

# BUILDING A REGIONAL ECONOMY

Presentation to  
City of Rio Communities  
Dec. 13, 2021



@ABQEconDev



# Transition from 501c6 to 501c3 Including Public Sector Involvement Opportunities

---

*Danielle Casey*



# Goals and Benefits of Transition

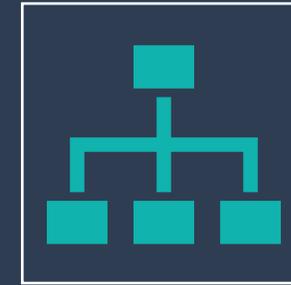
---



AREA needs access **to additional funding to be competitive**



To succeed in its mission it must operate **inclusively and regionally as a public/private partnership**



It was not previously structured to **actively engage public sector leaders in its mission**

# 2022 Advisory Councils

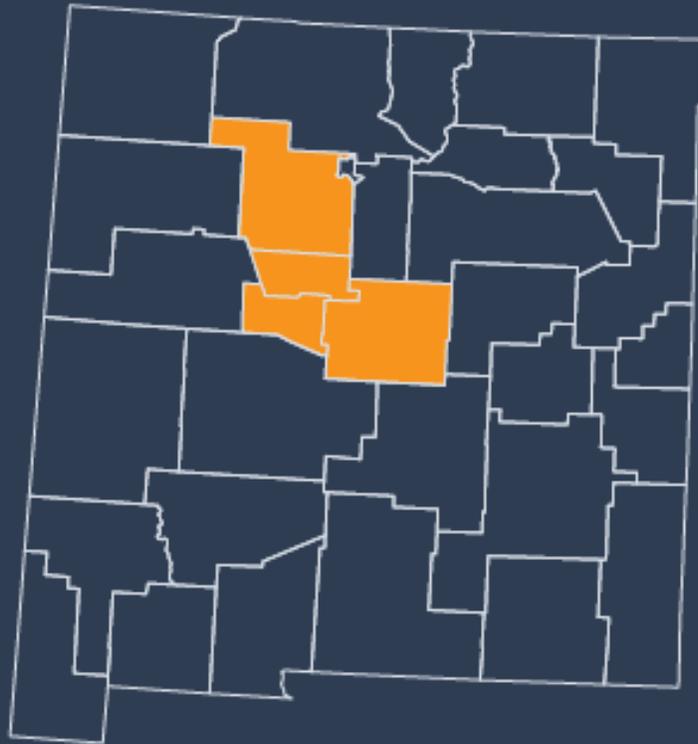
Ed Pros Advisory Council	Public Sector Advisory Council	Competitiveness Advisory Council	Industry Advisory Council: Tech and Innovation	Industry Advisory Council: Biosciences
<ul style="list-style-type: none"><li>• Economic developers from government in region and EDD</li><li>• Cooperation Policy guidance</li><li>• Monthly meetings</li></ul>	<ul style="list-style-type: none"><li>• Mayors or their designee from partner government orgs</li><li>• May recommend ONE rep to Board for consideration</li><li>• THREE meetings annually</li></ul>	<ul style="list-style-type: none"><li>• TOP LEVEL advisory committee</li><li>• Focused on critical issues</li><li>• 2022 Topics: TALENT and PRODUCT</li><li>• Quarterly meetings</li></ul>	<ul style="list-style-type: none"><li>• Industry aligned discussions and participants</li><li>• TWO meetings annually</li></ul>	<ul style="list-style-type: none"><li>• Industry aligned discussions and participants</li><li>• TWO meetings annually</li></ul>

All Advisory Committees to have a CHAIR and VICE CHAIR role

# Transition Next Steps and Timeline



# Supporting the Region



Servicing **Sandoval, Valencia, Torrance and Bernalillo** Counties with **impact and connectivity opportunities** beyond these specific boundaries

**300** member organizations

**55-member board** of directors

**10 FTE's** on staff



# AED's Impact Over the Years

---

- Became a membership organization in 1992 following its evolution from initial roots in 1960
- Assistance offered to more than 1,400 local businesses in outreach program
- Significant advocacy and research efforts in incentive tools and structures
- Since just 2011, recruited/assisted in expansion of 55+ firms and 8,600+ direct new jobs to the metro area

# AED's Impact: 2021 Announcements

*Within 3 years of project announcements, the following direct and indirect impacts are anticipated:*

LOCAL TAX REVENUE

**\$20.1 M**

NEW OR RETAINED  
JOBS

**654**

ADDITIONAL  
INDUCED JOBS

**746**

NEW CAPITAL  
INVESTMENT

**\$112 M**

TOTAL ECONOMIC  
OUTPUT

**\$853 M**

## ANNOUNCEMENTS

---

LQ Digital

---

Lancs Industries

---

American Gypsum/SSC

---

Los Poblanos

---

Pajarito Powder

---

Affordable Solar

---

Bueno Foods

---

BlueHalo

---

MTX Group

# Economies are Regional

WHERE WORKERS WHO LIVE IN CITY OF RIO COMMUNITIES ARE EMPLOYED	COUNT	SHARE
City of Albuquerque	512	40%
City of Belen	119	9.3%
Village of Los Lunas	115	9%
City of Rio Communities	66	5.2%
ALL OTHERS	469	36.6%
TOTAL		100%

Source: US Census On The Map 2018, <https://onthemap.ces.census.gov/>

# AED's Core Areas of Service and Expertise

---

Regional, data driven value proposition development, **research and labor analytics**

**Site selection** support, incentive analysis and project advocacy

National consultant and multiplier **marketing, cold lead generation**

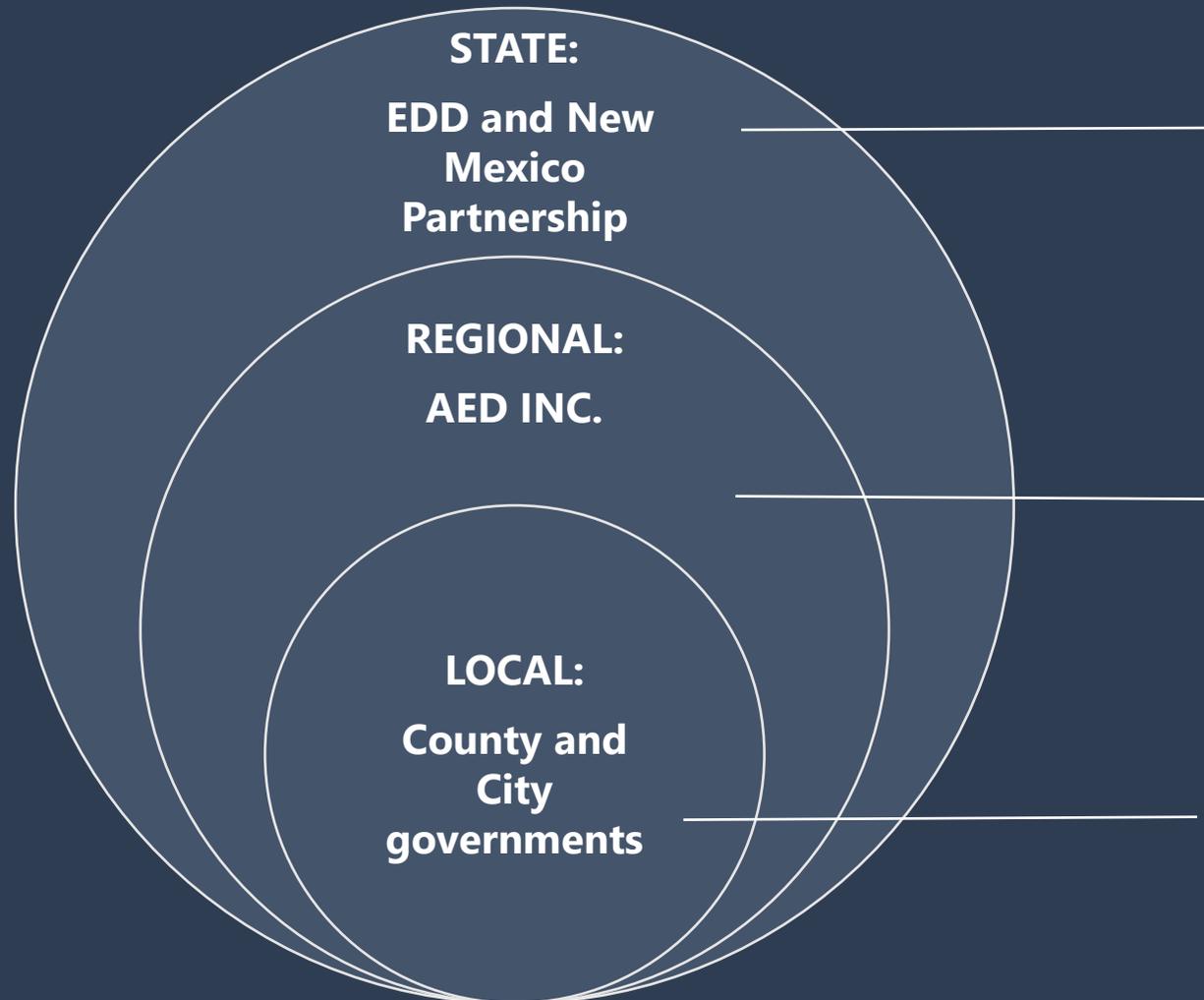
**Existing business growth support and market intelligence**

Regional **workforce strategies and talent** attraction

Policy analysis and toolkit development to **enhance competitiveness**

Membership engagement and programming

# Complementary & Unique Roles of Partner Agencies



## EXAMPLE ROLES:

State level competitiveness and incentive program administration  
State-wide strategy and funding  
Lead generation marketing

Regional data  
Site selection and marketing  
Lead generation and proposal responses  
Toolkit and competitiveness  
Base business growth and market intel

Land use planning, infrastructure  
Local target sector focus  
Permitting and zoning  
Local incentive agreements  
Small business retention and expansion

# ABQ.ORG/2021STRATEGY

**Albuquerque Economic Development**

## 2021 and Beyond:

### A STRATEGIC PLAN FOR ECONOMIC RECOVERY AND RESILIENCY IN THE ALBUQUERQUE METROPOLITAN REGION

Supporting economic growth in Bernalillo, Valencia, Sandoval and Torrance Counties.

*This plan made possible by:*

201 Third St. NW, Suite 1900 | Albuquerque, NM 87102 | [www.abq.org](http://www.abq.org)



### Team

of an organization and its measures company's culture. It also ensures critical in their shared beliefs and staff brainstorming sessions, team an Task Force feedback:

### Team

- ators and ting conversations partnerships.
- day ethically
- ield, we e, mentor and
- l, reliable and

is "To be a best-in-class t performance."

executes ned to yfy the of the greater ion, creating erse and y and dard of

### Team and Approach

analysis of the region's competitiveness, target industry clusters, and workforce.

ID, INC was engaged to conduct a Strengths, Weaknesses, Opportunities and Threats analysis through stakeholder input, and in the process engaged directly with more than 80 key individuals, as well as utilized the results of online investor and stakeholder surveys. The firm also reviewed and offered insights and recommendations regarding organizational structure based on best practices regional organizations nationally.

Hickey Global, a part of the Hickey Family of global advisory companies, was retained to complete and deliver a labor analysis, target industry cluster verification and recommendations, competitiveness analysis, ecosystem analysis guidance, and strategic recommendations – all from the lens of a site selection consultancy.

The final recommendations in this Strategic Plan are the result of collaboration and consensus among these independent consulting firms, led by economic development practitioners with a combined 60+ years of experience building and leading best in class regional economic development organizations.

### Takeaways

The Albuquerque region has a positive business cluster message to market nationally.

With against strong competing regions, AED needs to improve organizational capabilities in marketing and business development.

A diverse set of high ranking clusters shows the Albuquerque Region to have a balanced portfolio.

Brainpower and IP are already in commercialization.

ity should focus on the

In Renewable Energy, become the green energy capital of the United States, and the model for other markets in the future.

n Manufacturing, focus on reshoring and onshoring opportunities.

### Takeaways

The Albuquerque region has a positive business cluster message to market nationally.

With against strong competing regions, AED needs to improve organizational capabilities in marketing and business development.

A diverse set of high ranking clusters shows the Albuquerque Region to have a balanced portfolio.

Brainpower and IP are already in commercialization.

ity should focus on the

In Renewable Energy, become the green energy capital of the United States, and the model for other markets in the future.

n Manufacturing, focus on reshoring and onshoring opportunities.

TOP BIG GOAL METRIC:

Rank in the top 25% of mid-sized markets in the U.S. for job growth in 5 years.

# STRATEGIC PLAN SUMMARY CARD

## Guiding Principles

### Collaborators & Connectors

We are collaborators and connectors, starting conversations and enhancing partnerships.

### Ethical & Inclusive

We operate every day ethically and inclusively.

### Educators & Innovators

As experts in our field, we proactively educate, mentor and innovate.

### Resourceful, Reliable & Resilient

We are a resourceful, reliable and resilient team.

## Vision

The greater Albuquerque region will be known and recognized for having the highest quality of life and the most diverse and sustainable economy in the US mountain west.

## Mission

AED leads and executes strategies designed to grow and diversify the economic base of the greater Albuquerque region, creating a prosperous, diverse and inclusive economy and elevating the standard of living for all.

## Strategic Focus Areas

### Diversify the Economy

- Grow site selector outreach
- Develop value propositions and lead gen strategies in target clusters
- Grow existing business program with market intel outreach
- Capitalize on national and global trends

### Establish a National Brand

- Redesign and invest in AED marketing platform
- Launch comprehensive media strategy
- Leverage video content
- Enhance the website, online presence and conversion rate of visitors

### Increase Regional Competitiveness

- Development an ecosystem communication platform
- Align talent attraction, retention and development efforts
- Address opportunities in mobility and transportation
- Support commercial space development
- Deliver evidence based legislative recommendations

### Modernize the AED Organization

- Address organizational structure to enable fundraising needs
- Increase investor engagement and value
- Invest in the pursuit of excellence as an organization, a team and as individual economic developers

## Major Initiatives

- **Think:** Think big and develop a long-term actionable approach for capturing the economic impact that our research institutions make possible.
- **Ensure:** Ensure awareness at all times of our economic standing as a region.
- **Shift:** Shift our perspective and approach to transform to a truly region-serving organization.
- **Respond:** Aggressively respond to needs and opportunities presented as a result of COVID-19 impacts.
- **Create:** Create unique programs targeting the attraction of target cluster companies and knowledge workers. Champion and expand talent need solutions for now and in the future.
- **Establish:** Establish the region as the single most prominent location for aerospace related innovation in the country, actively engage with leading partners and institutions.
- **Expand:** Expand the existing business efforts to a model regional market intelligence program, driving local business growth and informing attraction pipelines.

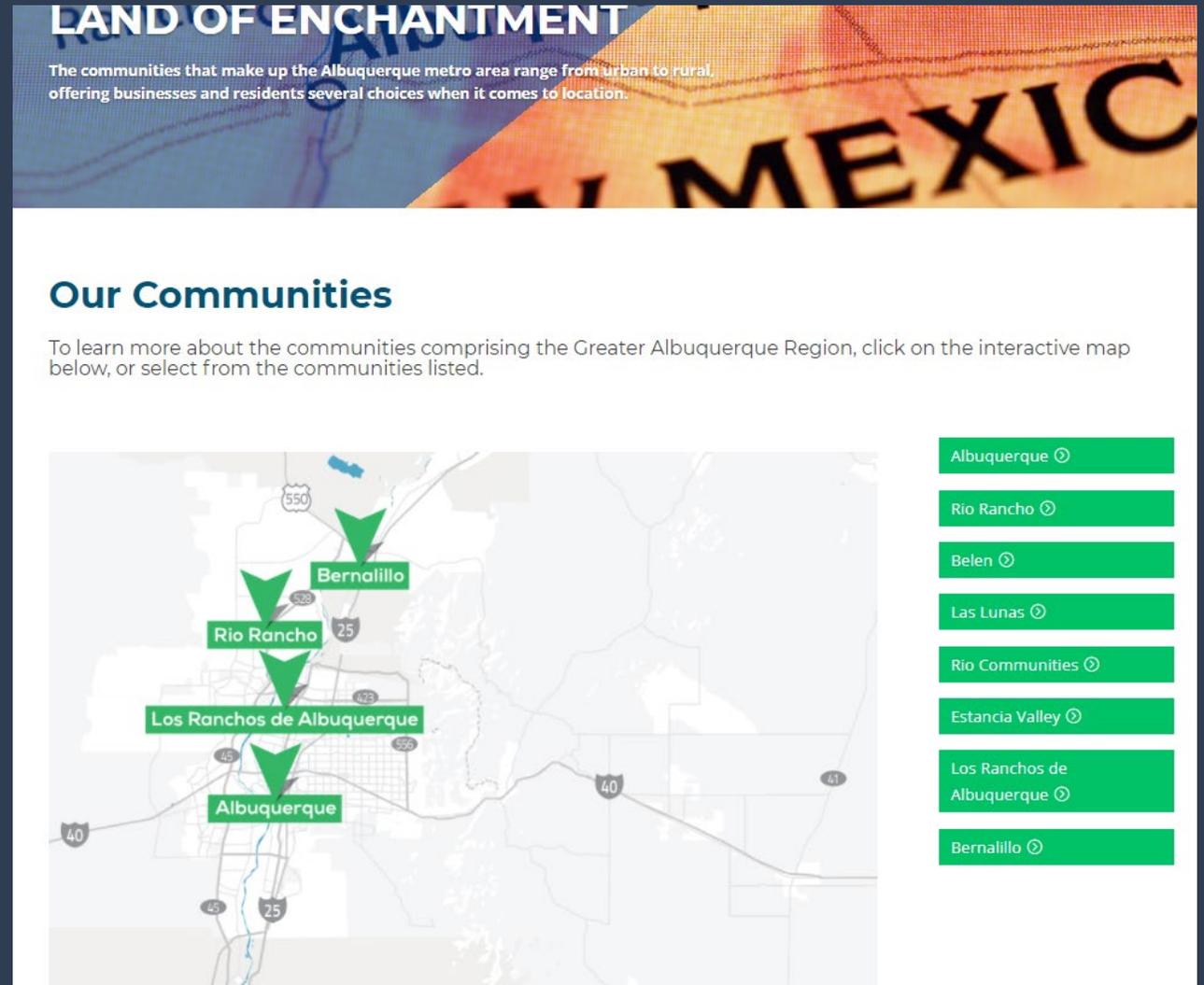
# 2021 Immediate Next Steps

Task	July	August	Sept.	Oct.	Nov.	Dec.
<i>Regional 'ED Pros' Monthly Update Meetings</i>						
<i>Policy Priorities &amp; Plan on Legislator 'Roadshow'</i>						
<i>Fundraising Feasibility Study</i>						
<i>501c3 Transition: Task Force and Execution Launch</i>						
<i>Naming Refresh Task Force: Discussions and Recommendations</i>						
<i>Board Retreat</i>						
Ecosystem Communication Platform Launch						
Website Refresh and Marketing Plan Development						
BRE Program Expansion						
Capital Campaign Launch – Feb. 2022						

# NEW WEBSITE DESIGN TO HIGHLIGHT COMMUNITY PARTNERS

An interactive map will allow visitors to view community information, including:

- Preferred contact
- Referral URL
- Summary paragraph
- Top 5 featured facts
- Key industries/employers and local goals
- Embedded live custom business and demographic data infographics for each community

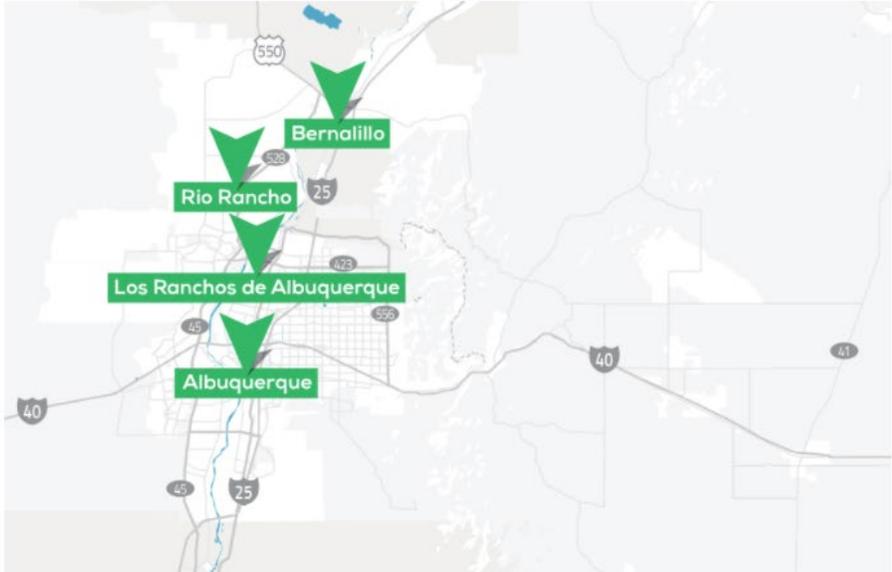


**LAND OF ENCHANTMENT**

The communities that make up the Albuquerque metro area range from urban to rural, offering businesses and residents several choices when it comes to location.

## Our Communities

To learn more about the communities comprising the Greater Albuquerque Region, click on the interactive map below, or select from the communities listed.



- Albuquerque
- Rio Rancho
- Belen
- Las Lunas
- Rio Communities
- Estancia Valley
- Los Ranchos de Albuquerque
- Bernalillo

# Available Data Resources and Services for Region

<b>MARKETING &amp; WEB PRESENCE, VIDEO PRODUCTION AND PAID AND EARNED SOCIAL MEDIA</b>	<b>GIS BASED BUSINESS DATA TOOLS, ZOOM TOURS &amp; COMMERCIAL REAL ESTATE LISTINGS</b>	<b>GRANULAR LABOR DATA ANALYSIS AND CUSTOM LOCAL DEMOGRAPHICS</b>	<b>LEAD GENERATION AND PROSPECTING TOOLS FOR NEW OPPORTUNITIES</b>	<b>ECONOMIC IMPACT ANALYSIS AND METRO COMPARISON MODEL</b>
<p>Big Data available through ABQSites.com along with property listing tools and custom community layers, demographics, business data and infographics. A soon to launch regional JOBS BOARD will allow growing firms to post opportunities that will then be marketed to skilled labor.</p> <p><i>Est. Value: \$80,000</i></p>	<p>Website hosting and maintenance cost to provide a trackable, regional promotional tool with integrated data sets and sources, along with social media management and tools. Community-specific level data and comparisons available for all jurisdictions in region.</p> <p><i>Est. Value: \$10,000</i></p>	<p>Using EMSI, AREA can analyze labor, job posting, demographic, industry and occupational trends to the 6-digit NAICS code level for any geography in a 10-state region. Cost of living C2ER database provides cost comparisons to articulate value proposition to prospects. The recently launched SizeUp small business tool supports local small business and is free to all seeking regional data.</p> <p><i>Est. Value: \$25,000</i></p>	<p>AREA subscribes to data sets such as external market lists, D&amp;B, Site Selector Contact Database, Fortune 500 and Inc. 5000 for lead generation purposes for the region. In addition, hosting of virtual and in person familiarization tour with regional focus.</p> <p><i>Est. Value: \$8,000</i></p>	<p>Hosting and maintaining an economic impact model custom to areas in the region and a metro comparison model allows AREA to produce impact reports for all projects and analyze return on investment for local incentives.</p> <p><i>Est. Value: \$23,000</i></p>



# ABQSITES.COM

USE YOUR PHONE CAMERA TO OPEN QR CODE.



**Free, interactive online tool for finding new sites and buildings for business operations. Also, TONS of demographic and business data.**



ABQ.ORG/SIZEUP

USE YOUR PHONE CAMERA TO OPEN



Free, interactive online tool for businesses to compare themselves to competition, find the best places to market, and connect with buyers and suppliers. **A training video can be found on the site page!**

# NEW: ONLINE JOBS BOARD

- Sign up as an employer: <https://www.abq.org/jobs/>
- Free to communities and businesses in the region
- AREA promotes this jobs board to locals and talent outside the market

A screenshot of the 'REGIONAL OPPORTUNITIES' jobs board interface. At the top, it says 'REGIONAL OPPORTUNITIES' in blue. Below that is a paragraph: 'Keeping true to New Mexico's official nickname, the Land of Enchantment, the greater Albuquerque region attracts and retains an educated, skilled and diverse workforce, thanks to the exceptional quality of life, low cost of living and abundant amenities. This is a trifecta that is hard to find in larger metropolitan areas.' To the right, it says 'SPONSORED BY' with the Bank of Albuquerque logo, and 'MADE POSSIBLE BY' with the Albuquerque Forward Fund logo. The main content area has a search bar with the text 'Search by job title, company, or keyword...'. Below the search bar are two tabs: 'Relevance' (selected) and 'Date'. To the right of the tabs, it says '6 jobs'. The job listings are as follows:

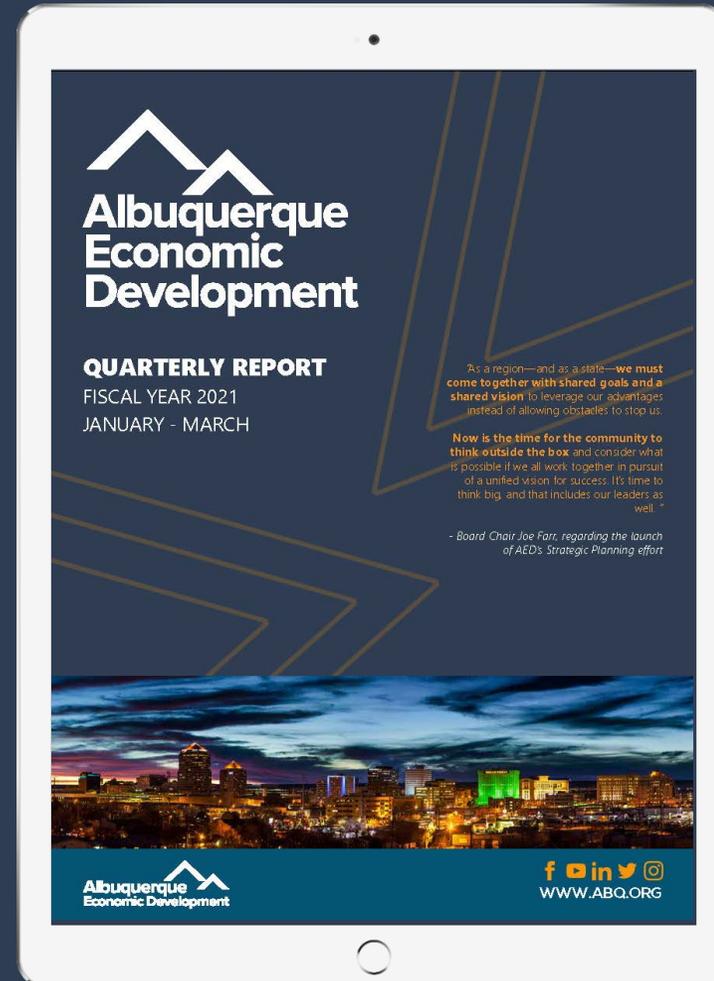
Company Logo	Job Title	Company Name	Location	Last Updated	Action
LQ Digital	Lead Qualification Expert	LQ Digital	Albuquerque, NM	Last updated 7 days ago	
USC Bag Manufacturing, LLC	Assistant Maintenance Manager	USC Bag Manufacturing, LLC	Albuquerque, NM	Last updated 2 days ago	Apply on TrueJob
USC Bag Manufacturing, LLC	Warehouse Assistant	USC Bag Manufacturing, LLC	Albuquerque, NM	Last updated 2 days ago	Apply on TrueJob
USC Bag Manufacturing, LLC	Wide Web Flexographic Printing Press Operator	USC Bag Manufacturing, LLC	Albuquerque, NM	Last updated 2 days ago	Apply on TrueJob
USC Bag Manufacturing, LLC	PRINTING PRESS TRAINEE	USC Bag Manufacturing, LLC	Albuquerque, NM	Last updated 2 days ago	Apply on TrueJob
USC Bag Manufacturing, LLC	Bag Machine Operator	USC Bag Manufacturing, LLC	Albuquerque, NM	Last updated 2 days ago	



## FEATURED NEWS

# QUARTERLY REPORTS AVAILABLE

Visit [www.ABQ.org/publications](http://www.ABQ.org/publications)



# 2021 Board of Directors

**Hank Andrews**  
*Verus Research*

**Tom Antram**  
*French Funerals & Cremations*

**Beth Barela**  
*Manpower of New Mexico*

**Celina Bussey**  
*Deloitte*

**David Campbell**  
*Mesa Del Sol*

**Mike Canfield**  
*Indian Pueblo Cultural Center*

**Phil Casaus**  
*BRYCON Corporation*

**Danielle Casey**  
*AED President & CEO*

**Ryan Centerwall**  
*Affordable Solar*

**Jim Chynoweth**  
*CBRE, Inc.*

**Kent Cravens**  
*Greater Albuquerque Association of Realtors*

**Michael Crossey**  
*TriCore Reference Laboratories*

**Michelle Dearholt**  
*Nusenda*

**Dale Dekker**  
*Dekker/Perich/Sabatini*

**Chris Dunkeson**  
*Comcast*

**Mark Epstein**  
*TrueHealth New Mexico*

**Chair: Joe Farr**  
*Duke City Commercial LLC*

**Carlos Garcia**  
*Garcia Automotive Group*

**Caroline Garcia**  
*KPMG LLP*

**Kristi Gibbs**  
*Old Republic Title Company*

**Gary L. Gordon**  
*Retired (Emeritus Member)*

**Joanie Griffin**  
*Sunny505*

**Debbie Harms**  
*NAI Sun Vista*

**Jason Harrington**  
*HB Construction*

**Vincent Herrera**  
*Unite Private Networks*

**Justin Horwitz**  
*Rodey Law Firm*

**Shad James**  
*Jaynes Corporation*

**Debbie Johnson**  
*Central New Mexico Community College  
(Emeritus Member)*

**Dennis Jontz**  
*Oso Grande Technologies, Inc.*

**Treasurer: Mindy Koch**  
*Intel Corporation*

**Leean Kravitz**  
*Fidelity Investments*

**William P. Lang**  
*Albuquerque Publishing Co.*

**Tony Lenhart**  
*Eye Associates of New Mexico*

**Dan Long**  
*Summit Electric Supply Co., Inc.*

**Mike Lowrimore**  
*Bank of the West*

**Sherman McCorkle**  
*Sandia Science & Technology Park  
(Emeritus Member)*

**Roxanna Meyers**  
*Century Sign Builders*

**Paul Mondragon**  
*Bank of America*

**Bob Murphy**  
*Economic Forum (Emeritus Member)*

**Megan Oblack**  
*Lovelace Health System*

**Josh Parsons**  
*Sandia National Laboratories*

**Don Power**  
*Don Power Consulting (Emeritus Member)*

**Roberta Cooper Ramo**  
*Modrall Sperlberg*

**Charles Rath**  
*RS21*

**Secretary: Cesar Rodriguez**  
*Tempur Production USA, LLC*

**Todd Sandman**  
*Presbyterian*

**Chair-Elect: Cynthia Schultz**  
*Bradbury Stamm Construction*

**Ryan Shell**  
*New Mexico Gas Company*

**Ray Smith**  
*Klinger Constructors, LLC*

**Ben Spencer**  
*Titan Development*

**Bruce Stidworthy**  
*Bohannon Huston*

**Don Tarry**  
*Public Service Company of NM*

**Jennifer Thomas**  
*Bank of Albuquerque*

**Janice Torrez**  
*Blue Cross Blue Shield of New Mexico*

**Jack Towsley**  
*DaVita Medical Group*

**JoLou Trujillo-Ottino**  
*Delta Dental*

**Al Vaio**  
*Vaio Resources, LLC (Emeritus Member)*

**Imm. Past Chair: Eric Weinstein**  
*Aon*

# THANK YOU



**Danielle Casey**  
President & CEO  
[dcasey@abq.org](mailto:dcasey@abq.org)



@ABQEconDev

