Intentions of the Framework

- **A way to see the path forward** through the COVID-19 crisis – thinking ahead 3, 6, 18 months and beyond
- **Structure and ideas** that may be helpful – each town can customize, improvise
- **Dynamic** – expect Framework to evolve weekly as conditions change
Assumptions

- Three to six month period of extreme disruption; 12 to 18 month resumption of most economic activity in phases
- Background trends remain positive long-term, yet pandemic will create shifts in many sectors
- Framework for navigating the turbulence – 1) short-term stabilization; 2) recovery and 3) new normal
- Spotlight on economic & racial inequities; increased need to address
- Organizational response – need to pivot resources, skills and approaches through each phase
Framework Overview

- **Stage 1: Stabilization** – Next Three to Six Months
- **Stage 2: Recovery** – Next Three to 18 Months
- Stage 3: New Normal – Beyond 18 Months
- **Organizational responses** for each stage
Stage 1: Stabilization – Next 6 Months

Requires downtown management organizations to establish boundaries, focus on priorities, potentially cut or defer services and place energy in efforts that have the highest probability of success.
Stage 1 Stabilization: Actions

- Redefine downtown organization value proposition
- Information & support
- Inventory of businesses/tenants
- Locally-focused promotions
- Interventions & troubleshooting
- Mobilize support for front line workers and hardest hit populations/sectors.
Stage 1 Stabilization: Actions Con’t

- Decision-making tables/advocacy
- Anticipate permanent closures
- Keep it clean and safe
- Prepare for phased release & activities
- Understand market strengths & vulnerabilities
Stage 1: Organizational Response

- Identify cash reserve, reallocate/postpone expenditures – essential operations and cushion for the unknown ahead
- Understand federal/state assistance programs
- Solidify local partnerships
- Reallocate effort/resources to economic stabilization
- Relationships – one-on-one with stakeholders, trouble-shooting & interventions
- DCI – tailored programming/webinars to assist downtown managers
- Local market promotions & visibility
Stage 2: Recovery – Next 3 to 18 Months

Anticipate phased re-opening, local and regional markets most accessible, anticipate political shifts and increased importance for economically disadvantaged populations.
Stage 2 Recovery: Actions

- Continue information, support, inventory & intervention
- Create/strengthen local volunteer platforms
- Promotions to lure local and regional markets
- Phase in events proportional to confidence in public health
- Forge new alliances with property owners, influencers
- Test new concepts in vacant storefronts
Stage 2 Recovery: Actions Con’t

- Mobilize business community to address equity issues
- Explore procurement opportunities to support small businesses
- Consider new options/flexibility for affordable living options
- Create a locally-funded recovery investment fund
- Strategic planning to set a new course
- Identify funding as local tax base recovers
Stage 2: Organizational Response

- All Stage 1 adjustments plus...
- Develop longer-term funding strategy, diversify
- Expand local market promotions and visibility
- Strengthen internal research/advocacy to represent all downtown interests
- Create locally-based special events that instill pride and ownership
- Strategic planning to align organization with a revised vision/plan