



Local Government Solutions Guide for COVID-19 and Beyond: *Adaptive Design*

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FEMA

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Executive Summary

This resource guide is part of a set of documents developed by FEMA in response to the disaster recovery challenges state, local, tribal, and territorial (SLTT) governments have faced due to COVID-19. Although developed in response to COVID-19, many of the solutions can be applied beyond the context of disaster. FEMA held discussions with representatives from FEMA Regions, national associations, and other federal agency partners to identify challenges for SLTT governments. From these engagements three key topic areas were identified – adaptive design, grants management capacity and alternative public service solutions.

Each topic has a “Stand-alone” Solutions Guide with a Case Studies Supplement that provides examples from different representative community types. **These guides and case studies are intended to provide guidance and resources rather than recommendations and best practices.** The guides do not provide specific guidance for complying with requirements for any federal assistance programs.

This **Adaptive Design Local Government Solutions Guide** covers three sub-topics that describe short- and long-term approaches to community revitalization and development: **public space, building, and zoning**. All three sections consider the impacts of COVID-19 on how people use community spaces and how local governments can support healthier spaces for community recovery. The discussion on public space emphasizes consideration for locations to prioritize, ways different types of public space can be converted, and considerations for how to do so. The building section considers ways buildings can be adapted for community health and ways that unoccupied buildings can be repurposed as space for social services or as long-term affordable housing. While SLTT governments may at times be directly involved in this conversion process, their role may be to provide incentives or adapt local ordinances. The third section, zoning adaptations, examines ways that SLTT governments can align some of the strategies discussed in the public space and building sections with local ordinances, either through relaxation or amendment. It also includes discussion of different zoning approaches, including Form-Based Codes. Finally, a fourth section, **community engagement**, emphasizes the need for community input throughout the decision-making process, with considerations for both virtual and non-virtual community participation.

As referenced above the four sub-topics within the Adaptive Design Local Solutions Guide intersect in many ways and adapting a public space or building may often also require adapting zoning. There is, however, no one solution to how a community should respond to a challenge, given their unique qualities and considerations. Communities can use this guide to spur conversation about how best to incorporate adaptive solutions, while building vitality and preserving their unique character.

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1. Introduction

Disasters and downturns of all types present opportunities to adapt and to rebuild in a better, more resilient fashion. The COVID-19 pandemic has caused urban and community planners, architects and landscape architects, city managers and city councils to consider ways to meet such challenges. Historically, pandemics have had terrible consequences but have also presented opportunities to make changes that result in healthier, more equitable and more attractive communities. For example: Cholera outbreaks in London in the early 19th century led to improved sanitation, tuberculosis in New York in the early 20th century led to improved housing regulations and public transit, and SARS in Asia in the early 21st century led to upgrades in medical infrastructure and disease monitoring and mapping systems. Adapting the design of public spaces and buildings in cities and towns, along with the zoning ordinances that reinforce these spaces, can provide opportunities to fuel recovery. Adapting the way local governments engage with communities to align with changes in technology and/or pandemic restrictions can help ensure this process is inclusive of all community voices.

This section explores ideas related to public space, building, zoning, and community engagement adaptations that have been used in the past and/or are being put into practice now. These topics can inform steps a community might take to recover from the effects of COVID-19 and other disasters, and at the same time, put in place improvements that can benefit the public for years to come. The interventions and considerations described below are an introduction to the topic areas, with additional relevant resources provided below each topic area for more in-depth reading.

1.1. Purpose

This Local Government Solutions Guide on **Adaptive Design** is one of three documents focused on providing guidance and resources that local governments can use to plan for recovery from COVID-19 pandemic impacts. This guide is not intended to provide technical assistance or recommendations but rather it acts as a summary of the innovations other communities have employed to meet public service needs in the face of budget constraints. The guide frames core challenges and provides general solutions, resources and considerations for local government officials who wish to pursue them.

1.2. Local Government Solutions Guide Development

In developing these guides, feedback from National Associations, FEMA regional contacts, and Federal partners that work with local governments was used to identify local governments' largest obstacles to recovery from COVID-19. This approach was taken to draw on the local knowledge of these partners and expediently assess key general challenges, given the broad diversity of local government, in both type and size, across the nation. This process included a review

of several surveys and data sources partners have compiled directly from local governments¹. From these discussions we identified three major themes of concern with a gap in general guidance that could benefit from a solution guide for the coronavirus: grants management capacity, alternate public service solutions and adaptive design. Another gap identified was the diversity of local government types and the desire for a peer-to-peer engagement among communities of similar population or governance.

In response, we developed abbreviated guides for each of the three topic areas with case study supplements, included at the end of each document and where possible focused on COVID-19 examples. **Throughout the documents the term “local government” is used broadly to include a diverse array of “local” government structures including: towns, cities, rural and non-rural counties, and tribal communities.** The case study supplements are organized in alignment with the relevant topic area and local government type.

¹ i.e., [The United States Conference of Mayors Fiscal Pain Tracker](#); [National Association of Cities Comprehensive Analysis of COVID-19's Impact on County Finances and Implications for the Economy](#); [International City/County Management Association COVID-19 Impacts on Local Governments](#)

2. Adaptive Design

Most disasters result in physical damage to communities while pandemics leave buildings intact but can devastate both state and local economies. As a result of the COVID-19 pandemic, many people have been left unemployed and many businesses, large and small, have closed. Businesses that remain open still face economic hardships as they must meet the challenge of complying with social distancing guidelines to control the spread of the coronavirus. The transition of many employees to telework in support of the public health response has also further reduced money spent at local businesses in employment centers. If, as a result, telework becomes more common, there could be a fundamental shift in how planners consider the commercial districts of cities and towns.

Recovery will require creative solutions that draw on existing plans and aligns them with new ideas that address the unique challenges of the moment. Communities will need to rethink public spaces to accommodate social distancing requirements, while also supporting business recovery. They will also need to consider adapting how buildings are used and make zoning changes that enable these adaptations. Finally, communities may need new or altered ways to engage the public remotely to ensure an inclusive planning and decision-making process that results in a recovery that is equitable for all. Throughout this process of adaptation local governments will still need to be mindful of their responsibility to protect accessibility rights for people with disabilities and enforce the requirements of the Americans with Disabilities Act (ADA).

2.1. Chapter Organization

This section covers four topic areas: public spaces, buildings, zoning, and community engagement. The four sections include a further breakdown of short or long-term considerations before sharing resources to support local leaders looking for adaptive design solutions.

2.2. Adapting Public Spaces

As more information has become available indicating that COVID-19 is less easily transmitted among socially distanced individuals in open-air settings, the perceived value of green and public space has grown within many communities. This is particularly true in population-dense cities where there are limited outdoor spaces suitable for public engagements. In this era, public spaces may need to fulfill a variety a functions, sometimes simultaneously, such as allowing businesses greater room to operate, acting as a safe community gathering place, and serving as temporary locations for emergency services, such as testing centers, while still preserving some of their original functions. Whether these adaptations are intended as short- or long-term solutions, they can serve to enhance community spirit and engagement.

A community must first determine where public space adaptations are most needed, keeping in mind that existing disparities may influence the availability and condition of current public spaces in line with areas of greater vulnerability. For example, a neighborhood experiencing longer-term blight may present more challenges when creating public space, but there may also be greater need for the

space as the neighborhood may have fewer existing options or a higher density population. After a location is selected, factors to consider in determining the best approach for adaptation include the availability of resources, the district/street type (residential, business, etc.), the area's dimensions, the anticipated duration of need, function of the space, and seasonal factors. These considerations will also influence the selection of materials used to implement the adaptation. Regardless of what method and materials are selected, they will need to maintain if not improve accessibility of the space and the space's purpose and guidelines should be easily understood by all users without assistance. In order to enact some of these changes, it may be necessary to alter or temporarily suspend zoning and other ordinance dictating the use of public space, particularly as it relates to expanded access for private businesses (see below "zoning adaptations"). Overall, it is important to keep in mind that while certain measures may be necessary to ensure distance and safety, one of the major functions of public space is to bring people together not to cause permanent separations.

2.2.1. SHORT-TERM:

Short-term public space adaptations should look at a community's needs and at the authorities who control current usage. Most roadway-owning agencies have the authority to implement rapid response infrastructure for temporary traffic control using methods such as removing individual parking spaces or curbside lanes, narrowing vehicle lanes, limiting vehicular traffic to local access only, or closing streets to vehicles completely. Parking lots can also be converted through temporary zoning changes to make additional space for businesses or to create parklets—possibly with the addition of mobile recreation equipment or community programming.

When making such changes, it is important to consider accessibility, as adaptations such as converting public walkways into dining areas can potentially create additional mobility challenges for pedestrians, particularly those with disabilities. Adjustments should not hinder any existing accessibility accommodations. Accessibility accommodations should also be taken into consideration and incorporated into the development of new spaces, so that they adhere to ADA guidelines. Doing so may necessitate developing new guidance for businesses taking advantage of expanded access to public space.

2.2.2. LONG-TERM:

As many people and communities adjust to changes in the way they use public space brought on by the pandemic, they may find they want to transition to more permanent versions of the above adaptations or open additional adapted space for public use. In many cases these changes can be made more permanent by adapting zoning laws and/or transitioning to sturdier materials, such as creating partitions using large planters rather than traffic cones. In this way previously underutilized or blighted spaces can become community gathering, recreation and alternative transportation, such as walking or biking, hubs. As with short-term adaptations it is important to make sure any long-term public space adaptations benefit and are supported by the overall community, including vulnerable or traditionally excluded community members, and not just the already well-resourced and vocal (see Community Engagement Adaptation section below).

2.2.3. PUBLIC SPACE ADAPTATION GUIDANCE AND RESOURCES:

RESOURCE: [Design for Distancing Ideas Guidebook](#) (2020)

- Produced by the City of Baltimore, the Johns Hopkins Bloomberg School of Public Health, the Baltimore Development Corporation, and the City’s nonprofit [Neighborhood Design Center](#)
- 10 plans for creating temporary, low-cost social distancing spaces in urban environments, including in streets, alleys, vacant land and parking lots
- Although they were developed for Baltimore’s neighborhoods, the designs are intended to be transferable ideas that can be used by other cities
- The planning process involved input from the affected communities in order to address issues related to structural racism
- Includes best practices and key considerations for the planning process

RESOURCE: [Streets for Pandemic Response & Recovery](#) (2020)

- Produced by the National Association of City Transportation Officials (NACTO) Global Designing Cities Initiative
- Information on policies to consider for different types of streets in response to several public health response phases relevant to COVID-19
- “Emerging Practices for Implementation” around planning and engagement, and materials and design
- Detailed recommendations for 7 transportation and street design categories: bike and roll lanes, sidewalk extensions, transit lanes, slow streets, pick-up and delivery zones, outdoor dining, and markets

RESOURCE: [Citizens Institute on Rural Design](#)

- Website of the Citizens Institute on Rural Design (CIRD)
- Resources, webinars and case studies applicable to both rural and non-rural communities, but focused on communities with populations of 50,000 or less
- Includes links to resource such as the [Tactical Urbanist’s Guide to Materials and Design](#) (2016), which includes material and design guidance for and real-world examples of short-term projects such as pop-up bike lanes, traffic safety upgrades and flexible parks projects
- Includes links to resource such as the [Activating Vacancy Project Guide](#) (2015), a 5-page guide with steps for building a network of stakeholders for a community space, envisioning a purpose for the space, and putting the plan into action

RESOURCE: [Information and Technical Assistance on the Americans with Disabilities Act](#)

- Produced by ADA.gov (United States Department of Justice Civil Rights Division)
- Provides background related to current ADA regulations and their history
- Links include PDFs of [Text of the ADA \(As Amended\)](#), [State and Local Governments \(Title II\)](#), [Public Accommodations \(Title III\)](#), and [ADA Standards For Accessible Design](#)

RESOURCE: [Open Restaurants Accessibility Requirements](#) and [Open Storefront Accessibility Guidance](#)

- Produced by the New York City Mayor’s Office for People with Disabilities
- Sample guidance on how to incorporate accessibility into expanded outdoor dining and open storefronts
- Includes instructions for citizens on how they can report violations

RESOURCE: [Better Block Recipe Library](#) (No Date)

- Produced by the Better Block Foundation
- 6 “recipes” for low-cost, high impact public space placemaking: better block, activity square, bike lane, parklet, bocce court, and garden plaza
- Includes best practices and materials

2.3. Building Adaptation

Buildings represent another opportunity for local governments to recover space, revitalize neighborhoods and promote healthy community interactions while promoting recovery. In cities where space is already limited, this is a particularly useful form of adaptive design. While government owned buildings could potentially be candidates for adaptive reuse, the role of local governments may be better suited to facilitating adaptive reuse through incentivization and alignment of local priorities and ordinances. For example, as with adapting public space, the adaptive reuse of existing buildings may require suspending or adapting existing zoning laws (see below “zoning adaptations”). Additional forms of incentivization may include: providing staff support, supplying information and data, serving as a liaison with community groups, providing property tax abatements or other regulatory incentives, such as density bonuses, and assisting with obtaining grant funding, infrastructure upgrades, and environmental mitigation.

Building design can be adapted to help limit the spread of germs, making them safer for occupants – a particularly important consideration as weather may limit a community’s ability to use outdoor spaces for social distancing. Some of these

Design Ideas to Reduce Disease Transmission

- MERV-13 level air filtration systems
- Ultraviolet light
- Antimicrobial polymer or copper alloy surfaces that naturally kill germs
- Sanitizing entry mats
- Special closets for Personal Protective Equipment
- Touchless water fountains
- Spatial design that accommodates social distancing

adaptations also align with a healthy building movement that seeks to improve health through approaches such as increasing natural light, improving ventilation, and incorporating natural

materials. Healthy building design ideas such as those found in the above text box could be a consideration in recovery plans for the safe transition back to public buildings, as well as, a long-term solution for better public health in community buildings.

2.3.1. SHORT-TERM:

Whether because of the COVID-19 pandemic or of pre-existing conditions, many communities have buildings with empty storefronts. Allowing a building to be temporarily used for a different purpose, possibly in conjunction with a temporary zoning adaptation, can give the area a stronger impression of vitality. Additionally, such an adaptive reuse of building spaces can be used to increase access to social services such as private business partnerships with local governments or non-profits to convert a hotel or event space into temporary housing for the homeless or additional space for a medical facility. Another alternative approach for accessing temporary building space for pop-up shops, social services or medical facilities is to use lightweight architecture, such as a tent or inflatable fabric structures, or to use prefabricated modular constructions, which can be shipped and constructed within days.

2.3.2. LONG-TERM:

Adaptive reuse of existing buildings can be a way to support economic development or revitalization, while preserving community character. Incentivizing building re-use at a neighborhood scale can, along with adapting corresponding zoning codes, result in a cohesive district of revitalized older buildings. While this type of building use adaptation is often associated with historic downtown and/or urban districts it can also be used to adapt empty box stores, malls and office parks, and to revitalize rural areas and small cities that may start to experience population shifts as digital connectivity allows for more flexibility and accessibility outside of city-limits. Whether it be commercial areas adapting for more residential occupation or suburban areas adapting to allow for neighborhood stores, mixed use spaces can bolster walkability and community. Urban areas generally allow a larger mix of uses per district than suburban ones and can particularly benefit from adaptive reuse in areas where the housing market is competitive, especially when considering accommodating more affordable options. Federal programs, such as the [Department of Housing and Urban Development \(HUD\) Section 4 Capacity Building for Community Development and Affordable Housing Program](#), may be potential resources for related projects (see the companion Local Government Solutions Guide on Grants Management Capacity for more on applying for federal grants). Suburban areas may have more single-use ordinances that can hinder adaptive reuse and will likely need to also adapt zoning ordinances. In any scenario, adaptive reuse ordinances should be supported by policies that integrate them with the local comprehensive or general plan and zoning map amendments should delineate the extent to which various types of adaptation are permissible.

2.3.3. BUILDING ADAPTATION GUIDANCE AND RESOURCES:

RESOURCE: [Reopening America: Strategies for Safer Buildings](#) (2020)

- Produced by The American Institute of Architects (AIA)
- Information on how science-backed design strategies can promote public health, including tools and resources for reducing risk when re-opening buildings
- Strategies include consideration of reducing the spread of pathogens in buildings, accommodating physical distancing practices, promoting mental well-being, and fulfilling alternative operational and functional expectations
- Links to strategy guides on safer: retail stores, senior living communities, multifamily housing, polling places, and buildings
- Links to tools: Risk management plan for buildings, Re-occupancy assessment tool, and COVID-19 Arch Map

RESOURCE: [Untapped Potential: Strategies for Revitalization and Reuse](#) (2017)

- Produced by the National Trust for Historic Preservation Green Lab
- Information on Top Barriers to Building Reuse: zoning, financial, parking and codes
- Top strategies and model adaptive reuse ordinance
- Case Studies for cities

RESOURCE: [Past pandemics changed the design of cities. Six ways COVID-19 could do the same.](#) (2020)

- Produced by the Los Angeles Times
- Background information on and examples of 6 methods of adapting the build environment which are gaining prominence during COVID-19 but could become more permanent: modular construction, adaptive reuse, lightweight architecture, the healthy building, telecommuting and small-city living, and the town square, reconsidered

RESOURCE: [Municipal Corner Planning Toolbox: Adaptive Reuse](#) (No Date)

- Produced by the Chester County Planning Commission (Pennsylvania)
- Background, guidance and case studies on how to implement adaptive reuse of buildings from the perspective of local government
- Explanation of the advantages of the adaptive reuse of buildings: energy conservations, contributes to sustainability, enhances community character, encourages investment, cost savings, potential tax advantages, increases market value, saves time, and environmental benefits
- Explanation of the limitations of the adaptive reuse of buildings: physical limitations, regulatory constraints, and potential environmental hazards

RESOURCE: [ASHRAE Handbooks: Resources to Address COVID-19](#) (2020)

- Produced by The American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)
- Links to Handbook on HVAC Systems and Equipment: Ultraviolet Lamp Systems, Humidifiers, Air-to-Air Energy Recovery, and Air Cleaners for Particulate Contaminants

- Links to Handbook on HVAC Applications: Health Care Facilities, Aircraft, and Ultraviolet Air and Surface Treatment
- Links to Handbook on Fundamentals: Indoor Environmental Health

2.4. Zoning Adaptation

Local zoning ordinances dictate how land can be used and the type of structures that can be built (i.e., residential, commercial, etc.). To implement many of the public space and building adaptations described in the previous sections, it may be necessary to amend existing zoning ordinances, either temporarily or permanently. Zoning code changes can incentivize adaptations that spur economic revitalization and development for all types of districts and communities – whether they be historic downtowns, suburban residential areas, or abandoned malls or office parks. For most jurisdictions local zoning and building officials oversee zoning administration, in coordination with historic preservation staff and relevant commissions. In order to address capacity issues local governments sometimes partner with county-level planning and zoning to provide support, such as inspection services and review of plans. In general, zoning ordinances should be integrated with community plans and include input from community stakeholders.

2.4.1. SHORT-TERM:

The process of amending zoning laws can be slow and complicated. This should be considered in situations that require a rapid response, such as the restrictions necessitated by the COVID-19 pandemic. In cases such as these it may be more useful to temporarily suspend or alter zoning restrictions than to make permanent changes. This can take different forms depending on the needs of the community. Common approaches localities have taken to support their business communities during the pandemic are relaxing or suspending ordinances in order to allow outdoor expansion into public spaces (i.e. parking lots, sidewalks, and street lanes), relaxing signage restrictions for communicating status and policies, and expediting the permitting process. A community may also consider issuing pop-up permits that enable a business to move and adapt as conditions change and/or allowing a business of the same type, (i.e., retail) to temporarily utilize the space of a shuttered establishment. For residential areas, it may be helpful to ease rules on home-based businesses, and to ease restrictions for short-term rentals, providing more housing options for healthcare workers. These types of approaches can also be used to support the community more broadly by allowing non-profit organizations to provide services in temporary facilities normally used for other purposes, such as providing housing, medical care, and other services for the community's most vulnerable.

2.4.2. LONG-TERM:

Projecting beyond the needs of any given pandemic or recession, many local governments are adapting their existing zoning laws to foster economic revitalization, increase housing options, and create more walkable neighborhoods. Such adaptations can spur economic development by increasing the types of businesses allowable and expanding housing options. Eliminating or adjusting zoned minimum parking requirements for buildings of all types is also frequently used to

enable public space adaptations or building reuse. While zoning laws can be adapted by modifying or replacing existing individual codes, it is also possible to take a holistic approach and undergo a comprehensive rezoning that eliminates outdated requirements and aligns with community determined priorities that may include concepts such as walkability, equity, and sustainability. Although comprehensive rezoning can be done by any community type, it may be particularly beneficial in cities that were experiencing long-term economic stagnation before the COVID-19 pandemic.

Since the mid-20th Century many communities have used [Euclidean zoning codes](#), which focus on allowable use, density and level of activity. Although not a new concept, more recently Form-Based Codes (FBCs) have gained popularity in localities undergoing comprehensive rezoning. In contrast to the Euclidean approach, FBCs focus on physical form (the way buildings fit within their surroundings) rather than their use, which allows for walkable, mixed-use neighborhoods that emphasize the neighborhood's unique characteristics. FBCs are typically administered by a designated permit granting authority with advisory recommendations from relevant boards and commissions and should align zoning with other regulations, including historic preservation laws. FBCs are generally more sophisticated than Euclidean approaches. Local capacity and ability to access support should be a consideration when deciding whether it is the right option.

2.4.3. ZONING ADAPTATION GUIDANCE AND RESOURCES:

RESOURCE: [Zoning in a Post COVID World Part I](#) and [Zoning in a Post COVID World Part II](#) (2020)

- Produced by Code Studio
- Part I includes 4 ideas on how cities can use zoning to aid businesses and the economy in a quick and safe recovery: allow temporary use of parking lots for outdoor dining/drinking, allow pop-up retail/outdoor display, relax temporary sign restrictions, and eliminate parking requirements – require spaces for bikes instead
- Part II includes 4 additional ideas on how cities can use zoning to aid businesses and the economy in a quick and safe recovery: bring back the neighborhood store, allow for expanded home-based businesses, expand the ability to grow food and raise small animals, and require more open space – public and private

RESOURCE: [Form-Based Codes Institute](#) (Date Unknown)

- Website of The Form-Based Codes Institute (FBCI), a program of Smart Growth America
- Links to information on: The ABCs of FBCs, how to create a FBC, and adopting and administering FBCs
- Links to a brief slideshow explain FBCs, how they can be used to achieve a community's development goals, and cons of more common (Euclidian) approach to zoning codes
- Highlights award-winning examples of various types of communities implementing FBCs

RESOURCE: [Smart Growth/Smart Energy Toolkit Modules – Form-Based Codes](#) (Date Unknown)

- Produced by Commonwealth of Massachusetts Executive Office of Energy and Environmental Affairs
- Includes an overview of FBCs, including benefits and disadvantages, and discussion of their key elements: regulating plan, building form standards, public space standards, streetscape standards, administration, definitions/annotated glossary, architectural design standards, and sign standards
- Lists 3 options for implementation: modify existing regulatory codes to include criteria for building forms, replace existing zoning regulations with FBCs, or adopt new FBCs expressly for special districts or “overlays” planned for urban expansion or revitalization
- Lists 5 characteristics to consider when adopting FBCs: regulatory consistency, local capacity, respecting the unique characteristics of neighborhoods, a well-crafted bylaw/ordinance, and public outreach

RESOURCE: [Model Adaptive Reuse Ordinance](#) (Date Unknown)

- Produced by the German Village Society, credited to the Preservation Green Lab (now known as The National Trust for Historic Preservation’s Research and Policy Lab)
- Model ordinance for adaptive reuse, including a model zoning overlay
- Model zoning overlay includes sections on purpose, definitions, applicability, eligibility, development standards, incentives, approved land uses

2.5. Community Engagement Adaptation

Even in the face of constraints such as social distancing requirements posed by the COVID-19 pandemic, local governments must meet open meeting and associated legal requirements, such as posting meeting agendas, allowing public input, and taking minutes. To do this during the pandemic, it may be necessary to alter traditional methods of community engagement or transition to virtual formats. Depending on the needs of a community, it may be best to combine both virtual and traditional community engagement methods in order to ensure all populations, such as older adults, members of minority groups, those with lower income, and rural populations, are included. Involving these potentially hard to reach community members early can help to prevent exclusion by facilitating access to and understanding of various engagement methods and create participation and buy-in. Seeking out and incorporating community feedback in such an inclusive and continuous manner will ensure priorities and projects meet the needs of vulnerable or underserved populations as well as align with an equitable distribution of resources.

2.5.1. VIRTUAL ENGAGEMENT:

Many local governments already use a wide variety of passive virtual engagement methods, including newsletters, project pages, blogs, social media, polling or survey software, and storyboards that convey information and policies. Now many local governments are also hosting webinars, presentations, and public meetings online.

When transitioning to a virtual meeting platform, however, there is the potential of

excluding groups, such as those with limited income or the elderly, who may lack access to the internet or familiarity with tools used for engagement. For this reason, local governments should be clear about the technological requirements in advance, attempt to identify potential barriers and offer solutions. Solutions could include offering technical assistance, providing a call-in option, partnering with community organizations, including libraries and schools, to provide support and access through their networks, and offering alternative methods for public comment. Alternative public comment methods could include the reading or playing of pre-recorded voice or video messages or an online comment forum. Additionally, non-technological barriers to participation can be addressed by providing American Sign Language or other language interpreters, closed captioning, subtitles, and image descriptions for the blind or screen reader users. Recording these meetings and afterwards posting them online with transcripts and/or distributing DVD copies, translated as needed, can further increase access.

Facilitation and Privacy in the Virtual Environment

Meeting participants should be notified if meetings will be recorded or shared. Different meeting platforms will offer varying degrees of privacy, so this should be considered when choosing a platform, along with ease of access and the types of supplemental tools they offer (i.e., polls, breakout rooms). Becoming familiar with the software prior to a meeting, establishing rules for participation and assigning roles, like moderator, note-taker, and technical support, can aid in eliminating any potential day-of issues.

2.5.2. NON-VIRTUAL ENGAGEMENT:

Although there are many new methods for community engagement available through virtual resources, traditional community engagement methods are still useful. Important information and meeting announcements can be shared through hotlines, phone and text messages, traditional mail, utility bills, doorhangers, traditional mass media, and partnership with community groups and non-emergency service providers (i.e., food banks, grocery stores, schools). In communities where virtual engagement is not a viable option, but social distancing is necessary, if weather permits it may be possible to move community meetings outdoors. Doing so may require further modifications, including keeping groups as small as possible to make communication easier and to enforce safety precautions more easily. At the same time, one benefit of taking community meetings outdoors may be that they absorb people who are just passing by and may not have otherwise participated. To enhance inclusivity, outdoor in-person meetings can also be hybrid, done in conjunction with virtual meetings.

The following resources address these issues of community engagement as complements to the areas of action discussed in previous sections. Please note adhering to local government mandates on gatherings takes precedence.

2.5.3. COMMUNITY ENGAGEMENT ADAPTATION GUIDANCE AND RESOURCES:

RESOURCE: [Practices for Engagement in the Time of COVID](#) (2020)

- Produced by Salt Lake City Civic Engagement Team
- Overview of best practices for online engagement, online meetings, presentations and webinars, equity and accessibility, online outreach platforms and methods, traditional engagement, and resources to bridge the digital divide

RESOURCE: [The New Normal: Communities adjust to Conducting Business Remotely While Maintaining Citizen Input](#) (2020)

- Produced by the International City/County Management Association (ICMA)
- A compilation of best practices and case studies for collecting community engagement remotely
- Includes discussion of technology platforms, low-tech solutions, what types of meetings can be adapted, legal requirements, pre-testing/trial runs, scripts and rules of engagement, and staffing

RESOURCE: [10 Ways to Manage Crisis Communications During the COVID-19 Pandemic](#) (2020)

- Produced by the International City/County Management Association (ICMA)
- 10 recommendations on how to best approach virtual community engagement: establish your communication objectives, know your community, understand the distinction between social media and online engagement tools, elements of an effective social media policy, respond to misinformation quickly, speak from one voice, identify community partners for dissemination, use one landing page, tag and link other community pages, and hold public meetings online

RESOURCE: [Guidance for Title VI of the Civil Rights Act of 1964](#)

- Produced by the Department of Justice, Civil Rights Division
- Provides an overview of Title VI, including regulations and statutes, and guidance materials

RESOURCE: [Guidance for Section 508 of the Rehabilitation Act of 1973](#)

- Produced by the Department of Justice, Civil Rights Division, Disability Rights Section
- Provides guidance on how to make state and local government websites accessible to people with disabilities
- Includes links to resources for web developers and example of accessible features

RESOURCE: [COVID-19 Resources for Native American Communities](#)

- Produced by the Center for American Indian Health
- Provides searchable and downloadable links to community engagement materials focused on tribal communities
- Resources include radio recordings, videos, and factsheets, some of which are editable

RESOURCE: [Recommendations for Tribal Ceremonies and Gatherings During the COVID-19 Outbreak](#)

- Produced by the Center for Disease Control (CDC)
- Includes considerations intended to support, not replace, tribal laws, rules, and regulations
- Provides 5 risk-level scenarios, general health safety recommendations for tribal members and guidance for tribal elders and leaders
- Links to other resources including [Considerations for Events and Gatherings](#)

RESOURCE: [Bright Spots in Community Engagement: Case Studies of U.S. Communities Creating Greater Civic Participation from the Bottom Up](#) (2013)

- Produced by the National League of Cities (NLC) and the Knight Foundation
- Provides examination into how community engagement is conducted in 14 cities, including bright spots and lessons learned
- In depth case studies from Detroit, Philadelphia, Chicago and Austin

RESOURCE: [Participation Tools for Better Community Planning](#) (2013)

- Produced by the Local Government Commission (LGC)
- Includes guidance on topics related to Getting the People Out: know your community, value-based messaging, high-visibility outreach, multilingual events, timing, and location, make it festive, and involve youth
- Includes guidance on topics related to Events and Processes: community design charettes, advisory committees, scenario planning, health impact assessments, participatory budgeting, and low-cost demonstrations and transformations
- Includes guidance on topics related to Tools for Engagement in the Room: running meetings, asking for feedback, focus groups, participatory mapping, visual preference survey, photo visioning, and tactile tools
- Includes guidance on topics related to Tools for Engagement in the Field: walkability assessments, PhotoVoice, virtual participation

3. Case Studies by Topic and Community Type

3.1. Short-Term Public Space Adaptation

3.1.1. RURAL COMMUNITIES



Figure 1: Signs explaining the temporary street closures and a planter used as a temporary street closure barrier in Salida, CO, allowing pedestrians to more safely social distance while accessing local businesses. [Source](#)

[SALIDA, CO \(population 5,236 within Chaffee County, population 17,809\):](#) In order to assist local restaurants and retail businesses serve their customers more safely and meet social distancing requirements, Salida, CO closed two street blocks to motorized traffic. The closures were put in place so that businesses had more space to meet social distancing requirements associated with the COVID-19 pandemic. To block the streets the local government installed temporary barriers and signage, and constructed planter boxes. The planter boxes were chosen to be cohesive with the area's appearance and local artists were paid to beautify concrete barriers with their artwork. The local government accomplished this through a partnership between the Public Works and Parks and Recreation Departments.

[Survey results](#) taken after the barriers were put into place showed that 51.15 percent of the 600 residents, business owners, and visitors that participated in the survey were in favor of the closures. Those who supported the closures felt that they provided a safe space in which to shop and dine, while those who did not support the closures cited reasons such as that they only benefitted a small number of businesses and that there was not enough consideration for accessibility for those with mobility concerns. This and other feedback on how to improve the

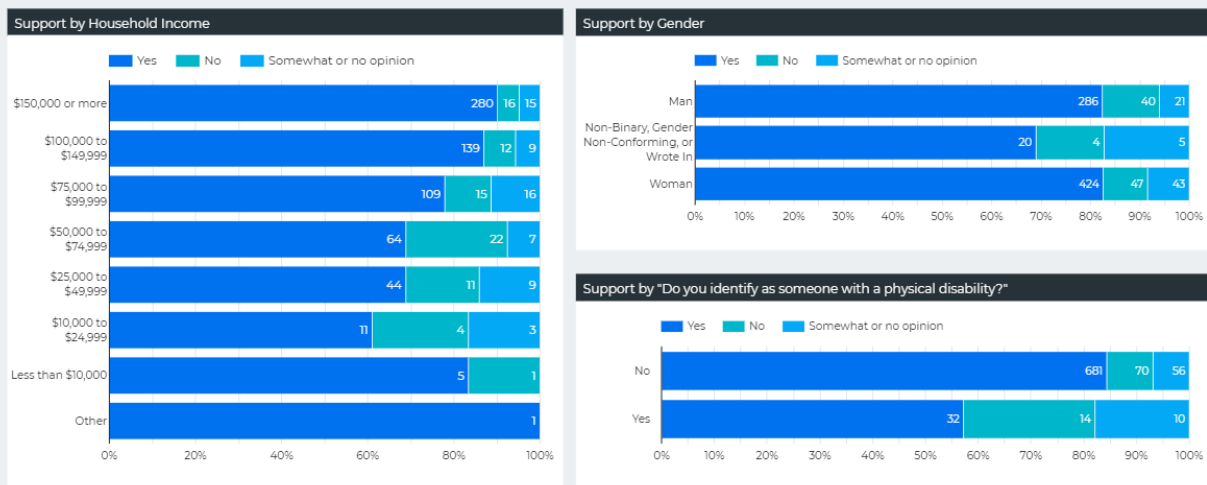
program was being taken into consideration by the local government as they considered their next steps.

3.1.2. MID-SIZE CITIES



Oakland, CA Installs 21 Street Miles of Temporary Soft Closure Barriers

Are you in support of the Oakland Slow Streets Program?



Data Last Updated: 12/1/2020 12:50:56 PM | [Privacy Policy](#)

Figure 2: Graphs showing the demographic breakdowns of public support for the Oakland Slow Streets Program obtained by survey and publicly available on the city’s website. Information from this survey was taken into consideration in developing a second phase of the program. [Source](#)

OAKLAND, CA (population 390,724): Beginning in April 2020, the City of Oakland responded to the COVID-19 pandemic in part by deploying the Oakland Slow Streets program. The program is an effort to support safe physical activity and minimize overcrowding in parks and on trails by discouraging through traffic on some local streets. To accomplish this, over the course of three months the city installed “soft closure” barriers over 21 street miles. The program was further expanded in May 2020 through the installation of intersection improvements that allow city residents to access essential services more safely. Using information collected through outreach such as surveys and reports to the Oakland Call Center (311) the City released a report identifying the program’s successes and challenges. These challenges included mixed support amongst different demographic and geographic groups. In response to some of this feedback, the Oakland Department of Transportation plans to create a new pop-up, request-based Slow Streets Program in 2021.

Throughout the course of the pandemic, the Oakland Slow Streets Program has run in conjunction with the [Flex Streets Initiative](#), which streamlines permitting requirements in order to allow businesses more flexible use of sidewalks, parking lanes and streets.

3.2. Long-Term Public Space Adaptation

3.2.1. SMALL TOWNS AND CITIES



Brunswick, ME Prioritizes Public Space in Its Downtown Master Plan

[BRUNSWICK, ME \(population 20,329\)](#): With the aim of making its downtown more active and attractive Brunswick, ME's Downtown Master Plan Committee developed this Master Plan for Downtown Brunswick & The Outer Pleasant Street Corridor with the support of a placemaking focused non-profit organization. The city's goal in developing the plan was to create a vibrant downtown area where local families can live, work, play, and shop and to go beyond basic infrastructure, traffic, and landscaping improvements to achieve that. The plan recognizes the need for changes stemming from population and job losses brought on by the closure of a Naval Air Station and deemphasizes vehicular traffic in favor of increased access to commerce and bicycle and pedestrian safety. The result is several public space adaptation projects that are divided into short-term (1-3 year) and long-term (3-10 year) categories. The plan was presented to and adopted by the Town Council, along with the recommendations to appoint a Plan Implementation Committee and to establish a Downtown Tax Increment Financing (TIF) district to help fund projects. Moving forward numerous partnerships are anticipated to activate the plan, including coordinating with neighboring communities and obtaining funding from state and federal agency partners. The city held public workshops to familiarize the community with their placemaking approach, and potential future opportunities for public involvement may include project implementation through volunteering or citizen committees.

3.2.2. NON-RURAL COUNTY GOVERNMENTS



Miami-Dade County, FL Converts Underutilized Space into Park and Urban Trail



Figure 3: A promotional rendering of a portion of The Underline that shows community members rock climbing, jogging, biking, and relaxing. [Source](#)

[Miami-Dade County, FL \(population 2,496,457\):](#) Underutilized space below the Metrorail transit system in Miami-Dade County, FL is being redeveloped into a 10-mile linear park, urban trail and public art destination running from the Miami River to Dadeland. The project, called “The Underline,” is a public-private partnership between the county Department of Transportation and Public Works, county Parks, Recreation and Open Spaces Department, and a private non-profit organization, Friends of the Underline, that administer the program through a joint board. Being completed in eight phases that began in December 2018, the project will provide enhanced mobility and connectivity to the eight Metrorail stations and surrounding communities in its path. In addition to numerous mobility features – pedestrian and bicycle paths, improvements to 30+ intersections, access to public transportation, lighting, and wayfinding – The Underline will also provide options for community recreation that will include playgrounds, butterfly gardens, exercise equipment, basketball courts, volleyball courts, soccer fields, picnic areas, dog parks, and cultural and educational programs. The eight project phases will be funded through varying resources, with Phase I being funded by combined resources from the City of Miami, Road Impact Fees, General Obligation Bond, Miami-Dade County Capital Outlay Reserve Funds, Transportation Alternatives Program Funding, and State Appropriations.

3.3. Short-Term Building Adaptation

3.3.1. TRIBAL COMMUNITIES

🔍 Navajo Nation Uses Hotels and Community Centers as Isolation & Care Sites

CHINLE COMMUNITY CENTER (NAVAJO NATION) – CHINLE, AZ

ARENA TO HEALTHCARE (A2HC)

Alternate Care Facility Overview		Plans																					
Location: Chinle, AZ MSC: South Pacific Division (SPD) FEMA Region: IX Contractor: Weil Construction, Inc. Type: Arena (A2HC) Patient Type: NON-COVID Facility Size: 15,000 SF Bed Capacity: 50 Address: US 191, Mile 448, Chinle, AZ, 86503		Notes: Facility will contain: • 50 patient cubicles • Plumbed oxygen to each cubicle • Six nurses' stations • No negative pressure																					
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #333; color: white;"> <th colspan="2" style="text-align: left; padding: 2px;">Timeline</th> </tr> </thead> <tbody> <tr><td style="padding: 2px;">Assessment MA received</td><td style="padding: 2px;">04 APR 20</td></tr> <tr><td style="padding: 2px;">Construction MA received</td><td style="padding: 2px;">15 APR 20</td></tr> <tr><td style="padding: 2px;">Contract Awarded</td><td style="padding: 2px;">17 APR 20</td></tr> <tr><td style="padding: 2px;">Construction Start</td><td style="padding: 2px;">18 APR 20</td></tr> <tr><td style="padding: 2px;">Contractual Completion</td><td style="padding: 2px;">01 MAY 20</td></tr> <tr><td style="padding: 2px;">Estimated Completion</td><td style="padding: 2px;">01 MAY 20</td></tr> <tr><td style="padding: 2px;">Actual Completion</td><td style="padding: 2px;">01 MAY 20</td></tr> <tr><td style="padding: 2px;">Total Construction Duration</td><td style="padding: 2px;">14 Days</td></tr> <tr><td colspan="2" style="padding: 2px;"><i>Notes:</i> 100% Complete; Definitized on 25 APR 20</td></tr> </tbody> </table>	Timeline		Assessment MA received	04 APR 20	Construction MA received	15 APR 20	Contract Awarded	17 APR 20	Construction Start	18 APR 20	Contractual Completion	01 MAY 20	Estimated Completion	01 MAY 20	Actual Completion	01 MAY 20	Total Construction Duration	14 Days	<i>Notes:</i> 100% Complete; Definitized on 25 APR 20		Projected Bed Shortfall 31 May – Jun 07 	In Progress Photos 	
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Figure 4: Plans with an overview of a Chinle, AZ Community Center that is temporarily being used as an Alternate Care Site for less seriously ill COVID-19 patients. [Source](#)

Navajo Nation: The Navajo Nation Department of Health has partnered with two private healthcare providers to convert buildings including hotels and community centers into Isolation Sites and Alternate Care Sites (ACS) intended to help prevent the spread of COVID-19 among household and community members. Use of the facilities require a clinician, public health nurse, community health representative, or social worker make a referral by calling a COVID-19 Coordination Center hotline. Isolation Sites are intended for those who have tested positive or are suspected of being positive for COVID-19 and have mild symptoms but cannot safely quarantine at home. The Isolation Sites provide clinical observation and monitoring, meals, television, and daily checkups. ACS facilities are for those who have been treated for COVID-19 at a hospital but will need more monitoring before they are well enough to return home. As such, their use is intended to free-up space in hospitals for more critically ill patients. They will have doctors and nurses for patients in need of acute care, outdoor space in which to communicate with family members, and access to a streaming entertainment service. In either type of facility, if a patient’s symptoms escalate, they will be transferred to a hospital. The sites will have 24/7 on-site security (Isolation Sites do not allow visitors). However, as the sites are intended for short-term care, it is expected that residents will leave after they receive a negative test result or complete their recommended medical care. If someone chooses to leave before that time, they must acknowledge that they understand they may be contagious.

Information on these sites is available to the public on the [Navajo Nation Department of Health COVID-19 website](#). This includes an [Alternative Care Site Fact Sheet](#) and an Isolation [Site Fact](#)

[Sheet](#), the latter of which has information on how to prepare for your stay. The preparation recommendations include bringing items such as prescription medications, copies of advance health care directives (i.e. a power of attorney or living will), contact information for family and friends, and toiletries.

3.3.2. MID-SIZE CITIES



Nashville, TN Partners to Convert Fairgrounds into Temporary Homeless Shelter

[Nashville, TN \(population 694,144\)](#): The mayor of the City of Nashville, TN reached out to the local racing community for assistance helping a local homeless shelter expand its reach with a temporary, 200-bed facility at the Fairground Expo Center. The shelter provided a housing option for those experiencing homelessness at the time of the mayor’s pandemic-response “Safer at Home” order. The community assisted in gathering supplies for the shelter through private donations that provided users with food, water, cots, and access to laundry machines. In order to ensure that these services were offered in alignment with the best health practices, the shelter worked with the Centers for Disease Control, World Health Organization, and Metro Public Health to establish safety protocols such as maintaining 6 feet of social distance and checking for coronavirus symptoms at the entrance.

3.4. Long-Term Building Adaptation

3.4.1. SMALL TOWNS AND CITIES



Worcester, MA Aims to Install HVAC Systems in All Schools by the End of 2020

[Worcester, MA \(population 181,045\)](#): As part of its school reopening plan the Worcester, MA school district has a goal of installing HVAC air ionization systems in all of its 44 schools by the end of 2020. The school buildings are of varying ages and will require different approaches, but there are three general components to the project – increasing the amount of outdoor air in buildings, increasing the level of filters in schools or buildings with existing mechanical HVAC systems, and installing needlepoint bipolar ionization equipment, either directly in the HVAC systems or through portable units. The project will cost approximately \$15 million, which the district hopes they will be able to fund using federal coronavirus relief money, but it may also require taking on some debt. The project is being approached as a long-term investment, however, since the HVAC systems have also been shown to be effective in combating other viruses, mold, and air quality issues. In addition to school buildings the project will also include upgrading some municipal buildings such as the city’s police station, city hall, fire stations, and libraries.

3.4.2. LARGE CITIES



Los Angeles, CA Looks to Expand Building Types Eligible for Adaptive Reuse



zFigure 5: A conceptual rendering of a City of Los Angeles-owned office building that will be converted into market rate housing units. [Source](#)

[Los Angeles, CA \(population 3,792,621\)](#): The City of Los Angeles, CA first passed an [adaptive reuse ordinance](#) in 1999, [allowing historic downtown buildings to be converted into new uses such as housing and hotels](#). While this has contributed to the revitalization of downtown neighborhoods and the preservation of their

unique heritage, the need for more affordable housing has continued to be a pressing issue for LA residents. To address this continued need, the City Planning Department has expanded the types of downtown buildings eligible for adaptive reuse to include warehouses, manufacturing facilities, parking lots, and other types of under-utilized spaces. This includes any place in the city with older, large-scale commercial buildings. In the future the city may also consider expanding allowable building types even further to include smaller commercial strips and vacant big box stores, many of which are closing their doors in response to increased reliance on online shopping – a trend which has been exacerbated by the coronavirus pandemic. The city is still weighing this option against demolishing these types of buildings and rebuilding with large buildings that have a mix of affordable housing and ground-floor amenities, including retail. Included in the hyperlinked article are several examples of how specific strip malls, big box stores, and light industrial buildings might be repurposed into housing.

These zoning adaptations are being incorporated within the new [Downtown Los Angeles Community Plan 2040](#), which also includes programs that preserve existing affordable housing and incentivize the construction of new.

3.4.3. NON-RURAL COUNTY GOVERNMENTS



San Mateo County, CA Adapts Hotels into Senior Housing and Homeless Shelter

[San Mateo County, CA \(population 718, 451\)](#): Using funding from a \$33 million grant from the State and potential additional funding from CARES Act allocations, San Mateo County, CA will purchase and convert two hotels with a combined 170 units into permanent and transitional housing. One hotel will be converted into a 95-room senior housing facility with rents offered at 30% below the median family income for the area, and the other will be a 75-room shelter with wraparound on- and off-site services for those experiencing homelessness. This undertaking, called Project Homekey, was developed by the county as a more permanent version of the

state's COVID-19 temporary housing program, [Project Roomkey](#). As part of Project Roomkey state and local governments received up to 75% cost-share reimbursement from FEMA for hotel and motel rooms used to provide isolation units for Californians experiencing homelessness during the coronavirus pandemic. The programs prioritized those who were asymptomatic but high risk, those who had been exposed but did not require hospitalization, and those who were positive for COVID-19 but did not need hospitalization. The program funding also incorporated wraparound services including meals, security, and cleaning, with any additional behavioral health and healthcare services provided as needed by local governments and community partners. Project Roomkey was coordinated locally by San Mateo County's Human Service Agency and a local non-profit organization.

3.5. Short-Term Zoning Adaptation

3.5.1. LARGE CITIES



Phoenix, AZ Pandemic Response Eases and Expedites Outdoor Zoning Permits

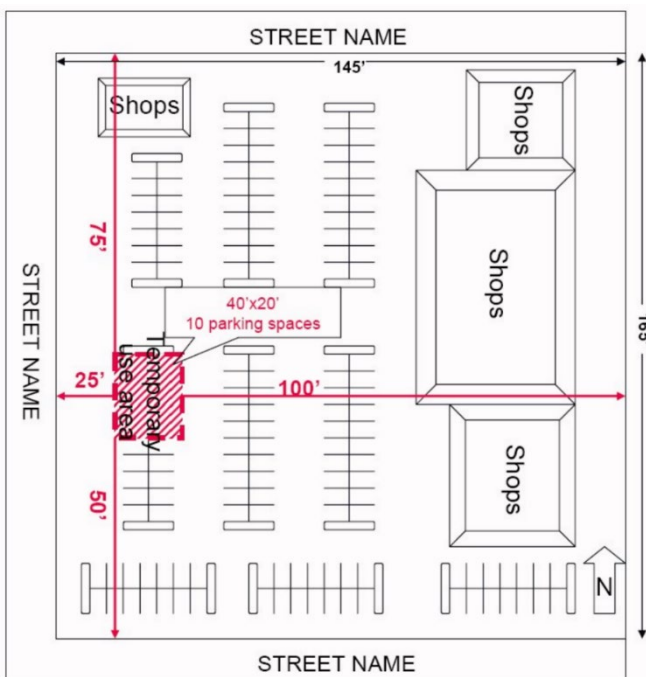


Figure 6: A sample site plan included within Phoenix's ATUP application. [Source](#)

Phoenix, AZ (population 1,455,632): Under the "Temporary Outdoor Dining Program – Response to COVID-19," Phoenix, AZ restaurants that are located in a zoning district that already permits outdoor food and alcohol consumption can apply online for an Emergency Declaration Administrative Temporary Use Permit (ATUP) – available in [English](#) and [Spanish](#) – that allows them to expand outdoors without a use-permit hearing, regardless of whether or not they have pre-existing outdoor space. An [application for a temporary expansion of liquor](#) to cover the new area can be

added to the ATUP, for approval by the Department of Liquor License and Control. If the expanded area includes a public right-of-way, on-street parking spaces, or an alley a Street Transportation Department [Local Emergency Revocable Permit](#) must also be submitted with the application. The ATUP has no application fee and the city hopes that application approvals can be completed within two to three weeks. [In developing this approach](#), the city researched similar interventions in other cities and solicited input from local stakeholders such as the Arizona Restaurant Association.

3.5.2. NON-RURAL COUNTY GOVERNMENTS



Macon-Bibb County, GA Relaxes Zoning Laws in Support of Local Entrepreneurs

[Macon-Bibb County, GA \(population 153, 159\)](#): When the coronavirus pandemic reached the consolidated city-county of Macon, GA the local government was confronted with a dilemma. Local entrepreneurs had responded to the hardships brought on by the pandemic by setting up pop-up street vending stands, many of which were illegal. While county commissioners wanted to support this economic innovation, they had concerns over ensuring the health and safety of the community in relation to these operations, as well as over supporting the economic well-being of already strained brick-and-mortar business owners. In an attempt to balance some of these concerns, the county government approved an ordinance that requires the vendors to have a Macon-Bibb County business license, be insured for at least \$100,000 per occurrence, and pay a reduced fee of \$25 for a temporary sidewalk permit. The ordinance sets guidelines related to the amount of space, furniture, and signage allowable, and mandates a 30-gallon trash bin at each location. In order to address some of the concerns of existing businesses, the temporary permit holders cannot set up within 50 feet of the entrance to an existing restaurant or store that sells a similar type of food or product, or within 25 feet of any location that received a prior vendor permit approval. The new regulations also put in place partial street closures that aid existing businesses in expanding outdoors, as long as the businesses have gotten support from 50% of the adjoining business and pay \$25 per day for the closures. The ordinance was set to expire at the end of 2020.

3.6. Long-Term Zoning Adaptation

3.6.1. RURAL COMMUNITIES

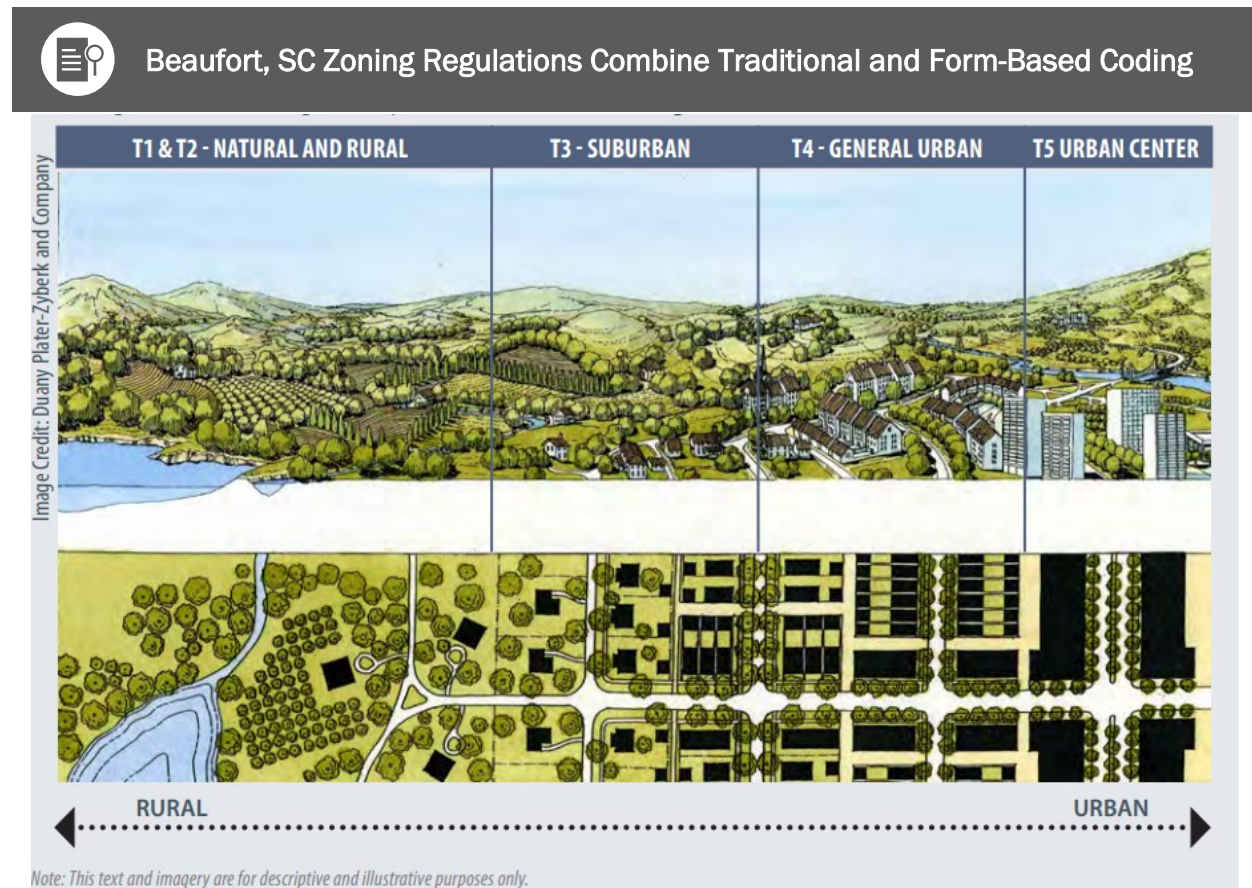


Figure 7: An image from the Beaufort Code illustrating the concept of rural-to-urban transect-based districts. [Source](#)

Beaufort, SC (population 12,361 within Beaufort County, population 162,233): Beaufort, SC uses a combined traditional and form-based code approach to zoning, which supports the priorities established in the community’s [Vision Beaufort 2020 Comprehensive Plan](#) and the [Beaufort Civic Master Plan](#). In developing the code special emphasis was placed on considerations for local context, transparent community engagement and developing a streamlined review process. Within the code, the community is grouped into Transect-based districts designed to create walkable, mixed-used neighborhoods through form-based coding, and conventional districts that correspond with the pre-existing, primarily automobile-dependent traditional zoning approach. The five types of Transect-based districts established in the code use a “rural-to-urban” approach that groups buildings, infrastructure, and public spaces by scale and intensity of use in such a way as to enable walkability throughout. The Transect-based districts span from a Natural Preserve District (T1) to an Urban Center District (T5). The code also establishes five conventional districts including a regional mixed-use district, a light industrial district, and a manufactured home park district.

3.6.2. MID-SIZE CITIES



Las Vegas, NV Establishes Form-Based Code for 12 Downtown Districts



Ver.2.0 - Fremont East Update | Adopted on 7/3/2019

Figure 8: Cover of the Las Vegas Form-Based Code document. [Source](#)

Las Vegas, NV (population 644,644):

In accordance with the vision and strategy for ongoing recovery and revitalization of its downtown established by the City of Las Vegas in its 2016 [Vision 2045 Downtown Master Plan](#), the city established new form-based standards for the 12 districts that fall within the Downtown Las Vegas Overlay District. The new zoning legislation is intended to reinforce existing or facilitate the development of new higher density mixed-use development centered around transit hubs and activity nodes. Within Downtown Las Vegas' form-based code there are guidelines for six rural-to-urban Transect Zones and Building Types, Frontage Types, Open Space Types, and Thoroughfare

Standards. The new code was designed for easy updating as new Transect Zones are incrementally added.

3.7. Virtual Community Engagement Adaptation

3.7.1. RURAL COMMUNITIES

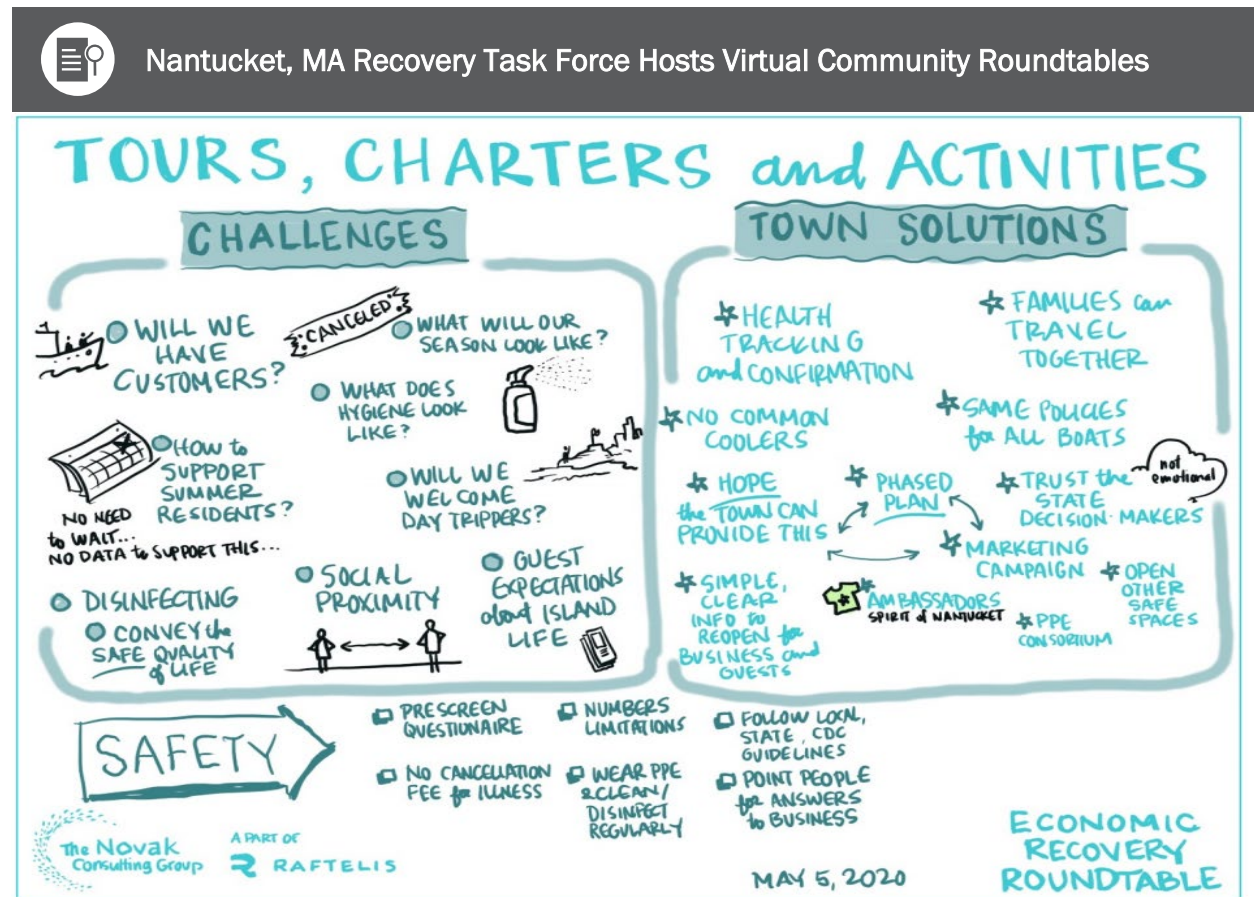


Figure 9: Figure 9: A summary of the results of the Tours, Charters and Activities roundtable, which was part of the Nantucket, MA Economic Recovery Taskforce Roundtables Summary Report. [Source](#)

Nantucket, MA (population 11,399): In response to significant economic burden brought on by the COVID-19 pandemic, local government officials in the island community of Nantucket, MA formed an Economic Recovery Task Force, whose first priority was to conduct community roundtable meetings with representatives of different sectors of the local economy. Eight sector specific roundtables totaling more than 230 participants were held using an online meeting platform that enabled both large group and smaller, breakout group discussions. Invitations were sent using an online event management site so that organizers could know how many participants to expect, and agendas were carefully planned and included clear rules for participation. The rules were: wait to be called on by the facilitator, say your name each time you speak, mute yourself if not speaking, use the chat feature to add comments (to be added to the meeting notes), facilitators keep strict time limits, and meeting notes will be provided. Results from the meetings were subsequently shared with the Task Force, who met twice to review the findings and develop specific, actionable recommendations for the town Board.

3.7.2. TRIBAL COMMUNITIES



Winnebago Develop and Post Policies and Procedures for Virtual Tribal Councils

[Winnebago Tribe of Nebraska](#): In adapting to the COVID-19 pandemic, the [Winnebago Tribe of Nebraska](#) has developed detailed Policies and Procedures for Tribal Council Virtual Meetings. To do so it drew on the knowledge of the Tribe's Communications and I.T. departments to develop the policies, which will be applicable to all called to order tribal council meetings and any special assigned virtual meetings as deemed necessary by the Tribal Council. The guidance includes definitions of key terms, requirements of different virtual meeting types (i.e. regular meetings versus closed meetings), a code of conduct for participants and audience members, procedures for enforcement (i.e. disruptive behavior, media consent, live stream retention and/or redaction), a technical disclaimer, an electronic record policy, steps for requests to view past meetings, and policies on licensing and use of live streams and recordings. [A link to the policy document](#) can be found on the Tribe's website, alongside the tribal council meeting schedule and registration links.

3.7.3. SMALL TOWNS AND CITIES



Tuscaloosa, AL Posts Guidelines for Taking Public Meetings Virtual

[Tuscaloosa, AL \(population 90,468\)](#): Due to social distancing requirements necessitated by the onset of the COVID-19 pandemic the local government in Tuscaloosa, AL expanded the options for public participation at its City Council and Council Committee meetings. Per the guidance, which is posted on the city website, all public meetings are being broadcast on the city's cable channel and on Facebook Live. Those wishing to participate can do so using one of several methods: written comments submitted in advance through the city's website and distributed to Councilmembers at the next scheduled meeting, or scheduling an appointment to provide comments by telephone, video conference or in person during the meeting. If scheduling a participation appointment, it must be done no later than 10 a.m. on the day of the meeting. After the appointment is scheduled telephone and video conference participants will receive emailed instructions for joining the meeting. Those with appointments to comment in person are required to wear a face covering and wait in a designated area until they are called into Council Chambers to make their comment. [Closed captioning and ASL and Spanish translation were also being considered for the livestreams.](#)

3.8. Non-Virtual Community Engagement

3.8.1. NON-RURAL COUNTY GOVERNMENTS



Arlington County, VA Creates COVID-19 Public Meeting & Gathering Guidance

[Arlington County, VA \(population 207,627\)](#): Early in the coronavirus pandemic in March of 2020, local government officials in Arlington County, VA released [standard guidance](#) for determining whether public events and meetings should be cancelled, postponed or modified. The guidance first set out criteria for determining whether an event is essential, such as assessing whether the event is needed to meet a statutory requirement or would cause undue hardship if it was cancelled or postponed. It also takes into consideration factors such as risk to likely attendees and accommodations for risk reduction, such as changing a meeting's set-up and design. If an in-person meeting is determined to be essential, the guidance also provides an "Event Checklist for Essential Meetings and Gatherings." The categories in the checklist are Venue Setup: Reducing Germ Spread, Venue Setup: Signs, Public Health Education, and Attendee Education.

Appendix A. Local Solutions Guide: Adaptive Design Resources List

The following is a list of all resources mentioned in the Adaptive Design guide:

Public Space Adaptation Guidance And Resources:

RESOURCE: [Design for Distancing Ideas Guidebook](#) (2020)

RESOURCE: [Streets for Pandemic Response & Recovery](#) (2020)

RESOURCE: [Citizens Institute on Rural Design](#)

RESOURCE: [Better Block Recipe Library](#) (No Date)

RESOURCE: [ADA.gov Information and Technical Assistance on the Americans with Disabilities Act](#)

RESOURCE: [Open Restaurants Accessibility Requirements](#) and [Open Storefront Accessibility Guidance](#)

Building Adaptation Guidance And Resources:

RESOURCE: [Reopening America: Strategies for Safer Buildings](#) (2020)

RESOURCE: [Untapped Potential: Strategies for Revitalization and Reuse](#) (2017)

RESOURCE: [Past pandemics changed the design of cities. Six ways COVID-19 could do the same.](#) (2020)

RESOURCE: [Municipal Corner Planning Toolbox: Adaptive Reuse](#) (No Date)

RESOURCE: [ASHRAE Handbooks: Resources to Address COVID-19](#) (2020)

Zoning Adaptation Guidance And Resources:

RESOURCE: [Zoning in a Post COVID World Part I](#) and [Zoning in a Post COVID World Part II](#) (2020)

RESOURCE: [Form-Based Codes Institute](#) (Date Unknown)

RESOURCE: [Smart Growth/Smart Energy Toolkit Modules – Form-Based Codes](#) (Date Unknown)

RESOURCE: [Model Adaptive Reuse Ordinance](#) (Date Unknown)

Community Engagement Adaptation Guidance and Resources:

RESOURCE: [Practices for Engagement in the Time of COVID](#) (2020)

RESOURCE: [The New Normal: Communities adjust to Conducting Business Remotely While Maintaining Citizen Input](#) (2020)

RESOURCE: [10 Ways to Manage Crisis Communications During the COVID-19 Pandemic](#) (2020)

RESOURCE: [Guidance for Title VI of the Civil Rights Act of 1964](#)

RESOURCE: [Guidance for Section 508 of the Rehabilitation Act of 1973](#)

RESOURCE: [COVID-19 Resources for Native American Communities](#)

RESOURCE: [Recommendations for Tribal Ceremonies and Gatherings During the COVID-19 Outbreak](#)

RESOURCE: [Bright Spots in Community Engagement: Case Studies of U.S. Communities Creating Greater Civic Participation from the Bottom Up](#) (2013)

RESOURCE: [Participation Tools for Better Community Planning](#) (2013)