

PREFACE
Arts and Cultural Industries Action Plan
Search Conference
FINAL REPORT

On September 18 and 19, 2008, over forty individuals representing various segments of the greater Albuquerque community gathered at the Central New Mexico Community College Workforce Training Center to participate in a Search Conference process designed to address issues surrounding the economic development of local arts and cultural industries. Led by process managers, STAR Group Planning Consultants, the group discussed a variety of issues that ultimately led to crafting goals and strategies that they believe will stimulate economic development in this sector.

This report was developed from the two-day collaborative event and is not meant to offer interpretation of what was discussed at the Search Conference, but instead records and summarizes the facilitated discussion. The event was made possible by the City of Albuquerque, the University of New Mexico College of Fine Arts, and Central New Mexico Community College.

Background

In 2007, the University of New Mexico Bureau of Business and Economic Research (BBER) released a study, *“The Economic Importance of the Arts and Cultural Industries in Albuquerque and Bernalillo County*, by Dr. Jeffrey Mitchell, www.unm.edu/~bber/pubs/UNM_BBER_AbqBCo_A&CIs.pdf. The results clearly indicated that the arts and cultural sector of the economy played a more significant role in the overall health of the local economy than previously thought.

An advisory committee to the study, community leaders and the City of Albuquerque saw this study as the necessary first step to a new Arts and Cultural Industries 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 City of Albuquerque took the lead in next steps by engaging STAR Group Planning Consultants, the project consultant and process managers, to develop a process for identifying issues and strategies that would lead to a foundation for building a comprehensive community cultural plan. At STAR Group’s recommendation, the City began plans for hosting a two-day “Arts and Cultural Industries Action Plan Search Conference” event to be held in the fall of 2008.

In preparation, STAR Group and the City identified a broad-based Leadership Team made up of local leaders from within the greater Albuquerque area (listed in the Appendix). These twelve individuals determined an overarching issue “focus question”, identified stakeholder groups and nominated representatives from each group, and guided the outline for a Background Document. The Background Document was prepared to provide information for participants attending the Search Conference. It provided context for attendees to prepare themselves to consider and offer answers to the focus question, **“How do we stimulate a vibrant arts and cultural sector that enhances the economic development in the region?”**

Process

A search conference is designed to solicit ideas and recommendations from a cross section of community leaders representing stakeholder groups that the arts and culture sector impacts directly. Participants at the Search Conference included representatives from the City of Albuquerque, Bernalillo County, local government, businesses, non-profit agencies, consumers and patrons of the arts, artists, education, the media and economic development. This participative planning method enables people to create a strategic plan for their community to achieve their most desirable future—a plan all stakeholders will support.

Ideas about how to stimulate the arts and cultural industries so that those activities will continue to have a positive economic impact on the overall region were collected and developed into goals that can provide measurable results. These goals are detailed in this report with strategies and action steps.

The expected outcome of the Search Conference is that the information crafted in this process will be used by the City along with its two previous cultural plans and the BBER Study to develop a broader and more comprehensive community-wide cultural plan that will guide the identification, economic development and promotion of Albuquerque’s rich arts and cultural heritage.

This report will be delivered to the Leadership Team, event participants and the City of Albuquerque. Their work will address short-term solutions and guide the City with the development of its next cultural plan.

We thank the Leadership Team and the Search Conference participants for their contributions and commitment to this process.

Bill Moye
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STAR Group Planning Consultants
October 29, 2008

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Arts and Cultural Industries Action Plan
SEARCH CONFERENCE
September 18-19, 2008

Focus Question

The focus question for the event was developed by the Leadership Team prior to the Search Conference. It is a result of the Leadership Team's review of the UNM BBER Study followed by discussion. The focus question is:

“How do we stimulate a vibrant arts and cultural sector that enhances economic development in the region?”

Significant Global Events

The Search Conference participants were asked to brainstorm national and global events and conditions of the last seven years that have affected the arts and cultural sector. The group identified five most significant issues (not in any particular order):

- War/Politics/Economy
- Technology
- Arts Education
- Artists/Art Organizations Competing for Dollars
- Media and Popular Culture

Guest Speaker

Dr. Jeff Mitchell, Senior Research Scientist at the University of New Mexico Bureau of Business & Economic Research (BBER) reported that recent study “The Economic Importance of the Arts and Cultural Industries in Albuquerque and Bernalillo County” (included in the Appendix section) is divided into three parts:

1. Quantitative measurement of economic impact made by the arts
2. Qualitative research of the social understanding of the arts and culture industry
3. A set of policy recommendations

Common Themes:

- Social networking and innovation are important goals. We need to facilitate this through institution building and sharing ideas.

- Strategic planning, we have too many individuals with individual relationships; we need to plan as a community.
- Funding; large cities have more corporate and philanthropic money. In ABQ the City and County have to step in and do much of the funding.

This is relevant to the scan of global events (referenced above) in the following ways: Technology allows innovation, but also isolation. Globalization; you would think this would make places more similar overall. The most successful arts communities are able to identify something that makes them stand out. Austin, Santa Fe, Seattle, San Francisco have all made a unique identity for themselves. The strategy has to be to identify some things that are unique to ABQ so we can stand out in the global market. How do we leverage creativity to create growth? How do we embrace diversity to find this? We need to coordinate work and work strategically, and come up with sustainable funding for arts organizations.

Dr. Mitchell proposed some questions and his perspective on possible answers:

How to sustain non-profits? Need long term goals, cannot think only of self. Create a broad community vision and understand own position in that structure. Need to meet, talk about what each of us is doing and see where we overlap to help each other. We create silos rather than institutions; this does not foster the environment we need.

How does ABQ learn from other cities? Potential: we have people working toward a goal, and we need to connect this existing community and not mimic a larger city. There is no winning model, every city is unique and needs its own plan.

How do we work together? Umbrella organizations allow groups of organizations to partner in order to share overhead. In order to allow more risk taking and have infrastructure. Risk taking should not equal fragmentation. People don't take unsupported risks; they need a certain safety net.

How do we support those who desire independence? Artists have something unique to offer, and don't want to become a servant to the community. What are the needs of the community (humanity needs)? How do I match those to what I can offer?

Branding should be a process of displaying the unique talents of the region not forcing an identity onto every unique artist.

What about fairness? Fairness of transparent decision making needs to be a goal. Need to work as a community to decide what is needed and desired.

Most Desirable Future and Most Probable Future

Participants were asked to develop a statement of what they believed to be a most desirable future and a most probable future for the arts and cultural industries in the Albuquerque region in response to the following questions.

“If we choose to do what we think is possible, what will arts and culture in our community look like in seven years relative to the focus question?”

Most Desirable Future

“We have implemented a unifying strategic arts plan that ensures life-long art opportunities accessible to all. The artists and arts organizations have a unified supporting infrastructure providing education, resources and passionate support that allows them to thrive, increases quality of life and brings greater wealth to the region. The uniqueness of the arts community is promoted, regionalized and preserved. We have achieved new long-term major funding sources that provide core support to the arts community that eliminates survival as an issue and allows creativity to thrive.”

“In the absence of collaboration and quality goals from this conference, re: the focus question, if we do nothing, what will our future look like in 7 years relative to Albuquerque's arts and cultural economic development?”

Most Probable Future

“Rather than managing our own future we would be subject to changing priorities, resulting in continued fragmentation in arts organizations, in institutions and individual artists; continued marginalization of arts education (at all levels) and a lack of sustainable funding.”

Challenges to Achieving the Most Desirable Future

Participants identified the following items as the most significant items preventing them from achieving their Most Desirable Future:

1. Lack of public support
 - a. Awareness
 - b. Information
 - c. Funding legislation
 - d. Arts are not a priority
2. Lack of cooperation among the arts community
 - a. Competition
 - b. Communication
 - c. Buy-in
3. Weak infrastructure to successfully carry out strategic plan
4. Funding and the value of the dollar
5. No existing recognized mechanism for convening the arts community
6. Economics ex: fuel cost, tourism
7. Lack of political will/ownership

Goals

Based upon the identified challenges, participants then broke into their smaller groups to develop initial goals they believed that when accomplished would overcome barriers and work towards the achievement of their “Most Desirable Future”. All groups identified a single meta-goal, that is, **by mid 2009 create an organization** to accomplish the following key initiatives:

- Information and communication
- Advocacy
- Implementation of a strategic plan
- Develop and distribute new funds
- Track trends to promote the economic vibrancy of arts and culture.

The groups tentatively identified strategy champions who volunteered themselves and may change over time.

Objectives, Strategies and Tasks

Objectives, strategies and tasks identified that correspond to the meta-goal to create an organization to carry out the key initiatives are as follows:

Objective I. Identify stakeholder groups

Goal Champion: Pamela Chavez

Strategy I.A. - Build database of existing stakeholders.

Task I.A.1. Look at other stakeholders: community leaders, artist, art groups, funders, donors, volunteers, board, consumers, patrons, vendors, professional associations, educators, government, cultural groups, ethnic groups, arts institutions, arts facilities arts businesses, tourists, chamber, business associations, neighborhood associations.

Objective II. Establish an organization to successfully implement the strategic plan by providing a unified voice for the arts and culture communities by spring 2009

Goal Champion: Vashti Gamble, Spring Griffin

Strategy II.A. - Determine organizational form/type/model (government, nonprofit, etc)

Task II.A.1. Create working group representative of arts community. Needed: lists of names, orgs, and artists contact info. Who: leadership group, Arts Alliance, by Jan 2009

Task II.A.2. Develop recommendation for the forum and operational implications. Needed: case studies. Who: working group, by May 2009

Task II.A.3. Present to the arts community this recommendation for their buy-in. Need: recommendation be representative and inclusive/working group, by June 09

Task II.A.4. Legally form organization

Task II.A.5. Identify and secure resources needed, including space, money personnel

Strategy II.B. - Identify and prioritize issues, interests and needs of arts community including profit, non-profit, artists, and arts supporters.

Task II.B.1. Convene with artists for needs analysis

Strategy II.C. - Integrate culture and arts into the Albuquerque metro area's overall strategy for economic development.

Task II.C.1. Create blue ribbon advocacy committee and speaker's bureau to work closely with chambers, ACVB and AED and other civic and government organizations to provide education on the value and economic impact of the arts. Need: people and statistics as soon as possible.

Task II.C.2. Establish and develop/networking/private partnership to support the arts community. Need: Committed people to do networking and development on an ongoing basis.

Task II.C.3. Identify new opportunities to have arts community support and enhance business events. Need: list of events and artist on an ongoing process

Task II.C.4. Develop innovative ways to raise the profile of the arts (host parties. Need: Brainstorming sessions on an ongoing basis.

Task II.C.5. Leveraging partnership to free up money to accomplish greater goal. Need: Networking, commitment and paradigm shift to share money as soon as possible.

Objective III. Build buy-in from arts community of Most Desirable Future

Goal Champion: Cricket Appel

Strategy III.A. - Assess current needs of arts and cultural community

Task III.A.1. Compile existing assessments. Need: BBER and Arts Alliance survey by March 2009.

Task III.A.2. Develop tools to fill in gaps and implement by June 2009.

Strategy III.B. - Develop hub capacity and mission to meet needs

Task III.B.1. Review and revise existing structures and resources

Task III.B.2. Assess volunteer/staff in existence and identify gaps.

Strategy III.C. - Create organization structure to draw arts community in as direct participants

Task III.C.1. Identify roles for broad community involvement

Key Initiatives - Objectives, Strategies and Tasks

- **Information and communication**

Objective IV. - Promote ABQ artistic community.

Strategy IV.A. - Create public awareness campaign of the value of the arts.

Task IV.A.1. Identify a community steering committee; enlist a marketing firm and launch a campaign. Need: website, media outlet, psa's, listserv, cash, by April 2009

Task IV.A.2. Public awareness campaign can be managed through public transportation venues and other public venues by bartering arts services for public events. Need donated spaces by September 2010

- **Advocacy**

Objective V. - In 2-3 years create attitudes favorable to enacting a transformational funding effort. Goal Champion: Coleman Travelstead

Strategy V.A. - External: create a mechanism for advocacy /outreach for buy-in by government, education, corporate institution and media.

Task V.A.1. Review/ assemble history and process on quality of life

Task V.A.2. Gather recent supporting information, identify deal breakers

Task V.A.3. Identify, assemble, recruit champions for the campaign team and prepare campaign

Task V.A.4. Meet with appropriate government personnel and educate the media

Task V.A.5. Launch public campaign

Task V.A.6. Pop the cork

Objective VI. - Develop advocacy strategies. Goal Champion: Carolyn Thompson, Chris Fenton

Strategy VI.A. - Ensure quality and quantity arts education at all levels

Task VI.A.1. Assess and monitor arts education at all levels

Task VI.A.2. Develop advocacy plan to address needs

Strategy VI.B. - Improve accessibility to arts for residents and visitors

Task VI.B.1. Cost to participate, arts organizations to make prices affordable

Task VI.B.2. Art be located throughout the community and are ADA accessible

Strategy VI.C. - Preserve cultural heritage

Task VI.C.1. Develop ongoing program supporting local ethnic cultural programs

- **Develop and distribute funds**

Objective VII. - Increase support for arts as measured by increases in: funds, audience, sales, and participation by 5 % per year by using BBER report as baseline. Champion: Coleman Travelstead

Strategy VII.A. - External: create a mechanism for advocacy /outreach for buy-in by Government (local, state, county), Education (APS, CNM, UNM), Corporate institutions (Chamber of commerce, ACVB, AED), and media (print, TV, commercial public media).

Task VII.A.1. Identify target stakeholders

Task VII.A.2. Determine message to each target group

Task VII.A.3. Identify distribution mechanism/process for each target

Task VII.A.4. Achieve buy-in

Objective VIII. Get more money and make it go further. To define a desired mix of sustainable funding sources needed and distribute. Goal Champion: Richard White, Laura Maness

Strategy VIII.A. - Develop and implement a strategic plan to secure sustainable funding for arts and culture. And educational opportunities related to philanthropy, fundraising and board development.

Task VIII.A.1. Research “art taxes” in other states and existing local tax structure in order to identify community options. Secure buy-in from arts organizations, businesses and both political and civic leadership. Need: Specialist to fine tune previous work by June 2009

Task VIII.A.2. Develop advocacy structure that includes major institutions as well as grassroots arts organizations, businesses and the political and civic leadership of the community to address funding issues at local, state and national levels. Needed: leadership and task force teams by March 2009.

Task VIII.A.3. Pursue again quality of life tax. Need: Pro/con analysis of Quality of life tax, and steering committee by 2010.

Task VIII.A.4. Target advertising money for the arts via the state tourism and cultural affairs mechanism. Need: Advocates by 2010.

Task VIII.A.5. Double the efforts to support existing philanthropic education in the arts (i.e. Albuquerque community fund, friends of art, young investors). Needed: Sweat equity, people, leaders, and prominent citizens by 2009.

Task VIII.A.6. Provide training for nonprofits in fundraising with help from a fundraising professional.

Strategy VIII.B. - Internal: build an educated audience for sampling/appreciation of “new” art forms. Create consolidated effort.

Objective IX. Track trends that promote economic vibrancy of arts and culture

Strategy IX.A. - Promote economic activity of the arts

Task IX.A.1. Continue to market BBER report

Task IX.A.2. Identify partner opportunities with diverse organizations.

Strategy IX.B. - Promote ABQ artistic community.

Task IX.B.1. Create public awareness campaign of the value of the arts; identify a community steering committee; enlist a marketing firm and launch a campaign. Need: website, media outlet, psa, listserv, cash, by April 2009

Task IX.B.2. Public awareness campaign can be managed through public transportation venues and other public venues by bartering arts services for public events. Need donated spaces by September 2010

APPENDIX

Definitions

The following terms were identified by the participants during Day One of the Search Conference as needing clear definitions. The Leadership Team met separately and developed this list:

Economic development

Generating new jobs, retain existing jobs, stimulating industrial commercial and service growth. Creation of new wealth and opportunities in the community:

- Recruitment
- Retention
- Expansion

This is economic development for the whole community, not just the arts community.

Sustainable funding

There is not one clear definition because this term is organization dependent. There are different definitions due to core activities that can be predictable but not always. The terminology indicates funding that we hope is both sustaining and predictable. Maybe we don't want the funding that will change with the administration. Funding that sustains the core of the organization and allows us to move our priority to goals. Do we mean predictable? Nothing is forever, funding should be diversified. Sustainable is a type of funding, operational/programming, long term predictable sufficient (meaningful) basic aid funding. Organizations end up doing things outside of their core mission in order to retain funding.

Acronyms

ABQ	Albuquerque
ACVB	Albuquerque Convention and Visitor's Bureau
AED	Albuquerque Economic Development
APS	Albuquerque Public Schools
BBER	Bureau of Business & Economic Research
CNM	Central New Mexico Community College
EDO	East Downtown
FEFA	Federal Education Funding Act
NHCC	National Hispanic Cultural Center
UNM	University of New Mexico
VSA	Very Special Arts

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The Economic Importance of the Arts & Cultural Industries in Albuquerque and Bernalillo County, A Quick Look at a Report by UNM's Bureau of Business and Economic Research

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 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 by Dr. Jeffrey Mitchell, has resulted in findings that will 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.

The Arts and Cultural Industries in Albuquerque and Bernalillo County are mainstays of the regional economy:

- Arts and cultural industries annually 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 funding and marketing instruments that reflect the governmental and institutional characteristics of our region
- Stimulate a vibrant high-visibility arts and cultural sector in the region

This report, 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.

An Advisory Committee was formed in October 2005 and has now spent nearly two years advising the staff of BBER as they prepared the report that is now being available to the public.

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 Arts & Cultural Industries 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.