

A nighttime photograph of Albuquerque, New Mexico, and Bernalillo County. The foreground is dominated by a dense forest of dark green trees. In the middle ground, the city of Albuquerque is illuminated with warm yellow and orange lights, showing several high-rise buildings. The background features a large, rugged mountain range with a reddish-brown hue, likely due to the lighting or the natural color of the rock. A full moon is visible in the dark blue sky on the right side. The overall atmosphere is serene and scenic.

THE ECONOMIC IMPORTANCE  
OF THE  
ARTS & CULTURAL INDUSTRIES  
IN  
ALBUQUERQUE &  
BERNALILLO COUNTY

EXECUTIVE SUMMARY

THE ECONOMIC IMPORTANCE  
OF THE  
ARTS & CULTURAL INDUSTRIES  
IN  
ALBUQUERQUE &  
BERNALILLO COUNTY  
NEW MEXICO USA



**Dr. Jeffrey Mitchell**

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University of New Mexico

Bureau of Business and Economic Research

On the cover

**Sandia Mountain: Albuquerque's Icon**

Photograph by G. F. Hohnstreiter with Bruce Shortz and LeRoy Perea

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# I A QUICK LOOK

## THE ARTS AND CULTURAL INDUSTRIES IN ALBUQUERQUE AND BERNALILLO COUNTY ARE MAINSTAYS OF THE REGIONAL ECONOMY

- Arts and cultural industries generate \$1.2 billion in revenues, \$413 million in wages, and 19,500 jobs, totaling 6% of all employment in the County
- Half of this activity is funded by dollars from outside the region, generating economic growth and opportunity

## THE ARTS AND CULTURAL INDUSTRIES HAVE DEPTH AND DIVERSITY

- For-profit design, architecture, digital, media, spectator sports, tourism, and retail companies that serve both local and national markets
- Thousands of artists and artisans, many of them self-employed
- Non-profit organizations that educate, entertain, and create jobs
- Public institutions engaged in education, training, and economic development
- World-class scientific and technical resources that contribute to the creativity of the community

## THE ARTS AND CULTURAL INDUSTRIES FACE CHALLENGES

- To improve the connectivity between people and institutions in order to enhance innovation
- To coordinate public and private support in order to minimize redundancy and create a more competitive focus for the arts and cultural economy
- To strengthen the ties between the study of arts & culture and economic development at both the K-12 levels and in higher education

- To establish a sustainable funding source for arts and cultural organizations, particularly for small and medium sized organizations

**WORKING WITH COMMUNITY LEADERS,  
THE CITY OF ALBUQUERQUE, BERNALILLO COUNTY,  
AND THE UNIVERSITY OF NEW MEXICO CAN . . .**

- Protect and enhance the cultural resources that make our region unique
  - Create cultural nodes across the region that stimulate arts participation
  - Distinguish artistic and cultural offerings of Albuquerque and Bernalillo County while building a more profitable partnership with Santa Fe
  - Establish a lasting niche for cultural tourism and creative industries in a rapidly evolving national and global economy
- 

**THE BBER REPORT DEMONSTRATES THE NEED FOR AN  
ALBUQUERQUE-BERNALILLO COUNTY  
ARTS AND CULTURAL INDUSTRIES ACTION PLAN THAT CAN . . .**

- play to our strengths
- develop unique funding and marketing instruments
- stimulate a vibrant high-visibility arts and cultural sector in the region

## II ACKNOWLEDGEMENTS

The following report, **The Economic Importance of the Arts and Cultural Industries in Albuquerque and Bernalillo County**, by the University of New Mexico's Bureau of Business and Economic Research (BBER), is the result of a unique collaboration between the University of New Mexico, the City of Albuquerque and the County of Bernalillo, local non-profit arts and cultural organizations, and members of the business community.

Our starting point was a report on the arts and cultural industries in Santa Fe, completed by BBER in November 2004 with funding from the McCune Charitable Foundation, the Azalea Foundation, and the Burnett Foundation: an equivalent in-depth study had never before been conducted but was clearly needed for Albuquerque and Bernalillo County, the economic and metropolitan center of New Mexico. As Dean of the College of Fine Arts at the University of New Mexico, whose strategic plan includes the objective of helping to shape cultural policy as part of its public responsibility, I contacted Drs. Jeffrey Mitchell and Lee Reynis of BBER to discuss the feasibility and cost of such a second report. Based on their positive response, the next logical step was to identify contractors to the report and form an Advisory Committee to work with BBER on framing the report topics and objectives.

The report was contracted by:

Office of the Mayor, City of Albuquerque  
Department of Economic Development  
Department of Municipal Development, Public Art Program

The Office of Economic Development and the 1% for Public Art Program, Bernalillo County

The College of Fine Arts and the Office of the Vice President for Research and Economic Development  
University of New Mexico

Generous grants from the **McCune Charitable Foundation** and the **Albuquerque Community Foundation** made it possible for the College of Fine Arts to be one of the report contractors.

The membership of the **Advisory Committee** was broadly representative of the arts and cultural industries in the community:

- Cricket Appel**, Executive Director, Arts Alliance
- Sherri Brueggemann**, Public Information Arts Coordinator, Bernalillo County
- Regina Chavez**, Economic Development Planner, City of Albuquerque
- Andrew Connors**, Chair, Department of Visual Arts, Albuquerque Academy
- Jerry Geist**, Chairman, Energy and Technology Company, Ltd.
- Catherine Gore**, Public Art Program Manager, City of Albuquerque
- Daniel Gutierrez**, Economic Development Coordinator, Bernalillo County
- Kevin Hagen**, former Executive Director, New Mexico Symphony Orchestra
- Webb Johnson**, Recruiting Consultant, Lumidigm
- Janet Kahn**, Director, Fine Arts Program, Albuquerque Public Schools
- Norton Kalishman**, MD, McCune Charitable Foundation
- Elliot Lewitt**, Digital Media Group
- Jack McIver**, Senior Associate Vice President for Research, and
- John Garcia**, Chief Economic Development Officer, Office of the Vice President for Research and Economic Development, UNM
- Christopher Mead**, Dean, College of Fine Arts, UNM
- Don and Pamela Michaelis**, Founders, The Collector's Guide to the Art of New Mexico

Formed in October 2005, this Advisory Committee has now spent nearly two years advising the staff of BBER as they prepared the report that is now being presented to the public. From the start, the committee agreed that its role was to assist BBER in preparing a report that was comprehensive in its scope, objective in its analysis, and balanced in its conclusions.

From the start, the committee saw this report as the necessary first step to a new **Cultural Action Plan** that could unite the city, the county, and the university with the local non-profit and business communities around a shared agenda for developing the economic potential of the arts and cultural industries in Albuquerque and Bernalillo County.

The members of the Advisory Committee are to be thanked for their dedication and commitment to this project. In turn, they thank the BBER staff who researched and wrote the report: Dr. Jeffrey Mitchell, Dr. Lee Reynis, Molly Bleecker, Carmen Land, Joshua Akers and Billy Ulibarrí. Both the Advisory Committee and BBER want to thank those individuals who helped them along the way: Paula Holub, Thaddeus Lucero, Owen Lopez, Toni Martorelli, Fred Mondragon, Lucinda Sydow, Alvena Largo, Nick Potter, Mike McDaniel, Glinda Wyndorf, and the staff of the Cultural Service Department of the City of Albuquerque. Don and Pamela Michaelis volunteered their time and experience to produce the printed executive summary of the report.

Finally, the Committee and BBER would like to thank the many members of the community who participated in this study.

**Christopher Mead**  
Chair, BBER Advisory Committee  
Dean, College of Fine Arts  
University of New Mexico



### III FOREWORD

Arts and culture, once considered luxuries that follow prosperity, are now understood to be conditions of prosperity. Yes, art and culture are big business and among the fastest growing sectors of the economy, but their economic importance extends far beyond the value of their receipts. Today, a vibrant art and cultural sector is crucial to attracting and retaining a talented labor force and creating an environment conducive to innovation. In this sense, the rich and distinctive cultures of cities such as San Francisco, Seattle, Austin, and Boulder are not so much evidence of these cities' economic prosperity as they are factors that give rise to it.

The importance of arts and culture is not news to Albuquerque and Bernalillo County. Our area has always taken great pride in its unique heritage and traditions, and there is a general feeling that the word is getting out about our cultural assets. The arrival of the movie industry, the renown of the city's many festivals, the strength of property values associated with the region's quality of life, and the number of laudatory references in national publications are testimony to the city's growing reputation as a national center for arts and culture.

It would be a mistake, however, to rest upon these achievements. During recent years, cities across the U.S. (and the world) have begun to invest heavily in arts and cultural industries. Every day the competition for talent and cultural capital grows more intense. To offer a single example: in 1978, when the City of Albuquerque established its 1% for the Arts program, there were only three such programs in the country; today, there are nearly five hundred, with many of the newer programs allocating one and a half to two percent. While money is an essential element of cultural-economic policy, the practice is becoming more and more sophisticated. As in other sectors of the economy, the arts and cultural industries have become deeply segmented as cities seek to match their unique resources with the many narrow niches that comprise the market. In this context, effective cultural economic policy necessarily begins with a careful inventory of a community's strengths and weaknesses, including its

physical infrastructure, institutions, and most importantly, the capability of its people. With this in mind, representatives of some of the region’s leading cultural and economic institutions (please see Acknowledgements) contracted with the University of New Mexico’s Bureau of Business and Economic Research (BBER) to undertake an ambitious study of Albuquerque-Bernalillo County’s arts and cultural industries (A&CIs). The project, conducted over the period 2006-2007, has three parts.

The first part measures the economic impact of the region’s A&CIs, including detailed analyses of the various sectors of the industry (e.g., education, museums, media, spectator sports and cultural tourism).

The second part focuses on the inner workings of the A&CIs in order to identify the region’s unique advantages and disadvantages in national markets for the arts and cultural industries.

The final part offers policy recommendations that match Albuquerque’s unique conditions with ‘best practices’ in cultural economic policy nationally.

The policy recommendations that follow from this study fall into three categories.

**First**, the research clearly identifies a need to better coordinate the efforts of the many institutions and individuals that comprise the arts and cultural industries in Albuquerque and Bernalillo County, including both artists and innovators and those that support them. Establishing a geographical center for the creative industries must be part of this strategy.

**Second**, leaders of the local arts and cultural industries should assess the region’s advantages and opportunities in the context of a rapidly evolving national and global market, and use this as a basis to strategically position the community in these markets.

**Finally**, the most consistent finding of this study is a need to establish a secure and dedicated mechanism to fund local arts and cultural industries, particularly the small and mid-sized organizations that are so closely tied to innovation and creativity. This is perhaps more important in Albuquerque than in other cities because of the limited development of the area's corporate and philanthropic communities, and the prominent role that the City, County and State play in funding large cultural institutions that, in other cities, are privately supported.

From its earliest conception, the purpose of this study has been to inform action – to guide the formation of policy that will contribute to an environment of creativity and innovation and establish arts and cultural industries as a key element in the growth of the Albuquerque and Bernalillo County economy. All evidence suggests that the region is ready for this to occur. It now remains for the community's leaders to take the next step – to use the findings of this study to create an action plan that will ensure the development of the region's vital arts and cultural industries.

**Dr. Jeffrey Mitchell**  
Bureau of  
Business and Economic Research  
University of New Mexico  
August 29, 2007

# IV SUMMARY AND FINDINGS

## INTRODUCTION

Albuquerque and Bernalillo County’s arts and cultural industries (A&CIs) are full of potential, artistically and commercially. The region has an abundance of talent, energy, and optimism. The social environment is conducive to collaboration and innovation, offering competitive advantages that are both tangible and intangible. However, there remain significant impediments to the realization of this potential. Albuquerque and Bernalillo County’s A&CIs are radically decentralized and lack essential structure. The cultural sector does not have a coherent identity, a geographical core, or the institutional framework that is needed to knit together disjointed pieces. Several factors underlie these problems: Albuquerque’s Cultural Plan lacks clear strategies for implementation and metrics for evaluation; there is no transparent and sustainable source of financial support, particularly for the small and medium-sized organizations that drive creativity; and perceptions of a substandard public education system undermine efforts to attract cultural capital and build upon the region’s rich cultural heritage.

While many of the problems can be fixed, the process will require continued commitment on the part of some of the region’s principal institutions to establish clear priorities, work together, and most importantly, rethink the value of the cultural economy. The successes of the past few years, such as the growth of the film industry, the growing vitality of downtown Albuquerque, and the increasing visibility of local performing arts, are suggestive of the possibilities, but timing is essential. The terrain of the cultural economy is being quickly remapped as industries move away from traditional centers, and cities throughout the U.S. and the world invest aggressively in order to attract talent and cultural capital. Within this shifting landscape, Albuquerque and Bernalillo County remain open without rigidity and costs that tend to limit creativity and escalate financial risks. The region has momentum and a sense of possibility that, if lost, would be difficult to re-establish.

This summary reviews the findings of an ambitious two year study by the University of New Mexico’s Bureau of Business and Economic Research (BBER) of the Albuquerque-Bernalillo County’s A&CIs. The purpose of the study is to document the performance and structure of the sector, to identify its competitive advantages and disadvantages in relation to other cities, and to recommend strategies that may be effective in strengthening the region’s A&CIs, both as an engine of economic development and as an element in the local quality of life. Recognizing that arts and cultural production is a fluid and creative process, the study relies equally on quantitative and qualitative research methods, with a particular emphasis on the importance of social networks in fostering innovation and developing markets.

The complete report is available online at [http://www.unm.edu/~bber/pubs/UNM\\_BBER\\_AbqBCo\\_A&CIs.pdf](http://www.unm.edu/~bber/pubs/UNM_BBER_AbqBCo_A&CIs.pdf)

## QUANTIFICATION OF THE ECONOMIC IMPACTS OF THE ARTS AND CULTURAL INDUSTRIES IN ALBUQUERQUE-BERNALILLO COUNTY

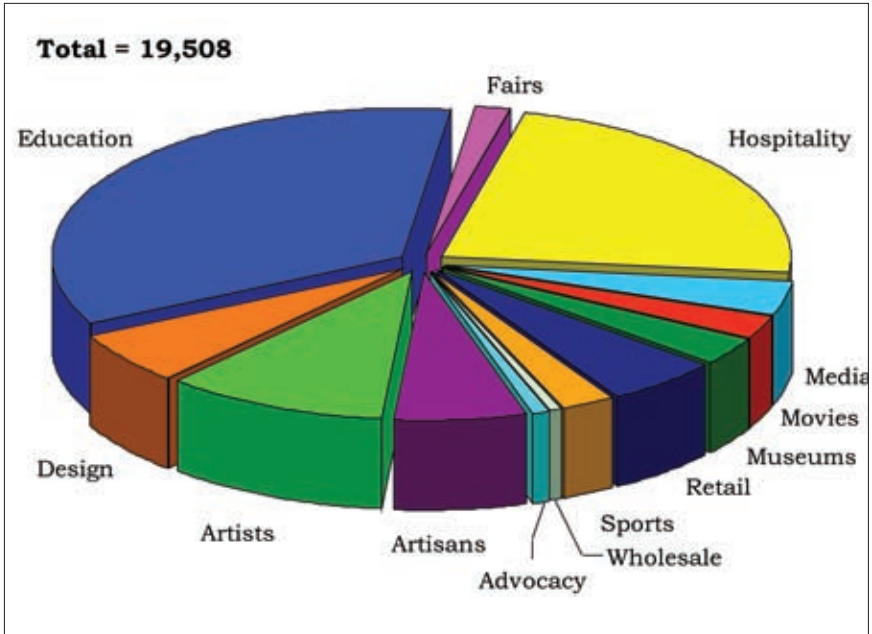
Albuquerque-Bernalillo County’s A&CIs have a major role in the local economy, creating more jobs than either UNM or Intel. Specifically, the economic impacts of Albuquerque-Bernalillo County’s A&CIs include the following:

- Albuquerque-Bernalillo County’s A&CIs generated receipts of nearly \$1.2 billion, employed more than 19,500, and paid wages and salaries totaling \$413 million. The education and hospitality sectors are the largest employers among A&CIs, followed by artists, artisans, designers and retailers. (See **Figure 1**, below.) Employment and wages in the cultural sector account for 6.1% and 3.8% of the county totals, respectively.
- Just under one-half of arts and cultural activities are supported by revenues that originate from outside the region. Compared to most U.S. cities, this composition is

favorable - only the very largest metropolitan centers (e.g. New York, Los Angeles, San Francisco) and major cultural tourist destinations (e.g. Las Vegas, Santa Fe) generate a significantly larger share of A&CI revenues from outside the metropolitan area. The capacity of A&CIs to draw funds into the county is important because these dollars create economic growth on a net basis. Including indirect and induced impacts, outside dollars accounted for a net impact of almost \$1 billion in receipts, more than 14,000 jobs and \$300 million in wages and salaries. These jobs and wages would not exist except for the capacity of the sector to attract outside dollars.

- Hospitality businesses serving cultural tourists, artisan producers (particularly jewelry makers), media, and artists, performers, and writers registered the greatest impacts in terms of drawing outside dollars to the county. Including indirect and induced impacts, outside revenues to these subsectors contributed an estimated \$357 million, \$187 million, \$125 million and \$98 million, respectively, to the local economy.
- Education accounts for just over one half of A&CI activities that are funded by local dollars. Albuquerque Public Schools (APS) is by far the largest employer in the sector, with the equivalent of about 4,700 employees engaged in arts and cultural activities. These jobs - just over one-third of APS total employment - include humanities, language arts and foreign languages as well as music and arts education. The estimate is based on APS master schedules, State standards and interviews with teachers and school administrators. On a net basis, it is assumed that APS is funded entirely by local dollars, since State of New Mexico funding, on average, returns dollars to communities in proportion to their tax payments.
- In addition to education, artists, designers (architects, creative and graphic designers), movie theaters, artisans, retail and museums (including the BioPark) are supported by local markets.

Fig. 1 **Direct Employment in the Arts & Cultural Industries by Sector, 2004**



- Employment in most subsectors of the A&CIs is geographically concentrated in the core areas of downtown, on or near the UNM campus, in the North Valley and along I-25 north of the I-40 exchange, and in the near eastside of Albuquerque. A&CIs have much less of a presence in other areas, especially in the South Valley and on the Westside.

## QUALITATIVE ANALYSIS OF THE ARTS AND CULTURAL INDUSTRIES IN ALBUQUERQUE-BERNALILLO COUNTY

During the period November 2006 – May 2007, BBER conducted 89 interviews with individuals and institutional representatives from five sectors within the A&CIs: creative, commercial, support, technology, and development/tourism. The focus of the interviews was the perceived advantages and disadvantages of working in Albuquerque and Bernalillo

County, with specific consideration of sources of creativity and support, perceptions of place, and access to markets. In addition, BBER collected information on the professional and social networks of the participants in order to map the industry’s institutional structure and understand the local dynamics of creativity, support, and market access.

In general, this research shows that Albuquerque-Bernalillo County’s A&CIs have many characteristics conducive to creativity and innovation. However, the capacity to capitalize on this potential to create jobs and wealth is constrained by an overly decentralized and under funded institutional framework. More specifically, the findings of the qualitative study include:

## ASSETS AND ADVANTAGES

- ☛ **Talent and diversity** The region has a great breadth and depth of talent in artistic, cultural, and technical arenas; many of these individuals have access to national and global markets, while others work in local markets or are yet to be ‘discovered.’ Talent is found in many artistic and creative fields, often flowing from traditions that are local, unique and not easily replicated.
- ☛ **Openness** Despite Albuquerque’s 300 year history rich in traditions of arts and culture, there is a distinct sense of openness in the region’s A&CIs. Many of those interviewed speak of a ‘freedom of artistic expression’ and experimentation. Perhaps because of the relatively small scale of the industry, many feel that they can have an impact and affect change. Everyone can participate. Overall, these factors contribute to a fertile environment of creativity and collaboration.
- ☛ **Mutual support** In all sectors of the A&CIs, there is a strong sense of mutual support among individuals working in the creative sector, despite intense competition for access to local markets. This mutual support distinguishes Albuquerque from other communities and further contributes to creativity and collaboration.



- ☛ **Quality of life** According to interviewees, Albuquerque and Bernalillo County are affordable (compared to more established cultural centers such as Los Angeles), has easy access to a beautiful rural environment, and is culturally diverse. These factors attract talented people and are reported to be a source of inspiration.
- ☛ **Location** Albuquerque’s proximity to California is a competitive advantage compared to more distant locations, particularly in film and technology. Proximity to Santa Fe also offers opportunities for some artists to market their work and serves as a draw for tourists.
- ☛ **Technology** The area’s concentration of scientists, technologists, and technical infrastructure is widely recognized to be an asset in the development of A&CIs. Integration of art and technology, specifically, is seen as a potential market niche – technology contributes to the environment of creativity, is a source of material, and provides new tools for creative expression. Yet, except in very specific areas, few feel that the potential of integration has been realized.

## LIABILITIES AND DISADVANTAGES

- ☛ **Lack of financial support** By far the most widely referenced disadvantage of working in Albuquerque and Bernalillo County is the lack of financial support. Small arts and cultural institutions and individual artists are most affected by the shortage of funding; the problem is greatest in terms of operational support. The funding deficit is partly due to limited development of the corporate and philanthropic communities and the excessive focus of the public sector on the largest ‘cornerstone’ institutions. Further, the distribution of arts and cultural funding has no clear guidelines, is poorly coordinated and is subject to individualistic and often political motivations.
- ☛ **Public education** Albuquerque Public Schools (APS) is the subject of the sharpest criticism by interviewees. The arguments are threefold – the perceived weakness of the public school system deters businesses that may employ creative workers and support the arts; the system fails to

cultivate an appreciation and respect for culture and the arts; and the system is not training the next generation of artists. Some look beyond local limitations and identify the problem as the excessive rigidity of federal ‘No Child Left Behind’ policies. Indeed, in the broader context of federal policy, New Mexico’s ‘Fine Arts Education Act’ (FAEA) and the growth of APS’s investment in arts education are notable.

● **Market development** With the exception of those with access to external markets, interviewees frequently commented that Albuquerque and Bernalillo County’s A&CIs exist in the shadow of Santa Fe. Interviewees also argue that local media fail to provide capable and balanced coverage of local arts and culture. Yet, the art market in the Albuquerque Metropolitan Area is quite strong by comparative measures and the ‘failure’ of Albuquerque to establish a stronger market presence may reveal a reluctance of the community to either differentiate itself or perhaps form a more fruitful relationship with Santa Fe.

● **Decentralized geography** The decentralized spatial structure of Albuquerque and Bernalillo County is a decided disadvantage in the development of local A&CIs, a fact recognized by interviewees in several sectors. The disadvantage has several aspects – creative workers lack a central location that facilitates collaboration and innovation; the failure to cluster commercial and performance venues makes it difficult to generate sales; the absence of a core arts and cultural district is contrary to the interests of city boosters to create a ‘sense of place’ in national markets; and the geographical and institutional decentralization and replication of facilities is costly and inefficient.

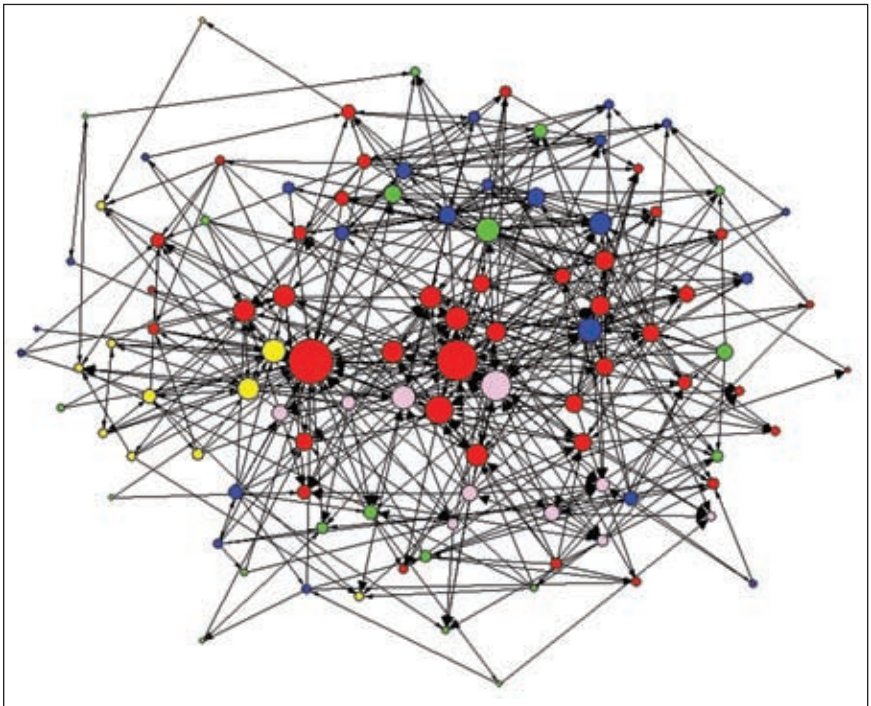
● **Underdeveloped business and physical infrastructure** Perhaps the factor most commonly identified by persons in the creative (and to a lesser degree, technology) sectors is the scarcity of affordable workspace. Other deficiencies include services, such as effective media and advertising outlets; arts business management support and training; equipment rentals; and arts and graphical suppliers. In some instances, these deficiencies can be explained by the fact that the region is in the early stage of development of local A&CIs.

## INSTITUTIONAL STRUCTURE & SOCIAL NETWORKS

Social network analysis corroborates many of the insights gathered from the interviews and qualitative analysis, particularly in regard to the institutional structure of the region's A&CIs. In general, Albuquerque and Bernalillo County's A&CIs are overly decentralized – the individuals and institutions that constitute the region's A&CIs tend to be connected in both large and small clusters; but as a whole, the individual clusters are poorly integrated.

**Figure 2, below,** is a map of the relationships among the largest institutions in the A&CIs. The circles represent individuals and institutions; their color indicates their sector; their size reflects their relative centrality within the network; and the lines represent connections among institutions.

Fig.2 **Map of Albuquerque-Bernalillo County's A&CIs Social Network**



Key: Blue=Creative | Green=Commercial | Red=Support  
Yellow=Technology | Pink=Development & Tourism

- **The network** produced in this research is comprised of 849 nodes (individuals and institutions) and 1,568 ties (connections between nodes) in five sectors. At the heart of the network is the support sector, whose role is to form connections throughout the community. The institutions with the greatest centrality in this sample are the University of New Mexico, the National Hispanic Cultural Center, Albuquerque Visitor’s and Convention Bureau, Albuquerque Museum, the New Mexico Symphony Orchestra, and Sandia National Laboratories.
- **The support sector**, by itself, is more vertically than horizontally integrated – i.e., connections are stronger from top to bottom than among peers. Specifically, frontline organizations that work directly with the creative sector derive their support from institutions isolated from the overall network and/or from highly individualized relationships with larger institutions. In general, support institutions that function either in the community or within the core of the network have weak connections with peer organizations, resulting in redundancy, inefficiency, and a lack of strategic focus.
- **The creative and commercial sectors** each form thin and spiny networks with a small centralized core, weakly linked sub-networks, and a significant number of isolated islands. Yet, notably, when examined together, the two sectors are highly interconnected, revealing a high degree of interdependence.
- **The technology sector** forms a fairly well connected network built around Sandia National Labs, the UNM ARTS Lab and a small game development cluster. However, when combined with the creative sector or within the entire network, the technology sector is highly isolated. Indeed, the only significant connections between the technical and creative sectors are within larger institutions.
- **The development and tourism sector**, by contrast, is well structured, with the Albuquerque Convention and Visitors Bureau, Mesa del Sol and the Balloon Fiesta at the center, and is well integrated within the overall network.

# POLICY RECOMMENDATIONS FOR THE DEVELOPMENT OF THE ARTS AND CULTURAL INDUSTRIES IN ALBUQUERQUE-BERNALILLO COUNTY

Community leaders have a unique opportunity to confront the constraints limiting the development of local A&CIs. This would enable individuals, businesses and institutions in the sector to draw upon its many advantages to expand beyond its current internal orientation to establish a greater presence in national and global markets. Based on the research conducted in this study, it is recommended that policies be developed and implemented to address the following:

## **CREATING MORE CENTRALIZED STRUCTURES**

Institutionally, creatively and geographically, the region's A&CIs are overly decentralized. In Albuquerque and Bernalillo County there is a need for better coordination – of programs and facilities, public and private initiatives, cultural services and economic development, and the various geographical centers of activity.

New York and Chicago offer useful models for the coordination of activities with the city government; Austin has led initiatives to join cultural services and economic development; and Charlotte has supported the coordination of private initiatives with those of all levels of government. The University of Texas at Austin has taken a strong role in bringing together technology and creative arts, and Portland is well known for efforts to establish informal arts networks to promote collaboration. Many models for geographical centralization exist, in most cases forming arts and cultural districts; but in Albuquerque it is recommended that incentives be created to provide spaces that combine housing, work, performance and commerce.

## **STRATEGIC PLANNING**

The expansion of Albuquerque and Bernalillo County's A&CIs into national markets will require strategic planning in at least two areas. First, the region must work to establish an identity more fully independent of Santa Fe, possibly drawing upon our neighbor's reputation as a principal market for the arts while also sharpening our distinction as a more eclectic and accessible community. Second, leaders of Albuquerque and Bernalillo County's A&CIs should think strategically about the changing structure of national and global markets for cultural products, anticipating the needs for diversity and flexibility in the context of increasing fragmentation and a continuing drive for innovation to manage costs.

## **FUNDING A&CIs**

Sustainable funding for the small and medium sized organizations that drive innovation, incubate business, and develop talent and leadership is the single most pressing constraint facing local A&CIs. Because the funding of the region's A&CIs is structurally distinct from that of most other cities (e.g., public ownership of museums and other cultural institutions) and because of the overall weakness of local private sector institutions, Albuquerque and Bernalillo County should look beyond models used in other areas. Local funding should emphasize unique models of public-private partnership to support small and medium sized arts and cultural organizations.

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[http://www.unm.edu/~bber/pubs/UNM\\_BBER\\_AbqBCo\\_A&CIs.pdf](http://www.unm.edu/~bber/pubs/UNM_BBER_AbqBCo_A&CIs.pdf)

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