





NETWORKS NORTHWEST ROADMAP TO RESILIENCE | PHASE 2

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 2: ECONOMIC IMPACT MITIGATION PLANNING—SHORT TERM

Timeline	2-4 months from closures/significant disruption
Goal	Develop recovery plan framework and ability to respond to additional impacts
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"> o Chamber organization o Municipal government • Philanthropic partners <ul style="list-style-type: none"> o Community Foundations o Individual Donors • Financial Institutions <ul style="list-style-type: none"> o CDFIs o Banks • Community Support Organizations <ul style="list-style-type: none"> o Social service organizations o Nonprofit business support organizations
Actions	<ol style="list-style-type: none"> 1. Create infrastructure for convening stakeholders, sharing resources, and targeting funding 2. Form working groups 3. Identify resources 4. Identify gaps in the ecosystem 5. Identify models of response
Deliverables	<p>Communities have formed working groups to address specific economic impact needs, with a structure in place to convene, share information and ideas, and pool resources for deployment.</p> <p>Local response framework has been developed by identifying existing resources and adapting or creating new tools.</p>

PHASE 2: ECONOMIC IMPACT MITIGATION PLANNING—SHORT TERM

Action Steps	Stakeholders
Step 1: Create infrastructure for convening stakeholders, sharing resources, and targeting funding—a “recovery taskforce”	
<ul style="list-style-type: none"> • Identify a convener (person/organization with authority) that can serve as a backbone organization • Create a place for all information related to recovery efforts to be captured and shared with stakeholders, such as a crowdsourced online platform or resource directory • Organizations that are investing in response actions create a Funder’s Forum by setting up regular calls or check-ins to share news and opportunities to leverage resources. • Adopt a set of principles that will guide the focus of resources and how we can invest now for longer-term economic resiliency. This should include a recognition that for many workers the economic conditions they faced prior to the crisis kept them in a constant state of vulnerability. 	Regional convener, multi-county EDOs, county government, local organizations, philanthropy, financial institutions
Local Actions Defined (use this section to document local actions your community has undertaken to date):	

PHASE 2: ECONOMIC IMPACT MITIGATION PLANNING—SHORT TERM

Step 2: Form working groups

- Using the key economic issue areas, as listed above in Phase 1, create 3-5 working groups. Working groups topics should be specific to the community's assets and economic drivers, so not every working group category will be applicable.
- When confirming members of the working group, the representation from the following stakeholder organizations could be considered:
 - o **Supply chain disruptions:** Manufacturing associations, transportation and logistics companies, transit authorities
 - o **Workforce development impacts:** Workforce development board and partners, education institutions, major industry representatives
 - o **Tourism impacts:** Tourism bureau, hospitality industry, local chambers and main street development organizations
 - o **Unemployment support and worker impacts:** Social service agencies, workforce development board, training and education partners
 - o **Business impacts:** Business development organizations, main street development associations, chambers of commerce, entrepreneurial organizations, financial institutions
 - o **Real estate market impacts:** Real estate agents and associations, financial institutions, municipal authorities, priority landowners, housing authorities
 - o **Childcare and other support services:** Childcare and educational facilities, major employers, social service organizations, workforce development board and partners
 - o **Small business supports:** Small business development centers, business lenders and funders, main street organizations and chambers
 - o **Employer considerations:** Human resource associations, trade groups, etc

Regional convener, multi-county EDOs, county government, local economic development organizations, philanthropy, financial institutions, social service and workforce development organizations, training and educational institutions, business support organizations

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

PHASE 2: ECONOMIC IMPACT MITIGATION PLANNING—SHORT TERM

PHASE 2: ECONOMIC IMPACT MITIGATION PLANNING—SHORT TERM

Step 3: Identify Initial Resources

<ul style="list-style-type: none">• Identify available and potential funding streams. This includes local as well as emerging state, federal, and national philanthropic resources.• Compile federal, state, and local guidance on the new normal of business operating procedures. This will be available from offices of economic development, health and human services, housing, and business development	Regional convener, multi-county EDOs, county government, local economic development organizations, philanthropy, financial institutions
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Local Actions Defined (use this section to document local actions your community has undertaken to date):

PHASE 2: ECONOMIC IMPACT MITIGATION PLANNING—SHORT TERM

Step 4: Identify Gaps in the Business and Worker Support System	
<ul style="list-style-type: none"> Working groups each define 3-5 short and long-term needs around specific topic areas. Using information from the Funder’s Forum and identified resources, identify gaps in the ecosystem/infrastructure in place to respond to the impacts. <ul style="list-style-type: none"> Ask questions such as, “who is ineligible for our current streams of funding?”, “who is still vulnerable to future disruption?”, “are we communicating effectively with our community?”, “where are we experiencing the greatest economic pressure?” Assess community organizations’ capacity to address needs. 	Working groups, philanthropic partners, financial institutions
Local Actions Defined (use this section to document local actions your community has undertaken to date):	

PHASE 2: ECONOMIC IMPACT MITIGATION PLANNING—SHORT TERM

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Step 5: Identify and adapt models of response

- Share and adapt local **models of response** to the economic issues identified in Phase 1

Regional convener, working groups

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

PHASE 2: ECONOMIC IMPACT MITIGATION PLANNING—SHORT TERM
