

A grayscale photograph of the Torpedo Factory Art Center building, a large, multi-story industrial-style structure with many windows. An American flag is visible on a tall pole in the foreground. The image is dimmed to serve as a background for the text.

# TORPEDO FACTORY ART CENTER

TASK FORCE MEETING 5- WRAP UP

FEBRUARY 15TH, 2023

# AGENDA



**INTRODUCTION**

**5 MINS**



**BIG TAKE AWAYS**

**30 MINS**



**NEXT STEPS**

**20 MINS**



**CLOSING**

**5 MINS**



**THANK YOU!**



# 3 BIG TAKEAWAYS

# TFAC TASK FORCE

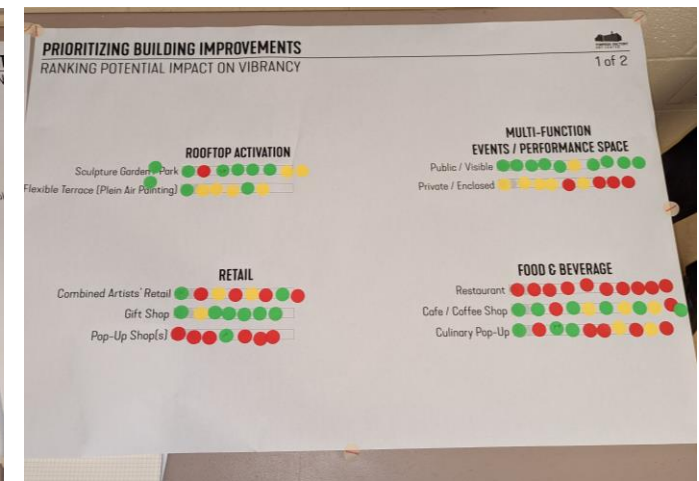
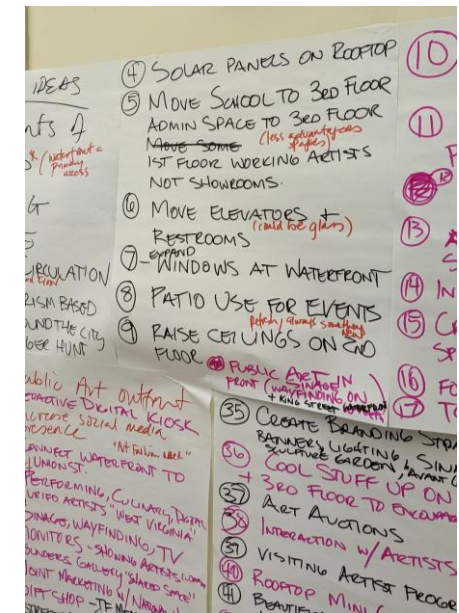
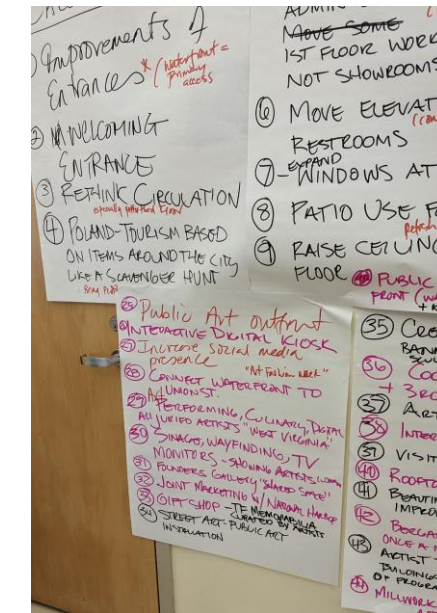
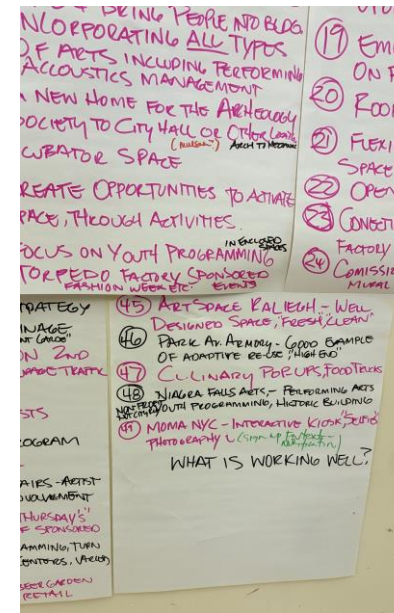
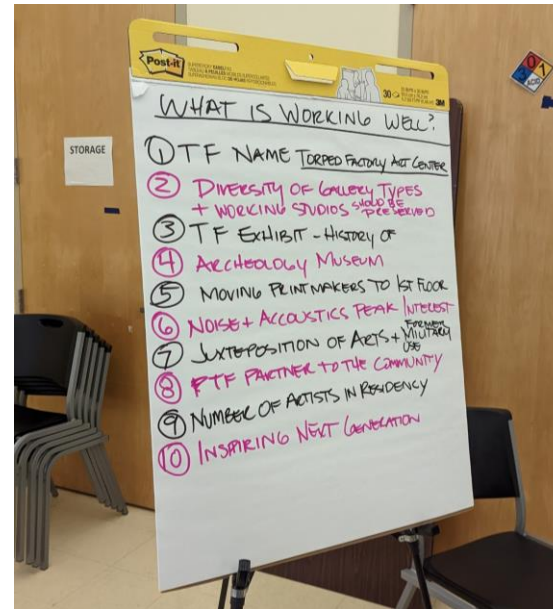
## REMINDER - OBJECTIVES

- Recommend a comprehensive and implementable facility improvements plan.
- A recommended governance structure that will support the sustainable operation of Torpedo Factory Art Center.
- Branding recommendations to increase visibility of and utilization of TFAC.

# PROGRAMMING FOR VIBRANCY

## FINDING THE RIGHT BLEND

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



# ARTS PROGRAMMING IMPROVEMENTS TO BE EXPLORED

Introducing more interactive and public facing arts programming, along with partnering with local business communities contributes to vibrancy by increasing exposure of TFAC artists.

- Infusing artwork/murals into building common spaces, creating landmarks
- Additional Interactive arts learning for youth and adults
- Collaborative community events with artists, businesses, & organizations
- External awareness/ presence



# BUILDING IMPROVEMENTS FOR VIBRANCY

The number of artist studios at TFAC make it unique and set it apart from other art centers in the country. Building Improvements to support the art center may include:

- 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.
- Evaluate adjacencies of building services such as restrooms and active programs, to optimize space and improve occupant navigation.



# INCREASING TFAC VISIBILITY

## BROADCASTING ART

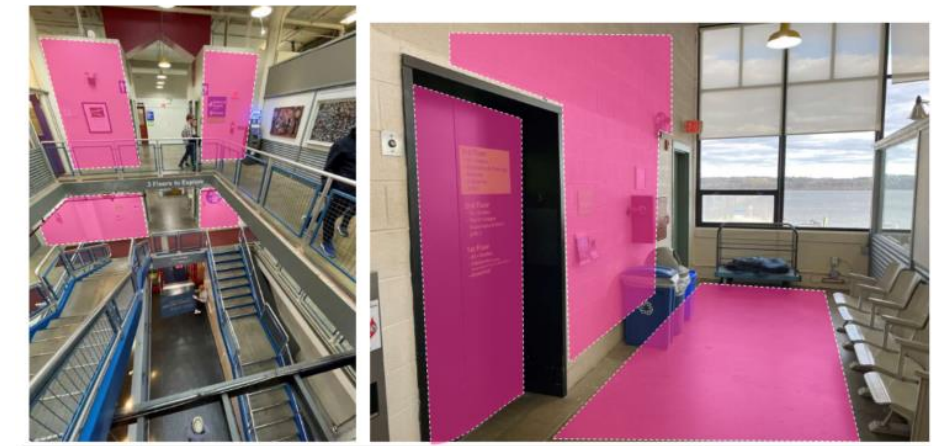
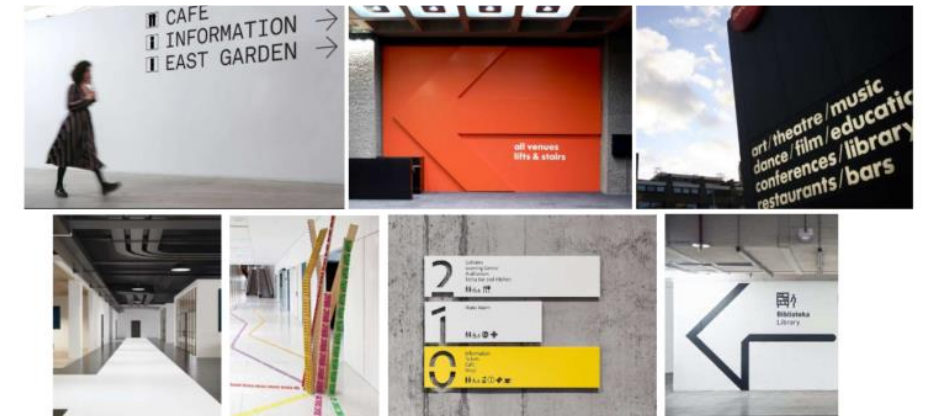
**Marketing TFAC needs a comprehensive approach for both exterior and interior elements that broadcast arts and programming in and around the building.**

### OUTRIGGER BANNERS



EJP Consult Econ SMITHGROUP

### DIRECTIONAL WAYFINDING



EJP Consult Econ SMITHGROUP

# EXTERIOR PLACE-BASED MARKETING

The exterior offers various opportunities to announce the artists, events, and programming at TFAC. A marketing program needs to increase visibility while being careful not to hinder access to daylight and visibility. Ways to address the exterior marketing may include:

- Utilize a robust outrigger banners design
- Further investigating the possibility for Breezeway Art intervention as a partnership with the adjacent building
- Further investigating Smokestack Branding possibilities

# INTERIOR PLACE-BASED MARKETING

The TFAC's interior is rich with graphics and visual stimulation. Unique and varied expression can be balanced while updating wayfinding and encouraging traffic throughout the entirety of the building.

- Create comprehensive wayfinding plan and design
- Develop plan for engaging vertical circulation to encourage movement on all levels
- Design a signage package that helps visitors and guests move through the space with limited assistance.

# A MORE SUSTAINABLE GOVERNANCE MODEL IS NEEDED

**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 structure is desired, but will need appropriate structure and support to implement

- A diverse body to provide oversight that is independent of the city but under city control
- Right size staff and budget to expand arts programming, marketing and building improvements
- Adequate funds for transition and capitalization for improvements
- Increased focus on visitor experiences and activation of public spaces

# 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.

# KEY ELEMENTS TO INVESTIGATE AND DETAIL

The City will need to detail the key features and characteristics of the new entity to ensure a clear transition and set the organization up for success

- Size and composition of the Governing Body
- Body structure, committees and bylaws
- Scope of operations, policies and procedures
- Scope and timing of major building improvements
- Earned revenue potential and the need for ongoing city subsidy to support expansion of arts marketing and programming
- Maintaining and building support and confidence of both the arts community and the public
- Tracking visitation and key performance indicators



# LOOKING AHEAD



# 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 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

# NEXT STEPS AND IMPLEMENTATION

## ACTION ITEMS

### GOVERNANCE & OPERATIONS

- Identify items related to the Task Force recommendations to be included in **pending annual budgets**
- Continue **city operations and maintenance** of the building
- Review **key decisions** to be **brought to council**
- Identify functions for transition and detail elements of new governance structure
- Develop **approach to implementation** and business plan



**THANK YOU!**

**TASK FORCE MEETING 5**

**FEBRUARY 15TH, 2023**