

# Best Practices in Economic Recovery, Resilience, and Diversification

*Eli Dile*



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL



# About the International Economic Development Council

- ▶ The world's largest association for ED professionals, established 92 years ago, with 5,000+ members and network of 30,000+
- ▶ Non-profit based in Washington, DC
- ▶ Mission is to help people involved in economic development at all levels to do the jobs more effectively
- ▶ When we succeed, economic developers help improve the quality of life in their communities



# Outline

- Disasters
- Business Retention and Expansion
- Economic Diversification
- Case Studies
- How IEDC Can Help You



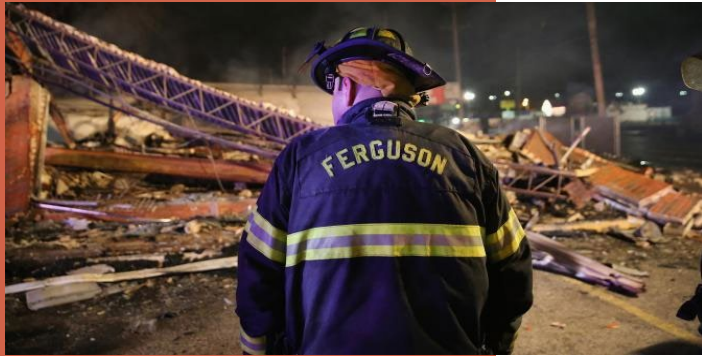
What  
happened  
on these  
dates?

- September 8, 1900
- December 7, 1941
- Summer of 1980
- September 11, 2001
- September 15, 2008
- December 14, 2012
- January 9, 2014



# What is a disaster?

Crises and disasters can suddenly damage your economy and scare businesses away. It can take years to recover...



- Natural disasters
- Man-made
  - Civil unrest, terrorism, power disruptions, hazardous materials, plant closures
- Technological
  - Cyber attacks, fraud and theft
- Business Pressures / Internal Issues



# Types of Disasters

- Agricultural disease and pests
- Business Pressures / Internal Issues
- Civil unrest
- Drought
- Emergency diseases
- Explosion
- Flood and flash flood
- Hail
- Hazardous materials
- High Winds
- Hurricane or tropical storms
- Landslides or debris
- Large employer closing
- Major employer downsizing
- Power service disruption & blackout
- Regulatory restrictions, Severe storms
- Sinkholes
- Terrorist attack
- Tornado
- Wildfire
- Winter or ice storms



# Business Retention & Expansion

- A program to build capacity for pre-disaster preparedness and post-disaster recovery can be an effective and flexible way to build community capacity, post disaster.



# Retention strategies after 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





# Discussion

**Does your community have a business retention and expansion program?**

**Has the business retention and expansion program been used as a recovery strategy?**



# Business Retention & Expansion: Post-Disaster

- Facilitate problem-solving for business recovery challenges (case management)
- Conduct post-incident impact assessment (through surveys, listening sessions, etc.)
- Convene workshops for area businesses related to common post-incident recovery issues



# Business Retention & Expansion Outreach

- Mail surveys
- Email or web-based surveys
- Site visit using volunteers
- Site visits using economic development practitioners
- Combination model



# Partnering with Community Colleges

- Three Partners:
  - Copperas Cove (Texas) Economic Development Corp.
  - Central Texas College (CTC) Business Department
  - Students in Free Enterprise (SIFE) program
- Students volunteered to be trained to conduct interviews with 45 local businesses.



# Economic Gardening

- Provides competitive business intelligence as a way to help companies grow
- Sophisticated data mining assistance
- Geographic information systems (GIS)
- Economic developer acts as facilitator
  - Leveraging public and private sector resources



*Chris Gibbons, founder of Economic Gardening concept*



# Reviving Maine's Forest Industry

- Five paper mills have closed since 2011, and more than 2,400 workers lost their jobs.
- FOR/Maine is a coalition of industry, communities, government, education, and non-profits rebuilding the sector.
- Exploring new wood products as demand for paper shrinks.
- EDA-funded Maine Mass Timber Commercialization Center at University of Maine.
- 2017 EDA team recommended seven strategies:
  - 1. Industry-wide strategic plan
  - 2. Transportation analysis
  - 3. Commercialize new products
  - 4. Explore markets for product residuals
  - 5. Workforce development, building new skills
  - 6. Redevelop vacant mills
  - 7. Broader livability initiatives
  - 8. Invest in long-term community infrastructure



# Industry Support During a Downturn: Fishing as a Model

- Convene business owners to understand needs
- Address financial literacy
- Build resilient infrastructure
- Study skill transferability (skills shed analysis)
- Gauge attitudes on entering new industries (part-time or permanently)
- Promote entrepreneurship
- Don't neglect mental health



# Economic Diversification





# Need for economic diversification

- The decline or loss of a major industry or employer can collapse economies
- Resilience strategy should include economic development efforts to **diversify industries**
- GOAL: When one industry is down, others can carry you



# Targeted Industries Discussion

- *What are Calhoun, Jackson, and Liberty Counties' primary industries?*
- *What are your targeted industries?*



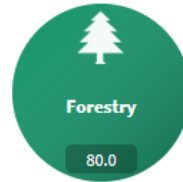
# U.S. Cluster Mapping Tool – Calhoun County



## Cluster Portfolio, 2016

The Cluster Portfolio page illustrates the strongest **1** traded clusters in this region, as well as its top performing traded and local clusters.  
Click the link below to view the full set of charts.

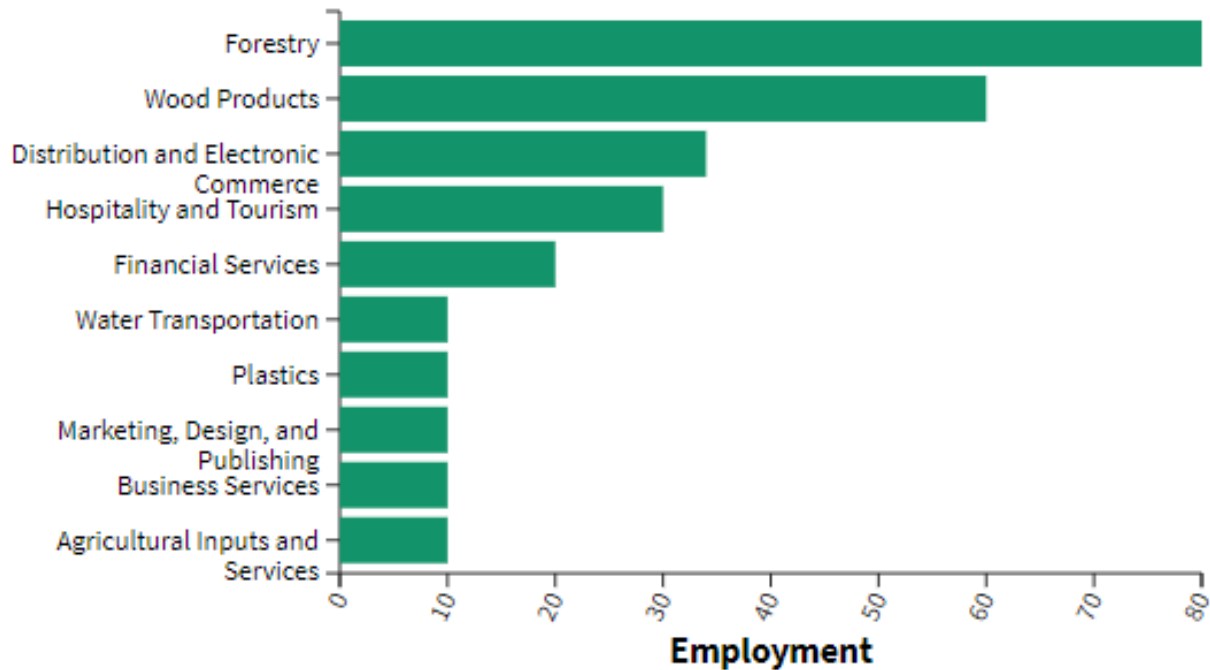
**1**  
Traded  
Clusters



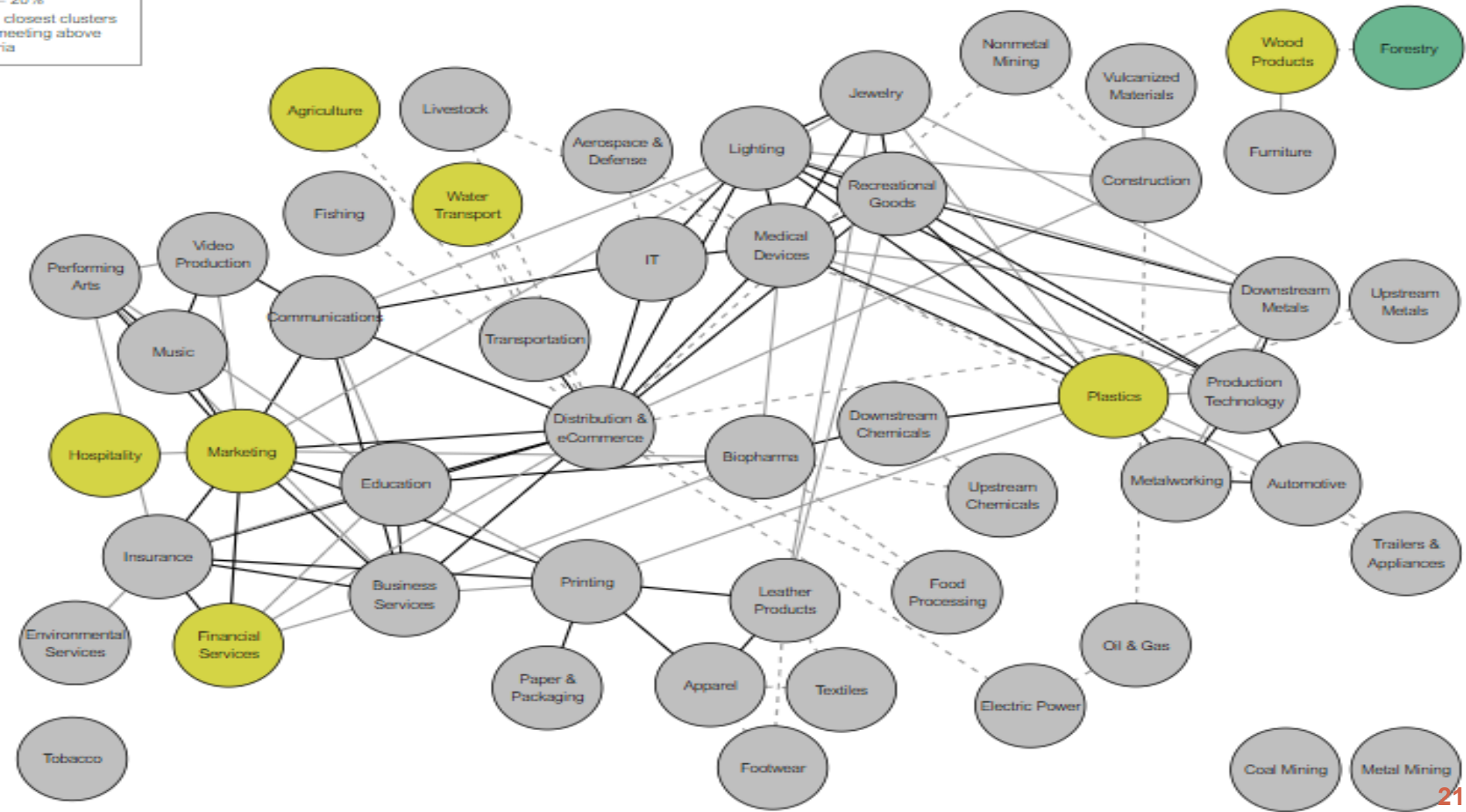
[http://clustermapping.us/region/county/calhoun\\_county\\_fl](http://clustermapping.us/region/county/calhoun_county_fl)

# U.S. Cluster Mapping Tool – Calhoun County

## Top Clusters by Employment



closest clusters  
meeting above  
ia

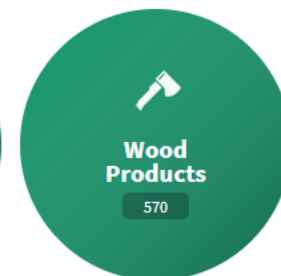
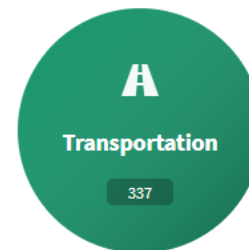
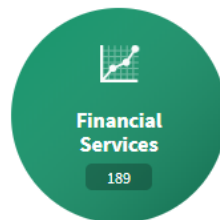


# U.S. Cluster Mapping Tool – Jackson County

## Cluster Portfolio, 2016

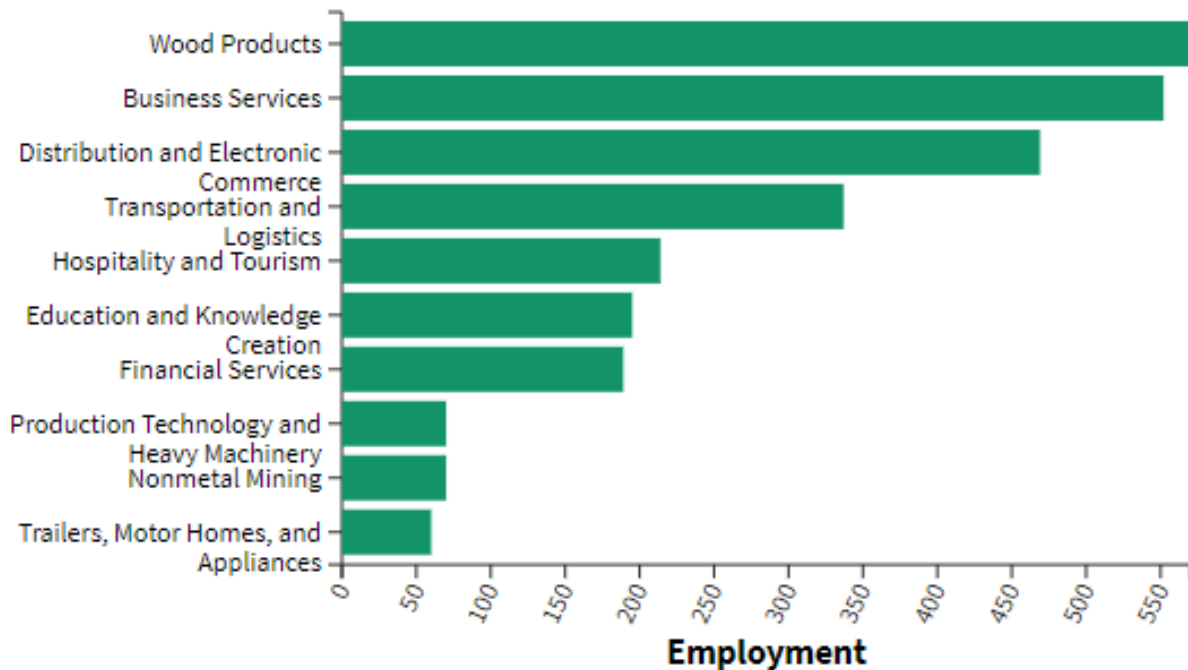
The Cluster Portfolio page illustrates the strongest <sup>+</sup> traded clusters in this region, as well as its top performing traded and local clusters. Click the link below to view the full set of charts.

4  
Traded  
Clusters

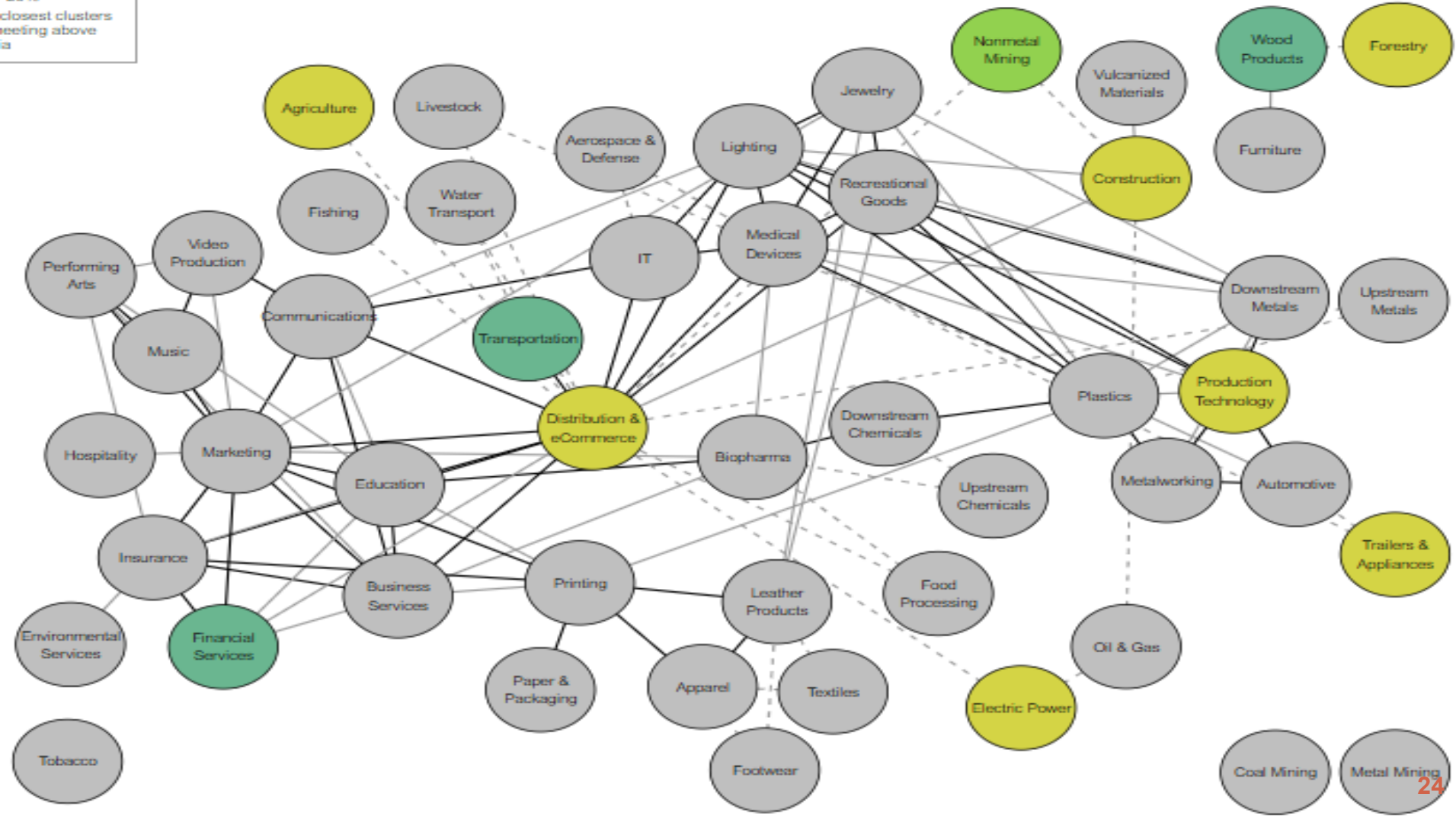


# U.S. Cluster Mapping Tool – Jackson County

## Top Clusters by Employment



Closest clusters  
meeting above  
criteria




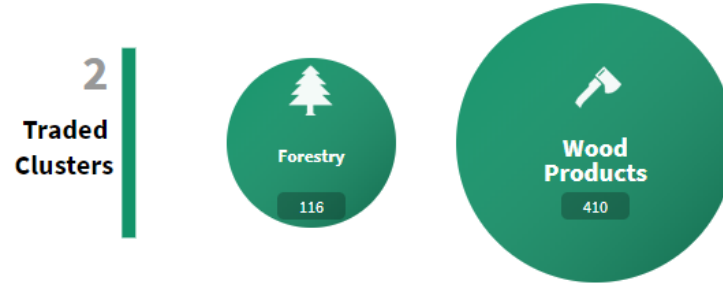


# U.S. Cluster Mapping Tool – Liberty County



## Cluster Portfolio, 2016

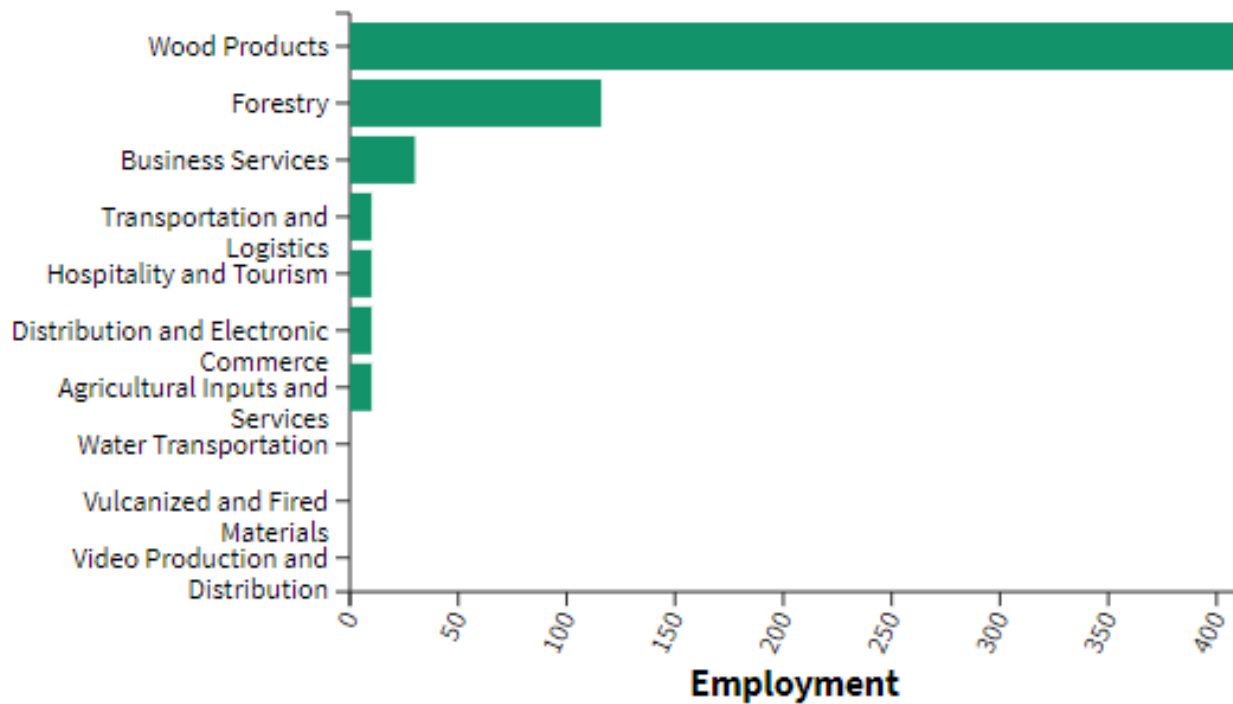
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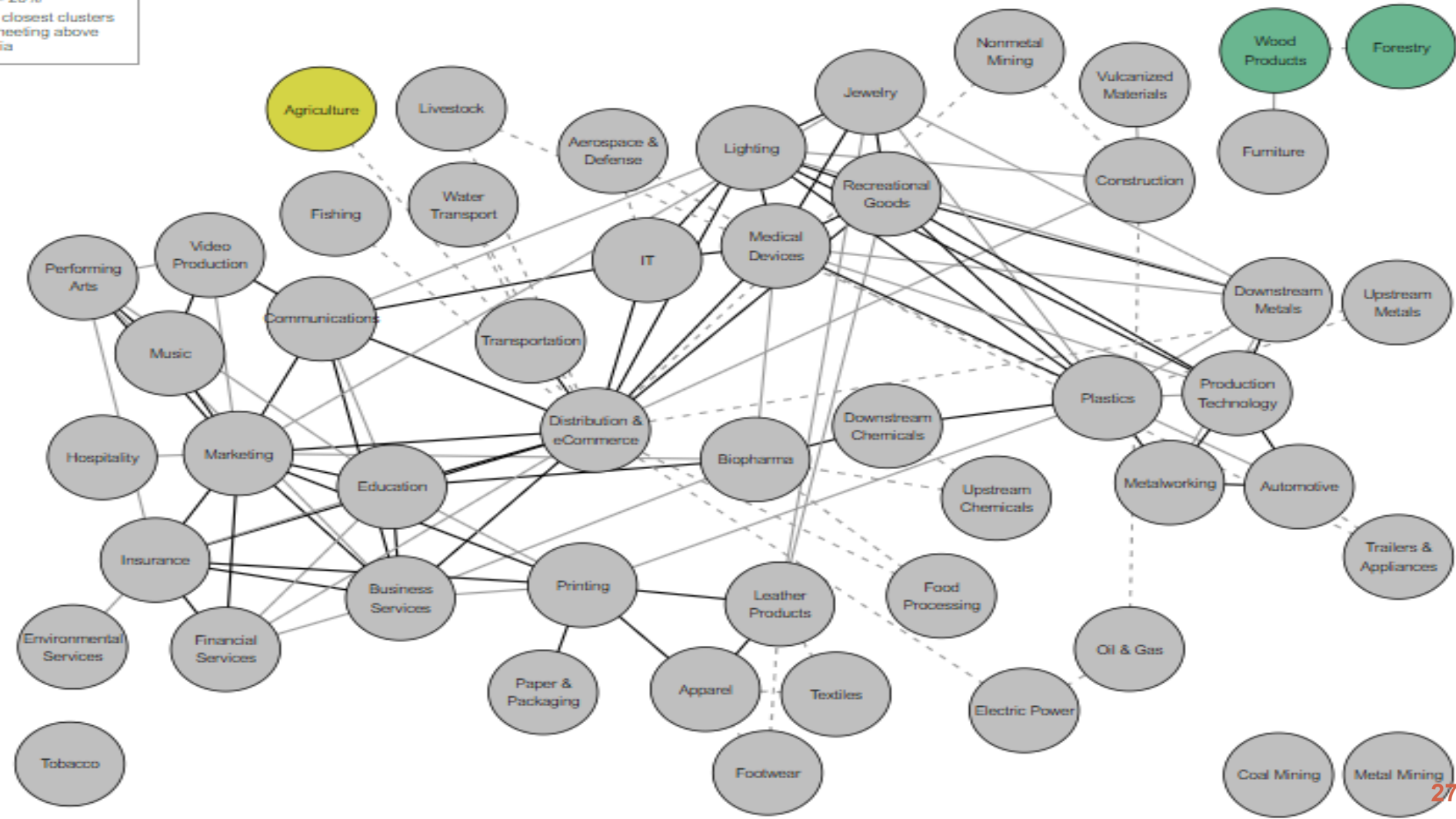
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# U.S. Cluster Mapping Tool – Liberty County

## Top Clusters by Employment



closest clusters  
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ia



# 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

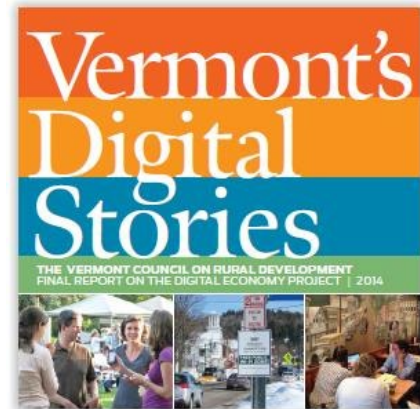


# Case Studies in Economic Recovery



# 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



# Case Study: Cedar Rapids, Iowa

## Strategies for Recovery:

- Cedar Rapids Small Business Recovery Group—a unified voice
- Five-year one percent local option sales and services tax (LOST) with an estimated revenue of \$78 million
- “Adopt-a-Business” program
- Business Long Term Recovery Initiative—a case management program
- “Welcome Back” downtown initiative
- Buy local campaign





# Case Study: Oklahoma City MAPS

- In 1991, Oklahoma City lost out on a 5,000-job United Airlines maintenance facility.
- Company leaders said they just “couldn’t see themselves living in Oklahoma City.”
- Compelled OKC Chamber to lobby for the Metropolitan Area Projects Plan (MAPS), a penny-on-the-dollar LOST.
- Radically transformed the city with \$63 million for downtown baseball stadium, performing arts spaces, library, convention center expansion, and revitalized waterfront.



# Case Study: RLFs in Action - Vermont Farm Fund

- Hurricane Irene hit the Connecticut River Valley of Vermont in August 2011.
- As of November 2013, 98 percent of loans were repaid, with none in collection.
- The fund now provides loans for non-emergency business needs and to launch new farming/food business operations.
- Bottom line: RLF can be a sustainable source of finance. (Some EDOs draw a significant portion of their budgets from RLF income.)



# Case Study: Building Back Better with Packaged Funding

- **Bayou La Batre, Alabama**
  - Pop. 2,639
- Seafood capital of Alabama (also setting for Forest Gump) had 23 seafood processors
- Relied on a waste processing facility destroyed during Katrina
- Local Seafood Co-op leaders rebuilt an eco-friendly waste processing facility funded by:
  - \$3.2 million U.S. Dept of Commerce grant
  - \$250K from State of Alabama
  - \$30K from Mobile County
  - \$750K from Farmers Market Authority



# Case Study: Building Back More Resilient

- **Hackleburg, Alabama**
- Pop. 1,494
- EF5 tornado destroyed 30 of the town's 32 businesses in 2011
- Wrangler, the largest employer lost its building. Clothing from the site was strewn over several counties!
- The firm remained committed to the town and build back with more than 225 jobs. The State gave financial assistance.



# Case Study: Building Back More Resilient

- **Hackleburg Mayor Waymon Cochran** envisioned long-term efforts to build back a more diversified economy. He engaged FEMA's Long-Term Community Recovery team to help develop local working groups.
- Projects that emerged from the plan included:
  - Established a Community Development Corporation 501(c)3
  - Conducted an economic development and market analysis
  - Main Street Corridor Study
  - Revitalizing the downtown with a history center, a park, farmer's market, trail system and amphitheatre
  - New High School
  - Downtown mixed-use development and housing



# 2012 Hurricane Sandy, New Jersey - \$62B damage

- Media left the impression that the entire New Jersey Shore was out of business
- Yet some tourist areas were unaffected
- The state waged a campaign to communicate “open for business” and inspire businesses and the community
- As a result, Cape May captured 12 million in tourists that year



# Celebrating Success



# How IEDC Can Help Your Community

The screenshot shows a web browser displaying the website [restoreyoureconomy.org](http://restoreyoureconomy.org). The browser's address bar and tabs are visible at the top. The website's header features the logo for RESTORE YOUR ECONOMY .ORG and the tagline "Disaster Preparedness • Economic Recovery • Resilience". A search bar is located to the right of the tagline. Below the header is a blue navigation bar with links for Home, About, Preparedness, Recovery, Resources, Events, and Contact Us.

The main content area features a large banner image of a road with yellow lines forming a triangle, with the text "ROAD TO RECOVERY" overlaid. To the right of the banner is a dark blue box with white text that reads: "Do you need some tips on transitioning from the response to recovery stages? Download *Practical Advice for Transitioning to Recovery* More".

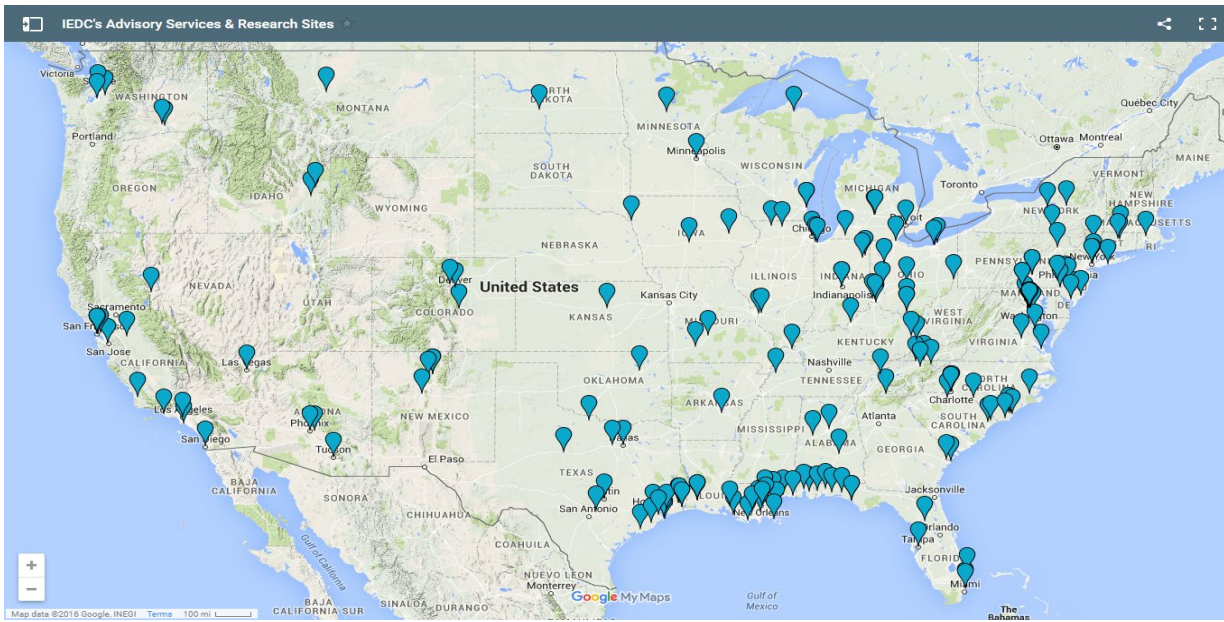
Below the banner is a "News & Resources" section with two articles, each accompanied by a globe icon:

- Community Colleges' Roles in Economic Diversification**  
This trio of papers was developed to explore the various ways that community colleges aid the economic diversification of their service areas. The papers were developed in partnership with the American Association of Community Colleges, wit...[more]
- IEDC's Heartfelt Condolences to Those Impacted by Recent Hurricanes & Tropical Storms**  
IEDC's board of directors and staff send our heartfelt sympathies and prayers to those who are being impacted by the recent hurricanes and tropical storms, including Harvey, Irma, Maria, Jose and other catastrophic and unprecedented events...[more]

On the right side of the page, there is a "Welcome" section with a dark blue header. The text below reads: "RestoreYourEconomy.org provides resources and best practice information for public and private stakeholders who are seeking to rebuild their local economies after an economic disruption, be it a natural disaster or man-made crisis, as well as assisting the business community in preparing for a disruption. It is a one-stop shop of disaster preparedness, post-disaster economic recovery, and economic resilience resources, tools, event announcements as well as opportunities to connect with peers through social media groups."

The bottom of the screenshot shows the Windows taskbar with several open applications and the system tray displaying the date and time as 10:01 AM on 1/24/2018.





# IEDC's Economic Recovery Program

# Volunteer Deployment



Volunteer Program - Post-Katrina Economic  
Recovery (2005-2008)  
Deepwater Horizon – Oil Spill



# Volunteer Program for Florida

- 2-year grant from US Economic Development Administration
- IEDC will coordinate volunteer matching based on need and travel
- More than 140 volunteers
- Volunteer deployment can be for 1 week at a time
- We can also send a team to help give you ideas for long-term recovery and resiliency



# Possible types of support

- Advice and developing actions plan for implementing economic recovery
- Identifying economic recovery priorities for your community
- Conducting business retention and expansion visits
- Assessing economic diversification strategies
- Assisting businesses with continuity planning
- Post-disaster communication and marketing strategies
- Downtown and main street revitalization analysis
- Facilitating stakeholder meetings for economic recovery
- Assisting with the development of small business finance tools
- Research on recovery best practices



# Past Projects in Florida

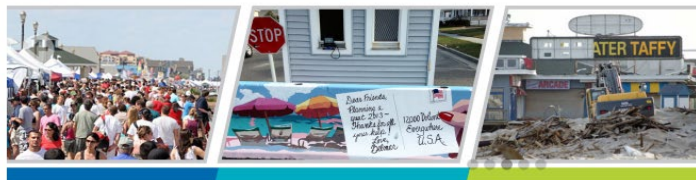
- Analysis of development's impact on main street revitalization
- Workforce development analysis
- Developing a marketing strategy to attract year-round talented workers
- Meeting with business groups on their recovery efforts and needs to advise county economic recovery leaders plus 1/2 day training
- Conducting business retention visits



# Restore Your Economy .org



## RECREATING DESTINATIONS: Rebuilding the Tourism Industry after Disaster



Download the White Paper  
Today!

[Click Here to Download](#)



### News & Resources



#### Upcoming March Webinar: Establishing a 501c3 for Economic Development & Recovery

February 11th, 2014

Join IEDC on March 13th for the Establishing a 501c3 for Economic Development & Recovery webinar. In communities that have demonstrated resiliency in facing a major crisis, economic developers have often pointed to the creation of a str...[\[more\]](#)



#### Upcoming Training - Seeing Businesses Through the Storm: The How-To's of Business Continuity

January 24th, 2014

Join the International Economic Development Council (IEDC) in New Bern, NC for a day-long, interactive workshop to learn the basics of how to deliver hands-on business continuity training for small businesses in your community. Designed ...[\[more\]](#)



#### Case Studies in Small Business Finance Following a Disaster

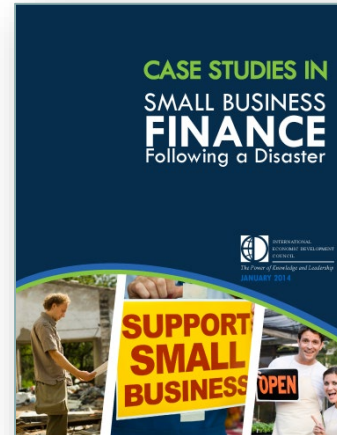
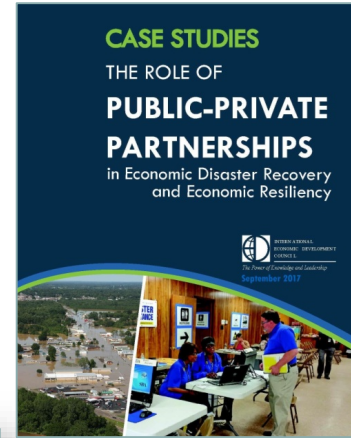
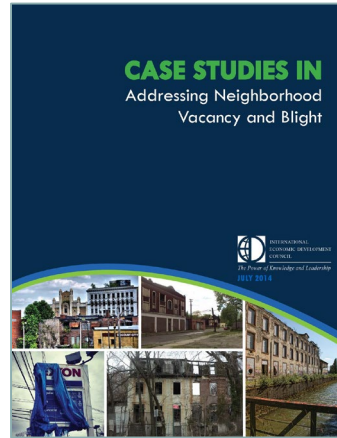
### Welcome

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It is a one-stop shop of disaster preparedness and post-disaster economic recovery resources, tools, event announcements as well as opportunities to connect with peers through social media groups.

[More](#)

# Quick read papers



# A Toolkit for Economic Recovery & Resiliency

Sponsored by  
US EDA



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL



A Toolkit for Economic Recovery and Resiliency





# Business Assessment

Please share with your  
business community!

- Survey designed to gauge current business health and what assistance is needed going forward.
- Available online at:  
<https://www.surveymonkey.com/r/MichaelImpacts>



# Conclusions

- Keep a Broad Perspective
- Enlist the help of recovery groups
- Think about building back better
- Get your plans and project ideas ready for incoming resources
- Lastly....Patience!



***“When you are in the middle of it, it doesn’t make sense. But you have to catch your breath and think about how you want to rebuild your community.”***

– Rick Duquette, Grand Forks City Administrator

