

BUSINESS CASE

ENTERPRISE SQUARE GALLERIES

November 2012



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EXECUTIVE SUMMARY

The Enterprise Square Galleries presents a new opportunity for collaboration between the City of Edmonton and the University of Alberta. The City and the University of Alberta will use the existing downtown gallery space at Enterprise Square to: animate Enterprise Square Galleries, showcase museum collections, recognize the work of local artists and engage and educate learners of all ages. The niche and the special focus of this opportunity is that of a collaborative, arts/cultural history and learning centre which offers a new and unique approach in downtown Edmonton for the visual arts. Edmonton currently lacks medium sized gallery space that can present large exhibitions and special exhibitions that relate directly to Edmonton and region art. Enterprise Square Galleries are ideally situated to facilitate a collective effort to provide this needed space.

The City of Edmonton will work with the University of Alberta to develop and create a joint venture. Partners in the Enterprise Square Galleries initiative include: City of Edmonton, University of Alberta Museums, the Art Gallery of Alberta, Edmonton Arts Council, and Edmonton Heritage Council. This partnership supports the objectives and goals of both the University of Alberta and the City of Edmonton and of the other key partners. Together they see the opportunity to create a lively and authentic hub in the heart of downtown Edmonton that integrates visual arts, culture and heritage in a local context and engages Edmontonians in first hand activities and learning opportunities.

Key partners are contributing significantly in unique ways. The University of Alberta's in-kind contribution for the Enterprise Square Galleries space will cover curatorial, programming, and operations. The University will also provide fully serviced and operational facilities at Enterprise Square. The Art Gallery of Alberta will provide in-kind staffing costs. City of Edmonton will provide operational funding.

The business case proposes a three year service agreement with the University of Alberta allotted the yearly City funds to manage the Enterprise Square Galleries budget and revenues. The University of Alberta will produce an annual report to update Council on progress and outcomes. This will be a multi sourced funding model with resources being provided and sought from different partners, sectors and orders of government. The City of Edmonton's contribution will be \$240,000 support in the first year. Over time there may be a possibility of reducing the COE funding support as the Enterprise Square Galleries develops more sources of revenue.

The first three years are the formational incubation period. This is a three year request to test the viability of the Enterprise Square Galleries and the public appetite for local visual arts. The evaluation process at the end of the three year period will be results based, including attendance or revenue or tax levy. Council will assess the long term tax levy implications and decide if the support of Enterprise Square Galleries should continue.

Indicators of success include:

- The Enterprise Square Galleries operate successfully showing good attendance numbers (approximately 24,000 per year).
- Creative visual arts programming is consistently offered.
- Diverse funding is leveraged to support the development of the gallery space.
- Partners are involved and support the development and operations of the gallery.

Location of the Enterprise Square Galleries in Downtown Edmonton





BACKGROUND

The Opportunity

Enterprise Square is located in the historic Hudson's Bay building on Jasper Avenue between 102 and 103 Streets. In 2005, the University partnered with the City of Edmonton and provincial and federal governments to purchase and renovate the building. Enterprise Square is the University's downtown campus which includes the Faculty of Extension and School of Business.

The Enterprise Square Galleries is a proposed collaboration between the City of Edmonton and the University of Alberta. The City will work with the University of Alberta to use existing downtown gallery space at Enterprise Square to build programs to raise the profile of local artists, assist with showcasing the University of Alberta's Museums and engage learners of all ages and the community in the visual arts, culture and science. This is an opportunity for a collaborative, arts/cultural history and learning centre to offer a new and unique approach in downtown Edmonton for the visual arts.

The History

The Enterprise Square Galleries were used as temporary gallery space for the Art Gallery of Alberta while its new facility was under construction and renovation in 2007-2009. Since the Art Gallery of Alberta moved to its new location in 2010 this space has remained largely unused, with a few notable exceptions. The University of Alberta sees this as a timely opportunity to partner with other key stakeholders to re-utilize the significant investment which was made to develop the Enterprise Square space and grow the space into a viable gallery.

The Partners

The following key partners and advisors are committed to the Enterprise Square Galleries Project includes:

City of Edmonton,
University of Alberta,
University of Alberta Museums,
Art Gallery of Alberta,
Edmonton Arts Council
Edmonton Heritage Council and
The Provincial Archives of Alberta

This partnership supports the objectives and goals of both the University of Alberta and the City of Edmonton and of the other key partners.

Facility

Enterprise Square includes 10,000 square feet of exhibition space divided into two galleries (east and west), reception and a potential gift shop space. Also included are a small gallery behind reception, coat room, staging space with a workshop and storage, two studios/ classrooms and a room open to the lobby.

The Enterprise Square gallery space has the appropriate environmental temperature and humidity controls already in place for visual arts and cultural heritage exhibits and shows making them museum compliant. Enterprise Square galleries are spacious, providing room for exhibits, displays and space for visitor traffic and interactive activities. The front entrance to Enterprise Square gallery is glass so it opens out to and is visible from the Enterprise Square atrium/food court and the activities that take place there on a regular basis.



Competitive Analysis

Enterprise Square Galleries has its strengths as well as competition. It is centrally located allowing for complementary programming and accessibility along the LRT line with stops accessing the Art Gallery of Alberta, City Hall and the University of Alberta. It is a five minute walk to the Arts District where the Art Gallery of Alberta and the Civic Precinct are located. In the precinct is Churchill Square where complementary activities and festivals occur year round such as The Works, Street Performers and Taste of Edmonton. The pedestrian oriented 104 street, with the weekly farmers market, is also within walking distance of Enterprise Square Galleries.

As a city with a metro population of almost a million people, Edmonton has one world class gallery and world class institution with associated programs, artifacts/arts and people. A number of local, smaller public, co-operative and artist-run centres include small galleries such as:

- Latitude 53 – artist-run centre (10248 106 Street)
- Harcourt House – artist-run centre (10215 112 Street)
- Society of Northern Alberta Print Artists – artist-run centre (12056 Jasper Avenue)
- Alberta Craft Council – provincial arts service organization
- Visual Arts Alberta – provincial arts service organization (10215 112 Street)
- University Extension Gallery (Enterprise Square)
- Société francophone des arts visuels de l'Alberta (9103 95 Avenue)
- Common Sense Gallery (10546 115 Street)
- Gallery at Milner (Milner Library)
- Kaasa Gallery (Jubilee Auditorium)
- Stollery Gallery at Nina Haggerty (9225 118 Avenue)
- ArtsHab One Gallery (10217 106 Street)
- McMullen Art Gallery (University of Alberta Hospital)
- FAB Gallery (Fine Arts Building University of Alberta)
- The Artery (9535 Jasper Avenue)

Despite the existence of these many small galleries and the Art Gallery of Alberta itself, there is still a gap in Edmonton. While this list does not include every small gallery, there is currently nothing comparable to the scope, condition and opportunity that the Enterprise Square Galleries space offers.

When assessing existing facilities, Chris Carson, Executive Director of Visual Arts Alberta, stated “with the building of a world class gallery space and museum in Edmonton (AGA), the visual arts landscape in the city has changed. The capital region now has a gallery that is able to display the very best art



in the world. As the AGA has evolved into one of the major galleries of North America, a visual arts void needs to be filled in Edmonton – mainly for the full time, dedicated presentation of Edmonton, Alberta and regional art.” Enterprise Square Galleries will provide opportunities to collaborate with events, festivals and private galleries that engage Edmontonians in the local visual arts of our city.

Gaps

In its final report in November 2011, the Mayor’s Arts Visioning Committee clearly articulated the need for additional exhibition space. Developing or designating new arts space is central to the vision of the report. This unique space can address a gap in Edmonton for affordable galleries and display spaces that have a connection to Edmonton. Enterprise Square Galleries is ideally situated to play that role.

This facility could also address an opportunity in the visual arts mentoring and education system for the training of curators. Edmonton does not have many mentorship, training or exhibition space opportunities for novice curators who could program locally based shows of Edmonton art. This includes the display of art from artists from Edmonton and region and, the work of emerging Edmonton based curators who have completed post secondary education but do not yet have an established position or opportunities to put their training into practice.

ENTERPRISE SQUARE GALLERIES PARTNERSHIP

Vision

Enterprise Square Galleries provides a lively, accessible hub for audiences of all ages to experience and explore local visual arts and heritage in the Capital Region.

Mission

Enterprise Square Galleries provides a creative connection to local visual arts and heritage by:

- Offering space and opportunity for the local visual arts community
- Showcasing the extensive University of Alberta museums, and
- Providing a centre for community engagement, educational activities for all ages.

Principles

Lively: the Enterprise Square Galleries will be lively through its unique programming and shows in the heart downtown of Edmonton.

Authentic: the Enterprise Square Galleries will be authentic by engaging and working with various local visual arts groups and organizations to ensure the shows and displays are uniquely Edmonton.

Accessible: the Enterprise Square Galleries will be accessible to all public and local artists through affordable fees and rental rates.

Collaborative: the Enterprise Square Galleries will be collaborative by reaching out various local visual arts groups and organizations as well as private organizations to form partnerships that benefits all parties.



Outcomes

1. Animating Enterprise Square Galleries

Enterprise Square Galleries will become a destination for the local and regional population. This initiative will provide multipurpose, flexible exhibition and public program space that connects Enterprise Square Galleries to its downtown neighbourhood, area businesses and the local visual arts and culture community. Gallery spaces can be transformed to accommodate and integrate a variety of functions including lecture events, programs and shows.

2. Showcasing Collections

The gallery will feature a variety of collections and artifacts from the region as well as work from University, local and regional artists and organizations. The public, students, academics and artists will have access to changing art/culture/science/artifact exhibits and public programs.

3. Recognizing the Work of Local Artists

This initiative will catalyze and provide needed space opportunities to local and regional visual artists and will recognize their work. This space will create a supportive environment to develop new ideas and identify talent.

4. Engaging and Educating Learners of all Ages

This initiative will provide dynamic and engaging opportunities for Edmonton and area citizens who are keen to learn more about the visual arts, science, heritage and culture. A unique focus will be the opportunity for local curators and the visual arts/museum professionals in training to learn on the job, to provide a location to curate shows, promote and engage citizens through shows. In addition, teaching, school programming and outreach will focus on connections to the exhibitions through the unique public education models of the University of Alberta in conjunction with the Art Gallery of Alberta and other local visual arts groups.

This initiative also aligns with the approach that all key partners support the concept of public and community engagement that brings together people and ideas.

Indicators of Success

The Enterprise Square Galleries will customize and develop a unique made-in-Edmonton model. This business case considered a number of successful such ventures in other communities and in Edmonton. The Art Gallery of Alberta was housed for three years at Enterprise Square during the construction of the new building. At the end of the three years, attendance at Enterprise Square had grown to approximately 22,000 visitors per year. The University of Alberta



Museums exhibition “Cool Stuff” at Enterprise Square ran for seven weeks with an attendance of approximately 2000 visitors.

- The Enterprise Square Galleries operate successfully showing good attendance numbers (approximately 24,000 per year)
- Creative visual arts programming is consistently offered.
- Diverse funding is leveraged to support the development of the gallery space.
- Partners are involved and support the development and operations of the gallery.

GOVERNANCE MODEL

Partnership

The City of Edmonton and the University of Alberta will develop a Memorandum of Understanding to create a joint venture. This partnership supports the objectives and goals of both the University of Alberta and the City of Edmonton and the other key partners. Together they see the opportunity to create a lively and authentic hub in the heart of downtown Edmonton that integrates visual arts, culture and heritage in a local context and engages Edmontonians in first hand activities and learning opportunities.

An agreement with all involved participants will be developed that will define the working relationship and guiding principles of the Enterprise Square Galleries project. The governance structure is outlined below.

Governance

The Enterprise Square Galleries initiative is a proposed collaboration of two key partners, the University of Alberta and the City of Edmonton. The Art Gallery of Alberta will act as the agent for the City of Edmonton while the University of Alberta Museums will act as the agent for the University of Alberta.

The following three committees are seen to be integral to the model;

- **Advisory Committee** will be struck to oversee the strategic governance of the Enterprise Square Galleries project and monitor that the mandate is being met. The group will discuss progress and report on what is being heard and said in the community. They will validate the work being done and give strategic guidance, providing credibility to the project. They will also assess the ongoing viability of this project. The Advisory Committee will meet twice a year and be provided with an overview of what is happening.

This committee will be composed of:

- one management representative from the City of Edmonton
- one management representative from University of Alberta,
- one representative from each partner in the Enterprise Square Galleries project,
- two community representatives at large and
- 2 community representatives with expertise in the visual arts or museums.

- **Management Committee** will oversee the operation of the Enterprise Square Galleries. The Management Committee will monitor fundraising and provide financial oversight for the Enterprise Square Galleries.

This committee will consist of:

- the Art Gallery of Alberta,
- the University of Alberta Museums,
- Edmonton Arts Council,
- The City of Edmonton,
- University of Alberta,
- Enterprise Square Galleries Treasurer and
- Enterprise Square Galleries Manager position.

- **Program Committee** will plan the year in advance by reviewing, selecting and coordinating shows for the Enterprise Square Galleries to ensure they align with the principles and the mandate and vision for this project.

This committee will be made up of:

- Art Gallery representative,
- U of A museums representative,
- Edmonton Arts Council,
- Edmonton Heritage Council,
- Provincial Archives of Alberta,
- Enterprise Square Galleries Manager and
- a community representative to allow for community input.

Staffing roles include:

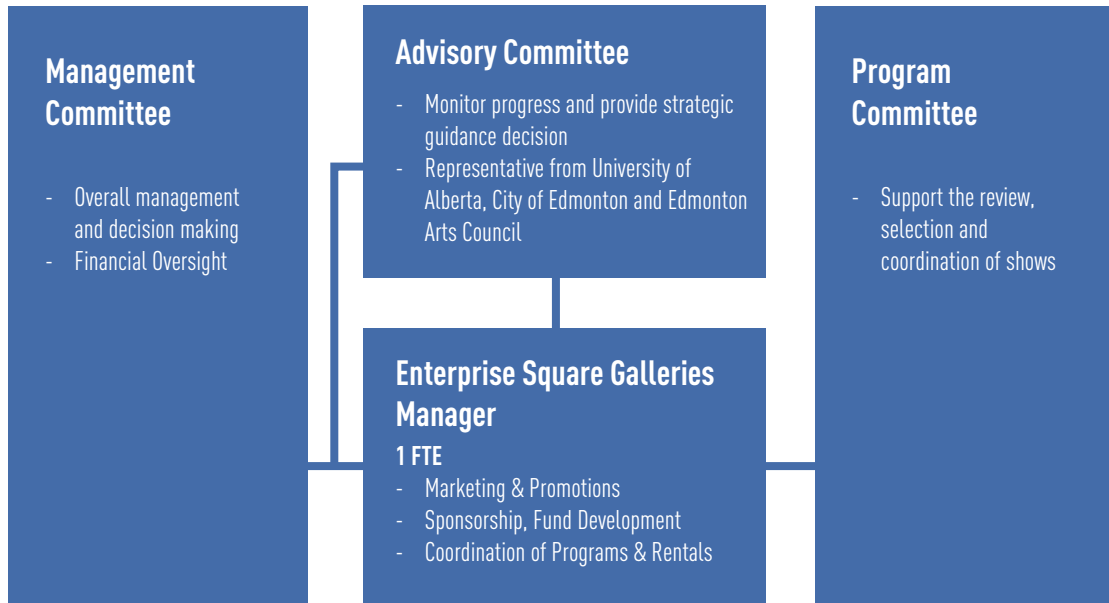
- The **Enterprise Square Galleries Manager (1FTE)** This position will be responsible for the overall operations of the Enterprise Square Galleries. The Facility Manager will champion the Enterprise Square Galleries by marketing and promoting the facilities to encourage rentals, and increase the profile of the galleries. This position will be responsible for managing the facility through the coordination of bookings and rentals of galleries. The Facility Manager will report to the Advisory committee and supervise the full time Administration staff as well as the part time technical staff and volunteers.
- The **Administration (1FTE)** This position will report to the Facility Manager and be responsible for all administration of Enterprise Square Galleries. This position will support the Enterprise Square Galleries Management position and the supporting committees.

Following the three year pilot, if the Enterprise Square Galleries project is deemed successful in terms of attendance and financial support, the two main partners may wish to consider forming a new governance model that may include the formation of a not for profit board.



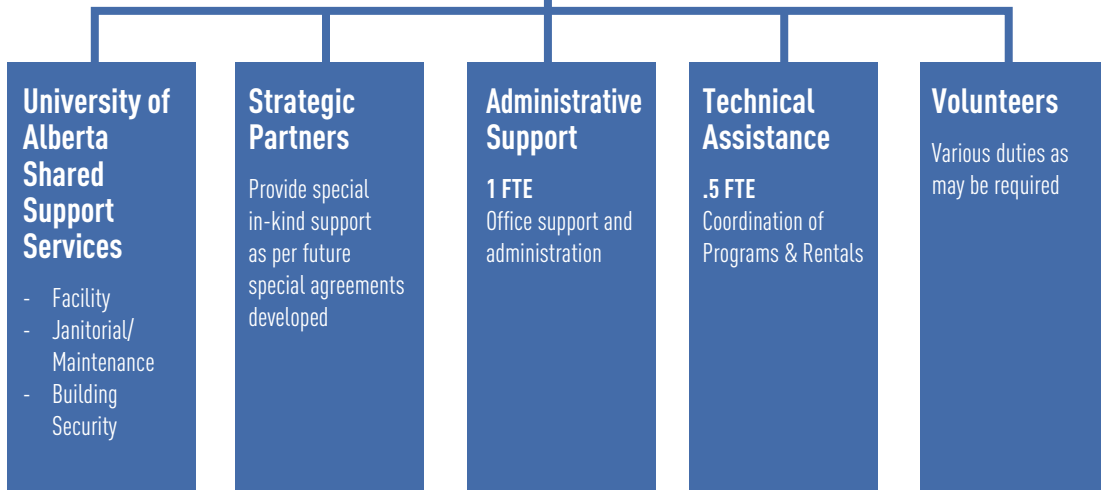
DRAFT ENTERPRISE SQUARE GALLERIES GOVERNANCE MODEL

STRATEGIC



OPERATIONAL

Roles and Functions



OPERATIONAL MODEL

Facility Management

Some key assumptions in terms of the management of this facility include:

- The University of Alberta Museums will be allotted 70% of the space with the remainder being used to exhibit local visual arts, culture and heritage displays.
- Timing of shows will be coordinated so that the gallery is always open to the public.
- 30% of shows will be curated by the AGA and 70% by the U of A. This allows the possibility of the rental of the gallery space between curated shows.
- Time and spaces made available will be flexible so that it is useable by the local and emerging artists. Local galleries and artists have expressed an interest in renting the space, or it could be used by local art events and festivals such as The Works while it is in Churchill Square.
- Enterprise Square Galleries would be open to the public Wednesday to Saturdays 12-6pm.



Operational Models

In this proposed model, the University of Alberta will be the fiscal agent. A separate Enterprise Square Galleries account will be set up by the University of Alberta. The Enterprise Square Galleries Manager position will be responsible for the overall operations of the Enterprise Square Galleries. The Manager will champion the Enterprise Square Galleries by marketing and promoting the facilities to encourage rentals, and increase the profile of the galleries. This position will be also responsible for managing the facility through the coordination of bookings and rentals of galleries.

This operational model option has its own merits and challenges for the Enterprise Square Galleries. Drawn from previous studies, steering committee discussions and input from the Art Gallery of Alberta and from the University of Alberta Museums, several themes on how Enterprise Square Galleries maybe able to achieve its vision and mission emerged that informed the development of this recommended model.



Operational Model (detailed Operational Model in appendices)

Front Store Space	Could be used for; 1) Flexible, timely gallery space/ current events or 2) Local visual arts flexible space gallery year round or 3) Visual arts and retail sales
School Programs	School programs, including post secondary programs and other public interactive programs are offered as a critical element of the galleries outreach.
Galleries	U of A curates 70% of shows per year, AGA curates 30% of shows per year.
Rentals	Rental of: - gallery spaces - gallery/ reception area for events - program space - 102 street west room - store space
Revenues	- Fees and rental revenues go into Enterprise Square Galleries general revenues.
Shared Services	- Bookings - Rentals/facility manager, administration, marketing, security and janitorial for rentals
Total Exp	\$240,000

Shared Services

Both the Art Gallery of Alberta and the University of Alberta Museums are committed to coordination and have the capacity to plan joint shows and events that speak to the principles. Each partner will provide complementary marketing for the events and shows at the Enterprise Square Galleries.

- Timing of shows will be coordinated and staggered so that there is always an exhibition.
- Production space will be shared/ coordinated.
- Local groups/ organizations such as the Provincial Archives of Alberta and Visual Arts Alberta should be considered to curate a few shows a year to ensure diverse and unique programming. This will allow the space to be more dynamic, with different entities producing different shows.
- Enterprise Square Galleries will include a variety and integration of local visual arts, culture and heritage. Shows will be planned in advance and in a coordinated fashion but still retain an element of spontaneity and flexibility to make space available for emerging artist.
- Each entity can fundraise for a project at Enterprise Square Galleries. A percentage of funds raised will go to fund raiser to cover administration and the remainder into general revenue to cover project costs.

Logical extensions of the use of this space also include rentals, school tours and activity programs, public lecture series and curator apprenticeships at the Enterprise Square Galleries.



BUDGET

Annual Budget

The first three years are the formational period. This business case is a three year request to test the viability of the Enterprise Square Galleries to catalyze and nurture the public appetite for local visual art.

Projected Annual Budget	Year 1 - 2013	Year 2 - 2014	Year 3 - 2015
Rental Revenues	\$7800	\$11,300	\$11,300
Other Revenues	\$24,200	\$35,000	\$40,000
City Funds	\$240,000	\$240,000	\$240,000
Total Revenue	\$272,000	\$272,000	\$272,000
Expenditures	\$240,000	\$240,000	\$240,000
Expenditure Total	\$240,000	\$240,000	\$240,000
Transfer to Contingency Funds	\$32,000	\$46,300	\$51,300
U of A In-Kind Support	\$1,113,000	\$1,135,000	\$1,158,000
AGA In-Kind Support	\$40,000	\$40,800	\$41,600
EAC In-Kind Support	\$5,000	\$5,100	\$5,202
EHC In-Kind Support	\$5,000	\$5,100	\$5,202
In-Kind Total	\$1,163,000	\$1,186,000	\$1,210,000

A 2% annual inflation has been applied to the In-Kind Support amount to reflect changes in operational costs covered by the three partner organizations within the 3-year period.

Revenues

Rental revenues will come from organizations that may rent the space for events, fundraising, auctions or meetings. There is a wet bar space with a fridge which would make the front entrance ideal for receptions. Rental of the space for emerging curators, artists will be affordable and flexible in order to ensure this space is highly utilized year round, available and truly accessible. In order to reach and engage artists and local arts groups, rental fees may have to be subsidized or waived for those who are unable to pay.



It will take time to develop a public awareness of the Enterprise Square Galleries through marketing, promotions and successful shows. The Enterprise Square Galleries Management position will be an integral component in increasing the profile as well as garnering sponsorship or support for the Enterprise Square Galleries. Sponsorship may include cash, corporate naming for an event or gallery space, or media sponsorship.

After three years of evaluation, both partners may choose to have Enterprise Square Galleries set up as a not for profit with a board managing the budget and funds. At that time, Enterprise Square Galleries may pursue possible funding sources through the federal and provincial arts and culture grant programs. Enterprise Square Galleries may also qualify for visual arts grants such as those administered through the Edmonton Arts Council.

	Size	Fee \$1/sq ft/ month	Year 1- 2013 Total Revenue	Year 2- 2014 Total Revenue	Year 3- 2015 Total Revenue
Galleries East 3mo/yr	4800 sq ft	\$4800	\$1200	\$2400	\$2400
Galleries West 3mo/yr	4600 sq ft	\$4800	\$4800	\$6200	\$6200
102 street Meeting Rm	800 sq ft	\$800	\$800	\$1200	\$1200
Reception Area	1000 sq ft	\$1000	\$1000	\$1500	\$1500
Rental Totals			\$7800	\$11,300	\$11,300
Grants			\$4200	\$5000	\$5,000
Sponsorship			\$20,000	\$30,000	\$35,000
Total			\$32,000	\$46,300	\$51,300

In keeping with the principles of the Enterprise Square Galleries, it is proposed to have no admission fee. This reflects the principles outlined on page 6 and will ensure maximum public access to the galleries. This also will allow a wide range of Edmontonians to access the visual arts at no fee. This also reflected in The Way We Live, Edmonton's People Plan; Goal Three 'Edmonton is a caring, inclusive and affordable community', which supports Edmontonians having affordable access to the arts and other public services.

In addition, there is a free art display in the Enterprise Square food court area, adjacent to the Enterprise Square Galleries which may act as competition and dissuade individuals from paying to visit the galleries.

Expenditures- Break Down Of Costs

Details on expenditures are provided below:

Start Up Costs 2013 only

All models require funding for initial outlay for needed supplies; tools, ladders, prep tables, dollies, office furniture, telephones, computers, office supplies and in-kind supplies. Costs to be absorbed by Community Services Department.

Program Costs

\$105,000

Animating Enterprise Square Galleries: Percentage of costs for programming – including fees, research, design, production and installation (including recognizing local artists)

Staffing

\$135,000

Costs include 2.5 positions – On site FTE Enterprise Square Galleries Manager for co-ordination of programs and rentals, on site Administration and office support, and contracted .5 FTE technical assistants for exhibit preparation/takedown.

Total \$240,000





Evaluation

An evaluation process will take place at the end of the first three year trial period with annual reports to Council. The results will be assessed using indicators of success factors such as attendance or revenue or tax levy. Council will assess the long term tax levy implications to decide if the support of Enterprise Square Galleries should continue. In the long term, a not for profit could be set up with a board managing the budget and funds.

Future Facility Improvements

In order to make this collaborative project successful an investment into the facility would include a capital investment of;

- Improvements to the Enterprise Square Building exterior to increase street awareness and public awareness of the gallery inside; signage, banners and window displays. Enterprise Square Galleries cannot rely solely on the attendance of the students attending classes on site.
- Improvements to the facility, such as lighting may be required inside the Enterprise Square Galleries.

Funding Model

This will be a multi sourced funding model with resources being provided and sought from different partners, sectors and orders of government.

Key Elements

1. Key partners are contributing significantly. The University of Alberta's in-kind contribution for the Enterprise Square Galleries space will cover curatorial, programming, and operations, and the University will provide fully serviced and operational facilities at Enterprise Square. Art Gallery of Alberta will provide in-kind staffing costs. City of Edmonton will provide grant funding to cover operational costs. Edmonton Arts Council will provide financial management. A contingency fund would be required for the first three years of operation.
2. Partners will all actively seek corporate funding and donor contributions.
3. While partners recognize the possibility that fund raising initiatives may compete with their existing individual fund raising program, they acknowledge the value in working together on this collective initiative.
4. Most museums and art galleries in Canada operate with some level of government support.

Partners will provide significant in-kind contributions to the project's success as outlined below;



PARTNER	CONTRIBUTION	IN-KIND	CASH
U of A Museums	Enterprise Square Building Space and Maintenance Curators Promotions/ Marketing Education & Program Planning	Rental - \$480,000 Operations - \$284,000 Museum Staff and Production - \$340,000	
City of Edmonton	Promotions/ Marketing		\$240,000
AGA	Preparators-3 Promotions/ Marketing Education & Program Planning	\$40,000	
Edmonton Arts Council	Promotions/ Marketing	\$5,000	
Edmonton Heritage Council	Promotions/ Marketing	\$5,000	

Potential Sources of Funding

Sources of Revenue: Revenue will be generated through fees such as rentals and programs. As well, partnerships for long term space rentals use may be pursued with groups such as the Downtown Community League. The Enterprise Square Galleries Manager position will play a critical role in spearheading fund development. The role will be to raise monies through grants, partnerships, corporate support and fund raising. This position will look after sponsorship, naming for shows or events as well as seeking other sources of community, visual arts, heritage within provincial and federal funding. It is the intention is that this position will off set some costs through fundraising.

Sources of Support: provincial funding, civic funding, corporate sector contributions

Sponsorships: donations, naming for shows, programs or rooms etc.

RISKS AND MITIGATION

	RISK FACTOR	RESULT	MITIGATION STRATEGY
1	Costs to operate the new Enterprise Square Galleries space are more expensive than anticipated.	Increased cost	Have U of A validate and cover operating costs
2	Facility is under utilized by local artists.	Increased costs/ program ends	Targeted approach marketing
3	Attendance at Enterprise Square Galleries is too low to justify expenses.	Increased costs/ program ends Program ends	Increase marketing and promotions
4	Artistic tension between the U of A and the COE	Program ends	Clarify Terms of Reference
5	Corporate sponsorship is not confirmed or sustainable or growing	Less funding for U of A and AGA	Fund development
6	Enterprise Square Galleries competes with U of A museums and AGA for similar funding and grants	Low attendance	Strategic plan relative to fund raising
7	The gallery location inside Enterprise Square Galleries is not highly visible from the street and does not have secondary foot traffic.		Signage and intentional creative efforts to increase street visibility.
8	The Enterprise Square Galleries does not become a downtown destination.	Low attendance	Marketing by the partners that is intensive, dynamic and coordinated.

STRATEGIC ALIGNMENT WITH PARTNER STRATEGIES

The Enterprise Square Galleries is an initiative that resonates with the key strategic directions of each of the partners, as outlined below.

CITY OF EDMONTON

The Enterprise Square Galleries proposal aligns with the City of Edmonton's strategic directions outlined in the 10 year plans, The Way Ahead (Goal: Improve Edmonton's Livability).

Improve Edmonton's Liveability;

- The City of Edmonton provides opportunities in neighbourhood, community and public spaces to connect people and build vibrant communities.
- The City of Edmonton connects individuals, families, groups, cultures and communities to the services they need to thrive and realize their potential.
- The City of Edmonton is a diverse, creative city with a rich and vibrant arts and cultural community.
- The City of Edmonton showcases its vibrant arts, culture, entertainment, sports and retail districts.



The Way We Live Edmonton's People Plan 2010-2020.

Policy 2.3.1 states "the City of Edmonton provides resources to, and partners with, organizations to nurture a flourishing arts community".

Policy 5.2.3 states "the City of Edmonton promotes its spaces and buildings as venues for public art and artists".

Mayor's Arts Visioning Committee

In November 2011 the Mayor's Arts Visioning Committee released 12 recommendations on how to raise the profile of arts in Edmonton through partnerships between the arts and business communities, and position arts as a point of pride for our city through to 2040 and beyond. The need for additional exhibition space was articulated in the recommendations of the Mayor's Arts Visioning Committee.

This business case for Enterprise Square Galleries responds to the art community's stated need for public exhibition space which focuses on Edmonton based artists.

The Way We Prosper

The corporate economic development draft plan will be presented to Council in the fall of 2012. This strategic plan will focus on goals and initiatives that will diversify Edmonton's economy. The importance of promoting and supporting Edmonton's arts and culture industry is an integral part of the comprehensive economic development strategic plan.

Capital City Downtown Plan

The Capital City Downtown Plan is a 10-year plan that addresses the people services and facilities required to maintain and strengthen a healthy, complete downtown community. The Enterprise Square Galleries initiative also supports a vibrant downtown core as set out in the Capital City Downtown Plan. The second goal of the plan is to improve livability through a vibrant downtown. In order for the downtown arts community to grow, it is necessary to continue to support the development of artist's live-work housing, new studio and exhibit spaces,



festivals and special events which celebrate the arts, the artists and their presence in the Downtown.

UNIVERSITY OF ALBERTA

University of Alberta Museums

The University of Alberta Museums provide insights into life's most compelling mysteries – from the origins of the Universe to what inspires us to create. Totalling more than 17 million museums objects, the University of Alberta Museums is one of the largest collections in Canada with a leading model in access to collections and new knowledge. They are championed by a unique team of museum professionals, a curatorial network that includes modern dinosaur hunter Dr. Phil Currie; renowned Edmonton print artist Liz Ingram, meteorite specialist Dr. Chris Herd and 27 additional experts. Collections include international prints, new acquisitions by Group of Seven artists, the Tagish Lake Meteorite and a 20,000 piece clothing and textiles collection.

The goals of the University of Alberta Museums at Enterprise Square Galleries are to:

- Create a social meeting space for our communities that inspire conversations.
- Create unique opportunities for student engagement and leadership training.
- Create a place of pride for the University of Alberta, Edmonton and Alberta in a vibrant downtown community.
- Connect to partners and organizations locally and internationally to create content that can be shared with the world.
- Cultivate a new generation of creative thinkers, doers, leaders, and innovators.

ARTS AND CULTURAL HERITAGE STRATEGIES

Edmonton Arts Council

The Edmonton Arts Council is a not-for-profit organization that supports and promotes the arts community in Edmonton. The EAC works to increase the profile and involvement of arts and culture in all aspects of our community life through activities that:

- Invest in Edmonton festivals, arts organizations and individual artists through municipal, corporate and private funding.
- Represent Edmonton's arts community to government and other agencies and provide expert advice on issues that affect the arts.
- Build partnerships and initiate projects that strengthen our community.
- Create awareness of the quality, variety and value of artistic work produced in Edmonton.

Edmonton Heritage Council

Reflecting this cultural richness are the museums, archives and the many historical and cultural organizations founded and supported by citizens of the Edmonton region. An abundance of events and performances draw on the region's unique heritage. The Edmonton Heritage Council is committed to supporting activity and initiating partnerships and projects that:

- Provide a forum for analyzing, discussing and sharing heritage issues.
- Advocate for a vibrant heritage community and heritage programs.
- Unify Edmonton's heritage community and give it a voice.
- Promote the awareness and development of effective, informed and recognized heritage principles and practices.



Art of Living Implementation Plan 2008- 2018.

Recommendation #1- Fund and re-invigorate the Arts Habitat Association of Edmonton.

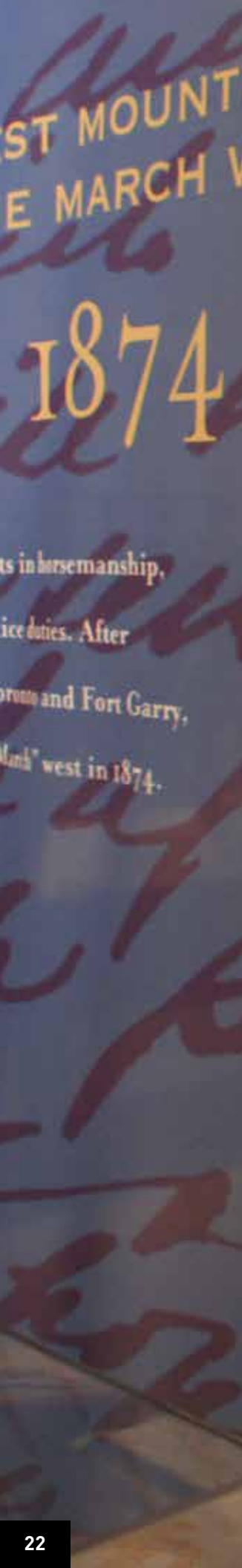
- The development of an organization that will find, develop and manage a full range of space for the arts in Edmonton, including the inclusion of cultural spaces in City facilities.

City Museum Strategy

The Edmonton Heritage Council has been contracted to develop a City Museum Strategy. Once the City museum study is completed in the fall of 2012, Administration will work with the Heritage Council to actively pursue opportunities for a partnership with aligned organizations and repurposing of existing buildings for artifacts and archives storage.

ART GALLERY OF ALBERTA

The Art Gallery of Alberta is a centre of excellence for the visual arts in Western Canada. The AGA is focused on the development and presentation of original exhibitions of contemporary and historical art from Alberta, Canada and around the world. The AGA also offers a full-range of art education and public programs. Founded in 1924, the Art Gallery of Alberta maintains a collection of over 6,000 objects and is the oldest cultural institution in Alberta and the only museum in the province solely dedicated to the exhibition and preservation of art and visual culture.



CONCLUSION

Conclusion

The Enterprise Square Galleries program and space presents a great opportunity for collaboration among the City of Edmonton, the University of Alberta, Art Gallery of Alberta, Edmonton Arts Council and various other groups and agencies in the visual arts industry. This business case is a three year request to test the viability of the Enterprise Square Galleries to catalyze and nurture the public appetite for local visual art. This initiative will develop a central downtown space into a visual arts hub that is uniquely Edmonton in focus.

Next Steps (assumes City Council approves funding)

1. Develop an agreement with the partner groups to clarify roles and responsibilities.
2. Develop a formalized agreement with the University of Alberta and the City of Edmonton
Outline details such as roles and responsibilities in regards to operations, facility management, liability, staff management, facility insurance, rental fees, and the contributions of each partner.
3. Develop necessary services agreement with any other providers.
4. Organize and populate management and program committees.

APPENDICES

Detailed Operational Model

Hours	Wednesday- Saturday 12- 6pm (plus school bookings)
Admissions	No admission fee
Front Store Space	Could be used for; 1) Flexible timely gallery space/ current events or 2) Local visual arts flexible space gallery year round or 3) Visual arts and retail sales
School Programs	School programs and other public interactive programs are offered by both AGA and U of A as a critical element of the galleries outreach.
Galleries	U of A curates 70% of shows per year with it's own staff, AGA curates 30% of shows per year with it's own staff.
Rentals	<ul style="list-style-type: none"> - Rental of gallery spaces for local art shows and guest curators 3 months /yr - Rental of gallery/ front reception area and wet bar for events/ private parties - Rental of program space - Rental of west room facing 102 street - Rental of store space
Revenues	<ul style="list-style-type: none"> - Fees and rental revenues go into Enterprise Square Galleries general revenues. - Each entity can fundraise for a project at Enterprise Square Galleries , a % of funds raised would go to fund raiser and the remainder would go to Enterprise Square
Shared Services	Bookings/ facility manager (higher pay), administration, security and janitorial for rentals
Facility Management	Rentals and Facility Manager \$70,000
Pros	<ul style="list-style-type: none"> - More coordination with partners - More creative/ collaboration - More dynamic, different entities producing different shows - Mentor/ intern positions
Cons	<ul style="list-style-type: none"> - Can transition to decreased funding and support.
Total Expenditures	\$240,000



MAP OF SITE/ LAYOUT

