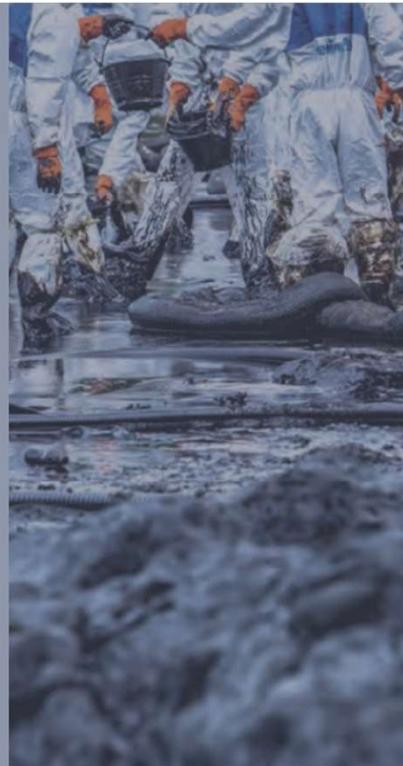




**South Florida Regional Planning Council**

*Proudly serving South Florida since 1974*

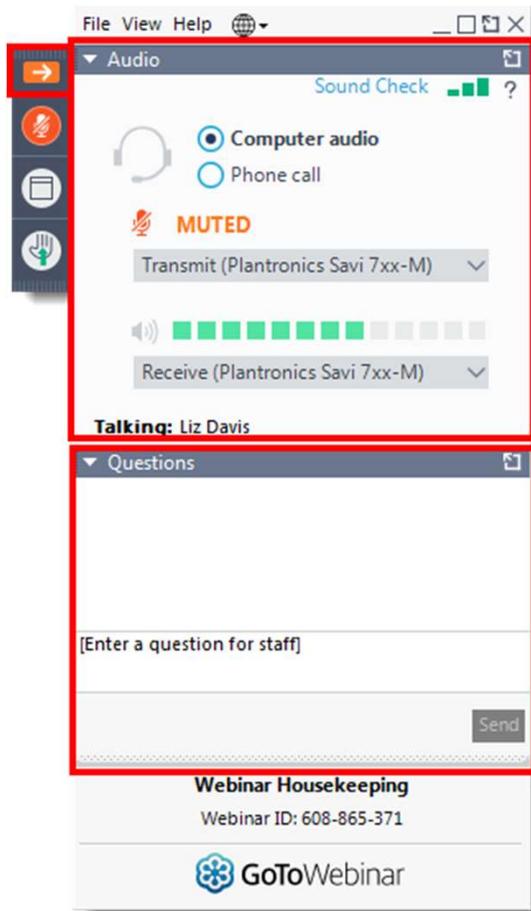


# LEADERSHIP IN TIMES OF CRISIS - BEST PRACTICES AND STRATEGIES

Thursday, October 21, 2021

10:30am - 12:00pm GoToWebinar

# GoToWebinar Housekeeping: Attendee Participation



## Your Participation

Open and close your control panel

Join audio:

- Choose **Mic & Speakers** to use VoIP
- Choose **Telephone** and dial using the information provided

Submit questions and comments via the Questions panel. For technical issues please contact Eralda Agolli or Alisha Lopez in a private message.

**Note:** Today's presentation is being recorded and will be provided once available.

Welcome



**Mario Bailey**  
Chair  
South Florida Regional  
Planning Council

## Counties in the Southeast Florida Region



Note: This map is for planning purposes only. All distances are approximate.  
Sources: FDEP, SFVMD, Miami-Dade, Broward, Palm Beach and Monroe Counties, SFRPC.

## Our Mission

- Regional planning agency for Monroe, Miami-Dade, and Broward counties
- Collaborative planning and development and implementation of regional strategies
- EDA-designated Economic Development District
- Regional planning & technical assistance
- Revolving loan fund programs
- Small businesses
- COVID-impacted businesses

# UPCOMING EVENTS



## THE FUTURE OF SOUTH FLORIDA'S WORKFORCE POST COVID - OBSERVATIONS, NEEDS, & STRATEGIES

NOVEMBER 9, 2021 | 1:00PM - 2:30PM | GO TO WEBINAR



[SFREGIONALCOUNCIL.ORG](http://SFREGIONALCOUNCIL.ORG) | [EAGOLLI@SFRPC.COM](mailto:EAGOLLI@SFRPC.COM)

Welcome



**Frankie Clogston, Ph.D.**

Vice President, Knowledge Management and Development  
International Economic Development Council

# Covid-19 Economic Recovery Strategies

10/21/2021

South Florida Regional Planning Council's  
Leadership in Time of Crisis Workshop

Frankie Clogston, PhD, Vice President

Knowledge Management and Development, IEDC



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COUNCIL



# About the International Economic Development Council

- The world's largest association for ED professionals, established 95 years ago, with 5,000+ members and network of 30,000+
  - Public state, regional, city and county EDOs, Chambers of Commerce, Small business development orgs, Redevelopment Educational Institutions & Non-profits, Consultants Utility companies
- Non-profit based in Washington DC
- Mission is to help people involved in economic development at all levels to do their jobs more effectively. When we succeed, economic developers help improve the quality of life in their communities

# About IEDC

- Expertise & Services:
  - Conferences and Networking
  - Professional Development & Certification
  - Technical Assistance and Research
  - Economic Development Journal, EDNow Newsletter
  - Legislative Monitoring
  - Accredited Economic Development Organization program
  - Economic Recovery Program\*





# Roles of EDOs in times of crisis

Economic development organizations, industry associations and chambers are vital resources to inform local government about business needs

They will advocate for recovery resources and should help identify gaps

They can increase your capacity, assist government in recovery efforts



# Best practice

## Establish lead organization in facilitating communication with businesses

- Coordinate outreach to re-connect with businesses (keep updated contact list)
- Coordinate post-disaster media strategies (manage the narrative)
- Build relationships, maintain current contacts with partner organizations
  - public sector, private sector, utilities, non-profit, faith-based
- Identify firms and industries that are at risk



## Business communications are core activities

- Local government leaders make emergency decisions that have a direct impact on business.
- These become part of emergency management and communication plans (e.g. tiered reentry)
- Incorporate business and industry considerations early



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Communicating  
with businesses  
is essential to  
recovery

- Rumors spread quickly and can lead to slower economic recovery
- Businesses may delay opening or move; they may be poached
- They will attempt to contact anyone for information
- How you communicate – or don't communicate can have a big impact on how quickly they recover

**WARNING**  
**Public Relations**  
**DISASTER AHEAD**



## Example: Superstorm Sandy

- Media stories left the impression that the entire New Jersey Shore was out of business
- Cape May and the Wildwood Boardwalk were unaffected and open for business
- The state waged a campaign to communicate “open for business” and inspire businesses and the community



## Key Steps in Developing Your Communications Plan



- Establish a base
- Maintain updated contacts
- Gather all facts
- Draft statements in advance of being asked
- Anticipate the tough questions
- Designate a spokesperson
- Disseminate information widely
- Maintain in contact with businesses



## Uniform, Credible Response

- Misinformation is harmful to businesses, the economy, and the community following a major disaster
- Providing timely, accurate information to businesses and the media will help to get the economy moving
- Consistent and accurate messaging from authorities builds confidence among community residents and business owners
- Establish your spokesperson
  - Prep the spokesperson: be creative, prepare for the worst



# Central Themes in Messages

- Publicize milestones: recovery successes, businesses returning and re-opening, ensure the story is about the whole affected region – not just the population center
- Consider hiring a PR firm in extreme cases



# Case Study: Grand Junction Area, CO

- 5-Star Program: joint effort between Grand Junction Area Chamber of Commerce, Mesa County Public Health Department, and local media
- aimed to increase consumer confidence in local businesses during the Covid-19 pandemic
- showcased local businesses that are committed to the health and safety of the community
- goal: keeping the community safe while still operating to the highest level of economic stability



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Grand Junction Area  
**CHAMBER**  
OF COMMERCE

# Case Study: Grand Junction Area, CO

- Due to the 5-Star Program, Mesa County was one of the first counties in Colorado to be granted a variance from the State of Colorado's COVID-19 mandates because of the outstanding mitigation plan under the 5-Star Program for businesses and the general public.



# Revitalization, Resilience, and Diversification



# Revitalization Process

- Leading community or neighborhood for change
- Assessing neighborhood needs
- Developing a shared vision
- Putting together a revitalization plan
- Identifying champions to drive improvements
- Mobilizing resources



# Assessing Revitalization Needs

## Information to gather:

- Estimates of property and equipment damage
- Economic activity loss
- Workforce disruption and loss
- Utility disruption
- Loss of suppliers
- Loss of customers
- Financial and technical assistance needs



# Economic Resilience and Diversification

- **Economic resilience programs** are efforts that seek to bolster a community's ability to withstand or avoid shocks
  - Means of assistance to improve resilience include: business continuity, business digital and financial literacy, economic diversification
- Resilience strategy should include economic development efforts to **diversify industries**



# Case Study in Resilience: Digital Main Street Initiative

- In 2016, the Toronto Association of Business Improvement Areas created the digital main street initiative (DMS) – **helped businesses avoid and withstand shock**
- DMS is a platform that helps small businesses grow their digital operations, providing access to trainings, grants, and assistance with digital transitions
- DMS helped local businesses open online storefronts during Covid to make them accessible to consumers
- operates in Ontario, Alberta and New Brunswick

## Helping Main Street Go Digital

A free digital "how to" guide to help you grow your business.



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# Case Study in Resilience: Digital Main Street Initiative

- During covid Toronto's hospitality, film and television industries took a hit
- In response to this, the city focused on DMS and the canadian government expanded this platform in June 2020
- Since this expansion, approximately 30,000 businesses have digitized their operations, helping them stay afloat



# Approaches to Economic Diversification

## Study

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

Create an ecosystem of support for entrepreneurs. Investing in entrepreneurship increases the likelihood that new companies will emerge

## Maximize

Maximize available assets – work with other counties and small cities to focus on potential new industries

## Develop and promote

Develop and promote target industries that match the strengths of your community





# Alternative Energy

1400 acre family timber farm is transformed into a solar farm in Early County.

## Industrial Park

After the 2011 tornadoes led to the loss of life and permanent jobs in the paper and timber industry, Wilcox County worked with federal, state and regional partners to attract a copper tube factory from China in 2013. In 2019, the company announced an expansion of 30 to 40 jobs for a total employment of 400 of which 80% of the workers are from Wilcox and neighboring Clark counties.



# Case Study in Diversifi- cation: Columbia, MO

- Columbia diversified in 2018 by revising its zoning code in a commercial and industrial improvement district, “The Loop”
- supported artisan manufacturers in this district to bring new energy and new types of business to Columbia
- the city used a partnership with the regional economic development authority to target rezoning



Photo Credits:  
@thelooptomo on instagram

# Case Study in Diversification: Columbia, MO

- Columbia has diversified in other ways, beginning with investments from 2018:
  - new commercial shared kitchen partnered with the regional economic development authority
  - makerspace in partnership with Moberly Area Community College
  - “makers-market” in person and on instagram
- These investments bring new opportunities to Columbia’s business sector



# Case Study: NEPIRC Accelerating Manufacturer COVID-19 Response, Readiness & Recovery (R3) Program

- Hanover, PA
- program mitigated Covid-19 effects for 1,000 mid-size manufacturers – helped them **withstand shock**
- NEPIRC provided necessary resources including online manufacturer impact assessments, and the creation of customized solutions and the provision of all-new technical services

# NEPIRC

*northeastern pennsylvania industrial resource center*



# Case Study: NEPIRC Accelerating Manufacturer COVID-19 Response, Readiness & Recovery (R<sub>3</sub>) Program

- allowed these manufacturers to:
  - return to operations following temporary closure;
  - maintain operational capability safely;
  - identify alternative suppliers;
  - solidify customer relationships;
  - rebound from the pandemic quickly and comprehensively.

***northeastern pennsylvania industrial resource center***



# Economic Impact Study

## Independent post-disaster economic impact study: useful tool

- 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, industrial, residential)
  - Damage to natural resources



# Concluding Thoughts

- EDO's can help economic recovery:
  - communicating with businesses
  - communicating with media
  - advocate for recovery efforts
  - create resilience programs
  - bolster business diversity



A woman with long dark hair is smiling and looking towards the camera. In the background, several other people are visible, some with their hands raised, suggesting a meeting or a Q&A session. The entire image has a blue tint.

# Q&A

Type your questions in  
the Q&A or chat box

# WELCOME



**David Hebert**

City Manager  
City of Oakland Park



**Alina T. Hudak**

City Manager  
City of Miami Beach



**Patti McLauchlin**

City Manager  
City of Key West



*Moderator:* **Mario Bailey**

Chair, South Florida Regional Planning Council



# Q&A

Type your questions  
in the Q&A or chat box