



Building Resilience & Capacity for Recovery

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INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

Outline

- Diversification
- Business re-entry
- Business recovery centers



Resilience in Disaster Planning

Recovery after natural and manmade disasters can set you back years

Economic resilience programs are efforts that seek to bolster a community's ability to withstand or avoid shocks



Resilience leadership

- Comprehensive planning defines your community's risks and vision for economic resilience
- As community leaders you should strive to make "resilience thinking" a core value



Diversification
matters –
a few
examples





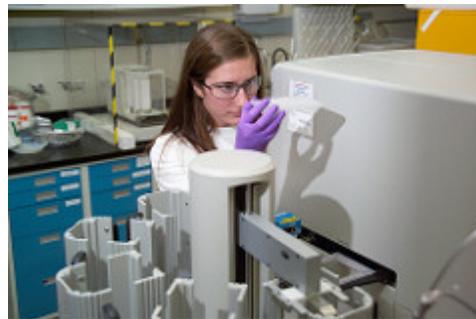
Need for economic diversification in Oklahoma

- The loss of a major industry or businesses can collapse economies, especially in small communities:
 - Interruptions to the transportation, distribution and logistics industry
 - Loss of manufacturing
 - Loss of tourism when there's a natural disaster
 - Loss of buildings due to natural disaster
- Resilience strategy should include economic development efforts to **diversify industries**
- GOAL: When one industry is down, others can carry you

Targeted Industries



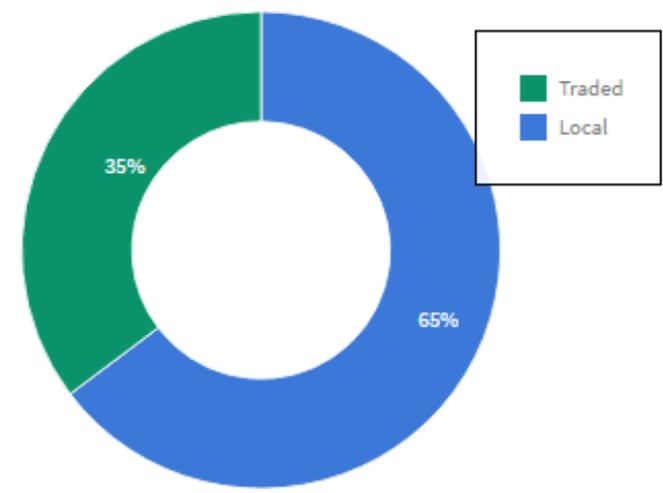
- **What are Oklahoma's targeted industries?**
- **What are your community's targeted industries?**



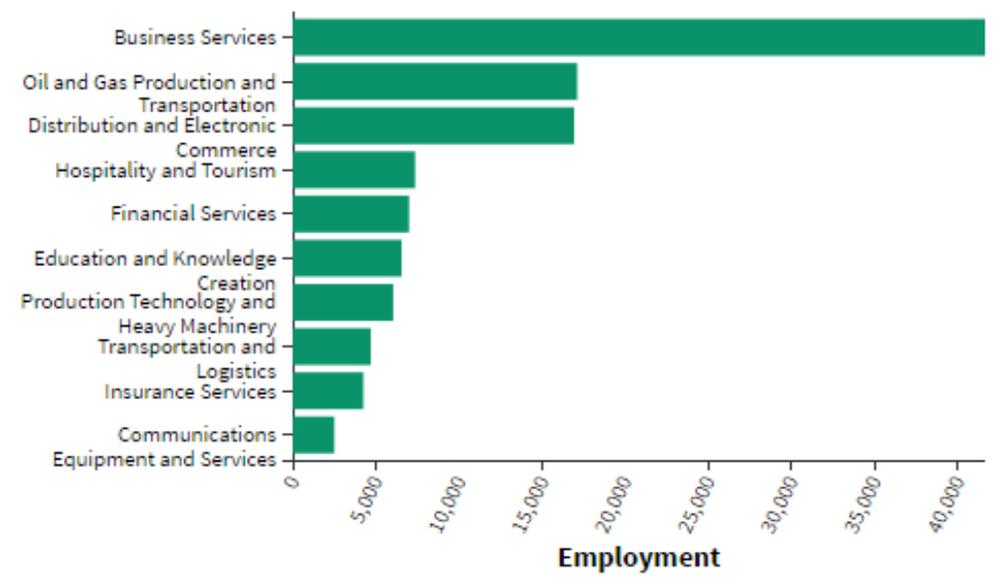
U.S. Cluster Mapping Tool

Cluster Portfolio

Traded vs. Local Clusters



Top Clusters by Employment



Diversification
can take years.

What are some
ways to
diversify your
industries?

- First, study what industries are growing and declining in your community so you're fully aware of and can support positive trends, minimize risks
- Create an ecosystem of support for entrepreneurs. Investing in entrepreneurship increases the likelihood that new companies will emerge
- Maximize available assets – work with other counties and small cities to focus on potential new industries
- Develop and promote target industries that match the strengths of your community



What are some initiatives that can boost resilience?

- Study resilience best practices for key industries that are already in your region
- Train workers for resiliency – i.e. ability to shift between industries when core employment is threatened
- Recruit new businesses that maximize your labor skills and regional assets
- Engage in efforts to assist other local businesses in surviving the loss of money circulating in the local economy



Case Study:

Newton, Iowa's Regional Transformation



- Whirlpool Corporation closed the Maytag corporate headquarters and production facilities in Newton.
- In this town of 15,500, nearly 13 percent, or 1,900, worked at Maytag Corporation. At its height in the 1990s, Maytag had 3,900 employees.
- The community and business leaders formed the Newton Transformation Council (NTC) to plan for economic recovery.
- Potential employers expressed they were more interested in Newton's available workforce than land available.
- Newton transformed from a company town to diverse economic base—wind energy, call center, Iowa Speedway



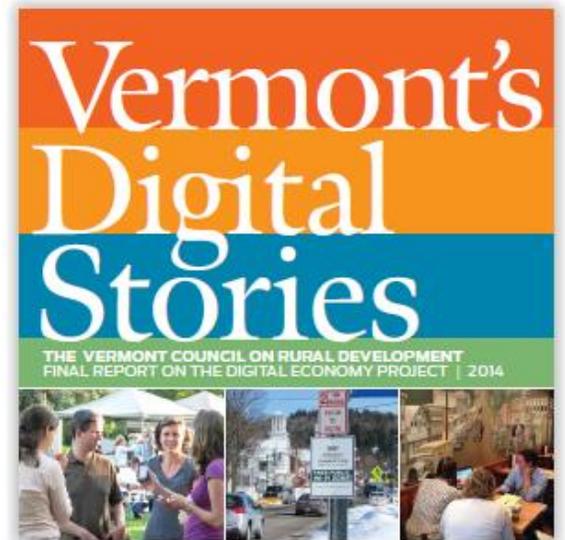
Dealing with natural disasters



- Promote business continuity/preparedness and ensure that businesses know their vulnerabilities
- Encourage small businesses to have adequate insurance
- Employ safe development practices such as locating structures outside of floodplains and preserve natural buffers
- Understand available financial resources to help businesses in the event of a manmade or natural disaster

Virtual Infrastructure: Vermont Digital Economy Project

- 18 months, \$1.8M federal disaster relief grant from the U.S. Economic Development Administration
- Small business workshops and one on one advising
- Digital literacy interns
- Town websites, wifi hotspots
- Strategic consulting with nonprofits





Business re-entry:
an essential, yet
often unplanned-
for activity



Business Re-Entry

Discussion questions:

- What are some businesses that would need to re-enter post-evacuation before others?
- How would you organize this?



Business Re-Entry

- Business owners not being allowed re-entry soon after disaster can do further economic damage
- In Galveston, TX after Hurricane Ike, business owners were not allowed to enter for 12 days
- Salty flood waters destroyed facilities and inventory



Business Re-Entry

- Best re-entry method is a tiered community re-entry system
- Purpose is to allow for safe, orderly return of community members and to facilitate a timely response to the disaster



Business Re-Entry

How it works

ID cards or passes are issued for individuals and businesses.

- Local law enforcement is trained to recognize these cards/passes and allow access when the appropriate “tier” is activated



Case Study



Jefferson Parish's Reentry Program

- Community west of New Orleans impacted by Katrina
- When the parish re-opened, highways were at a standstill
- The government developed "on-the-fly" reentry plan that consisted of a contractor issuing paper credentials



Case Study

Jefferson Parish's Reentry Program

- Later on, developed a codified re-entry plan with local economic development organizations and government
- Developed JumpStart Jefferson Reentry Application Process



[Email the Program Director](#)

Welcome to the Jefferson Parish Re-Entry Network!

The re-entry application process is where you register your business to apply for re-entry status and receive your credentials.

Business owners should register for re-entry ASAP to ensure they have their credentials prior to any type of evacuation.

[Click Here To Get Started](#)

[Already Have An Account?](#)

Case Study

Jefferson Parish's Reentry Program

- Developed an online system for registering and to apply for reentry status prior to any type of evacuation
- After registering, businesses are assigned a tier correlated to how important the business is to preparing the community for citizens.
- Authorization placard allowed vehicles to re-enter



Tier 1

- Primary infrastructure and major utility companies, pre-designated government staff and contractors, and the suppliers of emergency relief goods and equipment

Tier 2

- Humanitarian relief agencies and large businesses essential to the economy
- Those with unique circumstances such as fragile inventory or hazardous materials

Tier 3

- Return of business owners whose businesses are vital to the return of citizens and the parish's economy



Establishing a Business Recovery One- Stop Center

One-Stop Center for Business Assistance

Before a disaster strikes, a local economic development or community organization should be designated to handle this assignment

Immediately following a disaster, a business recovery one-stop center should be opened to meet the pressing needs of businesses



One-Stop Center for Business Assistance

Best Practice: The One-Stop Center gives businesses access to rapid assistance in:

- Financing counseling
- Business counseling
- Zoning and permitting
- Legal services
- Workforce issues
- Capital access
- Clear communication from the local government



Steps for Creating a One-Stop Center

- 1) Gather resources for financial and technical assistance
- 2) Build staff and volunteer capacity for business recovery.
 - 1) Staff and volunteers need to be sensitive to mental health needs.
- 3) Select centrally-located physical space -- separate from emergency management center



Steps for Creating a One-Stop Center

- 5) Set up a hotline
- 6) Market the services through both traditional and grassroots methods
- 7) Provide hands-on assistance
- 8) Plan for the long term
 - For some, establishing a physical BRC is critical in the first 4 months— then move towards electronic or mobile options



One-Stop Center for Business Assistance

Case Management Team Option

- Established within the first few weeks of a disaster
- Involves dispersing recovery staff to individual businesses instead of a central location
- Allows business assistance on their own timetable and location
- Case managers follow through with each business until the recovery plan is completed



Rural solutions

Mobile Assistance Unit

- Excellent for locations where businesses are spread out, or for a regional organizations
- Addresses the need of business owners pre-occupied with short-term recovery efforts
- Use the same resources as a physical location
- Can be as simple as pop-up tents

Questions?