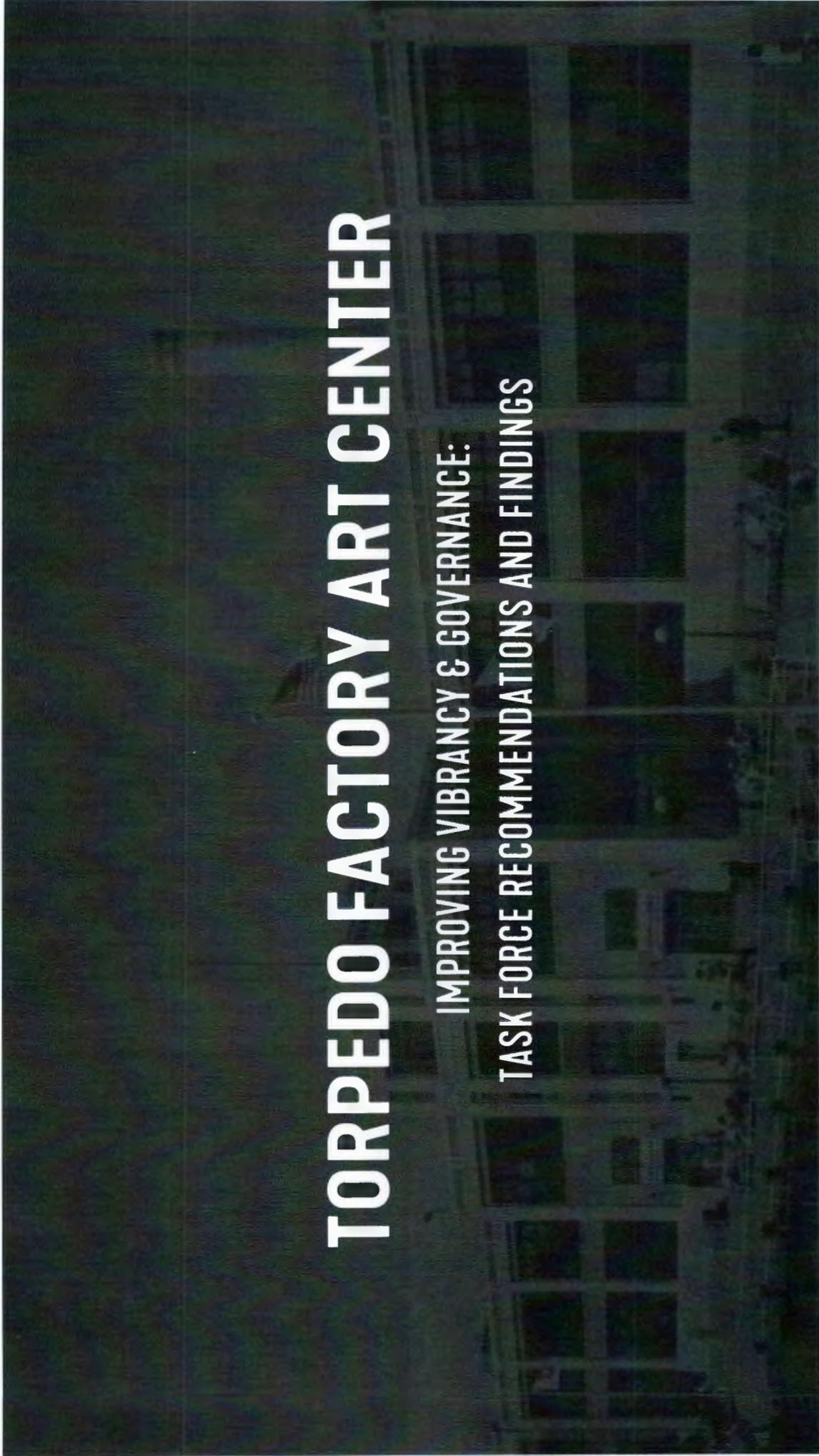


CM Cracks  
4-13-23

# TORPEDO FACTORY ART CENTER

IMPROVING VIBRANCY & GOVERNANCE:  
TASK FORCE RECOMMENDATIONS AND FINDINGS



# TASK FORCE ROSTER

Organization	Representative
Alexandria Arts Alliance	Jason Longfellow
Archaeology Commission	Ivy E Whitlatch
Arts Commission	Judy Heiser
At Large Member	Michelle Kołacz
At Large Member	Peter Horst
At Large Member	Yasin Seddiq
At Large Member	Melynda Wilcox
Current Art Center Leasing Artists	Saya Behnam
Current Art Center Leasing Artists	Matthew Johnson
Historic Alexandria Resources Commission (HARC)	Martha Raymond

Organization	Representative
Old Town Business Association	Charlotte A. Hall
Old Town Civic Association	Yvonne D Callahan
Old Town North Alliance	Ryan Whitaker
Regional Arts Professional	Lyric Prince Harris
The Art League	Suzanne Bethel
Torpedo Factory Art Center Galleries	Alan Sislen
Torpedo Factory Art Center Post Grad Participant	Nicole Wandera
Torpedo Factory Artists' Association	Cindy Lowther
Visit Alexandria	Kate Ellis
Waterfront Commission	Kristina Hagman



# 3 BIG TAKEAWAYS

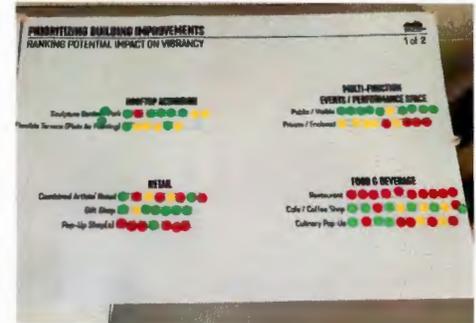
FEEDBACK AND RECOMMENDATIONS FROM THE  
TASK FORCE

# PROGRAMMING FOR VIBRANCY

## FINDING THE RIGHT BLEND

1. A combination of improvements to both arts and building programming are critical to ensuring the sustainability and vibrancy of TFAC.

- Infusing artwork/murals into building common spaces, creating landmarks
- Increased interactive arts learning for youth and adults
- Collaborating for community events with artists, businesses, & organizations
- Establishing an external art presence visible on the outside of the building
- Enhancing the Waterfront Entry to increase artists visibility and encourage participation throughout the center.
- Incorporating a “Wow Factor” intervention.
- Creation of a publicly visible Events Space for increased community engagement.
- Evaluation adjacent building services such as restrooms and active programs, to optimize space and improve occupant navigation.



# INCREASING TFAC VISIBILITY

## BROADCASTING ART

2. Marketing TFAC needs a comprehensive approach for both exterior and interior elements that broadcast arts and programming in and around the building.

### OUTRIGGER BANNERS



### DIRECTIONAL WAYFINDING



# A MORE SUSTAINABLE GOVERNANCE MODEL IS NEEDED

3. TFAC is a unique arts center that requires leadership to have a robust partnership with the City, and the authority to administer ongoing operations and programs that support vibrancy initiatives.



# CONSENSUS IS FOR A NEW QUASI-PUBLIC ENTITY

**A new governance model is desired but will need appropriate structure and support to implement. The new governing body could include:**

- Select a diverse body to provide oversight that is independent of the city but operates within city established parameters for organizational stability and sustainability
- Develop and right size staff and budget to expand arts programming, marketing and building improvements
- Assign adequate funds for transition and capitalization for improvements
- Increase focus on diverse visitor experiences and activation of public spaces

# CITY ROLE & FUNCTIONS WILL NEED TO BE TRANSITIONED

**The City of Alexandria to retain ownership responsibilities.**

- A new quasi-public entity may take on daily operational responsibilities.
- The City to outline what functions the entity will be responsible for managing.



# NEXT STEPS



# NEXT STEPS AND IMPLEMENTATION

## ACTION ITEMS

### GOVERNANCE & OPERATIONS

- In the interim, continue **city operations and maintenance** of the building
- Review **key decisions** to be **brought to council**
- Identify **functions for transition** and detail elements of a new governance structure
- Develop **approach to implementation** and business plan
- Communicate the new business plan to artists and stakeholders

# NEXT STEPS AND IMPLEMENTATION

## ACTION ITEMS

### FUTURE PROGRAMMING AND MARKETING

- Identify groups and/or businesses to partner with to **develop arts programming, and further engage** with the local, regional, and national communities
- Work with a professional marketing team to develop a **communications plan and budget** that amplifies arts programming and ongoing messaging at TFAC
- Engage a marketing team to evaluate and design a **wholistic marketing approach** that includes physical and digital presence of TFAC

# NEXT STEPS AND IMPLEMENTATION

## ACTION ITEMS

### BUILDING IMPROVEMENTS

- Create a comprehensive phased plan to address **deferred maintenance**
- In parallel - develop a holistic approach to **spatial reorganization** and **marketing/branding/wayfinding interventions**.
- Spatial reorganization should be accompanied by **revenue and expense analysis** to understand operating potential of different configurations

# WHAT IS HAPPENING NOW

- Developing and establishing a framework to implement the new governing body
- Continuing the operation and the jurying
- Will bring a framework for the new governing body to Council in FY24