



**GCDN**  
Global Cultural  
Districts Network  
An Initiative of AEA Consulting

# GCDN CONVENING

DUBAI  
8-10 APRIL 2018



HOSTED BY ALSERKAL AVENUE

**GCDN DUBAI PROGRAM**  
**8-10 APRIL 2018**

**GCDN Convening | Dubai**  
**Alserkal Avenue** with excursions  
to Burj Khalifa Observation Deck,  
Sharjah Museums,  
Dubai Opera House,  
and Louvre Abu Dhabi

## WELCOME TO دبي

We are delighted to welcome you to the seventh convening of the Global Cultural Districts Network. Our dazzling host city of Dubai follows Dallas, Montreal, London, Brooklyn, Barcelona and Providence earlier this year.

Renowned for its audacious architecture, spectacular skylines, and flourishing contemporary art scene, Dubai's futuristic appeal and bold ambition make it a compelling setting. The city's rapid development embraces several significant cultural and design districts and art spaces, building on a rich culture rooted in Bedouin heritage and traditions of storytelling, poetry, song and dance. Like many of your cities, it is engaged with how best to balance local and global culture, draw new visitors, knowledge workers and inward investors, animate public space and mitigate some of the adverse effects of rapid urbanization. We hope it provides fertile ground for our discussions and collaborations.

As the world's vertiginous shifts create more political, economic, and cultural uncertainty, the power of culture to find connections, reflect and inspire seems ever more important. We are bound by the belief that cultural engagement can not only contribute positively to our quality of life and our cities' economies, but to develop unlikely allies and support the creation of more livable and vibrant spaces for everyone.

This convening is an opportunity, therefore, for us all to build meaningful connections and spark new collaborations with colleagues globally. We are delighted to co-host this event with one of our distinguished members, Alserkal Avenue, and are grateful for their generous and deep partnership, wisdom and advice. The Alserkal team has provided our extraordinary venue and will kick off our conversations with their own story, giving you an insight into both their unique challenges and opportunities, and the wider context of the Emirates and the Arabian Gulf.

GCDN convenings are intimate, 'closed-door' meetings where you should feel comfortable sharing what keeps you up at night as you plan, build, fund or run a cultural district. We encourage you to workshop together during these sessions to find new solutions to these challenges – and find further inspiration at the social events and outings.

We hope you'll stay connected through GCDN beyond Dubai. This last year has seen the publication of two research publications (on security and street furniture, and on governance), a successful first regional convening, in Providence, Rhode Island, a myriad of multilateral contact between members (from sourcing advice to co-commissioning), seven new members

and our first two affiliate members. It has also seen the arrival of our first full-time Director, Beatrice Pembroke, who joins us from a distinguished career at the British Council; and an important transition, as Jessica Ferey, our indefatigable logistician and Deputy Director has moved to France and to new adventures.

Please let us know how we can continue to serve you and have more fun!

Adrian Ellis, Chair  
Beatrice Pembroke, Director  
Global Cultural Districts Network  
April 2018



**SUNDAY | APRIL 8**

**15:00-17:00** | Optional Tour of the Observation Deck  
Burj Khalifa, 1 Sheikh Mohammed bin Rashid Blvd

**18:00-19:30** | Welcome Reception  
The Yard at Alserkal Avenue, 17th St, hosted by Alserkal Avenue

Transport: Buses leave Vida Downtown at 17:30 and Metropolitan Hotel at 17:45

ALSERKAL AVENUE

**MONDAY | APRIL 9**

Location: Concrete | Alserkal Avenue, St.17, Al Quoz, Dubai

Transport: Buses leave from Vida Downtown at 08:30 and Metropolitan Hotel at 08:45

**09:00-09:30** | Coffee + Registration

**09:30-09:45** | Welcoming Remarks

**09:45-10:15** | Alserkal Avenue Story

**10:15-12:00** | Ministerial Address and Panel Discussion  
In Conversation: Cultural Hubs in the Gulf

**12:00-13:30** | Lunch and Opportunities to Network

**13:30-15:00** | Breakout Session A: Trends in Cultural Infrastructure  
OR Breakout Session B: Beyond Buildings; New Adventures in AR and VR

**15:00-15:30** | Report Out from Breakout Sessions

**15:30-17:00** | Tour and Site Visit of Alserkal Avenue

**17:00-18:00** | Public Session: Artwashing: The Great Debate

**18:00-19:30** | Break

**19:30** | Cocktail Reception and Dinner, sponsored by Buro Happold  
The Oberoi, Al A'amal Street, Business Bay

**BURO HAPPOLD**  
**ENGINEERING**

**TUESDAY | APRIL 10**

Location: Concrete | Alserkal Avenue, St.17, Al Quoz, Dubai

Transport: Buses leave Vida Downtown 08:15 and Metropolitan Hotel at 09:00

**08:45-09:15** | Coffee and GCDN Hive Mind: What Next for GCDN?

**09:30-10:45** | Anchor Cultural Institutions and their Surroundings

**10:45-11:00** | Break

**11:00-12:15** | Breakout Session C: Anchor Cultural Institutions, A Deeper Dive  
OR Breakout Session D: Measuring the Impact; Economic, Social, Cultural

**12:15-12:45** | Report Out from Breakout Sessions

**12:45-14:00** | Networking Lunch

**14:00-15:00** | Governance of Cultural Districts

**15:00-15:15** | Break

**15:15-16:30** | Public Session: Cultural Districts as Catalysts for Urban Innovation and Sustainability

**16:30-17:00** | Closing Remarks from Adrian Ellis

**19:00** | Dinner recommendations to be provided

**WEDNESDAY | APRIL 11** (OPTIONAL)

**11:00-15:00** | Site Visit of Sharjah Museums

**17:00-18:30** | Site Visit of Dubai Opera House and District

**THURSDAY | APRIL 12** (OPTIONAL)

**10:30** | Site Visit of Louvre Abu Dhabi

**SUNDAY | APRIL 8**

■ **15:00-17:00** | Optional guided tour of the Observation Deck at Burj Khalifa, 1 Sheikh Mohammed bin Rashid Blvd



(Transport: Buses leave Vida Downtown 17:30 and Metropolitan Hotel at 17:45)

■ **18:00** | **Welcome Reception**

The Yard at Alserkal Avenue, St.17, Al Quoz, Dubai

Evening: Dinner recommendations to be provided

**MONDAY | APRIL 9**

**Location:** Concrete, Alserkal Avenue

Transport: Buses leave from Vida Downtown at 08:30 and Metropolitan Hotel at 08:45



■ **09:00-09:30** | **Coffee**

■ **09:30-09:45** | **Welcoming Remarks**

Abdelmonem Bin Eisa Alserkal, Founder and Patron, Alserkal Avenue  
Adrian Ellis, Chair, GCDN and Director, AEA Consulting  
Beatrice Pembroke, Director, GCDN

■ **09:45-10:15** | **The Alserkal Avenue Story**

Abdelmonem Bin Eisa Alserkal, Founder and Patron, Alserkal Avenue,  
Vilma Jurkute, Director, Alserkal Avenue

■ **10:15-12:00** | **In Conversation: Cultural Hubs in the Gulf**

Keynote followed by panel discussion

There has been significant investment in high profile cultural infrastructure in the Gulf over the past decade – in the UAE, but also Bahrain, Muscat and Qatar and more recently in Saudi Arabia and Kuwait. Many of us hear about the headlines only. This session gives colleagues an opportunity to better understand the character and motivation behind some of these projects and to form a picture of the collective impact of this investment on social and economic development in the Gulf.

**Introductory Keynote: H.E. Zaki Anwar Nusseibeh, Minister of State, United Arab Emirates**

**Moderator: Antonia Carver, Director, Art Jameel**

Manal Ataya, Director General, Sharjah Museums Authority

Vilma Jurkute, Director, Alserkal Avenue, Dubai

Manuel Rabaté, Director, Louvre Abu Dhabi

■ **12:00-13:30** | **Networking Lunch**

■ 13:30-15:00

**BREAKOUT SESSION A****Are we Building what we Want? Are we Building what we Need?  
Trends in Cultural Infrastructure Investment**

AEA Consulting has been tracking money spent on arts building for many years. In 2016, this was formalized into the annual Cultural Infrastructure Index. The 2017 survey is now complete. This session looks at some of the trends and asks whether we are getting it all right. Are we creating the spaces audiences and artists want or need? What are the drivers behind investment? Should the future look like the past?

Moderator: Fiammetta Rocco, Arts Editor, *The Economist*  
 Ole Bouman, Director, Design Society, Shenzhen  
 Stephen Jolly, Head of Cultural Sector, BuroHappold  
 Dr. Dong Yeun Lee, Managing Director of Platform Chang-dong61  
 Daniel Payne, Principal, AEA Consulting  
 Claire Spencer, Chief Executive, Arts Centre, Melbourne

**BREAKOUT SESSION B****Beyond Buildings: New Adventures in Augmented  
and Virtual Reality**

Cultural organizations everywhere are grappling with the possibilities that new technologies provide to go beyond traditional boundaries. Speakers will discuss some of the latest developments in virtual and augmented reality in public space and explore the potential of technologies to broaden access and to create new forms of civic engagement.

Moderator: Beatrice Pembroke, Director, GCDN  
 Dr. BC Biermann, Founder of Heavy Projects, Associate Professor at CAVAD-CBU, Senior Civic Media Fellow at USC Annenberg  
 Joel Kremer, Kremer Museum of Golden Age of Dutch Art  
 Annette Mees, Head of Audience Labs, Royal Opera House, London

■ 15:00-15:30 | Report Out from Breakout Sessions

■ 15:30-17:00 | Tour and Site Visit of Alserkal Avenue

■ 17:00-18:00

**PUBLIC SESSION****Artwashing: the Great Debate**

The story is often the same: artists are attracted to affordable areas in cities and a sense of community among creatives flourishes. Galleries, small shops, restaurants and cafés start cropping up and quickly others take notice: young professionals flock to the scene, developers see opportunities, leading to rapid influx in population, new developments, and soon, higher rents and less available space. Local community members, including the local artists, get displaced and the cycle repeats itself.

Paradoxically, artists and arts organizations now are increasingly being attacked for their perceived role in gentrification. Is this inevitable? Can cities maintain a balance between artists, developers, and local communities? What strategies are available and what works? What can we do to mitigate the powerful logic of development in a way that forces cultural production and consumption apart? Can we ensure affordable live/work spaces so that artists and long-time residents can continue to be integral parts of these neighborhoods?

Moderator: Laura Zucker, Senior Fellow with the Masters in Arts Management Program at Claremont Graduate University, former Executive Director of the Los Angeles County Arts Commission  
 Kevin McMahan, President and CEO, Pittsburgh Cultural Trust  
 Sunny Rahbar, Co-founder of The Third Line gallery, Al Quoz (Alserkal Avenue), eL Seed, artist  
 Mariana Duarte Silva, Co-founder & Director at Village Underground Lisboa

■ 18:00-19:30 | Break

Transport: Buses leave Alserkal Avenue at 18:00 to return to hotels, and leave hotels at 19:15 for dinner

■ 19:30 | Cocktail Reception and Dinner: The Oberoi, Dubai, Al A'amal Street, Business Bay, sponsored by Buro Happold

**TUESDAY | APRIL 10****Location:** Alserkal Avenue (Transportation will be provided from hotels)

Transport: Buses leave at 8:15 from Vida Downtown and 8:30 from Metropolitan Hotel

**■ 08:45-09:15 | Coffee and GCDN Hive Mind: What Next for GCDN**

A discussion of how the network can and should develop over the next few years to best serve its members: convenings (content and form); research (content and form again); facilitation of collaborative projects; co-commissioning; thematic news aggregation; podcasts...and what technologies and media should we employ in the process. What can we learn from other successful networks members participate in? Oh, and Singapore August 2019...

Beatrice Pembroke, Director, GCDN  
Adrian Ellis, Chair, GCDN

**■ 09.30-10.45 | Anchor Cultural Institutions and Their Surroundings**

Anchor cultural institutions have a definitional role within cultural districts, but they interpret that in different ways. This session will explore the notion of “anchor purpose” and probe different interpretations of responsibilities to surrounding communities and beyond. We will investigate strategies for community revitalization and enhanced destination status that the anchor role confers as well as the challenges and obstacles organizations face when they embrace this interpretation of their mission.

Moderator: Angelita Teo, Director, National Museum of Singapore and GCDN Advisory Board member  
Karen Brooks Hopkins, President Emerita, Brooklyn Academy of Music/Senior Advisor, the Onassis Foundation, USA  
Zelfira Tregulova, Director, State Tretyakov Gallery, Moscow  
Bill Bragin, Executive Artistic Director, The Arts Center at New York University, Abu Dhabi

**■ 10:45-11:00 | Break****■ 11:00-12:15****BREAKOUT SESSION C****Anchor Cultural Institutions: A Deeper Dive**

Karen Brooks Hopkins will discuss the international relevance research project she recently completed on the role that cultural organizations play in the American context as community anchors, and what they can potentially learn from the health and educational sectors, a project she undertook under the aegis of the Mellon Foundation.

Moderator: Sir Nicholas Kenyon, Chief Executive, Barbican Centre  
Karen Brooks Hopkins, President Emerita, Brooklyn Academy of Music / Senior Advisor, Onassis Foundation USA

**■ 11:00-12:15****BREAKOUT SESSION D****Case Study: Measuring the Impact of your Cultural Districts: Economic, Social, Cultural**

It is a lot easier – and cheaper – to talk about measuring impact than to do it: so there is a tendency to talk about it instead of doing it. But evaluating the social, economic and cultural impact of investment in cultural districts is critical, both to inform future decision-making and to demonstrate value to stakeholders. This session considers current best practice and practical strategies for performance measurement for cultural district managers.

Maxime Jaffré and Elena Raevskikh, Researchers, LUMA Arles impact

■ 12:15-12:45 | Report Out from Breakout Sessions

■ 12:45-14:00 Networking Lunch

■ 14:00-15:00 | Governance of Cultural Districts: Presentation of GCDN's Research

Governance of cultural districts – ultimate responsibility for strategic oversight, integrity and vision – can often be diffused, and governance models range from the plural to the monolithic, and from the highly informal to the highly formalized, where governance and revenue streams are often linked. Everyone seems to look at everyone else longingly! GCDN commissioned a substantive research exercise to explore different models and their pros and cons. This session lays out the research and discusses its implications.

Moderator: Douglas Gautier, CEO & Artistic Director, Adelaide Festival Centre  
James Doeser, Lead Researcher  
Anna Jobson, Director, Change Management at University of the Arts London  
Duncan Pescod, CEO, West Kowloon Cultural District Authority  
Joachim Pflieger, Director General, Fondation FIMINCO, Paris

■ 15:00-15:15 | Break

■ 15:15-16:30

**PUBLIC SESSION**

**Cultured and Smart: Cultural Districts as Catalysts for Urban Innovation and Sustainability?**

How do the discussions of the past two days – the role of anchor institutions, augmented reality/virtual reality in public space, measuring impact, development, flexible cultural infrastructure – provide tools for implementing the current agenda for sustainable urban environments? How can Smart Cities strategies be optimized through cultural districts? Speakers will explore the pivotal role of culture and the creative industries in the new urban agendas for equity, innovation, sustainability and competitiveness, as cities embark on the 4th Industrial Revolution.

Moderator: Nadine Bitar, Thought Leader, Place-led 4.0© and Executive Director, Placemaking.me  
Bjørnstjerne Christiansen, Co-Founder, SUPERFLEX  
Donald Hyslop, Head of Regeneration and Community Partnerships at Tate Modern, London  
Clorinda Romo, Director of Planning and Creative Projects, Laboratorio para la Ciudad, Mexico City  
Nato Thompson, Chief Curator, Philadelphia Contemporary

■ 16:30-17:00 | Closing Remarks

Transport will be provided back to hotels at 17:00  
Dinner recommendations to be provided

**WEDNESDAY | APRIL 11** (OPTIONAL)

■ 11:00-15:00 | Site Visit of Sharjah Museums

Transport: Buses will leave Metropolitan Hotel and Vida Downtown at 10:15. Light lunch will be provided

Sharjah served as Capital of Islamic Culture in 2014, but before that, in 1998, Unesco recognised it as the cultural capital of the Arab world. The Sharjah Museums Authority, a member of GCDN, has 16 museums covering the arts, Islamic culture and history, heritage and history of Sharjah and the region, archaeology, science, children's learning and natural history.





■ 17:00-18:30 | Site Visit of Dubai Opera House and District

Transport: Buses will leave Metropolitan Hotel at 16:30 and Vida Downtown at 16:50

Dubai Opera, opened in 2016, is a new cultural icon in Downtown Dubai. The 2,000 seat opera house was designed to resemble a traditional sailing vessel. It is the city's first purpose built multi-format performing arts theatre.



**THURSDAY | APRIL 12** (OPTIONAL)

■ 10:30-14:30 | Site Visit of Louvre Abu Dhabi

Transport: Buses will leave Metropolitan Hotel at 09:15 and Vida Downtown at 09:00

Louvre Abu Dhabi opened in November 2017. Designed by famed architect Jean Nouvel, it is part of the Saadiyat Island Cultural District. Artworks from around the world are showcased at the museum, with particular focus placed upon bridging the gap between Eastern and Western art.



**Abdelmonem Bin Eisa Alserkal**

Abdelmonem Bin Eisa Alserkal is the driving force behind Alserkal Avenue, a cultural destination that houses the most prominent contemporary art galleries in the region. In 2015, he launched Alserkal Programming, a not-for-profit initiative that supports locally-based and international artists through commissions and public programmes. As a natural extension of the programming arm, Alserkal Residency opened in October 2017. The Residency is designed to give artists, curators, and researchers the opportunity to critically reflect on and experiment with their practice within the context of Dubai.

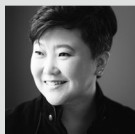
Concrete opened in Alserkal Avenue in 2017, commissioned by Abdelmonem Alserkal and designed to be a space for alternative programmes and museum-grade exhibitions. Concrete is the first building to be completed in the UAE by the Office for Metropolitan Architecture (OMA), which was founded by Pritzker Prize-winner Rem Koolhaas.

Featured in Surface magazine's 2016 Power 100, Abdelmonem serves on numerous boards of prestigious art institutions around the world, including the British Museum's Contemporary and Modern Middle Eastern Art Acquisition Group; the Tate's Middle East and North Africa Acquisition Committee; and the Guggenheim's Middle Eastern Circle. He is also a Supporter of the Centre Pompidou International Circle - Middle East. Abdelmonem and the Alserkal family have long been supporters of the arts and have been awarded the Patron of the Arts award twice, in 2012 and 2013, by HH Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.



**Adrian Ellis**

Adrian is the founder of AEA Consulting (1990) and co-founder of the Global Cultural Districts Network (2013). Adrian served as Executive Director of Jazz at Lincoln Center from 2007 to 2012. Prior to founding AEA, he served as Executive Director of The Conran Foundation in London, where he planned and managed the establishment of the Design Museum. He began his career as a civil servant in the UK Treasury and the Cabinet Office. Adrian is a board member of Poets House in New York, and a past board member of the Getty Leadership Institute, the Association of Performing Arts Presenters, The Kaufman Center, Pathé Pictures and the National Museums and Galleries of Wales. In 2012, the Jazz Journalists Association named him Jazz Hero of the Year.



### Angelita Teo

Angelita Teo was appointed as Director of the National Museum of Singapore (NMS) in July 2013 and was awarded the Public Administration Medal (Bronze) in 2014 for her contributions towards the development of a vibrant cultural and heritage sector in Singapore. Between 2014 and 2015, she helmed the Museum's complete revamp of its permanent galleries, which reopened in September 2015. Since 2012, Angelita has run the Festivals and Precinct Development Division of the National Heritage Board (NHB) and continues to be the festival director of the iconic Singapore Heritage Festival and Singapore Night Festival, which together reach over 2 million visitors annually. In 2016, she undertook the management of the Museum Roundtable Unit, which aims to build and facilitate a stronger museum-going culture in Singapore. Angelita is also the Director of Retail and Merchandising under the National Heritage Board.



### Anna Jobson

Anna Jobson has worked in the arts and cultural sector for over two decades and is a specialist in strategy and policy development, and change management. She worked for over a decade at Tate, ultimately as Head of the Director's Office, and then went to Arts Council England as Director, Strategy. An international move in 2012 saw Anna undertaking major consulting assignments for the Museum of Contemporary Art, Australia, and the Sydney Opera House, before joining the team at MCA in an interim leadership role. Since moving back to London in 2014, Anna has combined freelance work for a wide range of clients around the world with a change leadership role at the University of the Arts London.



### Annette Mees

Annette Mees is the head of audience labs at the Royal Opera House in London, a new department which will be experimenting with immersive technology opening up new experiences for audiences. She was a Creative Fellow of *WIRED* magazine and The Space, the guest artistic director of the Danish Inspiration Lab, and started her career as co-artistic director of interactive theatre company Coney.

Annette has worked with diverse partners across sectors, including Tate Britain, the United Kingdom Parliament, Ogilvy, British Council, The National Theatre of Wales, SJ01 San Jose Biennale, Nesta, and several UK universities. She enjoys bringing together interdisciplinary teams that normally do not work together. Annette has worked with a wide range of specialists including artists, designers, theatre makers, academics, politicians, thinkers, futurists, creative technologists, AI experts, film makers, historians, curators, producers, advertising agencies, a magician and an astronaut.



### Antonia Carver

Director of Art Jameel since August 2016, Antonia Carver oversees the organisation's work across the arts, heritage and education. This new role is designed to lead the expansion of Art Jameel, as the organisation builds new local institutions (Jameel Arts Centre, Dubai, and Hayy: Creative Hub, Jeddah), grows its international partnerships, and initiates exhibition, educational and publishing projects.

Antonia was previously Director of Art Dubai (from 2010-2016), where she led the annual fair's development into the leading international fair for the Middle East and South Asia, and the world's most global art fair. Under Antonia's leadership, the fair's diverse programme expanded to include the community school Campus Art Dubai, Art Dubai Projects, Art Dubai Fellowships and a new sector dedicated to Modern works, in addition to ongoing contemporary gallery halls, artists' residencies and commissions, film and video; the Abraaj Group Art Prize; and a raft of educational initiatives.

Based in the UAE since 2001, Antonia has written extensively on Middle Eastern art and film for international and regional publications, and also edited books and journals. In 2004, she joined Bidoun as an editor and later became the director of the Middle Eastern arts organisation's projects division, co-organising education programmes, artists' projects, film and video series. Antonia played a role in establishing and curating the Dubai International Film Festival as a member of its programming committee (2004-2014), and has also acted as an Arab and Iranian film specialist for the Edinburgh International Film Festival. Prior to moving to the UAE, Antonia was based in London, UK where she served a number of roles, including as an editor at Phaidon Press; in development and projects at the Institute of International Visual Arts (Iniva); and in publishing at G+B Arts International.



### BC Bierman

BC Biermann is Creative Director and Founder of the groundbreaking mixed reality company Heavy Projects, a Civic Media Fellow at the USC Annenberg Innovation Lab, and an Associate Professor of Emerging Media at CAVAD. With a PhD in Humanities [Inter-media Analysis] from the Universiteit van Amsterdam, BC's futurist work investigates the intersection of emerging technologies and semiotics in ways that address its impending social, political and ethical impacts. As an internationally recognized digital artist, BC is a pioneer in interactive augmented reality [AR] design and his work has appeared in Geneva, San Francisco, New York, Miami, San Diego, St. Louis and Perth; and in publications such as Fast Company, the New York Times, Juxtapoz, Hi-Fructose, IEEE Spectrum, Creator's Project, PC World, CNet and The Atlantic. A thought leader in the converging technologies space, BC serves on the IEEE Mixed Reality and Artificial Intelligence Group as a Part of The Global Initiative for Ethical Considerations in the Design of Autonomous Systems. As a public speaker, BC advocates that technologists can and should implement these technologies in such a way that promotes the proposition that it is in the common good to act justly and incentivize a collectively beneficial ethics that helps foster a healthy society.



### Beatrice Pembroke

Beatrice Pembroke is Director of the Global Cultural Districts Network, a federation of those who devise and lead cultural districts around the world. Until recently, she was Director of Creative Economy at the British Council, developing cultural programmes in over 40 countries and partnerships across arts, government, industry and academia. Beatrice has paid particular attention to the development of the next generation of cultural leaders; collaborative civic spaces; and new uses of digital technologies in the creative sector. Recent work has included the design of a multi-million pound programme to support creative and social enterprise for women in emerging markets; and commissioning a range of research on topics including arts in the public realm, the social impact of creative hubs, the global maker movement, gaming and peacetech. She also led the Arts and Cities work for the British Council. Prior to that, Beatrice worked with Martha Lane Fox, the BBC, Index on Censorship and in publishing. She is a trustee of Auto Italia, on the Ashoka Social Ventures board and co-founder of Tech for Good Global.



### Bill Bragin

Bill Bragin is the founding executive artistic director of The Arts Center at New York University Abu Dhabi, a “game-changer” (*The National*) in the UAE since it began its programs in 2015 on Saadiyat Island. He has been a finalist twice for the Abu Dhabi AmCham’s Falcon Individual Award for Excellence. Previously, as director of public programming of New York’s Lincoln Center for the Performing Arts, he attracted hundreds of thousands of audience members to the Midsummer Night Swing and Lincoln Center Out of Doors festivals, and commissioned and premiered numerous new works in various disciplines. He also set the artistic vision for the David Rubenstein Atrium, which opened during his tenure. Previously, as Director of Joe’s Pub at the *Public Theater*, he presented thousands of performances, and commissioned and helped develop the Tony Award-winning musical *Passing Strange*. Bragin is the co-founder of the not-for-profit world music festival and service organization globalFEST, which celebrated its 15th anniversary edition in New York in January 2018 and was the 2018 winner of the William Dawson Award for Programmatic Excellence and Sustained Achievement in Programming by the Association of Performing Arts Professionals (APAP). As “Acidophilus,” he has Djed internationally as part of GlobeSonic Sound System, and as a guest at Boogie Box in Abu Dhabi.



### Bjornsterne Christiansen

SUPERFLEX was founded in 1993 by Jakob Fenger, Bjørnstjerne Christiansen and Rasmus Nielsen. With a diverse and complex practice, SUPERFLEX challenges the role of the artist in contemporary society and explores the nature of globalisation and systems of power. They are known for art works with wit and subversive humour that address serious social and cultural concerns. SUPERFLEX describe their works as tools - thereby suggesting multiple areas of application and use. Their work spans from the alternative energy production method *Supergas* (1997) to the dramatic film work *Flooded McDonald’s* (2009) and the installation *Hospital Equipment* (2014), in which a set of hospital equipment is displayed in a gallery before being shipped to a conflict zone and used as a life-saving device.

Working in and outside the physical location of the exhibition space, SUPERFLEX has been engaged in major public space projects since their award-winning urban park Superkilen opened in 2011. SUPERFLEX is currently engaged in a collaboration for a series of plant nurseries in hospitals on the Comoro Islands and a 6-year long commission for a new Metro station in Paris and are the current Hyundai commission in the Tale Turbine Hall. In their most recent filmworks, SUPERFLEX has addressed the forensic analysis of fake historical paintings in *The Parley* (2016), the outermost border of the EU in the Comoro Islands and its influence on migration in *Kwassa Kwassa* (2015), and a gigantic bearded vulture living in the Alps named “Pablo” in *The Return of Pablo* (2017). SUPERFLEX’ practice is, as the name suggest, not bound to any form or context.



### Claire Spencer

Claire Spencer is CEO of Australia’s largest and busiest performing arts centre, Arts Centre Melbourne, a role she has held since November 2014. Since that time, she has steered the organisation through a major restructure to better position the organisation for the future and to assist with its key role as a leader in the cultural precinct and a major contributor to Victoria’s creative economy. Key projects have included: the launch of the ground-breaking Asia Pacific Triennial of Performing Arts (Asia TOPA), delivered in collaboration with more than 30 Victorian organisations from across the cultural sector; the development of the Australian Music Vault; and the establishment of the Arts Wellbeing Collective, which promotes strong individual wellbeing for those who work in the arts sector.

Claire is a Member of Chief Executive Women – the pre-eminent organisation representing Australia’s most senior women leaders from the corporate, public service, academic and not-for-profit sectors; she is on the board of The Pinnacle Foundation, established to provide scholarships and mentoring support to lesbian, gay, bisexual, trans, queer and intersex students who are marginalised or disadvantaged; and is also a member of the Federal Government’s Australia–Singapore Arts Group. Claire is married with three children.



### Clorinda Romo

Clora Romo currently serves as director of creative projects at Laboratory for the City, a new experimental arm and creative think tank of the Mexico City Government. She co-curated Mexico City's participation in the Venice Architecture Biennale and Lisbon First Architecture Triennial 2006/2007. She co-founded Pase Usted, an NGO committed to the dissemination of ideas and proposals for an inclusive discussion of the most important national issues. She coordinated Pase Usted's GeneraMX project, a platform that empowers and incubates social impact projects that can improve the quality of life in cities through technological development. In 2012 she became a member of the transition team of the current Mexico City's Mayor with the specific task of developing the government's civic innovation area: Lab For The City.



### Daniel Payne

Daniel Payne's background merges architecture, design, and business, and he applies those skills to strategic and business planning for clients as a Principal in AEA Consulting's New York office. His work includes developing new programming and facility concepts for arts organizations, developing financial models and business plans, space planning and capital project feasibility work, as well as facilitating strategic and cultural planning processes; he has completed assignments around the world, including in the United States, United Kingdom, Germany, Italy, Switzerland, Greece, Russia, Saudi Arabia, Kuwait, United Arab Emirates, China, Malaysia, and Australia.

Prior to joining AEA, Daniel worked on exhibitions and installations that appeared in the Center for Architecture, New York Fashion Week, PS1, Storm King Art Center, and the galleries at Columbia University; he was also a part of the New City Reader project at the New Museum, producing a weekly newspaper that focused on changes in urban life. Daniel previously also worked in Citigroup's investment bank, where he advised financial sponsors and their portfolio companies on capital markets and strategic transactions, including the \$4 billion buyout and subsequent \$1 billion IPO of PanAmSat and the \$1 billion recapitalization of Associated Materials.

Daniel graduated with a Master of Architecture from Columbia University and a Bachelor of Business Administration from the Business Honors Program at The University of Texas at Austin.



### Donald Hyslop

Donald is an Urbanist, Curator and Head of Regeneration and Community for Tate Galleries. Over the last twenty five years his work has been at the forefront of exploring and thinking about the role culture, architecture, food and museums can play in the regeneration, place making, economic and social development of cities and communities.

At Tate Modern he leads an ongoing urban renewal strategy in the central London Bankside and South Bank Cultural District centred on a "meshed" cultural and social model of regeneration built around an organic approach to place making through a series of innovative partnerships. As Chair of the world renowned Borough Food Market he has led the thousand year old charity through a period of major change. He also Chairs Better Bankside Business Improvement District.

Donald acts as an advisor internationally on creative economy including for the British Council & UK Trade, is a CABE/Design Council Built Environment Expert and advises, lectures and teaches widely on cultural and business policy, urban renewal, food markets, community empowerment and creative cities.



### Douglas Gautier

Douglas Gautier has been the Adelaide Festival Centre CEO and Artistic Director since 2006. Since then he has revitalised the Festival Centre with a 'program-led' approach to increase audiences. This has included two new events – The Adelaide Guitar Festival and OzAsia Festival – a showcasing of cultural links between Australia and the Asian region. Douglas came to the Festival Centre after leading one of the world's great Arts festivals in Hong Kong and with international experience in media, tourism and the arts. A resident of Asia for twenty-five years, he has remained closely connected and active in fostering Asian/Australian cultural engagement. Douglas has served on a number of arts, media and tourism boards in Hong Kong, Asia and Australia. In 2016, he was appointed a Member of the Order of Australia for services to the arts and the community.



### Duncan Pescod

Duncan Pescod joined the West Kowloon Cultural District Authority in October 2014. He was appointed Chief Executive Officer in August 2015. He served for over 32 years with the Hong Kong Government during which he served in various branches, bureaux and departments, including the former Home Affairs Branch, the former Security Branch, the Lands Department, the former Urban Services Department, the former City and New Territories Administration, the former Civil Service Branch, the Tourism Commission, and the Efficiency Unit. He was Special Representative for Hong Kong Economic and Trade Affairs to the European Communities from 2006 to 2008, Permanent Secretary for Commerce and Economic Development (Communications and Technology) from 2008 to 2010, and Permanent Secretary for Transport and Housing (Housing) and Director of Housing from 2010 to 2014.



### eL Seed

eL Seed's intricate calligraphic compositions call not only on the words and their meaning but also on their movement, which ultimately lures the viewer into a different state of mind. eL Seed works primarily with subjects that seem contradictory, his art reacts to the reality of mankind and the world we live in today. eL Seed has installed his work in public spaces, galleries and institutions on every continent. From the streets of Paris and New York, to the Favelas of Rio de Janeiro and the slums of Cape Town, his contemporary approach aims to bring people, cultures and generations together.

In 2017, eL Seed won the UNESCO Sharjah Prize for Arab Culture. He was named a Global Thinker in 2016 by Foreign Policy for his project 'Perception' in Cairo. In 2013, he collaborated with Louis Vuitton on their famous 'Foulard d'Artiste'.



### Elena Raevskikh

Elena Raevskikh is a Research Fellow at the French National Centre for Scientific Research (CNRS), at the Centre Norbert Elias in Marseille, France. She holds a PhD in sociology from the School for Advanced Studies in the Social Sciences (EHESS). Her PhD thesis is entitled "The Genesis and renewals of institutional forms of culture: a study of music conservatories and their territorial anchors". Dr. Raevskikh has also graduated in International Public Law from the Lomonosov Moscow State University Law Faculty, where she studied the legal aspects of the process of economic and monetary integration in the European Union. She is currently involved in the ANR-Curricula research project funded by the French National Research Agency, which aims to analyze the reorganization of cultural institutions in cities designated "European Capitals of Culture" in four European countries (France, Sweden, Poland and Italy). For this project, Dr. Raevskikh is developing new conceptual and methodological approaches to identify the creative territories and the socio-cultural dynamics of artistic innovation.



### Fiammetta Rocco

Fiammetta Rocco is Chief Culture Writer of *The Economist*. She has written two special reports for *The Economist*, one on the art market and another on the future of museums. She has served on juries for several book prizes, both for fiction and non-fiction. She is the chair of the 2018 Baillie Gifford Prize for Non-Fiction and the administrator of the Man Booker International Prize for Fiction. Her investigative journalism has won a number of awards in the United States and Britain.



### H.E. Zaki Anwar Nusseibeh

Zaki Anwar Nusseibeh is the Minister of State in the UAE Government. He worked before this as Assistant Minister of Foreign Affairs and International Cooperation and the Cultural Advisor at the UAE Presidential Court. He graduated from Cambridge University, UK and began his career in Abu Dhabi as a journalist in 1967. He became Director of Information in 1969. He also worked as a broadcaster and program producer and helped in developing Abu Dhabi's broadcasting and media services before moving to the Presidential Court in 1975.

Mr. Nusseibeh has served as a member of several national and international boards on education and culture that included the Abu Dhabi Culture and Heritage Authority involved in developing the Emirate's cultural strategy, the Aga Khan Museum Toronto, Institut du Monde Arabe Paris, the Paris-Sorbonne University Abu Dhabi, the Sheikh Zayed Book Award, and IPAF and the Advisory Board of the LSE Middle East Centre.



### James Doeser

James Doeser is a freelance researcher, writer and consultant based in London. Until 2013 he was a senior researcher at the Arts Council where he led a variety of research projects to inform policy and strategy across the cultural sector. His background is in archaeology and his PhD examined the evolution of archaeology public policy in England. He now works with clients in the UK and beyond at the intersection of higher education, public policy and culture.



### Joachim Pflieger

Joachim Pflieger is General Director of Fondation Fiminco based in Paris. In 2019, Fondation Fiminco will open a leading international cultural district in Romainville, at the heart of the urban and social dynamics of the Grand Paris, serving emerging artists and accessible to all audiences. Joachim was Managing Director of the Galerie Thaddaeus Ropac in Paris from 2012 until 2017. After a Masters degree in European Affairs and Public Affairs at Sciences Po Paris, he worked from 2006 to 2012 with opera director Gerard Mortier successively at the Paris Opera, at New York City Opera and at Teatro Real in Madrid. Since 2014, he is in charge of an introduction course focusing on Europe and culture at Sciences Po Paris.



### Joel Kremer

Joel Kremer has an extensive background in the online world, starting in 1998 in online advertising in the BeNeLux and UK markets. After receiving his Bachelor's Degree in Economics, he joined Google UK and Netherlands sales teams, focusing on retail clients. He has also worked in several of Google's product teams across Europe and the US to launch ads products for Europe and train Google Europe's new hires. After Google, Joel founded Kremer Consulting, specialising in helping off/online companies in activating/accelerating their online business and is a frequent keynote speaker and delivers sales masterclasses for big tech companies all over the world. He has over 18-years' experience in the online industry, including marketing, implementation, and analytics. Joel has been responsible for managing the Kremer Collection since 2014 and has initiated the VR Museum and the Mighty Masters kids programme.



### Karen Brooks Hopkins

Karen Brooks Hopkins served as President of the Brooklyn Academy of Music from 1999 until her retirement in 2015, and was an employee of the institution since 1979. Hopkins served as the chair of the Cultural Institutions Group from 2002-2004, as a member of the Mayor's Cultural Affairs Advisory Commission and as a participant on Mayor de Blasio's transition committee. From 2005-2010 she served as the Brooklyn Regent for the New York State Education Department. In 2013, Crain's named her one of the "50 Most Powerful Women in New York," and in 2014 she was one of ten selected into its inaugural "New York Business Hall of Fame." From 2015-2017, she served as the Inaugural Senior Fellow in Residence at the Andrew W. Mellon Foundation where her research focused on the impact of anchor cultural institutions.

Hopkins is the author of the widely read book, *Successful Fundraising for Arts & Cultural Organizations*, which is currently available in a revised second edition through Greenwood Publishing. Hopkins has been awarded several honorary designations for her international work in the arts including Chevalier de L'Ordre des Arts et des Lettres by the Republic of France, Commander of the Royal Order of the Polar Star from Sweden and the King Olav Medal from Norway. Hopkins serves on the boards of the Jerome L. Greene Foundation, the Trust for Governors Island and Alexander Onassis Foundation, where she is currently serving as Senior Advisor. She is currently the Nasher Haemisegger Fellow of the National Center for Arts Research (NCAR) at Southern Methodist University.



### Kevin McMahon

Kevin McMahon is the President and CEO of the Pittsburgh Cultural Trust and is responsible for executive management and operations of the Trust's administrative offices and facilities including The Benedum Center for the Performing Arts, Byham Theater, Harris Theater, O'Reilly Theater, Theater Square, including a Cabaret Theater, Wood Street Galleries, SPACE, 707-709 Penn Galleries and the Trust Arts Education Center, among several other arts venues. Previously, Mr. McMahon was Executive Vice President and Chief Administrative Officer of the John F. Kennedy Center for the Performing Arts for eight years. Mr. McMahon is on the Boards of Hiram College, Point Park University, Pittsburgh Downtown Partnership, Greater Pittsburgh Arts Council, Performing Arts Centers Consortium, PA Economy League, Three Rivers Arts Festival, First Night and Pittsburgh Dance Council. He is a member of the Board of Visitors of the Heinz School of Management of Carnegie Mellon University, the American League of Theaters and Producers, and is an Associate Member of the African American Chamber of Commerce. He is an Adjunct Professor for the Heinz School of Management, Carnegie Mellon University. Mr. McMahon holds an MBA from the City University of New York, and an undergraduate degree in economics and psychology from Hiram College.



### Laura Zucker

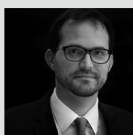
Laura Zucker is an arts leader whose expertise spans cultural policy, capital project master planning, arts education, cultural tourism, and funding strategies. She recently stepped down after serving for more than two decades as executive director of the Los Angeles County Arts Commission. In that capacity, Laura managed the civic art policy for the largest county in the United States and directed the funding for more than 400 arts organizations. Prior to the Arts Commission, Laura was executive director of the Ventura Arts Council and producing director of the Back Alley Theatre. During that time, she served as Chair of the Associated Theatres of Los Angeles. Laura is currently a senior fellow in the Masters in Arts Management program at Claremont Graduate University where she teaches a master class in cross-sector work in the arts and where she served as program director from 2008-2014. She serves on the boards of Grantmakers in the Arts, and the Trusteeship, the Southern California Chapter of the International Women's Forum. She is also a member of the Los Angeles Coalition for Jobs and the Economy. She is a past board member of the Association of Arts Administration Educators, ARTS Inc., and was a founding board member of Arts for L.A. She received a B.A. from Barnard College and attended the Yale School of Drama.



### Manal Ataya

Manal Ataya is a museum specialist with 12 years' experience in cultural heritage preservation, museum development and cultural diplomacy. As Director General of the Sharjah Museums Authority she is responsible for the overall management of 16 museums in the emirate of Sharjah. The authority is responsible for the strategic development of future museum projects, fostering partnerships with the international museum community and leading the efforts to deliver international best practice in museum services. The current museum offering covers Islamic culture and history, contemporary art, heritage, maritime history, archaeology, science and children's learning.

Manal holds a BA in Studio Art and Communication Studies from Hamilton College and a Graduate Degree in Museum Studies from Harvard University, USA. She is a Clore Fellow having completed the distinguished UK cultural leadership program in 2010. She currently serves on the advisory boards of the College of Arts, Humanities and Social Sciences-University of Sharjah and ICCROM-ATHAR, the regional center for cultural heritage preservation in the Arab region. She also serves as a member of the Supreme Committee for the File of Sharjah - the Trucial States Portal.



### Manuel Rabaté

Manuel Rabaté was appointed Louvre Abu Dhabi Director in 2016. Prior to this appointment, French national Rabaté was the CEO of Agence France-Muséums. Awarded as Knight of the National Order of Merit, Rabaté started working with several recognised figures of the French cultural world and spent his entire career in some of the most prestigious French museums. He graduated from the Institut d'Etudes Politiques de Paris and the HEC business school. He first joined Musée du Louvre as Deputy Director of the auditorium where he participated in the creation of new programmes accompanying the creation of the Islamic Arts department. He then joined Musée du quai Branly for its opening as Deputy Director of cultural development. He managed the launch of the museum's first traveling exhibitions, including Masques - Beauté des Esprits at the Bahrain National Museum. He has chaired several years the think tank Culture & Management and taught Arts and Cultural Management at Paris-Dauphine University in France and Paris-Sorbonne University Abu Dhabi.



### Mariana Duarte Silva

Mariana Durate Silva is the director of Village Underground Lisbon, a co-working and events space housed in a collection of shipping containers and double-decker buses in Lisbon. The project is a melting pot for creative people and ideas to gather and evolve. Mariana exported Village Underground to Lisbon after coming across the concept in London, where she worked for C-Squared and ran her own events under the brand Madame Management. Village Underground Lisbon owes its success to Mariana's extensive personal and professional network, built over years of working across Europe, on large-scale creative marketing campaigns and music PR.

Mariana is particularly dedicated to promoting women in the music and entrepreneurial sectors in Portugal and contributing to the cultural development of her home city Lisbon. Village Underground won "Best New Project in Town" in the Time Out Awards the year it was launched (2014) and Mariana herself won in the "Innovation" category for Maxima Magazine's Women in Business awards. Most recently she was recognised by Time Out as one of the 30 women that make Lisbon a better city. Village Underground has been featured recently in articles about Lisbon in *The Guardian*, *Condé Nast*, *Sunday Times*, the online platform Cool Hunting and more.



### Maxime Jaffré

Maxime Jaffré is a research fellow at the French National Center for Scientific Research (CNRS), at the Centre Norbert Elias in Marseille, France. He holds a PhD in sociology from the School for Advanced Studies in the Social Sciences (EHESS). He defended his PhD thesis entitled "The globalization of culture and the spirit of Arabic music: a sociology of scholarly Arabic musical forms decontextualized in France and in the US". Dr Jaffré has also worked as a research assistant at the University of Chicago with Terry Nichols Clark on the Scenes and the Fiscal Austerity and Urban Innovation (FAUI) projects, where he analyzed the social and political dynamics of cities and culture in France and internationally. He is currently involved in the ANR-Curricula research project funded by the French National Research Agency, which aims to analyze the reorganization of cultural institutions in cities designated "European Capitals of Culture" in four European countries (France, Sweden, Poland and Italy). For this project, he is developing innovative statistical and cartographic methodologies involving Small and Big Data analyses applied to the urban environment to identify the socio-cultural dynamics and impacts of European cultural policies on institutions.



### Nadine Bitar

Nadine Bitar is a thought leader on 'Place-led 4.0 superscript © and Director of placemaking.me, a think tank that consults on place-led approach for future urban districts and cities. Until now, she has been involved in the planning and development of 37 large scale districts and urban extensions in the Middle East, Africa and South East Asia regions. Mrs Bitar advised local authorities in the United Arab Emirates and was a practice leader in urban planning and design in Mouchel Consulting (Now WSP) and Tatweer (Now Dubai Properties).

Mrs. Bitar is a keynote speaker in global and regional forums such as Habitat III, World Urban Forum 09, First Arab Land Conference, Global Innovation Forum, 5th GCC local government convention and others. She is a jury member of multiple local and international sustainability awards and lectures on sustainable environments. Mrs Bitar advocates women leadership on Sustainable Development Goals as an Executive Council member of Ellevate International. She trained on innovation at Insead business school, Smart Cities from Harvard Graduate school of Design program, Urban Design from the American University of Beirut and is currently specializing in public policy for sustainable development at the Mohammed Bin Rashid School of Government in Dubai.



### Nato Thompson

Nato Thompson is a curator and author and works as Artistic Director at Philadelphia Contemporary. Philadelphia Contemporary is a mobile contemporary art organization in the process of creating a non-collecting museum in the city of Philadelphia. Previous to Philadelphia Contemporary, he worked at the New York-based public art organization Creative Time as Artistic Director which he joined in January 2007. Since then, Thompson has organized such major Creative Time projects as *The Creative Time Summit* (2009–2015), Pedro Reyes' *Doomocracy* (2016), Kara Walker's *A Subtlety* (2014), *Living as Form* (2011), Trevor Paglen's *The Last Pictures* (2012), Paul Ramirez Jonas's *Key to the City* (2010), Jeremy Deller's *It is What it is* (2009, with New Museum curators Laura Hoptman and Amy Mackie), *Democracy in America: The National Campaign* (2008), and Paul Chan's *Waiting for Godot in New Orleans* (2007), among others. Previously, he worked as Curator at MASS MoCA, where he completed numerous large-scale exhibitions, including *The Interventionists: Art in the Social Sphere* (2004), with a catalogue distributed by MIT Press. He has written two books of cultural criticism, *Seeing Power: Art and Activism in the 21st Century* (2015) and *Culture as Weapon: The Art of Influence in Everyday Life* published in January 2017.



### Ole Bouman

Ole Bouman is the director of Design Society, a new cultural hub for China and the largest design platform in the Asia Pacific. It was inaugurated on 1 December 2017 in Shekou, Shenzhen. Previously, Bouman was director of the Netherlands Architecture institute (until 2013) and Creative Director of the Urbanism/Architecture Bi-City Biennale Shenzhen (2013-14). He was the founder and editor-in-chief of architecture magazine *Volume* in 2005. His publications include *The Invisible in Architecture* (1994) and *Architecture of Consequence* (2009). Bouman was also co-curator of Manifesta 3 (2000), and responsible for many entries to the architecture Biennales of Shenzhen, São Paulo and Venice. Ole Bouman taught architecture at the Massachusetts Institute of Technology and the University of Hong Kong.



### Prof. Dong Yeun Lee

Dong Yeun Lee is a professor in the Department of Korean Traditional Arts Theory at Korea National University of Arts. He oversees the majority of the educational programs and lectures at the newly opened Platform Changdong 61 complex – Seoul's newest comprehensive cultural hub. He is also the Director of the Society for Korean Historico-Musicology and Head of Korea Art Research Center. Professor Lee holds a BA, MA, and Doctorate in Literature from Chung-ang University.



### Sir Nicholas Kenyon

Sir Nicholas Kenyon has been Managing Director of the Barbican Centre since 2007. He was Controller, BBC Radio 3 1992-8, and Director of the BBC Proms from 1996 to 2007. He was a music critic for *The New Yorker*, *The Times* and *Observer*, and editor of *Early Music* 1983-92. He was appointed Controller, BBC Radio 3 from in 1992, and was responsible for the award-winning seasons Fairest Isle and Sounding the Century. He oversaw the BBC's programming for the Millennium, and then ran the BBC's Live Events and TV Classical Music departments, including the Queen's Jubilee Concerts of 2002. He has lectured widely and published books on Bach, Mozart, Simon Rattle, the BBC Symphony Orchestra and early music. Most recently he has edited *The City of London: a Companion Guide*. He has been a Visiting Fellow of All Souls College Oxford, a member of Arts Council England and is an Honorary Fellow of Balliol College Oxford. He was knighted in the 2008 New Year Honours, and in 2011 received the British Academy President's medal for outstanding service to the arts and humanities. He is married with four children and lives in London.





### Stephen Jolly

A truly multidisciplinary engineer with a diverse background and a fantastic portfolio of projects, Stephen Jolly is one of BuroHappold's partners and best building designers. He acts as a focal point for activities in the cultural sector and has a wealth of experience and skills in performing and visual arts projects.

With his background in environmental performance and integrated design, Stephen's approach to projects is multidisciplinary in nature. His broad range of skills and experience enables him to influence strategic project development from an early stage. Since being at BuroHappold this list has included the Royal Shakespeare Theatre, the Grand Egyptian Museum and Louvre Abu Dhabi. Stephen's current projects include The Centre for Music with the City of London and the NG20 Museum in Berlin.



### Sunny Rahbar

Sunny Rahbar is of Iranian origin and was raised in Dubai, UAE. Rahbar graduated with a Bachelor of the Arts from Parsons Schools of Design, New York in 2000. During school and after graduation, she worked at the Guggenheim Museum, New York before moving to London where she worked at Sotheby's on the contemporary decorative art sale. She moved back to New York in 2001 where she was involved with the launch of *eyestorm.com*'s New York gallery space. At the end of 2001, Rahbar returned to Dubai and worked independently with young and emerging artists. She was involved with numerous private and public art projects with a determined goal to foster a platform for the promotion of a rising generation of artists in the region. In 2003, she took up the position of resident curator at Five Green, known as the first creative lifestyle showroom in the United Arab Emirates, and curated several exhibitions.

Rahbar decided to move one step further and provide a concrete foundation to the ideology that she had worked towards. In 2005, with her two partners Claudia Cellini and HE Omar Gobash, she co-founded The Third Line in Dubai – a contemporary art gallery focused on building an internationally recognized platform for artists relevant to the Middle East region. Rahbar and her partners also expanded into non-commercial endeavors, art advisory programming as well as publications, having produced several artist books to date.



### Vilma Jurkute

With a degree in International Business from Grenoble Graduate School of Business, Vilma has spent the last decade developing creative industries across New York, Chicago, London and Dubai. She joined Alserkal Avenue in 2011 and in her time with the organisation, she has been instrumental in its evolution and responsible for overseeing the Avenue's physical expansion in 2015 as well as the inauguration of Concrete in 2017. Vilma also launched Alserkal Programming in 2015, and Alserkal Residency in 2017, affirming the organisation's commitment to the development of arts and culture in the region. She has been a vocal supporter of growing a creative economy, and a strong advocate for its importance in social development and identity within the MENASA region. Vilma serves on the advisory boards of the Global Cultural Districts Network and the Jean-Paul Najjar Foundation. Vilma is currently pursuing an Executive MSc in Sustainable Urban Development at the University of Oxford, UK.



### Zelfira Tregulova

Zelfira Tregulova is an Art Historian, and serves as the general director of the State Tretyakov Gallery (since 2015), curated of various international projects at leading museums in Russia and abroad, including *Amazons of Avant-Garde* (Berlin – Bilbao – Venice – New York – London; 1999-2000), *Russia!* (New-York – Bilbao, 2005), *Surprise me!* (in collaboration with John Bowlit, Monte-Carlo; 2009), *Socialist realisms*, (Palazzo delle Esposizioni, Rome, 2011 in collaboration with Matthew Bown), *Russia Palladiana*, (Venice, Museo Correr, in collaboration with Arkady Ippolitov, 2014). Zelfira was awarded honorary diplomas by the Ministry of Culture of Russian Federation, and the Ordine della Stella d'Italia as a cavalier for merits for the organization of the year of Italian culture and Italian language in Russia (2012), by the order pro Merito Melitensi (Sovereign Military Order of Malta, 2012). Under the leadership of Zelfira, the State Tretyakov Gallery has gained a new impulse of development, placing the museum as a leader of presentation of Russian art.

## GCDN MEMBERS

- Adelaide Festival Centre – Adelaide, Australia
- Alserkal Avenue – Dubai, United Arab Emirates
- Auckland Live – Auckland, New Zealand
- Barangaroo Delivery Authority – Sydney, Australia
- Brooklyn Cultural District, Brooklyn Academy of Music and Downtown, Brooklyn Arts Alliance – New York, USA
- Canberra Theatre Centre - Canberra, Australia
- City of Providence Department of Art, Culture and Tourism (AC+T) – Rhode Island, USA
- City of Sydney – Sydney, Australia
- Cultural and Educational District, Queen Elizabeth Olympic Park – London, UK
- Culture Mile (including Barbican and Museum of London) – London, UK
- Dallas Arts District – Dallas, Texas, USA
- Exhibition Road Cultural Group – London, UK
- Genesis Beijing – Beijing, China
- Grand Center Arts District – St. Louis, Missouri, USA
- International Festival of Arts & Ideas – New Haven, Connecticut, USA
- Kuwait National Cultural District – Kuwait City, Kuwait
- LAC Lugano Arte e Cultura – Lugano, Switzerland
- L'Hospitalet Cultural District – Catalonia, Spain
- Melbourne Arts Precinct – Melbourne, Australia
- MuseumsQuarter Wien – Vienna, Austria
- National Museum of Singapore and Bras Basah Bugis Arts and Heritage District – Singapore
- Navy Pier, Inc. – Chicago, Illinois, USA
- New World Symphony – Miami, Florida, USA
- Paris La Défense – Paris, France
- Pittsburgh Cultural District – Pittsburgh, USA
- Quartier des Spectacles – Montreal, Quebec
- RAB / BKO Réseau des Arts à Bruxelles / Brussels Kunstenoverleg – Brussels, Belgium
- The Lowry / Salford Quays – Salford, UK
- The Sharjah Museums Authority – Sharjah, United Arab Emirates
- The Temple Bar Company – Dublin, Ireland
- Theater District Houston – Houston, Texas, USA
- Times Square Alliance – New York, USA
- West Kowloon Cultural District – Hong Kong, China
- William Penn Foundation – Pennsylvania, USA

## AFFILIATE MEMBERS

- Buro Happold – New York, USA
- Jason Bruges Studio – London, UK

## ABOUT

### ABOUT GCDN

An initiative of AEA Consulting, the GCDN is a membership-based network that fosters cooperation and knowledge-sharing among those responsible for planning and running districts and clusters that include a significant cultural element.

Founded in 2013, GCDN provides a context for cultural leaders to discuss emerging best practice across a range of issues related to the successful creation and management of cultural districts and cultural planning around the world.

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

### ABOUT AEA

AEA is a global consulting firm setting the standard in strategy and planning for the cultural and creative industries. We are known for our candid and impartial advice that draws on deep knowledge of the cultural sector as well as robust research and analytical insight.

Since 1991, we have successfully delivered more than 800 assignments, helping clients around the world plan and realize vital and sustainable cultural projects.

With offices in New York and London, AEA offers a talented, multidisciplinary 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. For more information visit: [aeaconsulting.com](http://aeaconsulting.com)

## ABOUT

### ABOUT ALSERKAL AVENUE

Established in 2007, Alserkal Avenue is the region's foremost contemporary arts and culture neighbourhood, with sixteen galleries, including the most prominent galleries in the region, artist studios and over forty creative businesses. Cultivating a vibrant community of visual and performing arts organisations, designers, and artisanal spaces, it has become an essential platform for the development of the creative industries in the United Arab Emirates.

Alserkal Programming is a platform for exhibitions, public art commissions, performances, films, talks and workshops that critically and creatively investigate themes pertinent to the region's arts community. As a natural next step, Alserkal Residency opened in fall 2017, and is a platform for artistic experimentation and discursive exchange, seeking to support cultural producers as they research themes pertinent to their respective practices, in the city of Dubai.

Alserkal Avenue is also home to Concrete, the UAE's first building to be completed by Rem Koolhaas' Office for Metropolitan Architecture (OMA). Concrete provides a flexible, multipurpose venue for international arts and culture initiatives ranging from performances, to exhibitions, lectures and various other public events.

For more information visit: [alserkalavenue.ae](http://alserkalavenue.ae)

# THANK YOU

The 2018 Dubai convening was co-hosted with Alserkal Avenue. We would like to thank all our members, participants and speakers and those who supported us for their generosity and collaboration:

Buro Happold  
Dubai Opera House  
Sharjah Museums



ALSERKAL AVENUE

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DUBAI OPERA



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Sharjah Museums Authority



**GCDN**  
Global Cultural  
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ALSERKAL AVENUE

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