

THE CITY OF EDMONTON

The Edmonton Galleria Project: What We Heard

Public & Stakeholder Engagement



April 2015



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Executive Summary

Introduction

The Edmonton Galleria Project, conceived in 2011, is an initiative that is intended to support the needs of the arts community. The Edmonton Downtown Academic and Cultural Centre Foundation (The Foundation), a public, charitable, not-for-profit organization with a Board comprised of prominent Edmontonians is the proponent.

The proposed Galleria Project comprises a number of rehearsal and performance spaces in downtown Edmonton and includes the relocation of the University of Alberta's Departments of Art & Design and Music. The selected site is on land north of 103A Avenue between 97th Street and 101st Street.

The Foundation has been communicating and working with the City of Edmonton as it furthers the Galleria Project. In fact the Foundation has looked to the City for support and for capital contributions. While the Foundation has been working to build community support for the project and sharing information, the City of Edmonton undertook engagement with the community regarding this proposed project.

The intent of the City's engagement is to:

- Provide information to stakeholders about the proposed Galleria Project—including its components and phasing, governance model, and funding models;
- Outline the City's proposed role in the Galleria Project;
- Gauge public and stakeholder awareness and understanding about the proposed project;
- Identify the current level of support for the Galleria project;
- Test the level of agreement with proposed benefits of the project;
- Gather the perspectives of the public and stakeholders regarding the proposed project, including opportunities and challenges; and
- Identify recommendations that will better inform project proponents about issues to address, information to share, and proactive measures to take.

Engagement

Four primary mechanisms were utilized as part of the City's engagement process. A total of 2,197 participants and respondents were consulted with and completed a survey. The following table identifies the different consultation mechanisms, the level of involvement, and their related timing.

Consultative Mechanisms	Statistics	Timeline		
		December 2014	January 2015	February 2015
Stakeholder Discussion Sessions <i>Stakeholder Online Survey</i>	8 sessions; 83 participants (242 invitations sent) 24 responses to the survey			
Public Online Survey	867 full responses and 242 partial responses			
Insight Online Survey	1,021 responses			
Open Houses <i>Questionnaire</i>	2 open houses (~135 total attendees) 67 questionnaires completed			

Results

A broad array of feedback was gathered using the different consultative mechanisms noted above. Five themes emerged, and the results under each theme include input provided through all the engagement methodologies. The themes are: Awareness & Knowledge; Level of Support; Indicators of Success; Benefits & Opportunities; and Challenges & Mitigation Possibilities.

Awareness & Knowledge

There is general awareness of the Galleria Project; however, the depth of knowledge is relatively limited. While some respondents indicated they are reasonably well-versed in the various elements of the Project, including components, governance, and funding, most respondents have limited knowledge. In fact, a number of the people who participated in the engagement opportunities were unclear of the City's role in the Galleria Project. The respondents' awareness of the roles of the Edmonton Downtown Academic Cultural Centre Foundation and the Edmonton Cultural Trust Foundation is low.

Of the participants who participated in the discussion sessions, the representatives from the business community and those from the major arts organizations appeared to be the most knowledgeable about the Galleria Project and its details. The information available at the discussion sessions, the open houses, and online appeared to help people better understand the project.

There is a desire to learn more about the Galleria Project. Participants and respondents expressed interest in gaining a better understanding of the need for the performance facility elements of the project, as well as the business and financial modeling completed by the Foundation.

Level of Support

The four consultation mechanisms indicate that the majority of participants and respondents are in support of the Galleria Project. Results from Open House Feedback Form suggest that 75% of respondents are supportive. The Stakeholder Group Survey yielded an 84% rating while the Insight Survey and the Public Web Survey indicated 59% and 54% of respondents, respectively, are supportive.

Consultative Mechanisms	Very Supportive	Somewhat Supportive	Neither	Somewhat Unsupportive	Not Supportive At All	Don't Know/Unsure
Open House Feedback Form	52%	23%	8%	5%	9%	5%
Stakeholder Group Survey*	42%	42%	4%	8%	—	4%
Insight Survey	25%	34%	17%	9%	10%	6%
Public Web Survey	36%	18%	7%	10%	28%	—

* Note: Percentage has been rounded.

Indicators of Success

Participants identified several outcomes that will need to be achieved for the Galleria Project to be deemed a success.

- **Provision of accessible and affordable rehearsal and performance space.** A sufficient amount of space will need to be available at an affordable rate to support access for the arts community. Lease and rental rates are only one consideration when determining cost of space.
- **A Cultural Trust will need to support, to a significant degree, the arts organizations, programs and facilities in Edmonton.** The Cultural Trust model identifies funding support worth \$250M to \$300M over the first 30 years of the project. This will have a tremendous impact on the arts community.
- **Contribution to the revitalization of downtown.** Rather than simply providing space, the project will need to further the goals of the City of Edmonton and its many proponents to reinvigorate and revitalize downtown, while benefiting the existing community.

- **Neighbourhood enhancement.** The project will need to enhance the neighbourhood and quality of life of those that live and work in the area, and result in growth and attraction of the business community and patrons of the Galleria project.
- **Project design reflects the culture, heritage and history of the community within which it resides.** The buildings and open space will need to reflect the importance and integration of the surrounding neighbourhood and the vision of the project.
- **Inclusive, authentic and ongoing engagement.** Communication and engagement that involves all stakeholders and the public will need to be continuous so as not to risk in significant support for the project, but build on it.
- **Financially sustainable.** The capital and operational funding models will need to be viable and not rely on public funding for long-term sustainability.

Benefits & Opportunities

Selected benefits and opportunities were identified through the different consultation mechanisms. Proposed benefits resulting from the stakeholder discussion sessions were tested in surveys to gauge level of agreement or disagreement. The open-ended survey questions also gathered information on perceived benefits and opportunities. The following list provides a summary of the benefits and opportunities.

- **Enhanced visitation** to downtown from residents and from visitors to Edmonton. This visitation would help elevate the vibrancy of downtown and Edmonton.
- Members of the **artistic community** have opportunities to **share their talents**—the Galleria Project provides a venue to do this through available rehearsal and performance space. Many organizations that are currently having difficulty finding appropriate and affordable space will find success by accessing the space offered as part of the Galleria Project. The spaces and accompanying performances would help grow the audience for the arts.
- Available space, especially in this particular neighbourhood, will allow the **cultures in the community**, including the Aboriginal culture, the opportunity to showcase their skills. This would be achieved through artists in the cultural communities showcasing their art; it may also be achieved through design of the space.
- The space becomes a **gathering place** where people congregate to partake in activities or “take in” the activities of others. The role of the space would enhance safety (also through additional traffic throughout the day) and the quality of life of those in the area.
- The extra people drawn to the area would support the existing businesses in the area. This extra traffic (from the presence of the University and the patrons/participants in arts and cultural pursuits) will encourage **business to grow** and more businesses to **develop**. Social enterprises can emerge from the Galleria Project as artists and those in the community start and operate their own businesses.
- The Galleria Project would provide a promotion and **awareness** generating **opportunity for organizations and agencies** in the area (beyond the arts organizations). This place would serve as a hub for the community, offering information and perhaps access to organizations and agencies servicing the resident population.

- Through the **Cultural Trust**, organizations, initiatives, and spaces would be supported (particularly through financial means) to help achieve their own success.
- The **University of Alberta** would enhance its profile with this downtown location. Synergies would be further developed between the Departments of Art & Design and Music and the broader arts community through proximity to the arts district.

Challenges & Mitigation Possibilities

Participants identified many challenges associated with the Galleria Project, and were asked to consider possible ways to mitigate the challenges going forward. The most prominent challenges focused on financial, social, and infrastructure concerns. The following list presents a summary of the challenges; within the presentation of each challenge are participant and respondent suggestions for future mitigation efforts.

FINANCIAL

- There is concern that the funds allocated to this project through philanthropic and government support will **negatively impact funding access for other organizations**, initiatives, facilities and events within the city.
- The need for increased security resources to support public safety was identified as a financial challenge.
- The ability to ensure the **financial sustainability** of the project was also identified as a concern, as is the potential to require further public funds.
- Participants and respondents also indicated that Galleria patron and arts community use of the facilities would be impacted if it were not affordable to attend performances or lease/rent space.
- The role and level of support from current and potential partners and access to details on the business case and funding model were also identified as areas requiring **further information**.

***Mitigating Possibility:** It was suggested that **business case and funding model information** would help achieve clarity regarding the rationale of the proposed facilities and open spaces, long-term sustainability of the project, and assist in determining whether challenges could be overcome.*

SOCIAL

- Input suggests that the location of the development might **negatively impact the present community** through increased congestion and lack of consideration for the social issues that exist in the area.
- Participants and respondents suggest that the proposed **facilities** and open spaces might be **underutilized** if the project does not accurately and appropriately meet the needs of the arts and culture community or is deemed inaccessible due to lack of affordable leasing and programming options.

- Participants and respondents sought clarity on how the project will be **integrated into the existing community and aligned with other downtown development** and revitalization projects.
- There is concern that there will not be future consultation opportunities and that input will not be considered.

Mitigating Possibility: *It was suggested that **appropriate and meaningful engagement led by the Foundation** should be emphasized as the project unfolds. Agencies and people that will be impacted or have a stake in the project should be invited to be a part of the initiative, and effective and meaningful engagement will help address concerns and questions, generate understanding, and ultimately engender support and champions for the project.*

- There is concern about ensuring **enhanced representation with the Galleria Project governance structure** from the arts community, Aboriginal community and the area surrounding the development. The project location holds historical significance within the Aboriginal community and the adjacent neighbourhood is home to a sizable Aboriginal population.

Mitigating Possibility: Representation from the arts community, Aboriginal community and those inhabiting the surrounding area was identified as means to help overcome perceived challenges and ensure the project accurately reflects and supports the arts and the Aboriginal community in Edmonton. It was noted that appropriate involvement could serve as a model for other initiatives in the City, provincially, nationally, and globally.

INFRASTRUCTURE

- There was also concern about a need for further information and clarity about the **design of the project**.

Mitigating Possibility: *It was suggested that the design of the facilities and open spaces should be **welcoming, reflect the vision of the initiative and the surrounding community**. Physical accessibility was also identified as an important design factor, suggesting that **openness and access for all physical abilities** should be considered.*

- Participants and respondents shared concerns regarding the **relocation of the University of Alberta Departments of Art & Design and Music to downtown**. While the idea of having young, energetic people attending school and possibly living in the areas was deemed a possible benefit, there were some concerns expressed about the potential impact on students (e.g. feeling disconnected from the main campus and issues of scheduling classes between two campuses). Participants and respondents also noted that MacEwan University is bringing an arts program to their downtown campus.

Mitigating Possibility: *It was suggested that there should be **dialogue** with the **University of Alberta and MacEwan University** to determine possible synergies.*

Recommendations

The consultation results indicate that **people are generally in favour** of the Galleria Project. Those in support of the project see the benefits while those with concerns are seeking more details on the involvement of stakeholders, confirmation that the benefits will accrue to the community and stakeholders, and affirmation of the financial model, including the City's involvement.

The public engagement initiative helped to inform the public and stakeholders about the proposed Galleria project, generate awareness, test the concept, and identify the level of support. The process also allowed for input on possible challenges and identification of ways to mitigate perceived barriers. Participants and respondents suggested that success and support for the project, and the ability to achieve benefits and overcome perceived challenges would best be realized through a **transparent, inclusive, collaborative, and representative approach by the Foundation to the project going forward.**

Results of the stakeholder discussion sessions and surveys suggest that participants and respondents are seeking ongoing and transparent communication, and ongoing consultation and meaningful involvement in the project. The project proponents should consider this during project planning and implementation as a way to foster collaboration and inclusiveness.

If the City chooses to support the project, the City should communicate more information about its funding contribution as it relates to the business model, and recommend the Foundation communicate more information about the project, the business model and the proposed benefits to stakeholders and the public. This will help maintain and/or increase the current level of support.



Introduction



1

The Edmonton Galleria Project, conceived in 2011, is an initiative that is intended to support the needs of the arts community. The Edmonton Downtown Academic and Cultural Centre Foundation (The Foundation), a public, charitable, not-for-profit organization with a Board comprised of prominent Edmontonians is the proponent.

The proposed Galleria Project comprises a number of rehearsal and performance spaces in downtown Edmonton and includes the relocation of the University of Alberta's Departments of Art & Design and Music. The selected site is on land north of 103A Avenue between 97th Street and 101st Street.

The Foundation has been communicating and working with the City of Edmonton as it furthers the Galleria Project. In fact the Foundation has looked to the City for support and for capital contributions. While the Foundation has been working to build community support for the project and sharing information, the City of Edmonton undertook engagement with the community regarding this proposed project.

The intent of the City's engagement is to:

- Provide information to stakeholders about the proposed Galleria Project—including its components and phasing, governance model, and funding models;
- Outline the City's proposed role in the Galleria Project;
- Gauge public and stakeholder awareness and understanding about the proposed project;
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- Identify recommendations that will better inform project proponents about issues to address, information to share, and proactive measures to take.



Background

2

The Edmonton Galleria Project (the Galleria Project) was conceived in 2011 and is led by the Edmonton Downtown Academic and Cultural Centre Foundation (The Foundation). Over the course of several years and through the completion of a number of studies, the need for additional main stage and rehearsal space—and affordable and accessible space—has been identified¹. The Foundation developed a project and an approach that would help address the space needs identified through these studies, and help support the arts community in Edmonton.

The Galleria Project components include:

- University of Alberta Department of Music and Department of Art & Design (A on the map)
 - » 650 seat performance hall
 - » 200 seat recital hall
- Galleria (plaza space) (B on the map)
- LRT entrance to Churchill Station (C on the map)
- 200 black box theatre (D on the map)
- 1,650 seat performance hall (E on the map)
- Commercial/retail/residential space (F on the map)

The Foundation has undertaken the planning for the Galleria Project but was originally approached by the University of Alberta to become a partner in the project. The planning that has been completed includes a capital funding model that shows potential contributions from a bond loan, philanthropy, grants and naming rights, Qualico, and the City of Edmonton.

The City's requested contribution is capped at \$50M from the Downtown Community Revitalization Levy. The City's funding request includes:

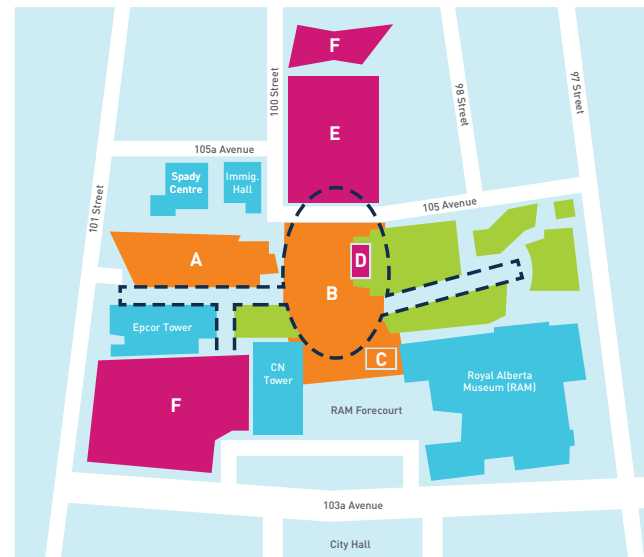
- Up to 25% of the total cost of the LRT pedway to a maximum of \$7.5M;
- Land contributions—the land previously used for the Reuse Centre and the purchase of land from the Edmonton Public School Board in the north part of the site. (The ownership of this land will remain with the City and would be leased to the Foundation.)

Map of the Galleria Project

Space/Project Components

THE EDMONTON GALLERIA PROJECT

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MAP LEGEND	
THE EDMONTON GALLERIA PROJECT EDMONTON DOWNTOWN ACADEMIC & CULTURAL CENTRE FOUNDATION	
Phase 1	A University of Alberta Department of Music Department of Art & Design 650 Seat Performance Hall & 200 Seat Recital Hall
Future Phases	B Galleria (to be covered in the future)
Future Station Lands (Qualico)	C LRT Entrance to Churchill Station
Future Gallery Roof & Connections	D 200 Flexible Theatre
	E 1,650 Seat Performance Hall
	F Commercial/Retail/Residential

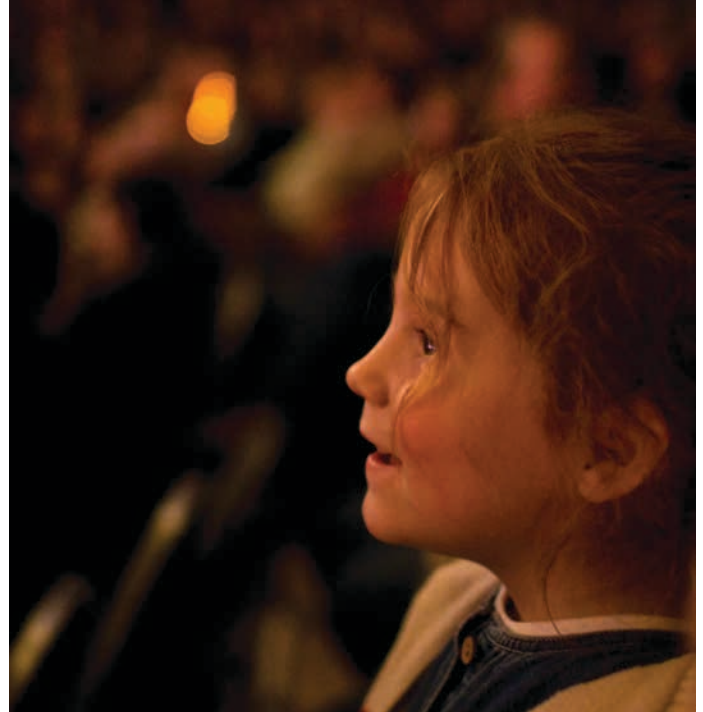
In terms of operations, the Foundation's business model shows that rents and/or leases and parking revenues will be sufficient to service the loan (repay debt), support the Galleria space and theatre operations, and ultimately fund the Edmonton Cultural Trust Foundation (the Trust). The Trust will be overseen by a community based Board of Directors (different from the Foundation) and will be responsible for administering the Trust funds which are intended to support local and grass roots arts organizations and programs. There is no operating contribution requested or required from the City.

1 Studies include Edmonton Art Council's "The Art of Living: A Plan for Securing the Future of Arts and Heritage in the City of Edmonton 2008 – 2018" (2008) and the Mayor's Arts Visioning Committee "Edmonton Art 2040: Prosperity with Creativity—Summary of Recommendations" (2011).

Process

3

The City of Edmonton Public Involvement Plan (PIP) was designed to obtain ideas and involvement from diverse stakeholders, and identify processes and components that the community considers necessary for successful project completion and operation. The process predominantly fit in the “testing ideas and concepts” level of involvement. Specific input was sought regarding the overall proposed plans (for all phases of the project), presence/integration of the University of Alberta campus in downtown Edmonton; level of City involvement in the project; creation of Cultural Trust; and awareness of the proposed phased approach to development. The following graphic identifies the different consultation mechanisms employed through this process, the level of involvement, and their related timing. See Appendix A for the detailed Public Involvement Plan.



Consultative Mechanisms	Statistics	Timeline		
		December 2014	January 2015	February 2015
Stakeholder Discussion Sessions <i>Stakeholder Online Survey</i>	8 sessions; 83 participants (242 invitations sent) 24 responses to the survey			
Public Online Survey	867 full responses and 242 partial responses			
Insight Online Survey	1,021 responses			
Open Houses <i>Questionnaire</i>	2 open houses (~135 total attendees) 67 questionnaires completed			

Outcomes:

Awareness of the project;

Conceptualization of the opportunities, benefits and challenges associated with the project; and

Collaboration to identify potential solutions to challenges and foster commitment to the project.



Each of the mechanisms included in the preceding table are described below.

Discussion Sessions

A total of eight discussion sessions targeting stakeholders were convened between December 2014 and February 2015. See Appendix B for a list of attendees.

Organizations	Session Date	Invitations Sent	# Participants
Social Agencies #1	December 9, 2014	54*	11
Community Leagues/Community Groups	December 11, 2014	10	6
Social Agencies #2	January 22, 2015	54*	7
Umbrella Groups	January 23, 2015	25	15
Major Arts Groups	January 26, 2015	48	19
Business Groups	January 27, 2015	16	6
Aboriginal Stakeholders	February 5, 2015	53	10
Festivals/Special Events	February 12, 2015	14	9

* Same invitation list but two different sessions were held.

A stakeholder invitation list was developed and augmented by City staff capitalizing on existing working relationships and a database of contacts. Participants in focus groups identified other groups to include in the consultation.



City staff made significant efforts to reach out via telephone and email to ensure potential stakeholders were aware of the sessions—including purpose and session logistics. A single point of contact was established and deemed responsible for invitation distribution, RSVP tracking, and follow up. Stakeholders who indicated they would attend a session received a confirmation email along with project information and an agenda. A summary of the approach to develop the invitation lists for the discussion sessions follows.

- For social agencies, community agencies/ leagues, and umbrella groups, contact information was collected from City staff including: community recreation coordinators, social workers, Community of Interest staff, neighbourhood revitalization staff, sustainable development/housing staff, Family & Community Support Services (FCSS) grant staff, the seniors team, etc. Community groups involved with the arena development plans were incorporated into the list. Internet research and telephone inquiries helped augment the list.
- For businesses, again City staff were consulted as were the Business Revitalization Zones (BRZ) in the area. The BRZs suggested some key businesses in the area.
- For the arts organizations, the Edmonton Arts Council provided a list of key arts contacts, festivals and cultural arts groups.
- For the discussion session with members of the Aboriginal community, a list was developed with input from the City's Aboriginal Relations Office, the Mayor's Task Force to Eliminate Poverty—Aboriginal Round Table. The Edmonton Aboriginal Directory was also referenced.

Stakeholder Online Survey

Stakeholders and participants who attended a discussion session were sent an online questionnaire after the discussion session allowing for further comment beyond what they shared in the session. In total 24 responses were received.

Public Survey

The general public were able to share their thoughts on the Galleria Project. The questionnaire was accessible from the City's website from January 23 to February 27, 2015. It was promoted through the website, the use of email lists, posters at City facilities, and through information sharing with stakeholder groups. Refer to the PIP in Appendix A. In total 1,109 full and partial responses were gathered.

Insight Online Survey

The City of Edmonton has an online community called the Edmonton Insight Community. Through this community the City is able to survey panel members (residents sign up to be a panel member) regarding various topics. In February a series of questions were posed about the Galleria Project as part of the regular monthly multi-topic survey. Over 1,000 responses were received.

Open Houses & Questionnaire

Two public open houses were held - February 18 and 20, 2015. The first open house was an evening session that took place at the Central Lions Senior Recreation Centre. This was followed by a second mid-day session at City Hall. Each open house included a brief presentation to share information on the project. Flyers promoting the open houses and the survey were distributed to City buildings/offices, recreation facilities, libraries, and other offices in downtown Edmonton. An electronic version of the flyer was sent to all stakeholder groups identified by the City.

The 135 attendees (approximately) of the open houses (35 people on February 18 and 100 people on February 20) were offered an opportunity to review display boards that included information about the proposed facilities, governance, funding model and requested contribution from the City. Distribution of a questionnaire resulted in 67 attendees sharing their perceptions related to opportunities, benefits, challenges and support for the Galleria Project. A "graffiti wall" also allowed attendees to submit comments about the project.

Findings

4

The findings from different consultative mechanisms are presented in the following section according to the methodology used.

- Focus Groups
 - » Stakeholder survey
- Insight Survey
- Open Houses
 - » Open House survey
- Public Survey

Note: Verbatim comments from the consultation process have been compiled and will be included in a separate report.

Focus Groups

A synopsis of each discussion group session is presented below. Each session began with a brief presentation about the Galleria Project and included the opportunity for attendees to ask questions. Questions were then posed to gather the perspectives of session participants. All participants were encouraged to share their thoughts about the Galleria Project. The goal was not to achieve consensus but rather to hear all points of view. See Appendix B for a list of organizations represented at the sessions. Appendix C includes the presentation material used at the discussion sessions.

Social Agencies #1

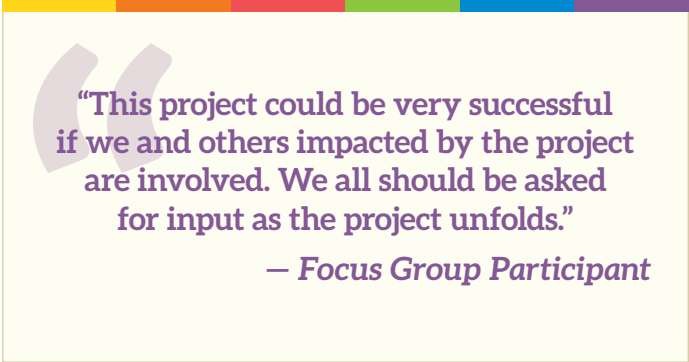
This session was convened on December 9 and included representatives from: Boyle Street Community Services; Marian Centre; George Spady Society; Hope Mission; Boyle-McCauley Health Centre; Seniors Association of Greater Edmonton; Operation Friendship Society; YMCA of Northern Alberta; Homeward Trust; and iHuman.

Success

Session participants were asked to discuss **what success would look like** should the Galleria Project reach completion. Consideration was given to the process for developing the Project—what would the process be that could be judged as a successful process. As well participants were asked to consider all phases of the proposed project and consider what would be occurring there for development to be considered a success. Some key successes follow.

Participants indicated that success would mean that **the local community would not be displaced**. A community exists in the area currently. While it was noted that the project would not physically displace any facilities or agencies, participants felt it important that those currently in the neighbourhood would maintain their feeling of community after the project was completed. True project success would actually result in community enhancement.

Participants indicated that the community should be **actively engaged** as the project unfolds. In this manner the Galleria Project would not simply be a development that is dropped in the neighbourhood with assurances that it would not push someone or something else out of place. Rather those residing in the neighbourhood would be involved in a manner that suggests a measure of partnership.



“This project could be very successful if we and others impacted by the project are involved. We all should be asked for input as the project unfolds.”

— Focus Group Participant

Those in the community would have a sense of ownership in the Galleria Project throughout its development and into its operations.

Some enthusiasm was expressed about the **Cultural Trust model**. True success would see the trust come to fruition in the manner as was presented. The arts community—including grass roots organizations—would accrue the benefits of the sizeable endowment. Beyond that however it was suggested that the trust could benefit other agencies that operate in the area.

Participants also indicated that the performance and rehearsal space needs to be truly **affordable and accessible** to groups in the community. A concern was expressed about the ability for organizations with fewer financial means to access the space. A successful project would see the groups truly able to access the space.

Finally, success of the project would be reflected in its architecture. The **buildings should reflect the vision** of the space and the neighbourhood in which they reside. It should not be a corporate looking structure; it should be designed to be welcoming to all. Those in the local community should see themselves respectfully reflected in the design.

Benefits

Participants were then asked to identify potential benefits of the project. It was suggested that they consider completing the Galleria Project in a manner that incorporates the key elements that they identified as necessary for success. A variety of benefits were identified.

Obvious benefits stemming from the Galleria Project would be the ability of individuals and organizations to **share their artistic talents**. The space provided and the collection of spaces would provide platforms for artistic sharing. The creation and consumption of art contributes to people's well-being.

The project would serve as a hub and magnet for activity enabling outreach from the University and other entities into the local and broader community. It would also foster additional visitation and pedestrian traffic in the area that would **enhance safety**.

The activities that would occur and be fostered in the area would serve to further build and strengthen the community of artists, residents, and beyond. The Galleria Project would serve as a **community gathering space** and encourage community celebrations. This in turn would help elevate the vibrancy of the surrounding neighbourhoods and strengthen the identity of Edmonton as diverse, supportive, and a cultural mecca.

To truly achieve the benefits there needs to be **appropriate and personal interaction** between the Galleria Project and the community throughout its development and during operations. Success is truly about relationships. It is important that these are fostered through appropriately trained security staff through to members of the Foundation. Effective relationships will ensure involvement will be meaningful.

Issues & Challenges

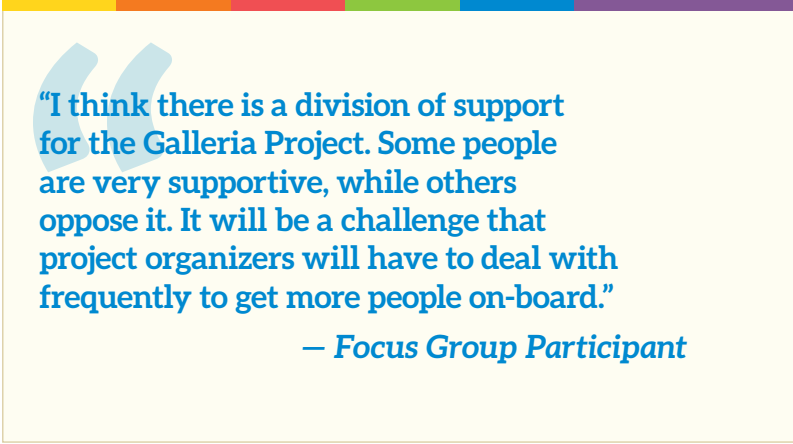
After discussing elements that are needed to ensure the Galleria Project is a success and the benefits that can be accrued should those elements be implemented, session participants were next asked to identify and discuss potential challenges and barriers that could inhibit a successful project. These could refer to challenges and barriers with the development or the operation of the proposed project.

It was suggested that there needs to be **full clarity and understanding about the components** of the Galleria Project—including the Foundation, the Trust, the involvement of other entities—with the public, stakeholders, the philanthropic community, etc. Having everyone on board and understanding how this project could impact the other arts organizations and how it fits broadly with other arts and development opportunities is important. There was some concern about the

ability of the philanthropic sector to meet all of the requests it receives for arts and cultural projects. The philanthropic contributions to this project might leave little for other organizations and projects.

There is some **fear among residents** of Edmonton about coming downtown at night. This trepidation is not helpful to the initiative and could impact the use and visitation of the Galleria Project components.

Participants specifically spoke about **ongoing and meaningful communications** and openness and transparency as mechanisms that should be implemented to avoid some challenges and barriers.



"I think there is a division of support for the Galleria Project. Some people are very supportive, while others oppose it. It will be a challenge that project organizers will have to deal with frequently to get more people on-board."

— Focus Group Participant

Closing Comments

Session participants were able to provide final comments to close the session. Some participants chose to reiterate comments made during the session; others provided a summary comment. Some participants had no final comments.

Generally participants spoke favourably about the Galleria Project indicating that the model, as articulated, offers a lot of benefits. Their involvement in the discussion was seen as positive and it was suggested that further involvement was important as the project unfolds. Meaningful and ongoing consultation was stressed.

Community Leagues/Groups

This session was convened on December 11, 2014. In attendance were representatives from Central McDougall Community League, Boyle Street Community League, McCauley Community League, and Alberta Avenue Community League.

Concerns were evident at the onset of the session. Participants identified challenges with the Galleria Project, its specific components, and the impacts on the local community. Specific details about the project were sought and it was clear that those in attendance wanted to gain clarity about all aspects of the initiative and understand the purpose, motivation, and how it would be operated.

Issues & Challenges

Session participants began by discussing potential challenges and barriers that could inhibit a successful project.

Concerns were expressed about the **impact of the development** on people and organizations currently residing in the area. Session participants were clear that the area is not a blank slate, that the area has many assets and that any development would have some level of impact that would have reverberations on residents and organizations in the area. A significant development can bring parking issues in the community and can cause congestion. Additionally the potential impact on housing (shortages & affordability) stemming from the Galleria Project was raised. Some questioned how those using and visiting the Galleria Project would interact with residents in the community who may be impacted by social issues. Further concerns were expressed about the ability of the public space in the Galleria Project to complement Churchill Square. Some skepticism was shared about the financial model. Participants wanted **full disclosure** of the research that supported the initiative as well as the business case that backed the project.

"I am concerned about how this project will impact my neighbourhood. People are living here, businesses are operating; is this project going to sit with its back to us? How is this project going to benefit our neighbourhood?"

—Focus Group Participant

"We're quite excited about the possibilities of this project. We would like to be involved along the way to know what is happening. This could help revitalize our neighbourhood."

—Focus Group Participant

Positive Aspects

While session participants expressed some significant concerns about the Galleria Project and the model upon which it is built, they did identify some positive aspects that could result from the project. It was suggested that this significant development, and the people it would attract, would further support the growth of **business in the area**. Residents would benefit from an enhanced retail sector.

The development and ancillary development would help enhance the **quality of life** of local residents. The development would also draw positive attention to the area of downtown north of 103A Avenue.

Focus group participants spoke about the benefits the project would provide to the arts community. They also noted the positive contributions a healthy arts sector makes to a city. Opportunity for local residents and organizations to gain access to the spaces in the Galleria Project was considered appealing. There was some hope expressed that the local community could benefit from the **trust fund** being set up.

What will make the project a "good neighbour"?

The session ended with participants identifying what the Galleria Project needs to do to ensure it is a good neighbour. A number of comments were offered.

There was a call for **transparency** and for **ongoing consultation and engagement**. As documented when the session began, participants want information about the initiative to be shared. This sharing of information helps alleviate concern but also speaks to the importance the Galleria Project places on the local community. Beyond sharing information, the local community wants to be consulted with and engaged along the process. Finally, it was suggested that the local community should be able to access the programs and spaces provided through the development. In essence, participants want the Galleria Project to **consider itself a part of the community**—working to better it—not simply a development that is occurring in the community.

Social Agencies #2

This session was hosted on January 22, 2015 and included representatives from Assist Community Services Centre, E4C, YWCA, Minerva Seniors Studies Institute, Edmonton Social Planning Council, and Centre for Race and Culture.

Success

Session participants spoke passionately about what success would look like with this project. The **trust fund** component of the Galleria Project was attractive and needs to work as outlined for the project to be a success. The development needs to be **an attraction** for those within and outside of Edmonton. While attracting people to an area of the city that people often avoid or are unaware of, the Galleria Project needs to be **welcoming and accessible** to those in the local community. The space needs to be affordable and accessible to grass roots organizations and individuals—it needs to be a **public space** that does not exclude people. It needs to include the **voice of those living in the area** including those in the Aboriginal community.

There needs to be a recognition that this is but one of a number of developments in downtown Edmonton. There needs to be some cohesion **amongst all the projects** so that issues that can occur or may arise as a result of the larger system are identified and addressed.

Benefits

Beyond the obvious benefits of providing space to organizations and serving as a central location for the arts in Edmonton, session participants identified a number of other benefits that can be accrued through this project.

The Galleria Project could be a means for the community of non-profit **organizations** (beyond the arts groups) to **promote themselves** to other organizations and to individuals. There is an opportunity to use this initiative as a mechanism to further the reach of many non-profit organizations. The focus on the arts could be levered to other groups and reach members of the public who are accessing the programs and services offered by the Galleria and those in the local neighbourhood.

Because the initiative will be a draw for the community, the area could **house services** that could be easily accessed by **newcomers** to Edmonton. Often newcomers have difficulties finding and accessing services. With the Galleria serving as an attraction for all, it would be logical to use it as a means to connect people with services.

The collaborative model of connecting the grass roots organization, the local community and the University of Alberta with the Foundation could serve as an **example for other partnerships**. The model of integration, communication, and partnership is very positive and transferable.

The community needs to have a sense of ownership. To achieve this, it is critical to **consult with and engage authentically** throughout the project's development and operation.

Issues & Challenges

A number of challenges were identified as needing attention in order to achieve project success. The perception of the area, coupled with the **social challenges that exist** in the local community, could also present barriers to people using and visiting the Galleria Project features. Having said that, it is important to respect the community that exists in the area. This is home to many individuals and organizations and it is important to recognize and respect that fact. The Galleria Project is coming into someone's neighbourhood.

It is important that early and ongoing efforts are made to work with the agencies and residents in the area. Part of this involves clear and **ongoing communication** but also mechanisms to engage in conversations with these groups and people.

"The economy is different than when the business case was completed. This change should be reflected in the business case so we know if the project is still financially sustainable."

—Focus Group Participant

The **economic realities** have changed since the development of the Galleria's business case and they will continue to change. These changing dynamics could have a significant impact on the Galleria and its financial realities.

There are a number of **large venues in proximity** (including the new arena, RAM, Winspear, etc) to the Galleria Project. Coordinating events to manage traffic, parking, and congestion issues needs to be considered. There are several **other projects in development downtown**. An overriding perspective of these projects and their impacts needs to be considered.

Closing Comments

The project's potential was seen as very positive. It **offers benefits** for visitors and locals, opportunity for linkages between other downtown venues and projects, and many social benefits. It is important however to ensure it is something that can benefit all ages and sectors of our community. **Continuous community engagement** is very important and will define success.

Umbrella Groups

This session was convened on January 23 and included representatives from NextGen, Edmonton Catholic Schools, Edmonton Public School Board, MacEwan University, Edmonton Police Services, Edmonton Youth Council, Edmonton Transit, and Edmonton Economic Development Corporation.

Success

Participants indicated that the Galleria Project will be a success if it achieves its vision of **providing space** for arts organizations and supporting organizations with limited resources. The spaces would be accessible and would attract and entice a variety of groups and individuals to use and visit the spaces.

Ongoing consultation with the different stakeholder groups and entities that are interested in the project is necessary. **Continuous communication** about project progress would make for a successful project. The project will occur over a period of time so it is particularly important to devote resources for ongoing communication and engagement.

Done effectively, the Galleria Project would not only **bring more people downtown** and will bring people to Edmonton. Additional people in this area of downtown can help **enhance the safety** of the space. It is important however to have plans and resources that address safety issues.

Benefits

Participants suggested that a benefit of the project is that more people will **come into downtown** Edmonton particularly in the evening. This can help lessen crime in the area. Through this project, the perception of downtown, particularly the north portion of the core will change and will become more positive.

The Galleria space, particularly when covered, can help further the positioning of Edmonton as a "winter city". That space can accommodate a **variety of activities, programs, and events** that will provide opportunities for individuals and organizations to deliver these activities.

"There are a lot of things happening downtown. This project will help bring more people into downtown, especially outside of office hours. There are reasons to come downtown and I think this will help make people feel safer."

—Focus Group Participant

The **Cultural Trust** will be of great benefit to the organizations that it supports. It will provide a new source of funding that will be invaluable to organizations that are in need.

The additional **rehearsal and performance space** was considered a significant benefit. There are groups and organizations beyond those in the arts community that could benefit from this space. The schools, for example, often require the type of arts spaces that are included in the Galleria Project.

Issues & Challenges

The dynamic nature of the **political and financial landscape** can present some challenges for the project. This is true when considering any participation from the provincial government and the involvement of the University of Alberta. The availability of philanthropic dollars and construction costs present challenges as well. There may be an **impact to other organizations** in the arts community if fundraising dollars are shifted to the Galleria project.

While the Galleria Project can serve as a significant contributor in the revitalization of downtown, from a practical sense it can contribute (once complete) to **congestion** downtown. Should several large events occur simultaneously downtown the impacts on traffic, parking, and crime can be significant. Ensuring resources and plans are in place to deal with these issues is important.

The development of a **process for the Cultural Trust** to allocate and distribute funds to arts organizations and programs can be difficult to do. There are other entities that are doing this and it would be prudent to coordinate or partner with them.

Some **organizations** (arts organizations, festivals) may wish to remain where they currently are and may resist the opportunities that are available through the Galleria Project. A number of these organizations operate at locations other than the downtown and may wish to remain there—they may **not want to relocate** to the space in the Galleria.

Closing Comments

Generally participants were **positive and excited** about the potential of the project. The benefits that can be accrued to the arts community downtown were viewed positively. As well the opportunities for students to be involved in the arts downtown through this development and through the involvement of the University are attractive.

It will be important to have **safety plans** developed and recognize that additional public space requires additional resources to ensure safety.

“Downtown can get congested when there are activities going on. With RAM and the new arena, adding the Galleria to the mix will only increase congestion. All these people in a small area can create problems as well.”

—Focus Group Participant

The project is not just about space. It provides an opportunity for an innovative vision which leverages the project’s outcomes and involvement of stakeholder groups. The initiative provides **opportunities for partnerships and collaborations** beyond those specifically identified by the project. As more organizations get involved there is potential for partnerships to evolve organically. This project can be a catalyst for unforeseen opportunities. For MacEwan University and the University of Alberta specifically, real potential exists for collaboration.

If the project unfolds as described it will **create funds** that can be used to support arts organizations and initiatives. It will create money as opportunities are created for others. It is important to **keep people involved** as the project unfolds. The opportunity presented through this engagement needs to be maintained.

Major Arts Groups

Convened on January 26, this session included representatives from: Edmonton Opera; Edmonton Symphony Orchestra/ Winspear Centre; Brian Webb Dance Company; Citie Ballet; Edmonton Heritage Council; Arts Habitat Edmonton; Art Gallery of Alberta; Creative Age Edmonton; Rapid Fire Theatre; Creative Practices Institute; Edmonton International Fringe Theatre Festival; Edmonton Art Council; Citadel Theatre; Good Women Dance Collective; and CKUA Radio.

Success

Participants indicated that the Galleria Project would be determined a success if it **delivers on its objectives and goals** of providing space to the arts community and if it does so in an affordable and accessible way. Additionally if supports are available through the Cultural Trust to the arts community then the project could be considered a success.

The Galleria Project needs to be **complementary to other venues** that are in the community. It should not be detrimental in terms of taking business and activity from others nor should it take philanthropic contributions from others to support it.

Success involves **ongoing and transparent communication and engagement** with the arts community, the University of Alberta, and all other stakeholders. Information about defined need and about the business case (including the trust) needs to be shared.

A **diversity of spaces** needs to be available. This includes rehearsal space that differs from performance space. This refers to different sizes and scales of spaces that best accommodate activity to ensure optimal performances and audience reception. The spaces should also accommodate different uses (e.g. dance versus theatre).

The **design of the space** needs to connect with the history of the immediate area; reflect Edmonton; pay tribute to people in the local community; and communicate the project’s vision.

“There are a lot of different types of groups that could use the rehearsal and performance space. These spaces should be able to effectively accommodate the different needs. Dance has different requirements from musical theatre.”

—Focus Group Participant

Benefits

There are some obvious benefits that can result from the Galleria Project. **More space** will be provided for groups and organizations that require space. Having these spaces downtown will see increased **traffic downtown** and further support the position of the arts district. The additional space can complement existing spaces and broaden the opportunities for the arts community. As well it can take pressure off other existing spaces.

Bringing more people into downtown to participate in and patronize the arts can help other organizations and businesses and entities in downtown. Additional people enjoying the arts can have spill over effects to other arts entities in other parts of Edmonton. **New audiences** can be created.

The **profile of the University** of Alberta can be enhanced generally. Specifically the profile of the Departments of Art & Design and Music can be enhanced as well.

The Galleria project provides a mechanism that **encourages collaboration** between organizations. Through its own processes in development and through work with the arts community, the Foundation can model the collaborative approach.

Issues & Challenges

Participants spoke about a number of issues and challenges that need to be addressed and/or may impact the success or completion of the project. A primary issue is simply the **skepticism** about the project. It is not clear how the funding model really works or what assumptions have been built in to the Cultural Trust model. Arts facilities are not seen as revenue positive so participants are not clear how this model is supposed to work.

Additionally, there is a **lack of clarity around the types of spaces** that are included in the Galleria Project and what needs are to be met with the spaces. For example, the ability to use the proposed space for a dance performance is different than for a musical performance.

The **name** of the project itself is **misleading** which may impact the support the project will receive. It is called the Galleria Project yet the galleria space is a small component of the entire development.

The composition of the Foundation's Board does not reflect the purported importance of the arts to this project. **More representation from the arts** community is needed on the Board. An in depth understanding of the arts and specifically operations is needed on the Foundation.

With a phased approach there can be some **challenges maintaining momentum**. The financial and political realms are dynamic and some concerns exist about the ability of the project to reach completion in this environment. Phase 1 with the University of Alberta, the galleria space, and the LRT connection does not seem to offer much to the arts community and the timing of the subsequent phases is unclear.

"I think there should be a greater representation from the arts community on the Foundation. If the project is to benefit the arts, why is there only one person there currently that brings that perspective?"

—Focus Group Participant

Greater transparency and enhanced communication is clearly necessary. Session participants spoke about the need to more fully engage with the arts community, major arts organizations, and so on. The current sense is that some communication has occurred but that unguarded dialogue and involvement has not taken place. This is seen as necessary to overcome skepticism and to ensure that the espoused benefits of the project can be achieved.

Business Groups

A discussion group with representatives from the business community was held on January 27. This session included representatives from the Downtown Business Revitalization Zone (BRZ); North Edge Business District; Chinatown BRZ; Yorkton Group; and Edmonton Chamber of Commerce.

Success

Session participants identified a number of components that would identify the project as successful. The Galleria Project would assist in the **overall revitalization** of downtown generally and of the north edge of the core specifically. Bringing additional people downtown (through the University of Alberta and through the other venues and activities that will occur) can benefit the local area and may bring some spill over into Chinatown.

This development can **further support the other arts organizations** and venues downtown. This, in turn, can help position the area as a world class arts district.

The programming and events that emanate from the project can integrate into the community and help draw the local community outward. This may result in a greater **integration of the local area** into the broader community. Additional residential development may occur as part of this project.

A successful project is one that utilizes **ongoing communication** with the neighbours and project stakeholders. Interaction occurs throughout the project. It is important to clearly articulate: the components of the project and their phasing; project motivation; the financial models; and the partners involved.

Benefits

Participants suggested that the development would bring in a different type of person downtown as compared to an office tower development. It will encourage people to be downtown **after the typical work-day**. As well a younger cohort will be downtown due to the University. This can bring a different feeling that can help enhance the vibrancy of the area. The numbers of people from the University that will be downtown will bring additional dollars into the area.

The space can complement Churchill Square and provide **another venue** to stage events. The capacity of the area to stage events has increased.

This development and the activity that occurs as a result can help **enhance the safety** of the area. It can also serve as an **economic driver** for other development. This can create a snowball effect as other developments occur. Additional people in the area can mean additional dollars are spent in the area. The knowledge that a development is occurring spurs other development as confidence rises.

Issues & Challenges

Session participants indicated that it is important to **build support** and that needs to be done **through effective communication**. Clear and updated communication needs to occur with a broad range of stakeholders to explain the progress, the model, and next steps. Stakeholders need to be kept apprised of the project in a manner that builds trust.

“This project is a good news story for downtown. This can bring more people into the area which can benefit the local businesses. Also, development can help build confidence among others and could lead to more development in the area.”

—Focus Group Participant

The **involvement of the Province** needs to be determined. The dynamics around its participation presents a challenge. Some concern was expressed that with the Cultural Trust model, the ability to attract funds (including that from the Province) may be impacted if the trust model is to be as successful as suggested.

Having the University students downtown away from the main campus makes it difficult to connect them with the rest of the University. The physical distance presents an issue as some effort and time is needed to access the main campus. The **student experience may be compromised** as well with the separation.

Closing Comments

Overall, participants were **very supportive** of the project and excited about its potential. The synergy with other projects identified and proposed downtown and in Chinatown were seen as very positive. There was some suggestion that the connection between this project and others be articulated. **Ongoing communication** about the project and its progress is desired.

Aboriginal Stakeholders

The discussion session with individuals from the Aboriginal community was very engaging. Participants were very strong in their views and clearly spoke about the need to **avoid tokenism in any engagement** with the Aboriginal community. The possibilities with this project are limitless to not only embrace the heritage of the area and the community but to provide **a model** that illustrates the changing nature of the **relationship between the Aboriginal community and Euro-ethnic society**.

A variety of perspectives were represented: City of Edmonton Aboriginal Relations Office, Community Services Social Workers; Bent Arrow Traditional Healing Society, Dreamspeaker Festival; Wicitowin; University of Calgary; and the perspectives of several Aboriginal artists.

Success

Participants spoke at length about what success would look like with the Galleria project and what initiatives are necessary to achieve success.

The most significant initiative identified centred around **appropriate and meaningful engagement**. This included the involvement of the Aboriginal community (representation) on the Foundation and Trust. To ensure appropriate

involvement and reflection of the Aboriginal perspective and culture, representation is needed at the highest levels of the project.

Engagement needs to occur **throughout the entire process**. The engagement needs to be meaningful and needs to be in-depth. Conversations need to take place; one off or sporadic involvement is insufficient. The Aboriginal community needs to be considered and seen as a **partner** in the project. As much as possible the hierarchical structure and linear approach needs to be put aside for a holistic circular integrated model. The project process should reflect the culture as much as the final Galleria needs to reflect the culture.

This project has the opportunity to **showcase** a vibrant Aboriginal community. Doing so could help overcome some of the stigma that can be associated with the community with a focus on social issues. The inclusion and display of Aboriginal art is needed in the Galleria; local Aboriginal artists should be involved in the project. In fact with its location at the heart of an Aboriginal settlement and with the recognition that the Aboriginal community does not have a cultural centre as many others do in Edmonton, the Galleria project could and should

“There is a significant Aboriginal population in the area. Historically, the area where this project is situated is important for Aboriginal peoples. Including a culture centre in the Galleria Project is a natural thing.”

—Focus Group Participant

include a centre that becomes a focal point for the Aboriginal community. Historically Edmonton has been a special place for the Aboriginal and First Nations people of northern Alberta—this strongly supports the inclusion of a cultural centre.

Actively and meaningfully involving the Aboriginal community into the project can have far reaching economic benefits as well. The **Aboriginal community has strong ties** into industry in northern Alberta. These connections could be leveraged as the project unfolds and partnerships are sought.

With its placement near the new Royal Alberta Museum, there is an opportunity to achieve collaboration between the two projects. The Aboriginal community does not just have a history that is reflected in the Museum, it is here in the community now and in the future. Highlighting this in the Galleria is important.

Benefits

Session participants suggested that many benefits can be accrued through the development and operations of the Galleria Project. The project can provide an opportunity for artists to showcase their talents but to also sell their wares. The economic **opportunities to create social enterprises** are significant.

Authentic **Aboriginal art can be showcased** to communicate about the culture. Also, this may communicate to members of the Aboriginal community the value their community and culture hold in the broader community. There is an opportunity to foster stronger connections between cultures to build a stronger community. Not only should the Departments of Art & Design and Music be included in the Galleria Project but the University of Alberta’s Faculty of Native Studies should be relocated as well.

The Galleria project can provide physical space for people to create but also to communicate. Educational opportunities can be delivered through this project and space can be accessible to members of the community.

Session participants spoke about the desire to have a **cultural centre** included in the Galleria project. This is a space that is needed in Edmonton. The location of the Galleria project is particularly suitable as well both because it is in a neighbourhood with a high Aboriginal population but also because of its historical ties to Aboriginal settlement and celebration. Any development of a centre needs to be driven and led by the Aboriginal community.

Closing Comments

The design of the **facility should reflect the space and the natural environment**. Efforts should be made to bring the outside in and to reflect the natural world. The design can have a powerful influence on the levels and types of involvement. Appropriate art can have a large impact as well. Done appropriately, the space can be very welcoming and can facilitate healing.

Consultation efforts with the Aboriginal community for this initiative should be re-evaluated. The process used to this point does not reflect the values of the culture and does not lead to meaningful involvement. Any level of seriousness to involve the Aboriginal community requires a different approach. The process needs to be much **more inclusive** and involve all ages. Individuals determine their own involvement and should not be subjected to invitation only opportunities.

The involvement of the University of Alberta can be leveraged when considering the involvement of the Aboriginal community. The University has a long history of connection with the Aboriginal community and its involvement in the Galleria project is important.

The structure of the Foundation needs to be reconsidered in light of the representation from the Aboriginal community. It needs to be inclusive. Ceremony needs to be included in the organization structure of the Foundation and ultimately in the Galleria project. Elders need to be brought in as well.

The Galleria spaces need to **include ceremonial spaces** and cultural spaces. Consideration should be given to spaces that Aboriginal residents could utilize to reflect and heal. This would ensure that the facility meets the needs of the local Aboriginal population. The space needs to be safe as well.

Generally a greater respect and appreciation for the Aboriginal community in Edmonton is needed. The City of Edmonton could make some declarations for honouring the Aboriginal community. Doing so would help communicate the value that is held by these founding members of our community.

There is an opportunity for this project, if done correctly, to be a **new model** for how our society builds a successful and positive relationship between the Aboriginal community and the rest of our community. This model could serve as a **tipping point** that would see all elements of society looking towards a positive future rather than hanging onto elements of an unproductive past. People and organizations around the country and around the world would see this successful model. A successful integrated relationship would be the start of a whole **new relationship with the Aboriginal community** in Canada. With such a fast growing element of our community, the benefits are limitless. Building this new model through the arts is the best way for this to occur as the arts connects the souls of people and their essence.

“I have the skills to fit in, including my use of language. It is not my natural voice. It would be great if, through this project, I could be comfortable like I am at home.”

—Focus Group Participant

Festivals/Special Events/ General Groups

There were nine participants in this session convened February 12, 2015. Organizations represented included: Edmonton International Film Festival; The Works Art and Design Festival; Edmonton International Street Performers Festival; Arts on the Avenue Kaleido and Deep Freeze Festivals; Alberta Dance Alliance; Free Will Shakespeare Theatre; and the Boys and Girls Club/Big Brothers Big Sisters of Edmonton and Area.

Success

Participants identified several key elements that would signal a successful project.



A successful project would be one that includes the **involvement of the arts community throughout the process**. It is felt that the project’s decision making process is being led with a “top-down” approach in which the arts community has not been adequately involved. This involvement would help ensure that the spaces are appropriate and useful for those that will ultimately use them. The involvement would mean that the end users of the spaces would have significant input into those spaces.

This involvement would see adequate and appropriate **representation from the arts community** on the Foundation. This representation would ensure that the involvement would occur at the appropriate moments and in an appropriate amount of time.

The initiative needs to be **sustainable**. This means that the spaces need to be accessible to organizations that require performance and rehearsal space. This will help ensure that the spaces continue to get utilized. As well, the model that presents the funding of the Trust needs to work in the manner as presented—well funded and supporting the arts community.

Benefits

With its development, the Galleria Project will **provide venues** to performers, performances, and events. There is an opportunity, particularly with the outdoor galleria space, to ensure this public space meets the needs of those who will be using it. This includes **proper infrastructure** such as appropriate access to power, change rooms, etc. The additional performance and rehearsal space can help support the arts community but can also provide **all seasons space**. There is a winter city strategy that can be supported by the covered galleria space enabling performances year round.



“The festival space needs to accommodate heavy loads and have enough power so I can put on a show. If these things aren’t right, it may mean I can’t put on the event I want. My living is based on a really short period of time—like one week.”

—Focus Group Participant

The project will further the work done to **enhance the vibrancy** of downtown. With the space for the arts as well as the University of Alberta and the commercial/retail space, people will be brought into the core. This additional traffic is a positive thing for downtown. Additional traffic and activity due to the arts is particularly positive and appealing.

A **strengthening of the connections between several communities** can be achieved through this project. This includes the broader partnerships between the Foundation, the City of Edmonton, the University of Alberta and other entities. However, also goes beyond that. Connections can be furthered between the arts community and the general public. Members of the surrounding community will see relationships enhanced with the broader community and with the other entities involved in the project. At its essence the Galleria Project can be significant in **community building**.

Through the provision of space which attracts arts organizations and the University of Alberta Departments of Art & Design and Music, there are **real opportunities for lower income** children, youth, and their families **to access programming**. The Galleria Project presents an opportunity to help bring art and art instruction to those in the community who may not typically be able to access it.

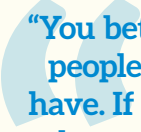

Issues & Challenges

Participants suggested that the project is not without its challenges. Some concerns were expressed about the **actual need** for the space. Some were not clear that the different spaces as described were actually a defined need in the community. Additionally, some participants spoke about the ability to afford the spaces once designed. They suggested that the spaces may not be affordable to community organizations thus rendering them out of reach and not used to their fullest potential.

To ensure the spaces are fully functional and meet the needs of the arts community, input needs to be gathered directly from the identified end users. **Consulting with the arts community** will ensure that the spaces are completely functional and can accommodate the various infrastructure and space demands. The spaces do need to be flexible in their design and function in order to be used by a broad variety of organizations and uses.

A **clear vision must be articulated** and communicated. It should be clear who is intended to use the space and for what uses. The complete and detailed vision for the entire project is not clearly understood. This can create confusion and unease, as community and arts organizations are unsure of the potential for them to use the space. Participants noted that the availability of support from the Cultural Trust is unclear as well.

Finally, participants suggested that an issue that can impact the project is a **lack of clear and transparent communication**. The Foundation needs to be open in its communication clearly addressing the questions and concerns of people and groups. Additionally, any involvement that is sought from the community needs to be authentic. Greater efforts are needed to bring people into the project to help ensure its success rather than communicating portions of the project.



“You better make sure you ask the right people about what the space needs to have. If you want me there, you need to make sure everything is there that I need. Make sure you ask and listen.”

—Focus Group Participant

Closing Comments

There is **some trepidation** about the project. There have been some instances (with other initiatives) where input was requested and not fully listened to. It is hoped that this is not the case for the Galleria Project. Participants felt that a **better outcome** can be achieved (in terms of process and project) **if authentic and long-term involvement** from the arts community is intrinsic to the project. This involvement should occur at many levels.

There are some **concerns about the ability** for groups to **access** the space. Accessibility could be impacted due to barriers associated with the University (e.g. red tape) or due to cost. While the initiative sounds positive, once operational the cost to access space may rise beyond the ability of groups to pay.

The progress thus far and the engagement efforts as modeled by this process are positive. It is hoped that this continues in order to **see the project reach fruition** and for the arts community to be informed and involved.



Stakeholder Survey

The Stakeholder Survey allowed discussion session participants time to contemplate the information shared during the sessions and offer additional insights. A total of 24 responses were received representing 23 different organizations. **The majority of respondents indicated support for the Edmonton Galleria Project (84%)** and suggested that the project would have a positive impact on the organization they were representing (71%).

When asked to identify specific positive impacts to their organization, respondents identified the following:

- Connectivity to other developments and neighbourhoods in the downtown area;
- Access to funds through the Cultural Trust;
- Having the U of A downtown will bring more students and people to the area;
- Access to performance space;
- Intergenerational activities & events;
- Fulfill a need for rehearsal space; and
- Support a vibrant cultural scene.

Respondents also noted that despite support and the possible positive impacts the project also has the potential to negatively impact their organization through the following:

- Additional police resources required to support safety and security;
- The potential for increased crime;
- Enhanced competition for arts and cultural funding as the project is developed;
- The proposed arts facilities will not serve the needs of all of the arts community;
- Possible displacement of existing community;
- A lack of uncoordinated planning between projects downtown; and
- The conceptual nature of the project makes it difficult to understand and assess impacts.

When asked to explore benefits and opportunities through the lens of their organizations, respondents indicated the following:

- Support for Edmonton's downtown revitalization (100%);
- Enhance the arts and culture district (81%);
- Creation of a new Cultural Trust fund that will support future arts in Edmonton (76%);
- Affordable and accessible theatre space for rehearsals and performances (71%);
- More arts programs and opportunities (62%); and
- Relocating the U of A's Music and Art & Design departments to a downtown location (62%).

Through open-ended responses participants reiterated the key themes shared through discussion sessions related to success factors, opportunities, benefits, and challenges. Respondents also suggested that despite the support, positive impact, benefits and opportunities afforded by the proposed project the following elements require attention to support success going forward:

- Consult and involve stakeholders throughout the entire project, including the planning and development work (e.g. committees);
- Transparent, honest and timely communication throughout the project;
- Ensure a viable and realistic funding and business model;
- Address the potential for competition related to arts and culture funding resources; and
- A collaborative partnership based approach to the entire project.

“There exists a significant amount of cynicism around the project, even in circles where people want to support it. My sense is much of this stems from a lack of good communication or a lack of genuine consultation of the broader community and the arts community.”

—Stakeholder Survey Respondent

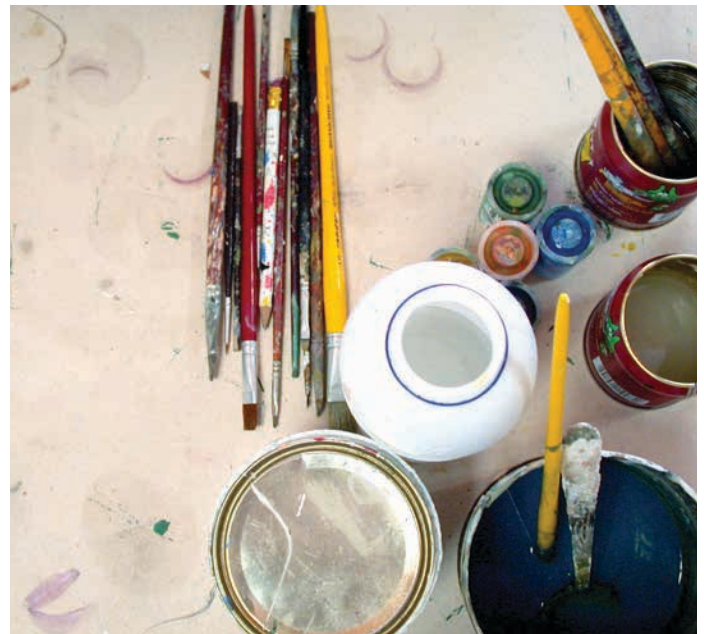
Insight Survey

As part of its efforts to engage in ongoing consultation with residents, the City of Edmonton created the Edmonton Insight Community. Through this group, the City engages community members (the panel) to complete surveys at least once a month on a wide range of topics. The Galleria Project was the focus of a series of questions fielded with the Edmonton Insight Community in one of these surveys¹.

The survey was completed by 1,021 representatives of the panel. Some of the questions that were on the public survey were included in the February mixed topic survey to the Edmonton Insight Community. The introduction to the questions noted that the project is proposed. It also included the following text:

“The requested contribution from the City of Edmonton is a maximum of \$50M as identified as a stage 2 project in the Downtown Community Revitalization Levy. This contribution includes land contribution and assembly for the theatres, and up to \$7.5M for the pedway connection to the Churchill LRT station. The City of Edmonton retains ownership of the land and will lease to the Edmonton Galleria Foundation. The City has no financial obligation to subsidize or take over any of the facilities. There will be no ongoing financial contribution required from the City of Edmonton for operations of the Edmonton Galleria Project.”

The findings of the survey are presented on the following pages.

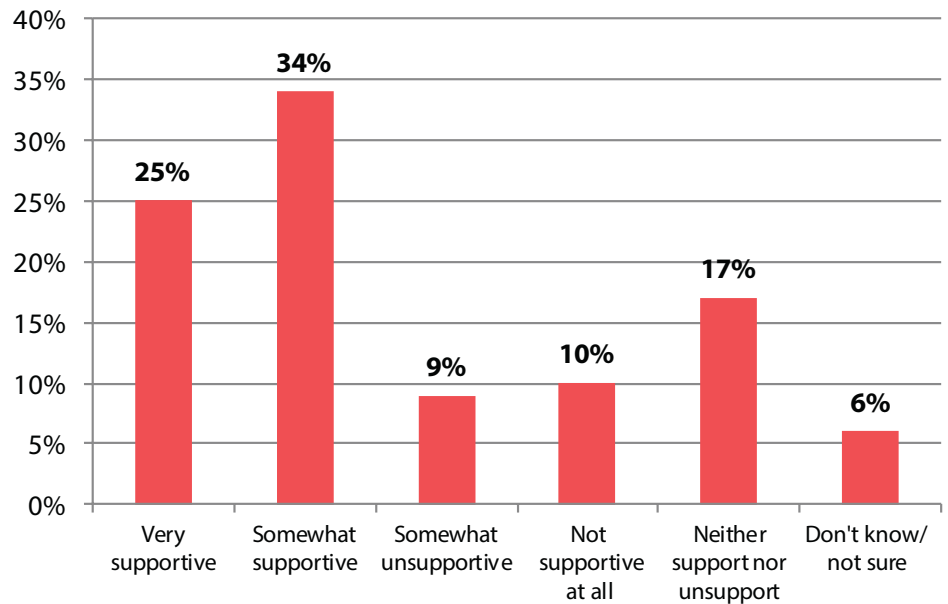


¹ Through promotion of the survey using social media, fifty additional respondents were drawn to this survey.

Overall, How Supportive are you of the Edmonton Galleria Project?

Support

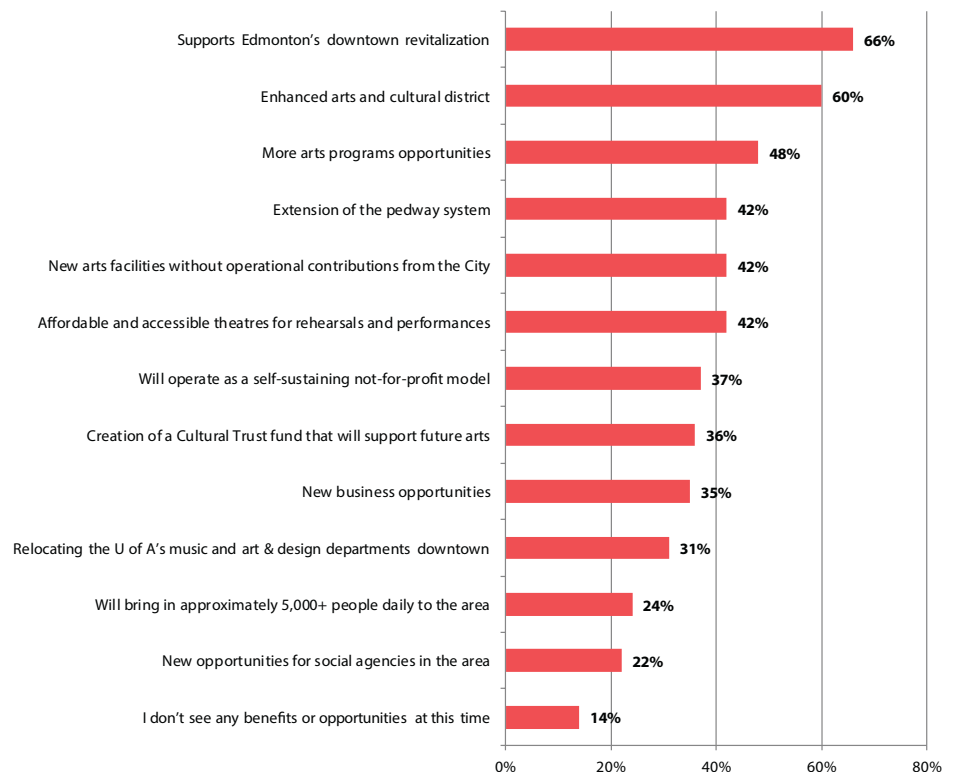
Respondents were asked about the degree to which they support the Edmonton Galleria Project. Over half (59%) were supportive, while 19% were unsupportive. Approximately one-quarter (23%) were neutral or unsure.



Benefits & Opportunities of the Project

A list of potential benefits and opportunities was presented to the respondents; they were asked to select which will result due to the Edmonton Galleria Project. Two-thirds (66%) of the respondents believe that the project supports Edmonton's downtown revitalization and sixty (60%) percent expect that the facilities will provide an enhanced arts and cultural district. Slightly under half of the respondents (48%) believe that the Galleria will afford more opportunities for arts programs. In contrast, fourteen (14%) percent of the respondents do not see any benefits or opportunities at this time.

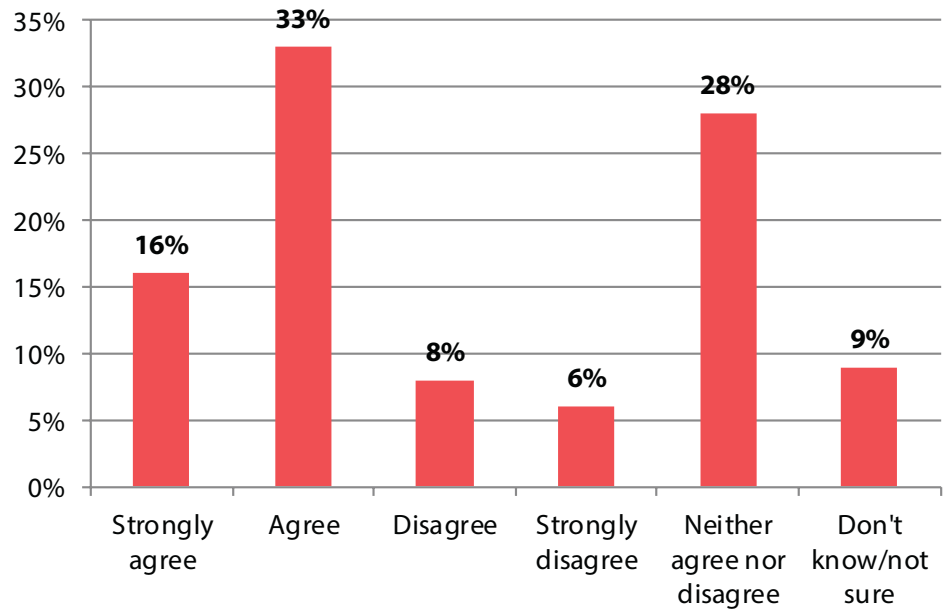
From your knowledge of the Galleria Project, what do you think are the benefits & opportunities of the project?



Relocating the U of A's Department of Music and Department of Art & Design Will Enhance the Downtown Arts & Cultural District.

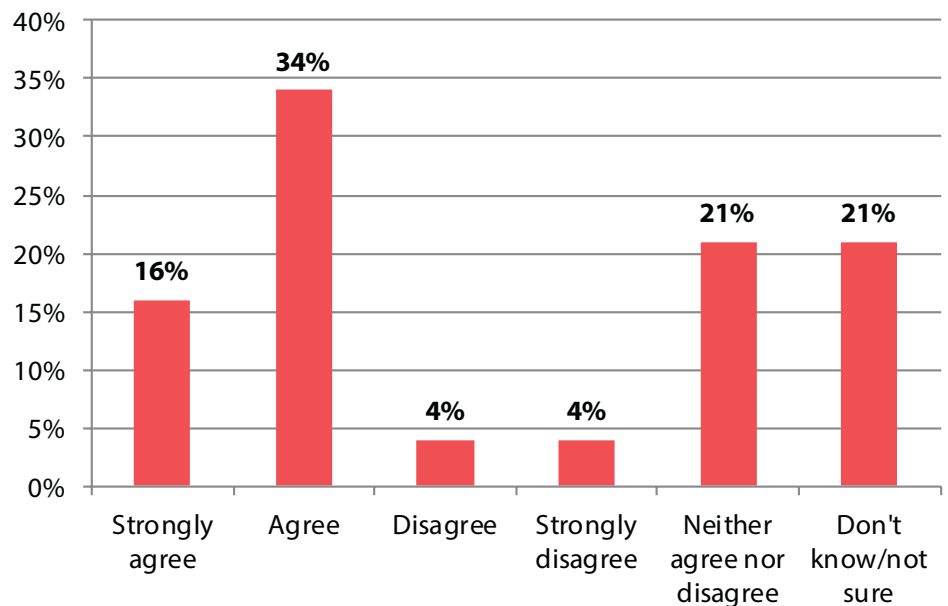
Agreement/Disagreement

Approximately half (49%) of the respondents "strongly agreed" or "agreed" that relocating the University of Alberta's Department of Music and Department of Art & Design will enhance the downtown arts and cultural district. Fourteen (14%) percent disagreed; over a quarter (28%) of the respondents neither agreed nor disagreed. Refer to the accompanying graph.



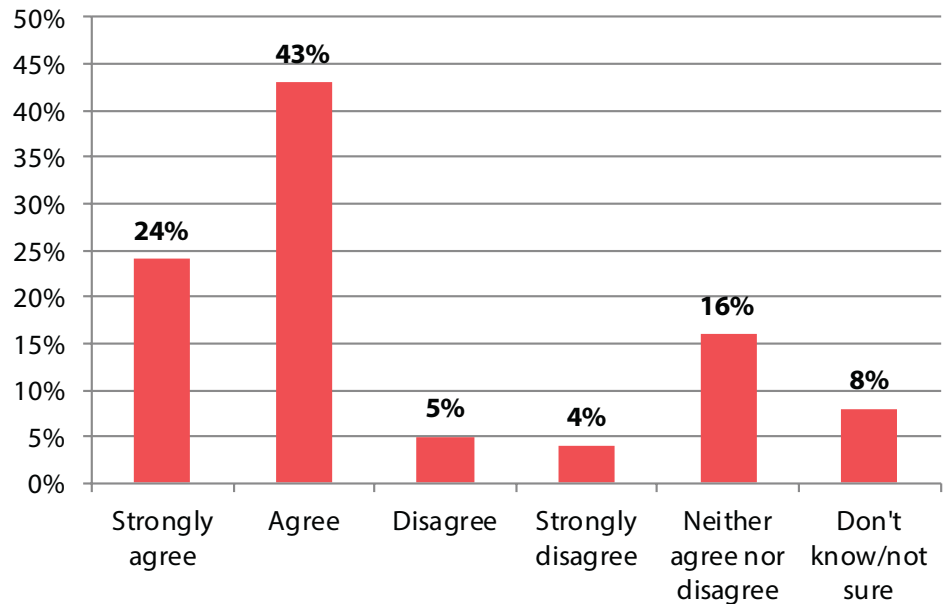
As illustrated in the graph, half (50%) of respondents agreed that the Cultural Trust Fund is a good model to support and sustain arts in Edmonton. Twenty-one (21%) percent selected "neither agree nor disagree" and another twenty-one (21%) percent did not know or was not sure.

The Cultural Trust Fund is a Good Model to Support & Sustain Arts in Edmonton.



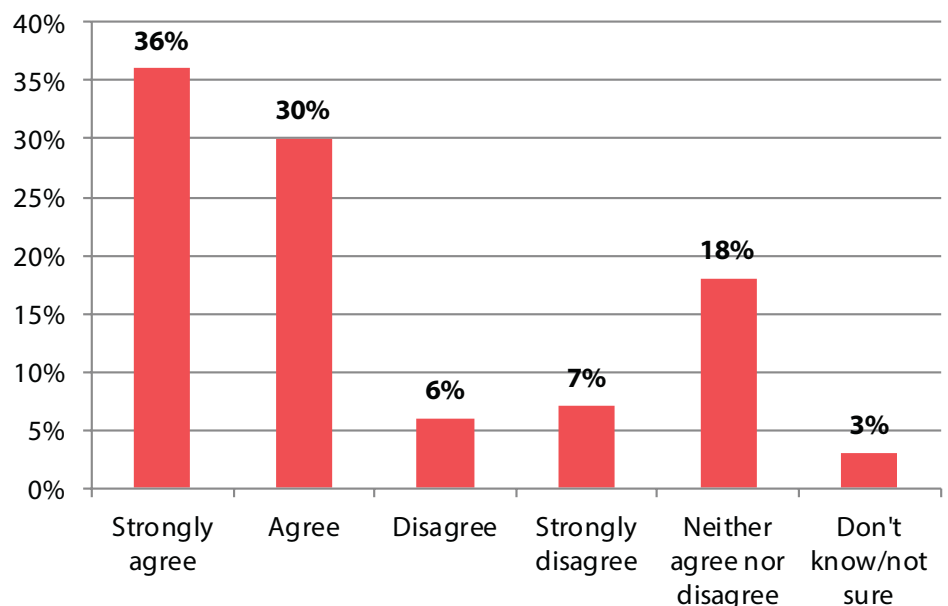
The Edmonton Galleria Project Will Compliment, Strengthen, and Enhance the Existing Arts & Cultural District in Downtown Edmonton.

Approximately two-thirds (67%) of the respondents agreed that the Edmonton Galleria Project will compliment, strengthen and enhance the existing arts and cultural district in downtown Edmonton (24% strongly agree; 43% agree). Five (5%) percent disagreed while four (4%) percent strongly disagreed. Eighteen (18%) percent neither agreed nor disagreed and thirteen (13%) percent don't know/not sure.



Two-thirds (66%) of the respondents agreed, to some extent, that access to the arts is important for them to enjoy the quality of life in Edmonton. Eighteen (18%) percent neither agreed nor disagreed and thirteen (13%) percent disagreed to a certain amount.

Access to the Arts is Important for me to Enjoy the Quality of Life in Edmonton.



“This will make the downtown more ‘liveable’ and complement other downtown initiatives such as Churchill Square enhancements and the 104th Street market. I would like to see the project offer more ‘walkable’ space for pedestrians and cyclists and reduce the volumes of motorized traffic.”
—Insight Survey Respondent

Comments

Respondents were provided an opportunity to share additional thoughts or opinions regarding the Edmonton Galleria Project. Over 350 respondents submitted an answer to the open-ended portion of the survey. While many responses expressed positive sentiments about the Galleria Project, there were more comments that expressed apprehension revolving around funding, concerns regarding Edmonton’s current arts scene, and uncertainty around the University of Alberta’s involvement. Some of these same concerns were expressed by supportive respondents. The following is a summary of the responses categorized into common themes. The complete verbatim responses are included as an appendix on the City website (www.edmonton.ca) beginning on March 19, 2015.

Funding Concerns

There were many concerns with reference to funding, most notably regarding the city’s **\$50 million contribution** and skepticism that the facilities will be **self-sustaining**. Some respondents said that spending such an amount on the project is not welcomed by taxpayers, while other respondents wanted to be guaranteed that municipal contributions will not surpass the projected amount¹.

Aside from capital costs, concerns around **operation expenditures** and revenues were also brought forth. An overabundance of downtown office space; the University of Alberta’s financial situation; and the reliance on unconfirmed partnerships were reasons adding to the uncertainty of the project’s sustainability. A few respondents would like reassurance that the **funding model will be successful**, such as through a business case, before they fully support the project. The P3 and P4 models of funding were contested by a handful of the respondents, specifically they worried that the model favours the private sector.

The **timing of the project** was considered an issue. These respondents were not sure how the project aligns with the current arena construction as well as with other budget allocations. Some respondents felt that **other initiatives should be placed higher in priority** such as road maintenance, the LRT expansion, and homelessness among other suggestions.

1 Fifty-four (54) respondents who were unsupportive of the project specifically commented that the project is “not good use of tax dollars/no public funding”. Twenty-one (21) said the project is “too expensive”.

Twenty-four (24) respondents who expressed support for the Galleria Project expressed “concern about the financial sustainability or the business case” while 11 said it is “not a good use of tax dollars/no public funding”.

Considering neutral respondents, 9 had comments about the “financial viability/sustainability” of the project while 6 said it is “not a good use of tax dollars/no public funding”.

Arts Community Concerns

Recurring concerns questioned whether the arts community actually needs a Galleria-type facility. Other venues such as the Citadel Theatre, Winspear Centre, and Jubilee Auditorium were mentioned by respondents worried about the **Galleria's effect on the city's current performing arts infrastructure**. Many respondents were doubtful about the necessity of the arts spaces around which the Galleria project is based¹. Some respondents were cautiously supportive of the project, as they believe the site must **collaborate with existing venues** and districts rather than competing.

A few respondents expressed feelings that the arts community should be consulted. A handful of respondents commented that the Galleria will not benefit the entire community. These responses felt that the construction of such a large facility is inappropriate and that resources should be allocated throughout the city rather than concentrating them on a singular site. There is also a fear that the venue's events will **not be affordable** for everybody to enjoy. A few respondents recommended that resources contributed to the arts should consider alternative allocation methods that would benefit the community instead of construction companies.

Post-Secondary Concerns

The University of Alberta appeared in comments concerning the relocation of their two departments. These concerns reflect potential issues that the University may face including the **reticence of students** to be separated from the main campus. Some responses suggested that the separation would be difficult on undergraduate students as they would most likely be enrolled in courses on both campuses.

Another concern was expressed that **MacEwan University has similar facilities** close by and that two such venues are not necessary. Such comments reflected that the University of Alberta is not a good partner until they commit more interest and funding.

Supportive Comments

There were a number of comments that were supportive of the project. Positive **economic impact** via job creation, enhanced aesthetics of downtown, and the provision of space for youth were cited as benefits of the Galleria Project. Many respondents have a general belief that supporting the arts is **beneficial and that arts and culture define a city**².

¹ Twenty-three (23) respondents who were unsupportive of the project specifically commented that "new theatre space is not needed/no need for new space".

² Forty-two (42) of those in support of the project further reiterated their support. Thirteen said it is "important for quality of life/want more arts".

Respondent Profile

Characteristic	Percentage
Gender	
Male	43%
Female	53%
Other	0%
I prefer not to answer	4%

Age	
Under 15 year	0%
15 to 17 years	0%
18 to 24 years	3%
25 to 29 years	10%
30 to 34 years	16%
35 to 39 years	11%
40 to 44 years	9%
45 to 49 years	10%
50 to 54 years	10%
55 to 59 years	12%
60 to 64 years	7%
65 to 69 years	5%
70 to 74 years	5%
75 to 79 years	1%
80 years and over	0%

Education	
Elementary/grade school graduate	1%
High school graduate	13%
College/technical school graduate	24%
University undergraduate degree	37%
Post-graduate degree	22%
Professional school graduate (e.g. medicine, dentistry, veterinary medicine, optometry)	4%

Characteristic	Percentage
Born in Canada	
Yes	84%
No	16%

Do you own a business?	
Yes	12%
No	88%

Employed Status	
Employed full-time (30+ hours a week)	67%
Employed part-time (0-30 hours a week)	9%
Homemaker	3%
Post-secondary student	3%
High School Student	0%
Unemployed	1%
Permanently unable to Work	1%
Retired	12%
Other (Specify)	3%

Primary Transportation Mode	
Car/truck/Van as DRIVER	66%
Car/truck/van as PASSENGER	3%
Public Transit	20%
Walk	6%
Bicycle	4%
Other (Specify)	1%

Characteristic	Percentage
Household Income	
Under \$20,000	3%
\$20,000 to \$29,999	3%
\$30,000 to \$39,999	3%
\$40,000 to \$49,999	4%
\$50,000 to \$59,999	6%
\$60,000 to \$79,999	12%
\$80,000 to \$99,999	13%
\$100,000 to \$149,000	24%
\$150,000 and over	19%
Prefer not to answer	14%

Do you have children in your house hold?	
Yes	27%
No	73%

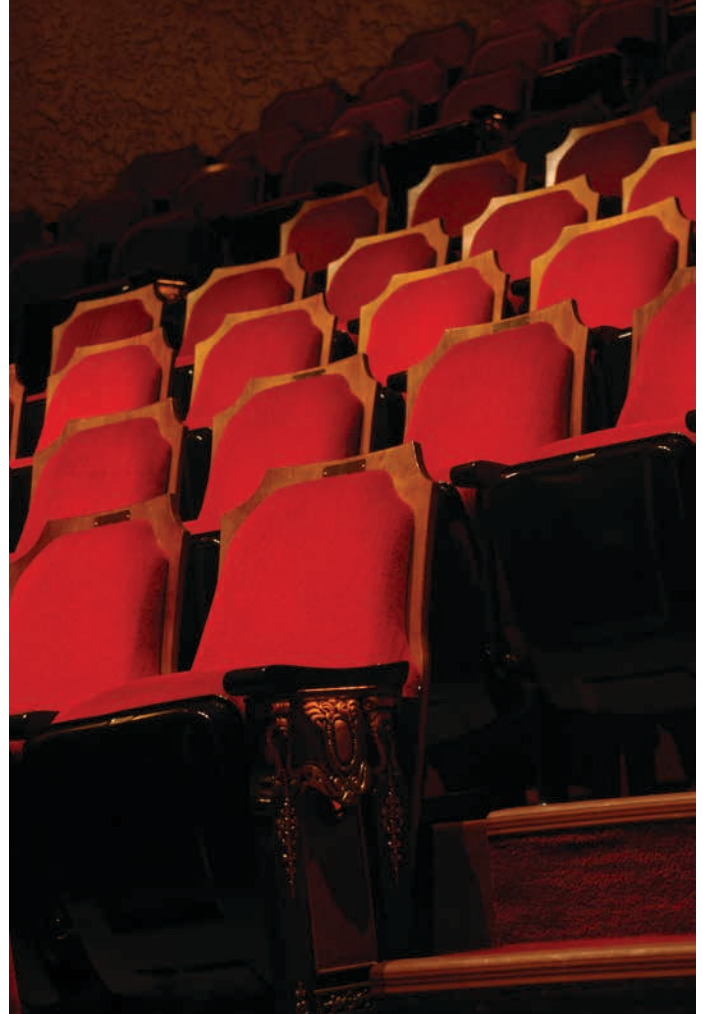
Are you a City employee?	
Yes	17%
No	81%
Prefer not to say	1%

“More good ideas to make Edmonton and inclusive, diverse, and fun place to live. If this goes through, my only concern would be that it receives adequate funding. I appreciate that it's being founded on a self-sustaining model, but there is no thing sadder than the failure of a community space due to inadequate funding.”

—Insight Survey Respondent

Open House

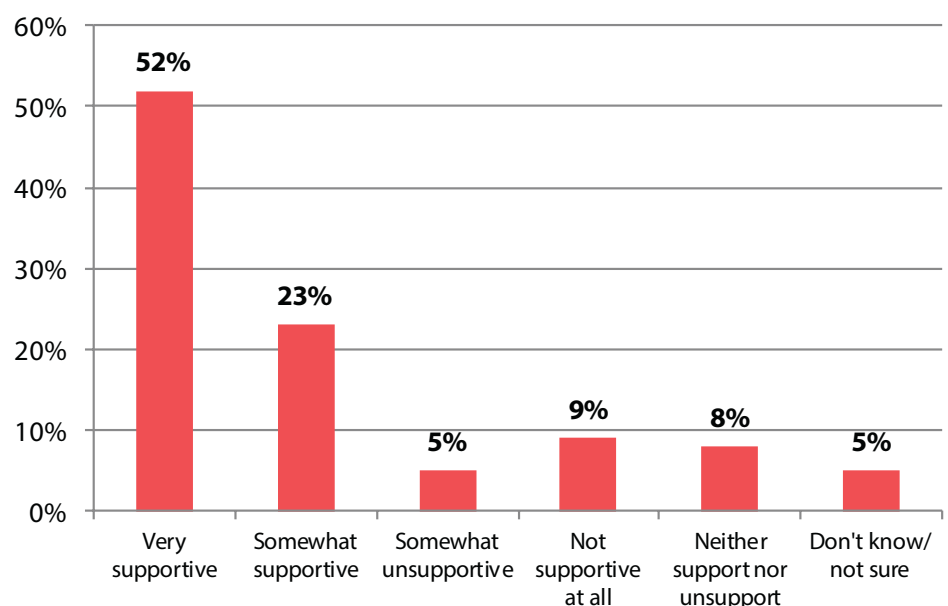
Two open houses were convened (February 18th and 20th) to share information about the Galleria Project and to solicit comments from attendees regarding the project. Attendees were encouraged to share their thoughts on the Galleria Project through completion of a feedback form (Appendix D). Thirty-five people attended the first open house and one hundred people attended the second open house. In total, 67 feedback forms were received (23 from the Wednesday, February 18th open house at Central Lions Seniors Centre and 44 from the Friday, February 20th open house at City Hall). The following is a summary of the feedback results.



What is your Level of Overall Support for the Edmonton Galleria Project?

Support

After reviewing and considering the information presented at the open house, respondents were asked about the degree to which they support the Edmonton Galleria Project. Over one-half (52%) were very supportive, twenty-three (23%) percent were somewhat supportive, and fourteen (14%) percent were either somewhat unsupportive (5%) or not supportive at all (9%).



The respondents were then prompted to provide reasoning for their selected degree of support. The following statements are combinations of commonly shared **comments among supporters** of the project:

- The Galleria will help make downtown Edmonton more attractive, vibrant, and diverse.
- The City of Edmonton needs more theatre space for young/emerging artists and a 650-seat venue is a great size.
- Investing in the arts community enhances the city's legacy and a multi-use facility such as the Galleria is a good way to support the arts.

The following statements summarize the comments from **respondents who are not sure** to what degree they support the project.

- Need more information regarding inclusion and access for all.
- Unsure whether the funding model will be effective.
- Would like to know how this project will impact the Citadel and Winspear.
- Have not given the project enough thought yet.

Lastly, the following statements capture the responses provided by participants who are **unsupportive** of the project.

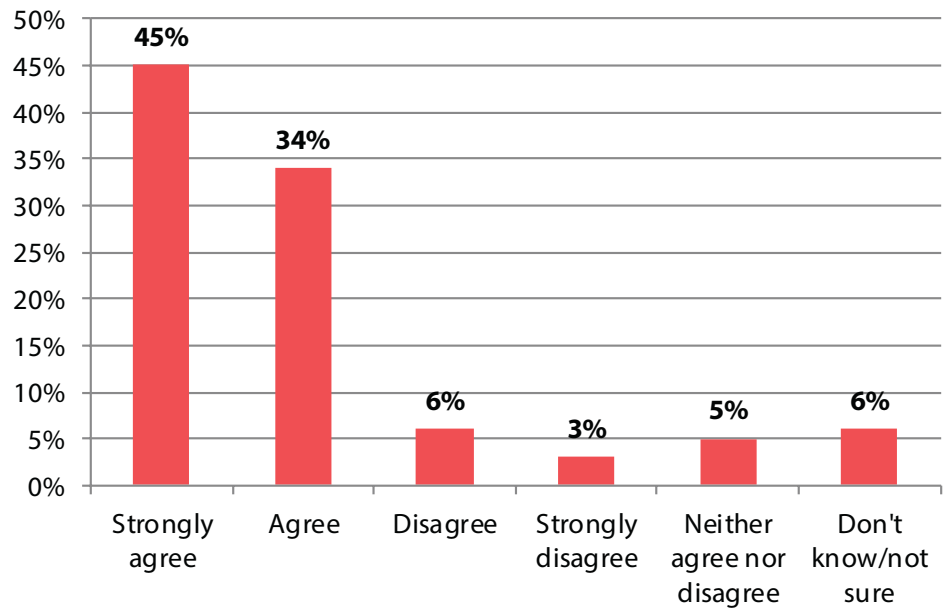
- The City of Edmonton should not be funding this project as the timing is poor with other current construction projects.
 - » Have not seen the need for the additional space, especially with the MacEwan project close by.
- The University of Alberta is not committed to the project yet and the isolation of their arts departments may be detrimental to the students.



Relocating the U of A's Department of Music and Department of Art & Design Will Enhance the Downtown Arts & Cultural District.

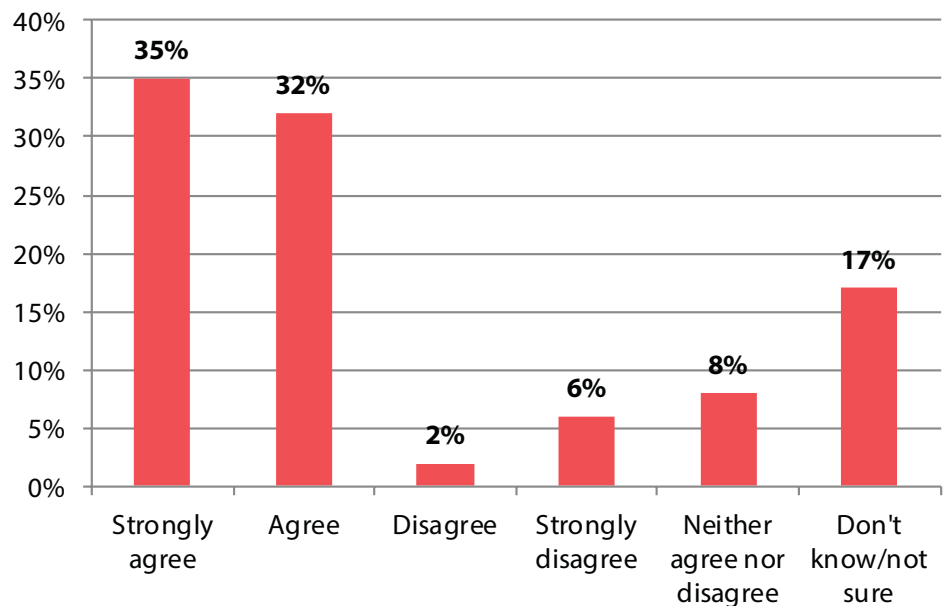
Agreement/Disagreement

Respondents were asked to identify the extent to which they agree or disagree with four statements. Forty-five (45%) percent of the respondents strongly agreed that relocating the University of Alberta's Department of Music and Department of Art & Design will enhance the downtown arts and cultural district, while another thirty-four (34%) percent agreed. Nine (9%) percent disagreed to a certain extent (3% strongly disagree; 6% disagree).



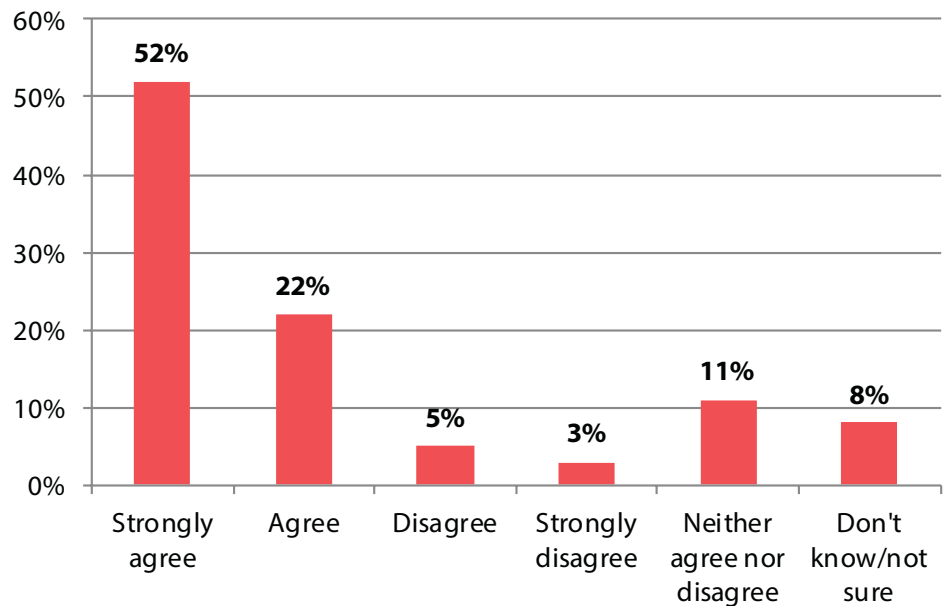
Two-thirds (67%) of respondents agreed that the Cultural Trust Fund is a good model to support and sustain arts in Edmonton. Seventeen (17%) percent did not know or were not sure, while eight (8%) percent disagreed.

The Cultural Trust Fund is a Good Model to Support & Sustain Arts in Edmonton.



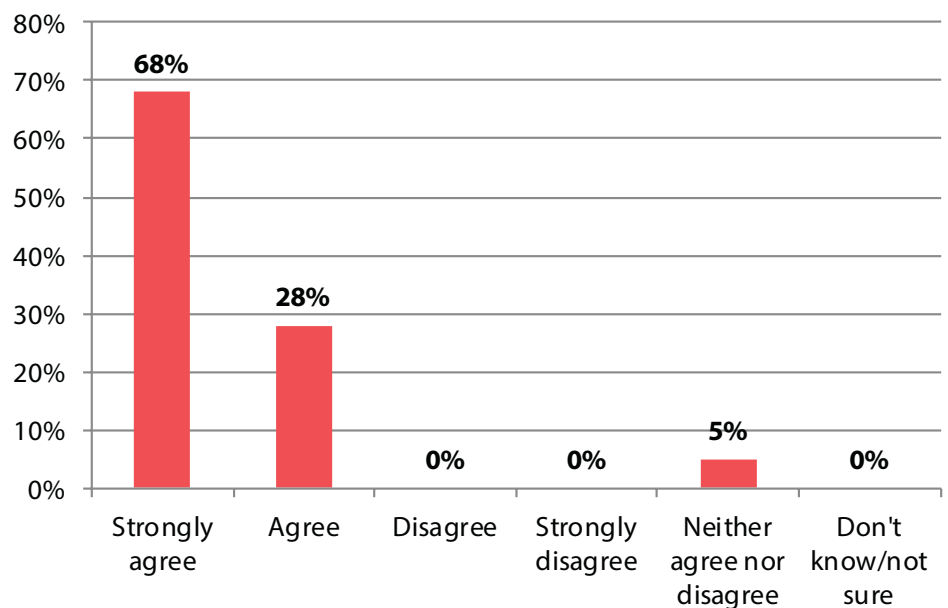
The Edmonton Galleria Project Will Compliment, Strengthen, and Enhance the Existing Arts & Cultural District in Downtown Edmonton.

Approximately three-quarters (74%) of the respondents agreed that the Edmonton Galleria Project will complement, strengthen and enhance the existing arts and cultural district in downtown Edmonton. Five (5%) percent disagreed while three (3%) percent strongly disagreed.



Ninety-six (96%) of the respondents agreed to some extent that access to the arts is important for them to enjoy the quality of life in Edmonton. The remaining five (5%) percent neither agreed nor disagreed.

Access to the Arts is Important for me to Enjoy the Quality of Life in Edmonton.

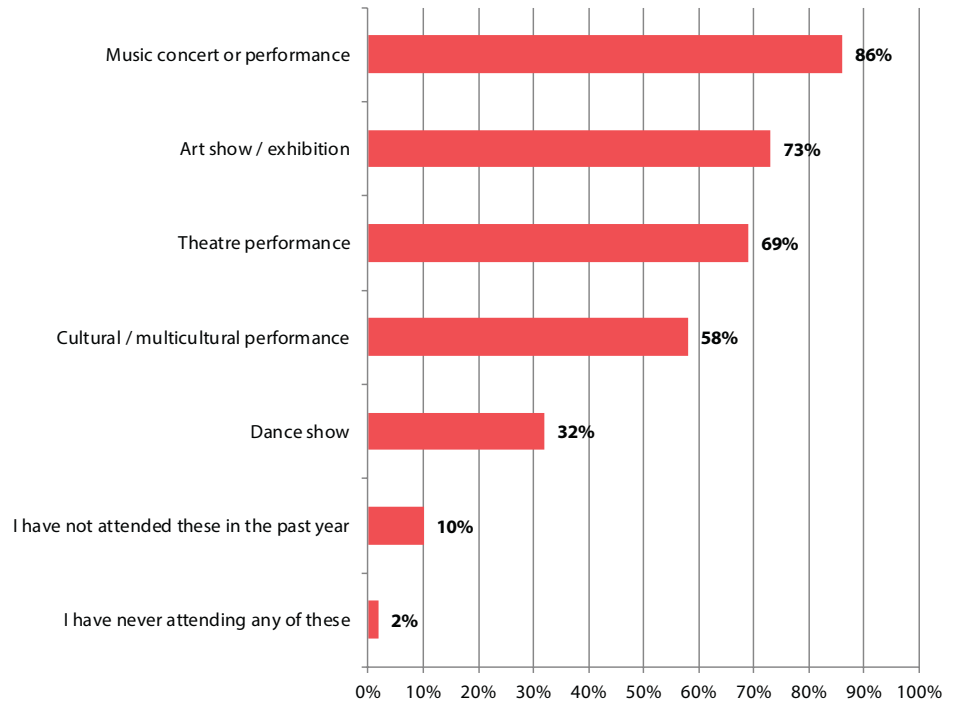


Note: Due to rounding graph does not add to 100%.

In the last year, please indicate which of the following you attended.

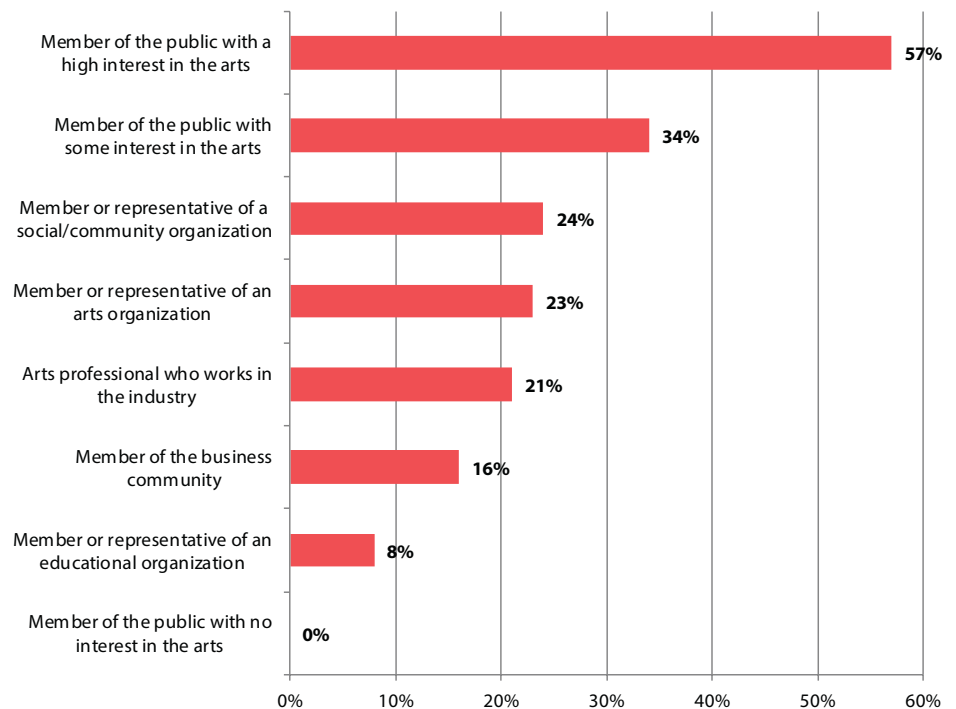
Arts Attendance

Respondents were asked to indicate which of the following settings they have attended in the last year. Eighty-six (86%) percent attended a music concert or performance, seventy-three (73%) percent attended an art show/exhibit, and sixty-nine (69%) percent attended a theatre performance. Over one-half (58%) of the respondents also attended a cultural/multicultural performance. 32% of the respondents also attended a dance show. 10% of the respondents have not attended these in the past year, and 2% have never attending any of these.



To get an understanding of their affiliations with the arts community, participants were asked to choose the response(s) that best describe themselves. Over one-half (57%) of the respondents identified themselves as a member of the public with a high interest in the arts, while one-third (34%) are members of the public with some interest in the arts. Approximately one-quarter (24%) are members or representatives of a social or community organization. 23% are members or representatives of an arts organization, 21% are arts professionals who work in the industry, 16% are members of the business community, 8% are members or representatives of an educational organization, and 0% are members of the public with no interest in the arts.

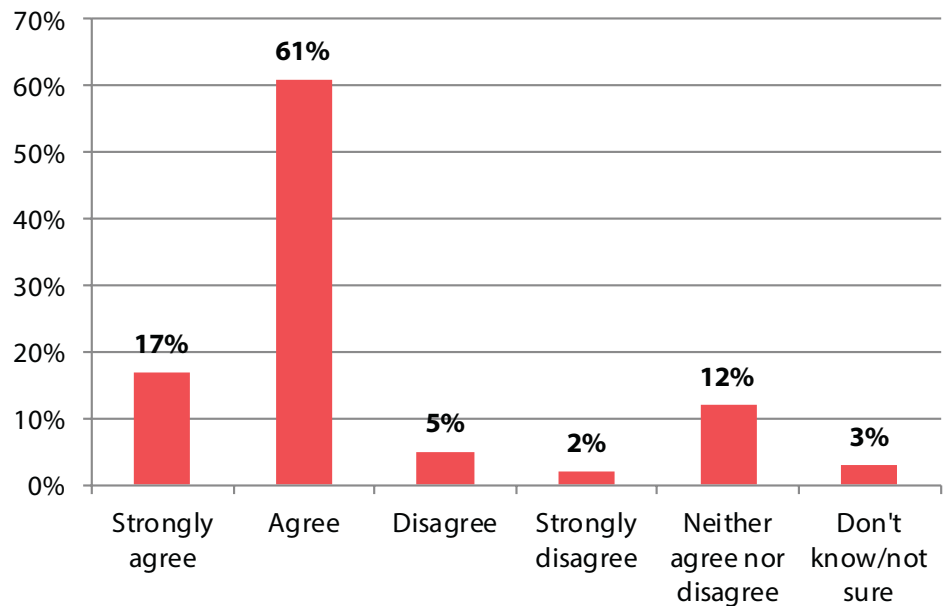
Which of the following describes you?



The Open House Provided Useful Information About the Edmonton Galleria Project.

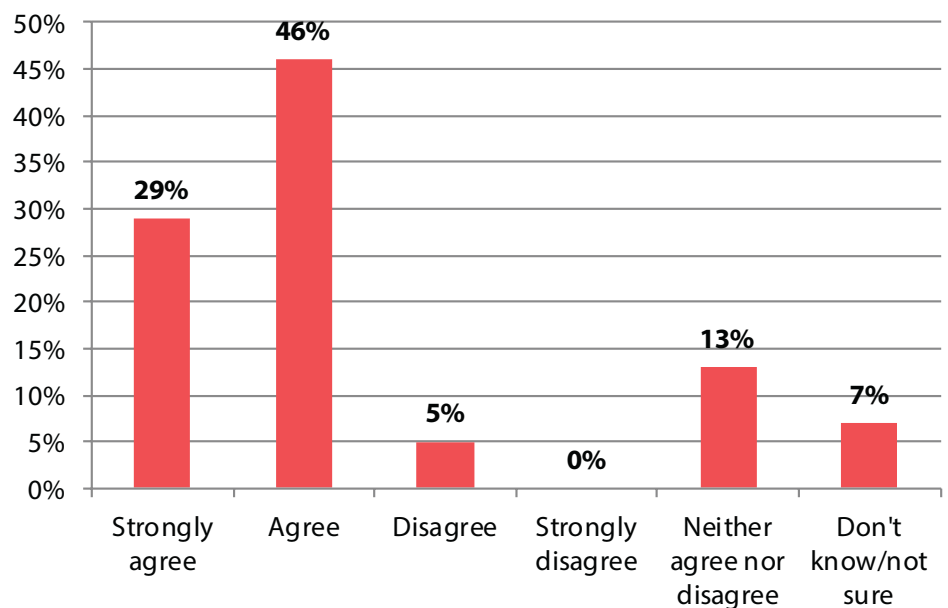
Open House

In order to gather feedback on the information session, respondents were asked to identify the extent to which they agree or disagree with two open house related statements. Over three-quarters (78%) of the participants agreed to some extent that the open house provided useful information about the Edmonton Galleria Project.



Three-quarters (75%) of the participants felt that the open house was an opportunity to give input on the Edmonton Galleria Project. Thirteen (13%) percent neither agreed nor disagreed.

The Open House Provided an Opportunity to Give Input on the Edmonton Galleria Project.



Additional Comments

The survey offered participants an opportunity to provide additional comments or suggestions regarding the Edmonton Galleria Project. The following statements are suggestions offered.

- In order to really support the arts community, the facilities should be affordable to the smaller organizations.
- Careful consideration should be placed into selecting the private vendors in attempt to keep the arts as the higher priority.
- A business plan should be available to the public to better educate people on the financials.
- Allow University of Alberta students to provide input on the decision to relocate downtown.

The following statements summarize the comments regarding the project's promotion.

- Participants would like to stay involved, learn more, and contribute throughout the process.
- Try to get more of the public involved, especially members of the arts community.
- More renderings of the facilities would help people visualize and get excited about the project.

The last common theme was the inquiries raised concerning the project. The following questions were asked in the general comments section.

- How will the project impact the surrounding area?
- What is the University of Alberta's current commitment status?
- What happens if the project is not sustainable as projected?

Graffiti Board

In addition, attendees were able to share comments on a "graffiti board". Large panels were posted on which attendees could provide comment. Three panels were used with the following topics:

- What do you think are the potential benefits of the Galleria Project?
- What do you think are the potential challenges/barriers of the Galleria Project?
- Share any other comments you have regarding the Galleria Project.

The specific points posted on the boards were included in a separate document with verbatim comments from the other research mechanisms. The comments posted are reflected in the comments gathered through the open house feedback form and the web survey. The posted comments did include more emphasis on:

- Physical accessibility; and
- The involvement of the University of Alberta including the broader impacts of moving the students downtown and the effects of this on the two departments.

Public Survey

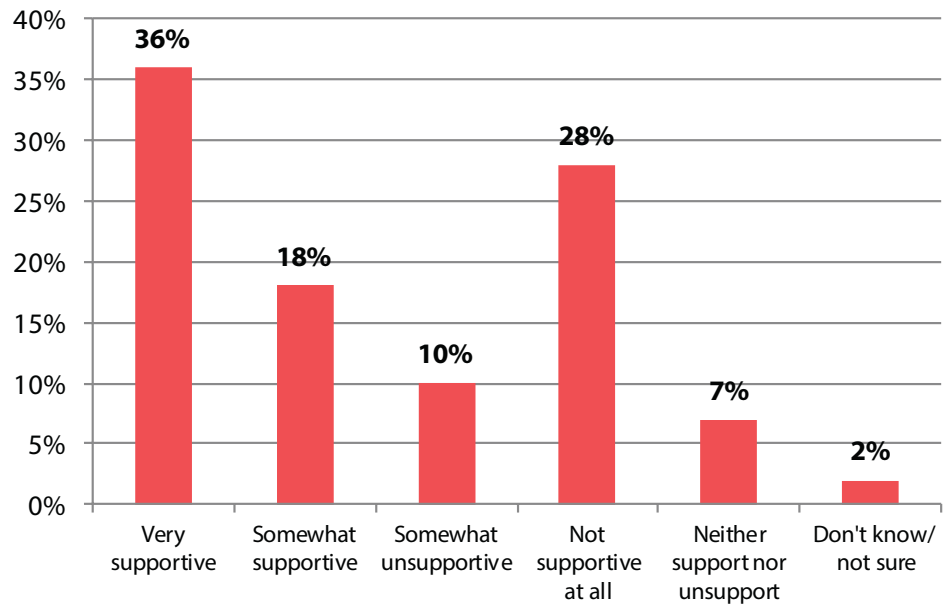
A broad public survey was fielded online from January 23rd to February 27th enabling people to share their thoughts regarding the Galleria Project. See Appendix E for a copy of the questionnaire. In total 1,109 responses were received including 867 instances in which all questions were answered. The purpose of the survey was to get a sense of the public's awareness, level of support, and opinions in regard to the Edmonton Galleria Project. The findings from the survey are presented below.

Note: Figures may not total 100% due to rounding.

Overall, How Supportive are you of the Edmonton Galleria Project?

Support

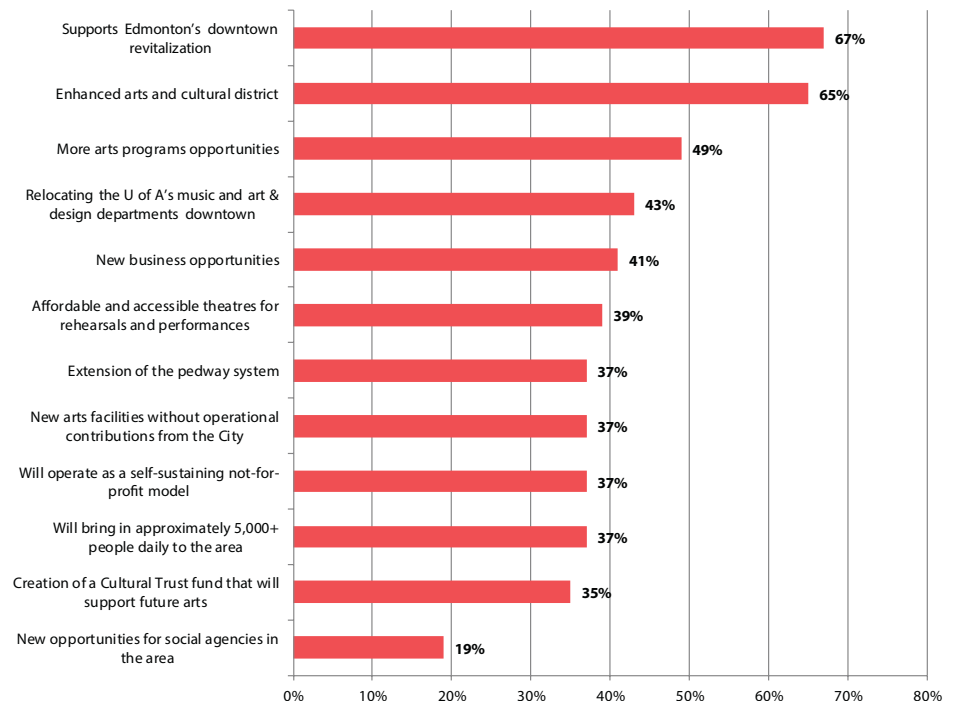
Respondents were asked about the degree to which they support the Edmonton Galleria Project. Over half (54%) percent were supportive, while over one-third (38%) percent were unsupportive.



Benefits & Opportunities

Respondents were asked to select which potential benefits and opportunities they believe will occur from the Edmonton Galleria Project (from a list provided). One-third (67%) of the respondents believe that the project supports Edmonton's downtown revitalization. Similarly sixty-five (65%) percent expect that the venues will provide an enhanced arts and cultural district; almost half of the respondents (49%) trust that the Edmonton Galleria Project will offer additional opportunities for arts programs.

What do you think are the benefits & opportunities of the Edmonton Galleria Project?

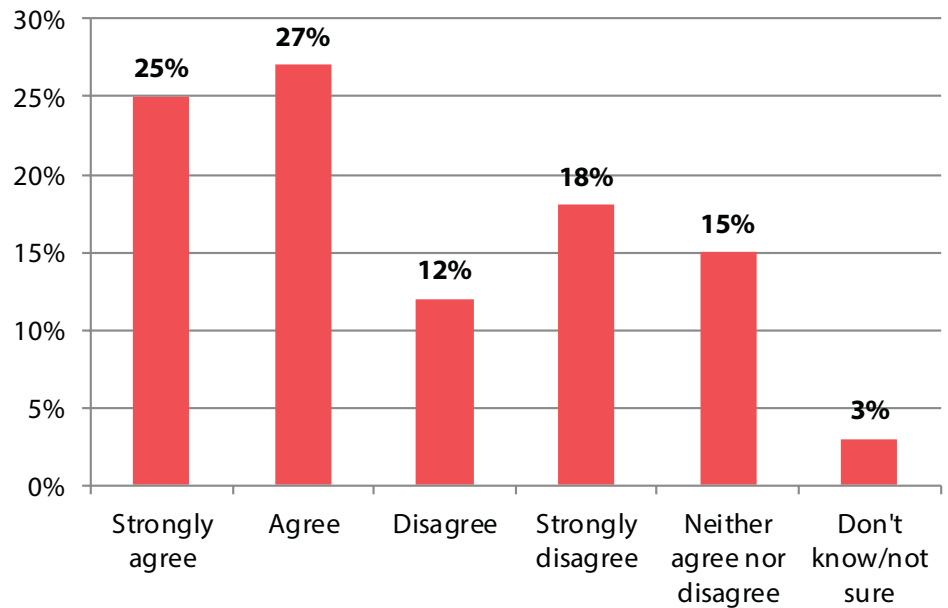


Relocating the U of A's Department of Music and Department of Art & Design Will Enhance the Downtown Arts & Cultural District.

Agreement/Disagreement

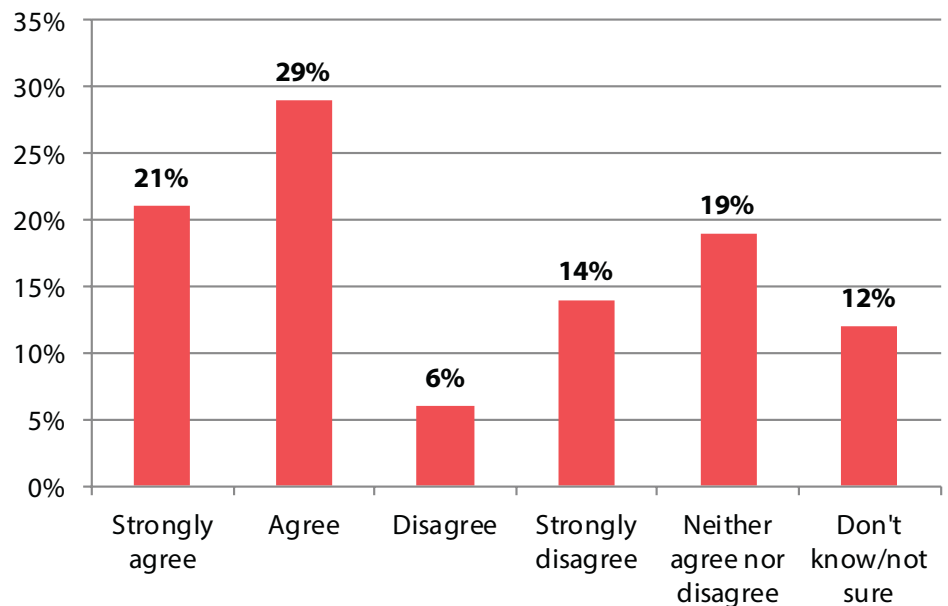
Respondents were asked to identify their levels of agreement with several statements.

Over half (52%) of the respondents agreed that relocating the University of Alberta's Department of Music and Department of Art & Design will enhance the downtown arts and cultural district. Thirty (30%) percent disagreed to a certain extent while fifteen (15%) percent of the respondents neither agreed nor disagreed.



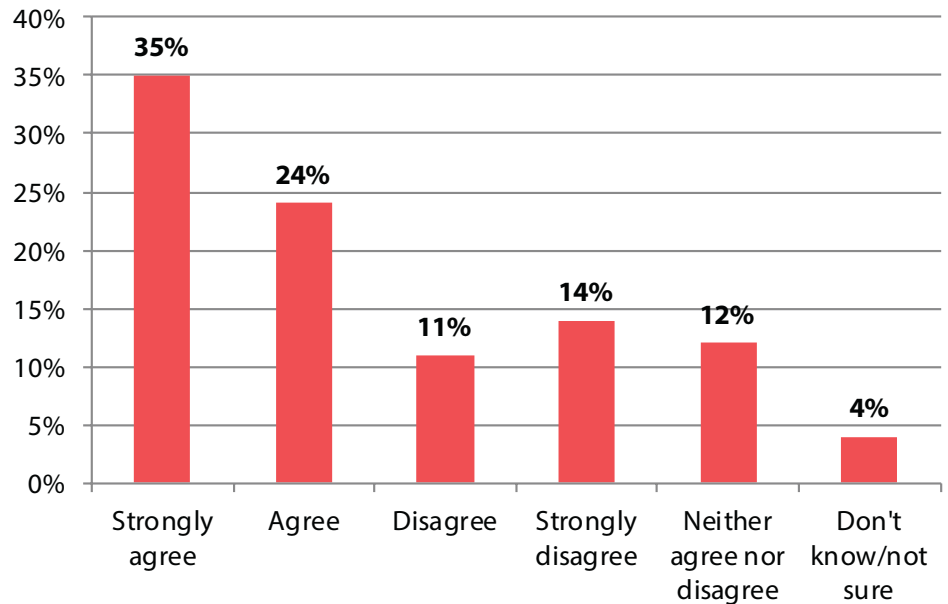
Approximately one-half (49%) of the respondents agreed that the Cultural Trust Fund is a good model to support and sustain arts in Edmonton. Twenty (20%) percent disagreed and nineteen (19%) percent neither agreed nor disagreed.

The Cultural Trust Fund is a Good Model to Support & Sustain Arts in Edmonton.



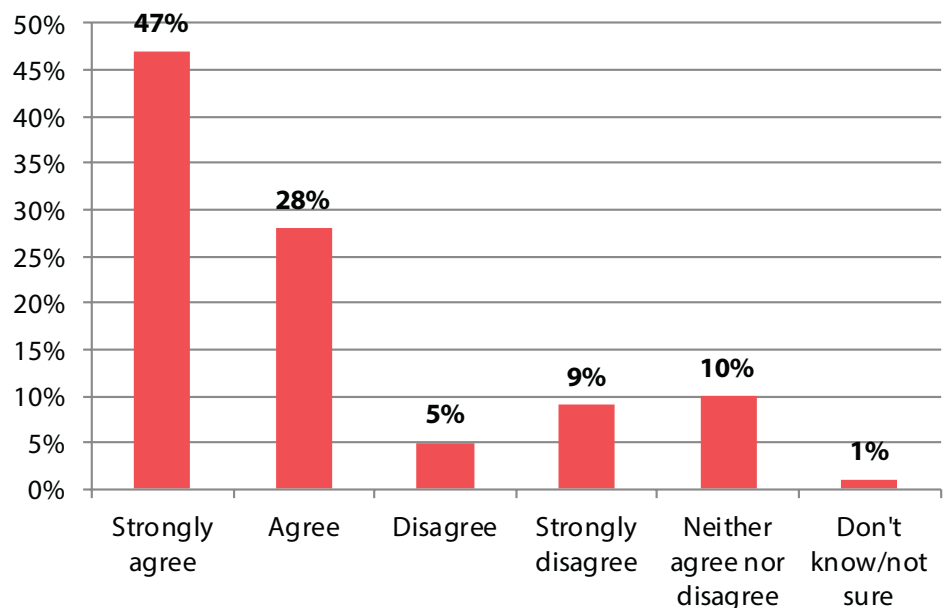
The Edmonton Galleria Project Will Complement, Strengthen, and Enhance the Existing Arts & Cultural District in Downtown Edmonton.

Over half (59%) of the respondents agreed that the Edmonton Galleria Project will complement, strengthen and enhance the existing arts and cultural district in downtown Edmonton. One-quarter (25%) disagreed.



Three-quarters (75%) of the respondents agreed that access to the arts is important for them to enjoy the quality of life in Edmonton. Fourteen (14%) percent disagreed.

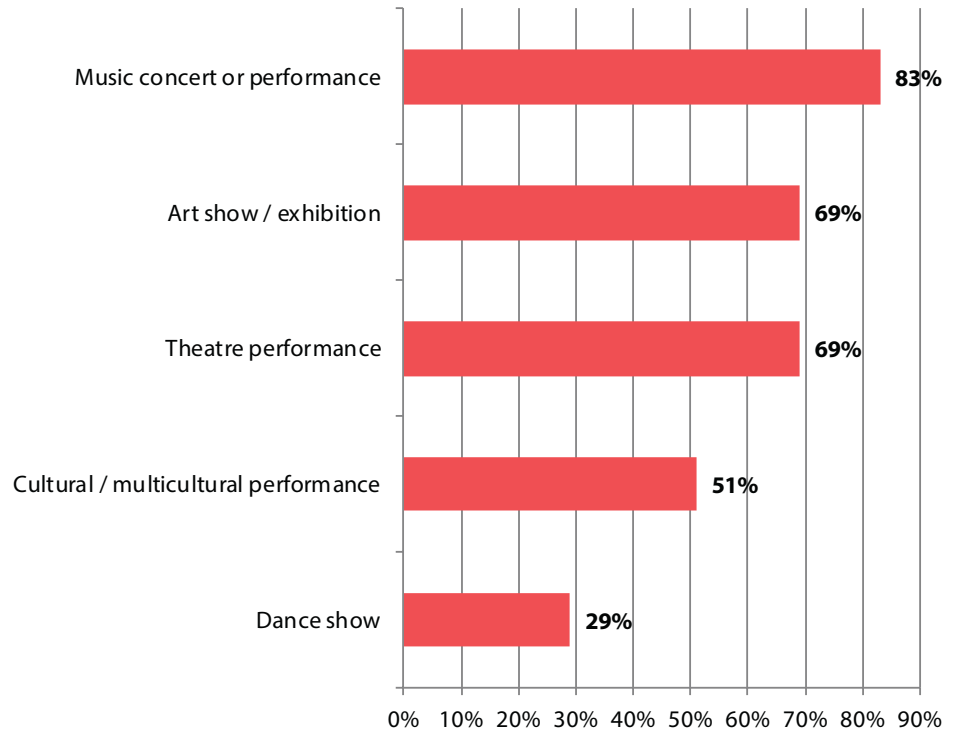
Access to the Arts is Important for me to Enjoy the Quality of Life in Edmonton.



Which of the following have you attended?

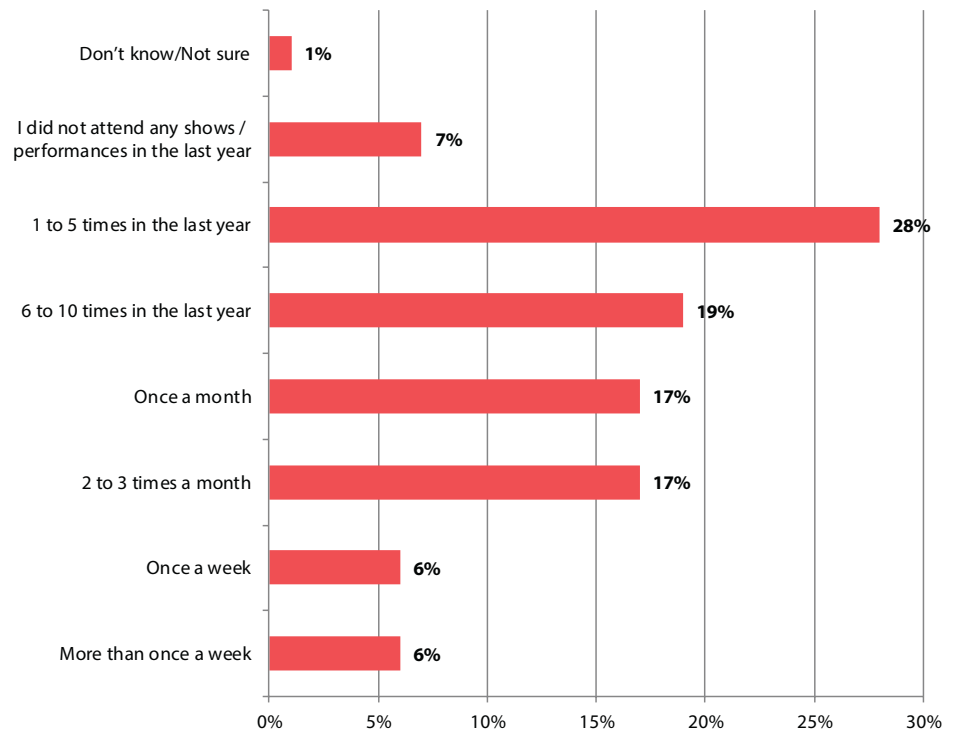
Arts Attendance

Respondents were asked to indicate the types of performances and shows they had attended within the last year. Eighty-three (83%) percent attended a music concert or performance. Sixty-nine percent (69%) attended an art show/exhibit and a theatre performance. Approximately one-half (51%) of the respondents also attended a cultural/multicultural performance. Twenty-nine percent (29%) attended a dance show.



Respondents were next asked to identify the frequency of which they attend theatre, music, art, dance or cultural/multicultural shows or performances. Over one-quarter (28%) of the respondents attended 1 to 5 shows or performances in the last year, while nineteen (19%) percent attended 6 to 10 performances. Twelve (12%) percent attend shows or performances at least once a week.

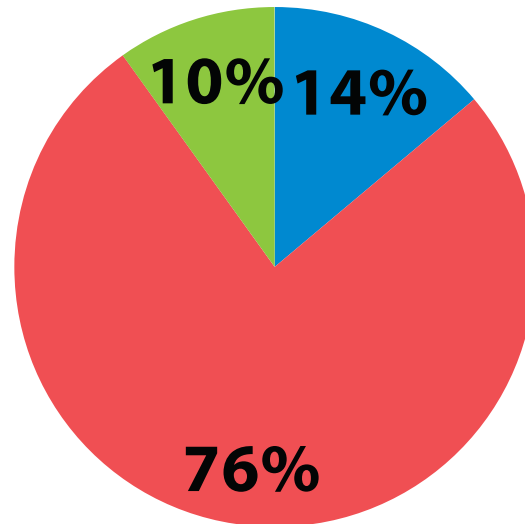
How frequently do you attend theatre, music, art, dance, or cultural/multicultural shows or performances?



Are you a member of an organization that would have an interest in the Edmonton Galleria Project?

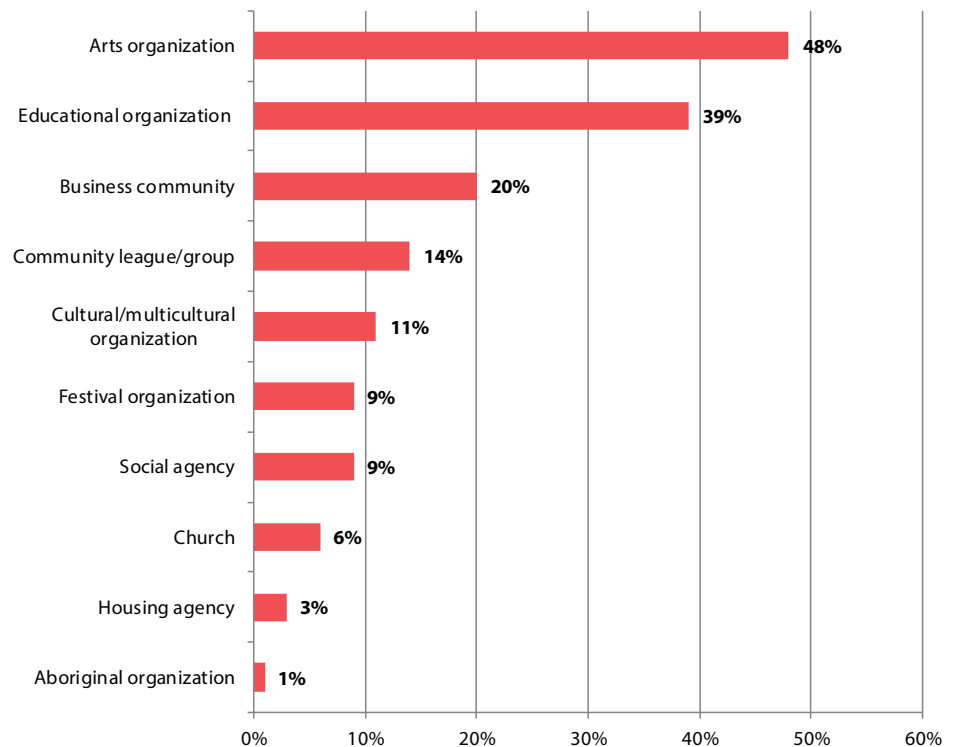
When asked if they are a member or a representative of an organization that would have an interest in the Edmonton Galleria Project, approximately three-quarters (77%) percent of respondents replied that they are not. Fourteen (14%) percent indicated that they are and ten (10%) percent did not know or preferred not to say.

■ Yes ■ No ■ Don't know/Prefer not to say



Of what type of an organization are you a member or representative?

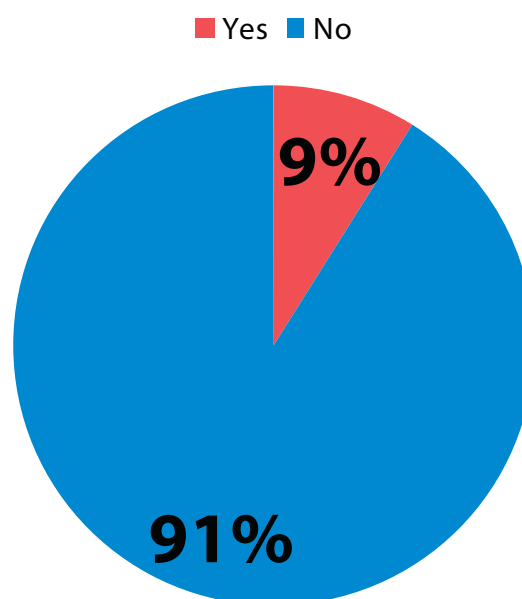
The fourteen (14%) percent who identified themselves as a member or a representative of an organization that would have an interest in the Edmonton Galleria Project were then asked a subsequent question to determine the type of organization of which they are members. Of the 118 responders, forty-eight (48%) percent are members or representatives of an arts organization, thirty-nine (39%) percent are from an educational organization, and twenty (20%) percent are from the business community.



Note: More than one response was acceptable.

Did you attend a focus group or an information session about the Edmonton Galleria Project?

Participants were asked if they attended a focus group session or information session about the Edmonton Galleria Project. Nine (9%) percent indicated that they had attended a session.



Challenges & Concerns

The top three (3) challenges/concerns raised by survey respondents are financial support (44%); need for a new facility (23%); and the relocation of the University departments (16%). When examined by level of support, the main challenges/concerns are quite similar¹:

- **Supportive/Somewhat Supportive:**
 - » Financial supports (35%);
 - » Need for the facility (12%);
 - » Public support (11%); and
 - » Relocation of the U of A (6%);
- **Unsupportive/Somewhat Unsupportive:**
 - » Financial support (54%);
 - » Need for the facility (33%); and
 - » Relocation of the U of A (26%).
- **Neutral/Not Sure:**
 - » Financial support (36%);
 - » Communications (26%);
 - » Need for the facility (24%); and
 - » Relocation of the U of A (14%).

FINANCIAL SUPPORTS

Supportive respondents are concerned if enough funding can be obtained. Non-supportive respondents are more concerned with tax dollars being used initially and ongoing.

FACILITY NEED

Supportive respondents are concerned about potential lack of rental tenants. Non-supportive respondents question the need for art space and other rental spaces.

U OF A RELOCATION

This is a general concern that the separation of the departments from the main campus will be detrimental to students.

“Sounds very costly at a time when provincial support seems uncertain. Once you start building, you are committed regardless of where the budget goes..”

—Public Survey Respondent

¹ Not all participants provided comments. These concerns and their proportions are based out of the pool of those providing comments.

Respondent Profile

Characteristic	Percentage
What is your age?	
Under 18 years	<1%
18 to 24 years	10%
25 to 34 years	29%
35 to 44 years	19%
45 to 54 years	18%
55 to 64 years	14%
65 to 74 years	6%
75 years or older	<1%
Prefer not to say	4%

What is your gender?	
Male	57%
Female	36%
Prefer not to say	7%

What is your marital status?	
Single	26%
Married/living together/partnered	58%
Widowed/divorced/seperated	6%
Prefer not to say	10%

Characteristic	Percentage
How many people live in your household?	
One (1)	20%
Two (2)	40%
Three (3)	15%
Four (4)	18%
Five (5)	4%
Six (6)	2%
More than six (6)	<1%

What is your annual household income?	
Under \$20,000	2%
\$20,000 to \$39,999	4%
\$40,000 to \$59,999	8%
\$60,000 to \$79,999	9%
\$80,000 to \$99,999	14%
\$100,000 to \$149,999	21%
\$150,000 or more	24%
I don't know/prefer not to say	19%

Are you a resident of Edmonton?	
Yes	94%
No	6%

Results & Recommendations

5

A broad array of feedback was gathered using the different consultative mechanisms noted above. Five themes emerged, and the results under each theme include input provided through all the engagement methodologies. The themes are: Awareness & Knowledge; Level of Support; Indicators of Success; Benefits & Opportunities; and Challenges & Mitigation Possibilities.

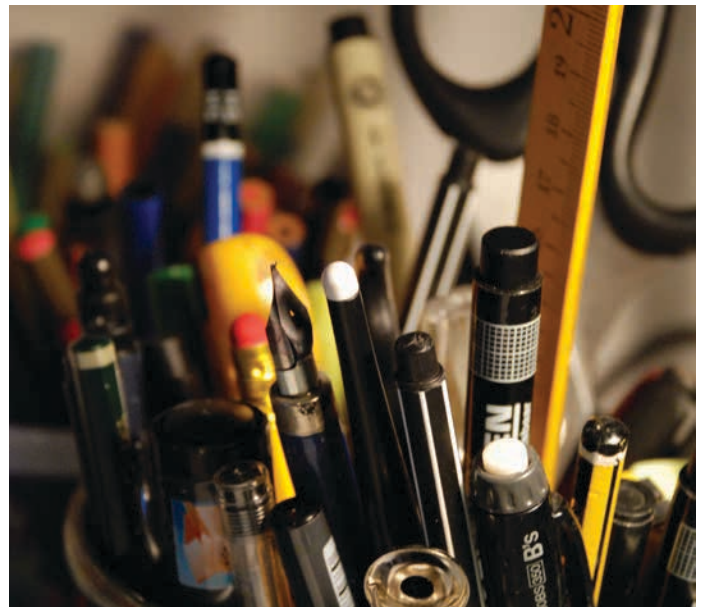
Results

Awareness & Knowledge

There is general awareness of the Galleria Project; however, the depth of knowledge is relatively limited. While some respondents indicated they are reasonably well-versed in the various elements of the Project, including components, governance, and funding, most respondents have limited knowledge. In fact, a number of the people who participated in the engagement opportunities were unclear of the City's role in the Galleria Project. The respondents' awareness of the roles of the Edmonton Downtown Academic Cultural Centre Foundation and the Edmonton Cultural Trust Foundation is low¹.

Of the participants who participated in the discussion sessions, the representatives from the business community and those from the major arts organizations appeared to be the most knowledgeable about the Galleria Project and its details. The information available at the discussion sessions, the open houses, and online appeared to help people better understand the project.

There is a desire to learn more about the Galleria Project. Participants and respondents expressed interest in gaining a better understanding of the need for the performance facility elements of the project, as well as the business and financial modeling completed by the Foundation.



¹ Specific questioning in the public survey measured awareness. The overall determination of awareness levels was gleaned through conversations conducted by the consultants.

Level of Support

The four consultation mechanisms indicate that the majority of participants and respondents are in support of the Galleria Project. Results from Open House Feedback Form suggest that 75% of respondents are supportive. The Stakeholder Group Survey yielded an 84% rating while the Insight Survey and the Public Web Survey indicated 59% and 54% of respondents, respectively, are supportive.

Consultative Mechanisms	Very Supportive	Somewhat Supportive	Neither	Somewhat Unsupportive	Not Supportive At All	Don't Know/ Unsure
Open House Feedback Form	52%	23%	8%	5%	9%	5%
Stakeholder Group Survey*	42%	42%	4%	8%	—	4%
Insight Survey	25%	34%	17%	9%	10%	6%
Public Web Survey	36%	18%	7%	10%	28%	—

* Note: Percentage has been rounded.

Indicators of Success

Participants identified several outcomes that will need to be achieved for the Galleria Project to be deemed a success.

- **Provision of accessible and affordable rehearsal and performance space.** A sufficient amount of space will need to be available at an affordable rate to support access for the arts community. Lease and rental rates are only one consideration when determining cost of space.
- **A Cultural Trust will need to support, to a significant degree, the arts organizations, programs and facilities in Edmonton.** The Cultural Trust model identifies funding support worth \$250M to \$300M over the first 30 years of the project. This will have a tremendous impact on the arts community.
- **Contribution to the revitalization of downtown.** Rather than simply providing space, the project will need to further the goals of the City of Edmonton and its many proponents to reinvigorate and revitalize downtown, while benefiting the existing community.
- **Neighbourhood enhancement.** The project will need to enhance the neighbourhood and quality of life of those that live and work in the area, and result in growth and attraction of the business community and patrons of the Galleria project.
- **Project design reflects the culture, heritage and history of the community within which it resides.** The buildings and open space will need to reflect the importance and integration of the surrounding neighbourhood and the vision of the project.
- **Inclusive, authentic and ongoing engagement.** Communication and engagement that involves all stakeholders and the public will need to be continuous so as not to risk significant support for the project, but build on it.
- **Financially sustainable.** The capital and operational funding models will need to be viable and not rely on public funding for long-term sustainability.

Benefits & Opportunities

Selected benefits and opportunities were identified through the different consultation mechanisms. Proposed benefits resulting from the stakeholder discussion sessions were tested in surveys to gauge level of agreement or disagreement. The open-ended survey questions also gathered information on perceived benefits and opportunities. The following list provides a summary of the significant benefits and opportunities.

- **Enhanced visitation** to downtown from residents and from visitors to Edmonton. This visitation would help elevate the vibrancy of downtown and Edmonton.
- Members of the **artistic community** have opportunities to **share their talents**—the Galleria Project provides a venue to do this through available rehearsal and performance space. Many organizations that are currently having difficulty finding appropriate and affordable space will find success by accessing the space offered as part of the Galleria Project. The spaces and accompanying performances would help grow the audience for the arts.
- Available space, especially in this particular neighbourhood, will allow the **cultures in the community**, including the Aboriginal culture, the opportunity to showcase their skills. This would be achieved through artists in the cultural communities showcasing their art; it may also be achieved through design of the space.
- The space becomes a **gathering place** where people congregate to partake in activities or “take in” the activities of others. The role of the space would enhance safety (also through additional traffic throughout the day) and the quality of life of those in the area.
- The extra people drawn to the area would support the existing businesses in the area. This extra traffic (from the presence of the University and the patrons/participants in arts and cultural pursuits) will encourage **business to grow** and more businesses to **develop**. Social enterprises can emerge from the Galleria Project as artists and those in the community start and operate their own businesses.
- The Galleria Project would provide a promotion and **awareness** generating **opportunity for organizations and agencies** in the area (beyond the arts organizations). This place would serve as a hub for the community, offering information and perhaps access to organizations and agencies servicing the resident population.
- Through the **Cultural Trust**, organizations, initiatives, and spaces would be supported (particularly through financial means) to help achieve their own success.
- The **University of Alberta** would **enhance its profile** with this downtown location. Synergies would be further developed between the Departments of Art & Design and Music and the broader arts community through proximity to the arts district.



Challenges & Mitigation Possibilities

Participants identified many challenges associated with the Galleria Project, and were asked to consider possible ways to mitigate the challenges going forward. The most prominent challenges focused on financial, social, and infrastructure concerns. The following list presents a summary of the key challenges; within the presentation of each challenge are participant and respondent suggestions for future mitigation efforts.

Financial

- There is concern that the funds allocated to this project through philanthropic and government support will **negatively impact funding access for other organizations**, initiatives, facilities and events within the city.
- The need for **increased security resources** to support public safety was identified as a financial challenge.
- The ability to ensure the **financial sustainability** of the project was also identified as a concern, as is the potential to require further public funds.
- Participants and respondents also indicated that Galleria patron and arts community use of the facilities would be impacted if it were **not affordable** to attend performances or lease/rent space.
- The role and level of support from current and potential partners and access to details on the business case and funding model were also identified as areas requiring **further information**.

Mitigating Possibility: *It was suggested that **business case and funding model information** would help achieve clarity regarding the rationale of the proposed facilities and open spaces, long-term sustainability of the project, and assist in determining whether challenges could be overcome.*

Social

- Input suggests that the location of the development might **negatively impact the present community** through increased congestion and lack of consideration for the social issues that exist in the area.
- Participants and respondents suggest that the proposed **facilities** and open spaces might be **underutilized** if the project does not accurately and appropriately meet the needs of the arts and culture community or is deemed inaccessible due to lack of affordable leasing and programming options.
- Participants and respondents sought clarity on how the project will be **integrated into the existing community and aligned with other downtown development** and revitalization projects.
- There is concern that there will **not be future consultation** opportunities and that **input will not be considered**.

Mitigating Possibility: *It was suggested that **appropriate and meaningful engagement led by the Foundation** should be emphasized as the project unfolds. Agencies and people that will be impacted or have a stake in the project should be invited to be a part of the initiative, and effective and meaningful engagement will help address concerns and questions, generate understanding, and ultimately engender support and champions for the project.*

- There is concern about ensuring **enhanced representation with the Galleria Project governance structure** from the arts community, Aboriginal community and the area surrounding the development. The project location holds historical significance within the Aboriginal community and the adjacent neighbourhood is home to a sizable Aboriginal population.

Mitigating Possibility: ***Representation from the arts community, Aboriginal community and those inhabiting the surrounding area** was identified as means to help overcome perceived challenges and ensure the project accurately reflects and supports the arts and the Aboriginal community in Edmonton. It was noted that appropriate involvement could serve as a model for other initiatives in the City, provincially, nationally, and globally.*

Infrastructure

- There was also concern about a need for further information and clarity about the **design of the project**.

Mitigating Possibility: It was suggested that the design of the facilities and open spaces should be **welcoming, reflect the vision of the initiative and the surrounding community**. Physical accessibility was also identified as an important design factor, suggesting that **openness and access for all physical abilities** should be considered.

- Participants and respondents shared concerns regarding the **relocation of the University of Alberta Departments of Art & Design and Music to downtown**. While the idea of having young, energetic people attending school and possibly living in the areas was deemed a possible benefit, there were some concerns expressed about the potential impact on students (e.g. feeling disconnected from the main campus and issues of scheduling classes between two campuses). Participants and respondents also noted that MacEwan University is bringing an arts program to their downtown campus.

Mitigating Possibility: It was suggested that there should be **dialogue** with the **University of Alberta and MacEwan University** to determine possible synergies.

Recommendations

The consultation results indicate that **people are generally in favour** of the Galleria Project. Those in support of the project see the benefits while those with concerns are seeking more details on the involvement of stakeholders, confirmation that the benefits will accrue to the community and stakeholders, and affirmation of the financial model, including the City's involvement.

The public engagement initiative helped to inform the public and stakeholders about the proposed Galleria project, generate awareness, test the concept, and identify the level of support. The process also allowed for input on possible challenges and identification of ways to mitigate perceived barriers. Participants and respondents suggested that success and support for the project, and the ability to achieve benefits and overcome perceived challenges would best be realized through a **transparent, inclusive, collaborative, and representative approach by the Foundation to the project going forward**.

Results of the stakeholder discussion sessions and surveys suggest that participants and respondents are seeking ongoing and transparent communication, and ongoing consultation and meaningful involvement in the project. The project proponents should consider this during project planning and implementation as a way to foster collaboration and inclusiveness.

If the City chooses to support the project, the City should communicate more information about its funding contribution as it relates to the business model, and recommend the Foundation communicate more information about the project, the business model and the proposed benefits to stakeholders and the public. This will help maintain and/or increase the current level of support.



Appendices



Appendix A:
City of Edmonton Public Involvement Plan

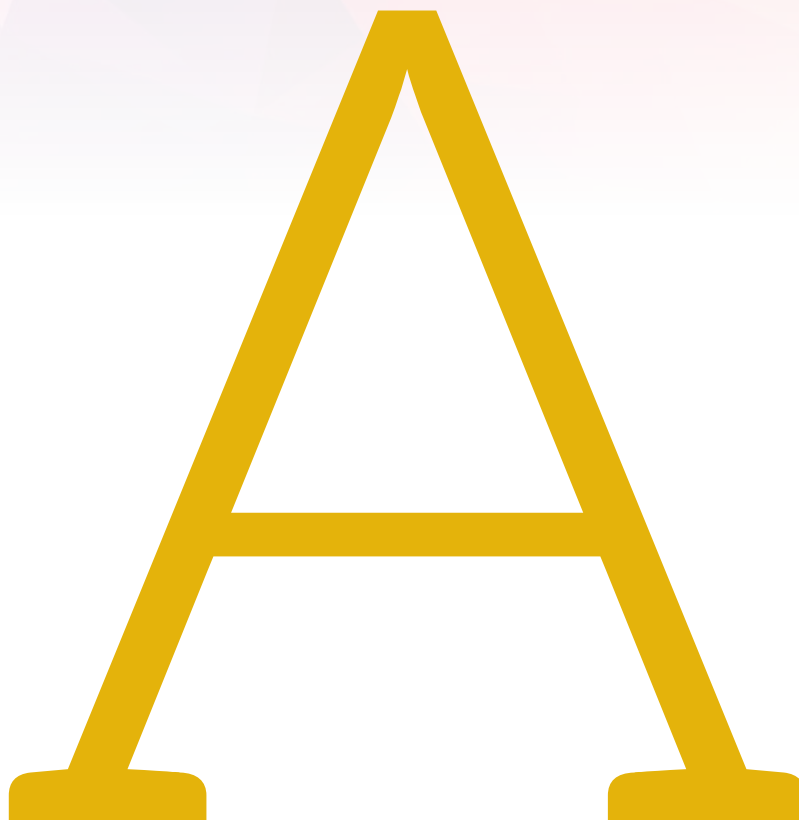
Appendix B:
Discussion Session Participants

Appendix C:
Discussion Session Presentation

Appendix D:
Open House Feedback Form

Appendix E:
Public Survey Questionnaire

City of Edmonton Public Involvement Plan



OVERALL CONSULTATION APPROACH	STAKEHOLDER GROUPS
<p>The primary focus for the community engagement process was to consult with:</p> <ul style="list-style-type: none"> • Key community stakeholders within or close to the geographic area of the proposed project; and • Organizations/stakeholders who may have a specific interest in the project. 	<p>Targeted Groups:</p> <ul style="list-style-type: none"> • Community organizations/Community Leagues • Housing providers social agencies and churches • Aboriginal groups • Other Targeted groups • Business community/BRZS • EAC/Arts groups • Other key stakeholders/umbrella groups
<p>The secondary focus was to provide an opportunity for the general public to become more aware of the proposed project and provide input, if desired.</p>	<p>General Public (throughout Edmonton)</p>

STAKEHOLDER GROUPS LIST	STATISTICS
<p>The stakeholder lists were developed from:</p> <ul style="list-style-type: none"> • Extensive input from city staff who work with targeted stakeholders or in geographic area; • Input from community stakeholders/committees; • Previous arena stakeholder meetings; • Input from Edmonton Arts Council; • Internet research; and • Other community resources (i.e. Support Network, and Aboriginal directory, etc.). <p>242 Focus Group Invitations were sent to:</p> <ul style="list-style-type: none"> • 10 Community leagues/EFCL; • 16 key businesses/BRZs; • 54 social agencies; • 53 aboriginal representatives; • 48 major arts groups; • 14 festivals; • 22 multicultural arts groups; and • 25 other key stakeholders/umbrella groups. 	<ul style="list-style-type: none"> • 83 participants attended 8 focus groups; • 35 participants attended February 18 Open Houses and 100 participants attended February 20 Open House; • 67 open house surveys were completed; • 24 stakeholder surveys were completed; • 1,021 Insight Surveys were completed; • 67 open house surveys; and • Online survey closed on February 27. There were 867 full and 242 partially completed responses.

COMMUNITY ENGAGEMENT STRATEGIES	PURPOSE OF ENGAGEMENT
<p>Eight Targeted Focus Groups</p> <ul style="list-style-type: none"> • Social Agencies #1 • Community Leagues/Community Group • Social Agencies #2 • Business/BRZs • Major Arts Groups • Umbrella groups/Community Stakeholders • Aboriginal Groups • Arts/Festivals and Community Groups <p>Stakeholder Survey</p> <p>Two Open Houses (for representatives of targeted groups)</p> <p>Online Survey</p> <p>Edmonton Galleria Project Information was provided through:</p> <ul style="list-style-type: none"> • City website information: www.edmonton.ca/galleria • Power point presentation (presented at focus groups and open houses) • Handout provided by EDACC (emailed to all focus groups participants and handed out at focus groups and open houses) • 11 Information Panels (at open houses) 	<ul style="list-style-type: none"> • Awareness building • Test understanding • Explore impacts/opportunities • Check level of concerns/support
<p>Public meetings</p> <p>Online survey</p> <p>Insight survey (if a member)</p> <p>Edmonton Galleria Project information was provided through:</p> <ul style="list-style-type: none"> • City website information: www.edmonton.ca/galleria • Power point presentation (presented at focus groups and open houses) • Handout provided by EDACC (provided at open houses) • 11 Information Panels (at open houses) 	<ul style="list-style-type: none"> • Provide information • Check level of awareness, support, benefits, and concerns

FURTHER COMMUNITY ENGAGEMENT DETAILS

The overall Community Engagement process was outlined in a Public Involvement Plan. The plan was presented and supported by the City of Edmonton's Corporate Leadership Team in fall 2014. It was agreed that the overall consultation would be coordinated by the City of Edmonton (Community Services and Sustainable Development) in collaboration with the Edmonton Downtown Academic and Cultural Centre Foundation (EDACC).

A steering committee was established to oversee and support the Edmonton Galleria Project Community Engagement Process.

RC Strategies was hired to facilitate the focus groups, open houses, and prepare the final "What We Heard" report.

A minimum of two focus group invitations were emailed to the stakeholder list. Invitations included:

- Information about the focus group/purpose;
- Background information on the proposed Edmonton Galleria Project; and
- EDACC website.

Stakeholder groups were invited to send one or two representatives to most focus groups and up to five representatives to the Community Leagues focus group.

Focus groups were themed, however, groups were able to attend other focus groups, as required.

Focus groups were small to facilitate discussion (averaged 10 people per group).

EDACC and University of Alberta representatives attended 7 focus groups as observers. They answered questions that consultants were not able to answer. To ensure as much neutrality as possible, the consultants presented all materials, led the facilitated discussions and answered questions.

Following the focus groups, all participants were emailed a survey to complete if they wished to provide additional comments or share input outside the focus group setting.

Targeted stakeholder groups were also sent open house posters, requested to promote the open houses and the online survey in their newsletters and to their memberships/contacts and encouraged to send other representatives to the open houses.

The open houses and online survey were promoted through:

- Printed posters sent to and displayed at key city facilities/offices and public libraries;
- Promotional email sent to over 300 key contacts (key city staff/community contacts);
- PSA to all media;
- Promotion through emails/newsletters of targeted stakeholders (i.e. EAC, EFCL, NextGen, Youth Council, BRZs, Aboriginal Relations newsletter, Advisory Board on Services for Persons with a Disability, Community Leagues in area, etc.; and
- Posters were mailed to 243 businesses/contacts with Chinatown BRZ.

At the open house participants were invited to complete a shorter survey and/or post comments on flip chart paper under three headings:

- Opportunities;
- Concerns; and
- Other comments.

Discussion Session Participants

B

Social Agencies #1

Tuesday, December 9 (11:45 am – 1:45 pm)

#	Organization Name
1.	Boyle Street Community Services
2.	Marian Centre
3.	George Spady Society
4.	Hope Mission
5.	Boyle McCauley Health Centre
6.	Seniors Association of Greater Edmonton
7.	Operation Friendship Society
8.	YMCA
9.	Homeward Trust
10.	iHuman

Community Leagues

Thursday, December 11 (6:30 – 8:30 pm)

#	Organization Name
1.	Central McDougall Community League
2.	Boyle Street Community League
3.	McCauley Community League
4.	Alberta Avenue Community League

Social Agencies #2

Thursday, January 22 (11:00 am – 1:00 pm)

#	Organization Name
1.	Assist Community Services Centre
2.	E4C
3.	YWCA
4.	Minerva Seniors Studies Institute
5.	Edmonton Social Planning Council
6.	Centre for Race and Culture

Key Umbrella Groups

Friday, January 23 (9:30 – 11:30 am)

#	Organization Name
1.	NextGen
2.	Edmonton Catholic Schools
3.	Edmonton Public Schools
4.	MacEwan University
5.	Edmonton Youth Council
6.	Edmonton Police Services
7.	Edmonton Economic Development Corporation
8.	Edmonton Transit

Major Arts Groups

Monday, January 26 (10:00 am – 12:00 pm)

#	Organization Name
1.	Edmonton Opera
2.	Edmonton Symphony Orchestra/ Winspear
3.	Brian Webb Dance Company
4.	Citie Ballet
5.	Edmonton Heritage Council
6.	Arts Habitat Edmonton
7.	Art Gallery of Alberta
8.	Creative Age Edmonton
9.	Rapid Fire Theatre
10.	Creative Practices Institute
11.	Edmonton International Fringe Theatre Festival
12.	Edmonton Art Council
13.	Consultant
14.	Citadel Theatre
15.	Arts Habitat
16.	Good Women Dance Collective
17.	CKUA Radio

Business Groups

Tuesday, January 27 (11:30 am – 1:30 pm)

#	Organization Name
1.	Downtown BRZ
2.	North Edge Business District
3.	Chinatown BRZ
4.	Yorkton Group/Pacific Rim Mall
5.	Edmonton Chamber of Commerce

Aboriginal Stakeholders

Thursday, February 5 (1:00 – 3:00 pm)

#	Organization Name
1.	Aboriginal Relations Office—City of Edmonton
2.	Metis Artist
3.	Bent Arrow Traditional Healing Society
4.	University of Calgary
5.	Dreamspeaker Festival
6.	Wichitowin
7.	Artists
8.	Community Services Social Worker

Festivals/Special Events

Thursday, February 12 (1:00 – 3:00 pm)

#	Organization Name
1.	Edmonton International Film Festival
2.	The Works Art and Design Festival
3.	Edmonton International Street Performers Festival
4.	Boys and Girls Club Big Brothers Big Sisters of Edmonton and Area
5.	Arts on the Ave
6.	Kaleido and Deepfreeze Festivals
7.	Alberta Dance Alliance
8.	Free Will Shakespeare Theatre

Discussion Session Presentation



1

THE WAY AHEAD Edmonton Galleria Project

TRANSFORMING | EDMONTON
BRINGING OUR CITY VISION TO LIFE



Edmonton

2

Session Agenda

- Welcome and Introductions
- About the Edmonton Galleria Project
 - What, where, when, why, how, who?
- Group Discussion
 - What does success look like?
 - What are the benefits of the project?
 - How can the benefits be achieved?
 - What are the challenges / barriers?
 - How can the challenges be overcome?
 - Who else should be consulted?
- Closing

Edmonton

3

Desired Outcomes

- Information on how the Galleria project came to be and its relationship to the City of Edmonton
- Consideration of project opportunities and challenges
- Clarity on how the input will impact the next steps of the project
- Recommendations on how to continue to involve stakeholders and citizens in the project

Edmonton

4

Rules of Engagement

- Give voice to ideas and concerns
- Small and large group discussions
- Opportunity to represent your personal and organization's perspectives
- Allow viewpoints of others to be shared and heard
- Identify challenges, impacts and strategies
- To help map out the path forward

Edmonton

Edmonton
THE CITY OF

Edmonton



Galleria Project



WHY THE GALLERIA PROJECT?

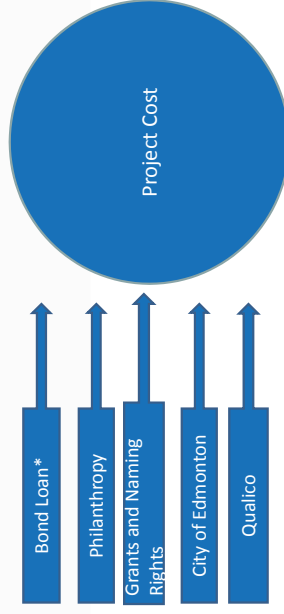
- Edmonton Arts Council's "The Art of Living" 2008 – identified demand for more main stage and rehearsal space
- Mayor's Arts Visioning Committee (2011) – called for a performing arts centre to be built
- Needs assessment confirmed demand for more accessible, affordable performing arts space
- University of Alberta (Dept. of Music and Dept. of Art & Design) expressed interest in the downtown and connecting with the arts community more directly.

Edmonton - A Healthy Vibrant City

- Enhanced recognition of the value of a strong cultural sector
 - Contributes to a positive quality of life
 - Will help attract and keep citizens, skilled workers, and business
 - Supports Downtown's Revitalization
 - Supports Edmonton's 10 year plan; "The Way We Live"
 - Supports and strengthens the Arts District

HOW IS IT FUNDED?

Funding Model



*Bond loan secured by long term leases from University of Alberta and commercial space.

Requested City Contribution

- \$50 million as identified in the Downtown Community Revitalization Levy
- Contribution primarily in land acquisition for theatres, to be retained by the City and leased to the Foundation.

HOW IS IT GOVERNED?

Governance Model

Edmonton Downtown Academic and Cultural Centre Foundation

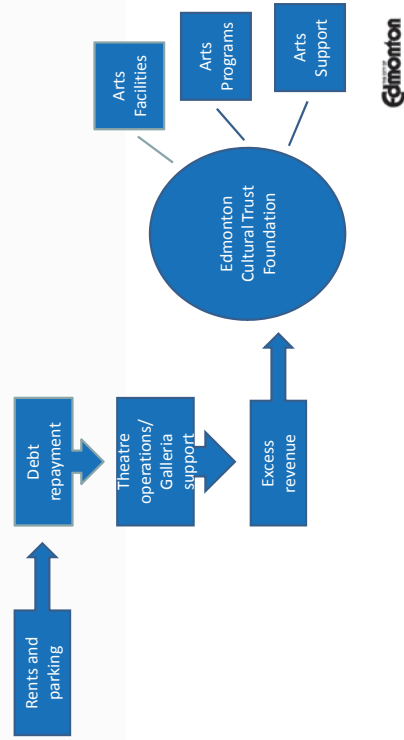
- Public, charitable, not-for-profit organization
- Community led and community driven
- Broad support from diversity of organizations and individuals
- Board composed of prominent, long-time civic leaders who care deeply about Edmonton and its future



HOW ARE OPERATIONS FUNDED?



Cultural Trust Model



Let's get started



21

Based on what you have heard and read, **what does success look like** to you as a result of the Edmonton Galleria Project?



22

What are the **most significant benefits** that the Galleria project can offer Edmonton?

(Consider your organization and the general community)



23

What can be done to achieve the **benefits**?



24

What **challenges or barriers** can you see that may impact the Edmonton Galleria Project?



What can be done to overcome these
challenges/barriers?



Who else needs to be consulted with?



Next Steps

- Focus group sessions & online survey through to February 2015
- Open houses February 2015
- Report to City of Edmonton in March 2015
- Share the results with the community, residents and stakeholders



THANK YOU!

www.edmontongalleriaproject.ca



Open House Feedback Form

D

Edmonton Galleria Project – Open House Feedback Form

1) After reviewing and considering the information presented at this open house, at this time, what is your level of overall support for the Edmonton Galleria Project?

[Please choose one]

- ☐ Very supportive
- ☐ Somewhat supportive
- ☐ Neither supportive nor unsupportive
- ☐ Somewhat unsupportive
- ☐ Not supportive at all
- ☐ Don't know/Not sure

2) Why do you say this?

3) How much do you agree or disagree with the following statements?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know/Not Sure
Relocating the U of A's Department of Music and Department of Art & Design will enhance the downtown arts and cultural district.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Cultural Trust fund is a good model to support and sustain arts in Edmonton.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Edmonton Galleria Project will complement, strengthen, and enhance the existing arts and cultural district in downtown Edmonton.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to the arts is important for me to enjoy the quality of life in Edmonton.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4) In the last year, please indicate which of the following you attended:

[Check all that apply]

- ☐ Theatre performance
- ☐ Musical concert or performance
- ☐ Art show/exhibit
- ☐ Dance show
- ☐ Cultural/multicultural performance
- ☐ I have not attended any of the above in the last year
- ☐ I have never attended any of the above
- ☐ Other (please specify): _____

5) Which of the following best describes you?

- ☐ Member of the general public with no interest in the arts
- ☐ Member of the general public with some interest in the arts
- ☐ Member of the general public with a high interest in the arts
- ☐ An arts professional who works in the arts industry
- ☐ A member or representative of an arts organization
- ☐ A member or representative of a social or community organization
- ☐ Other (please specify): _____

6) How much do you agree or disagree with the following statements?

This open house was effective at providing:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know/Not Sure
Useful information about the Edmonton Galleria Project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An opportunity to give my input on the Edmonton Galleria Project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7) Additional comments or suggestions regarding the Edmonton Galleria Project:

Thank you for your input. For more information and to stay updated on this project please visit:

www.edmonton.ca/galleria

Public Survey Questionnaire

E



Edmonton Galleria Project Public Involvement Survey

This survey is intended to obtain feedback from the general public.

If you need more information on the Edmonton Galleria Project prior to starting the survey, please go to <http://www.edacc.ca/>

The City of Edmonton is leading a consultation process between December 2014 and March 2015 about the Edmonton Galleria Project, which is a development that supports the City of Edmonton's vision of downtown revitalization.

The Edmonton Galleria Project will be a new development in downtown Edmonton. The development includes: four performing arts theatre spaces, a downtown campus for the University of Alberta Department of Music and Department of Art & Design, a covered open space (the Galleria) and new commercial office/retail/residential and parking spaces. The Edmonton Galleria Project is being funded as a P4 model- Philanthropic-Private-Public Partnership. Revenue from leasing, rentals, and parking will go towards debt repayment and theatre operations. Unique to this project is that the excess revenue will be retained by the Edmonton Cultural Trust Foundation and will be used to support other Edmonton arts facilities and programs. This concept is modeled after the successful Pittsburgh Cultural Trust. **There will be no ongoing financial contribution required from the City of Edmonton for operations of the Edmonton Galleria Project.**

1. What is your level of awareness of the Edmonton Galleria Project?

- ☐ Very aware
- ☐ Somewhat aware
- ☐ Neither aware nor unaware
- ☐ Not very aware
- ☐ Not at all aware
- ☐ Don't know/Not sure

2. From your knowledge of the Edmonton Galleria Project, what do you think are the benefits and opportunities of the project?

[Please select all that apply]

- ☐ Supports Edmonton's downtown revitalization
- ☐ Enhanced arts and cultural district
- ☐ More arts programs opportunities
- ☐ New business opportunities
- ☐ New opportunities for social agencies in the area
- ☐ Relocating the U of A's music and art & design departments to a downtown location
- ☐ Will bring in approximately 5,000+ people daily to the area
- ☐ Affordable and accessible theatres for rehearsals and performances
- ☐ *Creation of a new Cultural Trust fund that will support future arts in Edmonton
- ☐ Will operate as a self-sustaining not-for-profit model
- ☐ New arts facilities without ongoing financial contribution from the City of Edmonton for operations
- ☐ Extension of the pedway system
- ☐ Other (please specify): _____

**Cultural Trust fund: Revenue generated from leasing, rentals and parking will be applied to debt repayment and provide operational support for Galleria spaces and theatres. Excess funds will be put into a Cultural Trust fund that is overseen by a community-based board of directors. These funds will be reinvested into supporting Edmonton arts facilities, organizations, programs and artists.*

3. How much do you agree or disagree with the following statements with regard to the Edmonton Galleria Project?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Sure
Relocating the U of A's Department of Music and Department of Art & Design will enhance the downtown arts and cultural district.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*The Cultural Trust fund is a good model to support and sustain arts in Edmonton.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Edmonton Galleria Project will complement, strengthen, and enhance the existing arts and cultural district in downtown Edmonton.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to the arts is important for me to enjoy the quality of life in Edmonton.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Cultural Trust fund: Revenue generated from leasing, rentals and parking will be applied to debt repayment and provide operational support for Galleria spaces and theatres. Excess funds will be put into a Cultural Trust fund that is overseen by a community-based board of directors. These funds will be reinvested into supporting Edmonton arts facilities, organizations, programs and artists.*

4. Overall, how supportive are you of the Edmonton Galleria Project?

- ☐ Very supportive
- ☐ Somewhat supportive
- ☐ Neither supportive nor unsupportive
- ☐ Somewhat unsupportive
- ☐ Not supportive at all
- ☐ Don't know/Not sure

5. What challenges or concerns do you see with the Edmonton Galleria Project?

6. Additional comments or suggestions:

7. In the last year, please indicate which of the following you attended:

[Check all that apply]

- ☐ Theatre performance
- ☐ Musical concert or performance
- ☐ Art show/exhibit
- ☐ Dance show
- ☐ Cultural/multicultural performance
- ☐ Other (please specify): _____

8. In the last year, how frequently did you attend theatre, music, art, dance or cultural/multicultural shows or performances?

- ☐ More than once a week
- ☐ Once a week
- ☐ 2 - 3 times a month
- ☐ Once a month
- ☐ 6 to 10 times in the last year
- ☐ 1 to 5 times in the last year
- ☐ I did not attend any theatre, music, art, dance or cultural/multicultural shows or performances in the last year
- ☐ Don't know/Not sure

9. Are you a member or a representative of an organization that would have an interest in the Edmonton Galleria Project?

- ☐ Yes
- ☐ No
- ☐ Don't know/Prefer not to say

10. [If yes to Q9]: What type of an organization are you a member or representative of?
[Please select all that apply]

- ☐ Social agency
- ☐ Community league/group
- ☐ Housing agency
- ☐ Church
- ☐ Business community
- ☐ Arts organization
- ☐ Aboriginal organization
- ☐ Cultural/multicultural organization
- ☐ Festival organization
- ☐ Educational organization (e.g., U of A, MacEwan, school boards)
- ☐ Other (please specify): _____

11. Did you attend a focus group session or information session about the Edmonton Galleria Project?

- ☐ Yes
- ☐ No

The following questions will be used for classification purposes only, and will not be used to identify you personally.

Which of the following age groups are you in?

- ☐ Under 18
- ☐ 18 - 24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65 to 74
- ☐ 75 or older
- ☐ Prefer not to say

What is your gender?

- ☐ Male
- ☐ Female
- ☐ Other
- ☐ Prefer not to say

Please indicate your marital status:

- ☐ Single
- ☐ Married/ living together/ partnered
- ☐ Widowed/ divorced/ separated
- ☐ Prefer not to say

How many people are in your household?

- ☐ One
- ☐ Two
- ☐ Three
- ☐ Four
- ☐ Five
- ☐ Six
- ☐ More than six

Please indicate your annual household income:

- ☐ Under \$20,000
- ☐ Between \$20,000 and \$39,999
- ☐ Between \$40,000 and \$59,999
- ☐ Between \$60,000 and \$79,999
- ☐ Between \$80,000 and \$99,999
- ☐ Between \$100,000 and \$149,999
- ☐ \$150,000 or more
- ☐ I don't know/I prefer not to answer

Are you a resident of Edmonton?

- ☐ Yes
- ☐ No

What are the first 3 characters of your postal code?

- | | | | |
|---------------------------|---------------------------|---------------------------|-----------------------------|
| <input type="radio"/> T5A | <input type="radio"/> T5N | <input type="radio"/> T6A | <input type="radio"/> T6N |
| <input type="radio"/> T5B | <input type="radio"/> T5P | <input type="radio"/> T6B | <input type="radio"/> T6P |
| <input type="radio"/> T5C | <input type="radio"/> T5R | <input type="radio"/> T6C | <input type="radio"/> T6R |
| <input type="radio"/> T5E | <input type="radio"/> T5S | <input type="radio"/> T6E | <input type="radio"/> T6S |
| <input type="radio"/> T5G | <input type="radio"/> T5T | <input type="radio"/> T6G | <input type="radio"/> T6T |
| <input type="radio"/> T5H | <input type="radio"/> T5V | <input type="radio"/> T6H | <input type="radio"/> T6V |
| <input type="radio"/> T5J | <input type="radio"/> T5W | <input type="radio"/> T6J | <input type="radio"/> T6W |
| <input type="radio"/> T5K | <input type="radio"/> T5X | <input type="radio"/> T6K | <input type="radio"/> T6X |
| <input type="radio"/> T5L | <input type="radio"/> T5Y | <input type="radio"/> T6L | <input type="radio"/> Other |
| <input type="radio"/> T5M | <input type="radio"/> T5Z | <input type="radio"/> T6M | |

If the first 3 characters of your postal code were not listed above, please use the space below (e.g., T8A): _____

Thank you for your feedback.

Your input is appreciated and will help to develop future plans for this project.

For more information, please go to: www.edmonton.ca/galleria



