

**AEA Consulting**

# Profile

At AEA, we are known for our thought leadership, as well as our candid, impartial and practical advice. Our work is informed by robust research, careful analysis, and our deep knowledge of the international cultural sector. Since 1991, we have successfully delivered more than 1,200 assignments, helping clients around the world plan and realize vital and sustainable cultural projects.

In addition to our consulting work, AEA founded and manages the Global Cultural Districts Network (GCDN), an international federation committed to improving the quality of urban life through the contribution of the arts, culture and creative industries.

With offices in New York and London, AEA offers a talented, multi-disciplinary team of professionals with proven practical experience who deliver personalized solutions to clients in the arts, cultural, creative and public sectors. We thrive on new challenges and approach problem-solving with curiosity, creativity and integrity.

# Services

AEA's recommendations are underpinned by robust empiricism and unparalleled knowledge of the cultural & creative sector. We gather the facts; parse, test, and analyze them; and challenge wishful thinking. Our customized studies combine proven methodologies and objective analysis with a sensitive understanding of our clients and the context in which they operate. Our service offerings include:

## Strategy

Strategic Planning  
Scenario Planning  
Partnership Strategy  
Program Strategy  
Investment Strategy  
Options Analysis  
Policy Research  
Policy Development  
Creative Legacy Strategies  
Traveling Exhibitions

AEA works with clients at the earliest possible stage to develop successful project strategies, whether in the context of a new cultural facility, policy, or program. We help articulate the project's goals and rationale; explore the possible routes to deliver it; and confirm the optimum way forward.

## Planning

Business & Operating Plans  
Organizational Planning  
Cultural Master Planning  
Feasibility Studies  
Concept Development  
Capital Project Planning  
Design Briefs  
Audience Research  
Market Analysis  
Sector Studies  
Project Delivery

AEA is a leader in the planning and delivery of a wide variety of cultural and creative projects, including cultural districts, mixed-use developments, museums and galleries, performance spaces, multi-disciplinary spaces, parks, and heritage sites. We deliver plans that pay close attention to what is required for long-term operating and financial success in evolving and complex environments, and that include actionable road maps and evaluation metrics.

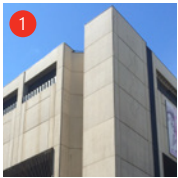
# Sectors

Visual Arts  
Performing Arts  
History / Heritage  
Literary  
TV, Film & Media  
Parks and Gardens

Foundations and Trusts  
Educational  
Government  
Support Organizations  
Property Development  
Commercial

# Global Outlook

AEA has successfully delivered more than 1,200 assignments in 42 countries, and our staff work in 11 languages, including Arabic, Cantonese, English, French, Italian, Mandarin, Portuguese, Polish, Russian, Spanish, and Welsh



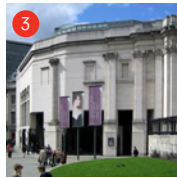
## Glenbow Museum

Business Case Development  
Calgary, Canada



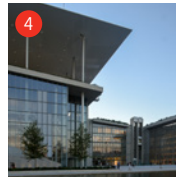
## The Shed

Concept Development & Financial Modeling  
New York, NY



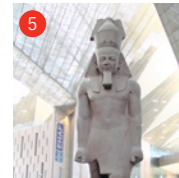
## National Gallery

NG200 Refurbishment  
London, United Kingdom



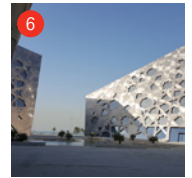
## Stavros Niarchos Foundation Cultural Center

Business Planning & Programming Strategy  
Kallithea, Greece



## Grand Egyptian Museum

Organizational Capacity Development  
Al Giza Desert, Egypt



## Kuwait National Cultural District

Cultural District Operations  
Kuwait City, Kuwait



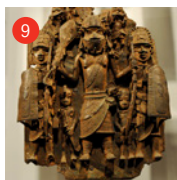
## Theodore Roosevelt Presidential Library

Operational Planning  
Medora, ND



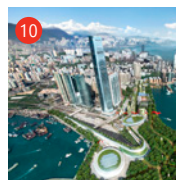
## Bolivia Clasica

New Cultural Center Business Planning  
La Paz, Bolivia



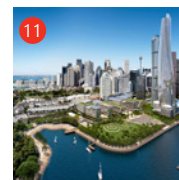
## Edo Museum of West African Art

Strategic Business & Operating Plan  
Benin City, Nigeria



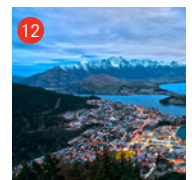
## West Kowloon Cultural District

Development Proposal  
West Kowloon, Hong Kong



## Barangaroo

Concept Development, Feasibility Study & Cultural Plan  
Sydney, Australia



## Queenstown Lake District

Cultural Masterplan  
Queenstown, New Zealand

# Selected Clients and Projects

## Museums, Visual Arts and Heritage

Albright-Knox Art Gallery  
Anthony Caro Estate  
Aspen Art Museum  
Barnes Foundation  
Benaki Museum  
British Museum  
Children's Museum of Manhattan  
China Institute  
Creative Time  
Dallas Museum of Art  
Design Museum  
Detroit Institute of Arts  
Edo Museum of West African Art  
El Museo del Barrio  
Georgia O'Keeffe Museum  
Glenbow Museum  
Grand Egyptian Museum  
Haus der Kunst  
Hispanic Society of America  
Imperial War Museum  
Isabella Stewart Gardner Museum  
Magazzino Italian Art  
Manchester Museum  
Migros Museum Fur Gegenwartskunst  
Milwaukee Art Museum  
MIT List Visual Arts Center  
Museum of Applied Arts & Sciences  
Museum of Contemporary Art, Cleveland  
Museum of Fine Arts, Budapest  
Museum of London  
Museum of the City of New York  
National Gallery of Art (US)  
National Gallery of Victoria  
National Gallery, London  
National Museum of Australia  
National Museums and Galleries of Northern Ireland  
National Trust  
Pérez Art Museum Miami  
Public Art Fund  
Rose Art Museum  
Rubin Museum of Art  
Saatchi Gallery  
SculptureCenter  
Serpentine Gallery  
Sir John Soane's Museum  
State Tretyakov Gallery  
The Drawing Center  
The Frick Collection  
Victoria and Albert Museum  
Vulcan Inc / EMP Museum  
Walker Art Center  
Walters Art Museum  
Whitechapel Art Gallery  
Wolfsonian Museum - Florida  
International University

## Performing Arts and Festivals

Alvin Ailey American Dance Theater  
Arts Centre Melbourne  
Banff Centre for Arts and Creativity  
Barbican Centre  
Bethel Woods Center for the Arts  
Bolivia Clasica  
Boston Symphony Orchestra  
Brooklyn Academy of Music  
Carnegie Hall  
Cheltenham Festivals  
Cleveland Orchestra  
Corporation of Massey Hall and Roy Thomson Hall  
English National Opera  
Esplanade – Theatres on the Bay  
Festivals Edinburgh  
Flamenco Vivo Carlota Santana  
Houston Grand Opera  
Huntington Theatre Company  
Jacob's Pillow Dance Festival  
Jazz at Lincoln Center  
Kennedy Center for the Performing Arts  
Kronos Performing Arts Association  
Los Angeles Music Center  
Lowry Theatre  
National Black Theatre  
New Orleans Jazz Orchestra  
New York City Center

Orchestra of St. Luke's  
Philadelphia Film Society  
Philadelphia Orchestra  
Pittsburgh Symphony Orchestra  
Roundabout Theatre Company  
Royal Academy of Dance  
Royal Albert Hall  
Royal Philharmonic Orchestra  
Royal Shakespeare Company  
Sage Gateshead  
San Francisco Opera  
Screen Actors Guild Foundation  
SFJazz  
Shakespeare's Globe  
Signature Theatre Company  
Southbank Centre  
Spoleto Festival USA  
Symphony Space  
The Shed  
Tribeca Film Institute  
Wallis Annenberg Center for the Performing Arts

## Educational and Literary Institutions

Academy of American Poets  
American Academy in Rome  
Aspen Institute  
Brooklyn Public Library  
Central School of Ballet  
CERN  
City and Guilds of London Art School  
Columbia University  
Courtauld Institute of Art  
CUNY Center for the Humanities  
Emerson College  
Institut du Monde Arabe (Arab World Institute)  
London Academy of Music and Dramatic Art  
Poets House  
Princeton University  
Rhode Island School of Design  
Royal College of Art  
Theodore Roosevelt Presidential Library  
University of Cambridge  
University of Southern California  
Yale School of Art

## Parks and Gardens

Brooklyn Bridge Park  
City Parks Foundation  
Friends of the High Line  
Hudson Highlands Fjord Trail  
Missouri Botanical Garden  
Yorkshire Sculpture Park

## Foundations and Trusts

1014 Inc. (German Academy New York)  
Andrew W. Mellon Foundation  
Baker Street Foundation  
Benjamin Franklin Museum  
Camargo Foundation  
Cleveland Foundation  
Clare Duffield Foundation  
Doris Duke Charitable Foundation  
Egmont Foundation  
Ford Foundation  
Foundation for Jones Hall  
Fundación Televisa  
Gordon Parks Foundation  
Herb Alpert Foundation  
J. Paul Getty Trust  
James Irvine Foundation  
National Trust for Historic Preservation  
Nonprofit Finance Fund  
Pew Charitable Trusts  
Powerhouse Environmental Arts Foundation  
Stavros Niarchos Foundation  
The Wallace Foundation  
William Penn Foundation

## Government

Amiri Diwan (State of Kuwait)  
Arts Council England  
Arts NSW  
Australia Council

BBC Broadcasting House  
British Council  
City of Laguna Beach, CA  
City of London Corporation  
City of Queenstown, New Zealand  
Department for Culture, Media and Sport  
Department of the Prime Minister and Cabinet, Australia  
Heritage Lottery Fund  
Hungarian Tourism Agency  
Infrastructure NSW  
Khazanah Nasional Berhad  
Lafayette (LA) Economic Development Authority  
National Park Service  
Netherlands Ministry of Culture  
Prague Institute of Planning and Development  
Salford Cultural and Place Partnership  
Scottish Arts Council  
Trust for Governors Island  
Westminster City Council

## Commercial

Alloy LLC  
Boston Consulting Group  
Brookfield Properties  
Foster + Partners  
Genesis Beijing  
GHK Hong Kong  
Goldman Sachs Urban Investment Group  
Henderson Land Development  
Howard Hughes Corporation  
Hudson Yards Development Corporation  
KLCC Holdings, Inc.  
Lai Sun Group / E. Asia Feng Li  
Luen Mei Group  
NBC Universal  
PETRONAS  
Polo Ralph Lauren Foundation  
Promotone  
Zaha Hadid Architects

## Support Organizations

Architecture Foundation  
Asian American Arts Alliance  
Association of Art Museum Curators  
Brooklyn Information and Culture (BRIC)  
Center for an Urban Future  
Creative Industries Policy and Evidence Centre (PEC) – Nesta  
Downtown Brooklyn Partnership  
League of American Orchestras  
Municipal Art Society  
National Arts Strategies  
National Museum Directors' Council  
WNET  
WQXR

# Global Cultural Districts Network

An initiative of AEA Consulting, The Global Cultural Districts Network (GCDN) is an international federation committed to improving the quality of urban life through the contribution of the arts, culture and creative industries.



The membership network fosters cooperation and knowledge-sharing among those responsible for creative and cultural districts, and engages leaders in culture and in urban development through convenings, research and collaborations in order to inform global, local and sectoral agendas.

For more information, please visit [gcdn.net](http://gcdn.net)

## GCDN Members

GCDN members represent cultural institutions, designated cultural districts, non-profits, foundations, private initiatives, and other organizations who are responsible for conceiving, funding, building, and operating areas in cities with a significant cultural element. We are proud to have a network of 50 member organizations.

## Thought Leadership

AEA is at the forefront of thinking about the future of the cultural sector. We offer a clear and informed view on the key issues at stake for the cultural and creative industries. We share our insights through regular writing, publishing, reports as well as conferences and seminars.

To view more, please visit [aeaconsulting.com/insights](http://aeaconsulting.com/insights)



The Platform is AEA Consulting's newsletter delivering insights from our work in the cultural and creative sectors around the world, providing AEA's distinctive perspective on the critical trends and issues affecting our clients. AEA's staff regularly contribute articles and case studies to The Platform. The Platform also hosts Dispatches, a biweekly round-up of articles focused on commentary and analysis of current developments in the cultural sector.

To read and subscribe to The Platform, please visit [aeaconsulting.com/the\\_platform](http://aeaconsulting.com/the_platform)



The Three Bells, a new podcast produced by AEA Consulting and the Binnacle Foundation for the Global Cultural Districts Network, examines how our cultural ecology is changing and why – especially within the dense concentrations of human activity in urban areas. Through interviews with cultural, civic, and thought leaders, The Three Bells explores their preoccupations, insights, and self-confessed blindspots. The podcast's ambition is to alert listeners to emerging developments; help to make sense of a challenging time; identify latent opportunities; and navigate those busy crossroads a little more confidently.

To listen and subscribe, please visit [thethreebells.net](http://thethreebells.net)

## Cultural Infrastructure Index

The Cultural Infrastructure Index, undertaken by AEA Consulting, seeks to measure investment in capital projects in the cultural sector, identifying projects with a budget of US\$10 million or more that were publicly announced or completed within a calendar year. "Cultural Infrastructure" comprises museums, performing arts centers, and cultural hubs or districts, and projects traced include new buildings, renovations, and expansions.

To view AEA's annual Cultural Infrastructure Index, please visit [aeaconsulting.com/insights](http://aeaconsulting.com/insights)



# Team

With offices in New York and London, AEA offers a talented, multidisciplinary team of professionals with proven practical experience who deliver personalized solutions to organizations in the arts, cultural, creative and public sectors. We thrive on new challenges and approach problem-solving with curiosity, creativity and integrity.



AEA Consulting and GCDN team members at the Global Cultural District Network's 2022 Convening at LAC Lugano Arte e Cultura in Lugano, Switzerland.

*Photo:*  
Photography by Digitalflow – image use courtesy of GCDN

## Contact Us

We look forward to hearing about your projects.

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