

**Emeryville Arts and Cultural Center  
Visioning Workshop Notes  
Saturday, October 11, 2008**

**Group Exercise #1: Art Center Operating Models**

Three potential art center operating models were introduced to the group: 1) Gallery Model, 2) Community Center Model, and 3) Tenant Model. Each table was asked to discuss the strengths and weaknesses of each model, and then prioritize the three. The following summarizes each table's findings:

	<b>GALLERY MODEL</b>	<b>COMMUNITY CENTER MODEL</b>	<b>TENANT MODEL</b>
<b>TABLE 1</b>			
<b>Strengths</b>	<ul style="list-style-type: none"> <li>Rotating shows to reflect community</li> <li>Exposing community to new media (conceptual art, media)</li> </ul>	<ul style="list-style-type: none"> <li>Reflects Emeryville focus</li> <li>Includes artists as community</li> <li>Offers participation; more active and vibrant</li> </ul>	<ul style="list-style-type: none"> <li>Chance for diversity of arts groups</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>Less interactive</li> </ul>		<ul style="list-style-type: none"> <li>No cohesive vision</li> <li>Not strategic for Emeryville</li> </ul>
<b>TABLE 2</b>			
<b>Strengths</b>	<ul style="list-style-type: none"> <li>Efficient, low-cost</li> <li>Addresses a specific lack</li> <li>We need big gallery space to support our large artist community</li> <li>If space is for lease, solid income potential</li> </ul>	<ul style="list-style-type: none"> <li>Fits/is consistent with City/School model</li> <li>Becomes one of the Centers for Community Life</li> <li>Magnet</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability</li> <li>Opportunity for collaboration and incubation</li> <li>Choice/selection could create diversity</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>One-dimensional (display, not doing)</li> <li>Less multifunctional</li> <li>Does not maintain application to the different arts (visual and performing arts)</li> </ul>	<ul style="list-style-type: none"> <li>Conflict re: disparate groups; internal tensions</li> <li>High cost/high level of management</li> </ul>	<ul style="list-style-type: none"> <li>Exclusive</li> <li>Single-purpose non-profits</li> <li>Least flexible model</li> <li>Economy</li> </ul>
<b>TABLE 3</b>			
<b>Strengths</b>	<ul style="list-style-type: none"> <li>Simple to operate as a first step</li> </ul>	<ul style="list-style-type: none"> <li>Potential for additional engagement of community with strong exhibition space (and space for historical society)</li> <li>Takes advantage of central location</li> </ul>	
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>Limiting</li> </ul>	<ul style="list-style-type: none"> <li>Too complex for initial</li> </ul>	<ul style="list-style-type: none"> <li>Emeryville</li> </ul>

		phase <ul style="list-style-type: none"> <li>• Classes offered at ECCL (need to clarify what those are)</li> <li>• Could lose exhibit space</li> </ul>	community isn't large enough to support this
	<b>GALLERY MODEL</b>	<b>COMMUNITY CENTER MODEL</b>	<b>TENANT MODEL</b>
<b>TABLE 4</b>			
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Rotating exhibitions             <ul style="list-style-type: none"> <li>- Nationwide exhibits (from outside community)</li> <li>- Community exhibits</li> </ul> </li> <li>• Turnover of programs and events; optimizing variety</li> </ul>	<ul style="list-style-type: none"> <li>• Local artistic control</li> </ul>	<ul style="list-style-type: none"> <li>• Some portions of this model work</li> <li>• Home to Celebration of the Arts and Historical Society</li> <li>• Show case to bring in outside interest in Emeryville</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Dilutes local artistic control</li> </ul>	<ul style="list-style-type: none"> <li>• Overlap with ECCL</li> </ul>	<ul style="list-style-type: none"> <li>• Dilution of programmatic focus</li> </ul>

### Ranking the Models

Three out of four tables ranked the Community Center Model as their favorite. The fourth group did not prefer any of the models and saw a number of drawbacks to each one. There was solid consensus in the room that the Community Center Model is well suited to Emeryville's small, close-knit, and diverse community. The focus on community access and participation was particularly appealing to participants. The Gallery Model was ranked second among the three models, with most participants agreeing there is a need for a strong exhibition space in Emeryville. The tenant model was ranked third, with most groups thinking it would be too complex and not flexible enough for the community's needs. In the end, the group agreed upon the Community Center Model as their favorite, with the caveat that a strong exhibition space is included.

## Group Exercise #2: Art Center Operating Models

Participants were asked to work with the people at their table to articulate a vision for the Emeryville Art Center. They were directed to select a model from the previous exercise or create their own, but include the following:

- Who is the audience?
- Exhibits: name some themes
- Programs: what kind? For whom?
- How is space divided? (Remember, the existing facility is 30,000 square feet)
  - Offices
  - Exhibits
  - Studio/classroom
  - Rental space
  - Food service
  - Other
- Sources of income
- In what way does the Art Center complement the ECCL?

The following summarizes the presentations made by each table.

### TABLE 1

“Art & Technology Center with Community Life”

#### Components:

- Exhibition area
- Performance area
- Gallery space
- Reception space
- Multipurpose room (might be used for the performance and reception spaces)
- Restrooms
- Loading zone with ramp
- Storage
- Roof top garden

#### Who will use it?

- Emeryville community (residents, businesses, city, schools)
- Greater Bay Area

#### Audience

- Seniors
- Students
- Aspiring Artists
- Visual and performing artists

## Exhibitions

- Visual/performing art
- Animation
- Photo/graphics
- Pottery/clay
- National competition
- High school exhibitions

## **TABLE 2**

### Physical Space

- Acoustically adequate for music and performance
- Use only available 30,000 sq ft as first phase
- No individual artist spaces
- No storage space
- Flexible components
- Extension of existing plaza
- No kitchen, no café (in phase 1), “staging area”

### Audience

- Residents → build social/community interaction in and through the arts across ethnicity, class, generations, etc. (active and participatory)
- Workers/business → encourage use by business in and through the arts (space, exhibits, etc.)
- Regional → income opportunities, exchange of ideas, etc.

### Programs

- Learning spaces and classes that inspire collaboration and interaction (no individual spaces)
- Exhibition space (Pixar, Historical Society, etc.)
  - 10,000 sq ft dedicated to gallery use
- Administrative offices and ancillary spaces (kitchen, etc.)
- Ongoing coordinated use with ECCL
- Support for emerging artists, multicultural exchange

## **TABLE 3**

### Audience

- 9,000 residents of Emeryville
- 25,000 employees who come here each day
- Potential to engage resident and others who aren't involved
- Core audience: Emeryville artist community (5,000 people attend the Celebration of the Arts), Emeryville residents, and beyond

### Vision

- Emeryville residents and regional draw
- With excellence/quality
- Emeryville, East Bay, Northern California, and regional exhibits
- Cultural exchange opportunities
- Include business community
- Include diverse cultural community

### Exhibition Themes

- Multicultural themed exhibitions
- Digital arts
- Photography
- Exhibition of the arts
- Public art
- Artist communities
- Flora and fauna of Emeryville

### Space

- Use existing building (don't build up or out; don't tear down)
- Wireless, digital
- Gift shop possible
- Not focused on performing arts (that will be at ECCL)
- One large exhibition space or divided into separate spaces
- Used for meetings, rentals (income space), catering space
- Classroom, art workshop space
- Café, franchised, leased
- Administration
- Catering kitchen
- Historical society – office, storage, display space
- 1/3 exhibition space
- 1/3 classrooms, art workshops
- 1/3 administrative offices, historical society, storage

### Classes

- Taught by local artists (Emeryville and other Bay Area cities)
- Opportunity for resident (Emeryville artists) to teach, offer classes/workshops

### Sources of Income

- Meeting rental fees
- Special event fees
- Membership
- Café rental
- Percentage of art sales
- Corporate and foundation sponsorships
- Donor wall
- Classroom rentals

- Gift shop sales tax

#### TABLE 4

##### Audience

- Entire Bay Area
- Adult oriented

##### Uses

- Permanent Historical Society space
  - Collection
  - Reading chairs
  - Current info on local info
  - Lectures
  - Poetry reading/intellectual center
- Permanent gallery space (8,000-10,000 sq ft)
- Exhibitions:
  - Annual Celebration of the Arts
  - Rotating shows: Smithsonian, George Eastman House Gallery, Rolling Stone show, National Geographic Best Portraits, Rauschenberg posters, etc.
- Catering kitchen to be used for business gatherings, weddings, birthdays, and other gatherings
- Lobby
- Café or snack shop (like in Barnes & Noble) – leased to draw people in (and produce income)
- Concerts, lectures – evenings (AV, screens) – income stream
- Storage/service area/logistics
- No teaching space/no classes – will take place at ECCL
- Lots of windows/light/skylights
- Keep exterior intact – industrial elements
- Run by Director, not by committee
- Frequent turnover of exhibits to keep up excitement