

ProAct Now: Planning Effectively in a Changing World



Presentation at the
APA-PA 2020 Annual Conference

David Rouse, FAICP, ASLA
Principal, David Rouse FAICP

Ben Hitchings, FAICP, CZO
Principal, Green Heron Planning, LLC

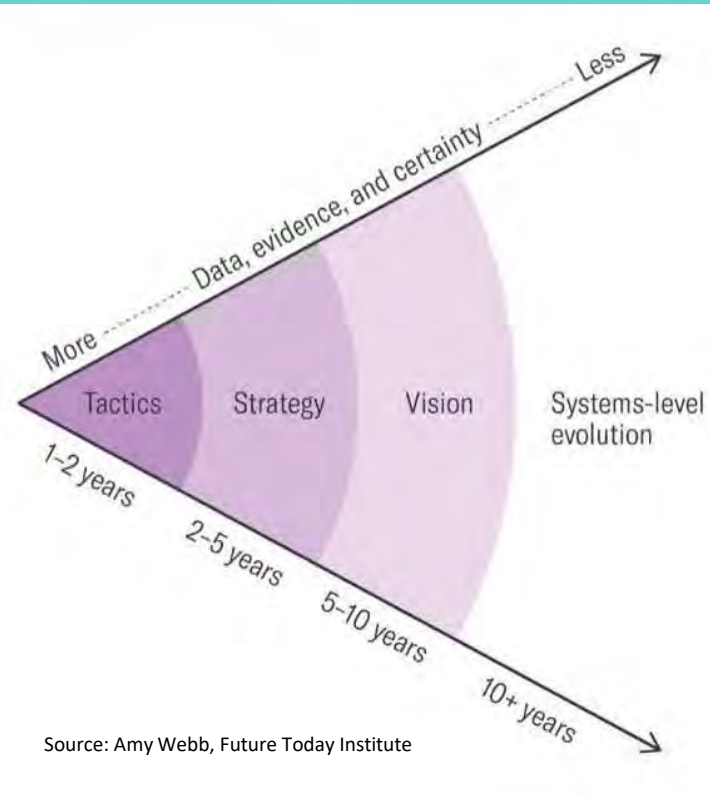
(October 20, 2020)

A Changing World



The world is changing rapidly.
Are you ready for it?

Responding to the Pandemic



- Recover from the pandemic
- Prepare for the next “shock”
- Position your community for success

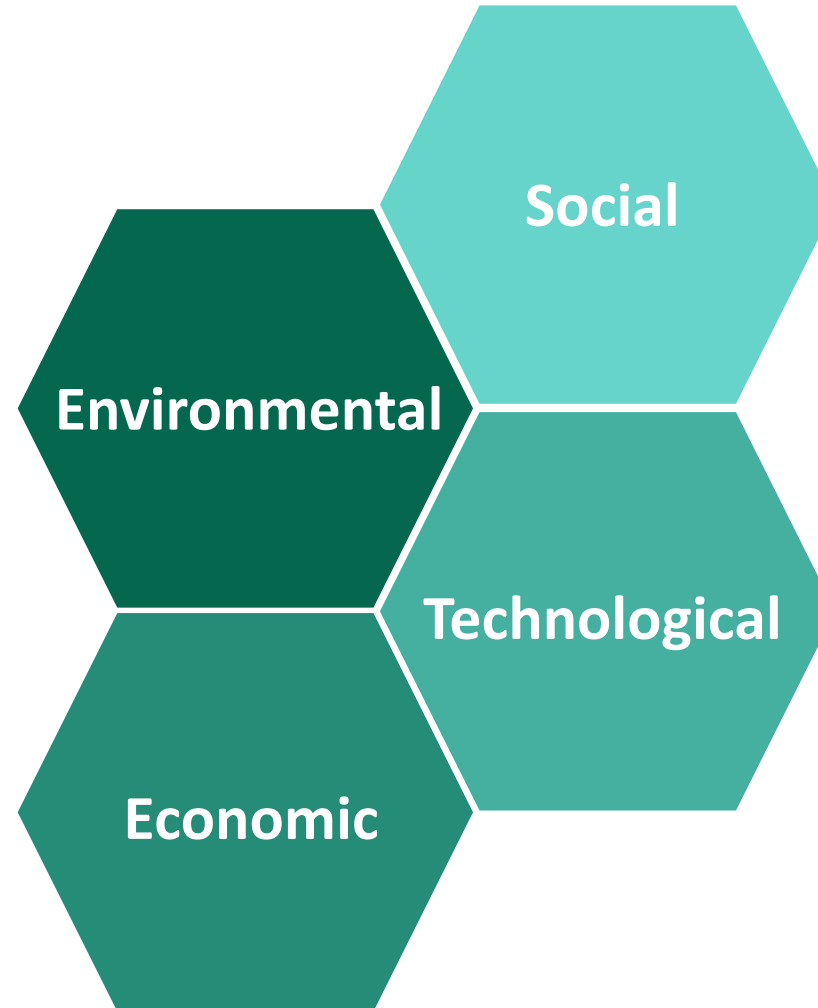
Presentation Agenda

1. Understand drivers of change
 - COVID-19 pandemic
 - Emerging issues and trends
2. Explore local implications
3. Discuss how to prepare

1. Drivers of Change

- Climate change
- Changing energy sources
- Natural resource depletion
- Globalization vs. localization

- Automation
- E-commerce
- Sharing economy
- Ethical consumption



- Aging population
- Declining health
- Equity, diversity, inclusion
- Immigration

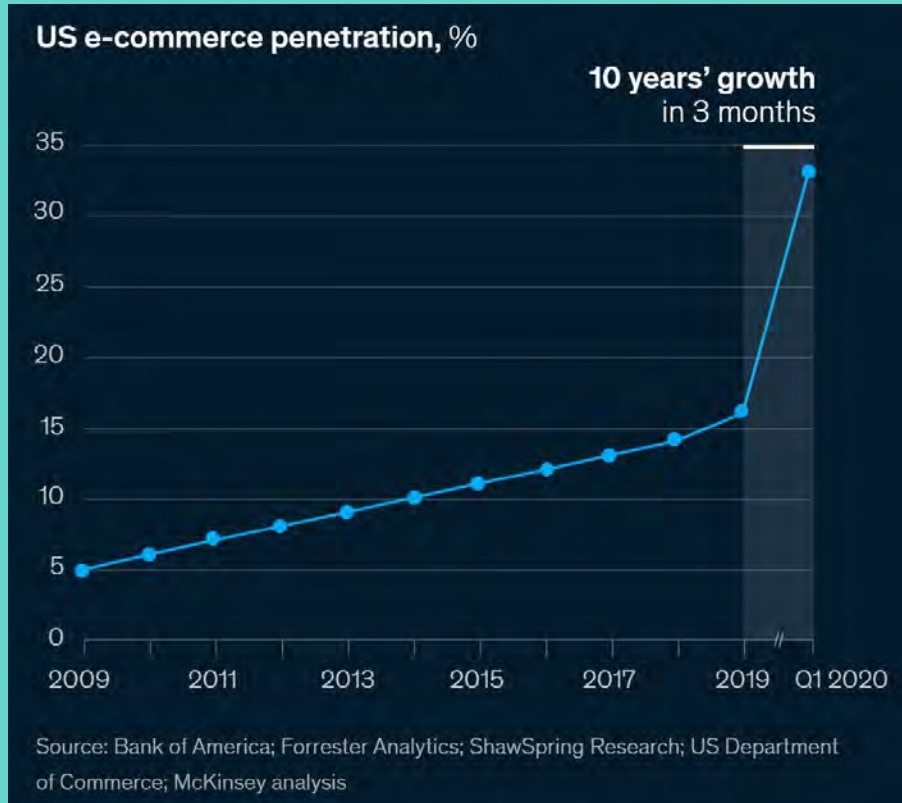
- Artificial intelligence
- Autonomous vehicles
- New mobility
- Smart cities

Flash Poll – Question #1

Which emerging issue do you think will have the greatest impact on your community in the next five years?

- A. Aging population
- B. E-commerce
- C. New mobility
- D. Climate change
- E. Other

COVID-19 Impacts: E-commerce & Retail



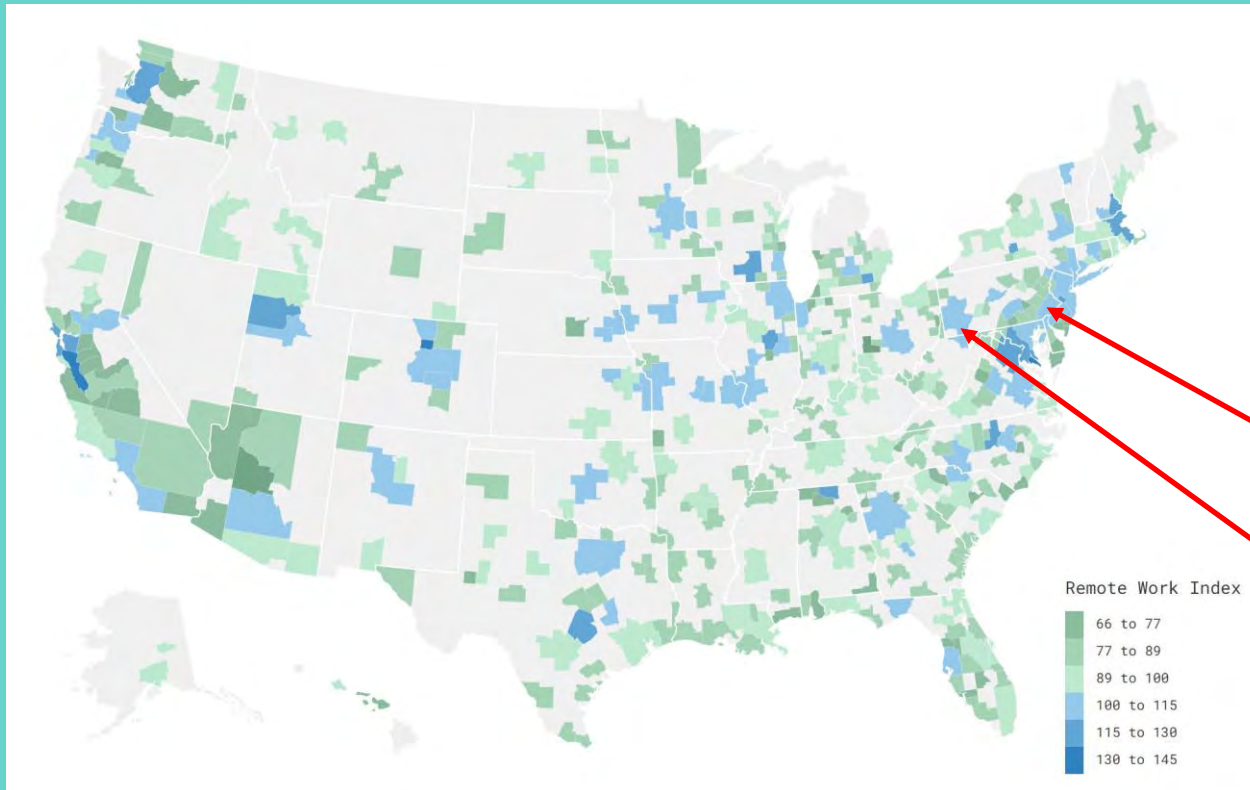
(Source: McKinsey Global Institute)



Potential Long-term Issues and Questions

- Will new e-commerce behaviors that emerged during the pandemic stick?
- What are the implications for local communities (bricks-and-mortar retail, etc.)?

COVID-19 Impacts: Remote Work



(Source: Chmurra Economics & Analytics)

- How will the pandemic impact remote work trends over the long term?
- What are the implications for local communities?

Philadelphia-Camden-Wilmington MSA
Remote Jobs Index = 108%

Pittsburgh MSA
Remote Job Index = 104%

COVID-19 Impacts: Parks and Open Space

OPEN SPACE & RECREATION

EXPANDING OUR VISION OF OPEN SPACE AND TRAILS



HOW CAN WE SAFELY SOCIALIZE, EXERCISE, AND RELAX OUTDOORS IF PARKS AND TRAILS ARE CROWDED OR CLOSED?

Open space, parks, and trails in Montgomery County provide an essential respite for residents to maintain their physical and mental health. However, overcrowding and limited access to parks during the pandemic have challenged the ability to safely comply with social distancing guidelines. Not surprisingly, limitations placed on how and when existing open space areas and trails may be used have inspired an expanded vision of what recreation and "the outdoors" look like for the foreseeable future—and likely well beyond.



Bikers, walkers, and runners can safely relax and recreate in spaces temporarily claimed from vehicles.

Photo Credit: DVRPC

STREETS ARE EVERYWHERE AND CAN BE ADAPTED

Communities can look to any number of other spaces right in their own neighborhoods that can be opened or adapted for recreation. Many cities and towns have looked no further than their own streets as additional space for recreation by partially or entirely closing public streets to vehicular traffic to create a safe environment for pedestrian and bicycle mobility. These "repurposed" streets not only create additional opportunities for non-motorized activity, but they can also serve as miniature parks or "parklets." For example:

- San Francisco developed [comprehensive guidelines](#) on creating parklets—repurpose a few on-street parking spaces with some chairs, tables, and protective barriers and a



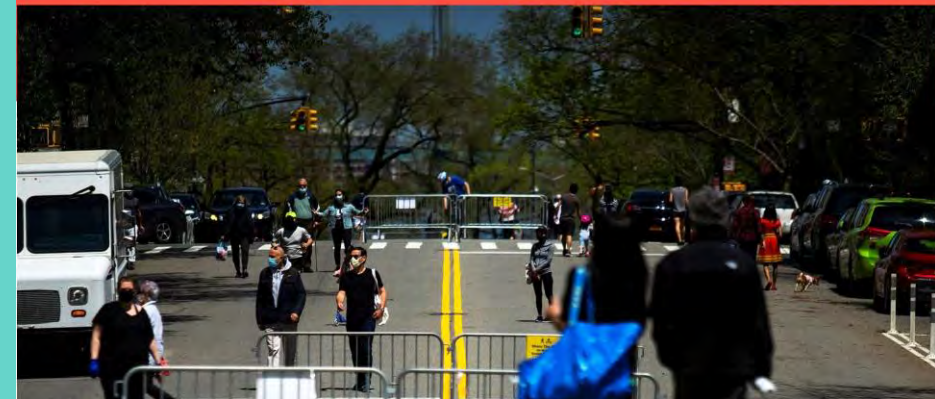
KEY TAKEAWAYS

- Increased use of county trails and limited access to parks during the pandemic have inspired an expanded vision of where and how people can recreate and enjoy the outdoors.
- Cemeteries, golf courses, parking lots, and closed or "slow" streets are viable, nontraditional alternatives to conventional open space and trail resources.
- Low-stress and neighborhood streets are a convenient and readily accessible alternative to trails for bicyclists, pedestrians, and joggers.

- Will the surge of interest in parks and walkable environments persist post-pandemic?
- How can local communities capitalize?

COVID-19 quarantine is making America get creative about space. That's great for cities.

Whenever we reach our "new normal" after this pandemic, let's choose a new path.



(Source: [Restart Montco](#), Montgomery County, PA)

A. Social Drivers

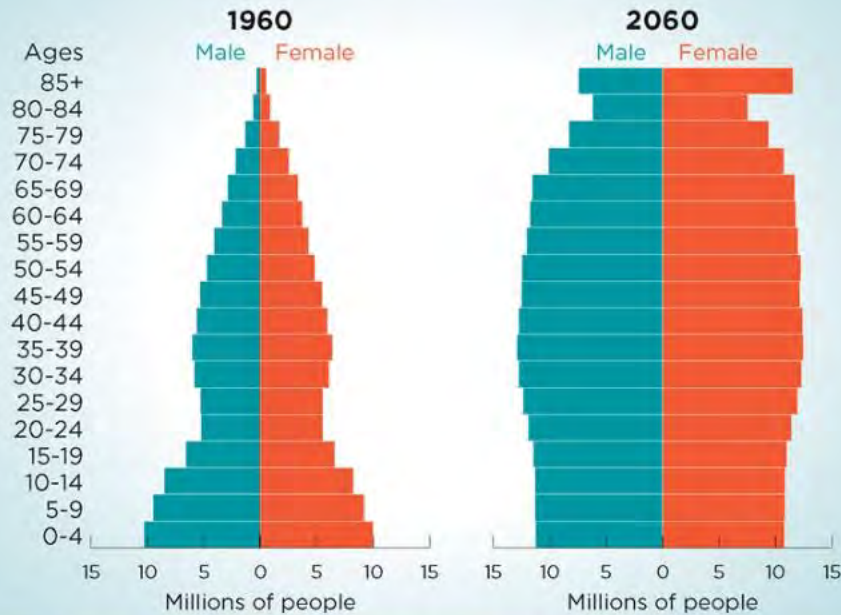


- Aging Population
- Declining Health
- Equity, Diversity, Inclusion
- Immigration

Aging Population

From Pyramid to Pillar: A Century of Change

Population of the United States



United States[™]
Census
Bureau

U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
[census.gov](https://www.census.gov)

Source: National Population
Projections, 2017
www.census.gov/programs-surveys/popproj.html

- Shift by 2034 from youth-dependent to old-age dependent U.S. population
- Positive economic and social contributions
- Increasing pension, health care costs
- Need for more aging infrastructure



Declining Health



- Cost of chronic diseases
- Social determinants of health
- Disparities in health outcomes

COVID-19 Mortality Rates by Race/Ethnicity, as of August 4, 2020

Per 100,000 people



KFF: Kaiser Family Foundation. COVID-19 Mortality Rates by Race/Ethnicity, as of August 4, 2020. KFF: Kaiser Family Foundation. COVID-19 Mortality Rates by Race/Ethnicity, as of August 4, 2020. KFF: Kaiser Family Foundation. COVID-19 Mortality Rates by Race/Ethnicity, as of August 4, 2020.

KFF

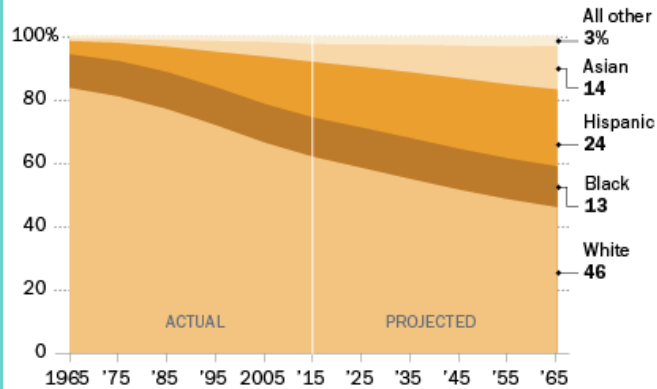
(Source: Kaiser Family Foundation)



Equity, Diversity, Inclusion

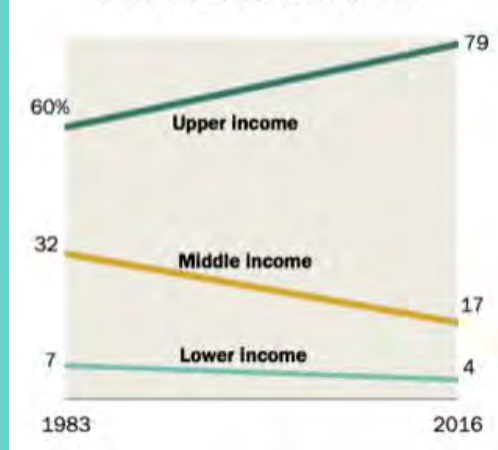
The changing face of America, 1965–2065

% of the total population



- U.S. projected to become “majority-minority” by 2042
- Growing income inequality
- Increasing acceptance of diversity by younger generations

Share of U.S. aggregate wealth



(Source: Pew Research Center)

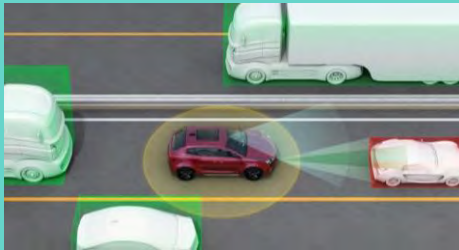


Immigration



- Driven by global forces such as poverty, violence, and political repression
- By 2030, immigration expected to become largest contributor to U.S. population growth
- Positive social and economic contributions

B. Technological Drivers



- Artificial intelligence
- Autonomous vehicles
- New mobility
- Smart cities

Artificial Intelligence



- Predictive analytics enabled by big data
- Number crunching vs. deep learning
- Concerns regarding cybersecurity, privacy, and equity (algorithmic bias)

Autonomous Vehicles

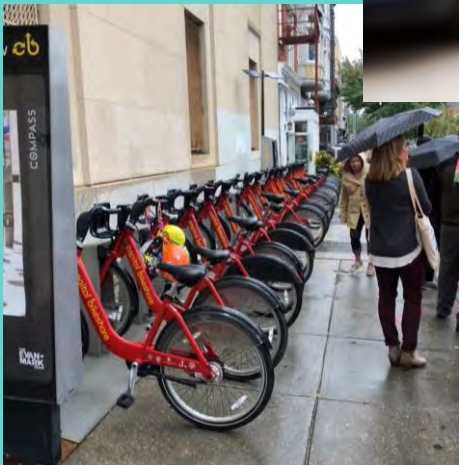


(Source: Chapin, Stevens, and Crute, *Planning* magazine, April 2017)



- Projected built environment impacts
- Factors that will drive positive vs. negative outcomes:
 - Fleet vs. private ownership
 - Shared vs. single ridership
 - Electric vs. fossil fuel power
 - Cost of mobility as a service

New Mobility



- Disruption of transportation systems and practices
- Positive vs. negative impacts?
- Emergence of micromobility (bicycles, e-scooters)

Smart Cities



- Potential sustainability benefits
- Concerns regarding access to data, cybersecurity, privacy, and equity (digital divide)
- Funding of technology and infrastructure investments

C. Economic Drivers

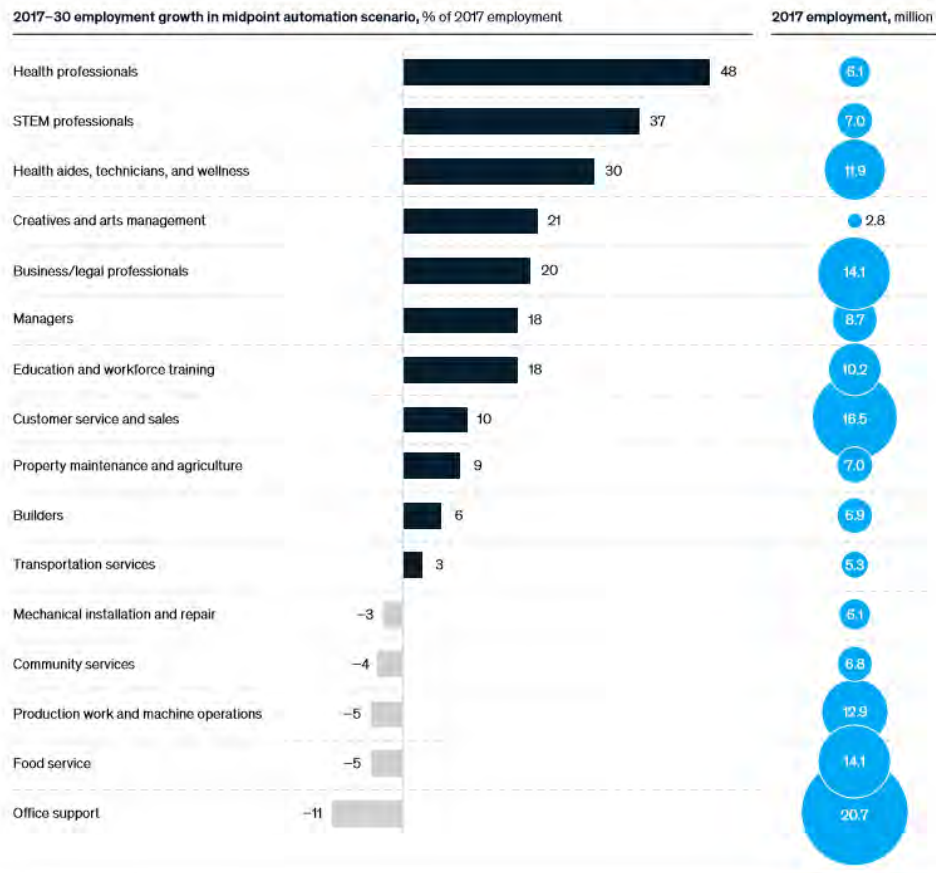


- Automation
- E-commerce
- Ethical consumption
- Sharing economy

Automation

Exhibit E6

In the decade ahead, health and STEM occupations could post rapid growth while office support, food service, and manufacturing production jobs could decline.



(Source: McKinsey Global Institute)

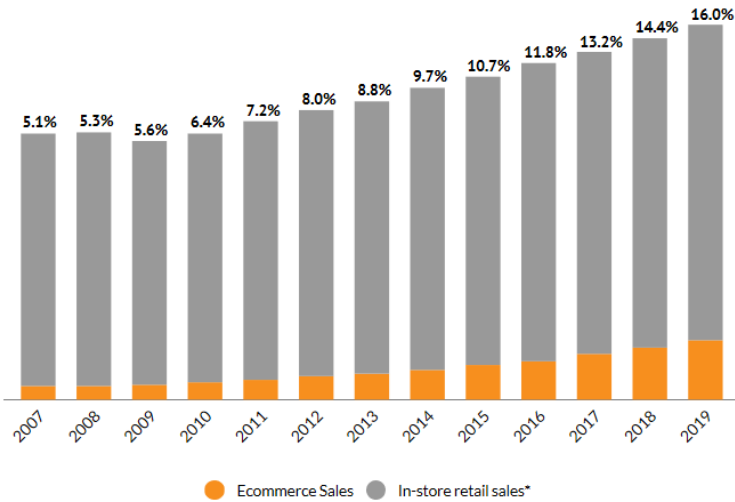
- Varying impacts on occupations and local economies
- Increased value of human qualities such as social skills and creativity



E-commerce

U.S. e-commerce penetration

U.S. e-commerce sales as a % of total retail sales

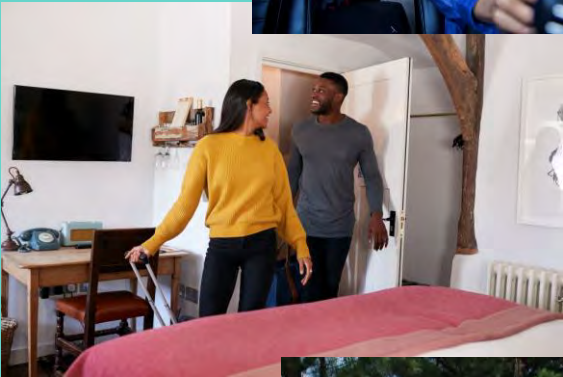


(Source: Digital Commerce 360)

- Reduced demand for brick-and-mortar stores
- Increased demand for experiential retail
- Expansion of warehouse, distribution uses
- Freight and delivery impacts on local street systems



Sharing Economy



- Shift from ownership of resources to access to goods and services
- Disruption of regulatory structures
- Opportunities to leverage civic assets

Ethical Consumption



- Increased demand for environmentally and socially responsible products and business practices
- Market support for the circular and subscription economies

D. Environmental Drivers



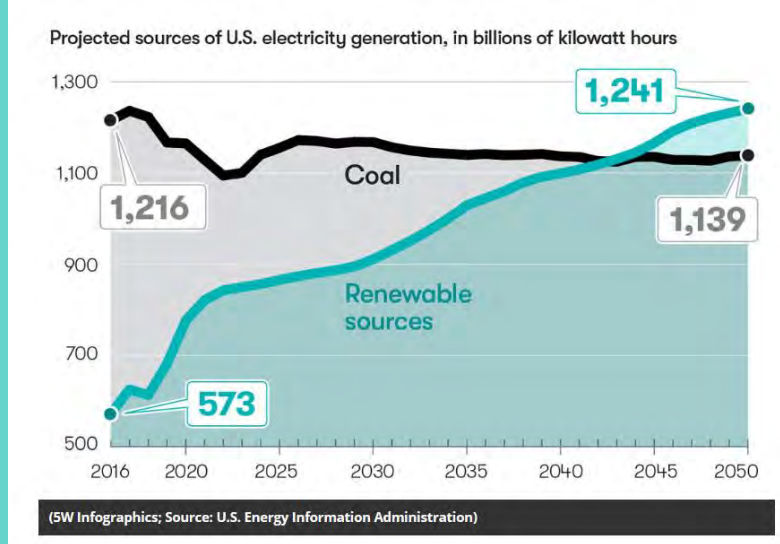
- Climate change
- Changing energy sources
- Natural resource depletion
- Globalization

Climate Change



- Acute shocks vs. chronic stresses, e.g.:
 - Extreme weather
 - Rising temperatures / urban heat island effect
 - Sea level rise
- Social vulnerability
- Mitigation vs. adaptation

Changing Energy Sources



- Market shift from fossil fuels toward solar, wind, and other renewable sources
- Technological and infrastructure investments needed to support shift
- Land use and regulatory implications

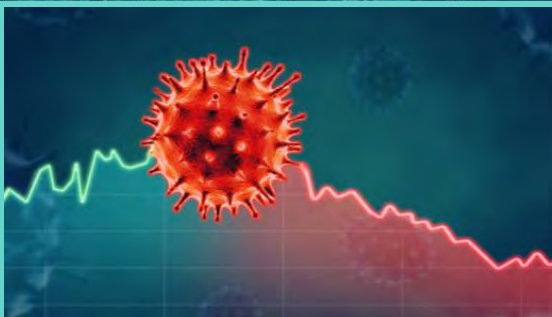


Natural Resource Depletion



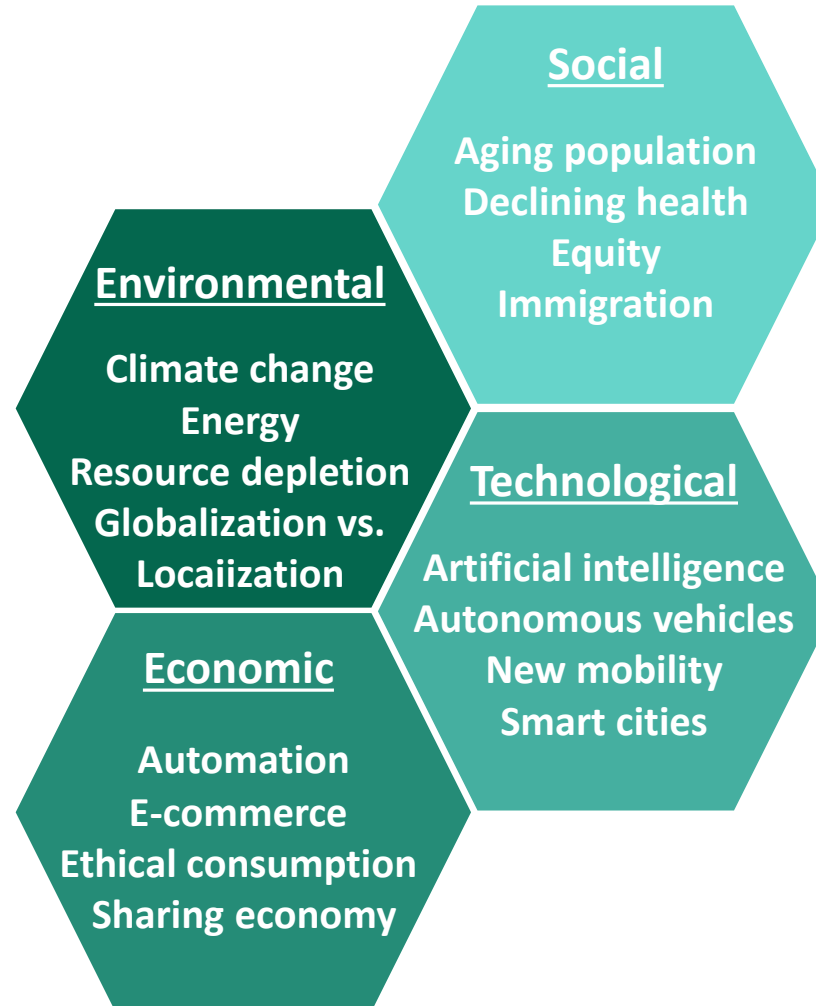
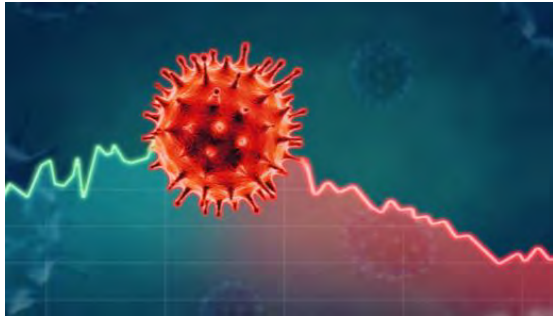
- Driven by population growth and demand for products and necessities
- Reflected in water usage, fossil fuel and raw material extraction, and farming and fishing practices
- Potential local responses
 - Reduced material consumption
 - Increased recycling and renewable energy use
 - Natural ecosystem restoration

Globalization vs. Localization



- Economic integration / interdependence
- Global connectivity via ICT / teleworking
- Global spread of pests, invasive plants, and pandemics
- Countervailing force: localization

COVID-19 + Drivers of Change



2. Local Implications



Austin, TX

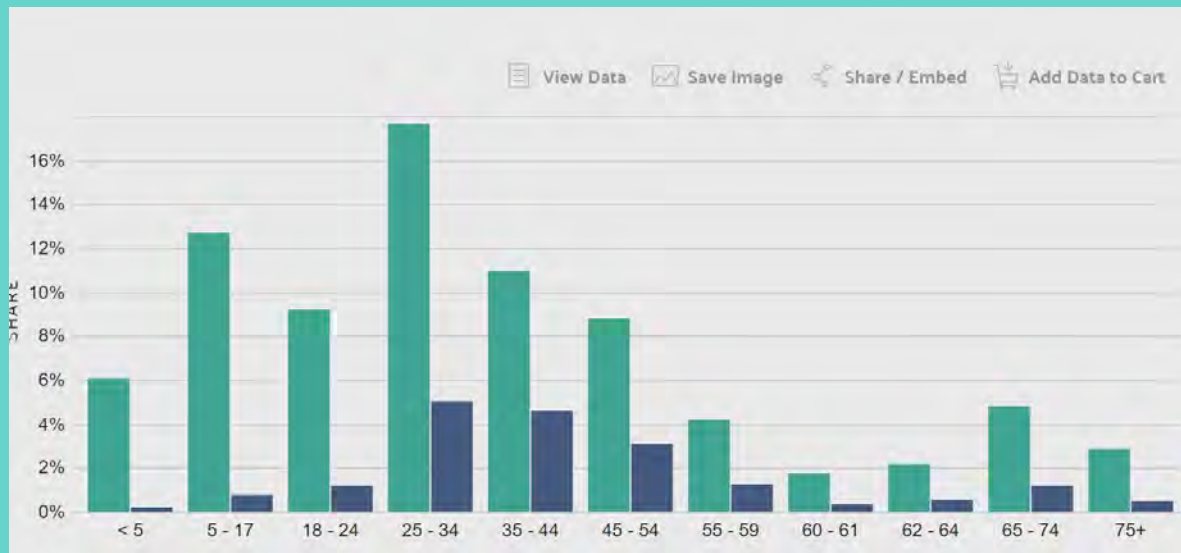


Cleveland, OH

Local Implications: Austin, TX



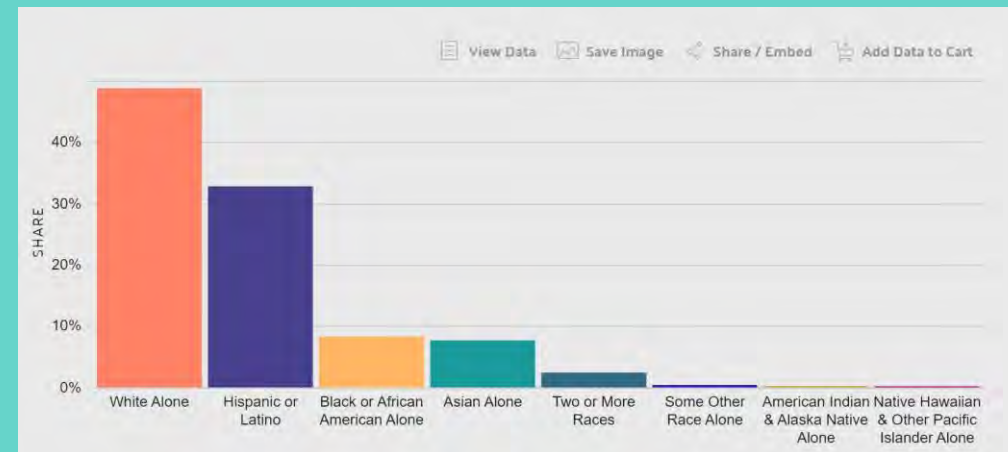
Austin: Social Drivers



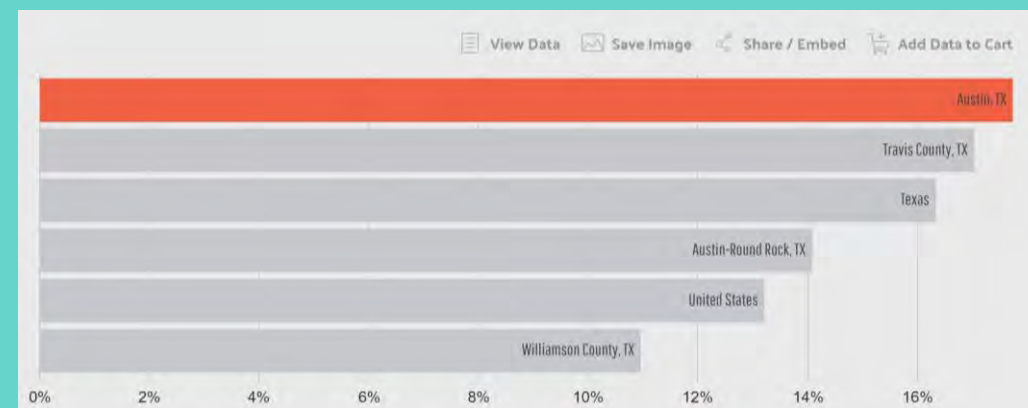
Age, 2018

Median Age = 33.6 National Median = 38.2
65 and Older = 8.7% National Average = 16.0%
White Alone = 48.8% National Average = 60.7%
Foreign-Born = 17.7% National Average = 13.7%

Sources: <https://datausa.io/profile/geo/austin-tx/#demographics>,
U.S. Census



Race or Ethnicity, 2018



Foreign-Born, 2017

Austin: Technological Drivers



Connected City. Smart City.

Austin CityUP™ is a smart city consortium of companies, organizations, and individuals collaborating to advance Austin through smart city techniques.

Upcoming Austin CityUP Member Events
March 11, 2020 | Lunch & Learn: Austin CityUP Member Management, Strategic Outreach
March 17th 2020 | SXSW: Smart City Collab to Living Labs
March 18th, 2020 | SXSW: Using Technology Analytics to Make Cities Better Meet

69 Artificial Intelligence Companies in Austin

TOP ARTIFICIAL INTELLIGENCE STARTUPS & COMPANIES IN AUSTIN



Yonder

ARTIFICIAL INTELLIGENCE • MACHINE LEARNING

Yonder is a fast-growing information integrity company on a mission to bring authenticity to the Internet. We use artificial intelligence and machine learning to help brands identify the groups that drive online conversations. Our technology unlocks the hidden map of the Internet.

Friends Outside of Work

Eat Lunch Together

Open Door Policy

Team Owned Deliverables

+34



Hippo Insurance

ARTIFICIAL INTELLIGENCE • INSURANCE

Hippo is modernizing the \$100B home insurance industry by putting customers at the center of everything we do, from the coverage we offer to the customer service we provide. Hippo's true ambition lies in helping people protect their homes to begin with by leveraging technology and data to help find small issues before they become big headaches.

Friends Outside of Work

Eat Lunch Together

Open Door Policy

Open Office Floor Plan

+29

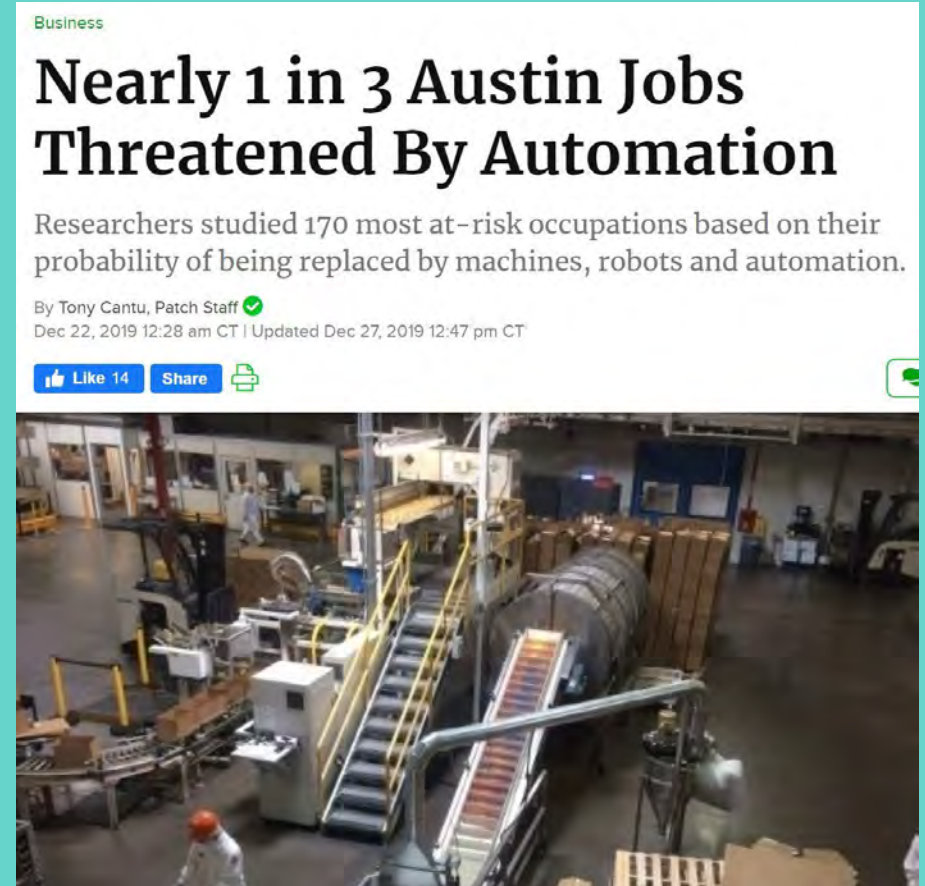


Austin: Economic Drivers



“Austin is the 13th most vulnerable metro area in the country...with 29.1 percent of its total workforce at risk.”

Source: Kempler Industries, <https://patch.com/texas/>



Austin: Environmental Drivers

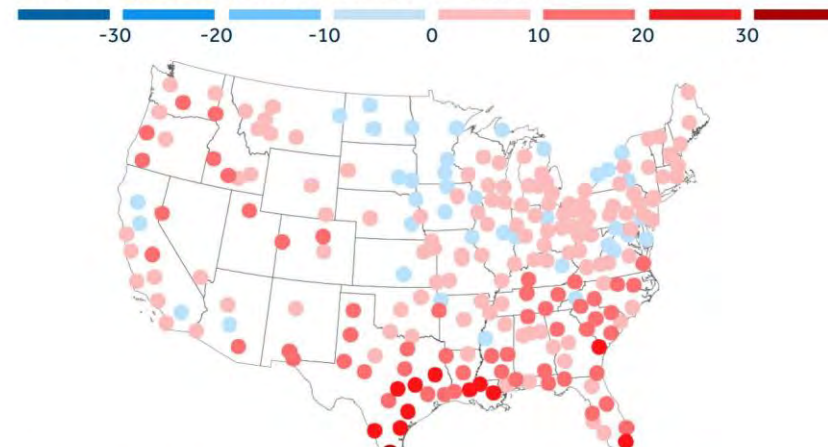
Austin makes top 10 list of cities heating up--in the bad, climate change way

by Jerrod Kingery | Friday, August 23rd 2019

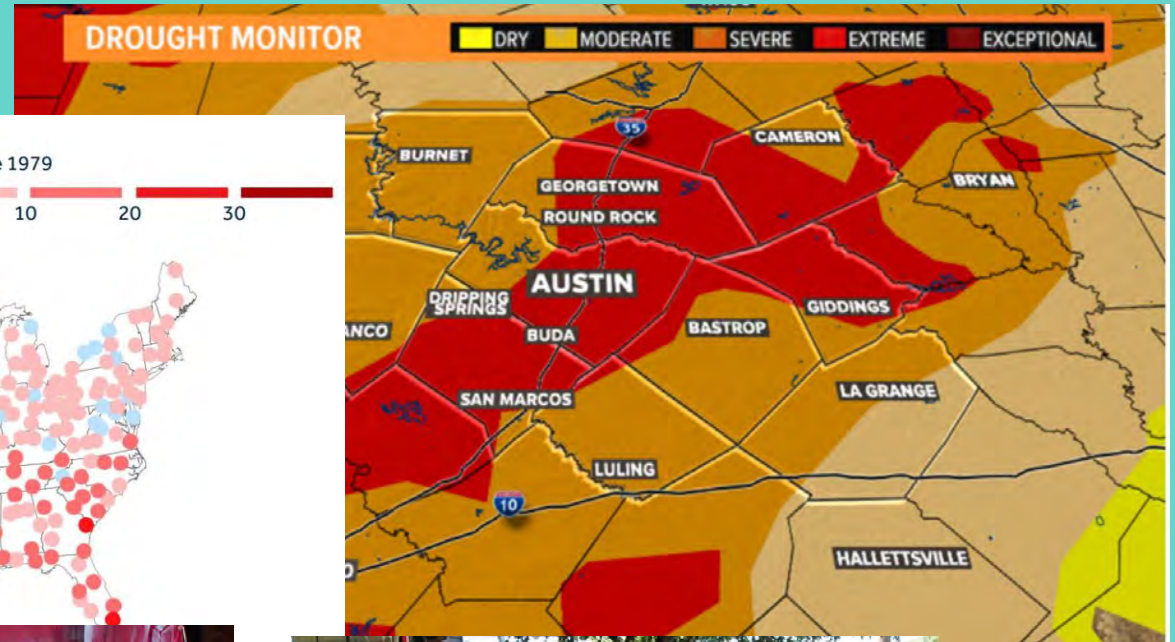


Extreme Heat

Change in number of days with heat index of 90°+ since 1979



Ann
Sour



Local Implications: Cleveland, OH



Cleveland: Economic Drivers



(Photo: Cuyahoga Community College)



Health Care &
Social Assistance

16.5%

Educational Services

8.41%

Manufacturing

14.3%

Professional,
Scientific, &
Technical Services

6.65%

Administrative &
Support & Waste
Management
Services

3.99%

Retail Trade

10.4%

Accommodation
& Food Services

7.37%

Finance &
Insurance

5.51%

Construction

5.17%

Other Services, Except Public
Administration

4.57%

Real
Estate &
Rental &
Leasing

1.85%

Transportation
& Warehousing

3.8%

Utilities

0.65%

Public
Administration

3.69%

Wholesale
Trade

2.82%

Information

1.66%

Agriculture

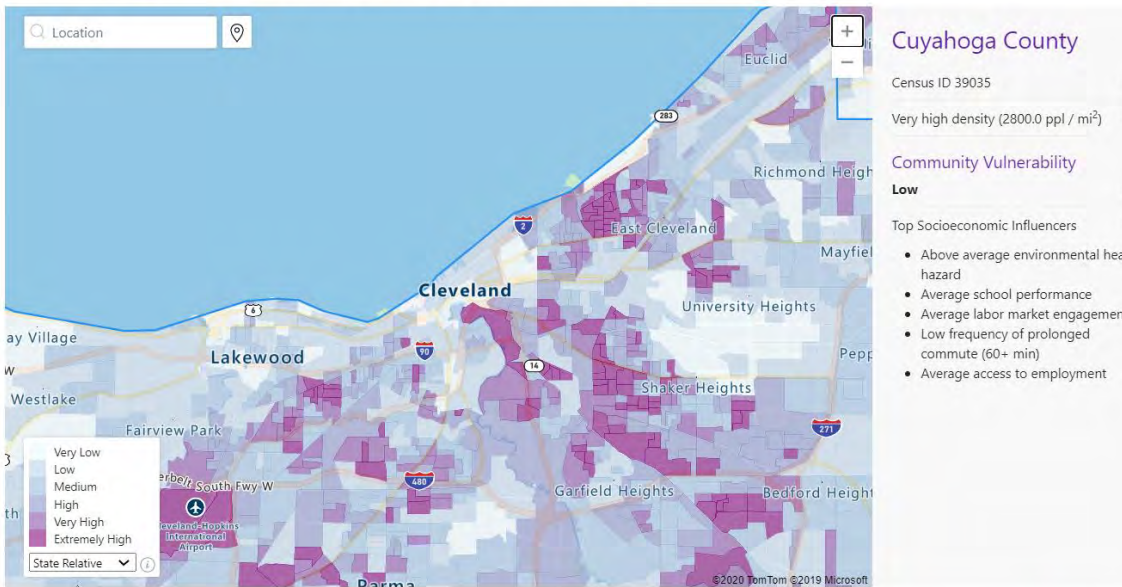
0.4%

(Graphic source: <https://datausa.io/profile/geo/cleveland-elyria-mentor-oh-metro-area#demographics>, U.S. Census)

Cleveland: Economic Drivers

COVID Community Vulnerability Map

Identification of the populations at risk for severe outcomes once infected to inform resource planning, interventions, outreach and other community initiatives



The information provided is the result of the internal analysis of 30 million de-identified patient records from within the Jvion AI CORE. Results were modeled on respiratory viruses with features and symptoms similar to COVID. Confirmed cases are as reported by Johns Hopkins CSSE as of .

Map powered by
Microsoft

(Source: Jvion; covid19.jvion.com/#)

(Source: Cleveland Pandemic Response; cleveland.recovers.org)

Cleveland: Technological Drivers



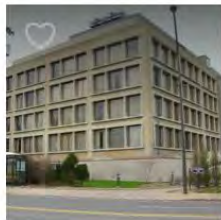
Cleveland Clinic Medical Innovations



CLEVELAND HEARING & SPEECH CENTER



CLEVELAND SIGHT CENTER



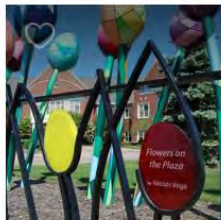
CUYAHOGA COUNTY MEDICAL EXAMINER



LOUIS STOKES CLEVELAND VETERANS AFFAIRS MEDICAL CENTER



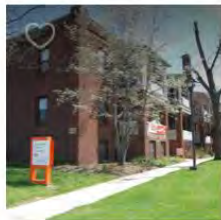
MAGNOLIA CLUBHOUSE INC.



RONALD MCDONALD HOUSE OF GREATER CLEVELAND



THE MT. SINAI HEALTH CARE FOUNDATION



TRANSPLANT HOUSE OF CLEVELAND



UNITED CEREBRAL PALSY OF GREATER CLEVELAND



UNIVERSITY HOSPITALS CLEVELAND MEDICAL CENTER



Cleveland State University Innovation

3. How to Prepare?



Flash Poll – Question #2

Is your community using the following strategies?
(check all that apply)

- A) Closing streets to facilitate outdoor exercise and active transportation
- B) Allowing parking to be used for outdoor dining
- C) Enabling bike share and/or e-scooters
- D) Planning for smart cities
- E) Planning for autonomous vehicles

Pandemic Innovations



Tampa, FL



Seattle, WA



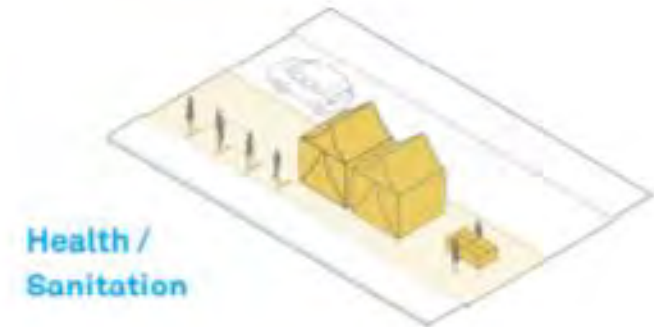
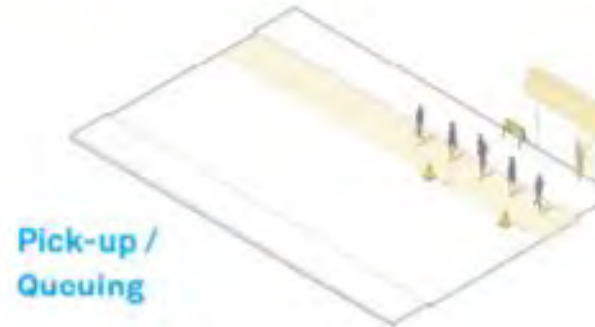
Announcing Stay Healthy Streets



Pandemic Innovations



Streets for Pandemic Response & Recovery



RESTART MONTCO



The screenshot shows the Montgomery County Pennsylvania website. At the top is the county seal and logo. A navigation bar includes links for Administration, Departments, Doing Business, Parks, Trails, & Historic Sites, and Stay Informed. A sidebar on the left lists planning topics. The main banner features the 'RESTART MONTCO' title, a sub-header 'A PLANNING APPROACH', a circular image of a farmers market, and an invitation to join the conversation.

MONTGOMERY COUNTY PENNSYLVANIA

ADMINISTRATION DEPARTMENTS DOING BUSINESS PARKS, TRAILS, & HISTORIC SITES STAY INFORMED

RESTART MONTCO

RESTART MONTCO
A PLANNING APPROACH

JOIN THE CONVERSATION!

We invite you to participate in our RESTART Montco forums, which delve into a variety of planning-related topics. Share information, related experiences, and success stories while communicating with others in your community and beyond.

PLANNING TOPICS:

- ADAPTIVE STREETS
- AFFORDABILITY & MARKET DISRUPTION
- E-COMMERCE
- EFFECTIVE VIRTUAL MEETINGS
- HOUSING MARKET IMPACTS

<https://www.montcopa.org/3529/Restart-Montco>

Planning Topics

- Economic & Business
- Regulations & Zoning
- Transportation
- Housing
- Public Meetings
- Open Space & Recreation

New Mobility + Autonomous Vehicles

Austin Strategic Mobility Plan



Adopted April 11, 2019

<https://app.box.com/s/7aiksxmwwgymalsty0lm21wingk0slug>

Chandler first in the nation to include autonomous vehicles and ride sharing in zoning code

Home | News Center

April 27, 2018



During this week's City Council meeting, City Planning staff introduced an ordinance to amend parking and loading regulations in the City's zoning code. The proposed zoning amendments would prepare Chandler for a future increase in autonomous vehicles and ride share usage.

Experts in the Planning industry suggest that with the change in transportation use, parking demand will be reduced and the demand for drop-off and pick-up areas will increase. However, no one is yet able to predict what that exact demand could be. As a result, Chandler's

proposed zoning amendments will allow more flexibility to adjust parking ratios as transportation behavior evolves.

<https://www.chandleraz.gov/news-center/chandler-first-nation-include-autonomous-vehicles-and-ride-sharing-zoning-code>

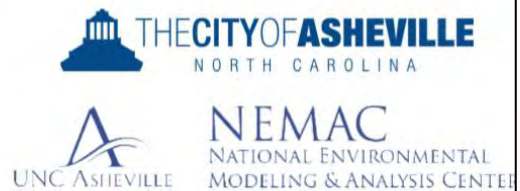


Climate Change

Asheville, NC

Planning for Climate Resilience City of Asheville, North Carolina

Final Assessment Report
April 2018

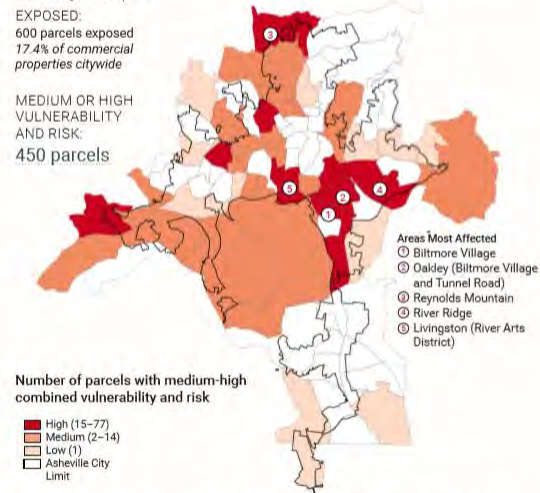


Commercial Property / Flooding Vulnerability & Risk Assessment

Commercial properties exposed to flooding can be affected by inundation of flood waters, leading to structural loss or damage and also resulting in loss of property and economic revenue. One of the greatest impacts in the floods of 2004 was from business interruption. Properties that are business-related with older structures in the floodplain (without base flood elevation) and that have not implemented flood-proofing measures are most vulnerable. Properties with structures in the floodway and 100-year floodplain have a higher risk than those in the 500-year floodplain.

EXPOSED:
600 parcels exposed
17.4% of commercial
properties citywide

MEDIUM OR HIGH
VULNERABILITY
AND RISK:
450 parcels



Number of parcels with medium-high combined vulnerability and risk

High (15-77)
Medium (2-14)
Low (1)
Asheville City
Limit

A relatively large proportion of commercial properties exposed to flooding (75%) have high vulnerability and risk. Commercial properties that are most vulnerable and at-risk are found along the major Swannanoa and French Broad river corridors (Biltmore Village and the River Arts District), but are also found in North Asheville just north of Beaver Lake.

40

Norfolk, VA

Enhancing Economic Engines

Red areas are home to key economic assets that are essential to the city's future. Land use policy and infrastructure investments to protect these areas should encourage additional dense mixed-use development in these areas.

Establishing Neighborhoods of the Future

Purple areas are established neighborhoods at less-risk of coastal flooding. The City should make investments that improve connections between these areas and key economic assets to ensure that these neighborhoods continue to thrive.



Adapting to Rising Waters

Yellow areas are established neighborhoods that experience more frequent flooding. The City should explore new and innovative technologies to help reduce flood risk and focus on investments on extending the resilience of key infrastructure.

Designing New Urban Centers

Green areas are at low-risk of coastal flooding and have great potential for high density, mixed-use and mixed income development. These areas are prime opportunities for creating walkable, bikeable, transit-rich communities. The City should encourage transformational development in these areas.

Norfolk Vision 2100

[Click Here](#)

Asheville Comp Plan

[Click Here](#)

Artificial Intelligence + Smart Cities

New York City Creates Chief Algorithms Officer Position

The new position, which will operate out of Mayor Bill de Blasio's office, will lead the development of guidelines and best practices surrounding the use of algorithm-based tools by city agencies.

BY NEWS STAFF / NOVEMBER 20, 2019



<https://www.govtech.com/products/New-York-City-Creates-Chief-Algorithms-Officer-Position.html>

CITY OF CHULA VISTA SMART CITY STRATEGIC ACTION PLAN 2017



<https://www.chulavistaca.gov/home/showdocument?id=15417>

Equity + Health + Automation + . . .



Cleveland, OH



Evergreen Energy Solutions



Green City Growers



Evergreen Cooperative Laundry

- Creating jobs, building wealth, and empowering residents

Flash Poll – Question #3

How prepared do you think your community is to address emerging issues?

- A. Not prepared
- B. Somewhat prepared
- C. Very prepared
- D. Unsure

Recommended Methodology

Step 1: Emerging Trends Orientation

Step 2: Resilience Assessment

Step 3: Recovery and Readiness Plan

Step 1: Emerging Trends Orientation



A. Scan drivers of change



B. Identify ones most applicable to community

C. Target top drivers to address



Step 2: Resilience Assessment

Action Item		2009	2010	2011	2012	2013	2014-2015
Goal 1: Ensure a diverse development pattern that sustains livability and the environment by encouraging future development and public infrastructure that is complementary with existing development.							
1.1 Annual zoning Ordinance. The current zoning ordinance is outdated and does not reflect the city's growth and development. The city needs to update the ordinance to reflect the city's growth and development. The city needs to update the ordinance to reflect the city's growth and development. The city needs to update the ordinance to reflect the city's growth and development.							
Year One Goals/Activities: Review and update the ordinance to reflect the city's growth and development. Year Two Goals/Activities: Review and update the ordinance to reflect the city's growth and development. Performance Measures: Review and update the ordinance to reflect the city's growth and development.							
1.2 Specific language for traffic impact analysis (TIA) and other development projects. The city needs to update the ordinance to reflect the city's growth and development. The city needs to update the ordinance to reflect the city's growth and development. The city needs to update the ordinance to reflect the city's growth and development.							
Year One Goals/Activities: Review and update the ordinance to reflect the city's growth and development. Year Two Goals/Activities: Review and update the ordinance to reflect the city's growth and development. Performance Measures: Review and update the ordinance to reflect the city's growth and development.							
1.3 Multiple use and transit-oriented development (MUTOD) and transit-oriented development (TOD). The city needs to update the ordinance to reflect the city's growth and development. The city needs to update the ordinance to reflect the city's growth and development. The city needs to update the ordinance to reflect the city's growth and development.							
Year One Goals/Activities: Review and update the ordinance to reflect the city's growth and development. Year Two Goals/Activities: Review and update the ordinance to reflect the city's growth and development. Performance Measures: Review and update the ordinance to reflect the city's growth and development.							
1.4 Create unified development Ordinance. The city needs to update the ordinance to reflect the city's growth and development. The city needs to update the ordinance to reflect the city's growth and development. The city needs to update the ordinance to reflect the city's growth and development.							
Year One Goals/Activities: Review and update the ordinance to reflect the city's growth and development. Year Two Goals/Activities: Review and update the ordinance to reflect the city's growth and development. Performance Measures: Review and update the ordinance to reflect the city's growth and development.							

A. Document community goals, assets, and vulnerabilities

B. Evaluate threats and opportunities posed by each driver, and prioritize

C. Assess institutional capabilities and barriers to respond to drivers

Appendix C Options									
CRITERIA									
Option	Location	Impact	Cost	Time	Feasibility	Impact	Cost	Time	Feasibility
1.1	1.1.1	1.1.2	1.1.3	1.1.4	1.1.5	1.1.6	1.1.7	1.1.8	1.1.9
1.2	1.2.1	1.2.2	1.2.3	1.2.4	1.2.5	1.2.6	1.2.7	1.2.8	1.2.9
1.3	1.3.1	1.3.2	1.3.3	1.3.4	1.3.5	1.3.6	1.3.7	1.3.8	1.3.9
1.4	1.4.1	1.4.2	1.4.3	1.4.4	1.4.5	1.4.6	1.4.7	1.4.8	1.4.9
1.5	1.5.1	1.5.2	1.5.3	1.5.4	1.5.5	1.5.6	1.5.7	1.5.8	1.5.9
1.6	1.6.1	1.6.2	1.6.3	1.6.4	1.6.5	1.6.6	1.6.7	1.6.8	1.6.9
1.7	1.7.1	1.7.2	1.7.3	1.7.4	1.7.5	1.7.6	1.7.7	1.7.8	1.7.9
1.8	1.8.1	1.8.2	1.8.3	1.8.4	1.8.5	1.8.6	1.8.7	1.8.8	1.8.9
1.9	1.9.1	1.9.2	1.9.3	1.9.4	1.9.5	1.9.6	1.9.7	1.9.8	1.9.9
1.10	1.10.1	1.10.2	1.10.3	1.10.4	1.10.5	1.10.6	1.10.7	1.10.8	1.10.9
1.11	1.11.1	1.11.2	1.11.3	1.11.4	1.11.5	1.11.6	1.11.7	1.11.8	1.11.9
1.12	1.12.1	1.12.2	1.12.3	1.12.4	1.12.5	1.12.6	1.12.7	1.12.8	1.12.9
1.13	1.13.1	1.13.2	1.13.3	1.13.4	1.13.5	1.13.6	1.13.7	1.13.8	1.13.9
1.14	1.14.1	1.14.2	1.14.3	1.14.4	1.14.5	1.14.6	1.14.7	1.14.8	1.14.9
1.15	1.15.1	1.15.2	1.15.3	1.15.4	1.15.5	1.15.6	1.15.7	1.15.8	1.15.9
1.16	1.16.1	1.16.2	1.16.3	1.16.4	1.16.5	1.16.6	1.16.7	1.16.8	1.16.9
1.17	1.17.1	1.17.2	1.17.3	1.17.4	1.17.5	1.17.6	1.17.7	1.17.8	1.17.9
1.18	1.18.1	1.18.2	1.18.3	1.18.4	1.18.5	1.18.6	1.18.7	1.18.8	1.18.9
1.19	1.19.1	1.19.2	1.19.3	1.19.4	1.19.5	1.19.6	1.19.7	1.19.8	1.19.9
1.20	1.20.1	1.20.2	1.20.3	1.20.4	1.20.5	1.20.6	1.20.7	1.20.8	1.20.9

Step 3: Recovery and Readiness Plan



A. Identify special projects to help recover from pandemic and address key threats and opportunities



B. Identify policies, procedures, and programs to increase agility



C. Establish structure to monitor change, advance readiness, and adjust course over time

Contact Information



Change is coming. We can help you prepare.

proact-now.com

David Rouse, FAICP, ASLA
Principal, David Rouse FAICP

drouse@davidrousefaicp.com
267-664-9553
davidrousefaicp.com

Ben Hitchings, FAICP, CZO
Principal, Green Heron Planning, LLC

bhitchings@greenheronplanning.com
919-625-1250
greenheronplanning.com

