



# **Economic Development Advisory Committee**

**March 13, 2019**



# Agenda

## Economic Development Advisory Committee

Market Station at the Railyard  
500 Market Station, Suite 200

Wednesday, March 13, 2019  
11:00 AM – 1:00 PM

- I. PROCEDURES
  - A. Roll Call
  - B. Approval of Minutes
    - 1. February 13, 2019
  - C. Approval of Agenda
  - D. Approval of Consent Agenda
- II. CONSENT AGENDA (None)
- III. ACTION ITEMS (None)
- IV. INFORMATIONAL ITEMS
  - A. Review Draft Economic Development Plan for Feedback – Matt Brown, Director of Economic Development, [mpbrown@santafenm.gov](mailto:mpbrown@santafenm.gov), 955-6915.
- V. ITEMS FROM THE COMMITTEE
- VI. ITEMS FROM STAFF
- VII. ITEMS FROM THE CHAIR
- VIII. ITEMS FROM THE PUBLIC
- IX. ITEMS NEXT MEETING DATE – **April 10, 2019**

Persons with disabilities in need of accommodation, contact the City Clerk's office at 955-6520, five (5) working days prior to meeting date.

**RECEIVED AT THE CITY CLERK'S OFFICE**

**DATE: March 5, 2019**

**TIME: 4:42 PM**

# Minutes

**SUMMARY OF ACTION  
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE  
MARKET STATION AT THE RAILYARD  
500 MARKET STATION, SUITE 200  
WEDNESDAY, FEBRUARY 13, 2019, 11:00 AM**

<b><u>ITEM</u></b>	<b><u>ACTION</u></b>	<b><u>PAGE</u></b>
<b><u>PROCEDURES</u></b>		
CALL TO ORDER		1
ROLL CALL	QUORUM	1
APPROVAL OF MINUTES	APPROVED	1-2
APPROVAL OF AGENDA	APPROVED	2
APPROVAL OF CONSENT AGENDA	NONE	2
CONSENT AGENDA	NONE	2
<b><u>ACTION ITEMS</u></b>	NONE	2
<b><u>INFORMATIONAL ITEMS</u></b>		
NMEDD FUND-IT OVERVIEW	INFORMATION/DISCUSSION	2-3
REVIEW DRAFT ECONOMIC DEVELOPMENT PLAN FOR FEEDBACK	POSTPONED	3
ITEMS FROM THE COMMITTEE	NONE	4
ITEMS FROM STAFF	INFORMATION/DISCUSSION	4
ITEMS FROM THE CHAIR	INFORMATION/DISCUSSION	4
ITEMS FROM THE PUBLIC	NONE	4-5



**NEXT MEETING DATE**

**MARCH 13, 2019**

**5**

**ADJOURN**

**ADJOURNED**

**5**

**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE  
MARKET STATION AT THE RAILYARD  
500 MARKET STATION, SUITE 200  
WEDNESDAY, FEBRUARY 13, 2019, 11:00 AM**

**I. PROCEDURES**

**A. CALL TO ORDER**

The meeting of the Economic Development Advisory Committee was called to order by Councilor Roman Abeyta, Chair, at 11:00 am on Wednesday, February 13, 2019 at Market Station at the Railyard, 500 Market Station, Suite 200, Santa Fe, New Mexico.

**B. MEMBERS PRESENT**

Councilor Roman Abeyta, Chair  
Holly Bradshaw-Eakes  
Kate Kennedy  
Tamara Duran  
Robert Lurcott  
Sean O'Shea  
(1 vacancy)

**MEMBERS ABSENT**

Helen Brooks, Excused  
Dr. Camilla Bustamante, Excused  
John Fiens, Excused

**OTHERS PRESENT**

Matt Brown, Economic Development Department  
Rich Brown, Economic Development Department  
Fabian Trujillo, Economic Development, City of Santa Fe  
Johanna Nelson, Finance Development Specialist, NMEDD  
Simon Brackley, Santa Fe Chamber of Commerce  
Bruce Bradford  
Elizabeth Martin, Stenographer

**B. APPROVAL OF MINUTES  
DECEMBER 17, 2018**

**MOTION** A motion was made by Ms. Kennedy, seconded by Ms.

Bradshaw-Eakes, to approve the minutes as presented.

**VOTE** The motion passed unanimously by voice vote.

**C. APPROVAL OF AGENDA**

Mr. Trujillo said we would like to postpone item B for discussion at our March meeting so that we can focus on that.

**MOTION** A motion was made by Ms. Kennedy, seconded by Mr. Lurcott, to approve the agenda as presented.

**VOTE** The motion passed unanimously by voice vote.

**D. APPROVAL OF CONSENT AGENDA**

None.

**II. CONSENT AGENDA**

None

**III. ACTION ITEMS**

None

**IV. INFORMATIONAL ITEMS**

**A. NMEDD FUND-IT OVERVIEW**

Mr. Trujillo said this program was started to bring different funding agencies together to help with funding for predominately infrastructure.

Ms. Nelson stated that her presentation is in the packet. She reviewed the presentation.

Ms. Nelson said this is an informal group created numerous years ago. Communities struggle across the state to find funding for infrastructure in economic development. The idea was to gather all the funding entities that exist in the State, State and Federal, and get them together with heads of experience. This group meets quarterly and looks at presentations from communities who pitch their projects and ideas and get input from the group and possible funding opportunities. Last year this group funded 8 projects at a commutative amount of \$20 million. It was similar in 2017. The group does not have funds, but the partners do. We have 14 funding partners.

Our new project is a New Mexico Resource Map. It is a service we are providing where you can click on each category of project and other filters and see a list of eligible funding sources. It is still version 1.0 and needs a bit of editing, but is a tool to use.

Ms. Nelson said she would also like to mention their Credit Enhancement Program for businesses that lack collateral. The State can purchase a CD to fill the gap for collateral for a business to get a loan. It is our effort to get capital to the undeserved markets.

Ms. Bradshaw-Eakes asked what is your participation. How many show up at a meeting.

Ms. Nelson said we have pretty high attendance from funders. If they are not there they are on the phone. Probably 11 out of the 14 are usually at the meetings. Usually we have 30 to 40 public in attendance. It is a great opportunity for them to meet face to face with funders.

Ms. Bradshaw-Eakes said keep up the good work. Your Webinars are wonderful. You are doing a great job. It is terrific to have a knowledge bank.

Ms. Nelson said the process is simple. It is just a 2 page application on line.

Mr. Lurcott said housing is on the list. What sort of housing related projects have you done.

Ms. Nelson said mostly low income. HUD and MFA are participating in the group. We do connect with housing projects. She can get him an example. She thinks there was one in 2015.

Mr. Matt Brown said awesome. He thought with the resource map and Webinar if you could put a button we can copy and paste into our website to point back to you that would be great. Given that you are probably serving a lot of businesses who do not have collateral. How hard is it to qualify for this.

Ms. Nelson said we are not lending the money. If the bank is willing to do the deal we do an analysis and if they need collateral then we can step in. There are a number of qualifiers. We use the socially disadvantaged groups that SBA uses. \$250,000 or 50% is the maximum participation.

Chair Abeyta said thank you. We appreciate your presentation.

## **B. REVIEW DRAFT ECONOMIC DEVELOPMENT PLAN FOR FEEDBACK**

Postponed.

## **V. ITEMS FROM THE COMMITTEE**

None.

## **VI. ITEMS FROM STAFF**

Mr. Trujillo welcomed Sean O'Shea to his first meeting.

Chair Abeyta welcomed Mr. O'Shea and Mr. Lucott and Ms. Duran who started with the Committee a couple of months ago. He looks forward to the work we have to do together. He is looking forward to reviewing the Economic Development Plan and giving feedback.

Everyone introduced themselves.

## **VII. ITEMS FROM THE CHAIR**

Chair Abeyta said he received an email from Jim Loeb with comments about item B. He sent the comments to Matt and Fabian.

Mr. Matt Brown said he had been communicating with Mr. Loeb.

Chair Abeyta asked about having a public hearing on the Economic Development Plan to allow for public input.

Mr. Matt Brown said he would prefer to use our time working as a team in March. It is great if the public is here, but he would prefer not to have a public hearing.

Chair Abeyta said that is fine, but he would like to reserve the right to have a public hearing at some point if we decided to do so.

## **VIII. ITEMS FROM THE PUBLIC**

Mr. Brackley said on April 18<sup>th</sup> we are having our job fair and business expo from 9:00 am to 3:00 pm. He would like to encourage your attendance and your assistance in getting the word out. Thank you for this opportunity Mr. Chairman.

Ms. Kennedy asked how much are booth rentals and where can we get more information.

Mr. Brackley said the booth rentals are on a sliding scale with a range. The least expensive is \$150.00. You can find more information on our website [santafechamber.com](http://santafechamber.com).

Mr. Matt Brown said Liz will put the information out as well.

**IX. NEXT MEETING DATE  
MARCH 13, 2019**

**X. ADJOURN**

There being no further business before the Committee the meeting adjourned at 11:30 am.

---

Councilor Roman Abeyta, Chair

---

Elizabeth Martin, Stenographer

# **Informational Items**

# 2019 – 2022 Economic Development Plan Santa Fe, New Mexico

*“Evolving the Economy of the Most Creative City in America”*

**Prepared by:**  
**City of Santa Fe Office of Economic Development**

**Matt Brown, Director**  
**Rich Brown**  
**Elizabeth Camacho**  
**Jessica Sandoval**  
**Fabian Trujillo**



# Table of Contents

- Introduction
- Context
- Definitions & Resources
- Current Situation
- Strategic Framework
- Initiatives - Active & Starting Soon
- Appendix
  - Stats and Data
  - Initiatives - On Back Burner (not currently included in plan)



# Introduction

## *New Mexico is the Land of Enchantment, and Santa Fe is its Capital*

**Aligned to the Santa Fe spirit and vision, the purpose of Office of Economic Development (OED) is to *cultivate and catalyze opportunity for everyone*. We use our talent, tools and resources to create conditions for the economy to evolve and expand so that all residents increase wealth and well-being as our community becomes increasingly equitable, our environment is enhanced, and the best of our heritage and culture flourishes into the future.**

**For decades, city government has worked to galvanize a vibrant economy that is inclusive, diverse, and resilient. One that provides ample choice and chances for people to build businesses and have jobs that support a healthy, happy life. The 2004 Angelou Plan and later additions focused OED on business growth (i.e. retaining and growing existing businesses), entrepreneurship, workforce development, marketing and sites & infrastructure. The 2017 Crossroads Report catalogued the successes and limitations of OED over the years.**

**Much of the prior plans and strategies are relevant today, since the work of cultivating a strong economy is never-ending and driven by factors that have existed for generations. However, new ideas and strategies need to be used going forward, perhaps most notably, actively recruiting companies that are a good fit for Santa Fe and taking a more “bottoms up” approach to growing new industry sectors.**

**Taking stock of what has worked and not worked in OED’s past, examining best practices from other cities, and incorporating numerous sources of community engagement, market research and trend forecasting, we offer the following strategic framework and priorities to guide our work today and into the future.**

# Context

# City Government - Purpose Statement

***We give our best every day  
to help everyone in our city live their best lives***

# Santa Fe City Charter & Quality of Life Ambitions

- ❖ Preserve and protect human rights and dignity
- ❖ Protect, preserve and enhance natural endowments
- ❖ Encourage resource reduction, reuse and recycling
- ❖ Promote and maintain aesthetic and humane urban environment
- ❖ Protect, preserve and enhance water resources
- ❖ Be sensitive and respectful to cultural and neighborhood heritage
- ❖ **Support local business, strong local entrepreneurial spirit and an enduring local economy that respects right to earn a living wage**
- ❖ People in Santa Fe are Healthy
- ❖ Santa Fe is a Safe Community
- ❖ Santa Fe has a Clean, Attractive and Sustainable Environment
- ❖ People in Santa Fe Achieve Their Full Potential
- ❖ Santa Fe is a Great Place to Live, Work and Play
- ❖ Santa Fe has a Fair, Just and Equitable Society
- ❖ **Santa Fe's Economy is Diverse and Prosperous**

# City Government - 5-10 Year Vision

***New Mexico is the Land of Enchantment, and Santa Fe is its Capital.***

**We are a community founded in faith, illuminated by love and rooted in respect. An intersection of contrasts that inspire creativity, strength and beauty. A place of generosity, compassion and belonging. Santa Fe even transcends place.  
We not only live in Santa Fe. We feel Santa Fe.**

**Santa Fe is where we live history. It is also where we make history. Santa Fe is our home.**

**We envision a government that serves and enriches Santa Fe. We honor and protect our special heritage, culture and environment, while adapting, changing, and evolving in order to help build a brighter future. A future where everyone has more choices and chances to have a happy, healthy life. We want to be a government that residents trust because we are transparent, equitable, collaborative, and compassionate. A government that consistently delivers results that matter.**

**We will build a work culture where all employees are valued for their talents and hard work. Our expectations are high, and we work together to achieve them. We will be a modern government that is technologically savvy, financially sound, and highly adaptable, proactive and accountable. We will deliver superior service for each other and our community. We commit to treat everyone with respect, dignity, and kindness. We are optimistic about the future, even though we know there will be challenges we will need to rise above.**

# City Government - Guiding Principles

## **Be a Supportive Problem-Solver:**

Advance solutions to our challenges and opportunities by working creatively, collaboratively, and steadfastly without blame, divisiveness, or negativity.

## **Be Kind, Accountable and Honest:**

Operate with kindness, transparency, clarity, and candor in service of each other and our community.

## **Be Helpful to All:**

Enable and empower colleagues and residents to achieve their full potential with optimism, ingenuity, compassion and reliability.

## **Be a Social Justice Protector:**

Promote social justice, equity, inclusivity, and fairness for all—while opposing any and all forms of discrimination.

## **Be an Environmental Leader:**

Achieve sustainable environmental quality with deep appreciation of our natural environment and healthy ecosystems.

## **Be a Culture Advocate:**

Honor and enhance the cultural, historical, artistic, and creative wellsprings of our communities.

## **Be Financially Responsible:**

Provide prudent fiscal management of public funds and assets with an eye toward the legacy we are leaving those who will come after us.

## **Be an Economic Catalyst:**

Create conditions and advocate for widespread, across-the-board, accessible and diverse economic opportunities for all.

# City Government - 3-Year Missions

## **We have high-performing government that consistently delivers great results**

We have completed a 2-year Government Modernization project. This is a comprehensive, professionally managed organizational design and development project addressing strategy & goals, structure, talent, tools & processes, rewards & incentives, and artifacts like space, rituals, symbols and story-telling. The ultimate goal is to overhaul our government so that we are a high-performing team who love working here because we have a great culture that powers us to consistently deliver great results for our community. We will be agile & adaptable, fast & effective, responsible & efficient, transparent & accountable, proactive & responsive. We will be trusted and trustworthy, delivering superior customer service.

## **Make substantial progress alleviating housing crisis, including chronic homelessness**

The housing market provides diverse housing choices, both rental and homeownership, to meet a range of needs from people experiencing homelessness to those in the workforce and those aging in place. Wrap around services and subsidies are critical for those renters with very low incomes, and those transitioning out of homelessness and experiencing other health and well-being challenges. People experiencing homelessness are served when all parts of the continuum and services are well coordinated, from outreach to shelters to permanent supportive housing, and that the inventory of available housing units meets a diversity of housing needs.

## **Everyone's neighborhood is becoming equally served by the City**

Neighborhoods and people who have been historically and/or are currently underserved require priority in our allocation of resources so that they ultimately receive the same level of city service as any other community or person. Examples include transportation/mobility, public safety, basic health care, day care, food security, economic development, and education. This does not mean other neighborhoods do not get improved services. Rather, underserved communities received proportionally more.

## **Entire City has good built environment as we improve sustainability**

Good roads, sidewalks, trails and transit are key to our mobility, healthy lifestyles and positive resident and visitor experiences. Inviting libraries, community centers and parks enhance our social fabric. Digital connectivity is critical to individual, educational and business development and engagement. Smart land use policies enhance property values, safety and sustainability. With each investment to improve and modernize our built environment, we will make progress toward carbon neutrality and stewardship of our natural beauty and resources.

## **A New City Center along the St. Michael's corridor and surrounding neighborhoods is well underway**

The Midtown Property and Midtown LINC redevelop are well underway, leading to a new city center that integrates premier higher education, expanding film and media industries, innovating new businesses and clusters, more food services, retail and entertainment venues (plenty of which stay open late), diverse housing choices, and ample community spaces. This is a once-in-a-generation community development program that will benefit all Santa Feans. It is a center piece to a broad effort to create a more resilient, healthy economy through diversification and equity, and to create more workforce training and job choices for everyone. Absent a recession, the overall economy has grown.



# Fundamental City Components - Defined

<b>Business &amp; Jobs</b> Diverse, resilient, growing economy. Education/training is aligned. Lots of choice for work.	<b>Access to Capital</b> 1) Businesses have access at all stages. 2) Individuals increase financial literacy and have access to capital.	<b>Transportation</b> Range of mobility options to make it efficient to get around the city for work, play, etc.
<b>Physical/Digital Infrastructure &amp; Utilities</b> Good quality infrastructure on par with nat'l avg. Secure water sources.	<b>Housing</b> Sufficient housing and access to opportunity for all who want to live here. No more chronic homelessness.	<b>Parks &amp; Recreation</b> Each area of the community has access to functional parks maintained and serviced with the appropriate staff
<b>Education</b> All children have access to good quality education. Focus first on pre-k, day care, quality out of school time, and higher education where we have more influence.	<b>Social Capital</b> Soc-Cap is the network of people that help you solve problems & pursue opportunities. Improve individual (esp disadvantaged) and business Soc-Cap.	<b>Arts, Culture &amp; Entertainment</b> Many options for everyone. Need more for families, millennials & Gen Z.
<b>Tradition &amp; History</b> Preserve and celebrate our traditions and shared history. Continue to make history, too.	<b>Health &amp; Wellness</b> People have access to services and spaces that promote health and wellness.	<b>Environment</b> Advance sustainability goals while growing and evolving economy & community.
<b>Food Security</b> Good, healthy food is readily accessible to all.	<b>Public Safety</b> People feel safe and secure living in and visiting Santa Fe.	<b>Modern Government</b> Government committed to continual improvement, delivering high quality customer service and results that matter.

# Fundamental Components - Level 1 of 3

<b>Economic Vitality</b> (Business & Jobs, Access to Capital)	<b>Infrastructure &amp; Transportation</b> (Physical & Digital Infrastructure, Mobility)
<b>Community Development</b> (Housing, Parks, Education)	<b>Community Engagement</b> (Social Capital, Arts & Culture, Tradition & History)
<b>Healthy People &amp; Environment</b> (Health & Wellness, Food Security, Environment, Public Safety)	<b>Modern Government</b>

# Fundamental Components - Level 2 of 3 example

Business & Jobs (Size, Type, Sector, Training)	Access to Capital (Type, Scale, Social Impact)	Transportation (Car, Bus, Bike, Air, Train, Pedestrian, Shared, Logistics)
Physical and Digital Infrastructure & Utilities	Housing	Parks & Recreation
Education	Social Capital	Arts, Culture & Entertainment
Tradition & History	Health & Wellness	Environment
Food Security	Public Safety	Modern Government

# Fundamental Components - Level 3 of 3 example

## Business and Jobs

Size	Type	Sector
Job Training	Job Search	Workforce Statistics
Entrepreneurship	Incentives	Site Location
Resources	Investors	Active Ecosystem Tool

## Definitions & Resources

# Definition: Economic Development

**Use our Talent, Tools & Resources to Create Conditions for the  
Economy to Evolve & Expand so that  
All Residents Increase Wealth and Well-being as  
Our Community becomes Increasingly Equitable,  
Our Environment is Enhanced, and  
The Best of Our Heritage & Culture Flourishes into the Future.**

# Definition: Lead, Partner and Support

**We use the following terms in this strategic framework:**

**Lead:** OED is the department that leads the project or initiative

**Partner:** OED actively works with the lead of a project to achieve its goals

**Support:** OED advocates and encourages the work of others, but has no or nominal active engagement

# Research and Resources

[https://www.santafenm.gov/office\\_of\\_economic\\_development\\_research](https://www.santafenm.gov/office_of_economic_development_research)



# Current Situation

# Mayor's Objectives

**Most User Friendly City Hall**

**Great Place for Middle Class Families to Live, Work and Play**

**Most Sustainable City in the U.S.**

More Affordable Housing

Improve Education

Increase Social Equity

Great Financial Management

Improved Public Safety

Better Infrastructure and Transportation

And More

# SWOT Analysis

*Internal  
Factors*

## STRENGTHS

- ❖ Culture & Heritage
- ❖ International brand & destination
- ❖ Capital city
- ❖ Nature & Fresh Air
- ❖ World class arts, entertainment, food, etc
- ❖ Low property tax rates
- ❖ Creative people, companies, and org's
- ❖ Nonprofit & social impact org's
- ❖ National labs & think tanks
- ❖ Entrepreneurship, esp. Women owned
- ❖ Events and programming
- ❖ "Acequia" and pioneering attitudes
- ❖ Close ties to state

## WEAKNESSES

- ❖ Shortage of financial capital & social capital
- ❖ Underperforming schools & access to day care
- ❖ Diminishing Millennial and Gen Z; 7 years older than avg city
- ❖ No "college town" aspect of city
- ❖ Few industry clusters; over weighted to gov't and discretionary sectors (fine art, tourism, real estate)
- ❖ Inadequate workforce preparation in key growth industries
- ❖ Income inequality
- ❖ Relatively high cost of living in NM, due largely to limited housing/rental options
- ❖ Siloes and unreconciled historical trauma

*External  
Factors*

## OPPORTUNITIES

- ❖ Kauffman and other grants
- ❖ Film incentives to drive industry growth
- ❖ Research commercialization from labs and university
- ❖ 'Trailing Spouse' talent
- ❖ Other cities quality of life down & cost of living up
- ❖ Local Spin-offs from creative economy & tech companies
- ❖ Urban "retirees" see opportunities to help incubate or grow businesses here
- ❖ New governor and administration

## THREATS

- ❖ Federal government cuts funding
- ❖ Siloes and over resistance to change
- ❖ Prolonged drought
- ❖ Other cities more attractive to talent & investment
- ❖ Our growing companies bought by outside buyers
- ❖ OpZone Funds do not invest significantly
- ❖ State gov't underfunds education, marketing and incentives
- ❖ Recession and/or collapse in oil prices
- ❖ Lack of executive talent

# Santa Fe Industry Clusters (excluding Gov't)

## Top Existing

- ❖ **Tourism and Hospitality**, including Food Service
- ❖ **The Arts** (Fine, Folk, Performing)
- ❖ **Film and Emerging Media** (Strategic and brand value larger than economic value)
- ❖ Real Estate (high GDP contribution, but low employment)
- ❖ Construction
- ❖ Government, biggest source of middle class jobs

## Burgeoning

- ❖ **Technology**: AI, Big Data, Simulations, Microgrid, Ag Tech, Software
- ❖ **Creative/Experience Economy**: Meow Wolf, Design, Performance
- ❖ **Food**: Intersection of consumer packaged goods a/k/a value-added food (ex: Beer, Salsa, Chocolate), traditional farming, Ag Tech and food service.
- ❖ **Healthcare**: Currently this is primarily local industry, rather than economic-based
- ❖ Education
- ❖ Outdoor Economy

See Appendix for  
Data and Profiles of Clusters

# Strategic Framework

*Cultivate and Catalyze  
Opportunity for Everyone*

# OED Guiding Principles

**Playfully Ambitious:**

We Think Big, Have Fun, Get The Right Stuff Done

**Equitably Prosperous:**

Catalyze an Economy which is Diverse, Resilient and Prosperous While Pursuing an Increasingly Fair, Just and Equitable Society Where People Achieve Their Full Potential

**Culturally Connected:**

Be Considerate of and Build upon Our History, Heritage, Culture and Communities

**Pragmatically Innovative:**

Adopt Innovations from Outside, Experiment Regularly, and Innovate New Solutions to Advance Creative Capacity and Output of People and Organizations

**Sustainably Grow:**

Promote a Clean, Attractive and Sustainable Environment and Adoption of New Technologies and Approaches to Support Future Business Needs and Quality of Life Aspirations of Residents and Visitors

**Actively Collaborative:**

Achieve Best Outcomes by Working Closely Internally and with External Partners from Local Residents and Businesses to Regional, State, Federal and International People and Organizations

We aspire to these values-based principles in our ongoing effort to ensure Santa Fe is a great place to live, work and play.



# OED Vision

**Our vision is to fulfill the city government's vision by cultivating and catalyzing a more robust, resilient and dynamic economy that aligns to the community's values, advances our culture and strengthens all neighborhoods and individuals. We see ourselves in the economic and community development business.**

**We especially focus on the language: “We envision a government that serves and enriches Santa Fe. We honor and protect our special heritage, culture and environment, while adapting, changing, and evolving in order to help build a brighter future. A future where everyone has more choices and chances to have a happy, healthy life. We want to be a government that residents trust because we are transparent, equitable, collaborative, and compassionate. A government that consistently delivers results that matter.”**

# OED 3-Year Mission

Our number one objective is the redevelopment of the Midtown Property, a low income census tract that qualifies for Opportunity Zone funding (a federal program encouraging long term community investment).

In support of this mission, investments in underserved communities neighboring the Property and broadly throughout the city will be promoted through the Opportunity Zones, City Navigator, and business district development. For instance, there will be at least 5 new neighborhood business associations that we work with to grow their brand and business vitality, including helping 300+ very small businesses become stronger and hire at least one more employee.

Another key focus is strengthening entrepreneurship and industry cluster development. Our approach focuses on catalyzing and aligning workforce development, business accelerators & incubators, and funding sources. Ultimately, we expect our economy will be more diversified than today, and the current core industries will be stronger.

Lastly, we will work to improve government to business interactions (such as business licensing and permitting for events) with modern, transparent and digital innovations.

# OED Focus Areas

Focus Area = Strategic needs for improvement in order to strengthen economy and quality of life  
Parentheticals include the related Fundamental City Components

**Higher Ed** (Education)

**Primary Ed & Day Care** (Education)

**More Affordable & Workforce Housing** (Housing)

**Broadband & Cellular Improvement** (Infrastructure)

**Increase Social Capital for Business** (Social Capital)

**Cluster Development, including Workforce Development** (Ecosystem, Education & Access to Capital)

**Bolster Small, Local Businesses** (Education & Access to Capital)

**Cool places and experiences for 18-35 year olds, especially late night** (Arts, Culture & Entertainment)

**Improve Mobility, including more commercial flights** (Transportation)

# Strategy & Goals: Themes

- ❖ **Talent, Talent, Talent:** Number One is Always Develop Local Talent & Attract New Talent, including All Levels of Education and Workforce Training
  - Employers no longer struggle to find needed talent or move from city because of lacking talent
- ❖ **Strength through Diversification:** Root and Grow Burgeoning Clusters so People Have More Job and Career Advancement Choices, and Economy is More Resilient to External Effects like Recession.
  - At least 60% (TBD) of GRT/GDP from industries other than tourism, traditional arts, film, government, and real estate. Grow overall economy so that current core industries do not shrink.
  - Current 3 burgeoning cluster targets:
    - **Tech & Advanced Manufacturing, including AgTech.** Currently 40+ companies.
    - **Creative/Experience** - MeowWolf is primary catalyst.
    - **Food Sector** – Greatest opportunity for regional and statewide systemic collaboration.
  - Film & Emerging Media – 2x or 3x Growth by 12/22. We partner with and rely on Film Office to drive this.
  - Healthcare – Continue to grow. Lots of workforce development opportunities.
  - The Arts – Stabilize the traditional fine and folk art sector.
  - Tourism & Hospitality – Continue to support Tourism Department growth strategies.
- ❖ **Family by Day, Young Adults by Night:** Encourage Entrepreneurs to Create and Existing Companies to Expand Offerings that Serve 2 Target Audiences, particularly Families primarily through the day and evening, and Young Adults by Night.
  - When surveyed, parents and young adults state there are ample businesses, experiences, places and other offerings for their families (parents) and themselves (young adults). See Violet Crown and Meow Wolf as examples.
- ❖ **Balance & Accelerate** Local and Export Businesses to Generate Greater Wealth & Stability
  - **Local:** Increase Import Replacement to reduce leakage to \$0.40 on the dollar of spending within 10 years.
  - **Export a/k/a Economic Base:** Increase Exports Faster than Import Replacement
  - Currently 75/25 split Local/Export. Goal is 70/30 within 10 years.

# Strategy & Goals: Techniques

- ❖ **More Startups:** Increase Entrepreneurship & Strengthen Entrepreneurial “Ecosystems”
  - Aggregate increase of 10% more startups (companies less than 5 years old) by 2021, contributing 500-1,000 new jobs
  - Develop model entrepreneurial ecosystem, including a) Kauffman food sector project and b) strengthening and coordinating existing startup ecosystem.
- ❖ **Grow & Retain:** Anchor Export Companies & Help Very Small Local Businesses Grow
  - 300 Very Small Local Businesses (20 or fewer employees, 2+ yrs operation) Hire at Least 1 Person by 12/21.
  - See prior goals regarding clusters, which are primarily oriented towards Export businesses.
- ❖ **Recruit Great Companies:** Attract New Companies that Advance Clusters and Provide Solid ROI for Any Incentives
  - 1 new company of 10+ employees by 2020
  - 1 new company of 25+ employees by 2021
  - 3 new companies averaging 50+ employees by 2022
- ❖ **Collaboration:** Work Together Internally, and with other Cities, Counties, Pueblos and State on Specific Projects.
  - At least two projects and two policies actively pursued between Santa Fe and other jurisdictions.
  - Work with Mayor, CM and directors on a multi-year, professionally managed organizational design and development project to make our government more adaptive, responsive, transparent, fast and collaborative with residents and orgs.
  - Actively invest in and otherwise support work to break down business and cultural siloes, and increase social capital.  
We need to determine metrics and find data sources to track.
- ❖ **Self-Sufficiency:** New initiatives become self-sustaining within three years unless clear rationale for longer term or indefinite financial support from city.

# RBA Metrics

## Economy

- % Business owners highly satisfied with OED support
- % of results delivered by vendors and grantees (PSAs and LEDA grants)
- % aggregate increase in startups and GRT contribution
- # of companies recruited and GRT contribution
- # of very small businesses (<20 employees, >2 years in operation) hiring at least 1 net new employee
- Ratio of local:export business contribution to GDP
- % of leakage, i.e. purchasing of products and services from outside city

## Telecommunications

- % homes and businesses have broadband access at 25MB up and 8MB down
- % of 4G coverage by at least 2 providers across entire city

## Initiatives - Active or Starting Soon

# OED FY19/20 - Initiative Summary Page 1

## Medium & Large Integrated Projects

- **Midtown Property Planning & Redevelopment**
  - Keep it activated during planning
- **Regional Entrepreneurial Ecosystem Project - Food Sector (Kauffman Sponsor)**
- **CDFI Opportunity Zones**
- **Brand Strategy and Management (City & Dept level)**
- **Business Districts Improvement:**
  - First is Guadalupe street. One more by July.
- **Navigator Program:** small biz outreach & strengthening, mainstreaming immigrant entrepreneurship. Tie to Biz Dist Improvement
- **Targeted Cluster Growth Projects (Convenings)**
  - **Tech (started)**
  - **Creative (MW is main catalyst)**
  - **Film & Emerging Media (on-going - Eric Witt)**
  - **Food: Same as Kauffman listed above**

## Process, Policy, Financing, Infrastructure

- **Business Licensing Reform (City) & State Level Advocacy**
- **Broadband & Telecommunication:** Finalize & execute strategy; Pursue creating County/City office
- **City Signage Reform (other than Banners)**
- **Secure Grants:** i6 Rio Grande Accelerator is first
- **City Liquor Licensing Reform**
- **Procurement to favor local biz even more**
- **Use more CID, BID, TIFF and other financing/econ dev tools**



# OED FY19/20 - Initiative Summary Page 2

## On-going Work and Improvement Areas

1. **Marketing:** Build OED website. Build and execute marketing plan (we've done good marketing for events and projects, but don't have comprehensive comms plan yet).
2. **Social Capital Development - Focus on Tech for now.**
  - a. Suits and Science, Tech Network, Mix/bizMix, Industry Networking (& connect industries together), EMA
3. **Coordinate Workforce Development - Focus on Tech for now.**
  - a. Birth to Career, MakeSF, vocational & professional education (ex: SFCC, CNM Coding Camp, Score, SFBI), etc.
4. **Railyard Vision 2.0:** Work with SFRCC to develop and execute new vision that is more economic and quality of life based.
5. **Investments (LEDA, VAF, Others):** Continuous active pursuit and responding to incentive and grant opportunities
6. **Manage Asset Development:** Revise strategy, develop & manage leases, land-swap deal with state
  - a. **Midtown:** Partner with Public Works who leads managing facilities and safety issues
7. **Vendor Partnerships:** Work with current vendors to help finance, streamline their operations/reporting, strengthen their performance, and align our work together
8. **Recruitment:** Develop strategy for implementation starting FY 19/20
9. **Support pertinent efforts by Affordable Housing, Airport Board, Land Use** (simplify and make less expensive to build housing and start business), **Youth & Family Services** (esp. job training), **Tourism & Arts Commission, Constituent Services** (Help to define and manage our engagement process, tools and relationships)

# Midtown Planning and Redevelopment

**Need:** City owns the Midtown Property, formerly SFUAD, which is both a financial and community burden and a once in a generation opportunity to address higher education, economic growth and diversification, affordable housing and improved quality of life and equity.

**Goal:** Develop governance structure, complete Planning Stage, and begin Implementation of land development plan.

**Solution(s):** Procure professional services to create development plan with economic feasibility and yield analyses, and other studies which will include market research and community engagement services provided by community based groups to ensure input representing city demographics and underserved communities.

**Challenges:** Transitioning ownership and governance from city government. Cost to maintain and improve site to attract development. Slow decision-making.

**Duration:** Planning is less than 1 year. Implementation is 10+ years.

**Cost:**

- Yr 1: Approximately \$550K for Planning phase
- Yr 2: Possibly \$1-4MM for site preparation

**Impact & KPI's:** See planning guidelines for current impact goals such as doubling film/tv industry and having 3-5,000 students on site. These will be refined during Planning Stage as we engage with economic and yield analysis experts, among others.

**Partners:** Numerous

**Vendors:** Proyecto (program management). Other to be determined based on RFPs being issued.

**Required by Law:** No



*Lead*

*Partner*

*Support*

## Data Visualization Tools for public-facing marketing projects

**Need:** Easily translate and articulate data in use-friendly format to support entrepreneurial, finance admin, convening programs, and other initiatives.

**Goal:** Procure an online tool that can harness targeted data into an easy platform for public use (outreach, info docs, etc.). Can also be used by other departments, and support interdepartmental work

**Solution(s):** [MySidewalk.com](http://MySidewalk.com) has created a cloud-based tool that marries data with content, visualization, and other options

**Impact & KPI's:** Tool will increase impact to reach OpZones developers/funds that expect web/mobile-based docs and data. Tool will also decrease costs for printing for Midtown, OpZones, Industry Cluster, Econ Dev Plan projects. Additionally, Treasury and Land/Use can leverage data viz feature for various public presentations

**Challenges:** City currently has ESRI GIS & Business Analyst, but data sets aren't user-friendly for our constituents, specific training will eat up valuable time pointed for other work, and there are no features to convert and connect data into marketing content for public outreach.

**Duration:** on-going

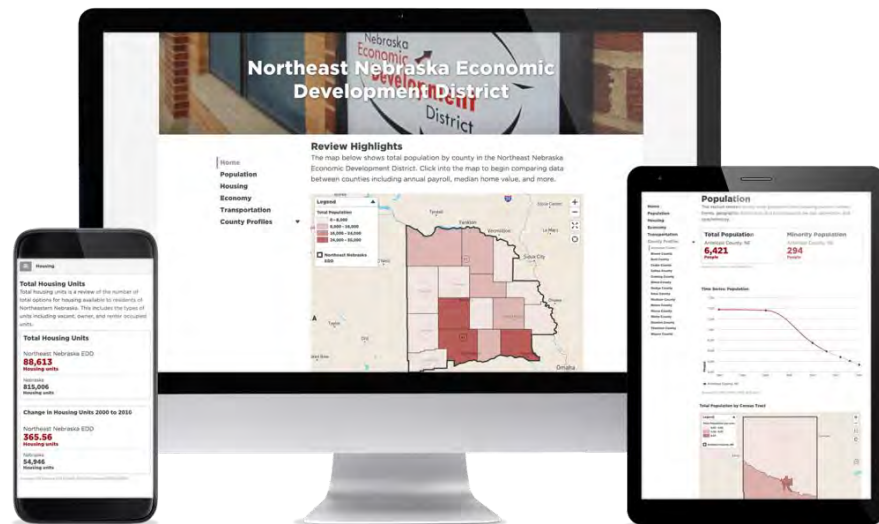
**Cost:**

- Yr 1: \$10,000
- Yr 2: \$10,000 unless we are able share funding internally or grants

**Partners:** Internal Stakeholders

**Vendors:** [MySidewalk.com](http://MySidewalk.com)

**Required by Law:** no



Lead

Partner

Support

## Workforce Dev - Training & Internships for Disadvantaged Youth

**Need:** Primary, help disadvantaged youth develop skills and experience to begin and maintain job career. Secondary, align job training to growing sectors to help diversify economy

**Goal:** Provide training and internships to disadvantaged youth.

**Solution(s):** Currently contract with Youthworks as best provider in city.

**Challenges:** City has multiple contracts with Youthworks from at least 3 departments. This is inefficient for both city and Youthworks. Youthworks can use more funding as the human issues they are addressing are substantial.

**Duration:** On-going

**Cost:**

- Yr 1: \$170,000
- Yr 2: \$170-200,000 unless we can find replacement funding from city or grants

**Impact & KPI's:** Number of youth served exceed 1,000. Number of internships, hours of training, hours of work.

**Partners:** Innovate + Educate, SF Tech Hire, SFCC, SFPS, STEM Santa Fe, MAKE SF, SFCE, YouthWorks, LANL

**Vendors:** Youthworks, MAKE Santa Fe

**Required by Law:** No

### Workforce Planning Model



CHOSEN EMPLOYER, CHOSEN PROVIDER • by Government, for Government

17

Lead

Partner

Support

# Maintain and Increase Business Incubation

**Need:** Increase number of businesses and jobs, particularly through entrepreneurship. Over time, enable Santa Fe Business Incubator (SFBI) to be self-sufficient and more secure financially.

**Goal:** Increase GRT contribution from SFBI companies and new alumni (graduates in FY 20 and 21) by 10% annually. Establish for profit and partner with at least one VC as step towards self-sufficiency.

**Solution(s):** Increase funding for FY20 by \$25,000. Such amount is to be used to raise matching funds of \$25-50,000 (TBD). Up to \$10,000 must be used to set up for profit connected to SFBI.

**Challenges:** Resistance from SFBI. Lack of entrepreneurs that can scale who want to rent at/utilize SFBI.

**Duration:** on-going

**Cost:**

- Yr 1: \$175,000
- Yr 2: \$150,000

**Impact & KPI's:** % GRT and number of jobs contributed by SFBI incubated companies over trailing 3 year period.

**Partners:** People and organizations who can expand SFBI performance.

**Vendors:** SFBI

**Required by Law:** no



*Lead*

*Partner*

*Support*

# Regional Entrepreneur Ecosystem (Kauffman Grant)

**Need:** To diversify our economy based on assets, resources and positive trends. To collaborate regionally, and perhaps at state level, to gain efficiencies and be more competitive versus cities, regions and states outside NM. Address equity issues in economy.

**Goal:** Develop a model entrepreneurial ecosystem that is highly inclusionary.

**Solution(s):** Work with Kauffman foundation to secure grant for 3-year ecosystem building project focused, most likely, on food system (traditional farming, ag-tech and value-added food).

**Challenges:** Requires Kauffman board approval (June). Shared management among 4+ cities.

**Duration:** June to get Grant. 3 years for project.

**Cost:**

- Yr 1: \$0
- Yr 2: \$100,000

**Impact & KPI's:** Estimate 300--500 more jobs in Santa Fe by year 3, with % (tbd) being first generation, low and middle income. Increase food sector as % of total economy.

**Partners:** Kauffman Foundation, Forward Cities, ABQ community foundation, Nusenda, ABQ OED, SFCF, Monzanita Co-op, Mayor Espanola, OED Los Alamos, LANL Community Program Director

**Vendors:** tbd

**Required by Law:** no

Facts and Figures

US Food industry = \$5.2 Trillion annually, roughly 25% of entire economy.

NM imports over 95% of all food

NM exports over 95% of raw foods (pecans, chiles, etc)



*Lead*

*Partner*

*Support*



## Business Networking & Social Capital

**Need:** According to scholarly articles and articles by experts, social capital is essential in the success of business, especially in entrepreneurship and growth. Based on observations, Santa Fe's business community has low to moderate social capital compared to high performing economies.

**Goal:** Increase connections among all types of businesses, workers and job seekers.

**Solution(s):** Programmed business networking events and tools to increase connections, i.e. social capital. Currently contracted with MIX via Santa Fe Chamber of Commerce.

**Challenges:** Historic silos, whether cultural, business or geographic.

**Duration:** On-going

**Cost:**

- Yr 1: \$50,000
- Yr 2: \$50,000

**Impact & KPI's:** Number of total people participating, number of different companies represented, number of first time attendees.

**Partners:** Chamber and MIX partner with numerous local businesses, nonprofits and industry networks like Above the Line..

**Vendors:** MIX via Santa Fe Chamber Opportunity Fund

**Required by Law:** no



*Lead*

*Partner*

*Support*

# Broadband & Telecommunications Reform

**Need:** Maintain competitiveness with the best-served areas of other metropolitan regions; preserve distinctive Santa Fe urban aesthetic; underpin future policy with an informed electorate; and provide expected quality of life and educational infrastructure so that every home can stream videos without buffering, children can do computer-based homework and projects, and home business entrepreneurs can compete effectively.

## Goals:

- Reduce the unevenness of conditions within the city
- Maintain parity of conditions with other leading cities
- Pursue alternatives to large cell towers
- Educate and inform the community, staff and governing bodies

**Solution:** Hire FTE “Telecommunications Manager” to create and execute City’s broadband and cellular strategy. Strategy will include *over-building* of the legacy telephone network; enforcing franchising and archaeological code; and anchoring the emergent film, post- and digital media production sectors in Midtown & Railyard.

**Challenges:** Lack of financial ROI for private companies to provide adequate services to low or middle income locations. Lack of coordination with county and state.

**Duration:** On-going

**Partners:** Cyber Mesa Computer Systems Inc.

**Vendors:** Century Link

**Cost:** \$120,000 annual salary expense

**KPIs:** Median self-reported Internet subscription speed, price, service bundle, provider choice.

**Overall broadband conditions in Santa Fe are on par those of other US metropolitan areas.**



*City-owned Santa Fe Fiber network provides wholesale Internet, Ethernet, dark fiber and co-location to any qualified provider.*

**Lead**

**Partner**

**Support**

*e by almost*

*\$5,000 per household.*



# Federal Opportunities Zones - Santa Fe

**Need:** Remedy shortage of affordable housing, and generate greater equity by incentivizing development and investment in economically distressed areas

**Goal:** Attract investors to develop affordable housing and mixed use solutions.

**Solution:** Market OZ visibility and awareness of and ensure investment vehicles are created and available. Create and package facts sheets of each OZ for investment managers.

**Duration:**

- Treasury Guidelines approx. May 1st; Fact Sheets June 1st
- Marketing Campaign Sept 2018 – Dec 2019

**Cost:** One time \$5,000 cost

**Impact/KPIs:** Prospects generated, investment banks promoting funds, onr investment development in two zones per year.

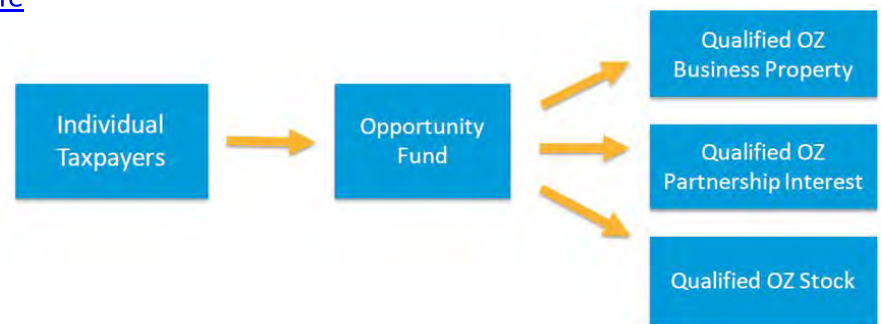
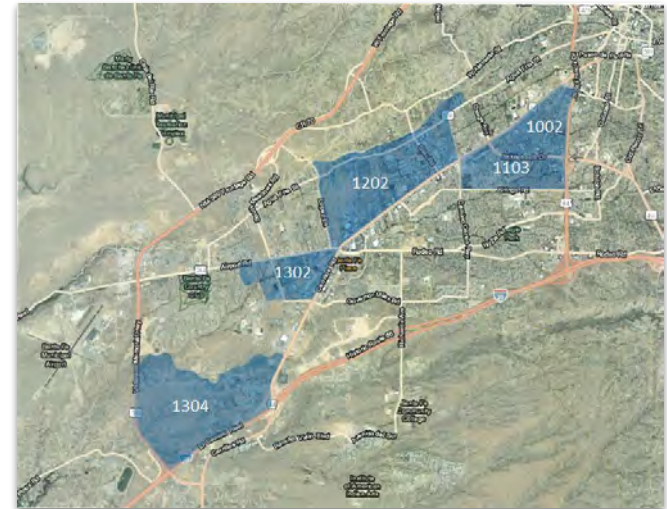
**Partners:** Asset Development, Chambers of Commerce, Banks, Financial Managers, Commercial Developers, NM Finance

**Vendors:** Possible custom website builder

**Require by Law:** No

**Current Website:**

[https://www.santafenm.gov/opportunity\\_zones\\_in\\_santa\\_fe](https://www.santafenm.gov/opportunity_zones_in_santa_fe)



*Lead*

*Partner*

*Support*

## Industry Cluster Convenings

**Need:** Understand top five (5) challenges which are impeding growth in each sector.

**Goal:** Work towards diversifying our industry clusters and create a path to growth for our economic-based businesses

**Solution(s):** Convene Industry clusters to brainstorm and ways to resolve challenges for growth

**Challenge:** Less than 5% of Santa Fe businesses gross \$20MM+ revenues/year. How do we help 50% more reach that goal?

**Duration:** September 2018 - ongoing

**Cost:** Possibly \$2500 sponsorship for convening events (GEW 2019)

**Impact & KPIs:** 80% of industry target companies in attendance, 30% of industry target companies engaged with assigned ecosystem partner, etc

**Partners:** Target Industries, Industry support partners, Entrepreneur Network, Local task forces

**Vendors:** None yet. May engage event planning company

**Required by Law:** No



© Can Stock Photo

*Lead*

*Partner*

*Support*

## City Business Licensing Reform

**Issue:** No automation is included in process to obtain business license. Process is cumbersome from registration to permits. 1000's of unknown status licenses are up for renewal and there is no convenience for renewal payment.

**Need:** Create an automated process/system that allows quick license obtainment and tracks licenses on file

**Goal:** Simplify (automate) and separate the business license from the operating permit

**Solution:** Search, review and secure interim online platform/app such as opencounter.com until city-wide Energov platform is launched.

**Duration:** July 2018 – December 2019

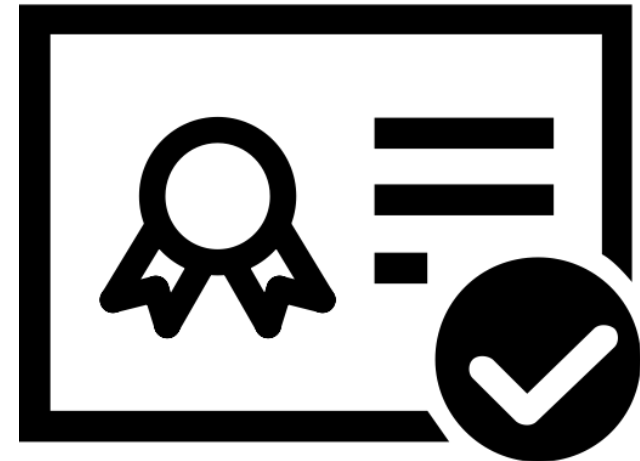
**Cost:** TBD (approx \$50k)

**Impact/KPIs:** Identify untracked renewals by November 2018, launch auto-renewal payment stations by September 2018, consolidate business applications team into Econ Dev by September 2018; launch interim app by October 2018

**Partners:** City Departments, State Agencies, Tyler SaaS software,

**Vendors:** Possible Desert Elements or customer solution (via RFP)

**Required by Law:** No



*Lead*

*Partner*

*Support*

## City Brand & WebPage

**Need:** Cohesive brand vision for City of Santa Fe to unify cross-departmental actions whose impact is diluted because of fragmented imagery, messaging and a clunky and confusing website which makes it challenging to engage and communicate with the public and businesses.

**Goal:** Evolve Santa Fe's brand to fit with staff's unified vision for City of Santa Fe, their priorities, how they best serve and communicate with residents, businesses and visitors

**Solution(s):** Create brand strategy with each department's positioning ladder up to a unifying, overarching City brand and manifesting via a new style guide and a new website to communicate and update people on their priorities and actions.

**Challenge:** Risk of people thinking branding is changing logo and colors, and not realizing it is strategic, valuable and significant.

**Duration:** March 2019 - May 2020

**Cost:**

FY1: 50K

FY2: \$150K

FY3: TBD Maintenance

**Partners:** Constituent Services, Tourism, IT, , Chief of Staff, Economic Development

**Impact/KPIs:** improved image, increased awareness, and improved dialogue with residents. Google analytics reports. Positive and Negative Comments.

**Vendors:** Market Research and Web Agency

**Required by Law:** No



**Lead (Brand)**

**Partner (Website)**

**Support**

## OED Brand, Marketing & Website

**Need:** Reverse image of being a town that is unfriendly toward business with with an outdated and bland Economic Development web page.

**Goal:** Generate awareness of pro-business initiatives and develop a website to reflect our ED plan.

**Solution(s):** Serve as a community marketing hub, recruitment tool, and support for entrepreneurship and business growth. Examples of web projects: interactive assistance for entrepreneurs to find capital/resources, promote local entrepreneurial ecosystem, educational videos for LEDA and JTIP, online business licensing, investment information for opportunity zones real estate development.

**Challenges:** Giving continuity to actions so as not to be one-offs to gain credibility.

**Duration:** March 2019 - June 2020

**Cost:** FY18 - FY19 24K

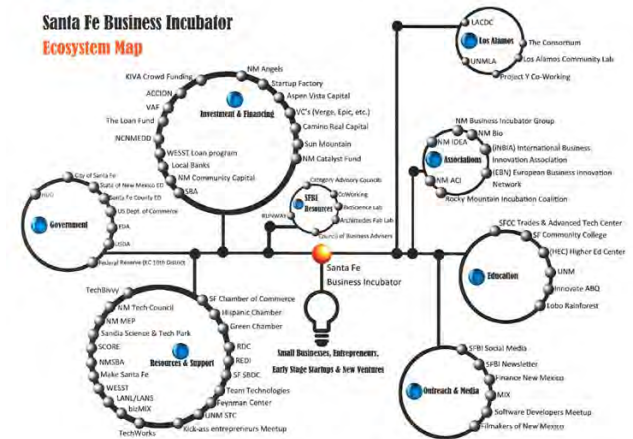
Yr2 40K

**Impact/KPIs:** Google Analytics specific to ED Web Page visits.

**Partners:** See image of Ecosystem

**Vendors:** Market Research and Creative Agency

**Required by Law:** No



*Lead*

*Partner*

*Support*

# Business Association and District Improvement Programs

**Need:** Prevent business districts from being driven by national brands, yet encourage vibrant and sustainable communities where people feel connected, socialize and want to start a business.

**Goal:** Support proactive partnerships amongst businesses and with government on Guadalupe Street, Airport Road, St. Michael's Drive, etc.

**Solution(s):** Convene merchants, city staff and key stakeholders for business district improvements, and create business association if needed.

**Challenge:** Lack of leadership, agreement and resources (time and funding) on business side. Also, working cross-departmentally to achieve pro-business actions while managing business districts' expectations of government's responsibility.

**Duration:** Initial bi-weekly meetings and phase out to monthly meetings with businesses and ongoing cross departmental meetings to advocate for businesses

**Cost:**

- Yr 1: \$6K
- Yr 2: \$10K
- Yr 3: 65K per Mainstreet

**Impact & KPI's:** Increased collaborative marketing. Increased revenues. Decreased churn.

**Partners:** Land Use, Public Works, Parks and Rec, City Attorney

**Vendors:** None

**Required by Law:** No



*Lead*

*Partner*

*Support*



# Railyard District Revisioning

**Need:** City of Santa Fe viewed as accountable for empty or underperforming properties and inadequate local social activity while the non-profit Railyard Corporation oversees the development, which will soon be completed.

**Goal:** Inject new vitality into the area with short, medium, and long term opportunities for social and structural change (placemaking).

**Solution(s):** Working in close collaboration with Railyard Corporation, develop a vision 2.0 of the Railyard that is (ideally) consistent with Master Plan. In Feb & Mar, we are conducting ideation, shaping, evaluation and converging working sessions. Goal is updated vision by mid-April.

**Challenge:** Lack of agreement on opportunities for the area and lengthy process for change.

**Duration:** One-month for workshops. If changes are needed for Master Plan and other documents, we will need 4-8 months to do research, agree on, draft and create resolutions to go in front of governing body.

**Cost:** None so far

**Impact & KPI's:** Number of ideas generated and executed.

**Partners:** Railyard Park Corp.  
Railyard Conservancy

**Vendors:** None so far

**Required by Law:** No



*Lead*

*Partner*

*Support*

## Youthworks & Midtown Kitchen

**Need:** Find an economical kitchen for YW as they grow their catering, food truck and food services (over 1K lunches for schools).

**Goal:** In-kind contract with exchanging groundskeeping services for kitchen lease.

**Solution(s):** Kitchen at former SFUAD/Midtown Campus with a lease that offers City flexibility to negotiate with other partners to come in and develop or purchase if desired and/ or gives YW enough exit time to find an alternative kitchen.

**Challenge:** both partners being flexible and willing to take risk of investing in a site and having to adaptly relatively quickly if need be.

**Duration:** 4-5 months to write lease and resolution to go in front of governing body.

**Cost:** 0

**Impact & KPI's:** decrease break-ins at Campus and increase workforce training for YW youth as well as loca kitchen programs with Chef Carmen and SFCC.

**Partners:** YW

**Vendors:**

**Required by Law:** no



*Lead*

*Partner*

*Support*



## City Navigator Program - Pilot Test

**Challenge:** Small, minority and economically disadvantaged businesses in Santa Fe need technical assistance to help grow their business.

**Goal:** Connect very small businesses and economically disadvantaged & minority owners and entrepreneurs with tools offered by business resource providers and government organizations to assist them with anchoring and growing their business.

**Solution(s):** Pilot test ABQ's [Community Navigator](#) program with an SFOED employee to identify, engage, assist and connect small business owners and entrepreneurs to resources to help them grow and navigate city/state regulatory hurdles. Start in Airport Road area.

**Duration:** April 2019 - July 2020

**Partners:** Business resources providers and state government agencies

**Vendors:** None

**Cost:**

- Yr 1: Internal cost only with assigned City employee
- Yr 2: \$40,000
- Yr 3: \$80-120,000

**Impact/KPIs:** Engage, connect and support targeted businesses in city opportunity zones and other areas of the city. Create new jobs and retain existing jobs. Assistance to access incentives, financing, marketing and other economic development resources and programs.



*Lead*

*Partner*

*Support*

## Deploy Incentives (LEDA, JTIP, etc)

**Challenges:** Businesses need incentives to accelerate, anchor and attract to Santa Fe.

**Need:** Santa Fe businesses incentives to assist in expansion or attraction to Santa Fe. LEDA, JTIP, IRBs and other state incentives are used to assist businesses with growth.

**Goal:** Assist, invest in or connect growing businesses with incentives.

**Solution(s):** OED program to assist businesses with incentives such as City Navigator or OBG.

**Duration:** Ongoing

**Partners:** NMEDD and NM TRD

**Required by Law:** No

### Cost:

- Yr 1 (FY- 2018-2019):
  - \$145,000 for Descartes Labs, Marty's Meals & Meow Wolf (LEDA Projects are 5-10 year projects).
- Yr 2 (Fy 2019-2020)
  - \$130,000 for Descartes Labs, Marty's Meals & Meow Wolf (LEDA Projects are 5-10 year projects)
  - \$50,000 - \$100,000 for new projects in pipeline.

**Impact & KPI's:** New jobs, capital investment, businesses expanded/retained, avg wages, improve quality of life and economy.

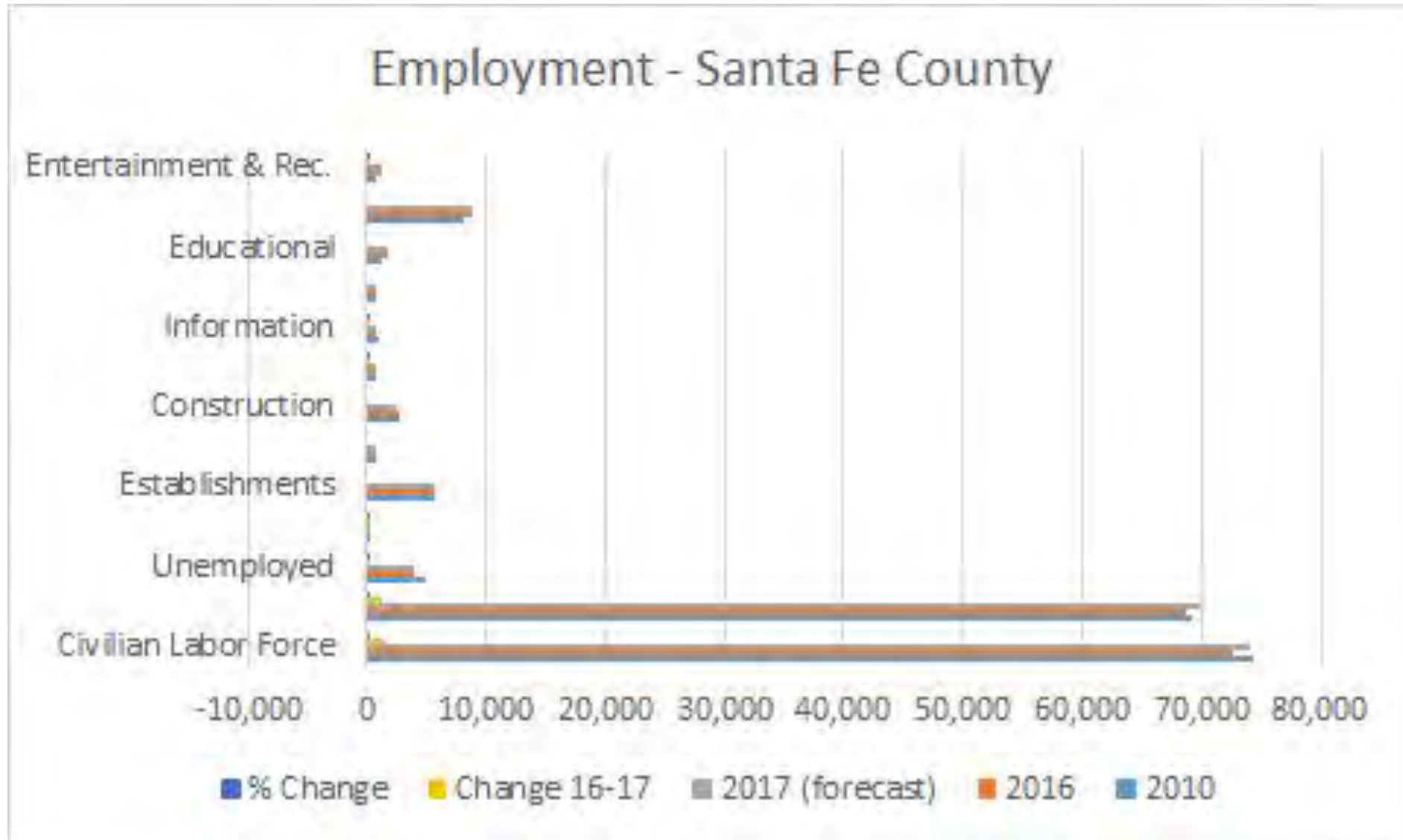


# APPENDIX

## Stats and Data

# Santa Fe County Industry Snapshots - General Info

(source - BBER UNM)



# Santa Fe Industry Snapshot - Construction

**State:** New Mexico

**Area:** Santa Fe, NM

**Supersector:** Mining, Logging, and Construction

**Industry:** Mining, Logging and Construction

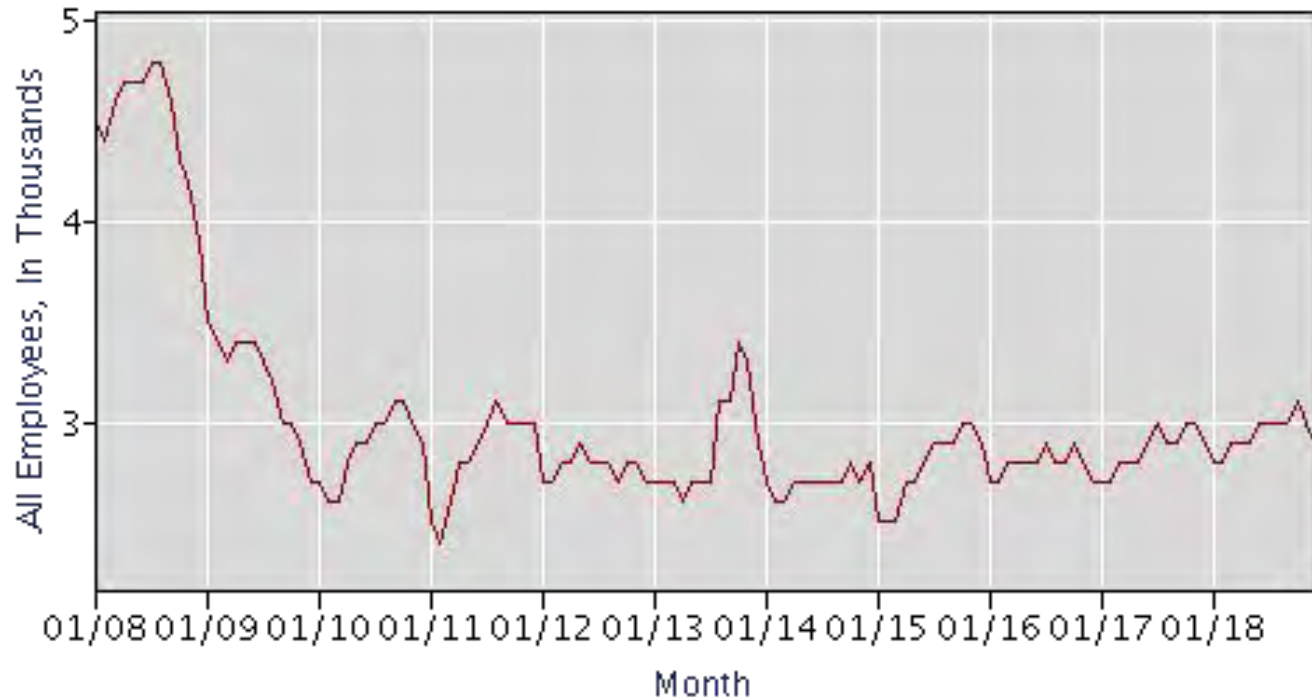
**What is included**

**Data Type:** All Employees, In Thousands

**GRT or GDP**

**% of total employees (assume 50K people)**

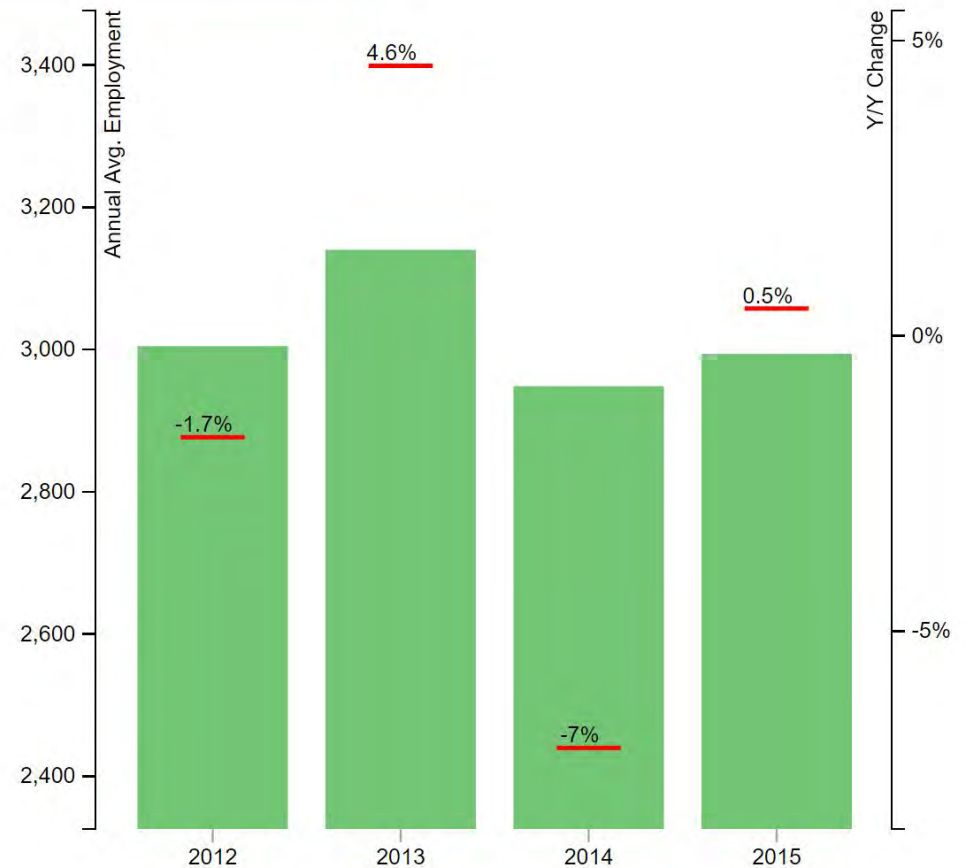
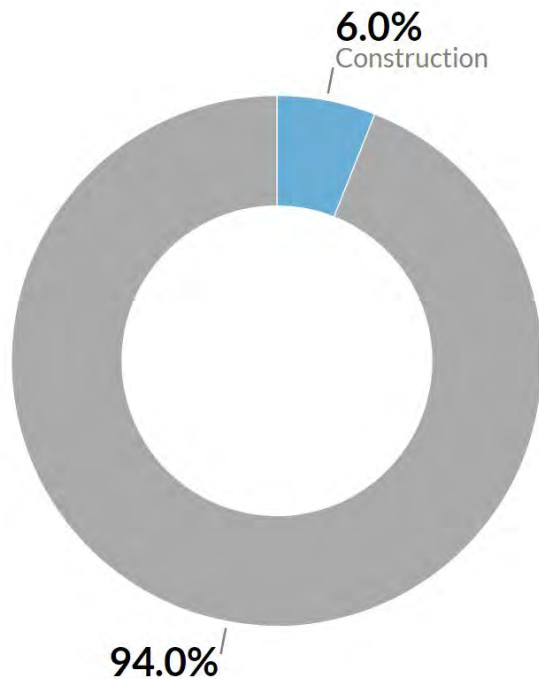
*Source: Bureau of Labor Statistics*



# Santa Fe County Industry Snapshot - Construction

Private Employment:

Annual Averages



Prepared by: UNM Bureau of Business and Economic Research

Source: Annual Quarterly Census of Employment and Wages, Bureau of Labor Statistics in conjunction with New Mexico Department of Workforce Solutions. Numbers reflect only persons covered under unemployment insurance, not all employment is covered under unemployment insurance law. Change y/y calculated from data.

# Santa Fe Industry Snapshot - Manufacturing

(incl Food production)

**State:** New Mexico

**Area:** Santa Fe, NM

**Supersector:** Manufacturing

**Industry:** Manufacturing

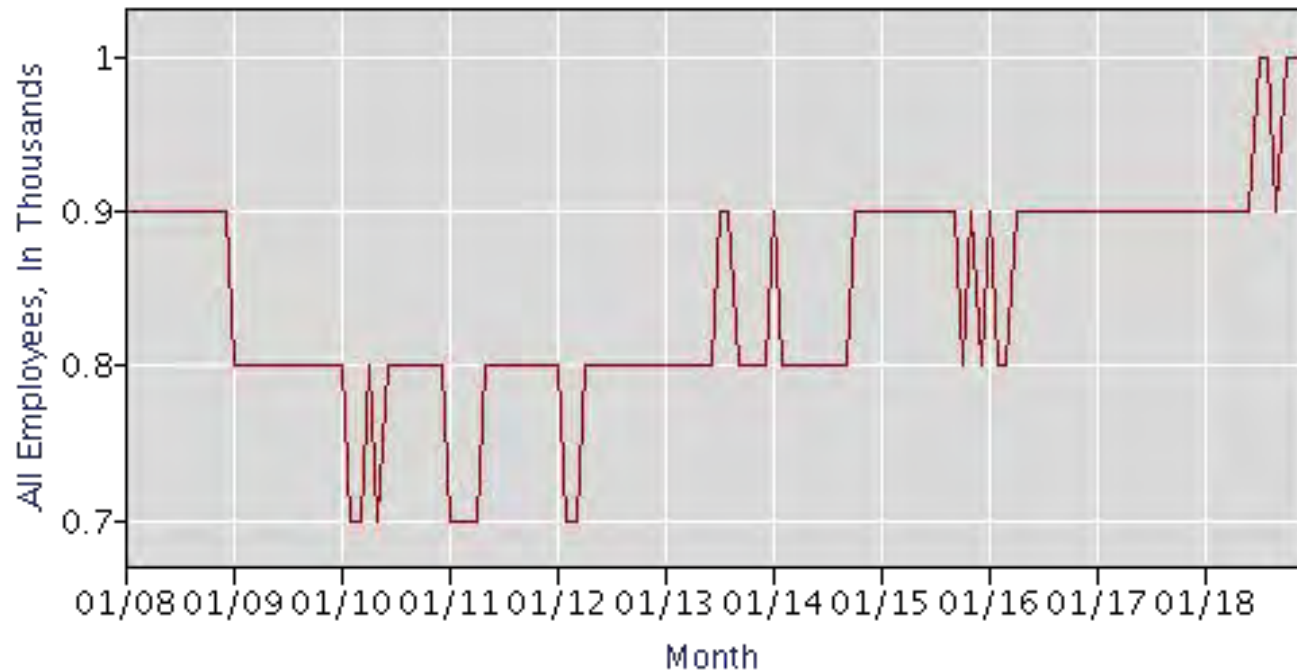
**What is included**

**Data Type:** All Employees, In Thousands

**GRT or GDP**

**% of total employees (assume 50K people)**

**Source:** Bureau of Labor Statistics



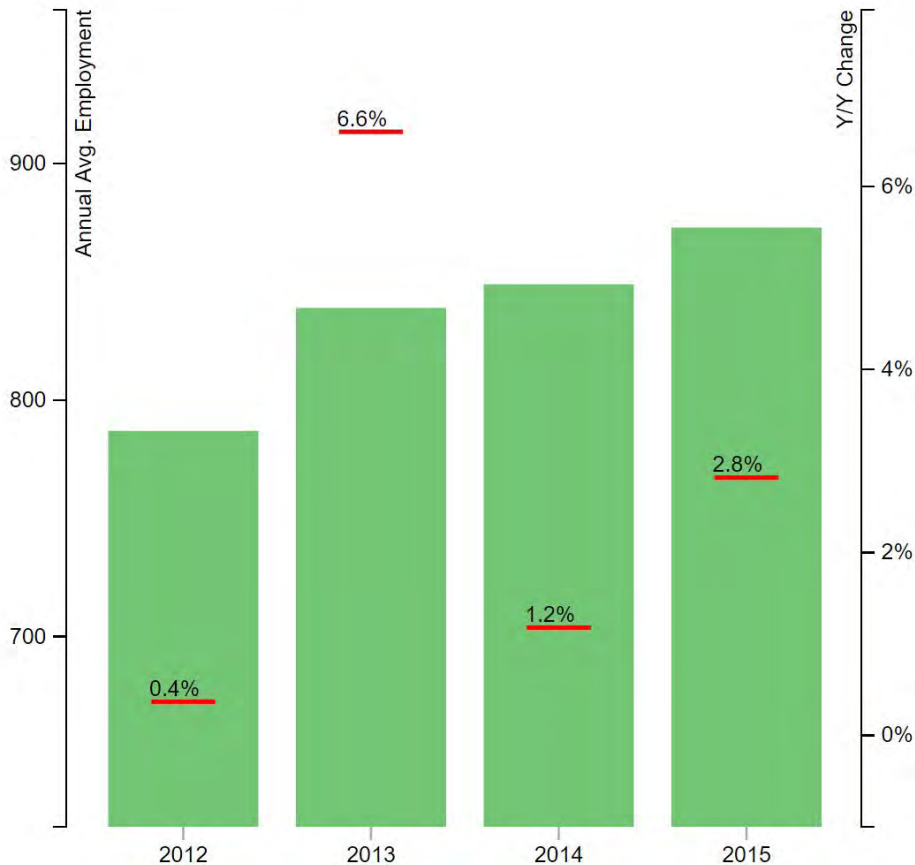
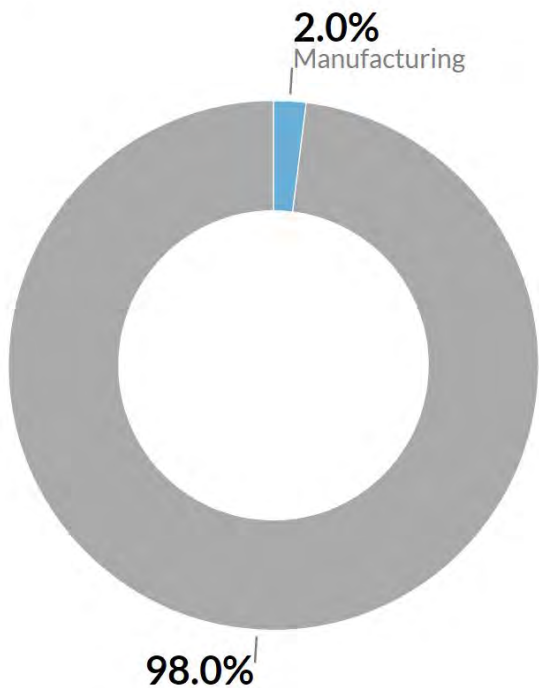


# Santa Fe County Industry Snapshot - Manufacturing

(incl Food production)

Private Employment: Manufacturing

Annual Averages



# Santa Fe Industry Snapshot - Information Tech

**State:** New Mexico

**Area:** Santa Fe, NM

**Supersector:** Information

**Industry:** Information

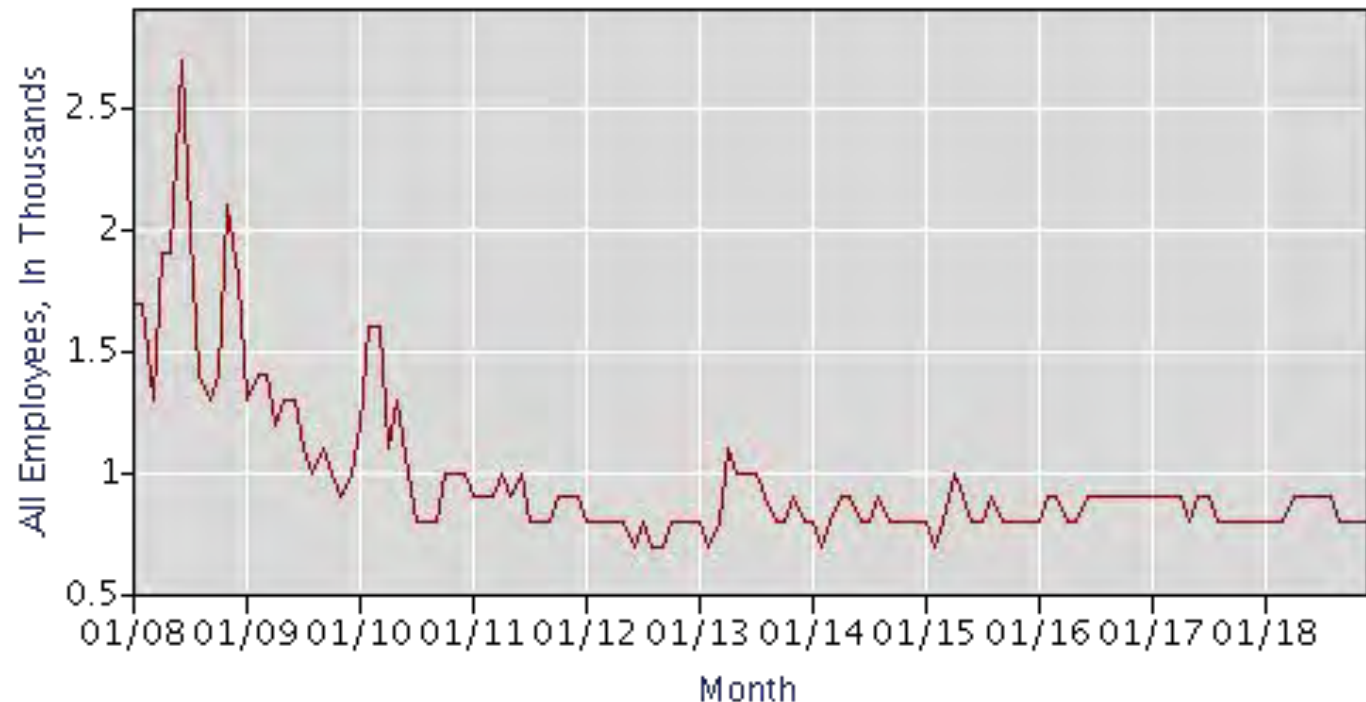
*What is included*

**Data Type:** All Employees, In Thousands

*GRT or GDP*

*% of total employees (assume 50K people)*

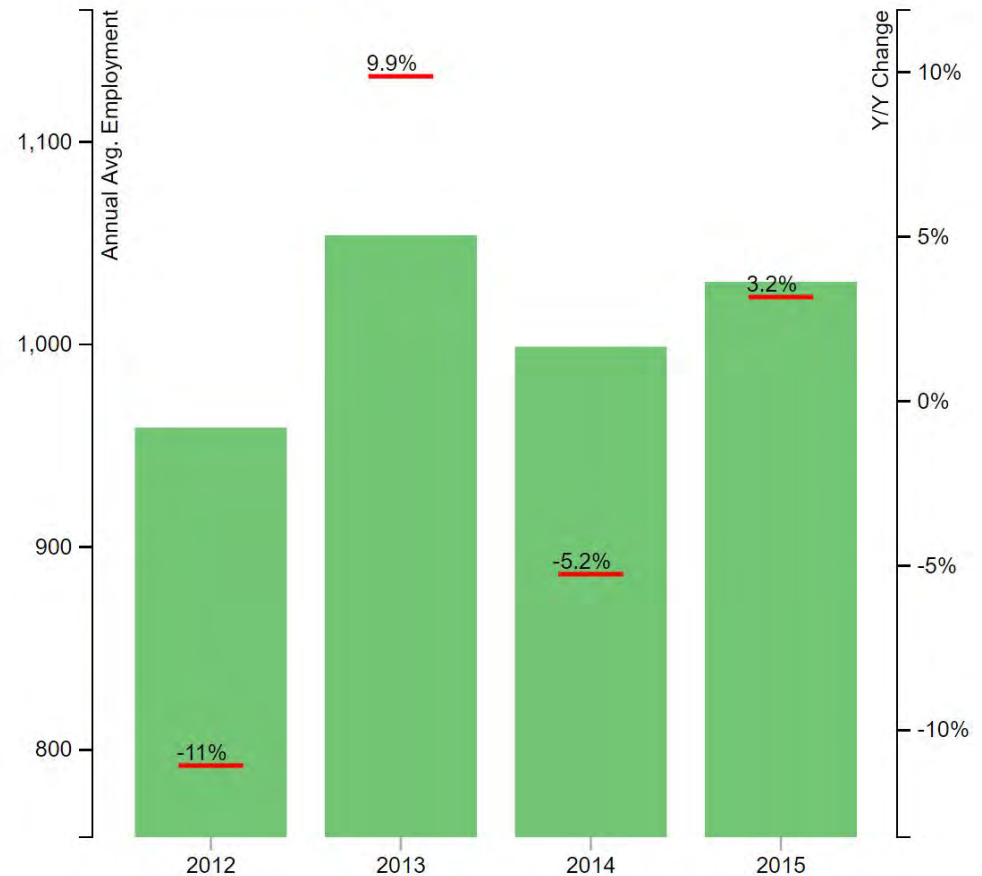
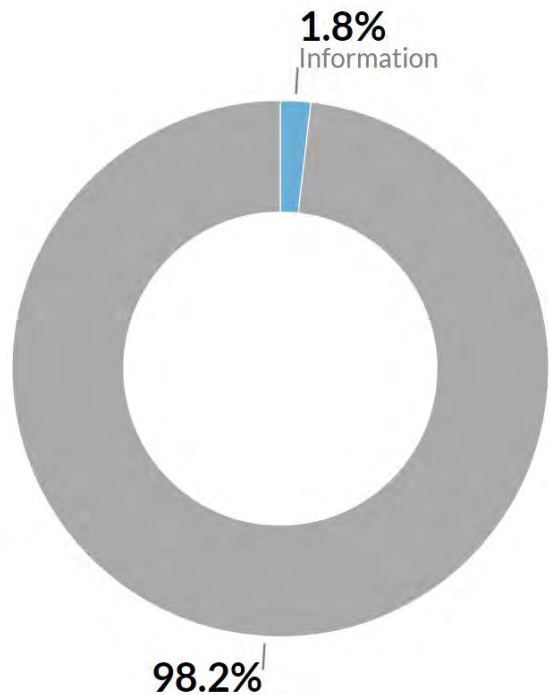
*Source: Bureau of Labor Statistics*



# Santa Fe County Industry Snapshot: Information Tech

Private Employment:

Annual Averages



Prepared by: UNM Bureau of Business and Economic Research

Source: Annual Quarterly Census of Employment and Wages, Bureau of Labor Statistics in conjunction with New Mexico Department of Workforce Solutions. Numbers reflect only persons covered under unemployment insurance. not all employment is covered under unemployment insurance law. Change v/v calculated from data.

# Santa Fe Industry Snapshot - Healthcare

(includes Education)

**State:** New Mexico

**Area:** Santa Fe, NM

**Supersector:** Education and Health Services

**Industry:** Education and Health Services

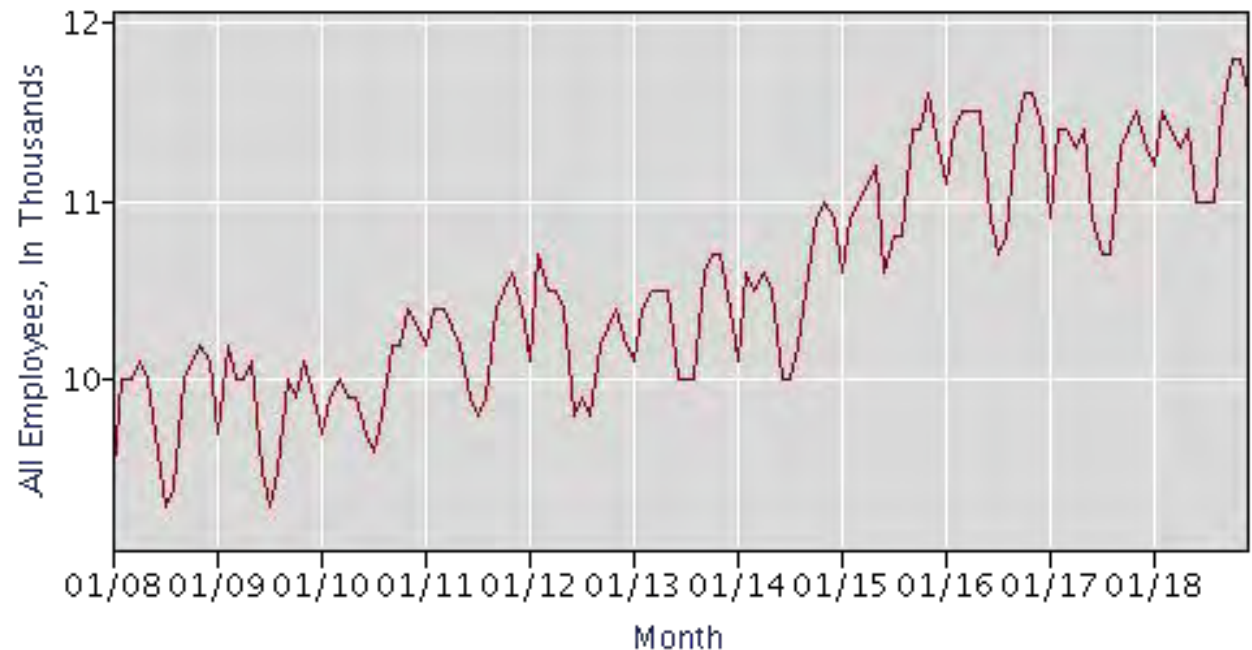
**What is included**

**Data Type:** All Employees, In Thousands

**GRT or GDP**

**% of total employees (assume 50K people)**

**Source:** Bureau of Labor Statistics

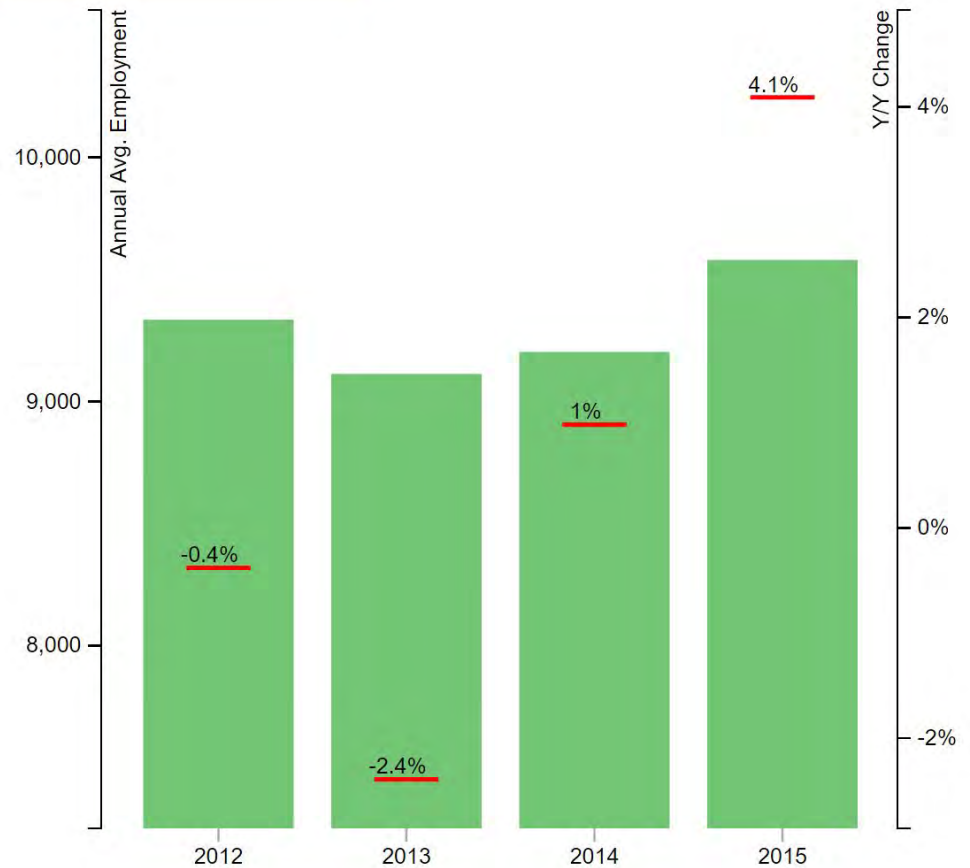
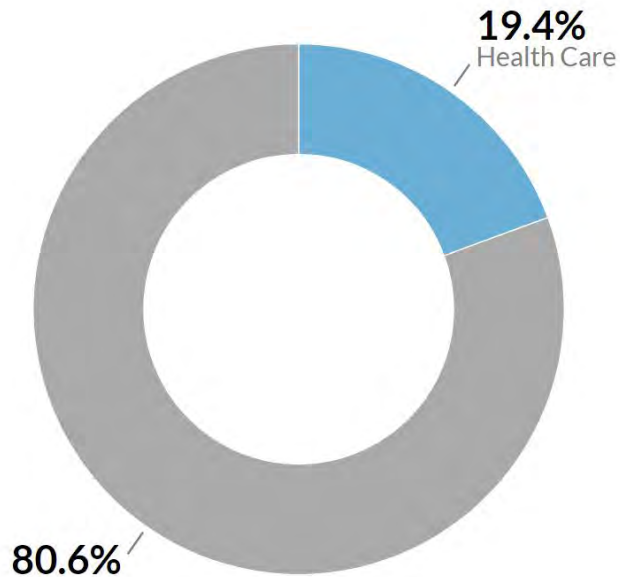


# Santa Fe County Industry Snapshot - Healthcare

(not including Education)

Private Employment: **Health Care and Social Assistance** ▼

Annual Averages



Prepared by: UNM Bureau of Business and Economic Research

Source: Annual Quarterly Census of Employment and Wages, Bureau of Labor Statistics in conjunction with New Mexico Department of Workforce Solutions. Numbers reflect only persons covered under unemployment insurance, not all employment is covered under unemployment insurance law. Change y/y calculated from data.

2015 - 2022 Santa Fe Economic Development Plan

# Santa Fe Industry Snapshot - Tourism

(includes Leisure/Hospitality)

**State:** New Mexico

**Area:** Santa Fe, NM

**Supersector:** Leisure and Hospitality

**Industry:** Leisure and Hospitality

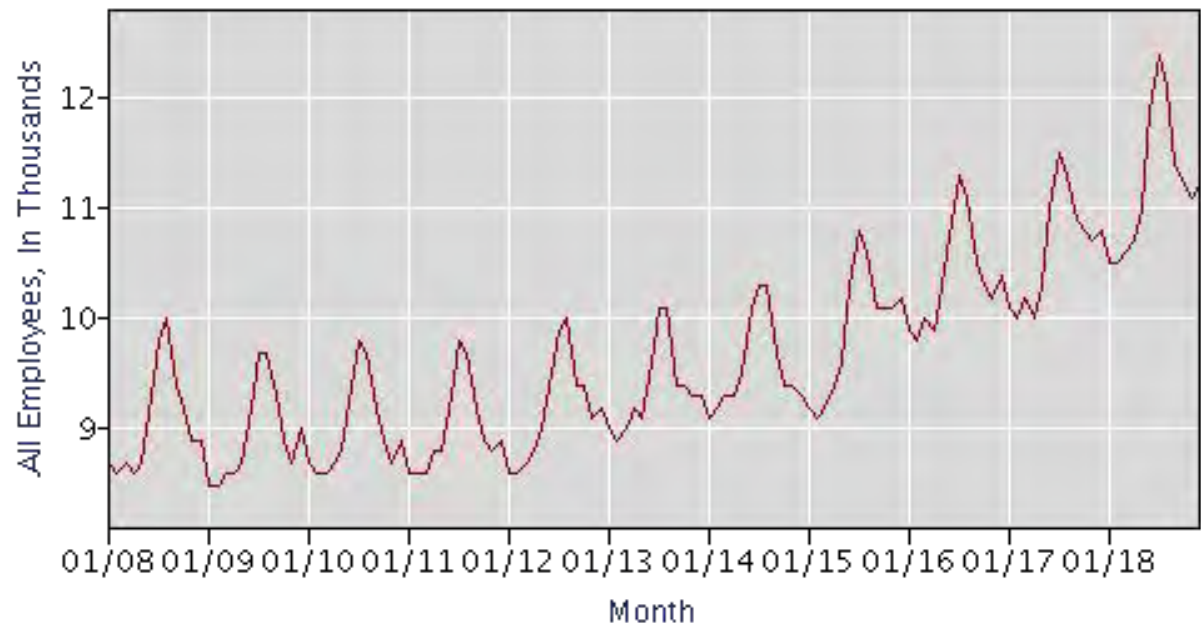
**What is included**

**Data Type:** All Employees, In Thousands

**GRT or GDP**

**% of total employees (assume 50K people)**

**Source:** Bureau of Labor Statistics



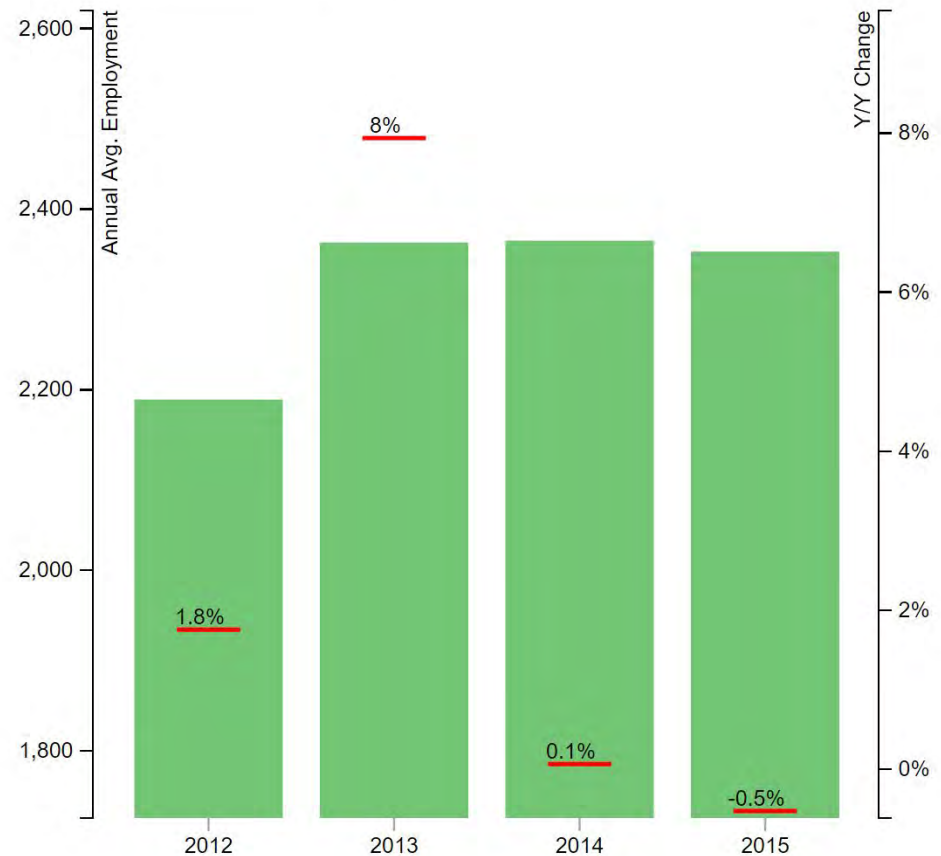
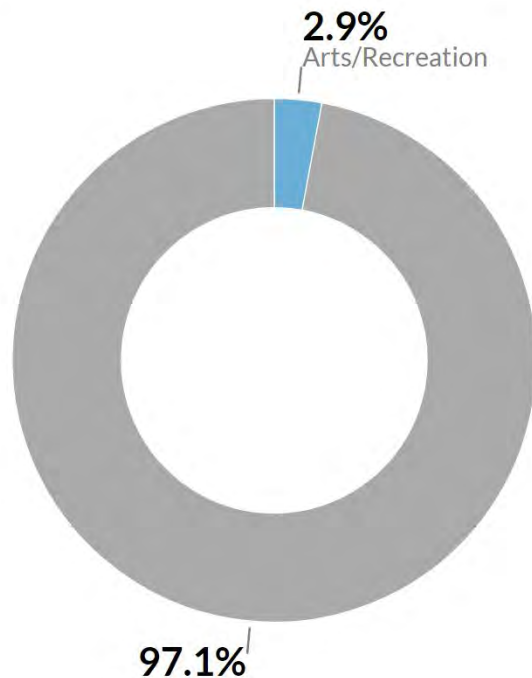
# Santa Fe County Industry Snapshot:

## Arts, Entertainment

*(includes Leisure/Hospitality/Outdoors)*

Private Employment: Arts, Entertainment, and Recreation ▼

Annual Averages



Prepared by: UNM Bureau of Business and Economic Research

Source: Annual Quarterly Census of Employment and Wages, Bureau of Labor Statistics in conjunction with New Mexico Department of Workforce Solutions. Numbers reflect only persons covered under unemployment insurance, not all employment is covered under unemployment insurance law. Change y/y calculated from data.



# Santa Fe Industry Snapshots - Film

(source - Santa Fe Film Office)

## Santa Fe Film Performance Measures - FY16 - FY17

(Numbers rounded and subject to revision and updates)

	FY2016		FY2017		FY2018 (5)
Total Production Spend (1)	\$	70,000	\$	145,000	\$ 145,000
Economic Impact (3x multiplier)	\$	210,000	\$	435,000	\$ 435,000
Film Crew Work Days (12hrs/day/day) (2)		57,120		118,320	118,320
Equivalent 8hr Work Days		85,680		177,480	177,480
Total Film Wage @ 50/hr avg	\$	34,272,000	\$	70,992,000	\$ 70,992,000
Stage Rental Days (3)		810		1,346	1,346
Select Hotel Film Rentals (4)	\$	1,013,900.00	\$	1,641,395.00	\$ 1,641,395.00
NOTES:					

1) Estimates based on state film office numbers, as a percentage of total production statewide

2) Based on a four-year average ratio of 816 crew work days/\$MM spend.

3) Estimates based on production occupancy, Garson & SF Studios, two stages each.

4) Based on self-reported numbers and from a sample of hotels that do significant film business. This is only to illustrate the trend and does NOT represent total film-related hotel and short term rentals throughout the region, which is significantly higher.

5) FY18 projections are the same as FY17, as FY 17 represented 'full capacity' given current resource levels (incentive caps, soundstage space, crew levels, etc.). Until those are increased, this is about what we can do.



# Santa Fe Industry Snapshots - Film

(source - Santa Fe Film Office)

