

# ADVANCING ALBUQUERQUE'S FUTURE SUCCESS

**A Strategic Approach Based on Insights from  
the Economic Forum Collaborative Study**

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May 14, 2026

# Introduction

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- **Research & Polling study of residents/business leaders**
- **Measured perceptions of:**
  - Local economy
  - Views on businesses
  - Expectations for business involvement
- **Results show clear mandate for action**
- **Activate strategic approach to drive positive change**

## **EXECUTIVE SUMMARY:**

**Albuquerque residents are overwhelmingly pro-growth and expect businesses to take action to improve our community.**

**The research shows gaps between residents' high expectations of business and current performance, which business leaders themselves also recognize.**

**The Economic Forum Collaborative is launching a strategic approach to encourage the business community to close these gaps and collaborate with policymakers to ensure that when business thrives, so does the community.**

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# THE ECONOMIC FORUM COLLABORATIVE

(previously known as BIC)



# Survey Purpose & Methodology



- To better understand how area Residents and Business Leaders view area businesses and their roles in the community.
- Commissioned by the Economic Forum Collaborative via a contribution from Doug Campbell.
- Research and analysis performed by Research & Polling Inc. May-August 2025.
- RESIDENTS:
  - In Albuquerque area
  - Mixed-modal (online and phone)
  - 602 surveys completed
- BUSINESS LEADERS:
  - Online only (same survey as residents)
  - 14% completion rate
  - 139 surveys completed
  - Lists provided by local business associations and economic development organizations

# Demographics – Residents



## GENDER

MALE	50%
FEMALE	50%

## AGE

18 TO 34 YEARS	25%
35 TO 49 YEARS	26%
50 TO 64 YEARS	26%
65 YEARS OR OLDER	23%

## ETHNICITY

HISPANIC	46%
ANGLO	42%
BLACK/AFRICAN AMERICAN	3%
NATIVE AMERICAN INDIAN	4%
ASIAN/PACIFIC ISLANDER	2%
OF OTHER DESCENT	3%
WON'T SAY	1%

## EDUCATION

HIGH SCHOOL GRADUATE OR LESS	25%
SOME COLLEGE/ASSOCIATE DEGREE/VOCATIONAL CERTIFICATE	36%
COLLEGE GRADUATE (4 YEARS)	23%
GRADUATE WORK OR DEGREE	16%

## HOUSEHOLD INCOME

UNDER \$25,000	16%
\$25,000 - \$39,999	16%
\$40,000 - \$59,999	16%
\$60,000 - \$79,999	16%
\$80,000 - \$99,999	11%
\$100,000 OR MORE	21%
WON'T SAY	3%

## REGISTERED TO VOTE IN NEW MEXICO

YES	86%
NO	14%

## POLITICAL AFFILIATION

DEMOCRAT	37%
REPUBLICAN	26%
INDEPENDENT/UNAFFILIATED/OTHER	21%
MINOR PARTY (I.E. GREEN PARTY, LIBERTARIAN, ETC.)	1%
NOT REGISTERED	14%
WON'T SAY	1%

## POLITICAL IDEOLOGY

VERY LIBERAL	10%
LIBERAL	22%
MODERATE	38%
CONSERVATIVE	18%
VERY CONSERVATIVE	10%
WON'T SAY	2%

## COUNTY OF RESIDENCE

BERNALILLO COUNTY	78%
SANDOVAL COUNTY	18%
VALENCIA COUNTY	4%

# Demographics – Business Leaders



<b>GENDER</b>		<b>REGISTERED TO VOTE IN NEW MEXICO</b>	
MALE	60%	YES	97%
FEMALE	40%	NO	2%
		WON'T SAY	1%
<b>AGE</b>		<b>POLITICAL AFFILIATION</b>	
18 TO 34 YEARS	4%	DEMOCRAT	38%
35 TO 49 YEARS	19%	REPUBLICAN	29%
50 TO 64 YEARS	50%	INDEPENDENT/UNAFFILIATED/OTHER	24%
65 YEARS OR OLDER	28%	MINOR PARTY (I.E. GREEN PARTY, LIBERTARIAN, ETC.)	1%
		NOT REGISTERED	2%
<b>ETHNICITY</b>		WON'T SAY	4%
ANGLO	64%	<b>POLITICAL IDEOLOGY</b>	
HISPANIC	18%	LIBERAL	16%
BLACK/AFRICAN AMERICAN	5%	MODERATE	55%
NATIVE AMERICAN INDIAN	1%	CONSERVATIVE	28%
ASIAN/PACIFIC ISLANDER	1%	WON'T SAY	1%
OF OTHER DESCENT	11%	<b>COUNTY OF RESIDENCE</b>	
		BERNALILLO COUNTY	88%
		SANDOVAL COUNTY	9%
		VALENCIA COUNTY	1%
		<b>CONTACT LIST SOURCE</b>	
		ECONOMIC FORUM	37%
		NAIOP	26%
		VISIT ALBUQUERQUE	26%
		HISPANO CHAMBER OF COMMERCE	6%
		BLACK CHAMBER OF COMMERCE	4%
		ABQ REGIONAL ALLIANCE	1%



# Demographics – Business Leaders



## ORGANIZATION MEMBERSHIP

ECONOMIC FORUM OF ALBUQUERQUE	45%
NAIOP NEW MEXICO	39%
ALBUQUERQUE REGIONAL ECONOMIC ALLIANCE (AREA)	37%
ALBUQUERQUE HISPANO CHAMBER OF COMMERCE	31%
VISIT ALBUQUERQUE	29%
GREATER ALBUQUERQUE CHAMBER OF COMMERCE	27%
NEW MEXICO CHAMBER OF COMMERCE	15%
BLACK CHAMBER OF COMMERCE OF NEW MEXICO	7%
RIO RANCHO CHAMBER OF COMMERCE	3%
COMMERCIAL REAL ESTATE WOMEN	2%
GREATER ALBUQUERQUE HOTEL & LODGING ASSOCIATION	1%
BETTER BUSINESS BUREAU	1%
NM TECHNOLOGY COUNCIL	1%
INSTITUTE OF REAL ESTATE MANAGEMENT	1%
NATIONAL COUNCIL OF NEGRO WOMEN (NCNW)	1%
APARTMENT ASSOCIATION OF NEW MEXICO (AANM)	1%
TURQUOISE TRAIL ASSOCIATION	1%
ONE ALBUQUERQUE	1%
EAST DOWNTOWN (EDo) NEIGHBORHOOD ASSOCIATION	1%
COMMERCIAL ASSOCIATION OF REALTORS NEW MEXICO (CARNM)	1%
ALBUQUERQUE WESTSIDE BUSINESS ASSOCIATION	1%
ASSOCIATED BUILDERS & CONTRACTORS	1%
UPTOWN PROGRESS TEAM	1%
YOUNG PROFESSIONALS OF ALBUQUERQUE (YPA)	1%
WON'T SAY	4%

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## The Opportunity: RESIDENTS ARE PRO-GROWTH & COUNTING ON BUSINESSES TO ACT

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**96%** Albuquerque-area residents believe **economic growth** is somewhat or very important. Business leaders = 100%.

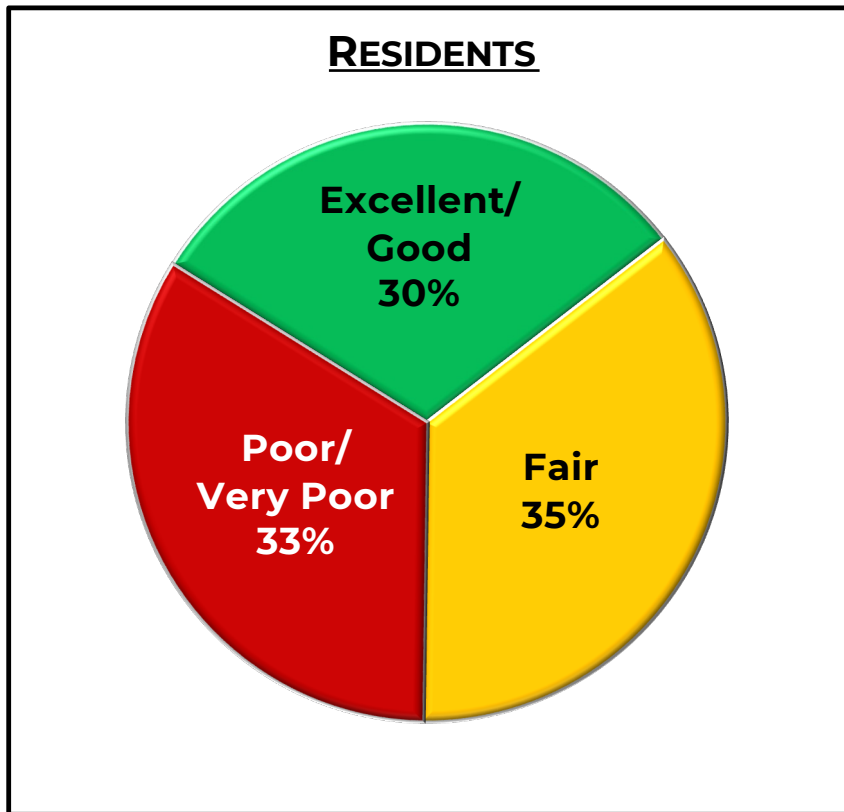
**87%** Vast majority of residents have a **positive impression** of locally owned businesses. Business leaders = 94%.

**72%** Majority of residents **trust businesses** to do what is right for the community. Business leaders = 88%.

**15%** Small portion say businesses have **too much influence** over government regulations & legislation. Business leaders = 6%.

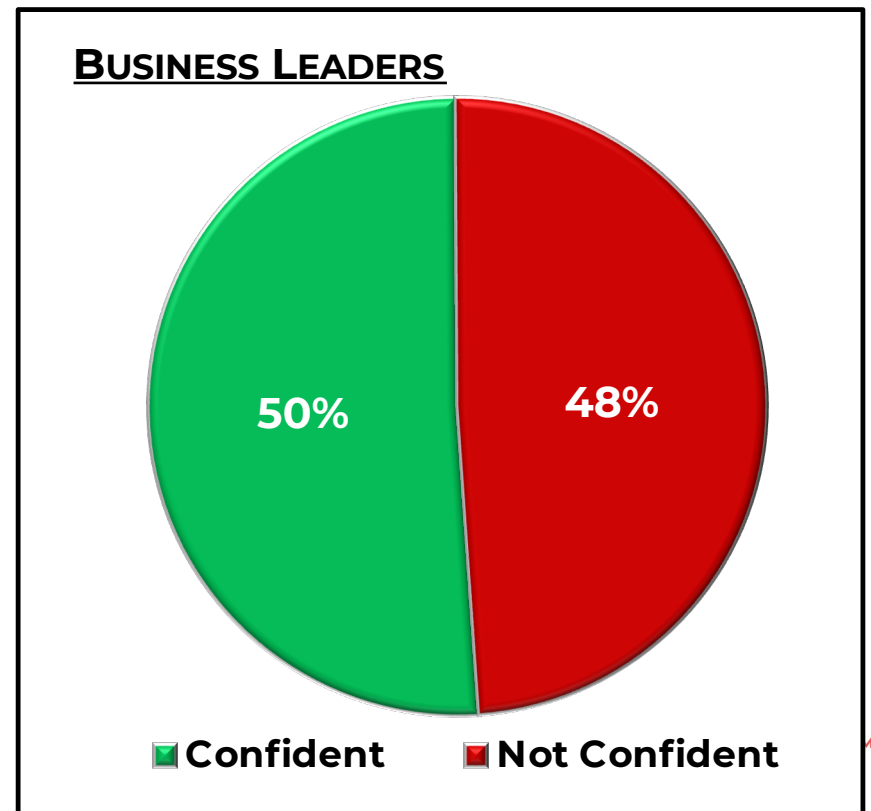
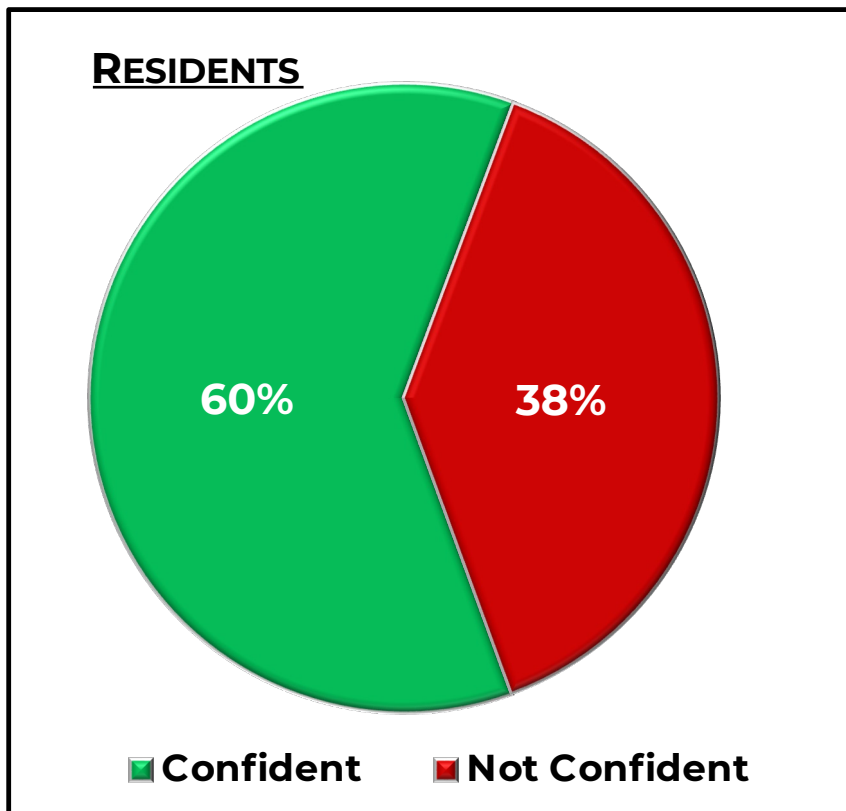
# Strength of Local Economy

## OVERALL STRENGTH OF THE LOCAL ECONOMY



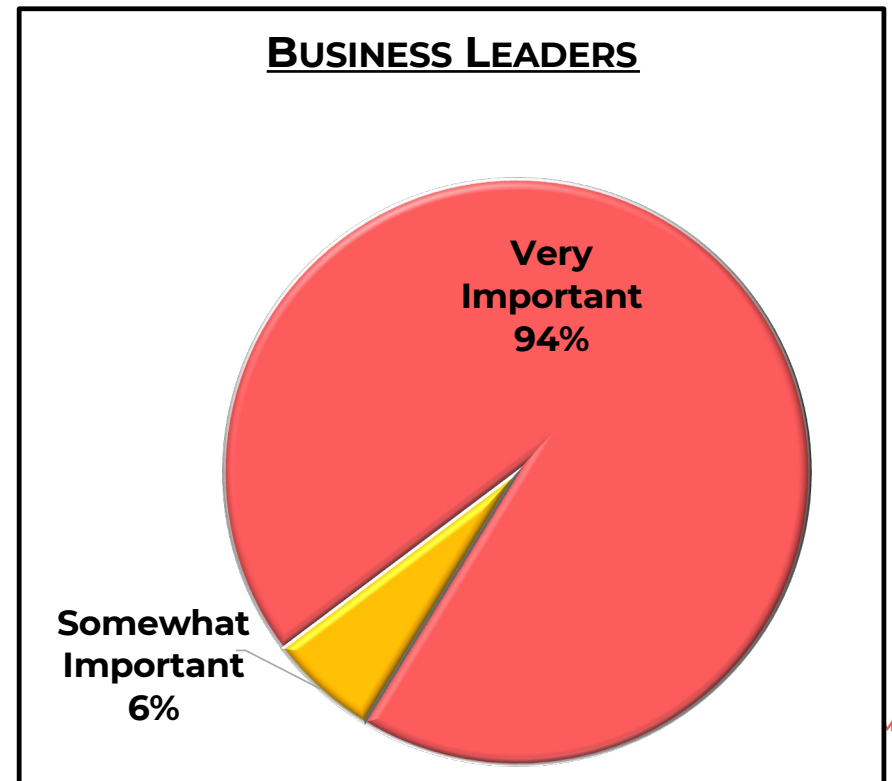
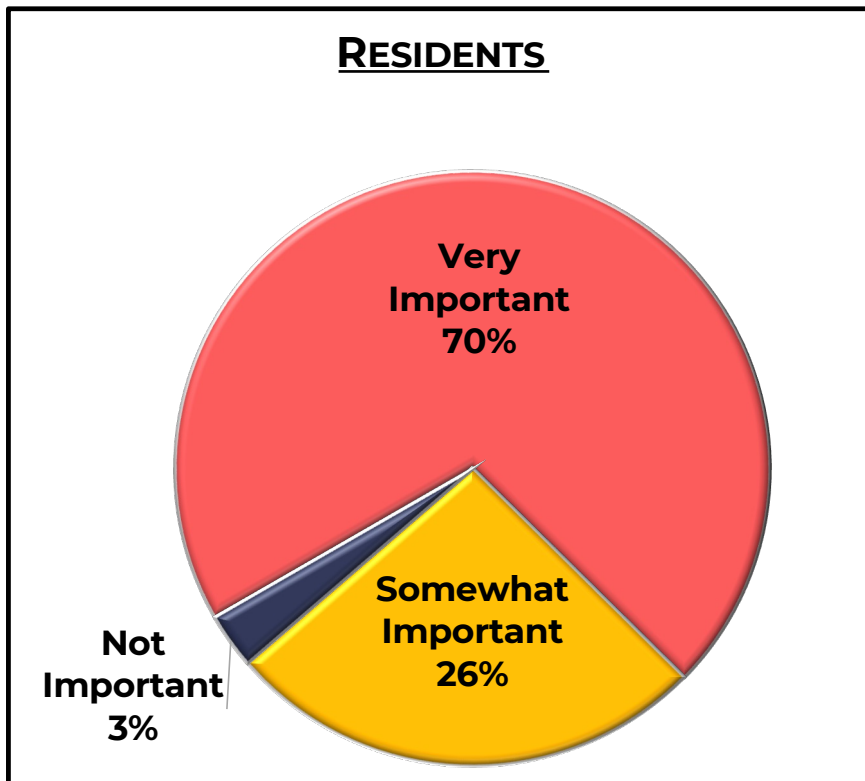
# Confidence in Future Growth

## CONFIDENCE LEVEL IN THE FUTURE GROWTH OF THE ALBUQUERQUE ECONOMY



# Importance of Economic Growth

## IMPORTANCE OF ECONOMIC GROWTH IN THE ALBUQUERQUE AREA



# The Challenge: A DISCONNECT IN PERFORMANCE

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## *Expectations vs. Reality*

- Residents expect businesses to **make change happen** and **improve quality of life**.
- Residents see a significant gap between **expectations and performance**.

# The Gaps (Residents)

## RESIDENTS: PERCEIVED IMPORTANCE VS. PERFORMANCE - GAP ANALYSIS

	% Important	% Doing Well	Gap
Operating in ethical ways	87%	52%	-35
Improving the well-being of the community	83%	47%	-36
Providing job skills to local residents	82%	47%	-35
Operating in a way that is environmentally responsible	81%	47%	-34
Partnering with local schools, colleges, or workforce development programs to build a stronger local labor pool	79%	48%	-31
Helping improve community safety by participating in crime prevention programs	77%	43%	-34
Supporting local schools and educational institutions	77%	51%	-26
Working with the local and state governments to improve the business climate	75%	47%	-28
Promoting diversity and inclusion	68%	53%	-15
Supporting local charitable organizations	67%	46%	-21

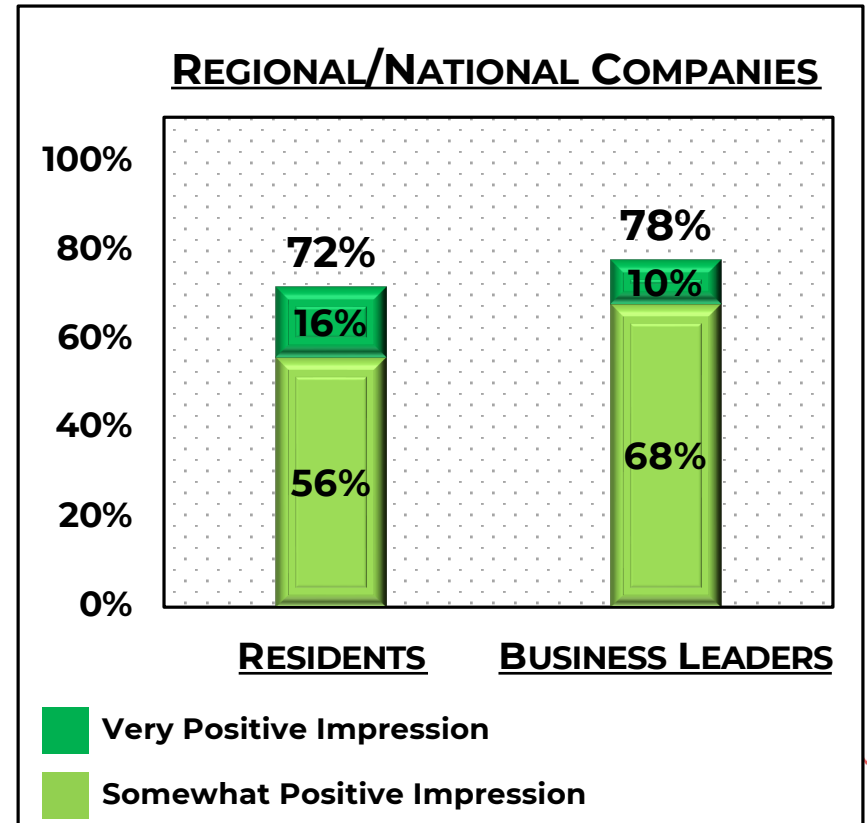
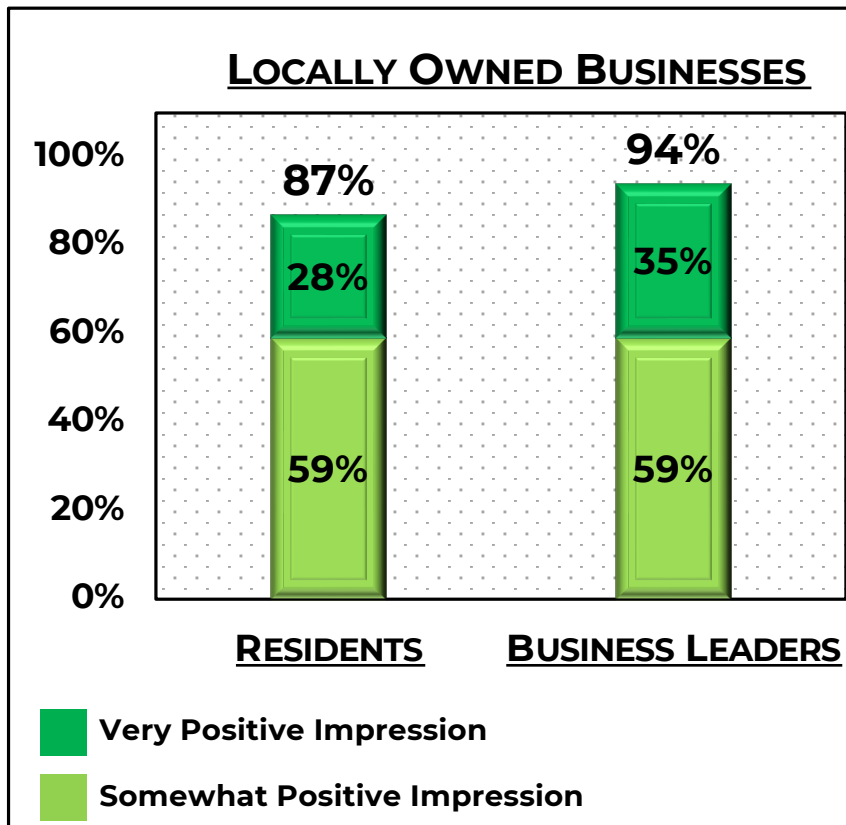
# The Gaps (Business Leaders)

## BUSINESS LEADERS: PERCEIVED IMPORTANCE VS. PERFORMANCE - GAP ANALYSIS

	% Important	% Doing Well	Gap
Operating in ethical ways	98%	59%	-39
Partnering with local schools, colleges, or workforce development programs to build a stronger local labor pool	91%	31%	-60
Working with the local and state governments to improve the business climate	91%	34%	-57
Providing job skills to local residents	87%	38%	-49
Improving the well-being of the community	87%	39%	-48
Supporting local schools and educational institutions	77%	30%	-47
Helping improve community safety by participating in crime prevention programs	76%	24%	-52
Supporting local charitable organizations	75%	49%	-26
Operating in a way that is environmentally responsible	66%	36%	-30
Promoting diversity and inclusion	41%	36%	-5

# The Perception: POSITIVE IMPRESSIONS OF BUSINESSES

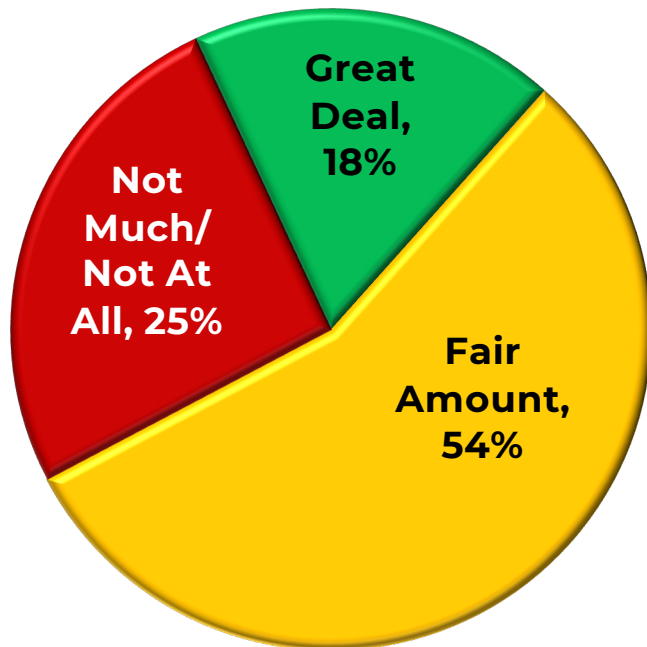
## IMPRESSION OF BUSINESSES IN ALBUQUERQUE AREA



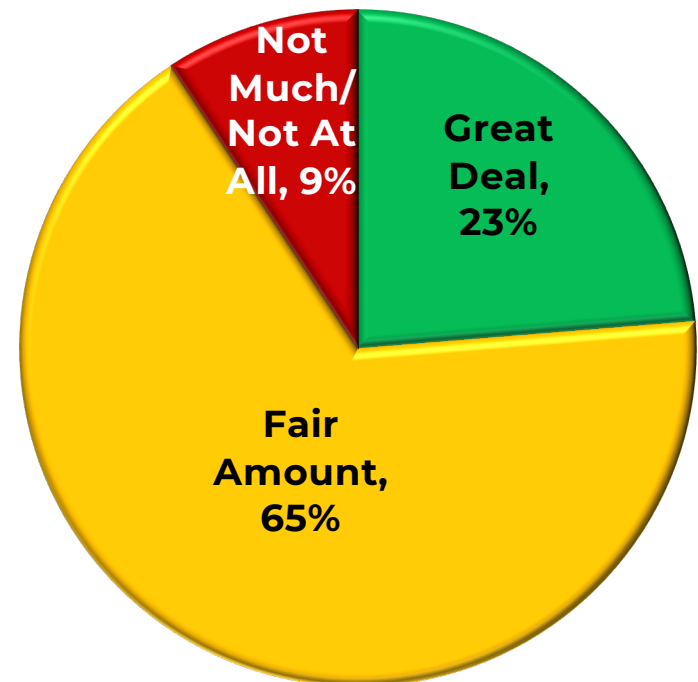
# The Trust Factor: BUSINESSES ARE MOSTLY TRUSTED TO DO WHAT'S RIGHT

## TRUST IN BUSINESSES TO DO WHAT IS RIGHT FOR THE COMMUNITY

### RESIDENTS



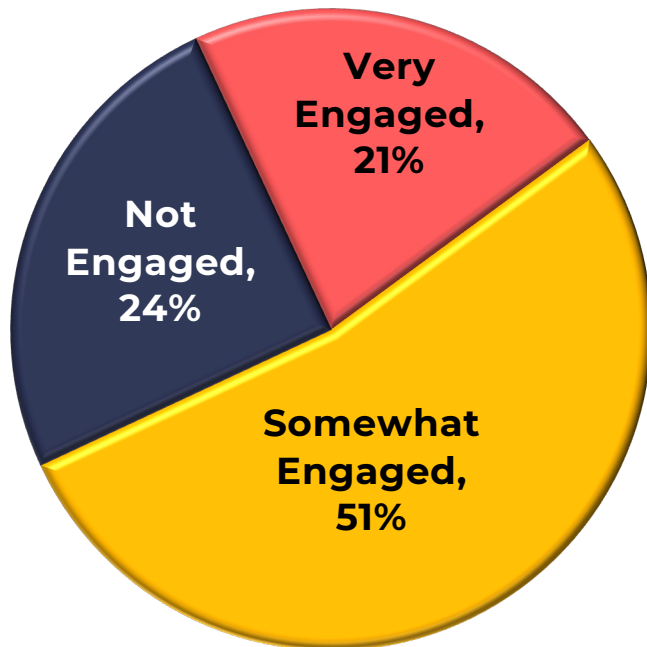
### BUSINESS LEADERS



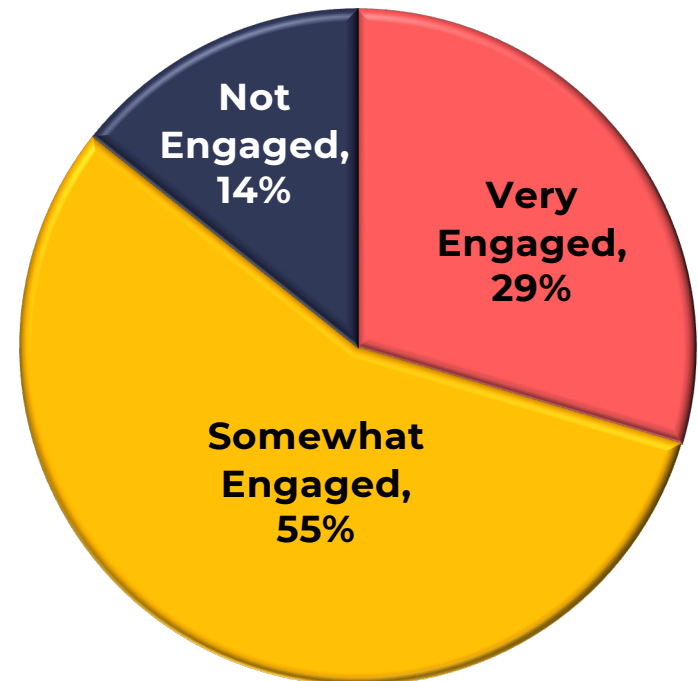
# Community Involvement: ROOM FOR HIGHER ENGAGEMENT

## BUSINESSES LEVEL OF ENGAGEMENT IN THE COMMUNITY

### RESIDENTS

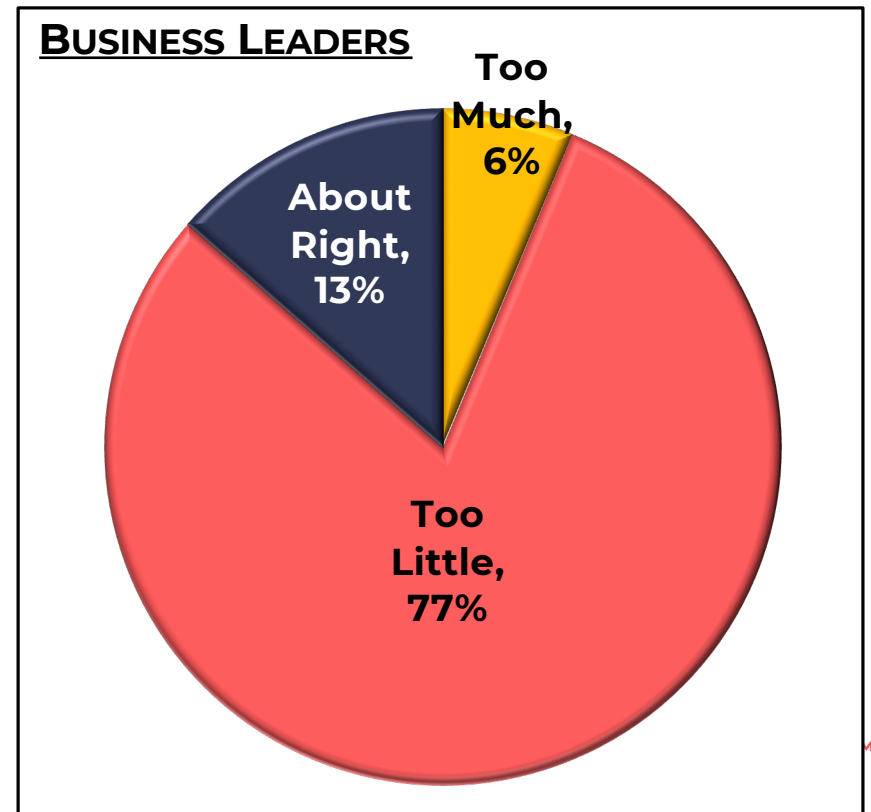
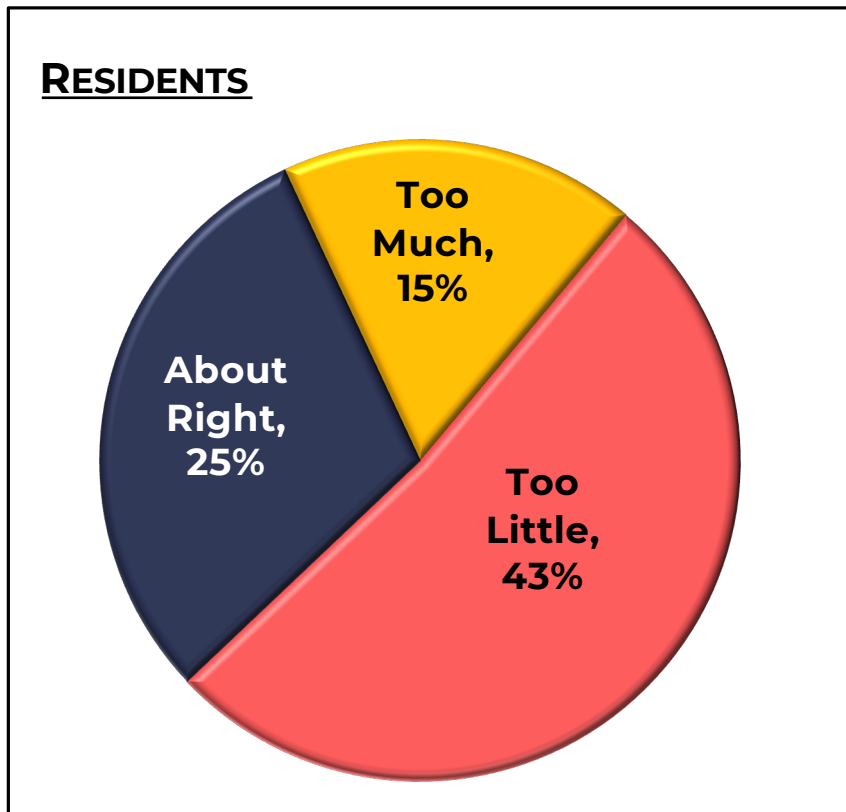


### BUSINESS LEADERS



# The Mandate: A CALL FOR MORE INFLUENCE

## BUSINESSES LEVEL OF INFLUENCE OVER GOVERNMENT REGULATIONS AND LEGISLATION



## The Opportunity: RESIDENTS ARE PRO-GROWTH & COUNTING ON BUSINESSES TO ACT

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**87%** Vast majority of residents have a **positive impression** of locally owned businesses. Business leaders = 94%.

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**15%** Small portion say businesses have **too much influence** over government regulations & legislation. Business leaders = 6%.

# SO, NOW WHAT?

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## **The Diagnosis:**

**Restrictive Regulatory/Permitting Environment**  
**Over-reliance on Public Sector & Lack of Diversification**  
**Workforce/Talent Deficit**  
**Key Quality of Life Deficiencies**  
**Negative Perception of Our City**

## **Our Strategic Crux:**

**We must improve Albuquerque's business climate.**

## **Our Guiding Policy:**

**Collaboration & Alignment**  
**Focused Agenda**  
**Measurable Outcomes**  
**Persistence**

# THE COLLABORATIVE

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**An Economic Forum committee comprised of the leaders of Albuquerque's official economic development organizations and multi-industry business associations. The purpose of the Collaborative is to foster open dialogue among its members and other community influencers and stakeholders.**

# THE ECONOMIC FORUM COLLABORATIVE

(previously known as BIC)



# PURPOSE OF THE COLLABORATIVE

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## VISION

- The Collaborative is committed to elevating the standing of Albuquerque's business community.

## MISSION

- The Collaborative requires collaboration and cooperation among members to improve our collective impact on Albuquerque's economy.

## VALUES

In addition to Economic Forum's values (forward-looking, open-minded, encouraging, connected), Collaborative members are:

- Trustworthy – honest, reliable, and discreet
- Pragmatic – sensible and practical
- Passionate – deeply dedicated
- Influential – able to make an impact

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# PURPOSE OF THE COLLABORATIVE cont.

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## COMMITMENTS

- Support economic growth in the Albuquerque area
- Meet regularly to educate and inform one another
- Welcome non-member participants for open dialogue
- Build and maintain relationships throughout our community
- Curate and promote positive stories about business and industry
- Remain independent and non-partisan

# OUR STRATEGIC APPROACH

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**#1**

Encourage the business community to activate and/or celebrate residents' expectations (and close the gaps).

**#2**

Bring business leadership together to hold lawmakers accountable for creating a more business-friendly environment.

# WHY?

**Because when business thrives,  
the entire community benefits.**

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# #1 WHAT TO CELEBRATE/ACTIVATE

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**BUSINESSES:** Rate yourselves on how well you perform these actions.

**ASSOCIATIONS:** Provide training to businesses in these categories.

- ✓ Operating in ethical ways
- ✓ Improving the well-being of the community
- ✓ Providing job skills to local residents
- ✓ Operating in a way that is environmentally responsible
- ✓ Partnering with local schools, colleges, or workforce development programs to build a stronger local labor pool
- ✓ Helping improve community safety by participating in crime prevention programs
- ✓ Supporting local schools and educational institutions
- ✓ Working with the local and state governments to improve the business climate
- ✓ Promoting diversity and inclusion
- ✓ Supporting local charitable organizations

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# #2 ALIGNMENT & ACTION

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- Build alignment/consensus around few, select issues
  - Will improve business climate
  - With measurable outcomes
  - Are important & addressable
- Take appropriate action based on YOUR mission
- “When Business Thrives” movement; tell the business impact story
  - More/better jobs
  - More taxes = better services/amenities
  - Education partnerships
  - Support for charitable organizations
  - Stronger community pride

**IMPORTANCE**



• **ISSUE F**

• **OPPORTUNITY A**

• **ISSUE D**

• **OPPORTUNITY C**

• **ISSUE E**

• **OPPORTUNITY B**

**ADDRESSABILITY**

## **FIVE TO THRIVE:**

- **Public safety technology and civilian involvement**
- **Affordable and transitional housing**
- **Tax and regulation reform**
- **Downtown revitalization**
- **Completing the Albuquerque Rail Trail**

*Alignment & Collaboration with Mayor Keller*

1





2

**OPINION: Albuquerque needs a 'Five to Thrive' strategy**

reader.abqjournal.com/opinion-albuquerque-needs-a-five-to-thrive-strategy/content.html

March 22, 2026

*Emily*  
**Howard**

Challenge accepted, Mayor Keller. As the executive director of the Economic Forum of Albuquerque, I, along with our board of directors, heard your request to align the business community with your office around key issues that will move Albuquerque's economy forward.

At a recent Economic Forum program, Mayor Tim Keller encouraged us to develop an Albuquerque strategic plan to present to New Mexico's gubernatorial candidates. To build a city where everyone prospers, we must create an environment where all types of businesses can succeed. It's time to embrace a fundamental truth: When business thrives, the economy thrives, and the people of Albuquerque thrive.

Based on this premise, the Economic Forum is championing a focused agenda aligned with the city of Albuquerque that is called the "Five to Thrive." We believe that if we focus on implementing these five initiatives over the long term, real change and growth will happen:

- Public safety technology and civilian involvement.
- Affordable and transitional housing.
- Tax and regulation reform.
- Downtown revitalization.
- Completing the Albuquerque Rail Trail.

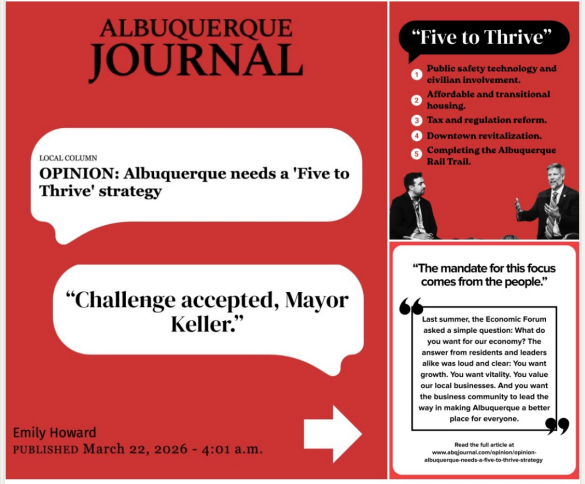
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**Tim Keller** · 1st  
Mayor at City of Albuquerque  
4d · 📍

Heard loud and clear!

The "Five to Thrive" strategy is a clear reminder that growing our economy takes all of us, business leaders, workers, and City Hall, pulling in the same direction.

We're ready to keep building that partnership for the long haul, because when we align around shared goals, Albuquerque moves forward together.



**ALBUQUERQUE JOURNAL**

LOCAL COLUMN  
**OPINION: Albuquerque needs a 'Five to Thrive' strategy**

**"Challenge accepted, Mayor Keller."**

Emily Howard  
PUBLISHED March 22, 2026 - 4:01 a.m.

**"Five to Thrive"**

- Public safety technology and civilian involvement.
- Affordable and transitional housing.
- Tax and regulation reform.
- Downtown revitalization.
- Completing the Albuquerque Rail Trail.

**"The mandate for this focus comes from the people!"**

Last summer, the Economic Forum asked a simple question: What do you want for our economy? The answer from residents and leaders alike was loud and clear: You want growth. You want vitality. You value our local businesses. And you want the business community to lead the way in making Albuquerque a better place for everyone.

Read the full article at [www.abqjournal.com/opinion/opinion-albuquerque-needs-a-five-to-thrive-strategy](https://www.abqjournal.com/opinion/opinion-albuquerque-needs-a-five-to-thrive-strategy)



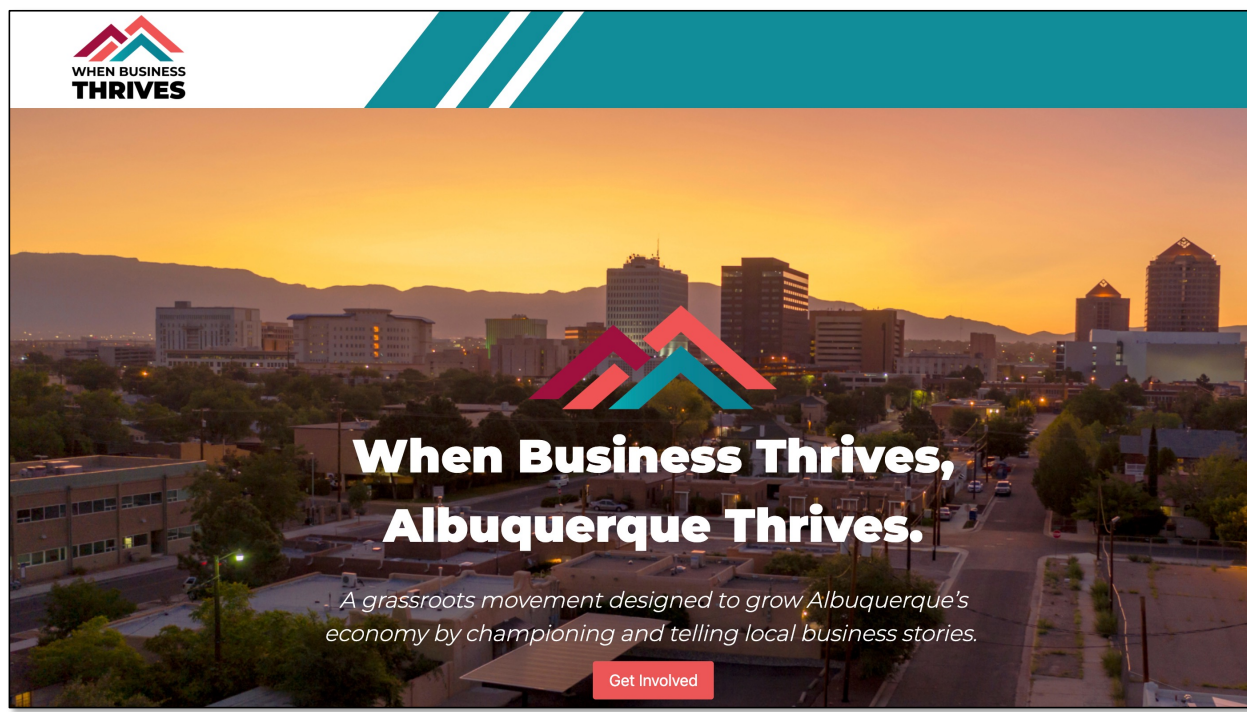


**CALLING ALL**

**Albuquerque  
Business & Community Leaders  
WE'RE LISTENING**



**Take  
FIVE to THRIVE  
Survey**



**[WhenBusinessThrives.com](http://WhenBusinessThrives.com)**

## **EXECUTIVE SUMMARY:**

**Albuquerque residents are overwhelmingly pro-growth and expect businesses to take action to improve our community.**

**The research shows gaps between residents' high expectations of business and current performance, which business leaders themselves also recognize.**

**The Economic Forum Collaborative is launching a strategic approach to encourage the business community to close these gaps and collaborate with policymakers to ensure that when business thrives, so does the community.**

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# WHY NOW?

- **Residents want economic growth**
- **Residents counting on business community**
- **Business leaders are frustrated**
- **Collaboration could reinvigorate us**
- **New governor in 2027**
- **Forum's leadership is willing & ready to facilitate this collective effort**



**ECONOMIC FORUM**  
OF ALBUQUERQUE