



Buenos Aires: A Creative City?

November 2016

Prepared by the Creative Class Group



Forward from Richard Florida

Buenos Aires has been through a lot of transformations in its history. It started as a colonial outpost in a rural hinterland and grew into the industrial, financial, and commercial capital of a nation. Now, as Argentina enters a new period of stability, prosperity, and growth, it is shaping up as a leader in the post-industrial creative economy. Like every big city, Buenos Aires faces vexing challenges, among them poverty and brain drain. Fortunately, it has an incredible set of assets in its great universities, a government that is prepared to make the investments in quality of place that it needs—and most importantly of all, a diverse, dynamic, and highly-creative citizenry.

If any global city is well-positioned to make the most of an Art Basel Cities, it is Buenos Aires.

Executive Summary

Simply put, how well does Buenos Aires measure up as a global creative hub? What are its strengths and weaknesses according to the Creative Class Group's proprietary metrics for urban creativity? How can the city use Art Basel to help cement its status as an emerging creative hub while bolstering its on-going place-making efforts? In the report that follows, we address these questions and offer our key findings and recommendations.

Buenos Aires' Creative Assets and Industries

Key findings:

- Buenos Aires has 142,213 jobs in creative industries (design, technology, audio-visual, and arts and culture) and creative employment is growing at a faster rate than overall employment for the city.
- Buenos Aires' creative industries generate about 9.5 percent of its gross domestic product (up from 8.2 percent in 2005).
- Buenos Aires' designated creative districts are not just a place-based economic development strategy but can become linchpins of the city's broader place-making and urban renewal efforts.

4Ts of Creative Cities—Technology, Talent, Tolerance and Territory Assets

Key findings:

- About 23 percent of Buenos Aires' labor force (375,000 workers) belong to the Creative Class, meaning that they are employed in occupations in technology, arts and culture, professional services, and education. This is not a high average for a global city (for comparison, Miami's Creative Class share is 30 percent, New York's is 32 percent, San Francisco's is 36 percent, and London's surpasses 40 percent), but it is high for Latin America.
- Buenos Aires is growing a promising start-up ecosystem. The city recently invested some \$3.5 million in Startup Initiatives, which provides support to accelerators (programs that provide capital and mentorship to startups).
- Buenos Aires' share of foreign-born residents is 13 percent, which is less than a third of New York's, San Francisco's, London's or LA's. This is notable because higher immigrant shares tend to be correlated with more start-up activity, as will be seen in the body of this report.
- The Economist Group ranked Buenos Aires 26th in the world on its livability index and declared it the most livable city in Latin America.
- A 2016 University of Buenos Aires study pegged the poverty rate in metropolitan Buenos Aires at 35.5 percent, up from 22 percent in 2015. This is an important statistic, as the

divides and conflicts that accompany inequality can pose serious challenges to emerging creative economies.

An Analysis of Buenos Aires' Arts and Culture Assets and Brand

Key findings:

- Buenos Aires' city government rightly sees art and culture as not just amenities for locals and tourists, but key drivers of economic revitalization, place-making, and overall prosperity.
- Annual arts and culture spending in Buenos Aires amounts to approximately \$800 million, about 30 percent of which comes from the city.
- Buenos Aires is a multicultural city—teeming with both high and low culture—that has a diverse ecosystem of cultural assets, institutions, events and gatherings.

How can Buenos Aires leverage Art Basel to further energize and grow its creative economy? We have outlined five key recommendations to ensure a successful implementation:

1. *Position Art Basel for city-building.* Buenos Aires can use Art Basel to cement its status as an up-and-coming creative center.
2. *Use Art Basel and Art Basel-related events to promote the city's cultural and creative offerings.* Buenos Aires can leverage Art Basel to promote the whole scope of its creative industries—not just its comparatively narrow arts and culture sector, but fashion, design, film and multi-media.
3. *Utilize Art Basel as a place-making tool.* Art Basel's programming must be grafted into the fabric of the city's neighborhoods.
4. *Art Basel can help Buenos Aires' revitalization efforts.* By tying Art Basel and its programming to its creative districts, it can both aid the creative industries and enhance its urban renewal efforts.
5. *Work with Art Basel to build a dashboard of success metrics.* Buenos Aires and Art Basel should work together to develop metrics of impact and success. Metrics could include new enterprises, job growth, new visitors, local spending, and brand metrics such as high-value press and media hits/attendance at cultural events.

Introduction: How Arts and Culture Drive Economic Development

"Human creativity and innovation are drivers of leading, cutting-edge industries. The Creative Class – workers in technology, design, film, fashion, biosciences, and other forward-thinking knowledge sectors – will greatly impact our future economic prosperity. To compete globally, cities like Buenos Aires must harness the creativity of every single human being."

– Richard Florida, Founder, Creative Class Group

A vast body of empirical research, including most notably Creative Class Group founder Richard Florida's, show a direct connection between arts and cultural creativity and the economic vibrancy of cities. After the Wall fell, Berlin looked to its artists to help revitalize its economically depressed eastern half. It was artists that revitalized New York's down and out Lower East Side and artists and musicians that helped lift up stretches of Toronto. High tech companies are streaming into bohemian neighborhoods in San Francisco.

Three kinds of creativity come together in cities: technological, entrepreneurial, and artistic and cultural. Artistic creativity is not just an artifact of economic growth, but a key factor in what actually drives it. The presence of baroque opera houses in German cities played a key role in the attraction and retention of talent and the presence of high-quality economic growth even centuries after they were built, according to a detailed study.ⁱ A 2015 study examined the effects that arts organizations with annual budgets of over \$2 million have on the attraction of high human capital talent in more than 100 American cities and metros.ⁱⁱ Metros with just one type of performing arts center saw a 1.1 percent increase in knowledge-class employment between 2000 and 2010; those with two types of performing arts centers saw a 1.5 percent increase; and those with all three types saw a 2.2 percent increase.

Arts and culture aren't magic bullets, but they are closely correlated with strong local economies. The [Knight Foundation's Soul of the Community](#) study, a survey which Richard Florida created with the Gallup Organization some years ago, found that "three main qualities attach people to place: social offerings, such as entertainment venues and places to meet; openness (how welcoming a place is); and the area's aesthetics (its physical beauty and green spaces)."ⁱⁱⁱ Arts and culture are a critical part of that fabric.

Talented and creative people are increasingly making their own choices about where they want to live and, more and more, they are choosing to cluster in what we call "creative cities."



What does the prototypical creative city look like? The Creative Class Group has been researching this question for decades—and testing our findings on the ground in cities from Miami to Jerusalem, and New York to Toronto, where we have worked with city leaders to help them build their creative economies. To put it in a nutshell, creative cities have the following attributes:

- **Creative cities are big and densely populated.** The bigger the city, the faster its creative metabolism. Scientists like Geoffrey West at the Santa Fe Institute have shown that as urban populations grow, attributes such as innovation, patent activity, the numbers of creatives and the levels of wages and gross domestic product increase at as much as twice the rate of population increase. They call the process “superlinear” scaling.
- **A large share of their populations are highly educated.** The driving force behind any effective economic strategy is talented people. A city's ability to attract and retain top talent is the defining issue of the creative age.
- **They are tolerant of differences** among people, whether it is their sexuality, their race and national origin, or their ideas.
- **Creative cities are rich in technology and technology industries**, especially startups—a real change from a generation ago, when suburban “nerdistans” were the preferred locations for technology campuses and office parks. As measured by venture capital, more startups are locating in urban areas today than in suburbs.
- **They have a high quality of place**, meaning that both their natural and built environments are esthetically appealing, filled with stimulating things to see and do, rich with arts and cultural offerings, and boasting plenty of green spaces and parks.

Creative cities provide integrated ecosystems where all forms of creativity—artistic and cultural, technological and economic—can take root and flourish. Cities that meet this description are flourishing because the members of what Richard Florida has dubbed the “[Creative Class](#)” (the 300 million-plus people around the world whose economic functions are to “create meaningful new forms”—scientists and engineers, university professors, poets and novelists, artists, entertainers, actors, composers, designers and architects, along with thought leaders such as journalists, editors and think tank researchers, as well as “creative professionals” who work in knowledge-based occupations in technology, financial services, law, health-care and business management) want to live in them.

A [recent analysis](#) of 139 countries conducted by the Martin Prosperity Institute at the University of Toronto found that Luxembourg had the highest share of Creative Class workers (54 percent), followed by Bermuda (48 percent), Singapore (47 percent), Switzerland (47 percent) and Iceland (46 percent). Not far behind are Australia (45 percent), Sweden (45 percent), the Netherlands (44 percent), Canada (44 percent) and the United States (33 percent).

Creative Class workers may share many tastes and values, but they are incredibly diverse demographically. Six in 10 have college degrees, 52 percent are women and 35 percent are minorities. In Singapore, New York, London, Amsterdam, Berlin and Sydney, the Creative Class dominates the workforce and make up more than 50 to 60 percent of the populations of some neighborhoods. The share of creatives is also quickly climbing in cities like Miami, Mexico City, Sao Paulo and Buenos Aires.

As Florida's research has shown, a city's creative potential can be measured empirically by what he dubbed the 3Ts of economic development: *Tolerance*, *Talent* and *Technology*. Florida defines Tolerance as inclusiveness and diversity, an openness to all ethnicities, races, sexual preferences and cognitive styles, and he measures it by such proxies as a place's share of gay people and immigrants and the prevalence of bohemian culture (the shares of people who work as writers, designers, musicians, actors, designers, dancers and so on). This reflects the "openness" that the Soul of the Community survey also captured and that is borne out by countless studies that have tracked the strong correlations between, on the one hand, places that are welcoming to immigrants, artists, gays, bohemians and socioeconomic and racial integration and, on the other, places that experience high-quality economic growth. As Florida writes, "new ideas are generated most efficiently in places where different cognitive styles are tolerated—and different cognitive styles are linked to demographic diversity. Places that are most open to new ideas and that attract talented and creative people from across the globe broaden both their technology and talent capabilities, gaining a substantial economic edge."

Shares of college graduates provide a workable (but necessarily incomplete) proxy for Talent, the second T. Economists agree that skilled, ambitious, educated and entrepreneurial people—whom they refer to as human capital—are a central force in economic progress.

The third T, Technology, is measured by patents, industry clusters and established metrics such as startups, institutional support for innovation, venture capital, etc. Going back to Karl Marx, economists have unanimously agreed that advances in technology are what enable capitalism to constantly revolutionize itself. MIT's Robert Solow won a Nobel Prize for his work that isolated technology as the most powerful engine of growth.

While the strength of a single T alone is not enough to ensure a growing creative economy, each complements and compounds the other. Tolerant places with high qualities of life attract talented people, who are drawn to the fun and intellectual ferment that goes with diversity. They don't just work for innovative companies, they found them. As the tax base grows, more amenities are built, attracting still more talent, as well as established technology companies that want to tap into all that energy. A feedback loop ensues. Florida and the Creative Class Group have used the T's not just in academic studies, but to hone in on market opportunities for a diverse roster of clients in commerce and government, including Converse sneakers, Cirque du Soleil, Philips, and One Fine Stay, who were looking to invest in creative economies. Focusing on the underlying structure of a city rather than its demography or existing creative assets provides a more robust understanding of its creative potential and a clearer lens through which to assess its future development.

So how does Buenos Aires stack up as a creative city? And more to the point for the purposes of this report, how can the city use Art Basel to help consolidate its advantages on that score and help it meet its challenges? In the pages that follow, we will address this issue via deep dives into:

- Buenos Aires' creative assets and industries
- The city's strengths and weaknesses as measured by the 3Ts (plus a fourth T, Territorial Assets)
- An analysis of its arts and culture assets and its urban "brand"

Buenos Aires and Creativity

Thanks to its colonial origins, Buenos Aires is a melting pot of European, Asian and African influences. Widely renowned for its bustling cafes, nightlife, indie music, tango and soccer, it is a bastion of the arts as well—high and low, traditional and cutting-edge, with a dynamic collection of world-class museums and storefront galleries that showcase its rich heritage.

"Argentina's capital never loses its charm," [wrote](#) *The New York Times*. "The city's nonstop spawning of new restaurants and arts spaces is a testament to the endless creativity of Porteños, as its residents are called." With a community that is "vibrant, cosmopolitan" (also [The New York Times](#)), Buenos Aires is "not quite Latin America, not quite Europe... [but] a delightful blend of old and new. Heavy on nostalgia yet youthful and dynamic, there is rarely a dull moment in the city known as the Paris of the South." ([Reuters](#))

Like most creative cities, Buenos Aires is big. Latin America's eighth-largest city by population (3,049,229 in the city, 13.2 million metro-wide), Buenos Aires is also one of its densest. With 14,987 residents per square mile, its population is more compactly clustered than New York's or Mexico City's. The 13th largest metro economy in the world and the financial, industrial and commercial

hub of Argentina (in fact, it accounts for 32 percent of Argentina's population and 42.2 percent of its economic output), Buenos Aires' GDP is projected to be \$409.8 billion in 2016 (\$38,900 per capita)—as large or nearly as large as Hong Kong's, Singapore's, Israel's, Norway's, Denmark's or New Zealand's. A magnet for international tourism, Buenos Aires attracts some 25 million visitors per year, more than any other city in Latin America apart from Mexico City. In 2018, it will host the Summer Youth Olympics and the G20 Summit.

Buenos Aires' port is an important contributor to its economy, processing over 11 million revenue tons of freight annually. Dock Sud, just south of the city, handles another 17 million metric tons of freight. Services, however, account for 76 percent of the city's economy (compared to 59 percent for Argentina overall). Advertising and media are significant export clusters, as are financial and real estate services, the city's largest, which accounts for 31 percent of its economy. Argentina's banking system is headquartered in Buenos Aires, and holds half of the country's deposits.

Though Buenos Aires' economy is largely post-industrial, manufacturing, which is concentrated in the southern part of the city, it still accounts for 16 percent of its economy. Its principle manufacturing industries are meat and dairy processing, leather goods (all products of the country's vast pampas), automobile manufacturing, oil and chemical refining, beverage production and clothing.

But Buenos Aires' future will increasingly turn on its rapidly expanding creative economy, as will be explained in the next section.

Buenos Aires' Creative Assets: A Deep Dive

Looking strictly at the numbers, Argentina cannot be seen as a peer of Singapore, the U.S. or the Scandinavian countries when it comes to the strength or scope of its creative economy. It ranks 27th out of 139 countries on the Creative Class Group's composite Global Creativity Index, which makes it more of a peer of Japan (24), Luxembourg (25), Uruguay (26) and Hungary (28). On Technology, Talent, and Tolerance, the city ranks 48th, 35th, and 19th respectively. But Buenos Aires is a regional powerhouse, creatively speaking. And more importantly for the purposes of this report, it is on the right trajectory. The city's 10-year creative industries economic development strategy, which was conceived as a means for advancing employment and growth via the revitalization of run-down areas like Parque Patricios, Barracas, and Palermo as creative districts, has become a linchpin of the city's place-making and urban renewal efforts. Simply put, Buenos Aires is setting a standard for urban creative economic development strategies for the rest of the world.

Before we turn to Buenos Aires' considerable Arts and Culture assets, we will take a deep dive into its creative industries, as well as its standings on each of the 4Ts. Data and definitions for

Buenos Aires' creative industries are drawn from research from the [Creative Industries Observatory \(OIC\)](#), a unit within the Ministry for Economic Development.

Creative Industries

Nationwide, Argentina's cultural and creative industries, defined by the city of Buenos Aires as technology, design, audio visual, and arts and culture, employ some 300,000 people and account for 3.5 percent of its gross domestic product (this includes Buenos Aires' subsidies to content producers). As of 2014, Buenos Aires had 142,213 jobs in creative industries – 8.9 percent of the city's workforce. Though overall employment declined 1 percent between 2003 and 2014, employment in the city's creative industries declined by just 0.6 percent.

In 2014, Buenos Aires' creative industries accounted for 9.5 percent of its gross domestic product (up from 8.2 percent in 2005). Creative Services such as graphics, advertising, PR and others made up 52.1 percent of the creative industries, while Cultural Activities comprised just 3.4 percent. This last figure may seem small, but it underlines the fact that the relationship between the arts and other industries is more reciprocal than is commonly realized. Richard Florida and his coauthors Charlotta Mellander and Kevin Stolarick demonstrated this empirically in an important study published in *The Journal of Economic Geography*, "Inside the Black Box of Regional Development: Human Capital, the Creative Class and Tolerance," which examined the associations between types of occupations and economic growth. "A particularly interesting finding," they wrote, "is the relatively high levels of association between artistic and entertainment occupations and regional labor productivity." Arts and Culture aren't just products of high-growth economies, in other words, but drivers of them.

Design

Buenos Aires' Design Cluster includes fashion, architecture and interior, industrial and urban design, and its strength has drawn international notice. In 2005, UNESCO designated Buenos Aires its first City of Design. In 2012, the Global Language Monitor, a media-analytics company based in Austin, Texas, ranked Buenos Aires the 13th most influential city for fashion design. Recognizing design's role as a key economic driver, the Ministry of Economic Development has made extensive investments in the Metropolitan Design Center (CMD), where a large former fish market was renovated to offer industrial space, offices, and classrooms. "We took our inspiration from similar projects," said Laura Salles, the General Director of the Design District, "such as the Garment District in New York, the Miami Design District, London's famous Brick Lane and the Design District in Helsinki, among others. For instance, from the Meatpacking District we took big urban ideas, huge manufacturing structures can be brought to life by the Creative Class. We also took resources from the Fashion District in New York, which started as a protected zone. We observe how these models are structured in the long term because we have to work on attraction first. Then we check how the offer is made and how it is visualized. We observed that all districts

are based on the network idea, on getting to a commitment between the State and the private sector.” The overall strategy, she added, “aims at sectors that have the potentiality of developing a regional market competing through added value, not through costs. If you compete through costs, two things may happen: you have an economy of scale—which is not Argentina's case, since the inner market is much smaller—and then you compete with economies specialized in costs (such as Bangladesh). When it comes to home equipment, the added value is in the creation itself, the brand, the design and the production.”

CMD runs [IncuBA Design](#), an incubation program for local entrepreneurs in the design cluster, to provide entrepreneurs with workspace in the Center for one year (with an option to extend) along with mentoring from established businesses. It also hosts the International Festival of Design. The City of Buenos Aires runs Ciudad de Moda, an annual event that showcases emerging local fashion designers, and BA Fashion Week, a biannual trade show that has attracted as many as 40,000 attendees. The design sector is growing, as witnessed by the University of Buenos Aires' 2,000 annual enrollments in its fashion program.

The Audiovisual Cluster

Buenos Aires' Audiovisual Cluster includes advertising, film and television production, animation and video games. As with design, the city has been developing a burgeoning Audiovisual District since 2011. Two hundred companies are located within its 550 hectares, including the Centre for Investor Attention (an economic development agency) and Buenos Aires Comunicaciones, a private institution incorporated to promote formal education in the skills required by audiovisual industries. South America's tallest skyscraper, currently under development, will accommodate film and TV studios, business offices, film museums and archives and the Argentine Film Institute.

The city government of Buenos Aires has three main offices supporting the audiovisual industry: BAsSet (Buenos Aires Set de Filmación), which grants filming permits in the city; the Buenos Aires Comisión de Filmaciones (BACF), which is responsible for providing assistance to international audiovisual productions and is part of the Association of Film Commissioners International (AFCI); and Opción Audiovisual (OA), which identifies funding streams and provides analysis and training for the industry.

Argentina's film sector is booming. Since 2013, Argentina has been the only Latin American country besides Brazil whose domestically-produced films earn a double-digit share of its national box office. Building on the sector's successes, the national government has rolled out a multi-million-dollar film promotion plan that offers incentives at every stage of a film's value chain, beginning with development. Following France's lead, Argentina now [includes](#) film appreciation in its primary school curriculum. 80 percent of Argentina's producers are based in the city of Buenos Aires.

Advertising

There are almost 800 advertising agencies in Argentina, and many of the big international players (Dentsu, Havas, Interpublic, Omnicom, Publicis Groupe and WPP) are well-established in Buenos Aires. Advertising accounts for 15 percent of the creative industry's economic output.

According to eMarketer's [forecasts](#), by 2018, advertising expenditures in Argentina will surpass more than \$9 billion and continue to grow annually by 20 percent, making it the world's fastest-growing paid media marketplace.

Video Games

Argentina has more than 50 firms employing more than 500 people that are devoted exclusively to the design and development of videogames. Argentina's game industry is one of the largest in Latin America, and owes its growth to the devaluation in 2001, when companies like Three Melons, QB9 and Globant were able to pitch their products at low costs to world markets. Today, Argentina is Latin America's largest consumer market for games and has more independent game producers than any other Latin American country.

Music

Buenos Aires' music industry employs some 2,370 people directly. All-told, Argentina has 120 independent record labels, most of them located in Buenos Aires. All four major labels (Universal, EMI, Sony and Warner) have offices in Argentina and together they control 77 percent of the market for recorded music.

30 percent of Buenos Aires' residents attended live music concerts in 2013 (compared to just 22 percent nationwide). This is made possible, in part, by the city's many music festivals, including Ciudad Emergente, a free rock music event run out of the Centro Cultural Recoleta which showcases some 2,000 artists to its 350,000 attendees each year in September; the annual BA International Music Festival, a three-day event that includes workshops and seminars for emerging artists and attempts to generate commercial opportunities for musicians, managers, producers and others; and Bandas Por Barrios (BxB), which presents hundreds of emerging artists in a variety of forums and also organizes music workshops and training sessions led by established performers.

Book Publishing

From Borges and Cortazar to Ocampo and Puig, Argentina has a rich literary tradition. Twelve-and-a-half percent of Spanish-language books are published in Buenos Aires, approximately 24,000 titles per year. The city has more bookshops per capita (25 for every 100,000 people) than any other city in the world. *The Guardian* called the city's El Ateneo the second most beautiful book store in the world. Buenos Aires' annual book fair, the Feria Internacional del Libro, which will be held

between April 27 and May 15 in 2017, welcomes over 1.2 million visitors, including 1,500 publishing professionals from nearly 50 countries. The Noche de los Libros is another annual event and features public readings and interviews. The city publishes a Catalogue of Independent Publishers in both English and Spanish to support the cluster and also sponsors the Books from Argentina project, a multi-lingual platform that promotes Argentine publications that are available in translation throughout the world.

The Arts District

Created via Law 4353 to promote investment in visual and performing arts and literature, the Arts District has helped spur the revival of several long-neglected neighborhoods. Anyone who carries out cultural activities in the designated area enjoys 10 years of exemptions from local income, ABL, Stamp and Rights Delineation and construction taxes. Developers of arts infrastructure receive substantial tax credits as well, plus access to credit lines at Banco Ciudad.

Buenos Aires and the 4Ts: The Components of a Creative City

As noted earlier, Talent, Technology, Tolerance and Territory Assets represent the 4Ts of economic development. This approach, which was developed by Richard Florida and the Creative Class Group, has been proven to represent a comprehensive strategy and framework for organizations, cities, regions and countries to compete and prosper in the creative age.

Talent

As noted above, Argentina ranked 35th on the Creative Class's Global Creativity Index measure for Talent, and its share of Creative Class was ranked 55th. Some 375,000 workers, about 23 percent of Buenos Aires' labor force, belong to the Creative Class. Though not a high average compared to many global creative capitals, it is high for Latin America (Mexico City's is just 18 percent, and Sao Paulo's is 20 percent). More importantly, this share is growing. Argentina's demand for creative workers is outstripping the supply and creating a seller's market. The Skillset Demand 2020 report, recently commissioned by Argentina's Education Ministry through its National Institute of Education and Technology (INET), notes that 51 percent of Argentine firms are reporting difficulty in finding employees that fit the technical profile they seek in fields ranging from industrial production and software programming to design and gastronomy. Of the 879 firms surveyed nationwide, 69 percent had sought skilled technicians over the past year. Metalwork, clothing, software, health, energy, mining and telecommunications technicians led the ranking of skilled personnel that firms were struggling to find.

Argentina's schools are working hard to make up for this shortfall. About 35 percent of Buenos Aires' population holds certificates in tertiary education, and the percentage is rising. Approximately 329,000 students were enrolled at the University of Buenos Aires in 2014, nearly twice the number it had in 1995 (179,400), and 16,676 graduated, a 51 percent increase over 1995

(11,062). Argentina ranks 47th on the World Intellectual Property Organization's international rankings for human capital and research, 50th for education, 47th for tertiary education and 39th for knowledge workers.

Technology

Technology reflects a region's innovative capacity, its ability to launch start-ups and, more broadly, its ability to commercialize its creativity. What bearing does technology have on Art Basel? As Richard Florida's research has made clear, bohemian values and technology industry have always been closely correlated. Austin, Texas is not just a technology hotbed, it is a capital of the American alternative music scene. Seattle was not just where Amazon and Microsoft came of age, but was also where Jimi Hendrix learned to play the guitar. Arts and culture, whether traditional or street level, are statistically associated with high-value growth industries.

Argentina's ranking for Technology on the Global Creativity Index is a middling 48th among the 139 nations covered; it is 43rd for R&D investment and 36th for patents per capita. It ranked 72nd of the 121 countries on the Global Innovation Index in 2016, and just 49th out of the 50 countries included on the Bloomberg Innovation Index. Though these numbers are low, Argentina is moving in the right direction, and its historically strong educational institutions are a tremendous asset. What appears to be holding it back is not its ability to generate technological talent, but to retain it.

Four University of Buenos Aires' scientists have won Nobel Prizes, more than any other country in the region, and universities like ITBA and UTN produce excellent software engineers. But Buenos Aires is struggling with brain drain. Many of its best technologists depart for places like Silicon Valley, where salaries are more than three times the \$30,000 (U.S.) per year offered by the Argentine market, on average. On the other side of the coin, this negative dynamic has also created some opportunities. Thanks to those same low salaries, Buenos Aires has become a major destination for companies that are looking to outsource technology services and development.

Argentina's middling technology standings are not surprising; it is an emerging economy; moreover, it is an emerging economy that has recently been wracked by political and monetary instability. But the indications are promising. Argentina's research investment increased almost 200 percent between 2010 and 2014, and while there are significant cost and regulatory hurdles to starting new businesses, Buenos Aires is nonetheless developing a very promising start-up ecosystem.

AreaTres, Cespedes, Urban Station and Workstation Buenos Aires are among the city's co-working centers. Founded in 2012 by New Yorker Lisa Besserman, Startup Buenos Aires (SUBA) supports entrepreneurship, connects members both locally and globally through educational series and other events, and seeks to encourage a "reverse brain drain." Buenos Aires' "strong startup community,"

she writes, “mixed with the low cost of living and advanced tech talent, attracts most foreign entrepreneurs to the city. Either that,” she adds, “or the cheap steak and wine.” The entrepreneur and technologist Santiago Bilinkis agrees. “Argentina has a very good talent pool and a much lower cost than Silicon Valley,” he notes. “That is why it is a great place to set up a platform to develop.”

Venture capital has historically been sparse in Buenos Aires. Mario Tapia, a specialist in Silicon Valley’s mobile market, says “a significant disadvantage for a startup located in Argentina is the lack of access to seed and angel investment financing.” Carlos Esnal, CEO of LugLoc, a company that focuses on luggage tracking, notes, “In Silicon Valley, an idea written on a napkin can easily raise a million dollars. In Argentina, to get a million dollars the product needs to be much more advanced and show a lot more traction.” But that dynamic is beginning to change.

Venture capital firms Mercado Libre and Kaszek Partners both have major offices in Buenos Aires. Wayra, established by the Spanish telecom giant Telefonica, and NXTTP labs are accelerators. In 2013, Andy Freire and Pablo Simon, whose OfficeNet was sold to Staples in 2004, founded Quasar Ventures. Quasar looks for high-potential entrepreneurial ideas, then chooses a team to execute them and, in return, takes 45 percent of the equity. Avenida.com, one of their projects, is the local adaptation of Amazon.com. Overall, they have raised over \$50 million (U.S.) for it. For Restorondo, a restaurant table-booking platform similar to Open Table, they raised \$24 million. One of Quasar’s latest ventures is Rodati, a company that aspires to revolutionize the way cars are bought and sold in Latin America.

Buenos Aires’ other promising startups include OLX, which is developing a service similar to Craigslist; Despegar, Argentina’s version of Expedia; Intiza, a platform that helps businesses manage their receivables; and Acamia, an online learning platform that specializes in technology.

Moreover, the city itself is making substantial investments in the ecosystem. The City of Buenos Aires recently invested some \$3.5 million in Startup Initiative, which provides support to accelerators. More importantly, and following the leads of cities like Barcelona, Berlin, London, Medellin, Montreal, Seoul, Stockholm and Toronto globally, and Atlanta, Baltimore, Buffalo, Cambridge, Cleveland, Detroit, Houston, Philadelphia, Pittsburgh, St. Louis and San Diego in the U.S., Buenos Aires is developing a Technology District, which will house the Centro Metropolitano de Tecnologia, a groundbreaking new educational institution that aims to bridge the gaps across academia, business and government by fostering a stronger integration of theory, expertise and entrepreneurship. Two universities, the Instituto Tecnológico de Buenos Aires (ITBA) and the Universidad del Salvador (USAL), are also moving to the Technological District. In March 2015, the main offices of the city government were relocated to a new LEED-certified city hall in the district, which was designed by world-renowned architect Norman Foster. As the Brookings Institute’s Bruce Katz has [noted](#), urban innovation districts create “a dynamic physical realm that

strengthens proximity and knowledge spillovers,” also called clustering effects, “by providing a strong foundation for the commercialization of ideas and the creation and expansion of firms and jobs via proximity and collaboration.”

Tolerance

Of the three Ts that make up the Global Creativity Index, Argentina ranked highest on the Tolerance metric, coming in 19th out of 139 nations. (To put that into context, the U.S. came in 11th, France 16th, Switzerland 17th and Germany 18th.) As noted above, tolerance is much more than a social or moral virtue—it is a spur to talent attraction and, as such, a key economic driver. As Richard Florida has [noted](#), “tolerance, social inclusion and openness are critical to the future success of a community or organization. Research has proved time and time again that tolerant communities are more likely to attract coveted high-level human capital and technological innovation than those that are not.”

Gay and Lesbian Community

Setting aside NYC and San Francisco, [Mic.com](#) named Buenos Aires one of the 13 most gay-friendly cities in the world. Though it has no specifically anti-LGBT discrimination statutes on its books, in 2010 Argentina became the first Latin American nation to legalize same-sex marriage. In 2012, senators unanimously approved Argentina’s “Gender Identity Law,” which requires that hormone therapy and sex reassignment surgery be made available for free through both private and public insurance plans.

Both Buenos Aires’ diversity and its LGBTQ community are celebrated with a variety of events, including Buenos Aires Diversa, a week-long festival held each winter; the pride parade, which has been held every November for more than 20 years; and the annual Queer Tango Festival, also in November. And every August, the city hosts the GNetwork360, an international LGBT business and tourism conference.

Ethnic Diversity

Though about 97 percent of Argentina’s population is of European origin (mostly from Spain, Italy, Germany, France, Ireland, Wales, Poland, Russia and other Eastern European countries), many Argentines are of Asian descent (especially Japan), and there is a significant population that originated in the Levant as well. Native Americans account for less than 2 percent of the country’s population, while mestizos (mixed European and Amerindian origins) comprise about 8.5 percent. Africans accounted for 15 percent of the population in the 19th century, but make up just 1 percent today. Buenos Aires’ Jewish population, numbering about 250,000, is the largest in Latin America.

Argentina's diversity is mostly a legacy of its colonial past. Nationwide, Argentina's 1.8 million foreign immigrants comprise less than 5 percent of its total population. The majority of them come from neighboring South American countries—particularly Paraguay, Bolivia, Chile and Peru—and are concentrated in Buenos Aires, where the share of foreign-born residents is 13 percent (still less than a third of New York's, San Francisco's, London's or LA's share). Given the close association between immigration and technological innovation (a much-cited [statistic](#) from Silicon Valley is that more than half—51 percent—of recent startups valued at \$1 billion or more were founded by foreign immigrants), Argentina's relative homogeneity should be seen as a creative detriment. Fortunately, the numbers have been trending in a more positive direction. Recent inflows of immigrants were facilitated by the Patria Grande Program, enacted in 2006 to streamline Argentina's immigration process. In addition to Latin American immigrants, there has been a significant wave (about 120,000) of immigrants from Taiwan and China, most of whom have settled in or around Buenos Aires.

Territorial Assets

A fourth T that we often discuss is “Territorial Assets,” by which we mean “quality of place.” Natural and built amenities—green spaces, quality architecture, safe and clean streets, efficient mass transportation—fall under this category, as do cultural amenities such as museums and concert halls. Cost of living plays a role as well. As noted above, quality of place is a critical factor in talent attraction, and Buenos Aires' high quality of place ensures both a strong creative community for the production of the arts and a strong Creative Class to consume them.

The Economist Group [ranked](#) Buenos Aires 26th in the world on its livability index, declaring it the most livable city in Latin America (for comparison, Miami was 23rd, Budapest 24th, and Lisbon 25th). Buenos Aires did substantially better than most other large Latin American cities—Lima was ranked 35th, Sao Paulo 36th, Mexico City 41st, and Rio 42nd.

The Mercer Group [rated](#) Buenos Aires the second-best city (after Montevideo) for livability in Latin America. ATKearney's Global City Rankings [found](#) it to be a peer of Vienna, Amsterdam, San Francisco, Boston and Istanbul. And *Business Insider* singled it out as one of the 16 best cities in the world for design.

However, the poverty rates in Argentina, and particularly in Buenos Aires, pose challenges. One in three Argentinian children live in poverty, according to a [2015 UNICEF report](#) that was based on 28 criteria, including non-monetary factors such as access to nutrition, health, education, information, sanitation, housing, environmental quality and violence. A 2016 University of Buenos Aires study [pegged](#) the poverty rate in metropolitan Buenos Aires at 35.5 percent, up from 22 percent in 2015.

Buenos Aires' rising cost of living plays a role in this. Though Buenos Aires scored around the middle (62) of the Economist Group's [ranking](#) of 133 major cities on cost of living (Singapore was first, followed by Zurich and Hong Kong; New York and London were sixth and seventh; Lusaka, Bangalore and Mumbai were at the bottom), it was the most expensive of all the Latin American cities (Rio, Sao Paulo, Lima, and Mexico City) on the list.

As Richard Florida's research has shown, and his forthcoming book [The New Urban Crisis](#) will examine at length, high living costs and stark economic disparities are a troubling feature of many rising urban creative economies. Buenos Aires' inequalities are products of local conditions, not the least of which include Argentina's recent economic and political instability, but they are also symptomatic of the rise of urbanized global knowledge capitalism. The sooner the city acts to ameliorate this issue, the sooner it will reap dividends.

Numbeo, the world's largest database of user-contributed data on cities and countries world-wide, ranked Buenos Aires 228 on crime and public safety, about on a par with Philadelphia and Houston.

There can be no question that Buenos Aires is making the right investments in its creativity infrastructure, but more can be done to harness the growth engine of creativity so that it benefits every socio-economic level. Education and training are key, but one needn't have a tertiary degree to work in a creative field. Apprenticeships and targeted vocational programs can provide training in the high-tech equivalents of the skills that once went into manufacturing. Low-tech entrepreneurs—storeowners, cooks, and personal service providers—can benefit from training in business methods as well. Creative economies are not built from the top down; they grow organically and must be supported at every level. Diversity and openness are not just social virtues but economic imperatives.

So if Buenos Aires is not yet in the top ranks of global creative cities, its industrial mix, talent base, growing technology sector, amenities and “vibe” all suggest that it will be in due course. Even better, its government understands both the challenges it faces and the opportunities it has yet to fully exploit and is prepared to make the right investments. Buenos Aires' place-making efforts via creative clusters are especially promising.

The Buenos Aires Arts and Culture Scene: The Key Players

“Culture is an investment for the government, not an expense,” Argentina's Culture Minister Teresa Parodi declared in 2015, at the opening of the Centro Cultural Kirchner, Buenos Aires' one-million square foot former post office and now the fourth-largest cultural center in the world. All of the Kirchner's attractions—from theater and video art installations to symphony concerts in the 1,750-seat La Ballena Azul concert hall—are free. “The public sector in Argentina,” Parodi [continued](#), “operates on the assumption that the arts belong to everyone.”

Both Argentina's national government and Buenos Aires' city government clearly appreciate that art and culture are not just amenities for locals and tourists, but key drivers of economic revitalization, place-making, and prosperity writ large.

As Alec Oxford, the president of the ArteBA Foundation, [told Art & Auction](#), Buenos Aires' "patronage law, or *ley de mecenazgo*...has been indispensable to the financing of cultural projects. We hope this new law, which allows tax benefits to those who support such projects, can be implemented on a national level and thus contribute to Argentina's art world. Also, the Arts District, which offers major tax deductions to any real estate project with a cultural element, is an important initiative in the city. A number of other laws for enhancing the growth of the art market are also under consideration right now."

Key Players and Festivals

Topping the list of the city's major cultural institutions are the Teatro Colón, the city's renowned opera house (ranked third-best in the world by *National Geographic*), the aforementioned Kirchner Center, the natural history museum (Museo Argentino de Ciencias Naturales Bernardino Rivadavia), the privately-funded Museum of Latin American Art (MALBA), the Fine Arts National Museum (MNBA), the Decorative Art National Museum (MNAD), and the Buenos Aires Museum of Modern Art (Museo de Arte Moderno de Buenos Aires or MAMBA). The Arts Factory (Usina del Arte) is a former power station that has been converted into a concert hall.

Tango is a huge cultural export for Argentina, and Buenos Aires' annual tango festival and competition attract considerable attention. The city also has countless film, dance and music festivals, featuring everything from jazz (the Buenos Aires Jazz Festival Internacional) to rock (Lollapalooza Argentina) to electronica (Ultra Buenos Aires Music Festival).

Buenos Aires' streets are filled with murals and graffiti art, painted by local and international artists. Most germane to Art Basel, Buenos Aires also hosts a number of fairs, among them Fashion Buenos Aires, a twice-yearly five-day fashion week held in March and September where more than 30 labels debut their seasonal collections to more than 13,000 guests per day. The annual film festival, Buenos Aires Festival Internacional de Cine Independiente (BAFICI), held in April, has attracted international attention; and, as previously mentioned, the Feria Internacional del Libro de Buenos Aires book festival attracts participants from more than 50 countries. The two-week-long Festival Internacional de Buenos Aires, a biennial drama festival, showcases international and regional productions across the city and also offers workshops, roundtables and Q&As.

ArteBA, which has been held at the La Rural Exhibition and Convention Centre in Buenos Aires' Palermo section every May for over a quarter of a century, is one of the largest art fairs in Latin

America. The vast majority of the artists it features are local. Sponsored by the ArteBA Foundation and supported by a number of local and international telecoms, banks and luxury brands (Mercedes Benz, Diners Club, Citi, Banco Ciudad, Zurich, Chandon, Presidencia de la Nacion, Dell, Madero Harbour, Buenos Aires Ciudad, La Rural, Telefe, The Art Newspaper, La Nacion, Patio Bullrich and others), its 120,000 attendees include international collectors and gallery owners, as well as curators from Buenos Aires' top museums. The City of Buenos Aires provides no direct funding.

ArteBA's scope is limited: it doesn't appeal to or draw from the full range of Buenos Aires' creative industries (design and video, for example, are not well-represented). Also, it lacks the participation of many top international galleries, such as the White Cube and the Gagosian Gallery. "Since the major galleries aren't represented," Diego Radivoy, Director General of Industrias Creativas has noted, "top collectors are going to New York, London or Miami to purchase their art instead of Buenos Aires." Confined to the Palermo exhibition center, it doesn't leverage all of the resources, energy and vibe of Buenos Aires' creative districts.

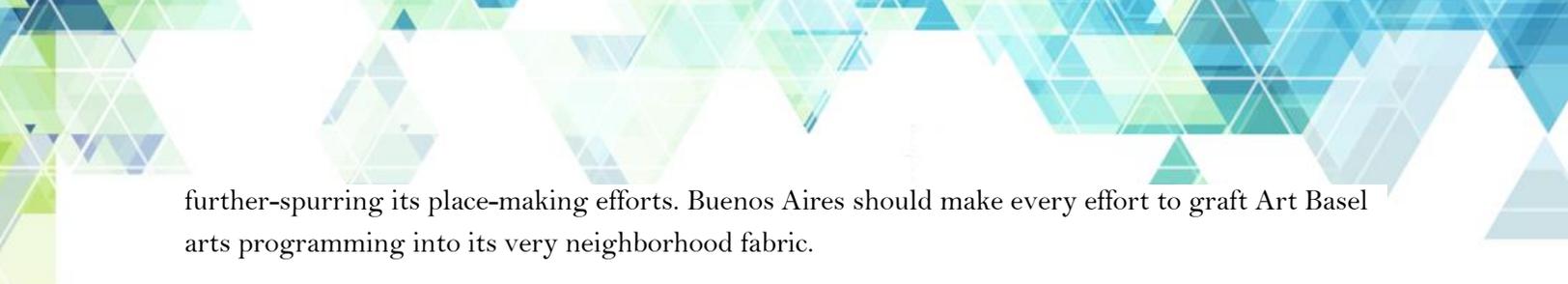
Buenos Aires and Art Basel

In summary, Buenos Aires is teeming with culture, both high and low, official and informal. It is widely recognized as one of Latin America's most livable cities, it has a growing innovation cluster, and its government is making significant investments in its creative and cultural industries and using them to drive place-making.

Home to superb schools and splendid museums, theaters and concert halls, the city's buildings boast murals that bear vivid witness to its residents' creative spirit. If Buenos Aires' traditional aristocracy has always been sophisticated, the city is growing a much larger and more diverse Creative Class of highly skilled professionals in technology, media, business and design, who are avid and open-minded consumers of both traditional and cutting-edge arts.

Like every big city, Buenos Aires faces real challenges, of course. Its population of poor and unskilled people is growing faster than its Creative Class; at the same time, it faces a brain drain as many of its most skilled workers seek better-paying opportunities overseas. This is only partly offset by the outsourcing work it attracts and the influx of foreign talent and entrepreneurs who can live larger on the American dollar in Buenos Aires than its natives can on the local currency. Fortunately, Buenos Aires' schools and universities are working to close the gap—and its Creative Class, though small, is growing.

If any city is well-positioned to leverage Art Basel arts programming, it's Buenos Aires. By drawing on the full scope of its creative assets—not just the traditional arts, but its growing fashion, design, and film sectors—and by siting Art Basel-related programming in its creative districts and making them a part of its theme, Buenos Aires can elevate its global profile as a creative center while



further-spurring its place-making efforts. Buenos Aires should make every effort to graft Art Basel arts programming into its very neighborhood fabric.

Buenos Aires and Art Basel should work together to develop metrics of success. The number of attendees provides only one gauge of impact and success. Visitors and visitor spending should also be measured, as well as high-value press and media hits and attendance at particular events. An ongoing dashboard is a must.

Appendix A: Buenos Aires Cultural Institutions

- **RA Presidente Sarmiento** is a museum ship that was originally built as a training ship for the Argentine Navy. It is named after Domingo Faustino Sarmiento, the seventh President of Argentina.
- **ARA Uruguay** was declared a National Historic Landmark and integrated as a museum ship with the [ARA Presidente Sarmiento](#) in the Museum of Sea and Navigation.
- **Argentinian Museum of Natural Sciences** or **Museo Argentino De Ciencias Naturales Bernardino Rivadavia**, located in Parque Centenario, is a science museum with zoological, botanical and geological departments.
- **Buenos Aires Botanical Garden** is located in the Palermo neighborhood of Buenos Aires.
- **Buenos Aires Cabildo** is the public building that was used as seat of the ayuntamiento during colonial times and the government house of the Viceroyalty of the Río de la Plata. Today, the building is a museum.
- The **Buenos Aires Japanese Gardens** is a public space administered by the non-profit Japanese Argentine Cultural Foundation and one of the largest Japanese gardens of its type in the world.
- **Buenos Aires Museum of Modern Art**, known locally as the **Museo de Arte Moderno de Buenos Aires** or **MAMBA**, is a modern art museum. Some 7,000 contemporary artworks make up the permanent collection at this newly renovated museum.
- **Buenos Aires Toy Museum** presents the cultural and social history of Argentina through toys.
- **Caminto** is Buenos Aires' famous street museum.
- **Casa Argentina del Arte Correo (CADAC)** or **Mail Art Argentine House** is a building that exhibits "mail [art](#)," which features displays of art on a variety of media along with historic and current publications.
- **Casa de Moneda Museum**, supported by a specialized library and a historical archive, is the keeper of the Mint's history, and features exhibits on the manufacturing processes of



coins, medals and banknotes.

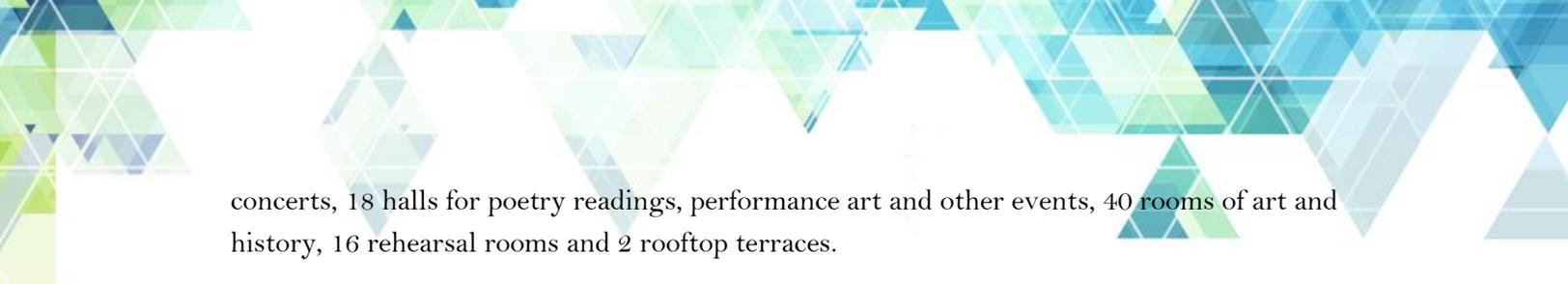
- **Casa Nacional del Bicentenario** is a cultural center and museum dedicated to the history and culture of Argentina.
- **Casa Rosada** is the official executive mansion of the President of Argentina.
- **Centro Cultural Recoleta**, located in the barrio of Recoleta, is a cultural arts center that features sculptures and exhibits, along with concerts, artistic presentations and a diverse array of workshops.
- **Colección de Arte Amalia Lacroze de Fortabat** is a museum of fine arts showcasing 20th century Argentine art, international art from the 17th century to present day and ancient Egyptian artifacts. The collection also includes 19th century Argentine landscape art, international art and figurative art works.
- **Eduardo Sívori Museum** was founded on the initiative of city councilman Fernando Ghio, who proposed the creation of a municipal museum devoted to Argentine artists.
- The “**El regreso de Quinquela**” is the world’s longest mural painted by a single artist.
- **Ernesto de la Cárcova Museum of Reproductions and Comparative Sculpture** features replicas of original sculptures from ancient Egypt, Chaldea, and others. It is the oldest and most important museum of its kind in Latin America. This is one of the least-visited museums in Buenos Aires, but one of the most important in terms of the value of its collections.
- **Galileo Galilei Planetarium**, commonly known as **Planetario**, is Buenos Aires’ planetarium located in Parque Tres de Febrero in the Palermo district.
- **Hotel Castelar**, once the home of Federico Garcia Lorca, is a hotel with a museum room dedicated to the famous Spanish poet.
- **Hotel de Inmigrantes** was originally built to receive and assist the thousands of immigrants who arrived in Argentina from around the world. The hotel ceased to function in 1953, was declared a National Monument in 1995, and today houses the National Museum of Immigration and the Tres de Febrero National University Museum (MUNTREF), also known as Contemporary Art Centre.

- **Juan B. Ambrosetti Museum of Ethnography** is an Argentine museum maintained by the University of Buenos Aires School of Philosophy and Letters. The museum is a center for the research, conservation and exhibition of Argentine historical heritage and showcases vast archaeological, ethnographical and physical anthropology collections.
- **La Boca's Fine Arts Museum** or **Benito Quinquela Martin** is a museum that displays the work of figurative Argentine contemporary artists and sculptors.
- **Museo Argentino de Ciencias Naturales Bernardino Rivadavia** or **Bernardino Rivadavia Natural Sciences Museum (MACN)** is a public museum dedicated the history of man and nature in Argentina.
- **Museo Casa de Rogelio Yrurtia**, located in the Belgrano district, was the home of sculptor Rogelio Yrurtia.
- **Museo de Arte Español Enrique Larreta**, a museum of Spanish art, is located in the Belgrano ward of Buenos Aires.
- **Museo de Arte Hispanoamericano Isaac Fernández Blanco** is a museum housing the extensive collection of [Spanish art](#), [Latin American art](#) and objects of Spanish-American culture amassed by Isaac Fernández Blanco.
- **Museo de Arte Latinoamericano de Buenos Aires** or **MALBA**, a contemporary museum for Latin American Art, is organized around the Costantini Collection and has continued to expand its selection of works from modern artists across Latin America.
- **Museo de Arte Popular José Hernández** is a museum that displays and promotes traditional and contemporary handicrafts from Argentina.
- **Museo de Esculturas Luis Perloti** is a museum featuring sculptures by Luis Perloti and others.
- **Museo del Automóvil Club Argentino** is a museum that showcases the of history of cars in Argentina.
- **Museo del Bicentenario** is the museum of Argentine history from the May Revolution of



1810.

- **Museo del Cine Pablo Ducros Hicken** is a museum of cinema and holds a collection of 65,000 reels of film.
- **Museo Evita** is a museum dedicated to the life of Evita Peron.
- **Museo Historico Nacional**, the Argentine National Historic Museum, is dedicated to the history of Argentina and features exhibits of the May Revolution and the Argentine War of Independence.
- **Museo Histórico Sarmiento Sarmiento History Museum**, located in the Buenos Aires neighborhood of Belgrano, is a museum dedicated to Argentine history.
- **Museo Mitre** is a museum dedicated to Argentine history and the legacy of Barolome Mitre, President of Argentina from 1862-1868.
- **Museo Mundial del Tango** or **Tango Museum**, the same building that houses the National Tango Academy, features exhibits on the history of tango, tango artifacts and photos of famous dancers.
- **Museo Nacional de Aeronáutica de Argentina** is a museum that showcases the history of aviation and the Argentine Air Force.
- **Museo Nacional de Arte Decorativo** or **National Museum of Decorative Arts** is an art museum located in the Recoleta section of Buenos Aires. It maintains 12 exhibit halls and nine permanent collections containing over 4,000 paintings, sculptures and East Asian art.
- **Museo Nacional de Bellas Artes** or the **National Museum of Fine Arts (MNBA)** is the national museum of Argentine and international art.
- **Museo Xul Solar** or **Xul Solar Museum** is devoted to the memory of the Argentinian artist Xul Solar who, in his quests to reform and perfect the universe, invented two languages, a spiritual form of chess, a modified piano and painted works.
- **Néstor Kirchner Cultural Centre** is the largest cultural center in Latin America (and the third or fourth largest in the world). It boasts a main concert hall, five auditoriums for theater and



concerts, 18 halls for poetry readings, performance art and other events, 40 rooms of art and history, 16 rehearsal rooms and 2 rooftop terraces.

- **Palacio de Aguas Corrientes** or **Water Company Palace** or **Palace of Flowing Waters** is an architecturally significant water pumping station.
- **Parque Tres de Febrero**, featuring a rose garden and a lake, is Buenos Aires' biggest and most popular urban park.
- **Severo Vaccaro Museum** is dedicated to the works of famous cartoonists in Buenos Aires. It was established by Vincente Vaccaro, the brother of well-known philanthropist Severo Vaccaro, and features comics and caricatures of the political and show business worlds.
- **Teatro Colón**, the main opera house in Buenos Aires, is ranked the third-best opera house in the world by *National Geographic*.

Appendix B: Buenos Aires Cultural Events

- **Chinese New Year:** January or February. This small-scale, day-long festival celebrates the Chinese holiday in Belgrano's tiny Chinatown, known locally as Barrio Chino. Local restaurants erect street stalls and dish out dim sum specialties. The number of attendees to Buenos Aires' Chinese New Year celebrations has grown exponentially in recent years and is now over 60,000.
- **Carnaval:** February. This is a mini Rio Carnaval with festivities on a much smaller scale, including Murga drummers and dancers performing in plazas and a parade down Avenida de Mayo. www.carnavalargentina.com.ar/buenos-aires.php
- **Fashion Buenos Aires:** March and September. The runway hits Buenos Aires twice a year with designs from the hottest local designers during a five-day fashion week of winter collections revealed in March and summer collections revealed in September. Over 30 labels are represented, and the event typically pulls more 13,000 guests per day. www.buenosairesmoda.com
- **Opera Season:** March-December. **Teatro Colón** is the main opera house in Buenos Aires. Opera season officially opens its curtains in early March, with ballet, opera and classical concerts. Teatro Colon, the main opera house in Buenos Aires, is considered to be, acoustically, among the five best concert venues in the world. www.teatrocolon.org.ar
- **South American Music Conference:** March. This electronic music conference has attracted DJs and music lovers from around the world and has made Buenos Aires the dance capital of South America. www.samcfestival.com
- **Lollapalooza Argentina:** March. This Buenos Aires' version of the original American Lollapalooza features music genres ranging from rock, metal and electronic to folk, indie pop and more. Past featured performers include Robert Plant, The Smashing Pumpkins, Calvin Harris, Foster the People and Jack White, among others. www.lollapaloozaar.com/
- **Buenos Aires Festival Internacional de Cine Independiente (BAFICI):** April. This international film festival draws quality independent films, director-driven films and new films that don't always reach commercial cinemas but attract international recognition within the industry. www.festivales.buenosaires.gob.ar/2016/bafici/es

- **Feria Internacional del Libro de Buenos Aires:** April - May. This three-week international book fair is one of the five largest book fairs in the world. The event has been going since 1975 and welcomes participants from more than 50 countries. More than one million readers from all over Latin America visit this fair. www.el-libro.org.ar/buenos-aires-book-fair/
- **ArteBA:** May. One of Latin America's largest contemporary art fairs, ArteBA is designed to bring high-quality art closer to the widest possible range of people. It takes place over the course of five days and attracts over 120,000 art lovers. www.arteba.com
- **ARTECLASICA:** Mid-May. This annual classical art fair is dedicated to promoting the different expressions of artists from Argentina and abroad. With a strong profile that is both cultural and commercial, it welcomes more than 40,000 visitors. www.arteclassica.com.ar
- **CineFest Brasil:** May. Held in Buenos Aires, this annual film festival is the largest exclusively Brazilian cinema event in Argentina. www.inffinito.com/en/index.php/festivais/7th-cine-fest-brazil-buenos-airer/
- **Día de la Independencia:** July-September. Across Argentina, this is the celebration of the Independence of [Argentina](#), which was declared on July 9, 1816 by the [Congress](#) of [Tucumán](#). The holiday's main events are held in freedom's birthplace city of Tucumán, but celebrations also take place in Buenos Aires with speeches, parades and military demonstrations. <http://www.buenosaires.gob.ar/noticias/celebracion-del-dia-de-la-independencia-y-121-anos-de-la-av-de-mayo>
- **Tango Buenos Aires Festival y Mundial-Buenos Aires Tango Festival:** Mid-August. This dance festival is widely recognized as the most significant tango festival in Buenos Aires, the world's great tango capital. Taking place in a large, culturally authentic environment, the nine-day festival preserves the cultural heritage of the tango and features concerts, exhibitions, dance contests, classes and other festivities. www.festivales.buenosaires.gob.ar/2016/tangociudad/es
- **World Tango Championships:** Late August. The Tango Festival culminates with the World Tango Championships. <http://festivales.buenosaires.gob.ar/2016/tangociudad/en/noticias/9000/hoy-la-gran-final>
- **Feria de Vinos y Bodegas:** Early September. Argentina's biggest wine fair welcomes vineyards from around the country to exhibit their home-grown brands. More than 1,000 different labels are represented via tastings, seminars and master chef demonstrations on how to pair food with wine. <http://www.expovinosybodegas.com.ar/>

- **Festival Ciudad Emergente:** September. Founded by the city's culture department, this underground art and music festival promotes youth culture by celebrating trends in film, art, dance, fashion and comedy. <http://festivales.buenosaires.gob.ar/2016/ciudademergente/es>
- **Ultra Buenos Aires Music Festival:** October. This electronic music festival takes place in Argentina's La Reina del Plata. Past featured performers include artists such as Tiësto, Knife Parter, Afrojack and Alesso, as well as popular local and regional EDM artists. www.ultrabuenosaires.com/
- **Festival Internacional de Buenos Aires:** October. This is a biennial festival bringing leaders of contemporary drama to Buenos Aires for a two-week celebration. International and regional productions of differing genres offer a series of outdoor performances across the city and provide workshops, roundtables and Q&A sessions with directors, theatre-related film screenings, book releases and visual art exhibitions. <http://festivales.buenosaires.gob.ar/es/fiba>
- **Casa Foa:** October–November. This internationally recognized design fair brings landscape experts, architects, and interior and industrial designers together to create a collaborative project that shows to the public the latest and greatest in Argentine design. www.casafoa.com
- **Marcha del Orgullo Gay-Buenos Aires Gay Pride Parade:** First Saturday in November. In 2010, Argentina became the first country in Latin America to legalize same-sex marriage and the second country in the Americas to do so. Buenos Aires is one of the most gay-friendly cities in South America and holds an annual Gay Pride event that fills the streets of downtown with festivities. www.marchadelorgullo.org.ar
- **Creamfields:** Early November. This one-day dance music event is the world's biggest electronic music festival brand. It originates in the UK and boasts staged events in 17 countries, including Argentina. www.creamfieldsba.com
- **Gran Premio Nacional:** Mid-November. Argentina's top annual horse race has become a day-long affair with a variety of track-side entertainment and celebrity spotting. www.palermo.com.ar
- **Buenos Aires Jazz Festival Internacional:** November. Buenos Aires' largest jazz festival takes place over the course of a week with acclaimed jazz performances, workshops, jam sessions, film screenings and classes held throughout the city. <http://festivales.buenosaires.gob.ar/es/jazz>

- **Argentine Open Polo Championships:** November and December. Teams from all over the world compete in Buenos Aires at this revered international polo tournament. The popular polo championship has taken place in Palermo section of the city since 1893, and is a major social and sporting event. www.aapolo.com
- **Festival Buenos Aires Danza Contemporánea:** December. This biennial festival promotes experimentation and improvisation through contemporary dance. Argentine dancers and choreographers showcase their work alongside international dance artists.
<http://festivales.buenosaires.gob.ar/en/danzacontemporanea>
- **Festival Buen Día:** Mid-December. This outdoor festival of youth culture mixes fashion, design, live music, art and journalism. More than 30,000 visitors kick off with a day of browsing fashion, music, photography and craft exhibits and end with a host of live bands.
www.festivalbuendia.net/

Appendix C: Other Global and Latin American Events

Date	Type of Event	Name of Event	Place
January	Celebratory	Fiesta de la Santa Tierra	Lake Titicaca, Peru
January 7-21	Football (Soccer)	Florida Cup (Argentina's Club Atlético River Plate participates)	St. Petersburg, Florida, USA
January 12-15	Golf	Latin America Amateur Championship (LAAC)	Panama City, Panama
January 14-February 5	Football (Soccer)	African Cup of Nations	Gabon
January 16-29	Tennis	Australian Open	Melbourne, Australia
January 18-22	Golf	South American Golf Federation (FSG)—South American Amateur	Buenos Aires, Argentina
January 26-29	Extreme Sports	Winter X Games	Aspen, Colorado, USA
January 28-February 8	Multi-Sports	Winter Universiade	Almaty, Kazakhstan
February	Celebratory	Carnaval	Brazil, Argentina and other Latin American Countries
February	Government	Presidential, National Congress and Gubernational Elections	Ecuador
February 2	Celebratory	Festival of the Virgen de la Candelaria	Bolivia and Peru
February-November	Football (Soccer)	Copa Libertadores	Latin America (27 to 42 weeks)
February 5	Football	Super Bowl	Houston, Texas, USA

February 6-19	Skiing	World Alpine Ski Championships	Piz Nair, St. Moritz, Switzerland
Late February	Celebratory	Festival de la Canción	Viña del Mar, Chile
March 8	Economic	<i>The Economist's</i> Argentina Summit	Buenos Aires, Argentina
March 9-13	Baseball	World Baseball Classic-Round 1	Jalisco, Guadalajara
March 14-24	Multi-Sports	Special Olympics World Winter Games	Graz and Schladming, Austria
March 15-16	Economic	Nuclear Industry Summit Latin America	Buenos Aires, Argentina
March 20-22	Baseball	World Baseball Classic-Semifinals and Finals	Los Angeles, California, USA
March 23-26	Racing	Formula 1 Australian Grand Prix	Melbourne, Australia
Mid-March to April	Celebratory	Iberamerican Film Festival	Bogotá, Colombia
April	Football (Soccer)	<u>Winners of the 2016-17 CONCACAF Champions League</u>	TBD
April	Celebratory	Semana Santa	Uruguay
Early- to Mid-April	Celebratory	Festival Internacional de Teatro	Venezuela
April 3-9	Golf	Masters	Augusta, Georgia, USA
April 4-6	Tourism	World Travel Market Latin America	São Paulo, Brazil
April 4-6	Tourism/Business	Braztoa (Brazilian Tour Operators Association) Business Event	São Paulo, Brazil
April 5-7	Economic	World Economic Forum on Latin America	Buenos Aires, Argentina
April 7-9	Racing	Formula 1 Chinese Grand Prix	Shanghai, China
April 8	Horse Racing	Grand National	Liverpool, England

April 12-14	Cycling	World Track Championships	Hong Kong, Japan
April 14-16	Racing	Formula 1 Gulf Air Bahrain Grand Prix	Bahrain
April 21-30	Multi-Sports	World Masters Games (Summer)	Auckland, New Zealand
April 28-30	Racing	Formula 1 Russian Grand Prix	Sochi, Russia
May	Football (Soccer)	FA Cup final	London, England
May	Football (Soccer)	<u>Winners of the 2016–17 UAE Pro-League</u>	United Arab Emirates
May 2-3	Celebratory	Fiesta de la Cruz	Lima, Cusco and Ica in Peru
May 5-21	Football (Soccer)	<u>Winners of the 2017 OFC Champions League</u>	Need locale
May 5-21	Ice Hockey	IIHF World Championship	Cologne, Paris, Germany, France
May 6	Horse Racing	Kentucky Derby	Louisville, Kentucky, USA
May 12-14	Racing	Formula 1 Grand Prix of Spain	Barcelona, Spain
May 22-26	Economic	2017 Global Platform for Disaster Risk Reduction	Cancun, Mexico
May 22-26	Economic	World Health Assembly	Geneva, Switzerland
May 25-28	Racing	Formula 1 Monaco Grand Prix	Monaco, France
May 28-Jun 11	Tennis	French Open	Paris, France
June-December	Football (Soccer)	Copa Sudamericana	Latin American
June TBD	Ice Hockey	Stanley Cup Finals	Need locale
June TBD	Basketball	NBA Finals	USA/Canada
June TBD	Extreme Sports	Summer X Games	Minneapolis, Minnesota

June 3	Football (Soccer)	UEFA Champions League final	Cardiff, Wales, UK
June 9-11	Racing	Formula 1 Canada Grand Prix	Montreal, Canada
June 26-July 23	Cricket	ODI World Cup for Women	England
Mid-June	Celebratory	Septenario Festival (Corpus Christi)	Cuenca, Ecuador
June 15-18	Golf	US Open	Erin Hills, Wisconsin, USA
June 16-18	Celebratory	Gaucha Parade	Salta, Argentina
June 16-18	Racing	Formula 1 Grand Prix of Europe	Baku, Azerbaijan
June 17	Golf	Mexico International Amateur	TBD, Mexico
June 17-27	Sailing	America's Cup	Bermuda
June 17-July 2	Football (Soccer)	FIFA's 2017 Copa Confederaciones Tournament	Russia
June 24-29	Celebratory	Inti Raymi (Festival of the Sun).	Latin America
June 30-July 2	Racing	Formula 1 Austrian Grand Prix	Spielberg, Austria
June-July	Tennis	Wimbledon	London, England
July	Multi-Sports	World Police and Fire Games	Los Angeles, California, USA
July 1-23	Cycling	2017 Tour de France	Germany, France
July 7-9	Racing	Formula 1 British Grand Prix	Towcester, United Kingdom
July 14-30	Swimming	World Aquatics Champs	Budapest, Hungary
July 18-30	Multi-Sports	Deaflympics	Samsun, Turkey
July 18-31	Multi-Sports	Maccabiah Games	Israel

July 20-23	Golf	British Open	Southport, Merseyside, England
July 20-30	Multi-Sports	The World Games	Wroclaw, Poland
July 21-23	Racing	Formula 1 Hungary Grand Prix	Mogyoród, Hungary
July 21-30	Multi-Sports	Francophone Games	Abidjan, Ivory Coast
July 28-30	Racing	Formula 1 German Grand Prix	Hockenheim, Germany
July 28-29	Celebratory	Fiestas Patrias	Cusco, Puno, Isla Taquile and Lima in Peru
August TBD	Surfing	ISA World Surfing Games	TBD
August TBD	Rugby	Women's World Cup	Ireland
1st Week August	Celebratory	Feria de las Flores	Medellín, Colombia
August 5-13	Athletics	World Championships	London, England
August 6	Celebratory	Independence Day	Bolivia
August 7-13	Golf	US PGA	Charlotte, North Carolina, USA
August 19-31	Multi-Sports	South-East Asian Games	Kuala Lumpur, Malaysia
August 19-September 30	Multi-Sports	Summer Universiade	Taipei, Tiawan
August 25-27	Racing	Formula 1 Belgian Grand Prix	Stavelot, Belgium
August 25-September 23	Volleyball	CEV European Championship Final Men	Poland-TBD
September TBD	Surfing	VISSLA ISA World Junior Surfing Championship	TBD

September TBD	Multi-Sports	Invictus Games	Toronto, Canada
September 1-3	Racing	Formula 1 Italian Grand Prix	Monza, Italy
September 8-15	Celebratory	Virgen del Valle	Isla de Margarita, Venezuela
September 9-12	Polo	San Jorge Open	Argentina
September 11- 12	Business	2017 Latin America Aviation Summit	Cartagena, Colombia
September 15- 27	Polo	Jockey Club Open	Argentina
September 17- 24	Cycling	UCI Road World Championships	Bergen, Norway
September 18- 19	Celebratory	Independence Day and Armed Forces Day	Chile
September 19	Economic	72nd Session of the UN General Assembly (UNGA 72)	New York, USA
September 19- October 18	Polo	Tortugas Open	Argentina
September 20- October 1	Volleyball	CEV European Championship Final Women	Azervaijan & Georgia
September 23- October 1	Rowing	World Rowing Championships	Sarasota, Florida, USA
September 27- October 9	Gymnastics	World Championships	Montreal, Canada
September 28- October 1	Golf	Presidents Club	Jersey City, New Jersey, USA
August or September TBD	Tennis	US Open	New York, USA
September TBD	AFL	Grand Final	Melbourne, Australia
September 29- October 1	Racing	Formula 1 Singapore Airlines Singapore Grand Prix	Marina Bay, Singapore
TBD	Boxing	AIBA World Championships	Hamburg, Germany
TBD	Multi-Sports	Winter Military World Games	Sochi, Russia

October TBD	Baseball	World Series	TBD
October TBD	Multi-Sports	World Combat Games	TBD
October TBD	Racing	Formula 1 Mexican Grand Prix	Mexico City, Mexico
October TBD	Government	Legislative Elections	Argentina
October 17-30	Polo	FIP World Polo Championship	Sydney, Australia
October 18	Celebratory	El Señor de los Milagros (Lord of the Miracles)	Lima, Peru
October 20- November 8	Polo	Hurlingham Open	Argentina
November TBD	Racing	Formula 1 Brazil Grand Prix	São Paulo, Brazil
November TBD	Weightlifting	IWF World Championships	Penang, Malaysia
November TBD	Surfing	ISA World SUP and Paddleboard Championship	TBD
November TBD	Football (Soccer)	<u>Winners of the 2017 Copa Libertadores</u>	TBD
November TBD	Football (Soccer)	<u>Winners of the 2017 CAF Champions League</u>	TBD
November 1-30	Weightlifting	World Weightlifting Championships	Penang, Malaysia
November 2 -3	Celebratory	All Souls' Day and Independence Day	Cuenca, Ecuador
November 17	Horse Racing	Melbourne Cup	Victoria, Australia
November 17	Golf	Tailhade Cup	Buenos Aires, Argentina
November 17	Golf	Argentina Amateur	TBD, Argentina
November 19	Government	Chilean presidential election	Chile
November 25	Football (Soccer)	<u>Winners of the 2017 AFC Champions League</u>	TBD
November 21- December 12	Polo	Argentine Open	Argentina
December TBD	Surfing	ISA World Adaptive Surfing Championship	TBD



December 24	Celebratory	Santuranticuy Festival	Cusco, Peru
December 31	Celebratory	New Year's Eve	Rio de Janeiro, Brazil

Appendix D: Suggested Partners for Social Media

Art in America / ARTnews
Art Nexus
Art Review
Artforum
Contemporary And (C&)
Elephant
exhibit-E
Flash Art
Juxtapoz
Louise Blouin Media
New York Observer
NYAQ/SFAQ
The Art Newspaper
Whitewall Magazine
Aesthetica Magazine
American Fine Art Magazine
Art New England
ART PAPERS
Art Pulse Magazine
Art-Es
Arte Al Limite
Arte!Brasileiros
ARTILLERY
Canvas
Capricious
Cura
Esse
Kaleidoscope
Manhattan Magazine
Monopol
No. 3 Magazine
Prefix Photo
Sculpture
Sleek
Vellum
Whitehot Magazine

These international luxury brands have a proven track record in supporting arts and cultural events. Some brands have artists designing new product launches, some sponsor major art fairs and others have major art installations in their headquarters. Rolls-Royce for example has an arts program to try to veer away from traditional consumers and to establish a younger more dynamic image. Access to a Latin American audience would be a great opportunity for them.

Appendix E: Sponsorship Suggestions

International Sponsor Suggestions

Media

FT Weekend
Departures
Assouline

Banking & Finance

UBS
Athena Art Finance
Deutsche Bank
TD
Banco do Brasil
Itau Unibanco Holding
Banco Bradesco
Caixa Economica Federal
Banco Santander Brasil

Art

Paddle 8
ART SY
DIETL

Beverages

Perrier
LVMH and Dom Perignon
Veuve Cliquot
Moet & Chandon
Ruinart
Champagne Pommery

Furniture & Design

designArper
Dedon
Drift
Fleurs BELLA
Foscarini
Knoll
Ligne Roset
Flos
Artemide
B and B Italia
Bo Concept
Armani Casa
Alessi
Cassina
Kiosk



CITE
Vistoe
Luminaire

Hotel

One Fine Stay
Faena House

Retail

Aesop
Van Cleef & Arpels
Rolex
Patek Philippe
Emirates
FedEx
Lacoste
Longines
Diptyque
Audemars Piguet

Travel

NETJETS
Emirates Airlines

Automotive

BMW
IBM
Peugeot
Rolls-Royce Moto Cars

Additional Local Sponsor Suggestions:

Air France
FIAT
Aeropuertos Argentina 2000
Cinecolor Argentina
Instituto Nacional de Cine y Artes Audiovisuales
Qubit TV
Supervielle
Village Cines
Citroën
Z Films
Embajada de Brasil
Goethe Institut
Talents Buenos Aires
PROA
Dazzler Hoteles
Gancia
Taura



Grolsh Premium Lager
Tomo Restaurant
Club Sueco Restaurant
Fabio Shoes
Mimi Pinzon
Raquel Shoes
Miguel Mancera Boutique for Men
La Casa del Quesa
Altos de La Boca
La Estancia
Blüthner TodoPianos
Musetta Café
La Fabrica
La Placita
La Biela
Cabrales
Filo

Endnotes

ⁱ Falck, Oliver, Michael Fritsch, Stephan Heblich, “The Phantom of the Opera: Cultural Amenities, Human Capital, and Regional Economic Growth,” *Labour Economics*, December, 2011, pp. 755-766, <http://www.sciencedirect.com/science/article/pii/S0927537111000650>

ⁱⁱ Nelson, Arthur C., Casey J. Dawkins, Joanna P. Ganning, Katherine G. Kittrell, Reid Ewing, “The Association Between Professional Performing Arts and Knowledge Class Growth,” *Economic Development Quarterly*, December, 2015, <http://edq.sagepub.com/content/early/2015/12/04/0891242415619008.abstract>.

ⁱⁱⁱ “Soul of the Community,” *Knight Foundation*, <http://www.knightfoundation.org>.