

APRIL 2020

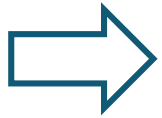
MOVING BEYOND THE CURRENT CRISIS: A PLAN FOR REOPENING OUR CITIES

International City/Council Management Association - ICMA

RICHARD FLORIDA

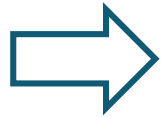
STEVEN W. PEDIGO





Overview

- How will COVID-19 impact our cities?
- What factors leave cities more vulnerable or protected?
- How will our cities & communities be reshaped?
- How can city managers help prepare communities to reopen and recover?



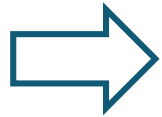
Urbanization > infectious disease

Our cities and metro areas will survive

Lessons from history

Worse pandemics have not altered the course of urbanization

- Spanish Flu of 1918
- London Cholera Epidemic



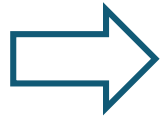
COVID-19 is reinforcing class divides

How We Work

- Affluent professional workers can work remotely and isolate safely using delivery.
- Frontline service workers, 30 million workers, are exposed and use transit to get to work.

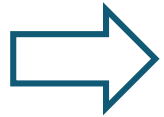
How We Live: Density Divide

- *Rich place density vs poor place density.*



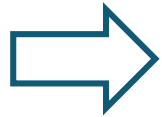
COVID-19 may also reinforce geographic divides

- Big superstar cities and tech hubs will recover.
- Accentuate "winner-take-all urbanism".
- May temporarily relieve affordability and New Urban Crisis.
- Some smaller communities will have opportunity.
- Need to act proactively, strategically and with intentionality.



Some communities are more vulnerable than others

- Age
- Class
- Health and Fitness
- Childlessness
- Multi-Generational Families
- Religiosity
- Social Capital



The Virus will likely reshape our cities, suburbs, and rural areas.

Pull Factors

Suburbs and Rural Areas

- Remote work
- Fear of mass transit
- Desire for private amenities like backyards and play areas
- Rural gentrification

Push Factors

Cities and Urban Cores

- Clusters like high-tech, finance, media and entertainment require proximity
- Air travel restrictions may strengthen existing hubs
- Walkable/bikeable areas will become more desirable
- Return of car commuting and suburban access to core

How can city managers prepare and plan for a recovery?



Three Phase Recovery Plan

Phase 1: Mobilization

Lockdowns & Social
Distancing
Medical Mobilization
Economic Mobilization

Phase 2: Reopening

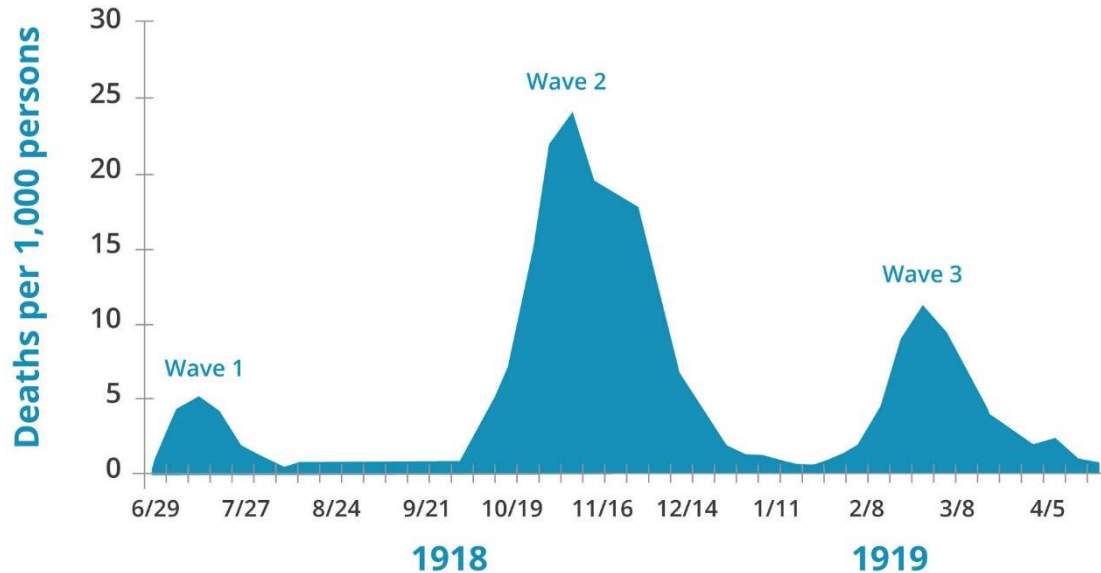
Prepare to Reopen Safely
& Securely

Phase 3: Recovery

Position Economies for
Longer-Run Recovery

Prepare for a period of adjustment as we reopen

Pandemics occur in waves



Four Key Dimensions

**Health Screenings &
Temperature
Checks**

**Personal Protective
Equipment**

**Design for Social
Distancing**

**Personalized
Service Provision**

1. Pandemic-Proof Airports

Airports are critical to city and regional economies. They must prepare now to reopen.

- Work with airport authorities and airlines to develop an action plan for redesigning airports.
- Evaluate procedures for security checks, boarding, baggage, waiting areas, and airport transportation.

2. Prepare Transport Infrastructure

Transport infrastructure must be adjusted to reopen safely.

- Convene transport and transit authorities to prepare required retrofits and redesigns.
- Mobilize a retrofit of public transit assets – busses, subway, commuter rail, and stations as required.
- Assess potential impact on construction as people shift to car commutes.
- Focus on bike lanes, walkability & non-car options.

3. Ready Open and Public Spaces

Cities will need to reimagine and modify community public and open space.

- Convene parks' authorities on design for social distancing.
- Ensure required sanitation and cleaning is maintained.
- Focus place-making initiatives for health and safety.
- Pedestrianize downtown areas and neighborhoods as needed.

4. Prepare Large-Scale Civic Assets

Stadiums, arenas, convention centers, and performing arts centers have to prepare now.

- Convene city agencies, tourism, destination marketing, sports authorities, and convention centers to ready key civic assets.

5. Enlist and Ready Anchor Institutions

Eds and meds are key anchor institutions that can help drive recovery.

- Convene universities and higher ed institutions to create a safe reopening strategy.
- Develop plan for reopening their facilities, especially dorms and dining halls safely.
- Engage anchors in longer-run economic recovery efforts.
- Think about an “AmeriCorps” like program to engage college students who may not return to campus this fall.

6. Assess Your Economy

Evaluate the impact of the COVID-19 on the local economy.

- Convene economic development organizations, chambers of commerce, and area businesses.
- Assess the impact of the contraction key industries, sector, and clusters.
- Differentiate hard-hit sectors, short-term vs. long term impact, and potential growth sectors.
- Consider the the impact of shift to remote work on your economy.
- Assess fiscal impacts of the contraction on local revenues and spending.
- Develop a strategy for longer-term economic recovery.

7. Ensure Main Street Survives

Imagine our cities with block after block of empty storefronts.

- Mobilize for financial assistance now.
- Establish a task force to pursue the creation of small business loan and support programs.
- Create a working group of medical professionals to provide advice on health and wellness protocols.
- Partner with local anchor institutions to commit to temporary local purchasing.

8. Mobilize the Arts and the Creative Economy

Imagine our communities devoid of creative arts and culture.

- Convene arts & cultural organizations, destination marketing groups & foundations to marshal funding and technical assistance for arts and cultural organizations.
- Provide necessary technical assistance for reopening.
- Establish a portal for local creative performances.

9. Upgrade Jobs for Frontline Service Workers

They need better PPE, higher pay, and more benefits.

- Mobilize to provide PPE and for the long-term for frontline service workers.
- Engage local designers and manufacturers in design of effective but non-obtrusive PPE.
- Create a task force of large-scale service employers, grocery stores, delivery services, to provide appropriate wages and benefits.

10. Protect Less-Advantaged Communities

The economic fallout of the pandemic falls heaviest on the least-advantaged.

- Convene community development organizations & social service providers to develop a coordinated strategy for addressing health-care & economic vulnerabilities of less advantaged communities.
- Focus the efforts of related initiatives and working groups for anchor institutions, small business and arts and cultural institutions on the challenges of less advantaged areas.
- Focus workforce and placement initiatives on developing training and job opportunities for residents of less advantaged neighborhoods.

Discussion

