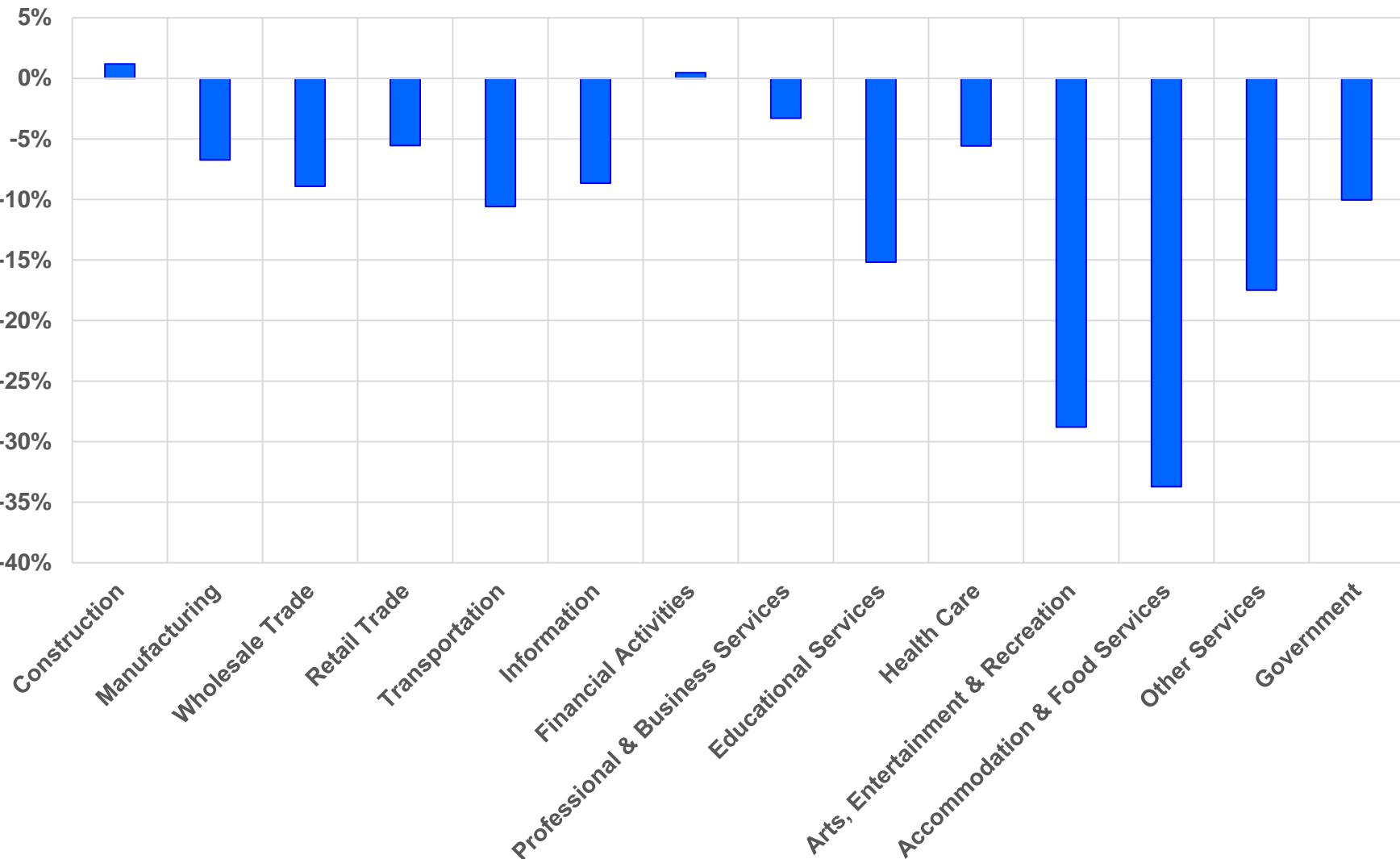
3



# Tourism Hit Hardest – Office Jobs the Least

4

Percent Change in Employment by Industry,  
San Francisco Metro Division, March-September 2020



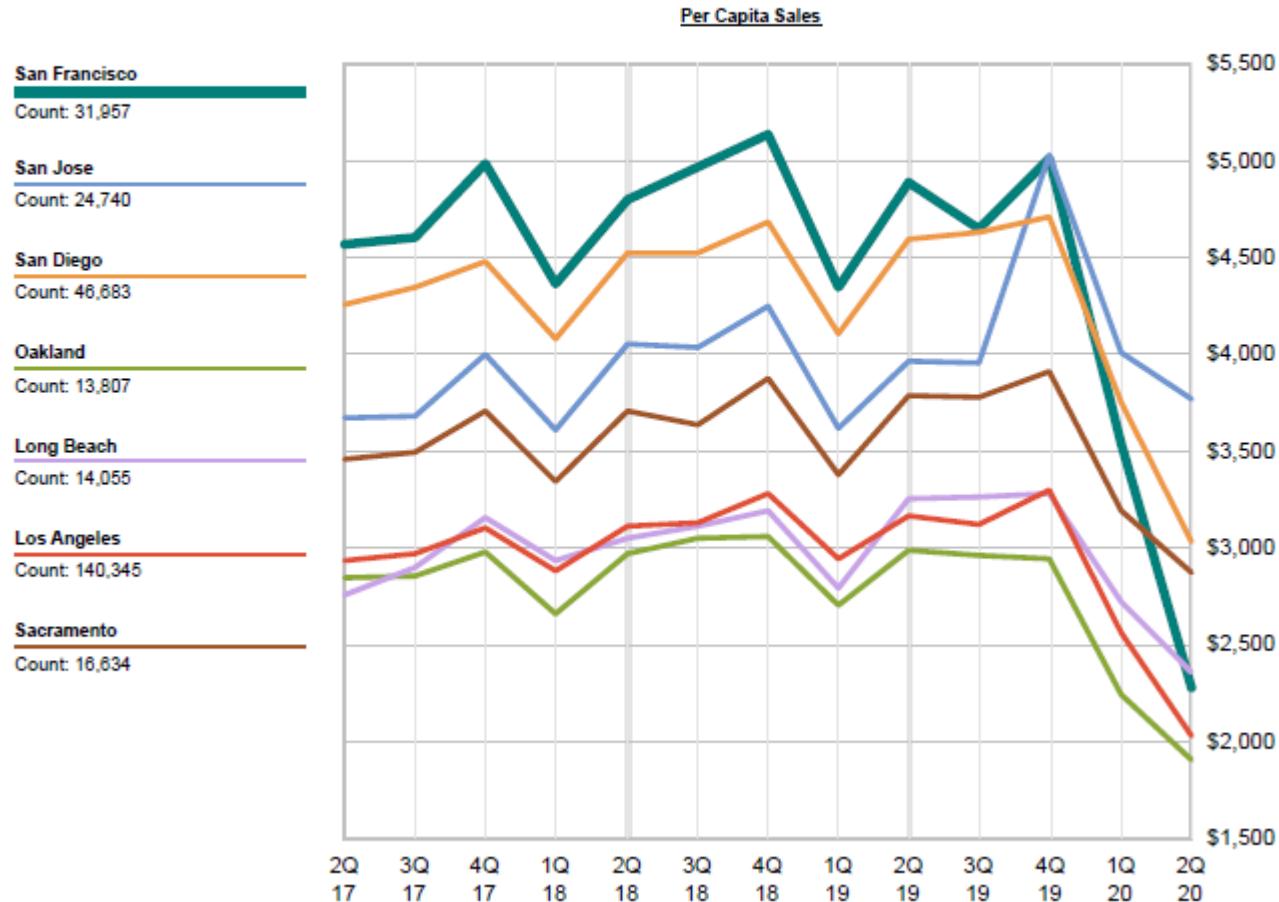
# Q2: 43% Annual Drop in Sales Tax: Worst in State

5



**CITY OF SAN FRANCISCO**  
AGENCY COMPARISONS

Page 14



# Large Brick & Mortar Losses– No Online Sales Gain

6



## CITY OF SAN FRANCISCO MAJOR INDUSTRY GROUPS

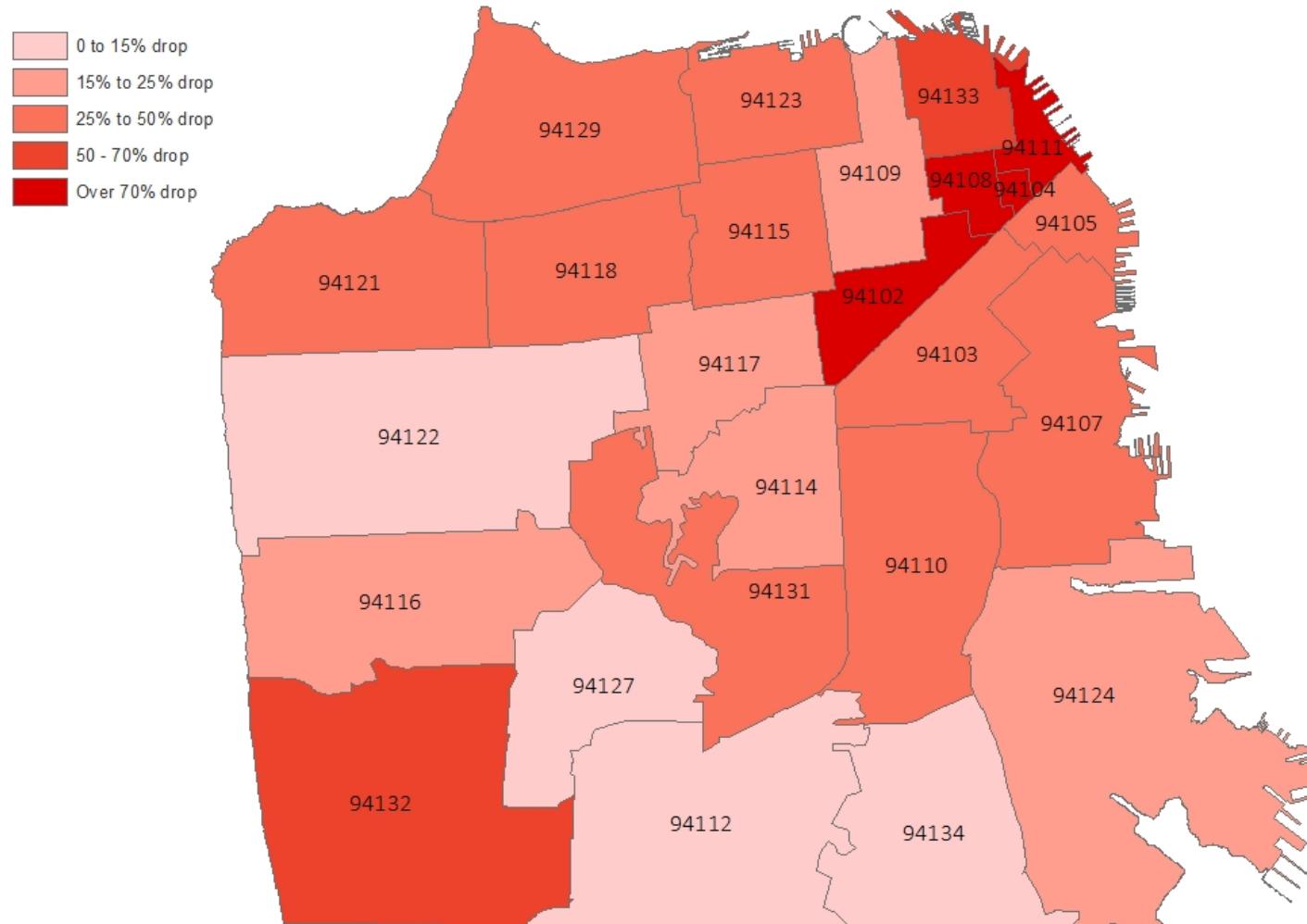
Page 15

<u>Major Industry Group</u>	<u>Count</u>	<u>2Q20</u>	<u>2Q19</u>	<u>\$ Change</u>	<u>% Change</u>
State and County Pools	-	10,343,467	10,237,656	105,811	1.0%
Restaurants and Hotels	5,683	5,145,716	14,527,526	(9,381,810)	-64.6%
General Consumer Goods	13,217	3,734,432	10,714,327	(6,979,894)	-65.1%
Business and Industry	9,043	3,665,864	6,927,721	(3,261,857)	-47.1%
Food and Drugs	1,541	2,881,773	3,141,360	(259,587)	-8.3%
Building and Construction	682	2,378,572	3,166,378	(787,806)	-24.9%
Autos and Transportation	833	1,932,742	2,485,940	(553,198)	-22.3%
Fuel and Service Stations	139	624,989	2,445,216	(1,820,227)	-74.4%
Transfers & Unidentified	819	82,803	144,347	(61,545)	-42.6%
Total	31,957	30,790,357	53,790,470	(23,000,113)	-42.8%

# Change in Sales Tax by Zipcode, through June

7

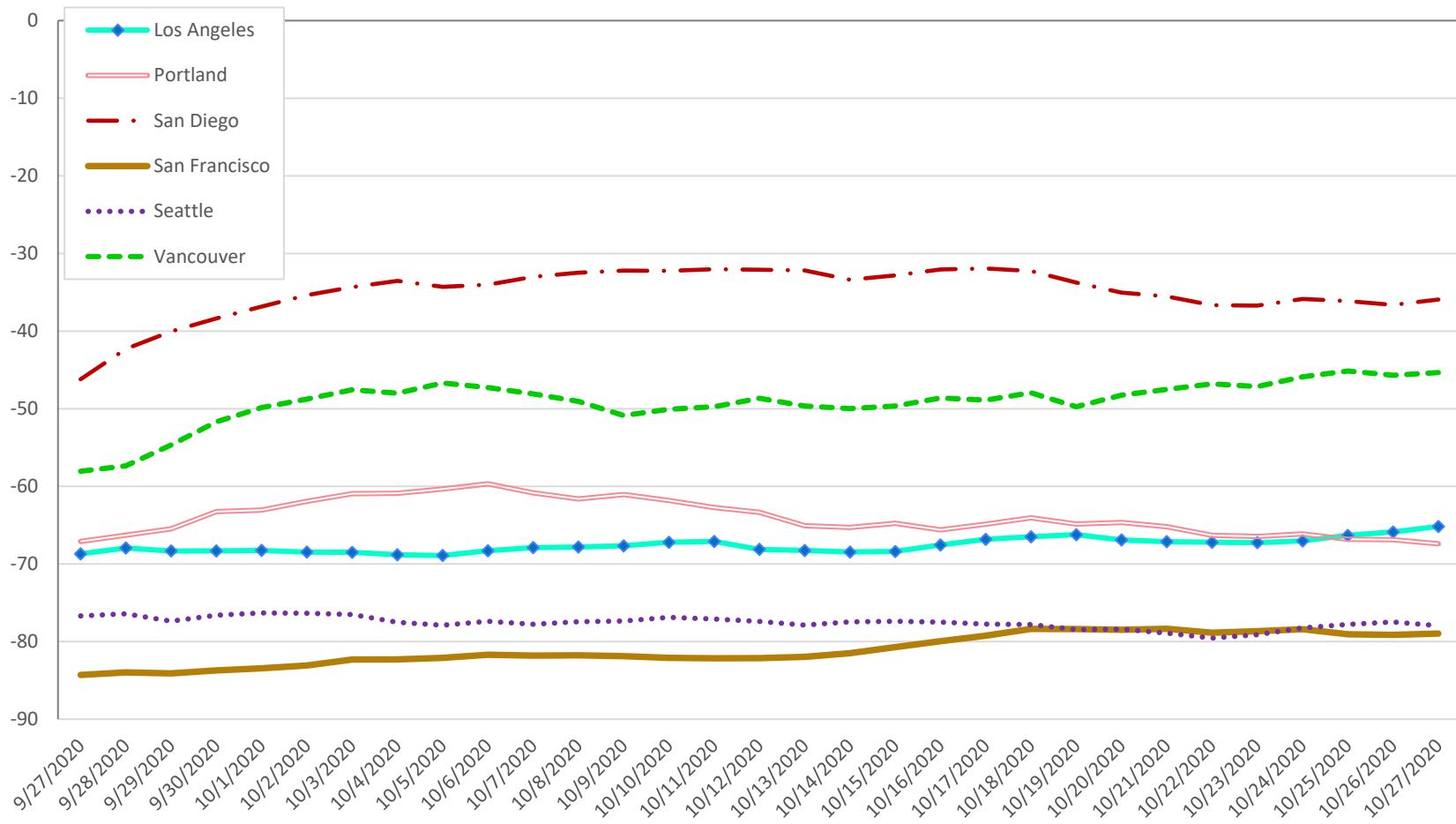
Annual Change in Sales Tax by Zipcode, 2019Q2 to 2020Q2



# Restaurant Reservation Trends in October

8

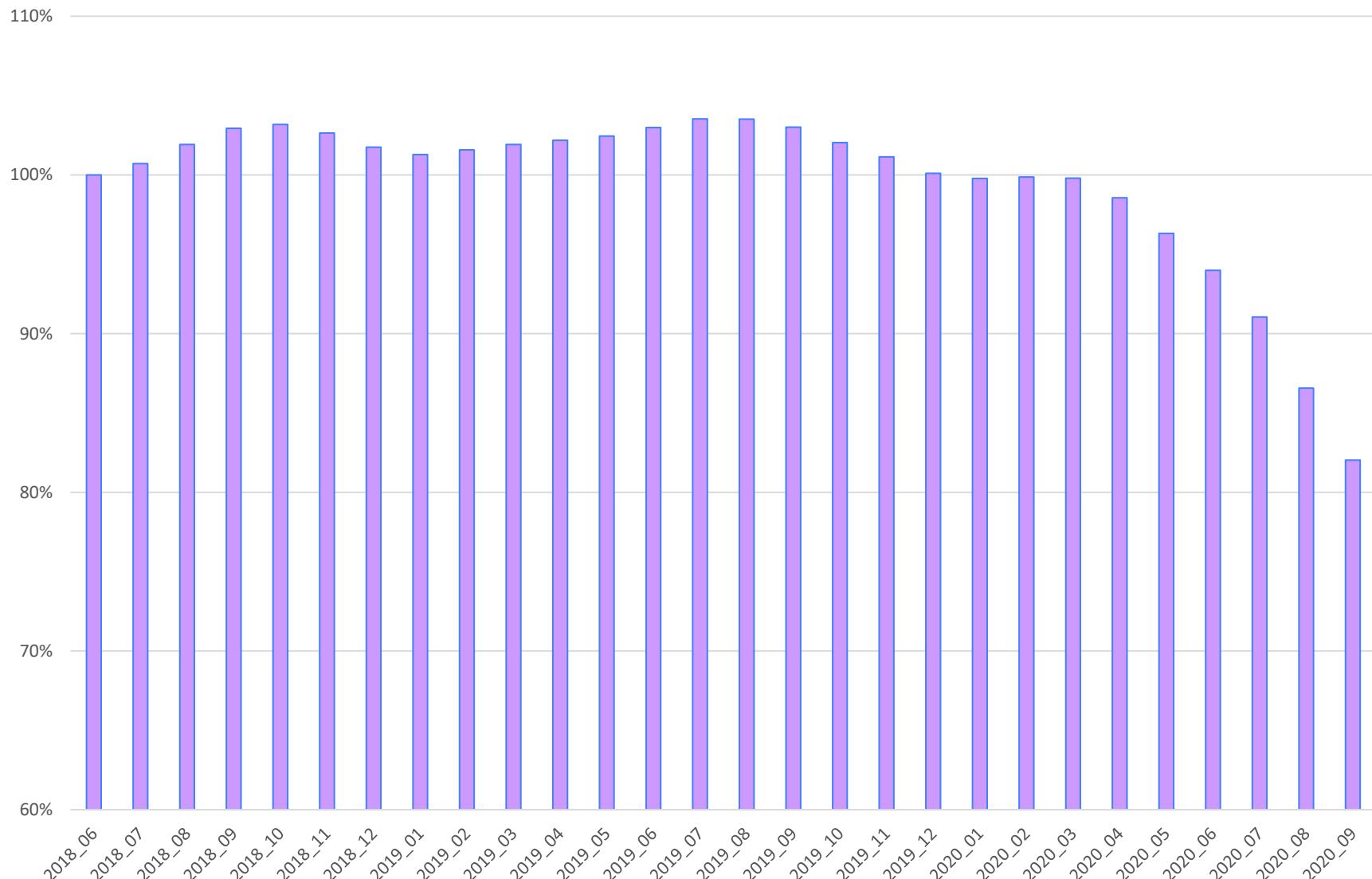
% Change in OpenTable Reservations from Same Day in 2019:  
San Francisco and West Coast Cities  
September 27 - October 27, (7 day moving average)



# SF's Drop in Asking Rents is Sharpest in the U.S.

9

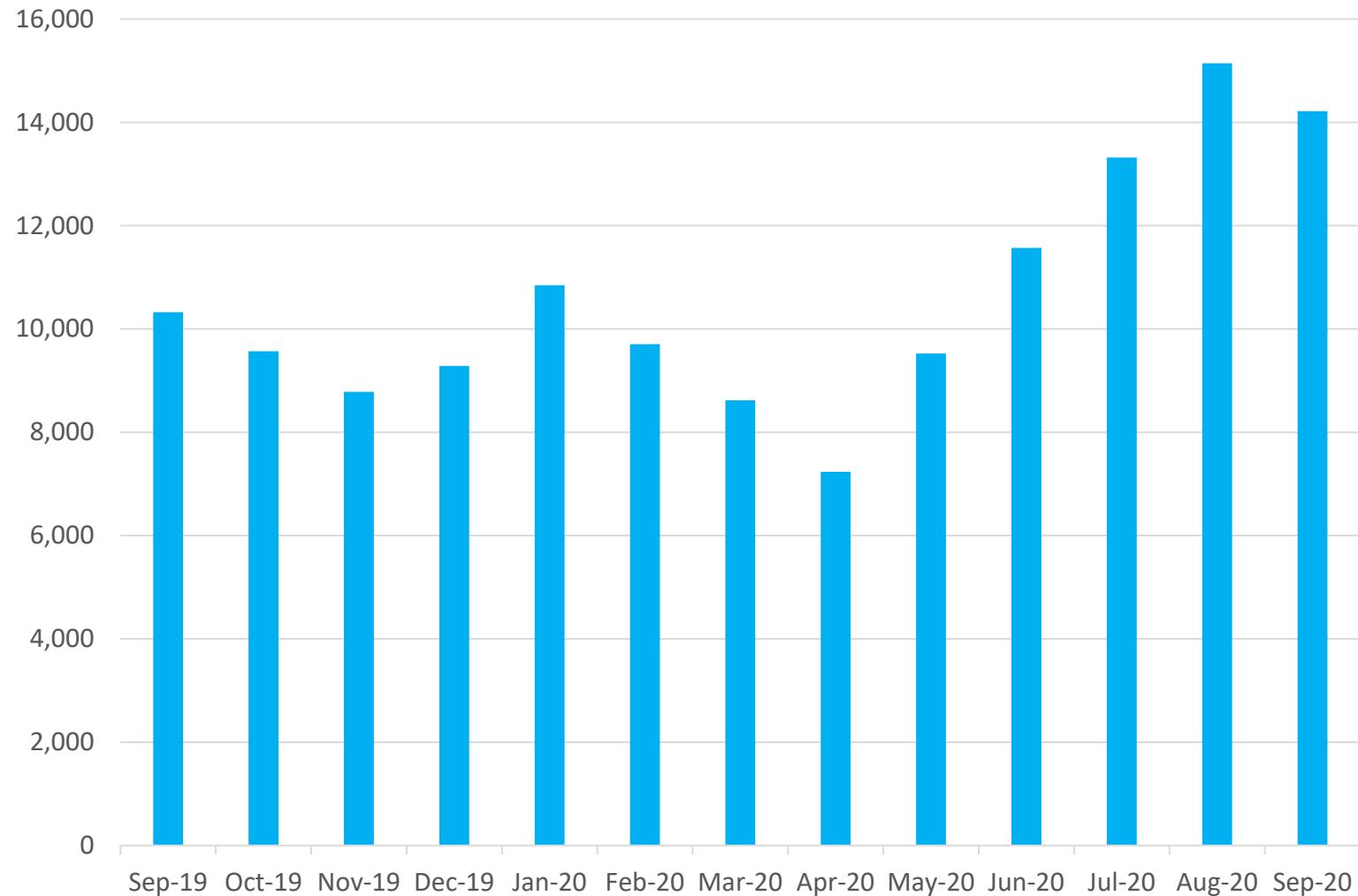
San Francisco Asking Rents as % of June 2018



# Recology Bulk Item Pickup Calls

10

Recology Monthly Calls for Bulky Item Recycling / Abandoned Materials Collection



# San Francisco's Recovery Challenge

11

- The unusual drop in sales tax, the lack of growth in online retail, and the unusually steep decline in the rental housing market all point to increased out-migration, at least temporarily.
- The association of large rent declines in cities with many resident tech workers suggests that it is high-wage workers – who have generally not lost their jobs – as opposed to low-wage workers who have.
- If this is true, San Francisco's economic recovery does not merely hinge on virus abatement, a recovery in consumer spending, and renewed confidence in travel, taking transit, and congregating in large groups. These are challenges that face every city, to various degrees.
- The pace of the city's recovery will also depend on decisions by workers and businesses about the cost and value of San Francisco office space, and Bay Area housing, compared to alternative cities.



UNION SQUARE

UNION SQUARE  
BUSINESS IMPROVEMENT  
DISTRICT

Economic & Recovery Task Force  
Session #3 – October 28, 2020



UNION SQUARE  
BUSINESS IMPROVEMENT  
DISTRICT

## Economic Recovery Task Force Session #4

May 13, 2021

# Economic & Recovery Task Force #4

May 13 1 – 3 p.m.



UNION SQUARE  
BUSINESS IMPROVEMENT  
DISTRICT

## Agenda

1 p.m. I. Welcome

- a. Introductions
- b. Meeting Purpose
- c. Agenda Overview

II. Status Update: Where Are We Now? (Presentations and Discussion)

- a. Ted Egan, Chief Economist, City and County of San Francisco
- b. Brett Allor, SF Travel
- c. Julie Taylor, Colliers Real Estate Research
- d. Karin Flood, Executive Director, USBID

III. Where Are We Going? (Discussion)

- a. Challenges and Opportunities in 2021 and Beyond
- b. Near-Term Retail Recovery and Revitalization of Union Square
- c. Action Planning: Revisiting Plan Strategies and Leveraging of Partnerships

3 p.m. IV. Summary and Next Steps

*Close*

# US BID Recovery Efforts since March 2020

- Weekly Member Communications about status of district and City reopening phases
- Economic Impact Study of stakeholders
- Supported restaurants and essential workers
- Supported retailers with gift card contests
- Partnered with Paint the Void to paint murals
- Launched Shared Streets Program on Ellis
- Beginning to activate Union Square Park



Give Back Program; From Café la Tazita to SF General



Give Back Program; From Fifth Arrow to Saint Francis



USBID Admin Staff creating murals on the Flood Building



## Task Force Recommended Six Actions

- Activate Union Square Park with a Regular Events Series
- Activate other Streets, Alleys and Key Gateways
- Celebrate the Holidays. Enhance holiday lighting displays around the district
- Install Murals, Art and Signage throughout this District
- Support Restaurant, Bars, and Entertainment
- Bolster Communications, Brand and Messaging

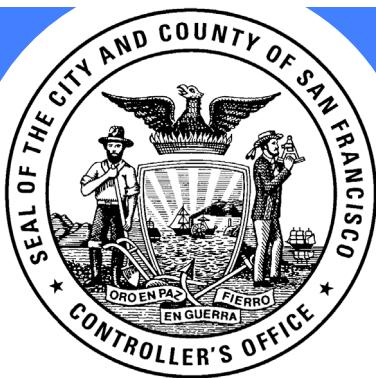


## Ongoing Advocacy Efforts- Anything to add?

- Bring Back the Cable Car
- Advocate for return to normal MUNI service schedule
- Free Parking promotional days
- Secure Police Budget and Staffing
- Eliminate fees for park events
- Mayor's Retail Summit- TBD



# Union Square and City Economic Update



CITY & COUNTY OF SAN FRANCISCO

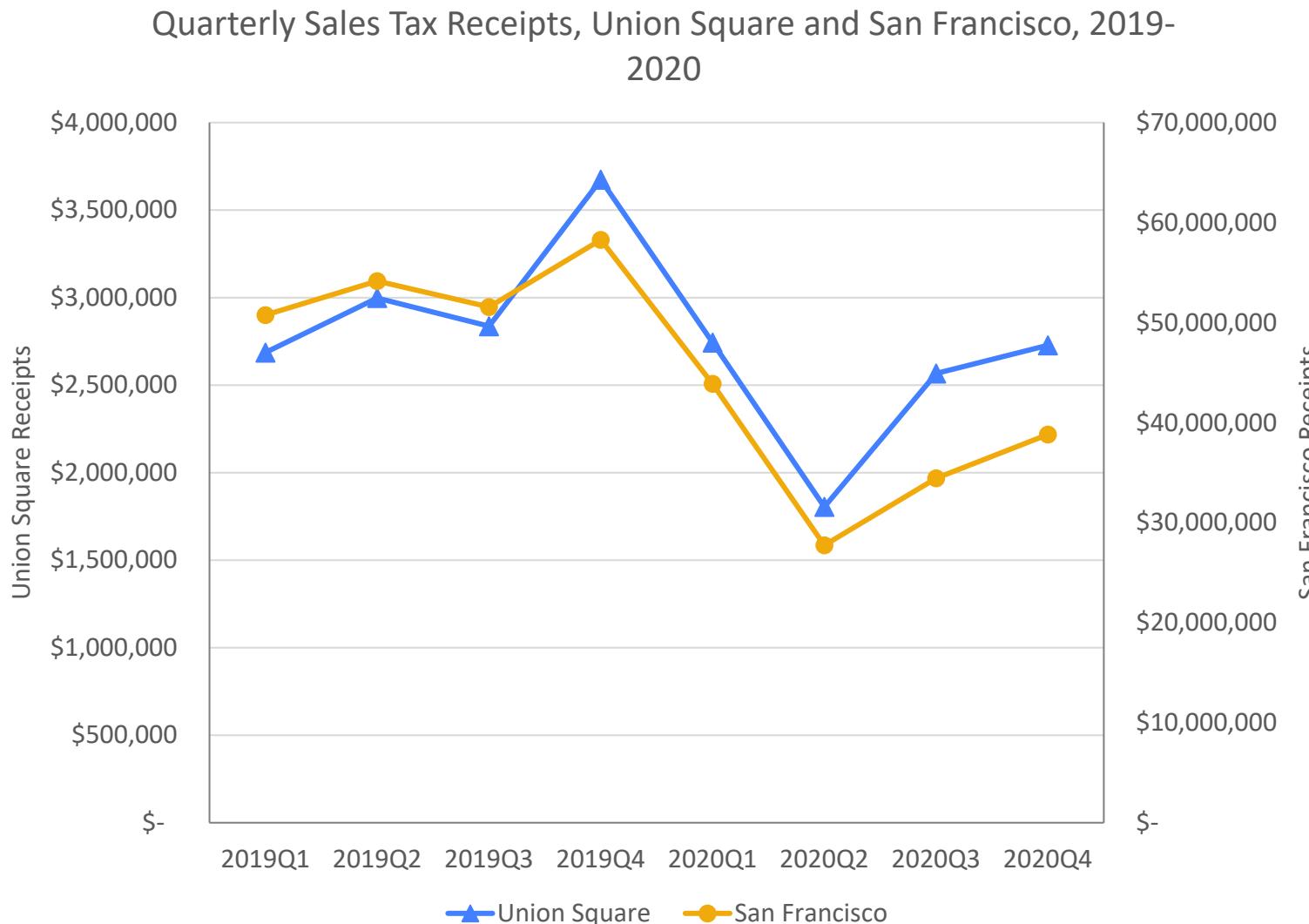
Office of the Controller

Ted Egan, Ph.D, Chief Economist

May 13, 2021

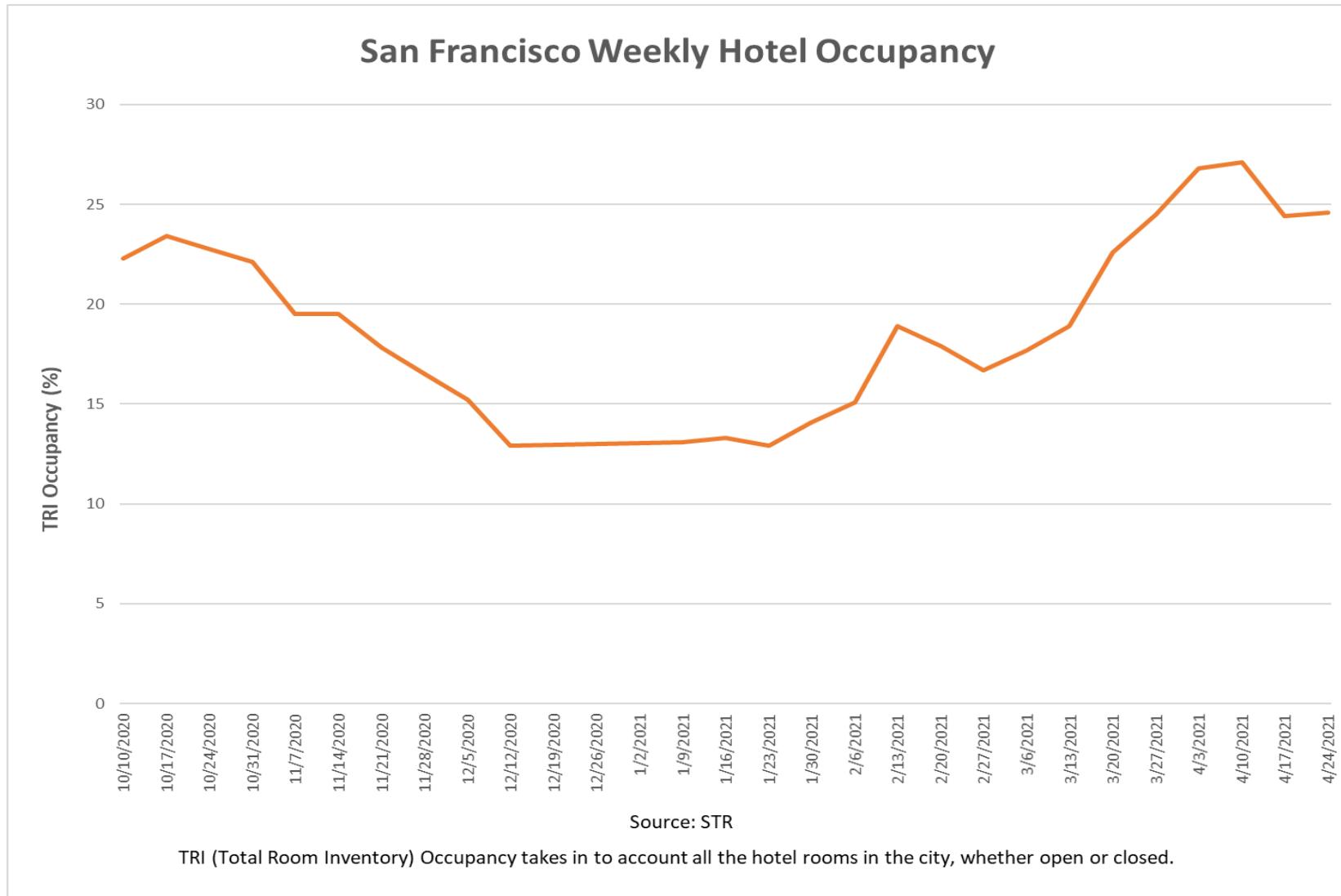
# Union Square vs. Citywide Sales Tax Through 2020

2



# Hotel Occupancy Rising But Well Below Normal

3

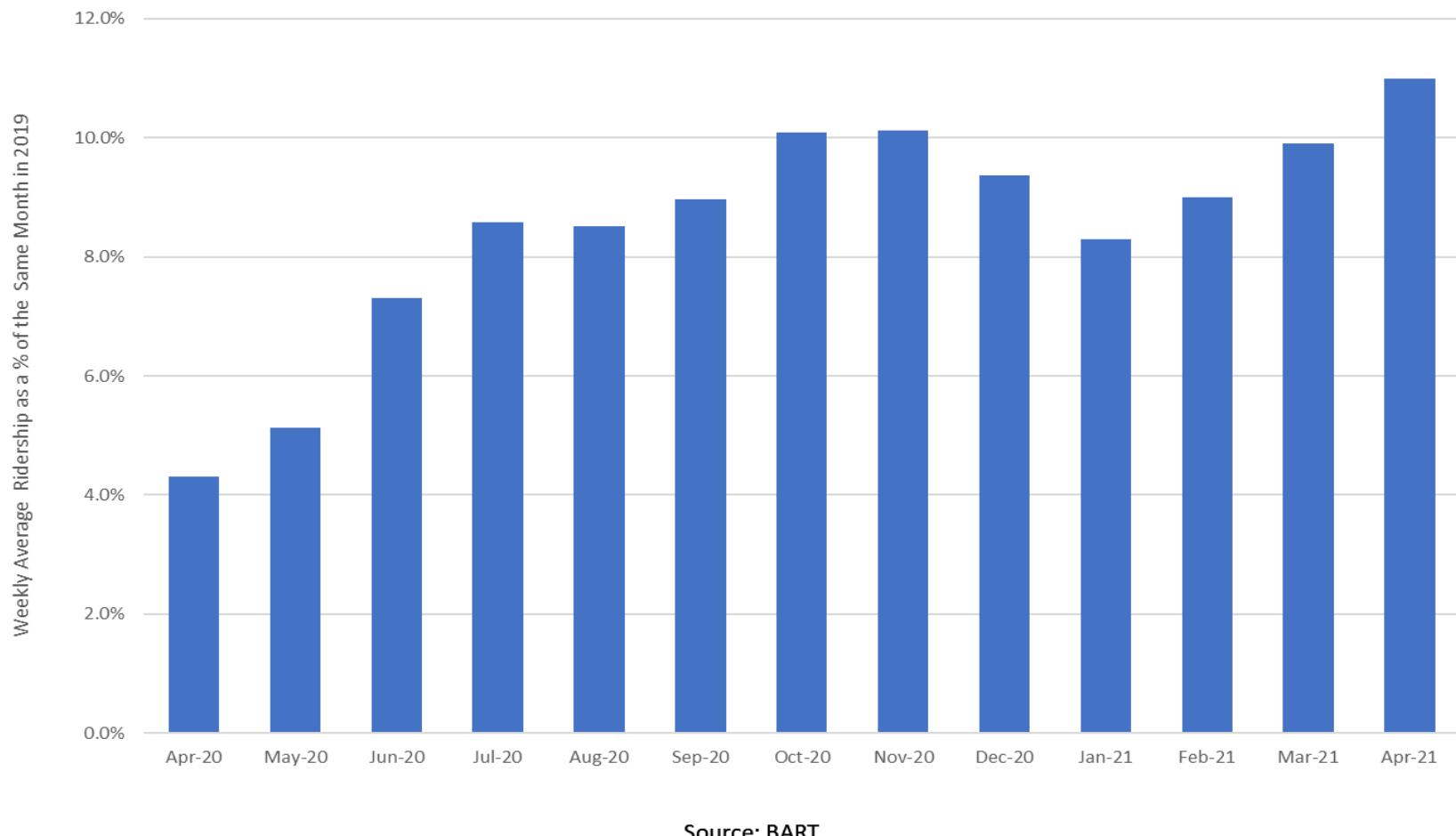


Source:

# Downtown BART: 11% of Normal in April

4

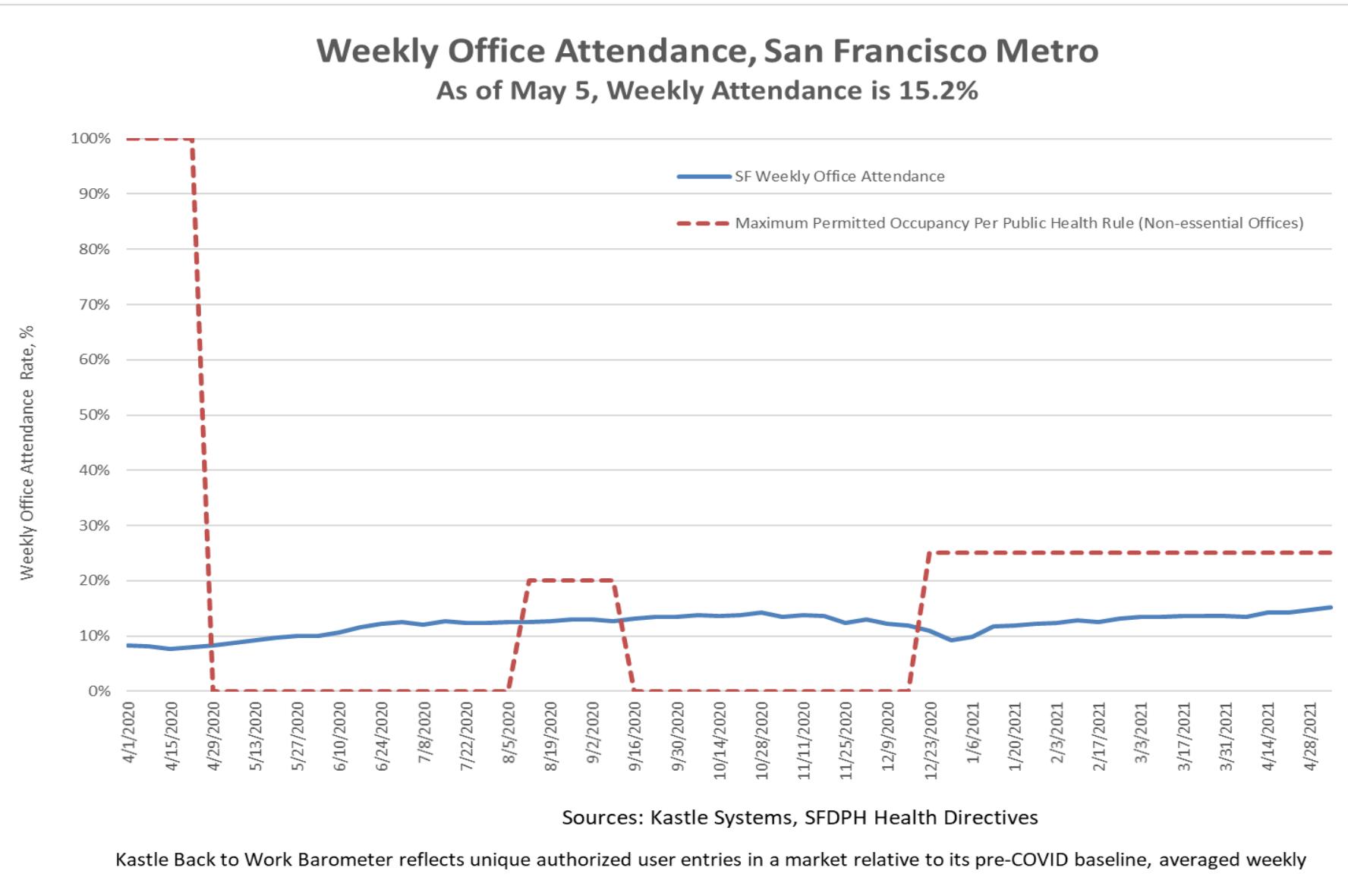
## Bart Ridership on Embarcadero, Montgomery, Powell and Civic Center Stations



Source:

# Office Attendance Hasn't Matched Permitted Levels

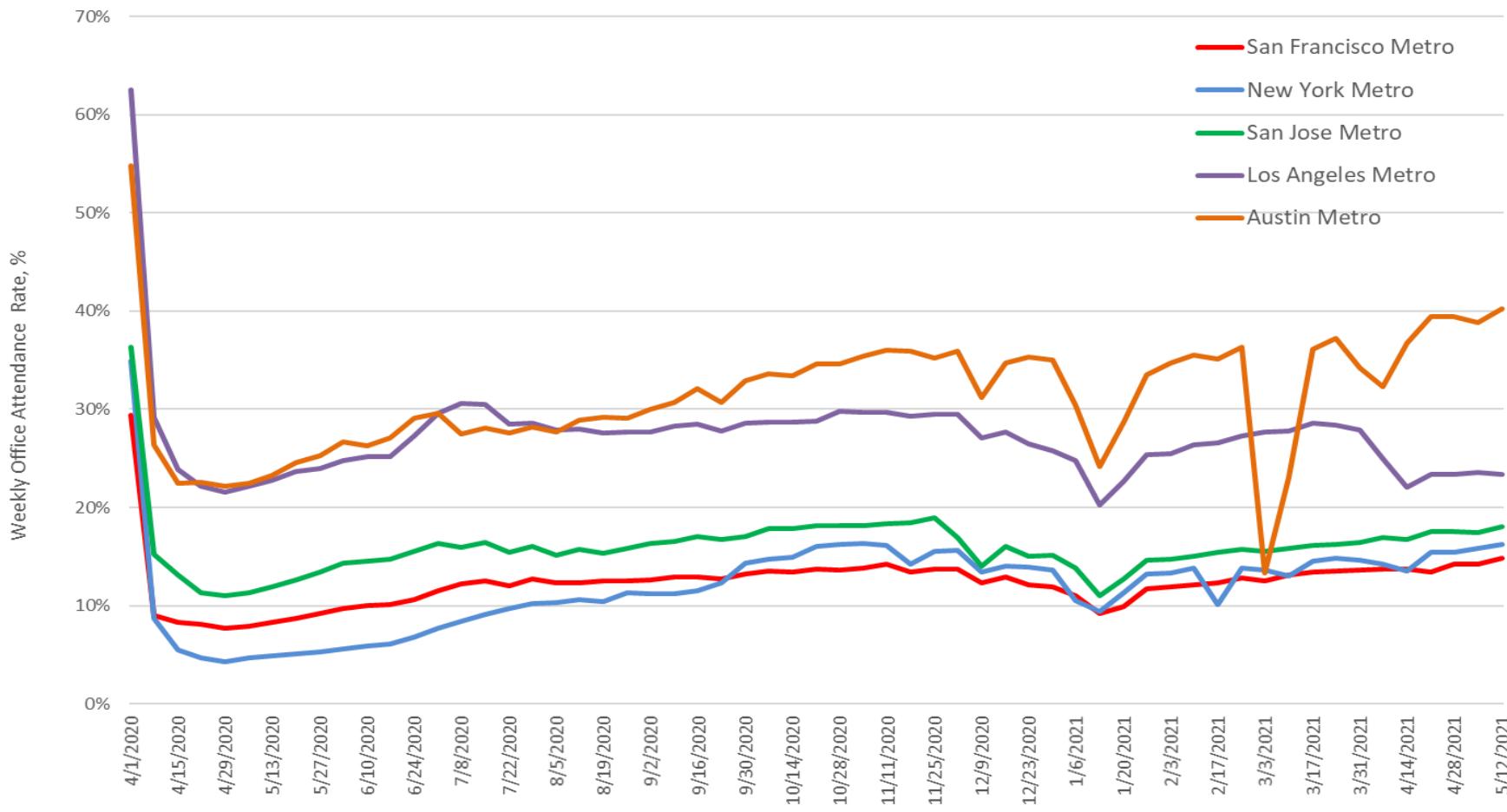
5



# SF Lags Other Metro Areas in Office Return

6

## Comparison of Weekly Office Attendance Across Key Metros



Sources: Kastle Systems

Kastle Back to Work Barometer reflects unique authorized user entries in a market relative to its pre-COVID baseline, averaged weekly



# SAN FRANCISCO

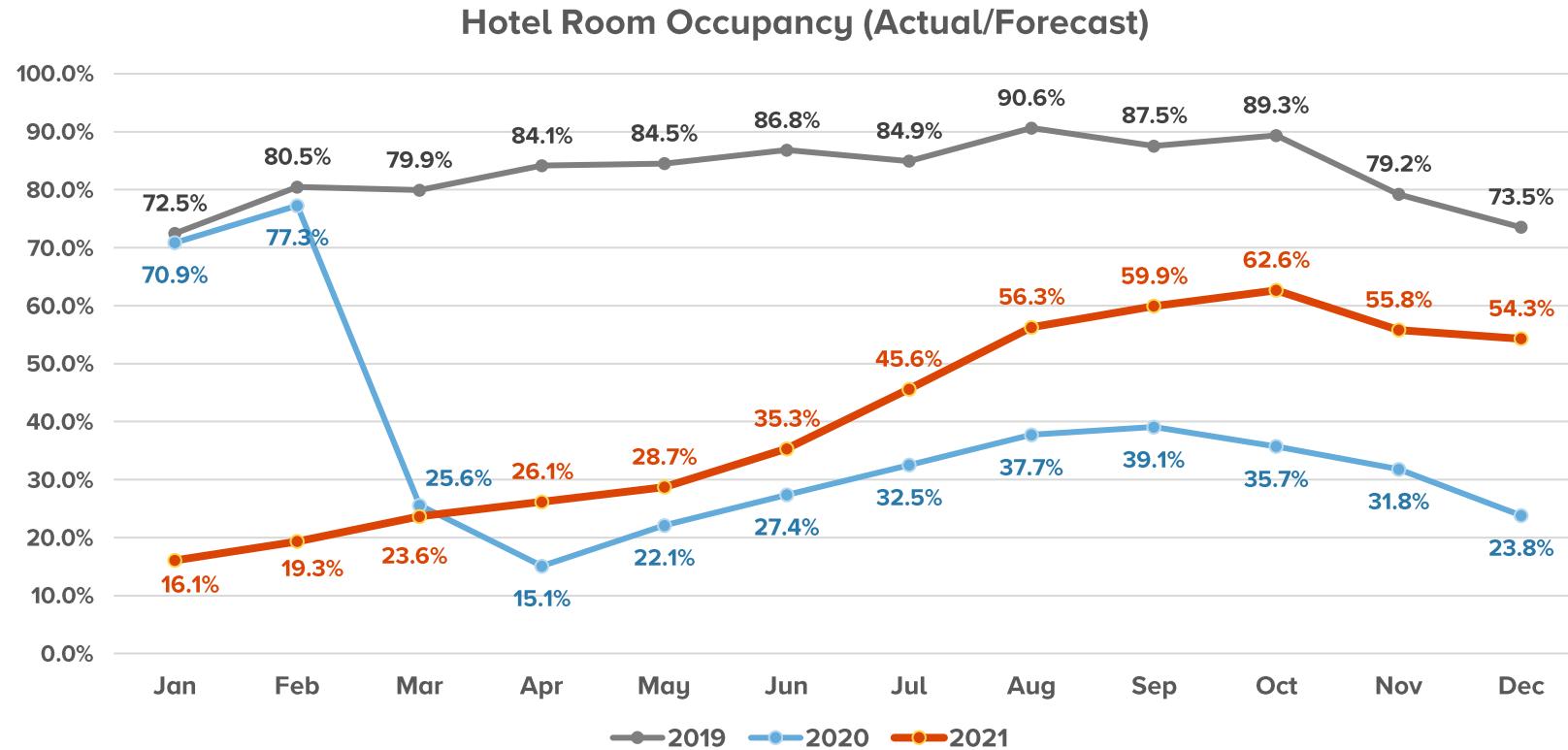
# TRAVEL

# FORECAST

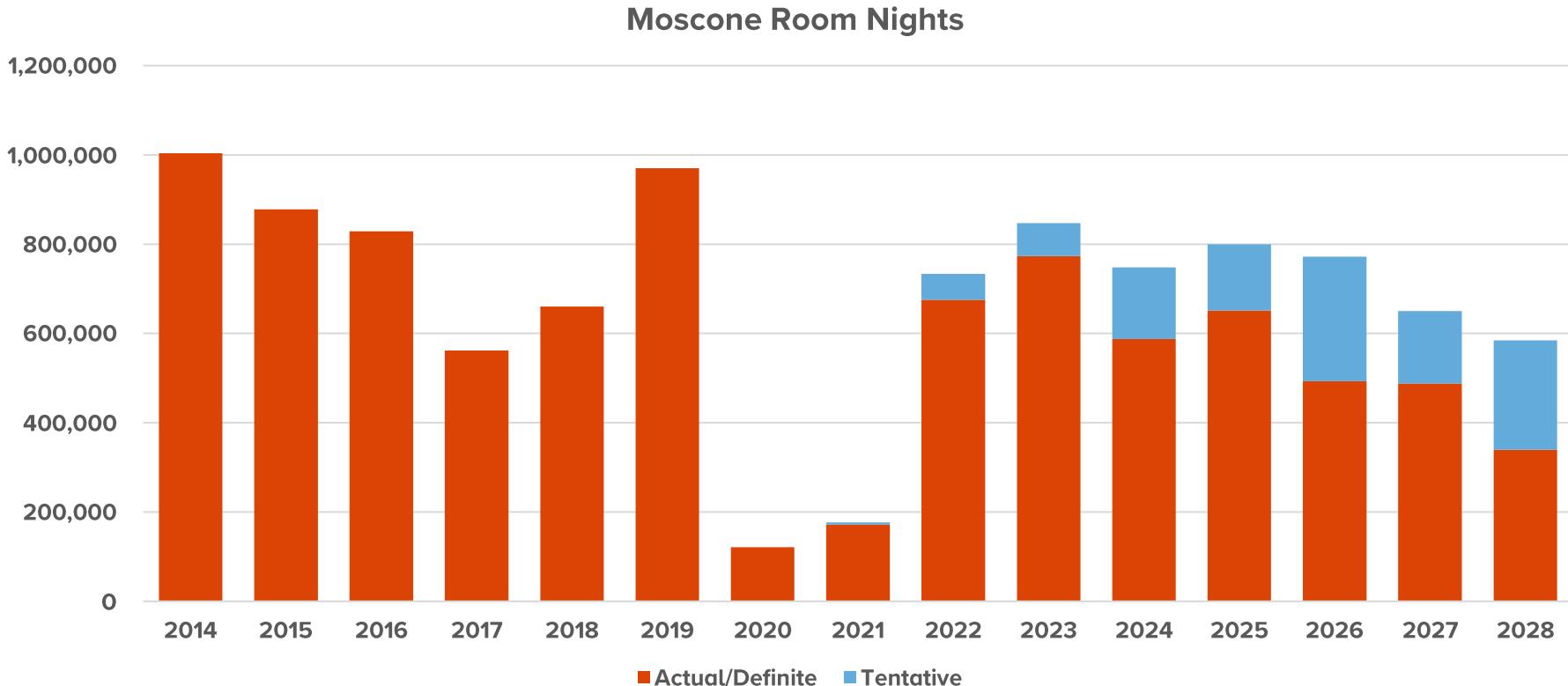
# SAN FRANCISCO RECOVERY ASSUMPTIONS

	2021Q1	2021Q2	2021Q3	2021Q4
<b>Virus</b>	<ul style="list-style-type: none"> <li>Virus surge and new variant results in high infection levels. Gradual progress is made toward lower health risks.</li> </ul>	<ul style="list-style-type: none"> <li>Vaccination programs and public health measures result in low infection rates by the end of the quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Infection rates remain low, but outbreaks occur and some restrictions on crowds/density continue.</li> </ul>	<ul style="list-style-type: none"> <li>US is broadly “safe from Covid-19”, with low infection levels, similar to a very bad flu season, outbreaks and restrictions continue.</li> </ul>
<b>Leisure travel</b>	<ul style="list-style-type: none"> <li>Leisure travel is limited in context of renewed risks, restrictions, and public health messaging.</li> </ul>	<ul style="list-style-type: none"> <li>As health risks and restrictions are reduced, leisure travel improves.</li> </ul>	<ul style="list-style-type: none"> <li>Leisure travel improves particularly on peak demand periods during summer months but remains below 2019 levels on average.</li> </ul>	
<b>Business travel</b>	<ul style="list-style-type: none"> <li>Corporate travel restrictions by major employers remain in place.</li> </ul>		<ul style="list-style-type: none"> <li>Corporate travel restrictions gradually ease.</li> </ul>	
<b>Group travel</b>	<ul style="list-style-type: none"> <li><b>Group demand impacted by current restrictions and lack of guidance through Q2.</b> Emergency-related and essential activities.</li> </ul>	<ul style="list-style-type: none"> <li><b>Gradual resumption of group events</b> with physical distancing requirements.</li> </ul>	<ul style="list-style-type: none"> <li><b>Context for group events is improved, but restrictions continue.</b> Assumes no major conventions and that group demand averages 75% below 2019 levels.</li> </ul>	
<b>International</b>	<ul style="list-style-type: none"> <li>International inbound travel to US remains substantially reduced.</li> </ul>		<ul style="list-style-type: none"> <li>Restrictions on international inbound travel to US ease.</li> </ul>	

# HOTEL ROOM DEMAND



# MOSCONE PACE AS OF MAY 1, 2021



# SAN FRANCISCO LODGING FORECAST

Total Room Inventory (no supply impact) with % change to 2019 performance

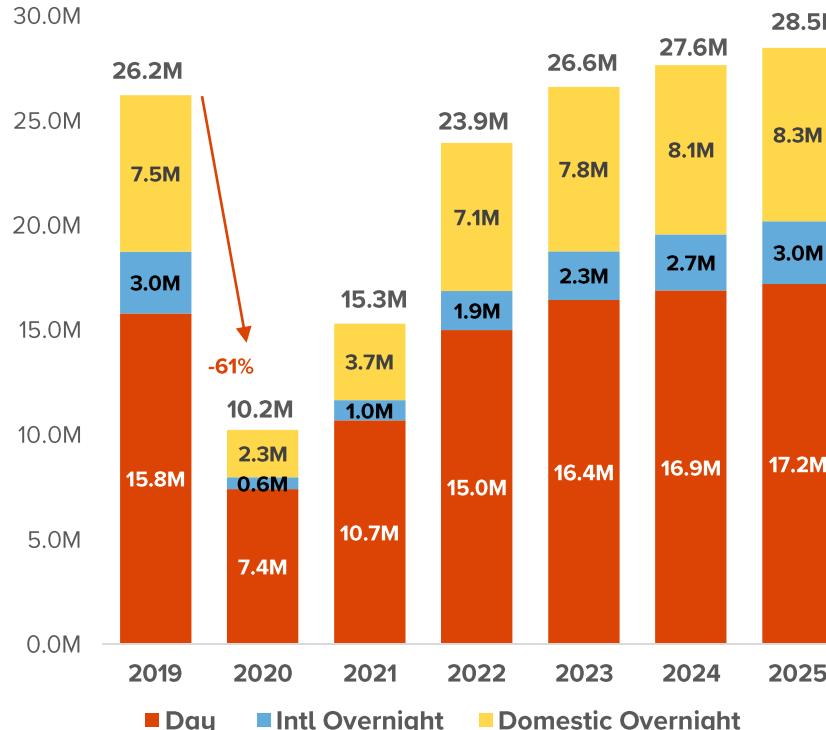
Year	Total Room Inventory	STR Supply	% Chg to TRI/Prior Yr	Occupancy	% Chg	ADR	% Chg	RevPAR	% Chg
2019	35,307	35,307	0.1%	82.7%	0.9%	\$273.14	4.7%	\$225.95	5.7%
2020	35,060	23,448	-33.1%	26.7%	-67.7%	\$207.77	-23.9%	\$55.51	-75.4%
2021	34,985	28,873	-17.5%	40.8%	-50.7%	\$156.20	-42.8%	\$63.74	-71.8%
2022	35,404	35,404	22.6%	66.5%	-19.6%	\$218.37	-20.1%	\$145.29	-35.7%
2023	35,640	35,640	0.6%	74.0%	-10.5%	\$236.26	-13.5%	\$174.94	-22.6%
2024	35,758	35,758	0.3%	78.9%	-4.6%	\$251.02	-8.1%	\$198.13	-12.3%
2025	36,116	36,116	1.0%	82.9%	0.2%	\$264.07	-3.3%	\$218.86	-3.1%
2026	36,477	36,477	1.0%	83.5%	1.0%	\$273.31	0.0%	\$228.33	1.0%

## VISITOR VOLUME & SPENDING FORECAST

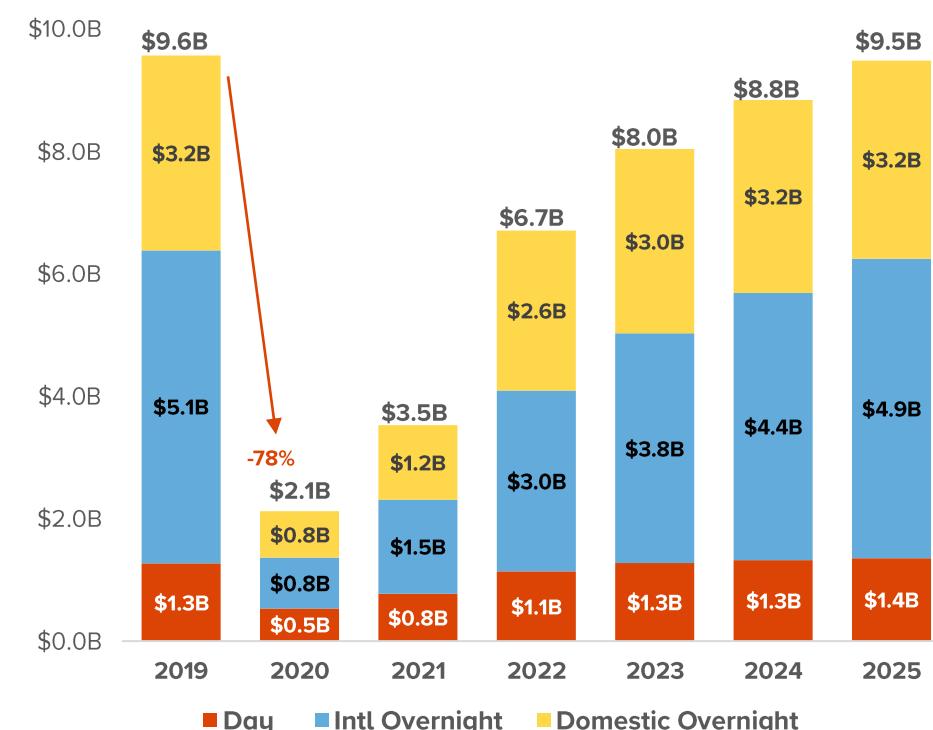
# SAN FRANCISCO CITY & COUNTY



Visitor Volume



Visitor Spend



Source: San Francisco Travel Association in conjunction with Tourism Economics; Travel Forecast, San Francisco Market

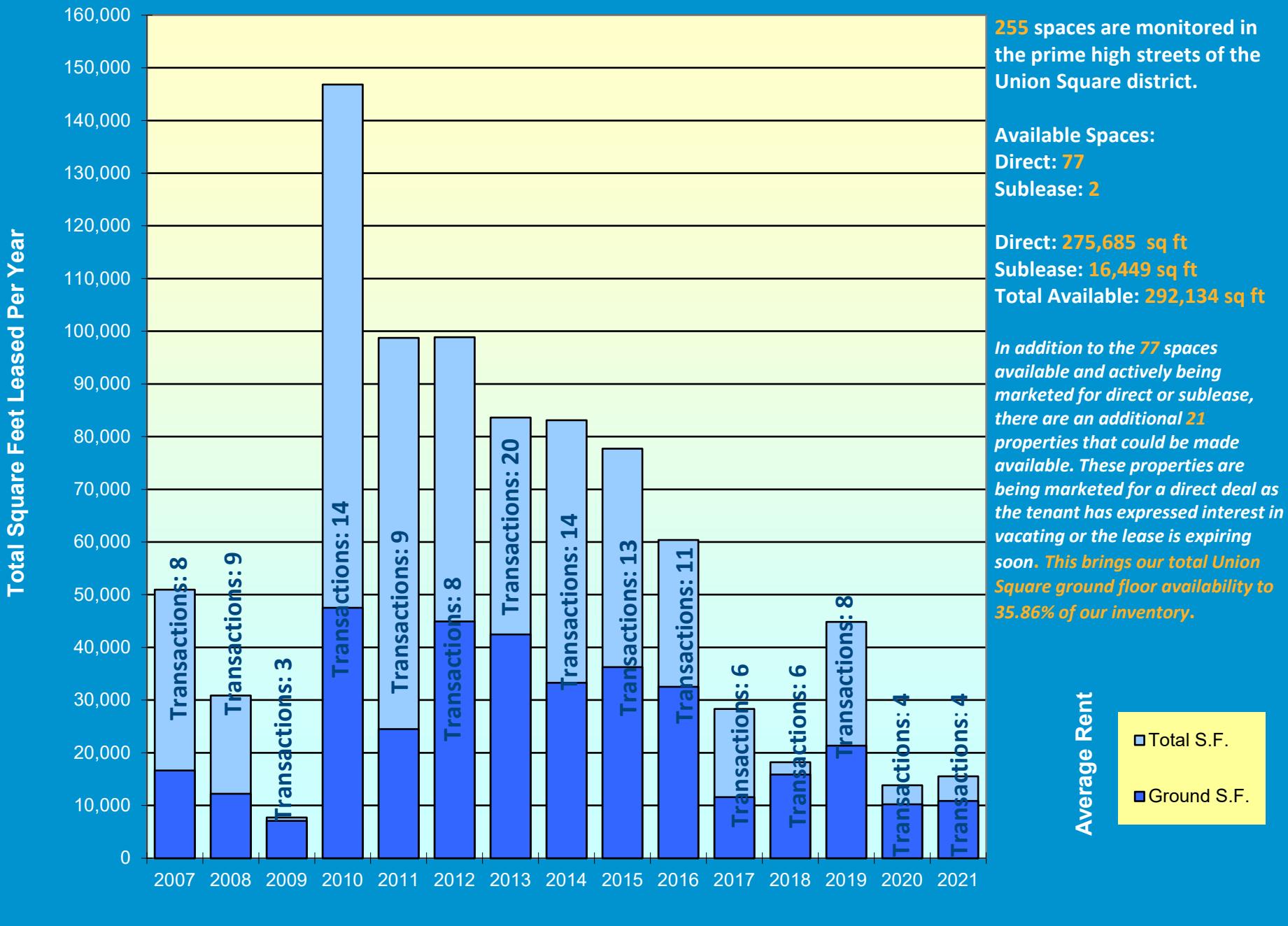
# Union Square Retail

May 13, 2021

Union Square BID  
Julie Taylor



## Annual Number of New Lease Transactions and Square Footage



## Market News

- Availability is 35.86% including direct (28.00%), sublease (1.28%), and shadow space (6.58%) (Q1-2021)
- To get space leased, landlords are embracing rent reductions and offering creative deal structures
  - Variable rent
  - Short term deals
  - Termination rights
  - TI allowances and increased brokerage fees
- Leasing activity is picking up
  - Tours are challenged by lack of foot traffic
  - Prospective tenants are discouraged by urban blight and crime
- Positive news must be broadcast
  - Which retailers ARE doing business? Where are sales being generated?
  - Visitor statistics, the return of Cable Car ridership and MUNI underground, SFO debarkations
  - Hotel re openings and bookings
- Shoppers and tourists need to be welcomed and encouraged to return downtown
  - Incentives such as free parking, or a sales tax holiday would drive traffic back to Union Square