

NETWORKS NORTHWEST ROADMAP TO RESILIENCE | PHASE 3

Networks Northwest Economic Response to Resilience Framework	 Economic Crisis Intervention IMMEDIATE (60 days)	 Economic Impact Mitigation SHORT TERM (2-4 months)	 Economic Asset Activation MID TERM (4-12 months)	 Economic Resilience LONG TERM (1-3 years)
STAKEHOLDERS	Social services, nonprofit organizations, municipal government agencies, philanthropic partners, financial institutions	Regional convener, multi-county EDOs, county government, local economic development organizations, business support organizations	Regional convener, recovery taskforce working groups and implementation teams	Regional convener, multi-county EDOs, local economic development organizations, philanthropic partners, financial institutions, community organizations
GOAL	Provide immediate relief	Develop recovery plan framework	Deploy community assistance	Build a stronger future
ACTIONS	<ul style="list-style-type: none"> Respond to immediate needs for food, shelter, and other necessities Quantify the scale of economic disruptions including impact on small businesses & workers 	<ul style="list-style-type: none"> Create infrastructure for convening stakeholders, sharing resources, and targeting funding Form working groups Identify gaps in the ecosystem Develop models of response 	<ul style="list-style-type: none"> Form implementation teams, develop timeline and expected outcomes Define metrics and monitor progress Deploy resources to lessen the impacts of business operating standards amid 'new normal' 	<ul style="list-style-type: none"> Assess the community's civic infrastructure and engage implementation teams Regular performance monitoring of key economic indicators Evaluate community confidence

ABOUT THIS DOCUMENT

This document is meant to serve as a worksheet that provides guidance on the type of recovery actions each community in Northwest Michigan can take to mitigate the coronavirus-related economic disruptions that have occurred in our region, as well as plan for a strong and resilient future, following an overarching regional framework.

The document is divided into four planning/action phases, each with a general timeframe for implementation. The action recommendations made here are suggestive only; not all will apply equally to each municipality throughout Northwest Michigan, and each may have their own additional goals or areas of focus that should be addressed given the local context.

How to Use the Roadmap

Each phase (Phase 1-4) includes a summary of the timing, overall goal, a list of the types of stakeholders that might be involved, recommended actions, and anticipated outcomes of each respective phase. Together, this serves as the roadmap for recovery planning within the regional framework to spark thought and inspire local action. Following that outline, numbered “Action Steps” detail the activity stakeholders should embark on, and which types of stakeholders might take the lead or support those actions.

Each community should use the space below each action step description to record the specific actions taken that correspond to the action steps in each phase to date, as well as the specific organizations or agencies that have helped lead or support those action items.

OUTLINE OF THE FRAMEWORK

Phase 1: Economic Crisis Intervention—Immediate Term

Step 1: Respond to immediate needs for food, shelter, economic relief and other necessities

Step 2: Quantify the impacts of the economic disruptions including impact on small businesses & occupations

Phase 2: Economic Impact Mitigation Planning—Short Term

Step 1: Create infrastructure for convening stakeholders, sharing information and resources, and targeting funding—a “recovery taskforce”

Step 2: Form working groups

Step 3: Identify Initial Resources

Step 4: Identify Gaps in the Business and Worker Support System

Step 5: Identify and adapt models of response

Phase 3: Economic Asset Activation—Mid Term

Step 1: Form implementation leadership and teams, timeline, and expected outcomes

Step 2: Define metrics and create a dashboard to monitor progress

Step 3: Deploy resources to lessen impacts of business operating standards amid ‘new normal

Phase 4: Economic Resilience—Mid to Long Term

Step 1: Assess the community’s civic infrastructure and capacity to respond to ongoing needs.

Step 2: Enact regular performance monitoring of key economic indicators

Step 3: Evaluate community confidence

PHASE 3: ECONOMIC ASSET ACTIVATION—MID TERM

Timeline	4 months–1 year (can run in parallel with mitigation activities)
Goal	Deploy community assistance
Stakeholders	<ul style="list-style-type: none"> • Regional convener (Networks Networks) • Sub-regional convener (multi-county EDOs) • County government • Local economic development organizations <ul style="list-style-type: none"> ◦ Chamber organization ◦ Municipal government • Philanthropic partners <ul style="list-style-type: none"> ◦ Community Foundations ◦ Individual Donors • Financial Institutions <ul style="list-style-type: none"> ◦ CDFIs ◦ Banks • Community Support Organizations <ul style="list-style-type: none"> ◦ Social service organizations ◦ Nonprofit business support organizations
Actions	<ol style="list-style-type: none"> 1. Form implementation leadership and teams, schedule, and expected outcomes 2. Define metrics and monitor progress 3. Deploy resources to lessen impacts of business operating standards amid 'new normal'
Deliverables	<p>Recovery taskforce working groups have transitioned into implementation teams to deploy resources into the community.</p> <p>Metrics toward economic stabilization have been established and a dashboard has been developed to track progress against the baseline.</p>

PHASE 3: ECONOMIC ASSET ACTIVATION—MID TERM

Action Steps	Stakeholders
Step 1: Form implementation leadership and teams, timeline, and expected outcomes	
<ul style="list-style-type: none"> Transition working groups into implementation teams, based on working group recommendations to address identified needs, with defined leadership and a responsive organizational structure. This may be the leadership team identified early on but it also may become a new group or collaborative formed to meet the scale and scope of activities. Define a timeline for implementation and expected outcomes based on immediate and scenario-guided needs. 	Regional convener, recovery taskforce and working groups
Local Actions Defined (use this section to document local actions your community has undertaken to date):	

PHASE 3: ECONOMIC ASSET ACTIVATION—MID TERM

PHASE 3: ECONOMIC ASSET ACTIVATION—MID TERM

Step 2: Define metrics and create a dashboard to monitor progress	
<ul style="list-style-type: none">• Create a dashboard to monitor progress toward goals, modeling against benchmarks developed in Phase 1• Share the dashboard among taskforce implementation teams	Regional convener, recovery taskforce implementation teams
Local Actions Defined (use this section to document local actions your community has undertaken to date):	

PHASE 3: ECONOMIC ASSET ACTIVATION—MID TERM

Step 3: Deploy resources to lessen impacts of business operating standards amid 'new normal'	
<ul style="list-style-type: none"> • Deploy resources to lessen the impacts that the 'new normal' of business operating standards will mean for the community's employers. Social distancing, protective products etc are expected to be required in many environments. • Response and resource deployment is centered around key economic issue areas: <ul style="list-style-type: none"> ○ Manufacturing supply chain adjustment and operations ○ Workforce development response ○ Tourism decline: Tourism bureau, hospitality industry, local chambers and main street development organizations ○ Unemployment support and worker impacts: Social service agencies, workforce development board, training and education partners ○ Business services: Business development organizations, main street development associations, chambers of commerce, entrepreneurial organizations, financial institutions ○ Real estate market: Real estate agents and associations, financial institutions, municipal authorities, priority landowners, housing authorities ○ Childcare and other support services: Childcare and educational facilities, major employers, social service organizations, workforce development board and partners 	<p>Recovery taskforce implementation teams: county government, local economic development organizations, philanthropy, financial institutions, social service and workforce development organizations, training and educational institutions, business support organizations</p>

PHASE 3: ECONOMIC ASSET ACTIVATION—MID TERM

Local Actions Defined (use this section to document local actions your community has undertaken to date):	