





# NETWORKS NORTHWEST ROADMAP TO RESILIENCE | PHASE 4

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

# 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 4: ECONOMIC RESILIENCE—MID TO LONG TERM

<b>Timeline</b>	<b>Years 1-2, 3 and beyond</b>
<b>Goal</b>	Steady economy and build a stronger future
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• Regional convener (Networks Networks)</li> <li>• Sub-regional convener (multi-county EDOs)</li> <li>• County government</li> <li>• Local economic development organizations             <ul style="list-style-type: none"> <li>o Chamber organization</li> <li>o Municipal government</li> </ul> </li> <li>• Philanthropic partners             <ul style="list-style-type: none"> <li>o Community Foundations</li> <li>o Individual Donors</li> </ul> </li> <li>• Financial Institutions             <ul style="list-style-type: none"> <li>o CDFIs</li> <li>o Banks</li> </ul> </li> <li>• Community Support Organizations             <ul style="list-style-type: none"> <li>o Social service organizations</li> <li>o Nonprofit business support organizations</li> </ul> </li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Assess the community's civic infrastructure prior to the COVID-19 crisis and engage implementation teams</li> <li>2. Regular performance monitoring</li> <li>3. Evaluate community confidence</li> </ol>
<b>Deliverables</b>	<p>The community will have an assessment of additional capacity or resources needed for ongoing implementation and improvement.</p> <p>The community will have performance monitoring in place, as well as surveys to gauge consumer confidence and willingness to invest.</p>

# PHASE 4: ECONOMIC RESILIENCE—MID TO LONG TERM

Action Steps	Stakeholders
<p><b>Step 1: Assess the community's civic infrastructure and capacity to respond to ongoing needs</b></p>	
<p>Conduct an honest review of:</p> <ul style="list-style-type: none"> <li>Capacity and resources available to leadership organizations</li> <li>The cohesiveness of the civic network including trust levels and communications</li> <li>Outreach and communications practices</li> </ul> <p>Tools for civic infrastructure assessment:</p> <ul style="list-style-type: none"> <li><b>Surveys</b> of community members, leadership organizations that ask questions about communication, engagement, activities, and collaboration</li> <li><b>Research</b> to determine the focus of local organizations and their activities</li> <li><b>Interviews</b> of leadership and organization staff to determine capacity, successful as well as desired collaborations and engagement</li> </ul> <p><i>Guiding example:</i></p> <ul style="list-style-type: none"> <li><i>The Aspen Institute's model of a 21st Century Civic Infrastructure offers guidance for the construction of sustainable civic infrastructure. Using it as a model, civic infrastructure assessments should consider to what degree sectors are aligned, community voices are engaged, and the efficiency in the horizontal and vertical transfer of knowledge, experience, practice and policy. The model also emphasizes the role of intermediary organizations.</i></li> <li>Continue to <b>engage implementation teams</b> that are supporting implementation of the defined actions. Allow for restructuring of actions based on performance and the above considerations.</li> </ul>	<p>Regional convener, multi-county EDOs, county government, local economic development organizations</p>
<p><b>Local Actions Defined (use this section to document local actions your community has undertaken to date):</b></p>	

# PHASE 4: ECONOMIC RESILIENCE—MID TO LONG TERM


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<b>Step 2: Enact regular performance monitoring of key economic indicators</b>	
<b>Performance Monitoring</b> (monthly) of the dashboard of economic and social conditions to assess areas of success and those that are lagging. Ultimately this will allow the community to set goals related to pre-covid crisis levels and track progress. This can also include a measurement of success related to the defined principles.	Regional convener, multi-county EDOs, county government, local economic development organizations
<b>Local Actions Defined (use this section to document local actions your community has undertaken to date):</b>	





# PHASE 4: ECONOMIC RESILIENCE—MID TO LONG TERM

## Step 3: Evaluate community confidence

Assess community confidence through surveying and other forms in order to define perceptions and areas that may not be tracked in the performance monitoring. (Strong confidence = willingness to invest in future)

Regional convener, multi-county EDOs, county government, local economic development organizations

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


# PHASE 4: ECONOMIC RESILIENCE—MID TO LONG TERM
