

Repositioning Your Economic Development Organization

Helping Businesses, Stakeholders and Revitalization Partners
Address Next Steps with the Covid-19 Response

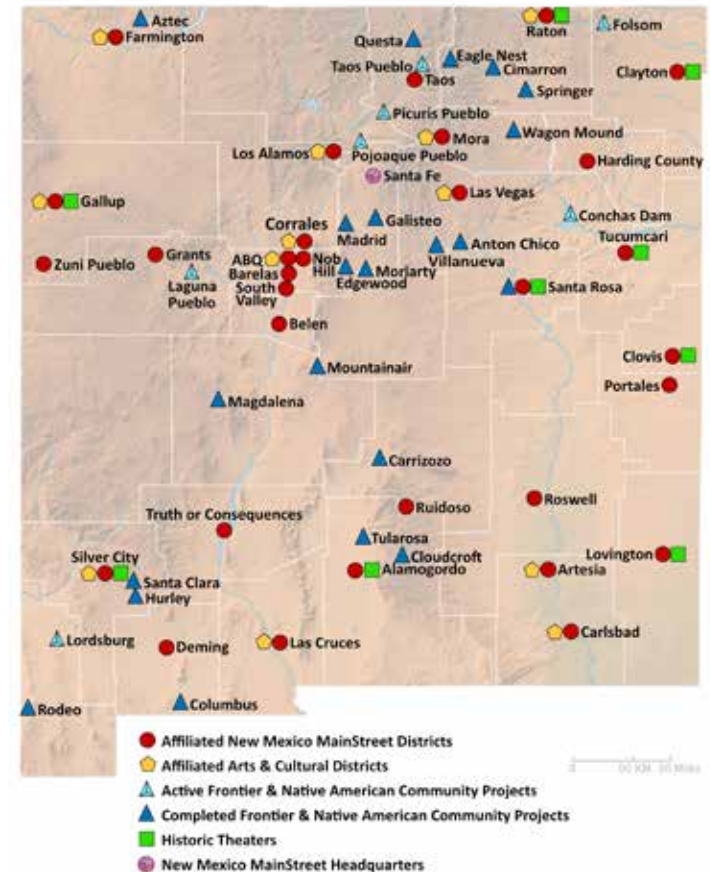
April 30, 2020



New Mexico MainStreet

Engage People • Rebuild Places • Revitalize Economies

- New Mexico MainStreet is an asset-based community economic development program
- The program's core objective is **downtown revitalization and redevelopment**
 - NM MainStreet Districts (30)
 - Arts & Cultural Districts (12)
 - Frontier & Native American Communities (28)
 - Historic Theaters (8)



UPCOMING WEBINARS

Register/Watch Recordings:

www.nmmainstreet.org/coronavirus-resources

- **Resources for Small-Scale Developers and Landlords of Commercial Properties within MainStreet and Central Business Districts**
Thursday, May 7, 2020 at 2:15 p.m.
- **Beyond Bricks and Mortar: Alternatives to the Traditional Building/Customer Relationship**
Thursday, May 14, at 2:15 p.m.
- **Entrepreneurship as a Recovery Strategy**
Thursday, May 21, at 2:15 p.m.
- **Perfect Time for Building and Site Improvements**
Thursday, May 28, at 2:15 p.m.
- **Next Steps and Lessons Learned: Building a MainStreet Small-Business and Community Development Recovery Strategy**
Thursday, June 4, at 2:15 p.m.



Complete your 2020 Census



New Mexico will receive **\$7.8 billion** in federal funding for schools, roads, hospitals and so much more.

- ▶ Complete your census once you've received your invitation or the full form the U.S. Census Bureau
- ▶ Everyone needs to be counted!

New Mexico MainStreet Team

Meet Your Presenters/Contributors

Eduardo X. Martinez

NMMS Revitalization Specialist
Organization & Leadership Development



Michelle Negrette

NMMS Revitalization Specialist
Creative Economy & Cultural Planning



Overview of Today's Topics

1. Inputs to New Mexico's Economy
2. Economic Ecosystem Players – First Responders
3. Context: COVID19 – Current and Future
4. Coinciding Factors
5. Repositioning EDO's: Key Issues, Roles, Activities and Plans
6. Re-Opening New Mexico's Businesses
7. Lessons from Other States
8. Case Topic: NM's Creative Economy
9. Questions and Answers



EDD

ECONOMIC
DEVELOPMENT
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**Why
New Mexico**

**Business
Development**

**Site Selection
and Data**

**Community
Development**

[Home](#) » [Why New Mexico](#) » [Key Industries](#)

NM Economic Inputs

Extractive Industries
Renewable Energy
Construction
Film
Health / Biosciences
Technology
Services and Retail
Defense/Aerospace

Agriculture
Tourism
Recreation/Outdoors
Manufacturing
Craft Brewing
Health & Wellness
Social/Human Services
Creative Industries

NM's Economic Ecosystem Players / 1st Responders

- **Federal:** SBA, EDA, USDA, FEMA
- **State:** Governor, Legislature, EDD, NMFA, MFA, DCA, DWS
- **COG's:** Councils of Government (6)
- **Local / Regional EDO's**
- **Local / Tribal Government:** Dept's/Managers/Directors, NM Municipal League, NM Assn. of Counties
- **Community Development:** MainStreet, ACD's, etc.
- **Associations & Partners:** NM Partnership, ACI, AGC, etc.
- **Business Development:** SBDC's, Incubators, Chambers
- **Other Associations:** Acequias, Labor Unions, Farmers Markets, etc.)
- **Philanthropy**
- **Secondary/Higher Ed./Workforce Dev. Org's**
- **Consultants**
- **Industry Sectors:** Construction, Film, Energy, Technology, Brewing

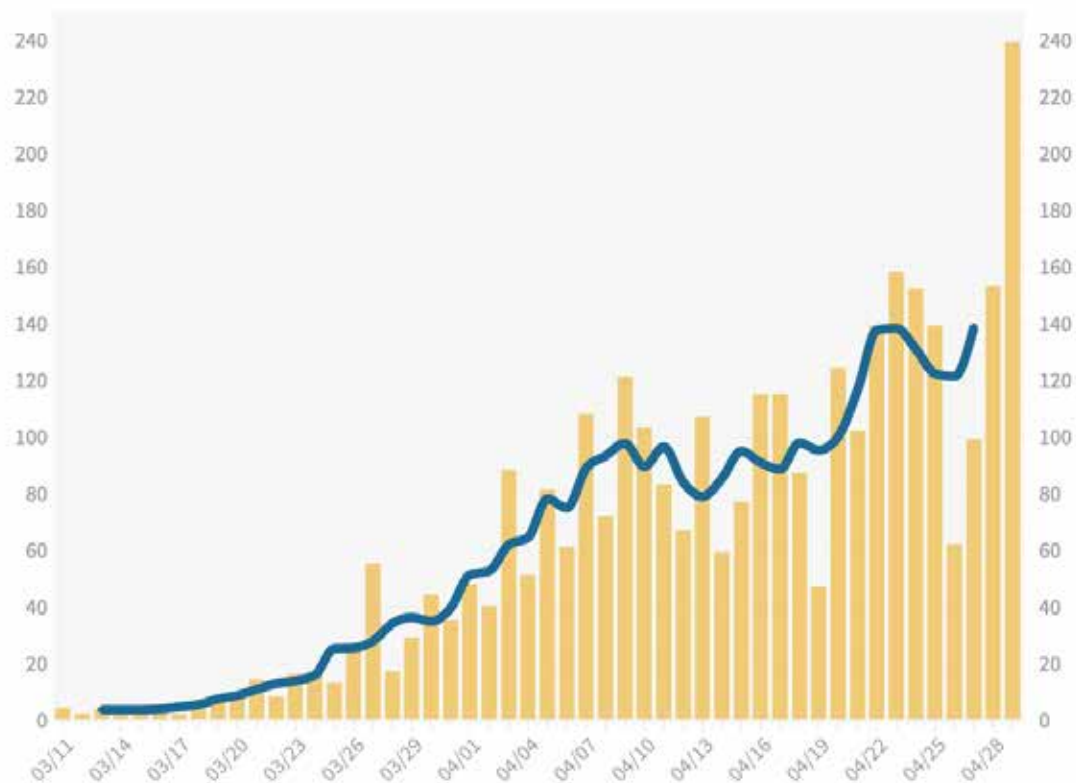


Current COVID Cases

NM cases: 5-day moving average

New COVID-19 cases per day

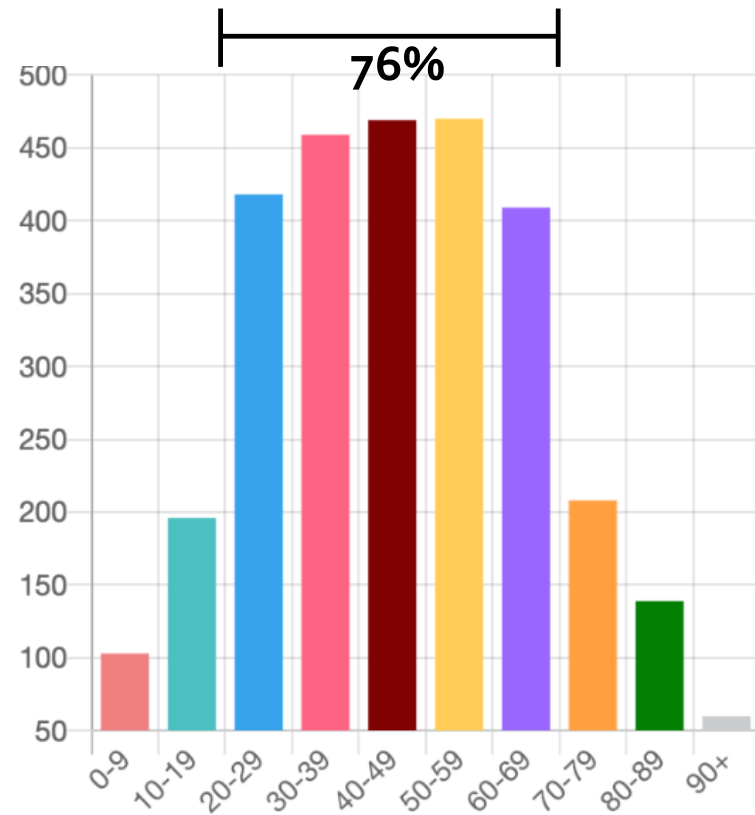
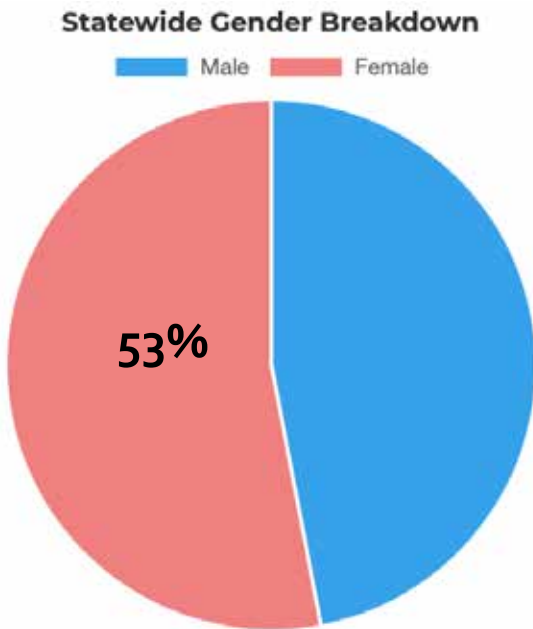
5-day moving average Number of positive cases



Graphic: Abq. Journal

Source: NM DOH • Chart: Robert Browman, ABQJournal

Impact on the NM Workforce



Source: April 29, NM Dept. of Health

COVID in NM - Projections

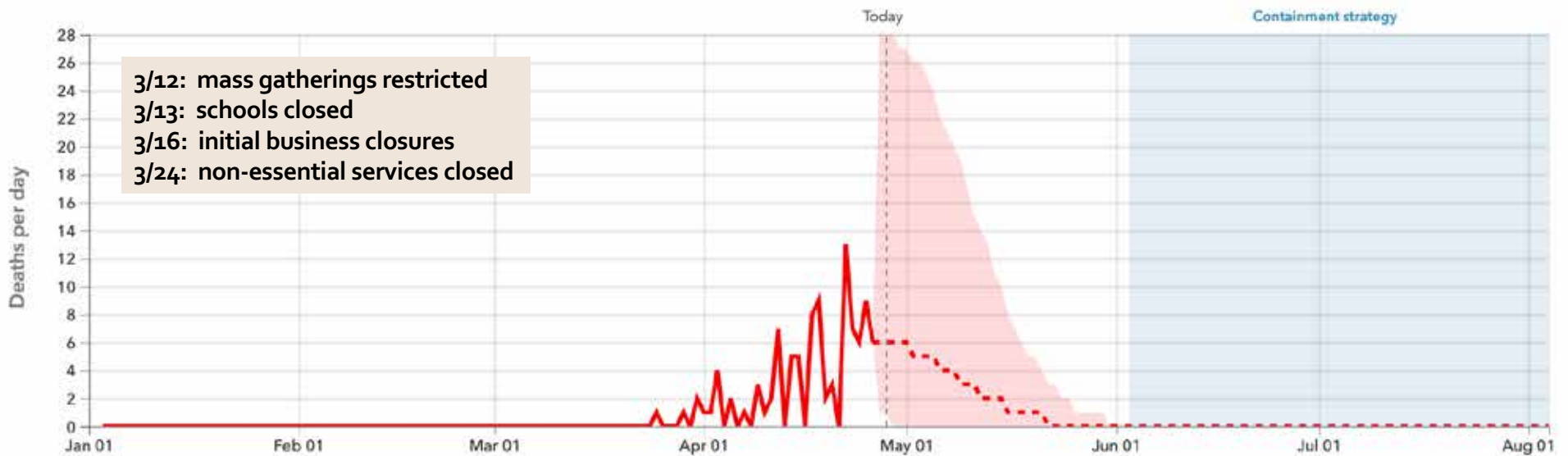
New Mexico

6 days
since projected peak in daily deaths

13 COVID-19 deaths
projected on April 22, 2020

Containment strategy ⓘ

After June 3, 2020, relaxing social distancing may be possible with containment strategies that include testing, contact tracing, isolation, and limiting gathering size.



Source: Institute for Health Metrics and Evaluation, April 28th

Potential for a Second Peak



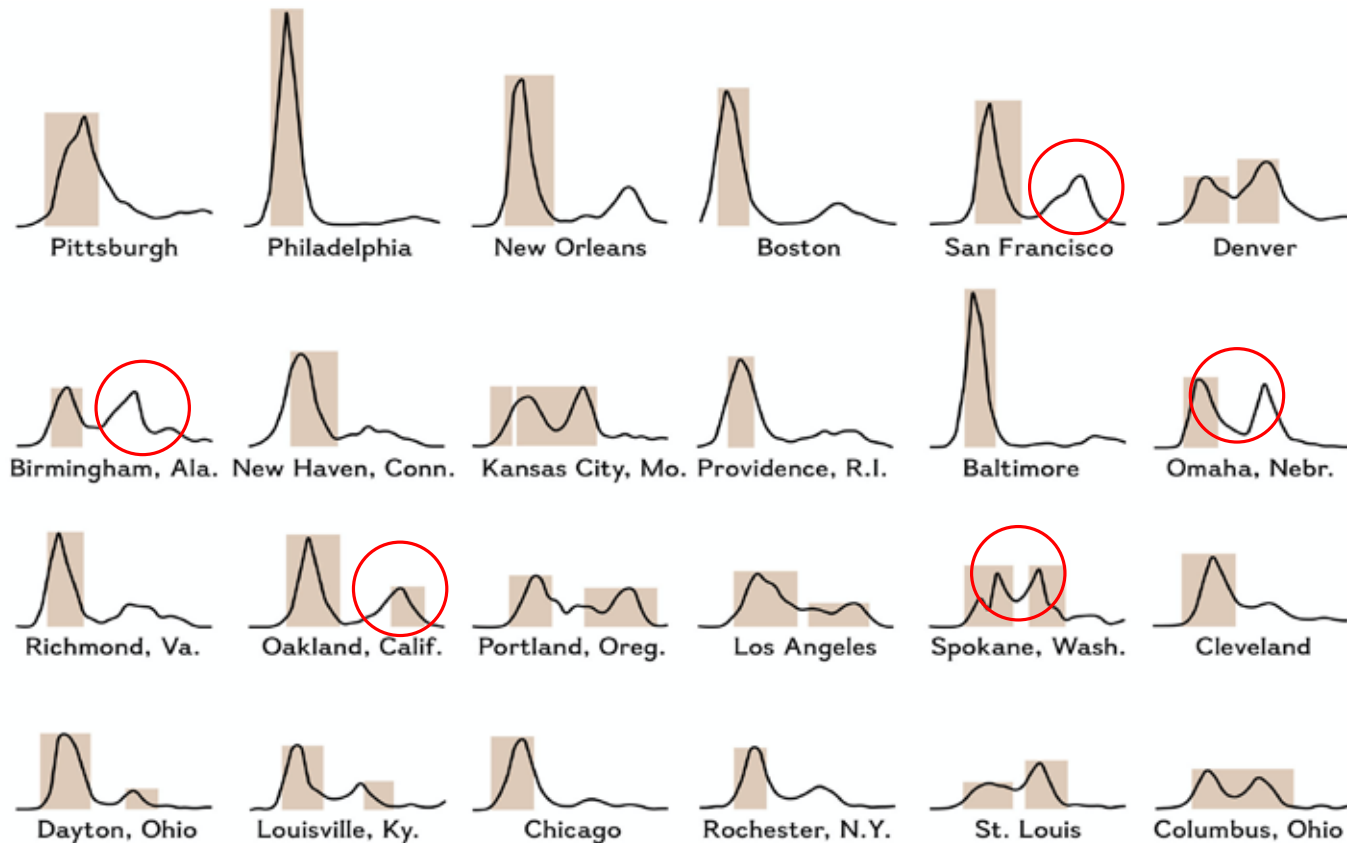
Source: Institute for Health Metrics and Evaluation, April 28th

Potential for a Second Peak



Source: Institute for Health Metrics and Evaluation, April 28th

Clues from 1918 Spanish Flu Outbreak



Source: www.nationalgeographic.com

(<https://www.nationalgeographic.com/history/2020/03/how-cities-flattened-curve-1918-spanish-flu-pandemic-coronavirus/>)

2020 Contributing Factors

- Decline in oil/gas prices (production)
- Unemployment
- Loss of GRT (state and local)
- Public Infrastructure funding
- Special Session: revised budget
- Public health costs
- Recovery time/factors
- Business losses (temp. vs permanent)

MARKETS

Why oil prices went negative and why they can go negative again

PUBLISHED SUN, APR 26 2020-5:44 PM EDT | UPDATED MOMENTS AGO



"For Sale By Owner" and "Closed Due to Virus" signs are displayed in the window of a store in Grosse Pointe Woods, Mich on April 2, 2020. Paul Sancya/AP

MONEY

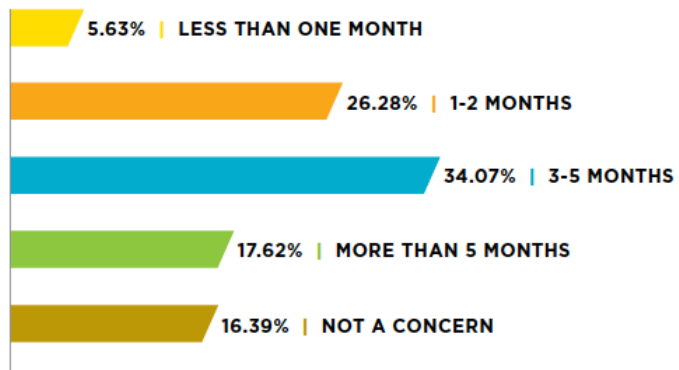
Jobless claims climb to 30 million in six weeks as COVID-19 layoffs continue to rise

Charisse Jones USA TODAY

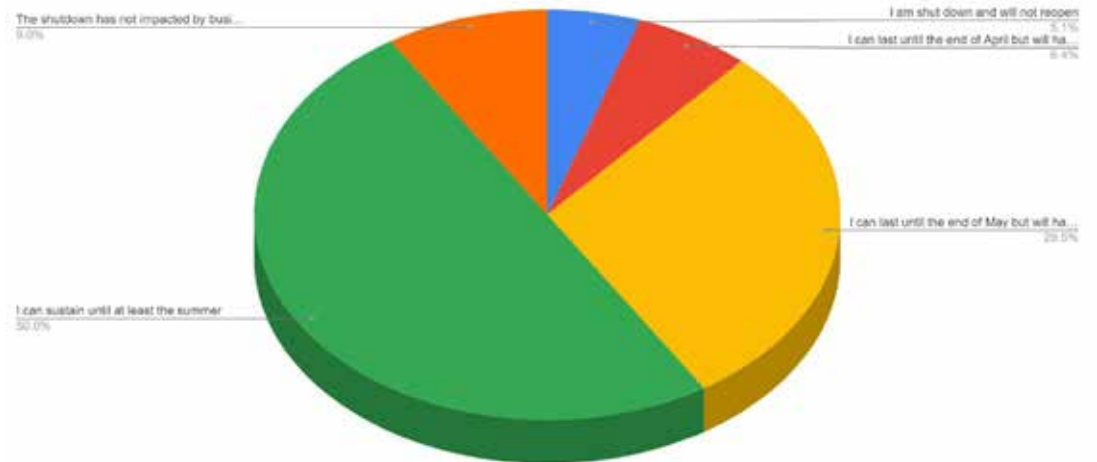
Published 8:33 a.m. ET Apr. 30, 2020 | Updated 10:01 a.m. ET Apr. 30, 2020

Cascade Impact – Small Business Closings

Q. If business disruption continues at the current rate, how soon will your business be at risk of closing permanently?



How much runway do you have in your business? How long can you sustain operations under current conditions?



Repositioning EDO's to Respond

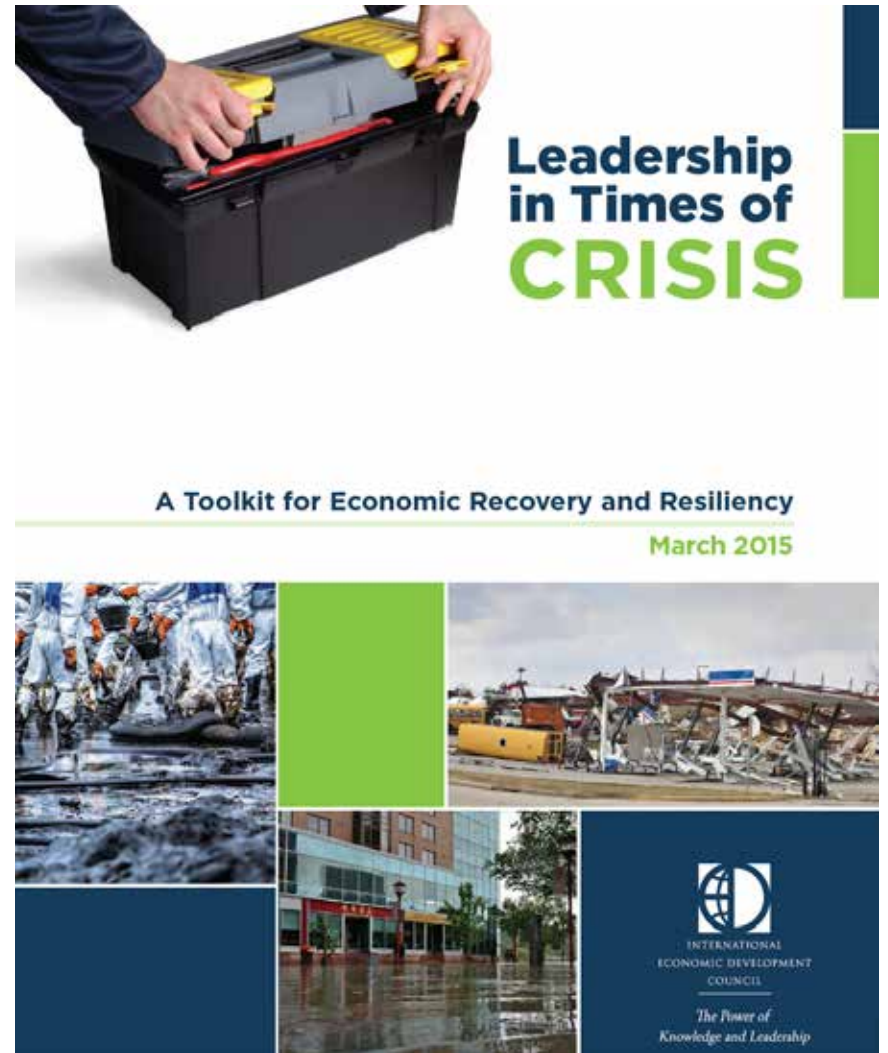
Key Questions

1. What infrastructure exists to re-establish **economic functionality**?
2. What are the pathways to **economic resilience**? (adapt, restore, flourish)
3. **How long** will it take to re-establish a new sense of **economic normalcy**?
4. What **hazards**/barriers must we navigate in the coming months?
5. How to establish a **collective approach** to solve economic challenges?

Disaster Recovery - Roles for Economic Development Players

- A. Analyst/Educator
- B. Visionary/Catalyst
- C. Gap Filler
- D. Connector/Advocate

Source: IEDC, www.restoreyoureconomy.org



Disaster Recovery - Roles for Economic Development Players

When and how do I set up a business recovery center?

What are the components of a successful economic recovery process and plan?

What are some successful strategies to build resilience into the local economy?

How do I try to encourage my local businesses to make preparations to reduce their vulnerabilities?

Source: IEDC, www.restoreyoureconomy.org

COVID Information Overload



Dealing with the Information Overload

Email / Online Information

Scan for key content:

- Is it relevant to your work?
- How can it be applied?
- Who can benefit from it?
- Deadlines to make note of?
- Changes in guidelines/requirements?
- Who to share it with?
- **Don't forget to take a break...**



Dealing with the Information Overload Online Meetings

Online Meetings - Zoom, GoToMeeting

1. Hyper-alertness required. Manage/limit the quantity.
2. Ask ahead :
 - Do I need to be part of this session?
 - What information am I seeking?
 - What do I need to contribute?
 - Who is recording key info?
3. Make note of critical info, actions, decisions.



Information Distribution and Updates

1. Share key content
 - Who to forward to, share it with
 - Synopsise
 - Who can benefit?
 - Deadlines?
2. Who to share the information with?
Know your audiences!
3. How best to share the information?
(email, phone call, website)
4. Manage stale info - clear it out!
(especially for online COVID pages)

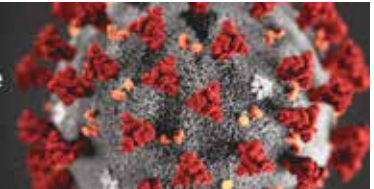


Monitor, Learn, Innovate, Implement

1. Connect Resources: Money, Technical Assistance, etc.
2. Start with those in your “domain” of support, but build partnerships with those in other areas to maximize impacts.
3. Collect as much data as possible!
4. Consider those that need the most assistance. Who is being left out?

Coronavirus (COVID-19):
Small Business Guidance
& Loan Resources

LEARN MORE



Nonfarm Firms, Employment, and Wages by Size, Q1 2019

Employment range	Firms		Jobs		Quarterly wages	
	Number	Percent	Number	Percent	\$ Millions	Percent
0	13,002	15.4%	0	0.0%	\$54	0.3%
1-4	43,133	51.1%	75,947	4.9%	\$998	5.5%
5-9	11,133	13.2%	73,653	4.8%	\$768	4.2%
10-19	7,751	9.2%	105,069	6.8%	\$1,067	5.9%
20-49	5,387	6.4%	163,697	10.6%	\$837	4.6%
50-99	1,901	2.3%	131,143	8.5%	\$1,581	8.7%
100-249	1,236	1.5%	185,888	12.0%	\$2,398	13.2%
250-499	416	0.5%	145,507	9.4%	\$1,951	10.8%
500-999	206	0.2%	142,306	9.2%	\$1,911	10.5%
1,000 & Over	167	0.2%	520,480	33.7%	\$6,552	36.2%
Total	84,332	100.0%	1,543,492	100.0%	\$18,116	100.0%

Notes: The number of firms is a count of employers. If an employer operates at multiple worksites, it is counted as one firm for purposes of this table. ² For the firms which had zero employment in March, there were wages paid during the quarter to employees who worked in January and/or February.
Source: Utah Department of Workforce Services

Repositioning Current Economic Development Plans and Strategies

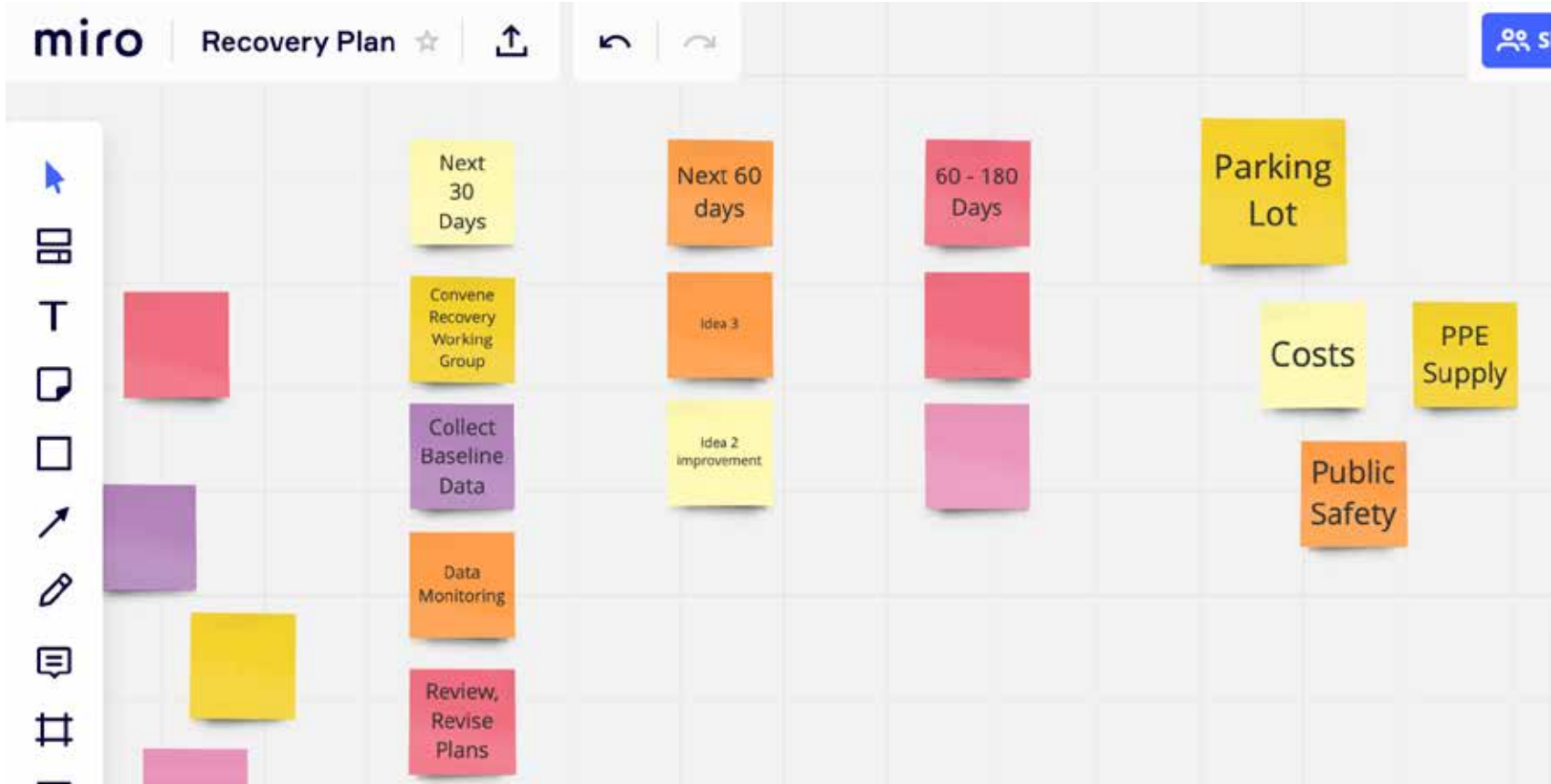
- Comprehensive plans
- Master plans
- Infrastructure plans
- SET/Regional plans
- Transportation plans
- MRA plans
- Strategic plans
- Cultural plans
- MainStreet/ACD ETS's
- **Disaster Recovery plans**



Evaluate Plans and Strategies

- 1. Identify what can proceed under current conditions.**
 - How do you prioritize with less time, funding, other resources?
 - What items are mission-critical? (timing)
 - What can be accomplished quickly, or with limited resources?
- 2. What adjustments will need to be implemented quickly?**
 - Will current conditions change economic goals and priorities?
 - What is the timing and rollout process?
- 3. Communicate next steps, connect assets, begin implementation.**

Online Planning Tools - Miro



Online Planning Tools – Mentimeter

Mentimeter

Please enter the code

12 34 56

Submit

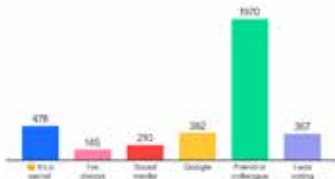
The code is found on the screen in front of you

Powered by Mentimeter [Terms](#)

Question type ?

Multiple Choice	Image Choice	Word Cloud
Quiz	Scales	Open Ended
100 points	2 by 2 Matrix	Who will win?

How did you find out about Mentimeter?



Which words can be used instead of "nice"?



How often do you go downtown?



What do you see as the role of LoTF?



Role of EDO's in the Reopening Process

1. Know Federal, State, Local guidelines
2. Time with State Gov't mandates
3. **Coordinate** with local government
4. **Engage** partners, stakeholders, businesses, residents
5. Disseminate timely, supportive, **succinct** information
6. Be ready to answer questions
7. **Learn** from trends in other states
8. Essential vs. Non-Essential Businesses
9. Consider affected workforce, residents, businesses



Governor announces new Economic Recovery Council



An empty central plaza and shopping district is shown amid a public health order that has closed down most retail stores and suspended dine-in restaurant service in Santa Fe, N. M., Friday, March 27, 2020. New Mexico Cabinet Secretary for Tourism Jen Schroer says the state's tourism industry will continue to suffer amid COVID-19 restrictions and vowed the state will do what it can to help hotels, tourist spots, and businesses recover once restrictions are lifted. (AP Photo/Morgan Lee)

New York, neighboring states form working group to map out economic recovery plan

New Jersey, Connecticut, Rhode Island, Pennsylvania and Delaware are part of the group

SAFE RETURN TO PUBLIC LIFE IN WASHINGTON STATE

2 Facilitate a Safe Start and Transition to Economic Recovery

Economic recovery requires a safe start and healthy workforce. Workplaces will continue to look and operate differently. Continued physical distancing, teleworking and other measures will continue to be necessary to keep workers and customers safe.

Getting People Back to Work

➤ **Implement a phased-in approach:** Businesses should prepare for interventions to be rolled back slowly and deliberately; develop a phased-in approach for when certain industries and venues will reopen based on their ability to address health risks. Develop specific science-based guidance around the phases of return to public life for employers, employees, customers, and the general public.

➤ **Maintain smart physical distancing and other public health requirements:** Businesses and public spaces will need to maintain physical distancing, prevent touching of surfaces, construct barriers, and make modifications, as necessary, to keep employees, customers and the public safe.

➤ **Implement requirements for employers and workers:** Keep the workforce healthy and allow businesses to reopen and stay open by: frequent handwashing and worksite cleaning; screening and clear plans if an employee becomes ill, including contact identification/notification to other workers in close proximity; worker training; adequate supplies available for worker protection; and continuing teleworking policies, wherever possible. Continue to make special accommodations for high-risk workers.

Preparing for a "Safe Start"

➤ **Leverage lessons learned from businesses adhering to new safety standards:** Replicate best practices from industries that have adjusted to new safety standards and apply them to other industries for a safe start, as appropriate.

➤ **Listen and learn:** Understand levels of preparedness for industry transition and assess what businesses, industries and communities need to have a safe start.

➤ **Assist small businesses with preparedness for new safety standards:** Prepare restaurants, main street businesses, and manufacturers that are critical to local economies and paying living wages to be able to meet the new safety standards as soon as it is appropriate for a safe start.

➤ **Assess and support the recovery of regional economies with attention to both urban centers and rural communities:** Develop and use a data-based approach to determine support needed by sector and region, including infrastructure needs to assist with recovery.

Getting to Economic Recovery

➤ **Accelerate investments and innovation:** Leverage strong partnerships to coordinate efforts across state and local governments, collaborate among industries, and leverage the private sector and philanthropic communities to assist with economic recovery and invest in innovation and critical infrastructure.

➤ **Make informed decisions:** Use data and analytics to:

- 1) Develop tools for assessing economic impact.
- 2) Inform how stimulus and recovery dollars are directed to ensure equitable access for under-served communities.
- 3) Develop a comprehensive economic analysis tool by region and sector to inform budget and policy decisions.

➤ **Make it easier for workers to navigate the new economy:** Create pathways for workers to find new jobs through training and upskilling, and offer worker supports for identified areas of critical need.

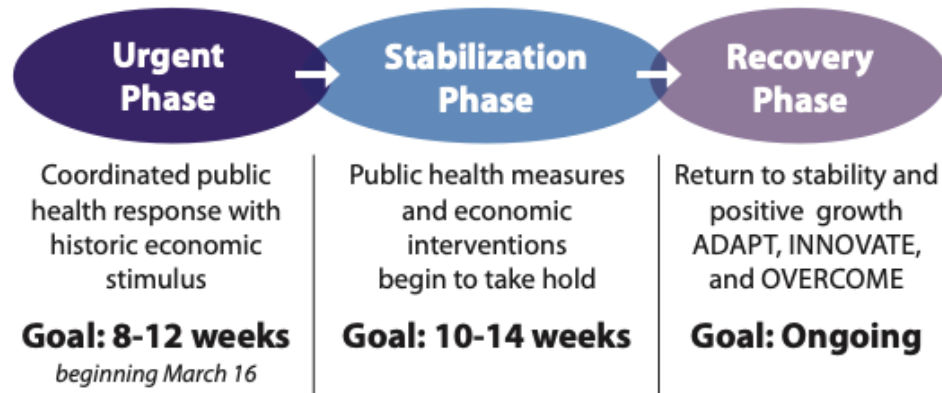
➤ **Build job creation capacity through entrepreneurship and small business development:** Empower small businesses with tools they need to transition back to work, restore trade activity and promote supply chain resiliency.



UTAH LEADS TOGETHER

Utah's plan for a health and economic recovery

Prepared by the Economic Response Task Force



FIVE PRINCIPLES FOR THE FULL REACTIVATION OF THE UTAH ECONOMY

<p>1</p> <p>Vigilance</p> <p>Minimize economic harm and avoid a resurgence of the virus</p>	<p>2</p> <p>Data-informed judgment</p> <p>Track key economic and health indicators that will guide judgment calls about the reactivation of the Utah economy</p>	<p>3</p> <p>Respect for geographic differences</p> <p>Recognize economic regions, counties, and communities face different circumstances</p>	<p>4</p> <p>Care for the vulnerable</p> <p>Take extra precautions with the most vulnerable</p>	<p>5</p> <p>New protocols for safety</p> <p>Accelerate reactivation of the economy by making maximum use of available protections (masks, temperature testing, fumigations, health inspections, etc.)</p>
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Understandable
Comprehensive
Strategic
Operational/Tactical
Can be localized

FIVE PRINCIPLES FOR THE FULL REACTIVATION OF THE UTAH ECONOMY

1

Vigilance

Minimize economic harm and avoid a resurgence of the virus

2

Data-informed judgment

Track key economic and health indicators that will guide judgment calls about the reactivation of the Utah economy

3

Respect for geographic differences

Recognize economic regions, counties, and communities face different circumstances

4

Care for the vulnerable

Take extra precautions with the most vulnerable

5

New protocols for safety

Accelerate reactivation of the economy by making maximum use of available protections (masks, temperature testing, fumigations, health inspections, etc.)



RISK
Color-coded Health Guidance System

Hypothetical examples of how public health guidelines could be applied



State Example



Regional Example



County Example

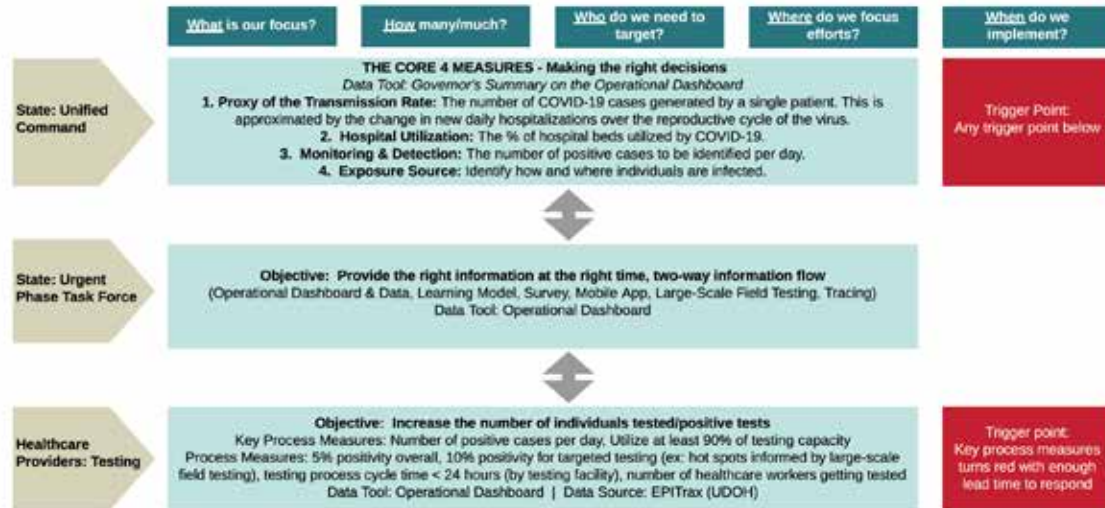


Community Example

Tiered Recommendations for Businesses and Employees

	Normal Risk	Low Risk	Moderate Risk	High Risk
Intensity of Disruption	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
General Employer Guidelines (applicable across all industries)	All businesses are open and operating under stricter hygiene and cleaning regimen. Monitoring health of workforce and customers	Employers encourage flexible working arrangements (rotating shifts, remote work, etc.). Comply with distancing guidelines. Increased cleaning regimen of high-touch areas. Monitor employees for symptoms and well-being <ul style="list-style-type: none"> Employers take reasonable precautions Provide accommodations to high-risk employees 	Employers exercise extreme caution, with employees working remotely, evaluating workforce concerns, and enacting strategies to minimize economic impact. Businesses that necessitate on-site work should monitor workforce for symptoms and well-being <ul style="list-style-type: none"> Employers take extreme precautions Provide accommodations to high-risk employees 	Employers exercise extreme caution, with employees working remotely, evaluating workforce concerns, and enacting strategies to minimize economic impact. Businesses that necessitate on-site work should monitor workforce for symptoms and well-being <ul style="list-style-type: none"> Employers take extreme precautions Provide accommodations to high-risk employees

Decision Matrix System and Process Measures



Decision Processes

Fiscal and Economic Measures

Between 2009 and 2020, Utah and the nation experienced the longest, sustained economic expansion in history. Utah created over 400,000 jobs, and unemployment dropped to a historic low. Utah used this time to build up significant reserves that can help to support the economy and mitigate impacts to critical public services like education, public safety, transportation, and public health and social safety-net programs.

Utah's official rainy day funds (budget reserve and disaster recovery accounts), "working" rainy day funds (cash appropriated for buildings and roads that can be replaced with borrowing), and unemployment insurance trust fund balance were at record levels at the beginning of 2020. These reserves are in addition to immediately available options like reprioritizing current budget allocations and drawing on operating reserves.

The fiscal toolkit diagram below shows state budget experts'

recommended sequencing of resource use in an economic downturn. The temporal budget balance (matching ongoing expectations with more reliable revenue sources and using one-time windfalls for spending of limited scope) is the first resource that should be tapped; formal rainy day funds are the last.

At the national level, the Federal Reserve continues to take immediate and aggressive monetary policy action to encourage economic activity, preserve liquidity, and protect the financial system. The U.S. government is enacting significant fiscal policies to assist individuals, businesses, and state and local governments.

This data appendix includes an accounting of Utah's reserve funds and federal monetary and fiscal policy, which are important elements in Utah's economic recovery, as of the latest accounting on April 15, 2020. Portions of these balances are encumbered, which will be reflected in future reports.

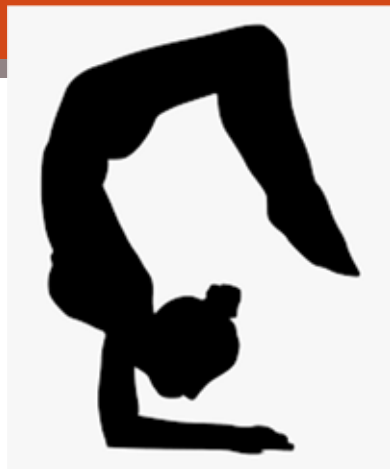
Data Driven



Links and Resources

- EDA/IEDC Economic Recovery Site: <https://restoreyoureconomy.org>
- International Economic Development Council: <https://www.iedconline.org>
- IHME COVID-19 Projections: <https://covid19.healthdata.org>
- NM Dept. of Health: <https://cv.nmhealth.org>
- Miro: www.miro.com
- Mentimeter: www.mentimeter.com

Positioning for Adaptability and Flexibility



Setting the stage for
Creative Economy
Work in the
Pandemic Era



Michelle Negrette, NMMS Revitalization Specialist in Creative
Economies and Cultural Planning

Creative Economy

For New Mexico Mainstreet

the Creative Economy is **comprised of entrepreneurs, enterprises, and industries that engage intersections of commerce, creativity, innovation and culture.**

It includes those who **produce creative products, those who turn creations into commercial products, those who distribute or market them, those who support creative endeavors and the spaces they live and work in.**



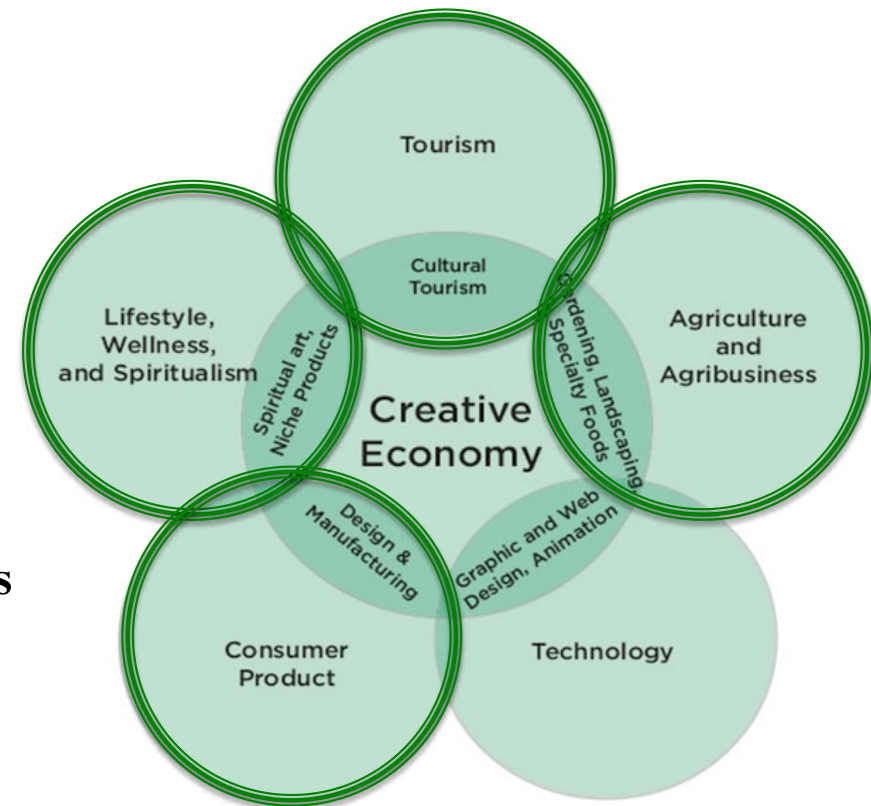
Potential Covid-19 **Changes** Affecting the Creative Environment

- Gatherings will continue to be **limited** in number of people
- Social distancing **spacing requirements**
- **Travel limitations**
- **Unemployment, furloughs, budget cuts**
- Consumer **trust** with respect to **health and safety**
- Increase in **online** commerce



Creative Economy **Impacts**

- Limited performance venues
- Cancelled events and festivals
- Potential seasonal labor reductions
- Limited hotel and restaurant capacity
- Reduced business access
- Increased distribution timelines



Creative Economy **Challenges**

Independent

- Freelance
- Part-time
- Sole Proprietary
- Small Business
- Work out of house
- May not be “visible”

Seasonal

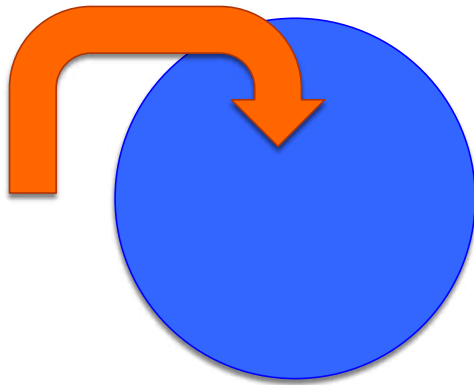
- Fairs/Festivals
- Performance Venues
- Galleries
- Markets
- Online

Resources

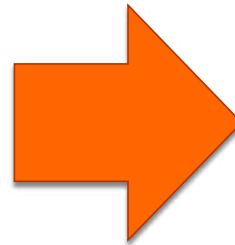
- Non profits
- Patrons
- Benefactors
- Grants

Re-Position to Leveraging **Existing** Creative Assets

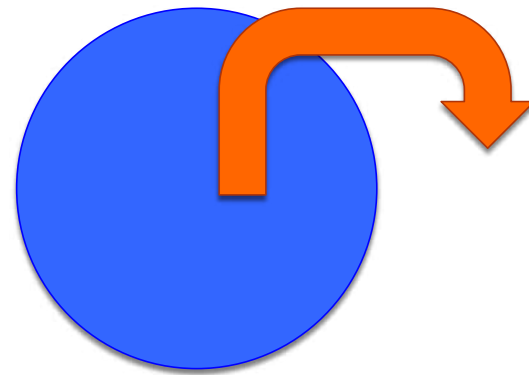
Former Priority



Bringing New and
Outside Businesses to
Community

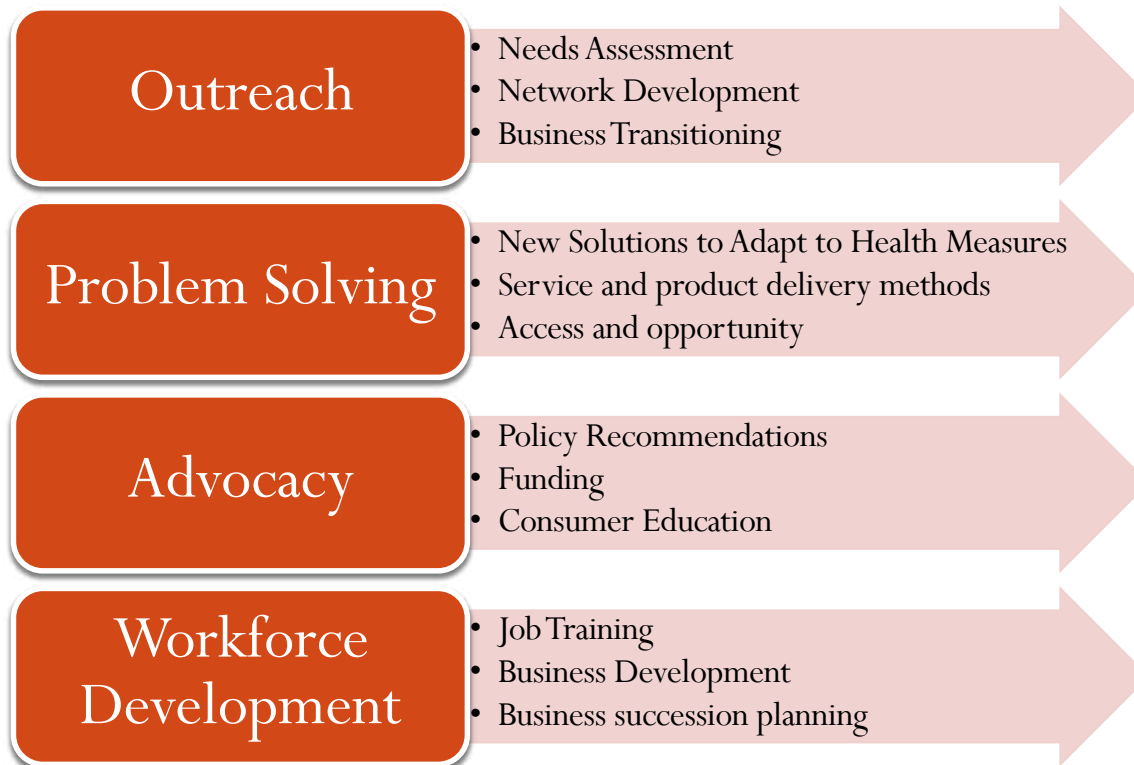


Current Priority



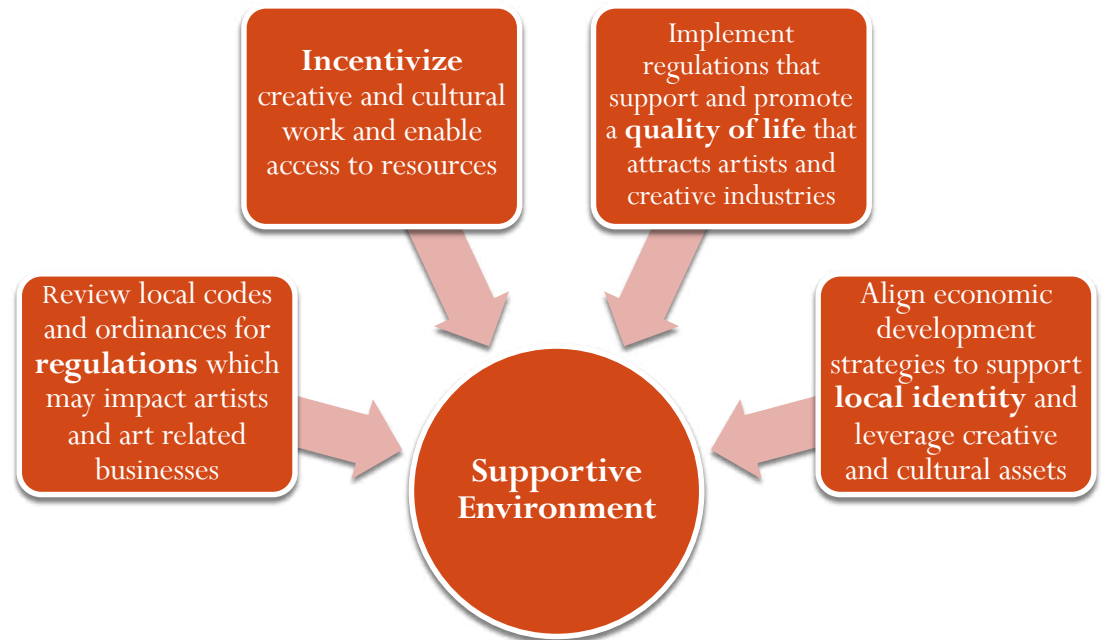
Supporting Existing and
Cultivating New
Businesses within
Community

Ways of Working may need to **Change**



Focus on Communities Creative Infrastructure

- Available Creative Capital
- Supportive Policy and Regulations
- Diverse housing opportunities
- Diverse business environments
- Access to public spaces and outdoor environments
- Access to high speed internet and digital devices
- **Flexibility and Adaptability**



Preparing for Shifts – Adaptation and Flexibility

Example - Restaurants



Challenge: Restaurants will potentially **lose capacity** due to reduced numbers allowed to congregate, required spacing, and staff limitations.

Covid Business Transitioning



Potential opportunity for restaurant to “expand” through food truck use

- Serve beyond the capacity of the restaurant
- Provide walk up/drive up/car hop
- Reach new markets



*Who is going to
get the work
done?*

Are the Appropriate **Policies** in Place?

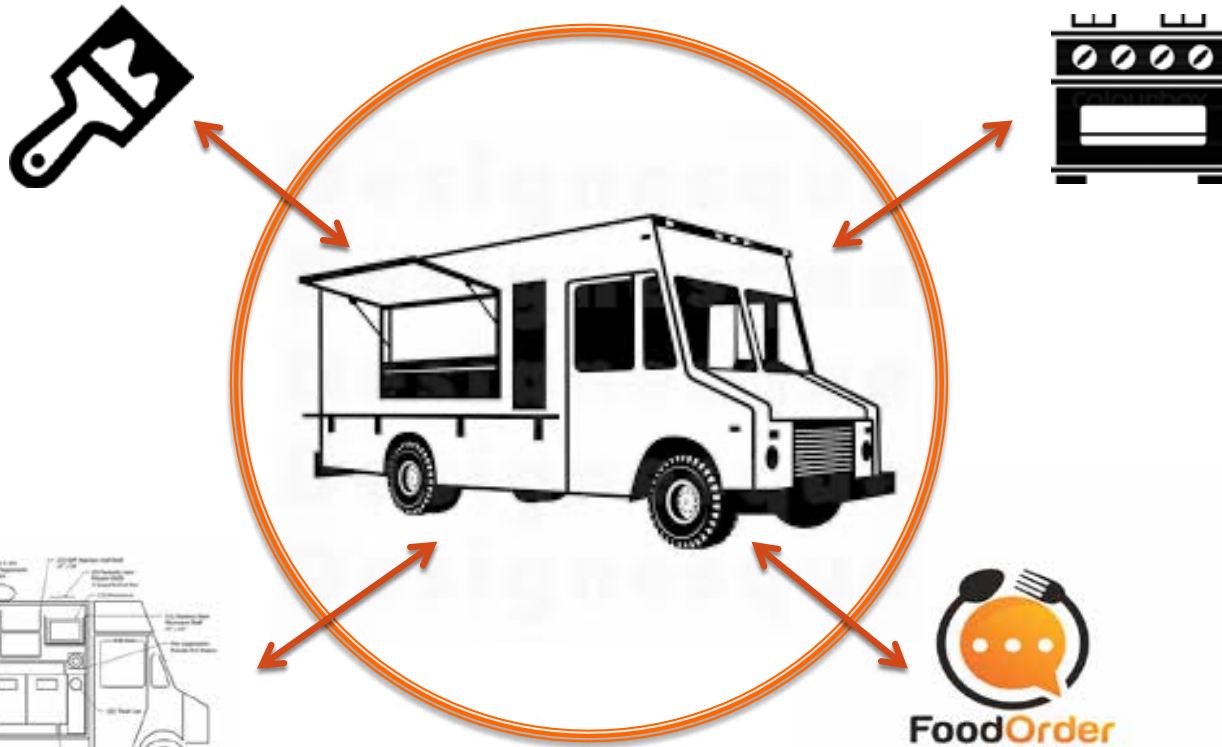


- Is this use allowed?
- Where can and/or should the truck be located?
- Who regulates and inspects?
- What insurance can cover?
- How can it market?



*Is your
community open
for business?*

Are the **Assets** Available?



*Is your
community ready
to produce?*

What are the **Partnership** Opportunities?



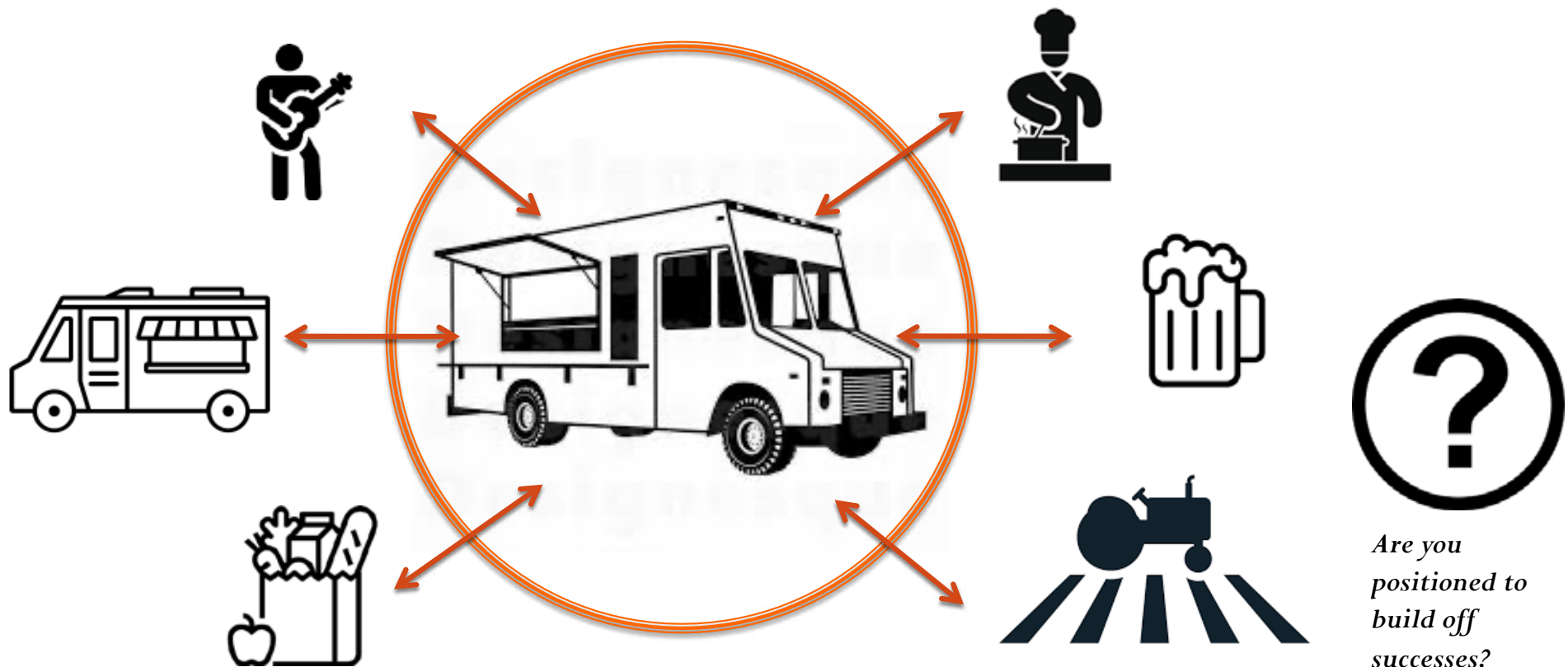
City Hall



*Is your
community
aligned?*



What are Opportunities to **Grow** Networks?

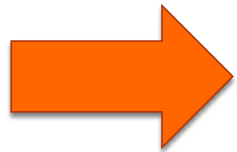


Are you positioned to build off successes?



Creative
Enterprise

Foundation



*Are you able to
build a strong
foundation?*

Re-positioning



Priorities

Players

Partnerships

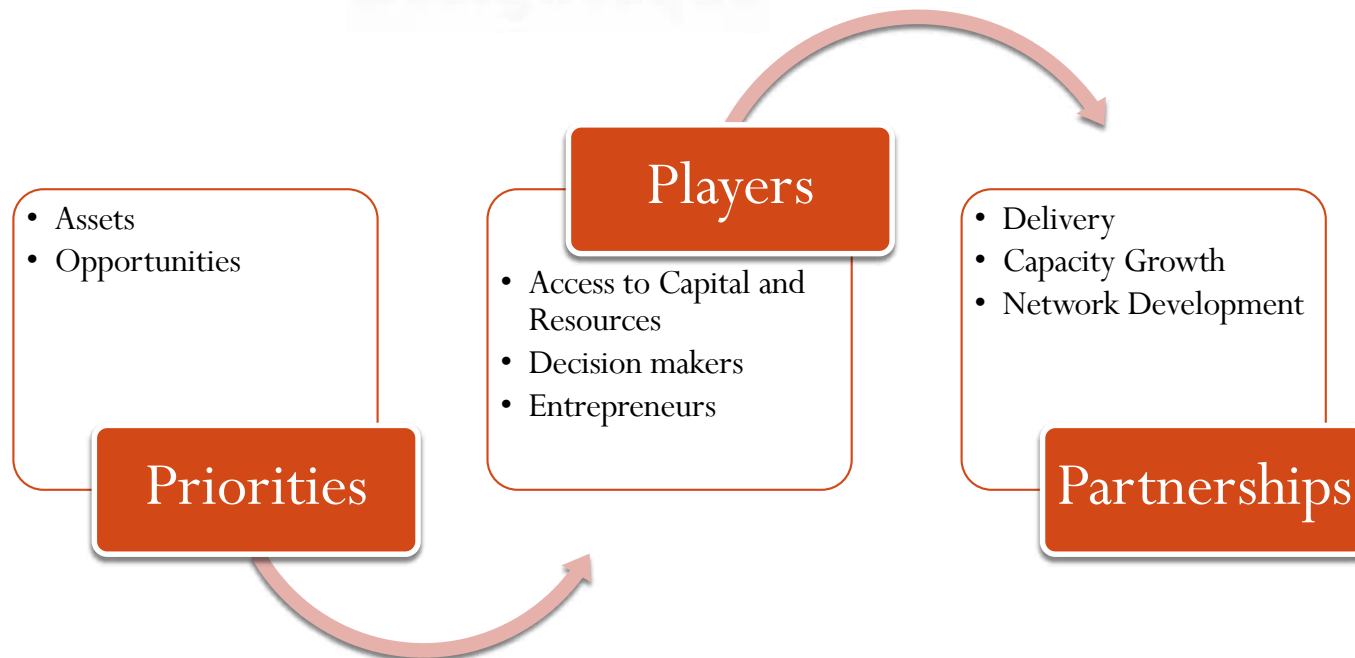


Who will take the lead?

Re-Positioning



Designique



Can you respond quickly to a changing environment?

Questions?



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