



**Toward a Healthy,
Resilient, Innovative, and
Vibrant Economy (THRIVE)**

THRIVE 2021



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MESSAGE FROM THE MAYOR



TIMOTHY M. KELLER
MAYOR, CITY OF ALBUQUERQUE



Greetings Albuquerque,

Albuquerque is New Mexico's urban center and the Southwest's premier mid-size city. When the pandemic hit, we knew we had to reject the false choice between lives and livelihoods, and we jumped into action to save both. We didn't want to just survive, we wanted to come out thriving, with businesses and good paying jobs intact.

During the COVID-19 response, we worked to keep the bottom from falling out of our economy. Now, it's time to urgently push our city into recovery.

We're doubling down on our commitment to attract economic investment and support local businesses. That doesn't mean trying to be like other cities, it means championing our healthy and vibrant community that reflects our diversity, innovation, rich culture, and unique history. This has been a difficult time for local businesses and workers, but these roots give our community the resilience to emerge on a strong trajectory for recovery and growth.

THRIVE 21 is our post-pandemic economic recovery plan that will solidify Albuquerque's growing reputation as a prosperous, business-friendly, and inclusive hub in which we can all live, work, and grow.



Throughout the pandemic, we stepped up to provide businesses, makers, and residents the assistance needed to weather the storm. From over \$10 million in grants for small and micro-businesses, to \$1 million in PPE we sourced locally to distribute to our small businesses for free, to \$2.5 million made available to residents who did not qualify for federal aid, our City's Economic Development Department is dedicated to innovative resources that build an economy that works for everyone.

THRIVE 21 is our roadmap to reignite the economic momentum Albuquerque experienced before the pandemic changed everything. With a focus on cultivating our strengths and initiating extensive strategies in workforce development, recruitment and retention, downtown redevelopment, and small business support, we're continuing to position Albuquerque as the most resilient, innovative, and nimble community in the country.

Despite this year's challenges, Albuquerque is a city that strives for economic prosperity for all of our residents, and where visitors dream to return.

Sincerely,

TIMOTHY M. KELLER,
MAYOR, The City of Albuquerque

ABOUT OUR DEPARTMENT



The Economic Development Department's mission is to create a more diversified and equitable economy that works for everyone by growing and retaining local businesses and jobs; eliminating barriers to success in underserved communities; recruiting businesses in key industries; increasing Albuquerque's competitiveness in the global market; and fostering a healthful built environment.

The Economic Development Department is building collaborative partnerships and relationships by supporting business and workforce development, and presenting a narrative of diversity, inclusivity, opportunity, and investment in



Albuquerque's communities and neighborhoods. THRIVE 21 will put us on a strong path to return to the momentum we had before the onset of the pandemic, and we will continue to plan for future job growth and strategic projects that will bolster Albuquerque's economic sustainability.

This is the roadmap to an equitable economic recovery for current and future residents of Albuquerque. By promoting and facilitating business development, creating and implementing economic development strategies, and strengthening ties with the private sector—all through a lens of equity and inclusion—we lift each other up as One Albuquerque.



BACKGROUND AND EXECUTIVE SUMMARY



Heading into 2020, Albuquerque was bursting with energy. We were enjoying steady economic growth and a positive influx of residents for the first time in a decade. We were cheering on the Isotopes and the New Mexico United in the stands and on Civic Plaza. We were gathering downtown to enjoy Art Walk; at the BioPark to marvel at our world-class penguin exhibit; across the city to welcome new developments like the Sawmill Market and Tin Can Alley; and in revitalized areas to celebrate companies like Netflix and NBCUniversal that selected Albuquerque as a key production hub. In the Economic Development Department, we were supporting our local entrepreneurs through the City's first Small Business Office and our Buy Local initiative. Our Fire Marshal and Planning Departments had slashed permit turnaround times in half to spur development. We were expanding the Metropolitan Redevelopment Area and welcoming



neighbors to the new Rail Yards plaza. We were spurring the creative economy through innovative programs and events.

Our Office of Equity and Inclusion was investing in workforce diversity. We had learned to build on the foundation of our natural beauty and cultural diversity, and we were showing the world why Albuquerque is such an amazing place.

Then in March 2020, the COVID-19 pandemic hit our city, and the world. We entered unfamiliar and uncertain times. Infection numbers rose and hospital beds filled up. The State asked us to protect our families and friends by staying home, and closing the doors to our vibrant restaurants, hotels, attractions, and businesses. We did not know how long the pandemic would last, or how it would change our way of life.

THRIVE 21 RECOVERY PLAN



No place was immune to the pandemic's toll on our jobs, businesses, and spirit. In the midst of that uncertainty, long-standing civil rights struggles reached a tipping point and we stood in solidarity for justice, while asking our residents to also stand for peace.

As the City of Albuquerque acted fast to save lives and reduce the economic impact of the pandemic, the systems and relationships we had built became absolutely essential. We leveraged the Small Business Office to provide nearly \$11 million in direct aid to small businesses and to help people navigate the maze of assistance programs and new requirements. We distributed close to \$1 million in personal protective equipment to local businesses. Our Fire Marshal's Office, Environmental Health Department, and Planning Department provided countless hours of education on the public health order and created a fast-track for permitting outdoor operations, including \$1 million in waived permitting fees. We awarded \$500,000 in grants to creative professionals who found themselves without stages and galleries to feature their work. When schools closed, we repurposed our community centers to provide free childcare to essential workers. Instead of pulling back, we hit the accelerator on infrastructure investments to keep construction and related industries alive—fast-tracking \$120 million in public works projects. Recognizing historic inequities in city funding, we helped to found

the Black Community Investment Fund with \$1 million in seed money. And all the while, our Office of Equity and Inclusion ensured that these resources were accessible in multiple languages and distributed to a wide range of communities.

We also learned a lot about our city and each other. We saw our friends and neighbors step up for each other, from distilleries making hand sanitizer to art popping up on street corners and windows. "Resilience" became a buzzword, but we actually saw it every day as city child care providers, trash truck and bus drivers, maintenance workers, zookeepers, and first responders continued to provide key services without missing a beat. Our Emergency Operations Center activated on March 10, 2020, managing thousands of donations and volunteer hours that reminded us how we excel at taking care of each other.

We will carry these strengths and lessons as we emerge from the pandemic to build an even stronger and more vibrant town than before.

As more residents are vaccinated and the possibility of a safe, full opening take shape, the City is actively implementing programs and initiatives designed to induce short-term recovery and forge long-term prosperity. THRIVE 21 is the roadmap for a path "Toward a Healthy, Resilient, Innovative, and Vibrant Economy."

THRIVE 21

KEY STRATEGIES



Our Plan

THRIVE 21 outlines the steps to realizing this future. The plan is composed of six strategies that address key areas of need and opportunity:

01 Small and Local Business Support: Our top priority has been, and will continue to be, providing meaningful support for existing and new small and local businesses. THRIVE 21 includes innovative programming in resource navigation, funding, startup guidance, and entrepreneurial support. THRIVE 21 will also focus on reaching enterprises owned by people of color, which were disproportionately impacted by COVID-19.

02 Building a Stronger, Safer City: As soon as the pandemic began, we knew that the construction industry would be key to stabilizing the economy with jobs that would not be shut down due to distancing requirements. THRIVE 21 includes continued investment in infrastructure that meets the triple goals of improving our infrastructure and built environment, enhancing public safety, and stimulating the economy.

We also focus on spurring private investment and development.

Recognizing that the social safety net is just as critical to an economy that



works for everyone, THRIVE 21 also includes crucial efforts to ensure the economic security and prosperity of our most vulnerable neighbors.

03 Smart Recruitment and Retention:

Throughout the pandemic we continued to recruit new businesses to come to Albuquerque and to provide resources for homegrown businesses to expand.

Bright spots in the last year included recruitment of national operations (like the Orion Project) and expansion of local companies including Build With Robots, Los Poblanos, and Bueno Foods.

THRIVE 21 includes innovative programs to build on these



successes by targeting sectors which we are uniquely competitive.

04 Promoting Albuquerque as a Great Place to Live and Visit:

The tourism sector was devastated by the pandemic, and THRIVE 21 includes millions of dollars in direct marketing, incentives, and aid to bring our tourism-related businesses back to life. THRIVE 21 will also continue to deploy compelling new marketing campaigns that capitalize on national migration trends and Albuquerque's natural assets to motivate families to relocate here.

05 Developing a Workforce for the Post-Pandemic Economy:

The pandemic has had an inequitable impact on workers, especially those with less formal education, people of color, and women. In addition to creating jobs, THRIVE 21 invests workforce development to ensure local workers who are unemployed or seeking upgraded employment can successfully secure these critical jobs.

06 Placemaking and Redevelopment: The measure of any great modern city is the vitality, safety, diversity, and accessibility of its urban core. When visitors arrive and when residents consider where to spend their time and money, Downtown and other redevelopment areas should be on the short list. THRIVE 21 will leverage collaborative public-private partnerships to attract investment, expand activities, diversify business, and create unique spaces that celebrate

Albuquerque's authentic culture.

One common theme runs through THRIVE

21, Equity: Economic and racial inclusion fosters innovation, financial security, increased growth and revenue for businesses, and a more diversified and sustainable local economy.

While each strategy employs tactics designed to address a singular objective, their shared impact will be broad-based city renewal.

SIX EQUITABLE RECOVERY PILLARS

- 01** Ensure the economic security and prosperity of all residents.
- 02** Stabilize and grow immigrant- and people-of-color-owned businesses.
- 03** Restore and expand public services that meet community needs.
- 04** Invest in frontline, COVID-impacted, and disinvested communities.
- 05** Build community power and equity infrastructure.
- 06** Grow good, climate-friendly jobs.

FROM POLICYLINK

ECONOMIC RECOVERY STRATEGY

What does the success of THRIVE 21 look like?

Success is an influx of economic-base businesses and working-age individuals. Tools for economic mobility, choice, and empowerment. A city that attracts and keeps a wide range of investors. A city that visitors want to explore and where folks who left want to come back to. A diversified economy that can weather tough times and provide opportunity for people with many different backgrounds. But, most importantly, a city we are all proud to call home.

THRIVE 21
VIBRANT RECOVERY
LONG-TERM PROSPERITY





STRATEGY 1

SMALL AND LOCAL BUSINESS SUPPORT



Small, local businesses have been hit hardest financially by the pandemic, with business owners of color and women-owned enterprises disproportionately impacted. These same businesses are the economic backbone of our community. Their recovery and the creation of new enterprises and jobs is critical to Albuquerque's ability



to achieve sustainable, long-term prosperity, and growth. In addition, as we reopen, many newly jobless will turn to entrepreneurship to regain economic stability.

Small Business Office

Founded in September 2019, the City's Small Business Office was established to serve as the front door for doing business with and in the City of Albuquerque. The Office provides one-on-one technical assistance and training, connection to resources and ecosystem support, and navigation of City processes and services.

The pandemic unleashed the true potential of the Small Business Office, which took the lead in distributing millions of dollars in direct grants, personal protective equipment, and fee waivers.

The Office also expanded its navigation offerings to help folks through the maze of small business loans and grants offered by the state, federal

ECONOMIC RECOVERY EFFORTS

\$10M

in Small Business Grants

\$1M

in PPE



government, and other institutions.

As part of THRIVE 21, the Small Business Office will:

- Distribute an additional \$5 million to help local small businesses stay afloat and provide eligible startups with funds for expenses related to launching a business.

As in the 2020 grant programs, these programs will include funds dedicated specifically to micro-businesses and underserved communities.

- Continue to help small businesses navigate the City processes such as permitting, licensing, other business services and understanding the City's procurement process, and

connect them with resources and opportunities within the metro's small business ecosystem.

- With the Department of Arts and Culture and State funding, host another round of Tipping Points for Creatives, an initiative that aims to connect local musicians, visual and performing artists, artisans, and other creative entrepreneurs to resources and services that will help them get to the next level and make a living doing what they love.
- With the Department of Arts and Culture, expand the City's Summerfests to serve as a safe post-pandemic recovery celebration in support of surrounding small businesses, in

the style of a "shop and stroll."

- Relocate to Q Station, a business incubator in Nob Hill created to offer consulting services and other support to space technology companies.

Minority Business Development Center

Prior to the COVID-19 outbreak, the Economic Development Department, and partners, applied for federal funds to establish the Minority Business Development Center.

When we received those funds, we plowed ahead—despite COVID—to launch the Center in September 2020.

The Minority Business Development Center helps clients access capital, identify and secure contracts, access new markets, and receive training and capacity development support.

As part of THRIVE 21, the Minority Business Development Center will:

- Increase the representation of women- and minority-owned businesses in procurement contracts by actively seeking women- and minority-owned suppliers and identifying and eliminating barriers within the procurement system.
- Create access to government contract opportunities for 80+ mid-size business enterprises owned by people of color to help increase their revenues and



enable them to scale. (Success will be measured by the number of contracts executed.)

- Guide minority-owned businesses in identifying sources of capital and navigating American Rescue Plan Act funding opportunities and offer development opportunities through workshops and seminars.
- Prepare clients with designations and certifications that aid in the bidding process to assist in making them contract-ready, including education on how to properly prepare procurement applications and bid packages, and to help understand contractor expectations.

- Coordinate a workshop for the Center's clients on Small Business Innovation Research/Small Business Technology Transfer opportunities to connect small businesses with national trade shows focused on industries we seek to emphasize and grow.

The City will pay fees related

to registration and booths/pavilions, where local businesses would exhibit their products and services, make sales, network, and gain visibility for themselves and for the industries they represent.

Connecting Local Business to International Markets

- Support the State's deployment of more than \$250,000 in Small Business Administration STEP grant funds by October 2021.

Funds will be used to help local businesses attend virtual and in-person international trade shows; enhance international e-commerce capabilities; contract for international market research/customer development; and translate their websites and other promotional materials into multiple languages.

- Provide export assistance through the New Mexico Trade Alliance to small businesses, to increase their awareness and their

ECONOMIC RECOVERY EFFORTS

\$250,000

in Small Business
Administration STEP funds

\$1M

to the Black
Investment Fund

use of Albuquerque's Foreign Trade Zone and guide them to potential international customers, partners, and distributors.

Black Community Investment Fund

In summer 2020, amidst civil unrest and long overdue discussions about equity and justice, the City stepped up to recognize historical underinvestment in the Black communities of Albuquerque.

We helped the One Albuquerque Fund to establish the Black Community Investment Fund and seeded that endeavor with \$1 million. The Fund's leadership was empowered to let the community speak to its own needs and direct those dollars from the ground up.

As part of THRIVE 21, the City will:

- Continue to partner with the Black Community Investment Fund to infuse capital into the Black community.

The fund will provide business assistance, entrepreneurial assistance, and professional development assistance to Black-owned businesses.

Short-term funding allocations will take the form of business grants, COVID-19 relief, and possibly housing.

- Collaborate on next-phase investments in existing infrastructure, educational, and professional development programs, and creation of an

anchor institution serving the Black community.

Bringing the City and Region Together

No city can recover alone. The City has been working closely with the State, the County, and our neighboring towns throughout the pandemic.

THRIVE 21 includes programs to use the convening power of the City to bring people together in a coordinated effort to build a sustainable economy, including:

- Convene a Virtual Economic Recovery Summit with local leaders to showcase the efforts and partnerships that will support economic growth and recovery in the coming months and years,

and increase awareness of services that benefit businesses and residents.

- Partner with Workforce Connection of Central New Mexico to establish a regional Economic Development Committee that will align the metro area's economic and workforce strategies to spur job growth in key industries during and after the recovery.
- Host a Startup Summit featuring local microlenders, investors, makerspaces, incubators, and proven entrepreneurs to offer training and possibly funding to support entrepreneurs seeking to start or grow a new company.



STRATEGY 2

BUILDING A STRONGER, SAFER CITY



The pandemic revealed many weaknesses in our community, but it also provided unprecedented opportunities to turn those weaknesses into strengths.

The City has prioritized and fast-tracked both public and private infrastructure investments from the start of the pandemic, a blueprint that is echoed in the American Rescue Plan. And, just as important as the physical infrastructure, is the economic safety net that protects our community's most vulnerable populations. We will all do better if economic recovery reaches every valued member of our City.

THRIVE 21 connects the dots between economic recovery, infrastructure improvement, public safety, and the social safety net through a number of initiatives.

Continuing the Pandemic Infrastructure Initiatives

The City and local construction industries teamed up in April 2020 to accelerate construction projects to help prevent layoffs, take advantage



of empty streets and buildings, and provide critical momentum toward long-term economic recovery. We took advantage of quieter traffic (as residents stayed home) to make for safer, more efficient, and less disruptive work sites.

THRIVE 21 will continue this focus through the following initiatives:

- Investment in underserved neighborhoods has been a priority since day one of the Keller Administration.

Projects currently under construction that will continue to spur growth in underserved neighborhoods include: the International District Library; ADA upgrades throughout southeast Albuquerque; the Singing Arrow Community Center; the Marble/Arno Pump Station; the new Westside Community Center; and street lights in the southwest quadrant of the city.

- Albuquerque is a Vision Zero city, and the City is focused on infrastructure investments

that also further the goal of making the streets safe for everyone.

Projects currently or soon to be under construction that further these twin goals include: the Central underpass pedestrian renovation; crosswalk improvements; street rehabilitation and repaving across the city; restriping existing roadways, and upgrades to medians and pedestrian refuges.

- The pandemic made us appreciate all of the places that we come together to play and learn in our community.

Looking forward to the days when we are able to gather safely, the City broke ground on a number of “fun” infrastructure, including: a public-private partnership for the Explora STEM Expansion; expansion of the Jennifer Riordan Spark Kindness Sports Complex; Rail Yards utilities and streetscapes; and Convention Center improvements.

GO Bond and ARPA Infrastructure Projects

The City’s 2021 General Obligation (G.O.) Bond Package prioritizes aiding the City’s recovery from the COVID-19 pandemic. If approved by voters this fall, it will invest approximately \$140 million in making Albuquerque safer, boosting an economy in recovery, repaving roads and breaking the traffic gridlock,



shoring up the safety net for hard-working families, and more.

The bond package includes the following projects:

- \$25 million to improve streets across Albuquerque, including expansion of McMahon Blvd. NW; citywide median and interstate landscaping; and citywide storm drainage improvements.
- \$17.3 million to ramp up the City’s efforts to address homelessness and youth programming, including affordable housing; Westside Community Center Construction Phase II; and renovations needed

to get the Gateway Center off the ground.

- \$4.5 million to aide in economic recovery, including continued investment in revitalizing the Railyards and Metropolitan Redevelopment improvements in historical areas of the City.
- \$9 million to support the City’s Seniors, including the Cibola Loop Multigenerational Center.
- \$8 million for the energy conservation program, open space acquisition, and public art.

In addition, the Administration’s proposed plan for American Rescue Plan Act funds include:



- Repairs to key facilities like the Anderson-Abruzzo Balloon Museum, the Convention Center, and Pino Yards.
- Expansion of recreational opportunities including the boxing facilities at the Jack

- Candelaria Community Center, citywide hiking and biking trail repair, and a new splash pad at Tingley Beach.
- Additional investment in the Metropolitan Redevelopment fund.



Public Safety Projects

A safer city supports a thriving economy. Infrastructure investments in public safety create jobs while making our City healthier and safer.

The 2021 GO Bond Program includes \$28.4 million for Albuquerque Police Department and Albuquerque Fire Rescue, while the Keller Administration's plan for the first tranche of American Rescue Plan Act funds includes an additional \$7 million for public safety. Both of these funding sources match critical investments of state funds, secured over the past few legislative sessions.

As a key part of THRIVE 21, major public safety projects include:

- Significant investment in public safety facilities including renovating the Southeast

ECONOMIC RECOVERY EFFORTS

\$4.5M
in Recovery Aid

\$17.3M
to Address Homelessness

Area Command; constructing a new Fire Station 12 to increase response times in the International District; designing a new Southwest Albuquerque Regional Public Safety Center and constructing new headquarters for the Albuquerque Community Safety Department in the International District.

- Bringing modern crime-fighting tools to our city including expansion of the Real Time Crime Center, gunshot detection equipment, new vehicles, and needed facility repair for APD.
- Installing 100 new lights to enhance safety in downtown Albuquerque.

Spurring Private Development and Investment

The City understands the importance of supporting the key role that the private sector plays in economic recovery.

The City's various permitting and inspection offices never closed their doors during the pandemic, adjusting quickly to ensure we could safely keep private investment going.

We also worked closely with the many nonprofits and non-governmental organizations that are focused on economic development.

THRIVE 21 continues this strong support for the folks working hard to make our community better including:

- Maximizing online permitting services and continuity of permitting operations to keep private investment moving fast.
- Grants and fast-track permitting for the expansion of outdoor restaurants, retail, and entertainment, including \$1 million in waived permitting fees for these facilities to date.
- Continued support for, and partnership with, local chambers of commerce and MainStreet programs, including the African-American Chamber of Commerce, Barelbas MainStreet, Downtown MainStreet, Nob Hill Main Street, and West Central Community Development Group.
- Continued support for, and partnership with, business incubators, start-up support, and grassroots economic development organizations including Three Sisters Kitchen, ABQID, Albuquerque Economic Development, Southwest Women's Collaborative, Southeast Economic Development Center, and Vizionz Sankofa.

Expanding the Safety Net

A strong economy works for everyone. The pandemic exposed the vast inequity that created economic instability for precisely those people who were providing essential services to keep our city moving.

THRIVE 21 aims to ensure the economic security and prosperity of all residents, expand public services that meet our most pressing needs, and invest in frontline and disenfranchised communities most strongly impacted by COVID-19.

In addition to the City's robust behavioral health, social service, and homeless programs, the City will:

- Add another \$4.2 million to the \$2 million previously distributed in 2020 to assist residents excluded from federal stimulus programs.
- Invest \$21.6 million in federal funds for rental assistance, with additional funding for partnering with the courts on eviction prevention.
- Continue the highly successful Financial Navigators program, a partnership with the Cities for Financial Empowerment Fund, NM Dream Team, and NM Coalition to End Homelessness, to help Burqueños deal with the financial impact of COVID-19.
- Expand the City's housing voucher and affordable housing programs, with \$4 million in recurring and ARPA funds for housing vouchers, and investments to build the Workforce Housing Trust to \$16 million.

STRATEGY 3

SMART RECRUITMENT AND RETENTION



While the pandemic-exposed fault lines in many cities around the nation, the crisis has highlighted Albuquerque's strengths and elevated their importance in the national mindset.

THRIVE 21 elevates the Keller Administration's strategy of focusing on key industries where we know our city has a competitive advantage, to bring in new companies that will stay for the long haul.

THRIVE 21 also continues the emphasis on helping homegrown companies find the resources and support they need to expand without leaving Albuquerque.

Q Station and the Aerospace and Space Industries

Albuquerque's defense and science industries and



growing aerospace sector has led to our emergence as a center of space exploration and research. The City is partnering with the Air Force Research Laboratory (AFRL) to create Q Station, a collaborative workspace on the historic Route 66 in Nob Hill for the space technology sector.

We are accelerating the development of Q Station to support recovery via space technology and entrepreneurship using a \$750,000 Economic Development Administration Scaling Pandemic Resilience Through Innovation and Technology (EDA SPRINT) Challenge grant.

In addition to serving as the New Mexico location for the AFRL Tech Engagement Office, AFWERX and SPACEWERX, Q Station will:

- Leverage one of the City's vacated retail spaces along Central

ECONOMIC RECOVERY EFFORTS

\$1.6M

in LEDA Loans
and Grants

3,687

Jobs Created through
LEDA Funding

Avenue (with close proximity to the airport and Air Force base) to create a high-tech co-working environment that reimagines the retail-dependent Nob Hill district as a hub for aerospace entrepreneurship.

- Incubate six to eight local, domestic, and international space, directed energy, and related technology companies (at a time) to establish a presence and grow their companies in Albuquerque.
- Connect the industry as an event space, meeting, and training location for New Mexico's space technology ecosystem, complete with state-of-the-art communications technology designed for hybrid virtual/in-person meetings and presentations in a post-COVID-19 world.
- Centralize resources onsite through permanent Q Station "inhabitants," such as the City of Albuquerque Small Business Office; NewSpace New Mexico; New Mexico Trade Alliance; New Mexico Tech University; and Global Ties ABQ.
- Facilitate industry programming that will include: a Space Company Soft Landing Program to recruit and assist innovative space, directed energy, and related technology startups interested in setting up

operations in Albuquerque; a global business development program for local technology companies facilitated through the Global Ties ABQ international network; an Innovation Technology University Internship Program designed to create a pipeline for New Mexico engineering and business students to work with Q Station company inhabitants; a Tech Transfer Discovery Program for teams of university students to compete at identifying the best commercial applications for off-the-shelf technologies developed at AFRL; and the Trinity Accelerator Program to accelerate collaborations between the federal government, industry, and academia to develop new technology products and service innovations.

- Brand, map, and promote Albuquerque as one of three indispensable nodes on the nation's Space Triangle.

The triangle sides connect three of the country's space technology hubs: Albuquerque, Colorado Springs, and Los Angeles.

Film and Media Industry

For the third year in a row, MovieMaker magazine named Albuquerque the top city for film and media production.

THRIVE 21 seeks to build on the successes of Netflix and NBCUniversal to permanently secure Albuquerque's place as a world-class production hub.

The City will:

- Provide high-quality services that make it easy for film companies to do business in the city, including digital permitting, location guidance, financial incentives, and transparency.
- Leverage recent large studio expansion agreements to encourage studios to prioritize contracting with local companies for goods and services.
- Encourage small businesses to list themselves on the Film Office's website to become a preferred vendor for the film ecosystem/industry.



STRATEGY 4

PROMOTING ALBUQUERQUE AS A GREAT PLACE TO LIVE AND VISIT



Pollution, natural disasters, traffic congestion, and cost of living were driving people to leave large urban metros for mid-sized cities even before COVID-19. The pandemic accelerated these migration trends for both businesses and individuals. It also popularized remote working.

Major multinational companies like Spotify and Google are not returning to traditional in-person office models. THRIVE 21 seeks to position Albuquerque in this new context as a world-class place to live and work.

Home For Life

Today, more individuals and businesses seek cities with a rare mix of economic opportunity and low-risk, healthful living. Albuquerque is poised to recruit them by leveraging our natural assets like accessible outdoor recreation, affordability, proximity to nature, cultural diversity, abundant sun, and clean air.

We also attract businesses with our robust intellectual capital, R&D prowess, emerging tech-based ecosystem, and competitive industry sectors.



Launched in the fall of 2020, [Albuquerque Home for Life](#) seeks to position Albuquerque as a leading Healthy City. Our commitment to the community's physical and social well-being led us to have health outcomes that outpaced comparable cities.

Albuquerque is an ideal location for businesses seeking to relocate or expand operations while providing employees with a healthful, relaxed, and rich quality of life.

As part of THRIVE 21, the City will:

- Expand the Albuquerque Home for Life marketing campaign to promote Albuquerque as a healthy city in which to live and work, with the goal of attracting new residents and businesses alike.
- Create digital ads, videos, customized landing pages, and other engaging materials to market Albuquerque to key audiences in select geographic



areas through a contract with Albuquerque-based Esparza Advertising.

Phase I target cities are Houston, Portland, and Los Angeles; Denver, San Francisco, Phoenix, Dallas, Seattle, Washington, D.C., New York, and Boston were added this spring.

- Develop the Albuquerque Pays Program, a financial incentive

program that rewards eligible remote workers for relocating to Albuquerque.

Tourism and Hospitality

The tourism and hospitality sector is one of Albuquerque's largest private industries, generating approximately \$2 billion annually and employing more than 44,000 people in our city.

It is imperative that the tourism-related businesses and enterprises that make

Albuquerque unique are supported and ready to conduct business as people begin traveling again. It is also more critical than ever to develop compelling marketing campaigns that establish Albuquerque as a first-choice destination.

As part of THRIVE 21, the City will:

- Invest \$1.5 million in marketing and advertising efforts to put Albuquerque on the map as Americans return to traveling. The campaign will promote family fun, arts and culture, outdoor recreation, and one-of-a-kind events.

The Lodgers' Tax Advisory Board is developing a plan for administering the funds, which will include partners like the Albuquerque Convention Center, Albuquerque Hispano Chamber of Commerce, Visit Albuquerque, and the Greater Albuquerque Hotel and Lodging Association.

- Fund development of a single, comprehensive plan for destination marketing.

The City will explore new, more efficient options for tourism marketing that will lead to savings, economies of scale, more effective outreach, etc.

- Program or sponsor outdoor events that will draw in-state travel and generate room nights.

ECONOMIC RECOVERY EFFORTS

\$1,500,000
for ABQ Tourism

STRATEGY 5

DEVELOPING A WORKFORCE FOR THE POST-PANDEMIC ECONOMY



No one can truly predict how COVID-19 has permanently changed our economy. But we do know that many folks have lost their jobs, and that many who were able to keep theirs will need to develop new skills. THRIVE 21 includes both mitigation and recovery efforts, and will allow the City to capitalize on new state and federal programs as they roll out.

Job Training Albuquerque

In January 2020, the City launched Job Training Albuquerque (JTA) as the cornerstone of our Increment of One initiative. In partnership with CNM Ingenuity, JTA enables employers to train their workforce in high-demand skills while awarding the employee college credit or an industry credential for each program they participate in.

By providing educational growth and training opportunities outside the traditional school system, JTA enables individuals to become empowered and achieve economic mobility; helps existing small businesses find the resources to scale; and forges connections between job creators and job seekers.

JTA persevered through the pandemic, helping fifty-seven businesses grow their workforce, one employee at a time. Now more than ever, the City recognizes more workforce training and education are needed to help local businesses scale and add employees.

Through JTA, the City will:

- Broaden the reach of JTA to spur small business growth, job creation, and a deeper pool of workforce talent for existing and potential companies.
- Partner with additional entities, such as WESST and the University of New Mexico Anderson School of Management to expand course offerings, including classes offered in Spanish.
- Create a remote worker certification program that teaches participants the requisite skills to apply for jobs that may not have existed pre-COVID (e.g., time management, team leadership, organization, work systems, virtual conference platforms such as Zoom, etc.).

Connecting Workers to Better Jobs at Essential Businesses

In June 2020, the W.K. Kellogg Foundation awarded the City of Albuquerque's Economic Development Department \$450,000 to support the City's efforts to help workers get training and connect



them to local small businesses in essential sectors and speed up the COVID-19 economic recovery.

The grant focuses on improving what is known as employment equity—delivering better outcomes and better career pathways for lower-income individuals.

As part of THRIVE 21, the City will:

- Through the City's first Workforce Development Liaison, coordinate the efforts of workforce development programs

across Albuquerque, and help un- and under-employed workers find a path to a good job during and after the COVID-19 crisis.

- Partner with CNM and Youth Development, Inc. to build, promote, and fund career pathways in the early childhood education sector to help lower-income residents access training and employment in the industry.
- Provide Albuquerque residents with career coaching and resource referrals in the

early childhood education sector through early childhood education navigators.

- Host virtual training events and workshops and develop career pathways for people to move into higher-wage opportunities; and collaborate with both workforce development partners and individual businesses on recovery solutions that will help businesses safely reopen and bring their employees back to work.

Maximizing Federal, State, and Private-Sector Programs

The City will be poised to help businesses maximize participation in federal, state, and private sector programs focused on workforce development, including:

- ARPA funding for retraining programs and housing stipends to enable eligible veterans to obtain training or the education necessary for these high-demand occupations.
- Federal Workforce Innovation and Opportunity Act (WIOA) funding and opportunities.
- Expanded New Mexico Job Training Incentive Program (JTIP) funding.
- Partner with film schools and companies to nurture and train diverse local talent into a world-class crew.

JOB TRAINING ALBUQUERQUE

\$1M

Funding

117

Employees Participating

STRATEGY 6

PLACEMAKING AND REDEVELOPMENT

Downtown Revitalization

The Metropolitan Redevelopment Agency (MRA) is taking immediate action to move Downtown from a place with potential, to a safe and inviting hub of activity that is a first-choice destination for businesses, residents, tourists, and investors. As part of THRIVE 21, the City will:

- Invest \$140 million in building and infrastructure projects to improve public safety in redevelopment areas. Planned and in-progress projects (that include a public safety component) include construction of the permanent Downtown Public Safety Team offices, installation of smart gunshot detection technology, and \$1 million in lighting and additional security to address homelessness and vandalism downtown.
- Convene local and state businesses and residents to reimagine large office spaces in the post-pandemic era.

This may include ideas like retrofitting and converting vacant office space to rapidly add market-rate housing units and implement energy-efficiency upgrades.

- Lead collaborative public-private partnerships that will result in catalytic change and opportunities for everyone to gather, work, play, shop, stroll, or bike in the City center with ease and comfort.
- Bring the Albuquerque's workforce back Downtown to support local businesses.
- Reactivate vacant spaces and organizing safe outdoor activities (e.g., at Civic Plaza) with Downtown partners.

For example, the City will partner with local artists to host a walkable nighttime



exhibition of supersized digital art installations projected on the walls of buildings.

- Develop the one-mile Rail Trail, which is to run from the Rail Yards to Lomas Blvd., linking infill development projects, hotels, and the Convention Center via a unique outdoor urban amenity.
- Increase Downtown Opportunity Zone investments by raising awareness of the City's assets and available development incentives.

The Power of 10+

The Power of 10+ is the simple concept that places become great when there are a range of reasons (10+) to be there like parks, public art, food, culture, and people to meet. When a city has at least 10 of these great places, it becomes a great city.

Albuquerque is well on its way to meeting that definition of a great city, and in addition to Downtown, THRIVE 21 will focus on these key areas:

- The Rail Yards finally has momentum to become the catalyst for arts and economic development that its iconic structures have always promised. With \$7.5 million in state capital funds and \$7.15 million in city capital funds, the City developed the plaza and is bringing the Tinder Shop and Repair Shop online for tenants. The City has also supported an expanded Rail Yards Market.



- The Sawmill/Museum District, which features the Albuquerque Museum, Museum of Natural History, Explora, Tiguex Park, Sawmill Market, and a variety of great food and dining experiences. New investments in the pipeline include the City's street improvements and Explora's new STEAM center.

- Old Town is the traditional heart of the City, and features the plaza, restaurants, galleries, unique shopping, historic sites and deeply special events like the Christmas Tree Lighting. As part of recovery, the City will support events that bring people back to this cherished space.

- Midtown and Uptown are becoming more walkable and more diverse.

Adding to a wide range of shopping and dining experiences is a growing range of housing for individuals and families. The City supports the Winrock Tax

Increment Development District and Opportunity Zones in both midtown and uptown.

- Central and Unser has become a focal point for development in the southwest part of the City, featuring the Patrick J. Baca Public Library and the City-supported Nuevo Atrisco mixed use development. Easily accessible through the A.R.T. system, this area has become an anchor for westside infill development.

- Cibola Loop will be an ambitious project in Albuquerque's northwest, featuring community spaces and housing near the bustling commercial district around Cottonwood Mall. Between City bond dollars and state funding, \$1.6 million is currently committed for Phase I of the Cibola Loop project.

- Mesa del Sol has the mission "to rise up, raise the bar

and build a safe, smart, and sustainable community for New Mexicans, by New Mexicans."

With Netflix studios building their new production hub in the area, the City has invested \$8 million in infrastructure to make Mesa del Sol more accessible. In partnership with the County and State Land Office, last year saw the groundbreaking on construction of a \$600,000 professional-grade soccer field at Mesa del Sol, a key component of a larger plan to transform the site into a roughly 200-acre multisport venue with 32 fields.

- The Bosque, one of the most unique urban nature zones in the world, has too many special spots to enumerate. The City's investments include the Candelaria Nature Preserve, safe and clean trails, the Open Space Visitor Center, and a multi-agency energy-efficient recreational area off of Alameda Blvd.

- The Foothills feature stunning panoramic views, 2,650 acres of City Open Space, running and mountain biking, the Sandia Tram, Elena Gallegos/Albert G. Simms Park, and a growing list of eateries and brewpubs. The City has invested in trail improvements, fire management, and public safety to continue to nourish this area.

ECONOMIC RECOVERY EFFORTS

\$140M

in Building and Infrastructure Projects

\$1M

Downtown Lighting and Security

OUR PARTNERS



A multitude of partners have informed and supported THRIVE 2021.

We would especially like to thank the following: the [Office of Equity and Inclusion](#); [Albuquerque Economic Development, Inc.](#); the [University of New Mexico](#); [Central New Mexico Community College/ CNM Ingenuity](#); the [New Mexico Economic Development Department](#); the [Bernalillo County Economic Development Department](#); the [New Mexico Film Office](#); [Visit Albuquerque](#); the [New Mexico Chamber of Commerce](#); the [Albuquerque Hispano Chamber of Commerce](#); the [American Indian Chamber of Commerce](#); the [African American Chamber of Commerce](#); the [Asian Business Collaborative](#); the [Greater Albuquerque Chamber of Commerce](#); [Air Force Research Laboratory](#); [Sandia National Laboratories](#); the [New Mexico Trade Alliance](#); [WESST](#); and the [Small Business Administration](#).

The City encourages residents and business owners to also reach out to these entities as resources.



**ONE
ALBUQUE
RQUE**

THRIVE 2021

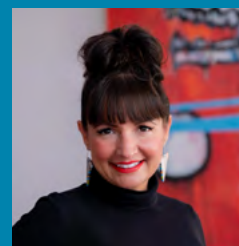
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