

Strategic Planning for Economic Recovery

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INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL



Strategic Planning for Disaster Recovery



Strategic Planning for Disaster Recovery

Why you need a plan:

- Increase the speed of recovery
- Determine gaps and vulnerabilities

*Pre-disaster planning is far easier to do than
post-disaster planning*



Action Steps for Pre-Disaster Strategic Planning

Step 1: Determine & appoint a lead organization

Responsibilities include:

- Coordinating wide-ranging support from all stakeholders, particularly the business community
- Aligning resources
- Facilitating interaction



Pre-Disaster Strategic Planning

Step 2: Identify stakeholders and hold kickoff meeting

- Appoint ownership to stakeholder groups
- Assign responsibilities to correspond with skills
- Ensure the group understands planning goals and decision making process
- Evaluate pre-existing planning efforts



Pre-Disaster Strategic Planning

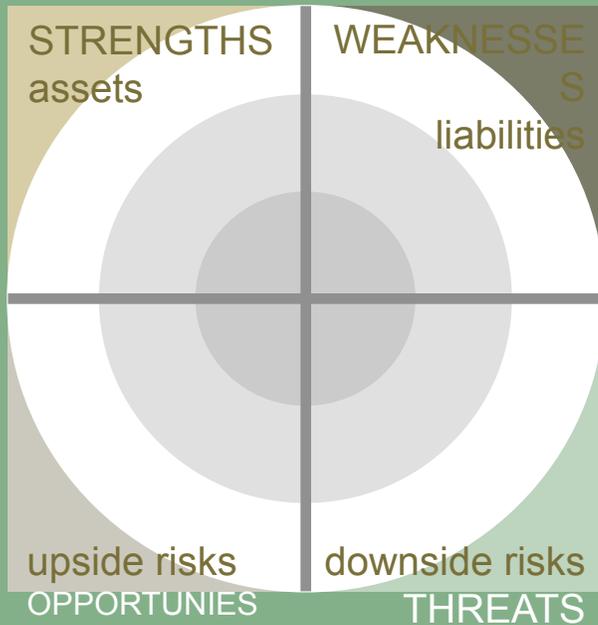
Step 3: Evaluate how a disaster could affect the local economy

Inventory current assets and economic drivers to help define local dynamics and identify possible recovery resources.

- Key industries/clusters
- Key employers and their location
- Worker issues
- Regulatory changes
- Single industry communities



Pre-Disaster Strategic Planning



Evaluate how a disaster could affect the local economy (cont.)

- Buildings and infrastructure of economic importance
- SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis
- Current and future land use and infrastructure development projects
- Local policy framework (e.g., building codes, local and state incentives, regulations, environmental mitigation policy, etc.)



Pre-Disaster Strategic Planning



Analyze where you may be vulnerable

- Existing problems are magnified after a disaster
- Identify what businesses and geographic areas are most vulnerable



Pre-Disaster Strategic Planning

Conduct scenario planning for community redevelopment

- What potential disasters could the community face?
- What current gaps would inhibit recovery?
- How prepared is the business community?



Pre-Disaster Strategic Planning

Identify risk factors by leading business community through scenario exercises:

- Are businesses likely to relocate following a disaster?
- What is the local capacity to respond to business needs?
- Are critical employers and anchors located in vulnerable areas?
- How will the image of the community be affected by a disaster?



Pre-Disaster Strategic Planning

Step 4: Develop action strategies

Based on scenarios and vulnerabilities, develop an action plan with strategies, resources, stakeholder duties, and suggested timelines - both short- and long-term



Pre-Disaster Strategic Planning



Step 5: Develop a communications plan and compile contact information

Simple, yet essential task

Disrupted communications and uncertainty
post-disaster leads to rumors and
misinformation

Pre-Disaster Strategic Planning

Step 6: Determine funding sources

A variety of resources exist for humanitarian relief and housing -- but resources for business recovery are sometimes scarce

Explore and compile all potential federal, state, and local sources

In many cases, perceived lack of funding is due simply to a failure to ask

Howard will talk about funding sources later in this course

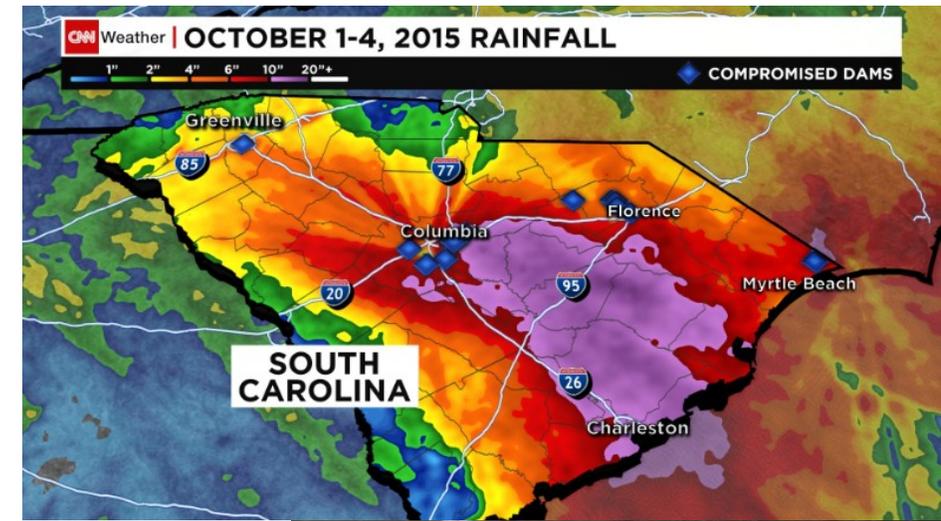
Pre-Disaster Strategic Planning

Step 7: Integrate the plan with other relevant plans

- Though the pre-disaster economic preparedness plan is part of the larger comprehensive planning effort, it should be linked with other community plans
- Your leadership role: formally adopt the plan to increase awareness and ensure implementation



Best Practice Example: Myrtle Beach, SC Pop. 29,175



- The city had been hit by 2 hurricanes in 100 years
- For several years, they hosted the annual Myrtle Beach Area Business Disaster Recovery Symposium
- **Mayor John Rhodes** personally invited businesses to join city and county emergency management officials, chambers of commerce and others.
- Brought in speakers from Joplin, MO and Seaside Heights, NJ to talk about their disasters and recovery efforts.
- October 5, 2015 Hurricane Joaquin brought a 1,000 year flood.



Post-Disaster Strategic Planning



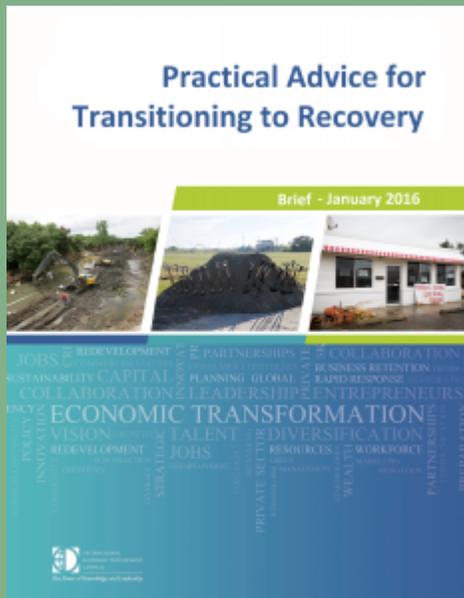
Post-Disaster Strategic Planning

Planning for long-term recovery can seem difficult when urgent humanitarian, cleanup, and rebuilding efforts require immediate attention, but it is essential

The community has an opportunity to re-assess its economic objectives in light of vulnerabilities



Practical Advice for Transitioning to Recovery



Recommendations from the Joplin Area Chamber of Commerce

- Have one accurate, complete list of all the businesses that are open in the community regardless of membership in the chamber.
- The EDO or Chamber's social media profile is a good, credible, and verified source to keep businesses and the public informed.
- Leverage partnerships beyond the community, county, and state borders within your region for recovery.
- After the initial contact with an impacted business, conduct status checks on a regular basis to support them on their path to recovery.
- Contact all businesses not in the affected area within the region after those in the impacted zone.
- Have the schools re-open on schedule and/or create special programs for children until schools re-open.

Post-Disaster Strategic Planning

Post-disaster planning should begin 3 to 6 months following the disaster

Following a disaster, initial recovery plan may need to be discontinued to form new plan that addresses dramatic changes to the local economy



Action Steps for Post- Disaster Strategic Planning

Conduct an independent post-disaster economic impact study

- An economic impact study assesses physical damage (properties, inventory, etc.) and economic damage to industry and the local economy
 - Tax revenue loss (sales, property, employment)
 - Job loss
 - Loss of wages
 - Business closures and interruption
 - Economic recovery barriers
 - Damage to infrastructure
 - Damage to property (commercial, residential)
 - Damage to natural resources



Post-Disaster Strategic Planning

Establish an economic recovery team

- Just as you might appoint a disaster recovery coordinator who will oversee health and safety issues, appoint someone who will head up the **economic recovery**.
- Your economic development organization – whether government or private, can fulfill this role.



Post-Disaster Strategic Planning

Establish working groups to analyze and plan response

- Representatives of businesses, large and small
- Small business center or incubator
- Industry associations
- Chamber of Commerce
- Downtown organizations



Post-Disaster Strategic Planning

Analyze and prioritize

- Trends, major issues, unmet needs
- Issues in business re-entry, retention, small business, redevelopment
- Maximize external assistance to “build back better” for economic resilience

