



TORPEDO FACTORY ART CENTER

**IMPROVING VIBRANCY & GOVERNANCE:
SUMMARY OF RECOMMENDATIONS AND FINDINGS**

INTRODUCTION & SUMMARY

THE TASK FORCE TEAM

THE CITY & THE TASK FORCE



The City of Alexandria formed a Task Force to solicit ideas and recommendations of opportunities that would ensure the long-term vibrancy and sustainability of the Torpedo Factory Art Center (TFAC). The Task Force members were selected by the City through an application process to represent various stakeholder groups from within the TFAC and the surrounding community. The final total-nineteen (one withdrew) members included individuals as well as various groups identified in the graphic to the right. See the following page for a full list of members.

The final Task Force meeting reinforced that while there is a lot of work to do in the next phase, the insight provided by the Task Force members will be critical in setting the direction for those efforts. The City will continue to engage and update its members and their various constituencies as future implementation phases are initiated.


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 (Withdrew)
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

THE TASK FORCE – CONSULTANT TEAM

THE CONSULTANTS

 **DEPARTMENT OF PROJECT IMPLEMENTATION (DPI)**

SMITHGROUP

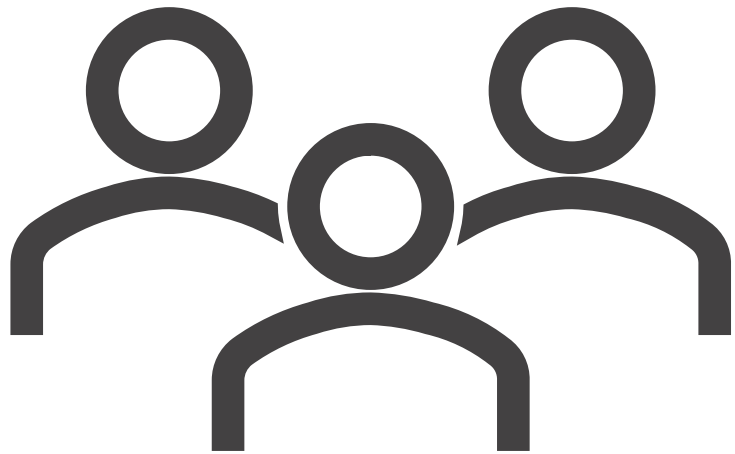
ConsultEcon **EJP**
CONSULTING GROUP CONSULTING GROUP

To facilitate the work of the Task Force members, the City contracted with a consultant group comprised of SmithGroup, EJP Consulting Group, and ConsultEcon, Inc. Between September 2022 and February 2023, the Task Force met five times to review arts and building programming, place-based marketing, and governance. The schedule, agendas, and various exhibits from these meetings can be found in the Appendix of this document.

Together, the City, consultant team, and Task Force worked to gather and prioritize feedback requested by the City Manager to inform a comprehensive and implementable facility improvements plan, recommend a governance structure to support sustainable operations, and outline branding recommendations to increase visibility and marketing opportunities. The discussions were shaped by the understanding that the City will retain ownership of the facility and it will remain primarily an art center.

COMMUNITY SUPPORT IN THE TASK FORCE

KICK OFF WITH THE TASK FORCE



The Task Force members provided various motivations for wanting to be a part of the Task Force. All agreed they want the Art Center to succeed as a community space and art center.

- Torpedo Factory Art Center is a beloved space that Task Force Members want to see have a sustainable future, serve the community, and promote the arts.
- Some want to see TFAC arts expand to embrace performing arts in addition to the visual arts.
- Community and adjacent business neighbors want to help make TFAC more vibrant.
- Working artists in the building should be able to make a living in their studios and be considered in the governance of the Art Center.

TASK FORCE SUMMARY

KEY FINDINGS



The City of Alexandria maintaining ownership of the building was stated as a given. The Task Force explored a targeted list of building and programming improvements based on recommendations from the surveyed outcome by the Task Force.

- Deferred maintenance to be addressed.
- Important drivers include an improved waterfront presence and a welcoming building entrance balanced with the historic nature of the building and the site.
- Key decisions regarding space use and locations of tenants/organizations to be determined.



Engage a marketing team to amplify the TFAC identity, emphasize historic positioning, and assess visitor needs to better curate outreach.

- Exterior and interior positioning & coordination are needed to amplify and align artists', organizations', and TFAC's programming.
- Marketing of TFAC to be part of broader message of sustainability and vibrancy in collaboration with other City entities and community organizations.

TASK FORCE SUMMARY

KEY FINDINGS



The Task Force expressed overwhelming support for transitioning to a Quasi-Public entity that has autonomy and authority to run daily operations.

- Any new entity will need to meet defined performance metrics established by the City.
- City will likely continue to supplement funding for TFAC operations and capital improvements, but the funding expectation of the new entity may increase over time.
- The City has developed successful public-private partnerships with Visit Alexandria and the Alexandria Economic Development Partnership that may be viable models for a new quasi-public entity for TFAC.



For the next 12 months, the City will work to outline the implementation framework for the improving vibrancy and governance informed by ideas-outlined by the Task Force.

- \$1,250,000 has already been earmarked in the next fiscal year's budget for continuing operations and strategic improvements.
- The City will engage community members and stakeholder groups for feedback on future milestones and provide periodic updates to the community about progress.
- The City will engage third party professionals (marketing, engineering, organizational transition) to develop comprehensive improvement plan, schedule and budget.

ADDITIONAL CONSIDERATIONS IN FOLLOWING PHASES



- Incorporate sustainability and resiliency into financial planning, programmatic planning, and building planning.
- Evaluate rooftop activation options and programming alignment.
- Leverage the artists at work as asset and advertisement.
- Reconcile the TFAC identity and branding given the diversity of artists and organizations that comprise it.
- Work with Alexandria Archaeological Commission to determine future home at TFAC or elsewhere.



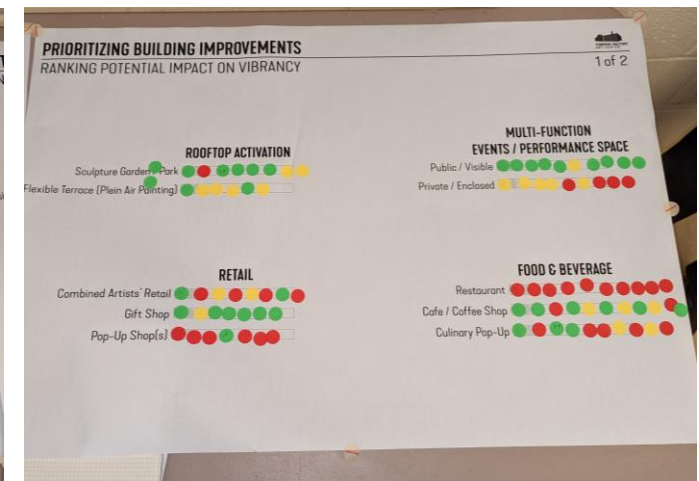
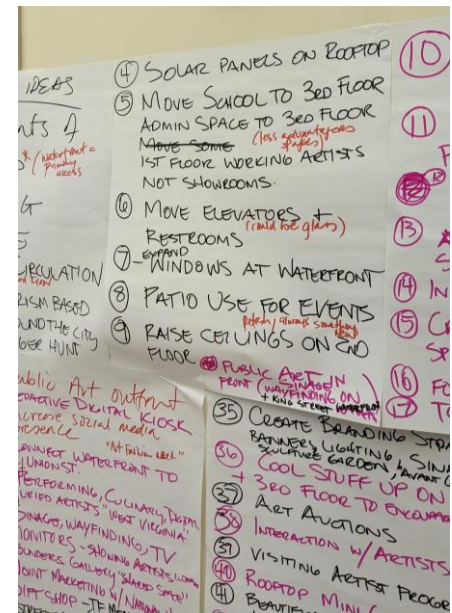
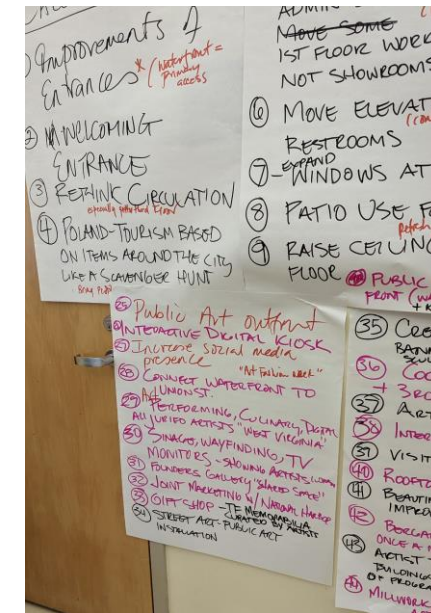
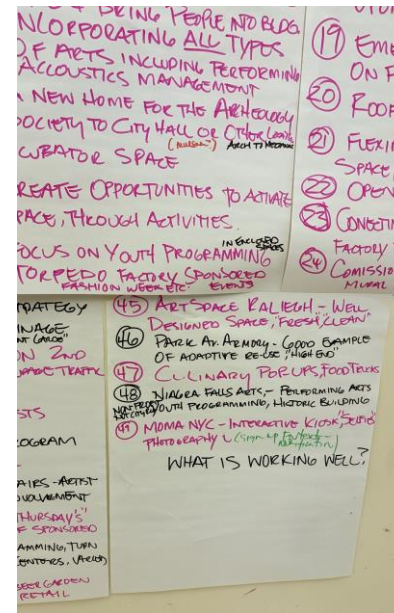
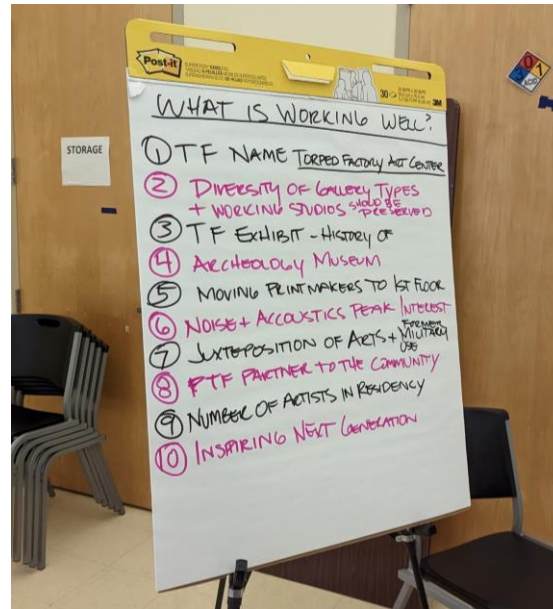
3 BIG TAKEAWAYS

**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.



ARTS PROGRAMMING IMPROVEMENTS TO BE EXPLORED

Introducing more interactive and public facing arts programming, along with partnering with local business communities will contribute to vibrancy by increasing exposure of TFAC artists. Art programming improvements may include:

- 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



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

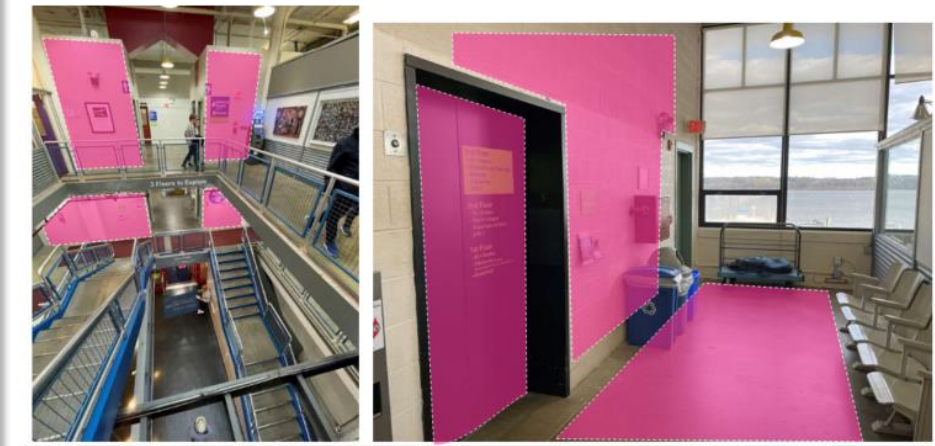
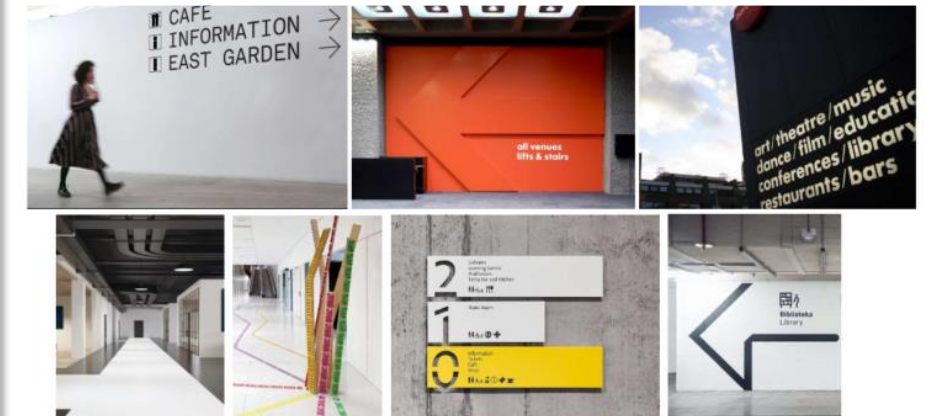
2. Marketing TFAC needs a comprehensive approach for both exterior and interior elements that broadcast arts and programming in and around the building.

OUTRIGGER BANNERS



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

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.

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.

- Identify size and composition of the Governing Body
- Determine body structure, committees and bylaws
- Scope of operations, policies and procedures
- Scope and timing of major building improvements
- Determine budget for long term operating + capital improvements
- Earned revenue potential and the need for ongoing city subsidy to support the expansion of 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 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

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

APPENDIX



TASK FORCE SCHEDULE



DATES & TOPICS:

- **Meeting 1: September 12th, 2022**
 - Kick Off & Project Introduction
- **Meeting 2: October 26th, 2022:**
 - Facilities Improvements & Programming
- **Meeting 3: December 7th, 2022**
 - Marketing/Placemaking
- **Meeting 4: January 18th, 2023**
 - Governance/Financial Structure models
- **Meeting 5: February 15th, 2023**
 - Final Summary & Wrap up

PUBLIC ENGAGEMENT IN TASK FORCE MEETINGS

WRITE-IN COMMENT



The Task Force meetings allowed for public comment and provided the opportunity to write in questions and comments on paper handouts during the meeting. The only question or comment provided by a member of the public was submitted during the last meeting.

- “One of the concerns is where the coop galleries are envisioned in the future of the TF. We are some of the original tenants, we are open 7/days of the week and provide a broad representation of local artists. My concern is whether we get overlooked.”

- Stephen Lally, Scope Gallery

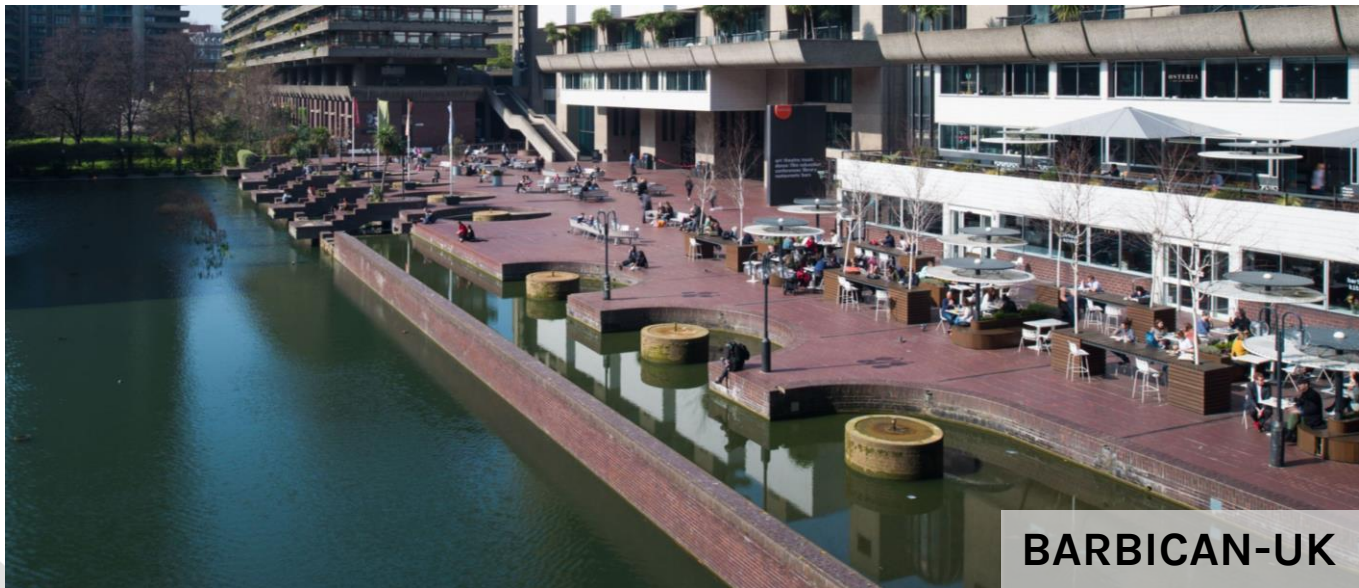
NAME	ORGANIZATION/ AFFILIATION	QUESTION/COMMENT
Stephen Lally	Scope Gallery (one original tenant of TF)	One of the concerns is where the coop galleries are envisioned in the future of the TF. We are some of the original tenants, we are open 7/days of the week and provide a broad representation of local artists. My concern is whether we get overlooked.



CALL FOR IDEAS

After the first meeting, the task members took an online survey asking-, “What existing art centers do you believe are examples that TFAC can learn from and why?” This section shares the survey results after Meeting 1.

SURVEY RESPONSES



BARBICAN-UK



BERGAMONT



SANTE FE RAILYARD



THE KANEKO

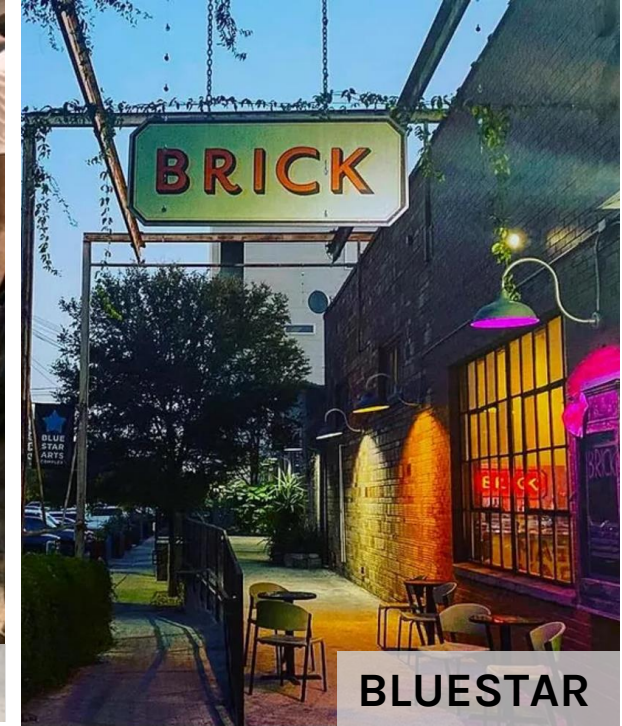
SURVEY RESPONSES



MILTON ARTS



PRATT



BLUESTAR



ARTSPACE RALIEGH



PARK AVENUE ARMORY



MILLWORK ARTISTS

SURVEY RESPONSES




TATE MODERN



PULLEN ARTS CENTER



 [gitta_](#)

SELFIE MUSEUM



Photo by Kate Russell
Courtesy of Meow Wolf

MEOW WOLF



ANACOSTIA ARTS CENTER

SURVEY RESPONSES



ARTISTS AND MAKERS



MOMA NYC



ARTS IN BUSHWICK



NIAGRA ARTS & CULTURAL CENTER

SURVEY RESPONSE THEMES-PROGRAM SPACE TYPES

The art centers referenced in the survey responses had a variety of space types that were included in their portfolios. The below listing is a synopsis of those space types mentioned or called out by task for members.

- Artist Studios
- Galleries
- Workshop space
- Photography
- Film
- Music
- Performing Arts
- Retail
- Food
- Event Space
- Outdoor Connection



GROUNDING DATA TFAC PROFILE

MEETING 2

TORPEDO FACTORY ART CENTER PROFILE

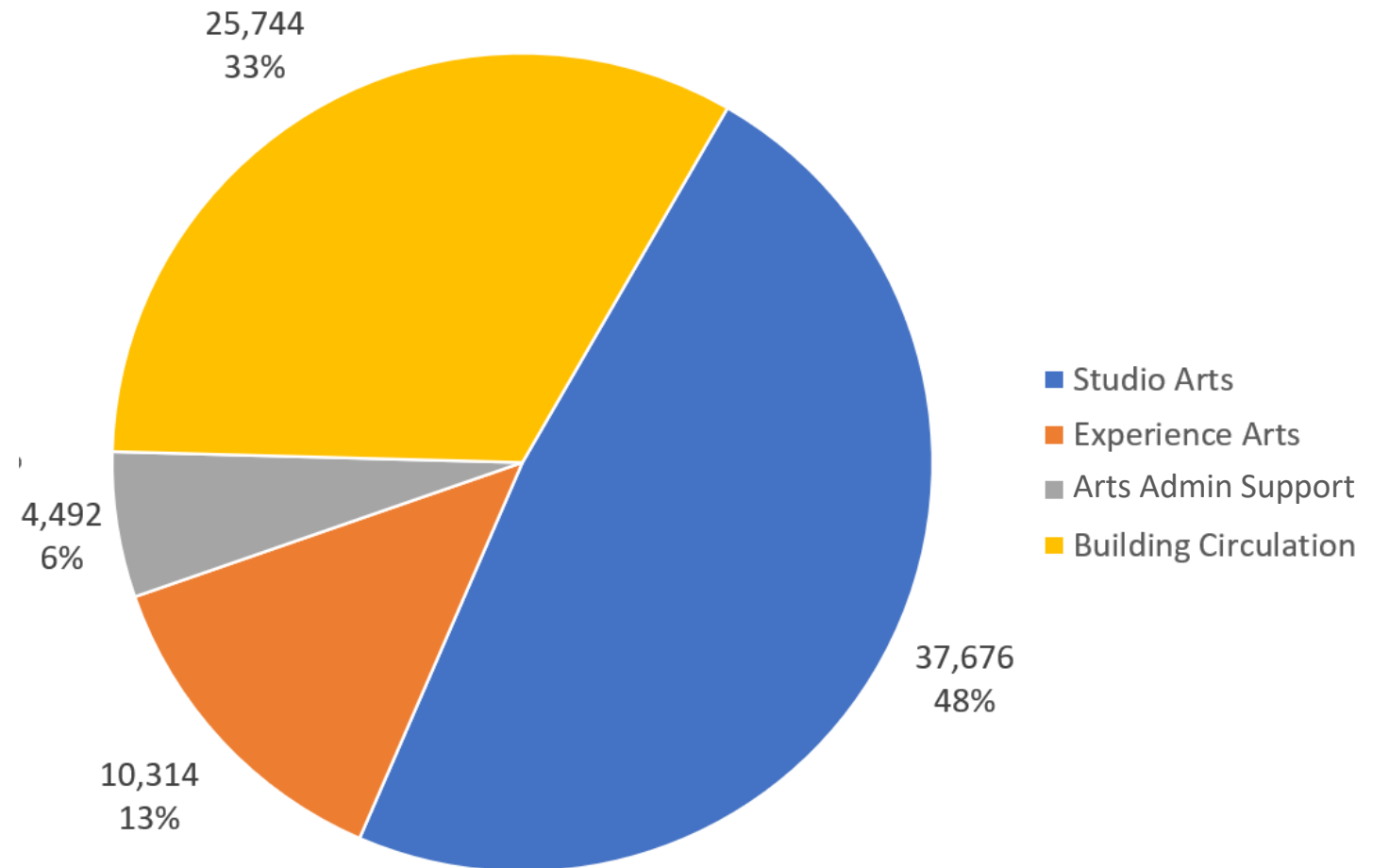
AS OF SEPT 2022

GENERAL USES:

- Artists Working Studios
- Galleries
- Classrooms
- Art store
- Archaeology Museum
- Community/Private Events
- Public Programs
- Meetings
- Admin

CURRENT SPACE TYPE ALLOCATION:

- **Studio Arts**
 - Artists' studios
 - Galleries
 - Retail
- **Experience Arts**
 - Art League
 - Hands on Arts
 - TFAC event/flex space
 - Archeology Museum
- **Arts Admin Support/
Building Circulation**



*based on information provided by City of Alexandria

TORPEDO FACTORY ART CENTER PROFILE

BASELINE FACILITY NEEDS:

- Current annual revenue covers current operating and program costs
- In addition, \$16 MM + in Capital investments needed

TORPEDO FACTORY ART CENTER PROFILE

AS OF SEPT 2022

PREVIOUS STRUCTURAL STUDY:

- Current building structure is at capacity
- Adding levels, mezzanines, roofs, or decks requires structural modifications for Ground floor slab and column pile reinforcement
- Floor walls can be removed to extend glazing to ground level

PRIORITIZATION RESULTS

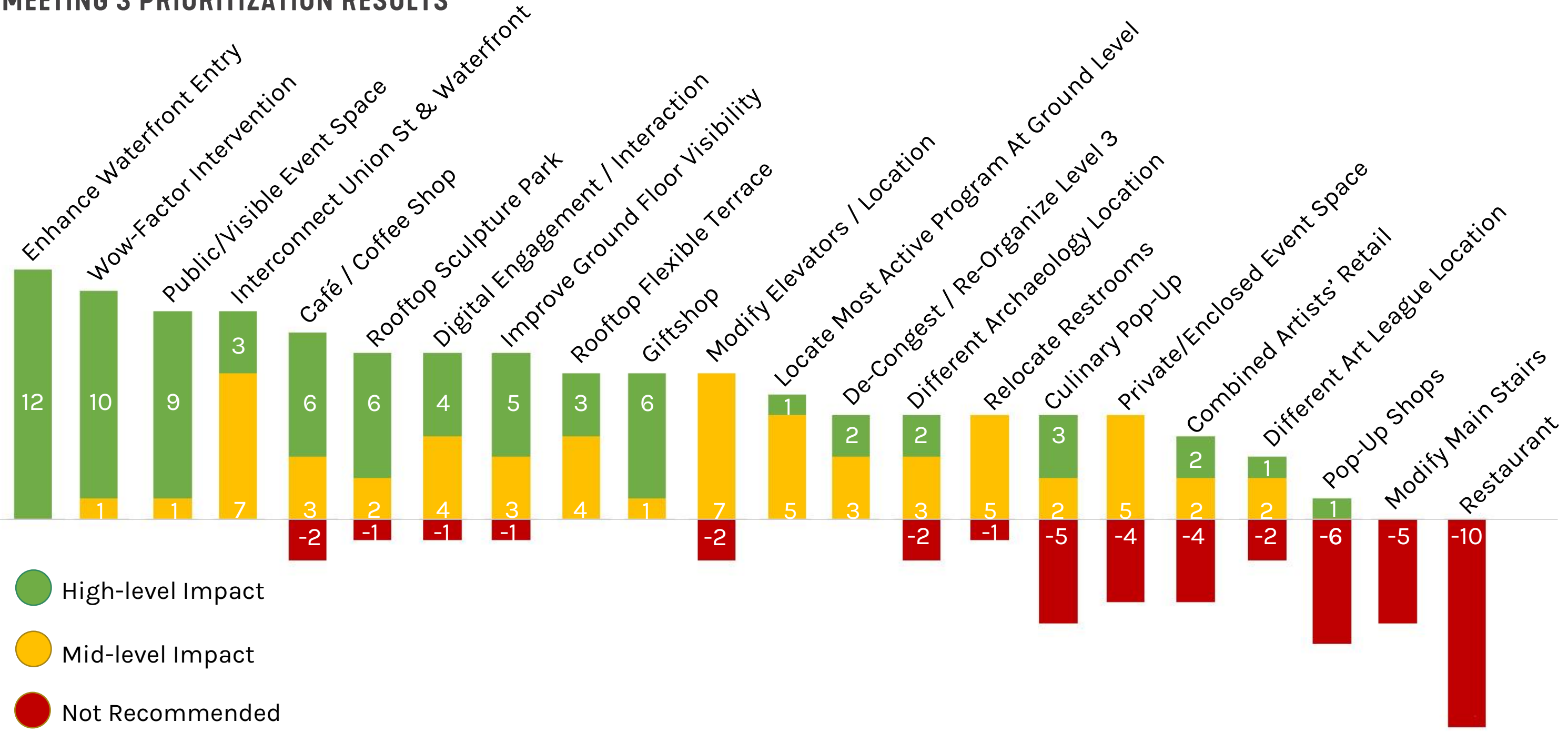
MEETING 3

Based on Task Force member idea generation for programming in Meeting 2, categories were developed to capture common topics for review in Meeting 3.

Task Force members were asked during Meeting 3, “What has the greatest level of impact of vibrancy”. Each Task Force member was provided five (5) dots of green, yellow, and red to cast their votes; allowing one vote (or dot) for one category (refer to slide 10).

BUILDING IMPROVEMENTS TO IMPROVE VIBRANCY

MEETING 3 PRIORITIZATION RESULTS



- High-level Impact
- Mid-level Impact
- Not Recommended

BUILDING IMPROVEMENTS TO IMPROVE VIBRANCY

MEETING 3 TOP COMMITTEE VOTES

HIGH-LEVEL IMPACT:

1. Enhance Waterfront Entry
2. Wow Factor Intervention
3. Public-Visible Events Space
4. Rooftop Sculpture Park | Café / Coffee Shop | Gift Shop *(3-way tie)*

MID-LEVEL IMPACT:

1. Interconnect Union St and Waterfront & Modify Elevators-Location *(2-way tie)*
2. Private-Enclosed Event Space | Relocate Restrooms | Locate Active Program on Ground Floor *(3-way tie)*

NOT RECOMMENDED:

1. Restaurant
2. Pop-up Shops
3. Modify Monumental Stairs | Culinary Pop-Ups *(2-way tie)*

PLACE-BASED MARKETING

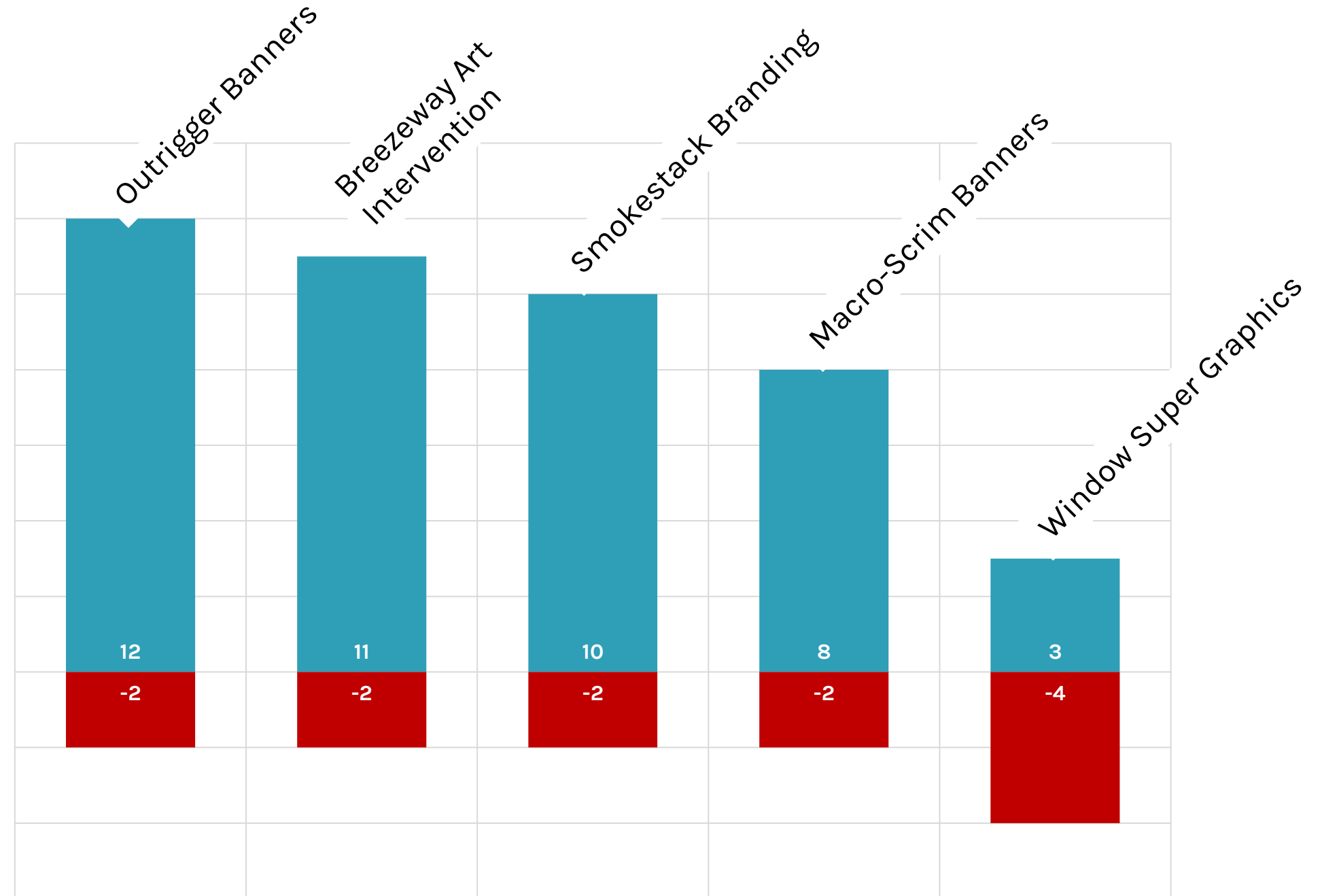
TASK FORCE ONLINE SURVEY RESULTS AFTER MEETING 3

Based on graphics discussed in Meeting 3 and provided in the survey, Task Force members were asked two questions:

1. “What are the top three tools that you recommend or do not recommend to improve place-based marketing for the exterior?”
2. What are the top three tools that you recommend or do not recommend to improve place-based marketing for the interior?”

EXTERIOR PLACE BASED MARKETING TO EXPLORE

TASK FORCE ONLINE SURVEY RESULTS - TOP COMMITTEE RECOMMENDATIONS



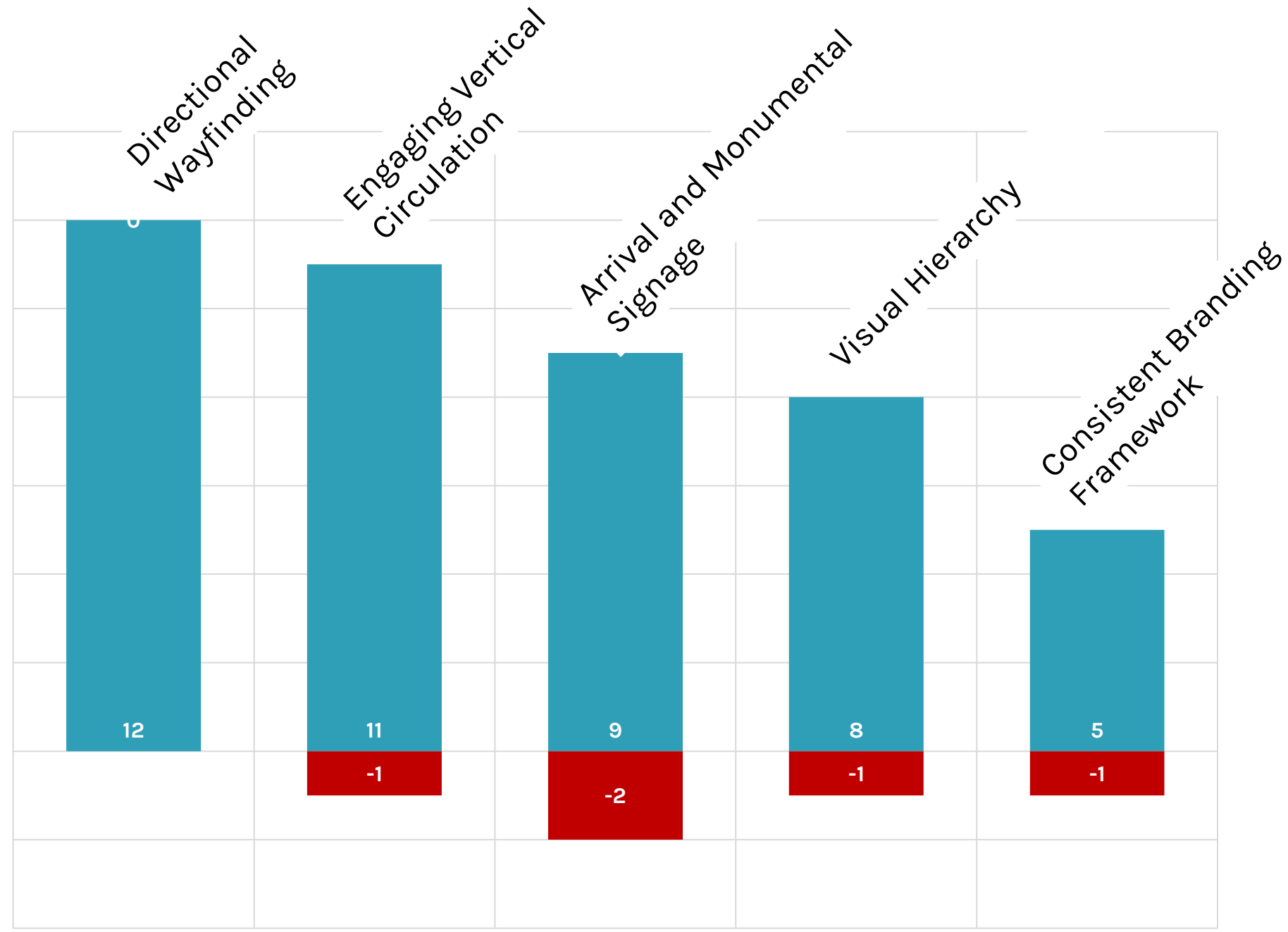
Recommended

Not Recommended

INTERIOR PLACE BASED MARKETING TO EXPLORE

TASK FORCE ONLINE SURVEY RESULTS - TOP COMMITTEE RECOMMENDATIONS

- Recommended
- Not Recommended





CURRENT OPERATIONS & GOVERNANCE

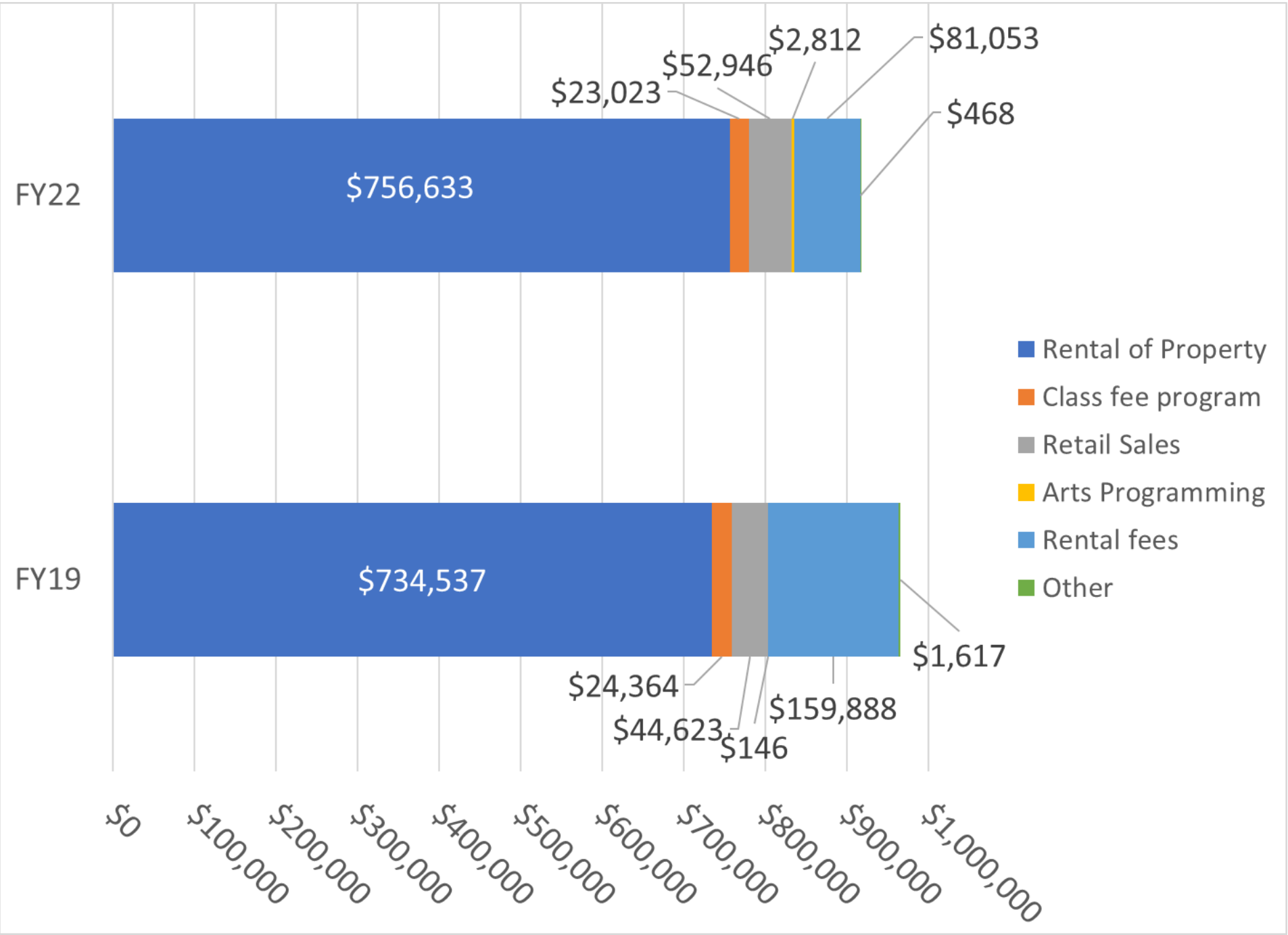
MEETING 4

Existing center facilities and operations were reviewed to establish a baseline of operations to inform future governance and operating scenario(s).

STUDIO RENTALS DOMINATE TFAC REVENUE

TORPEDO FACTORY ART CENTER FY19 AND FY22 REVENUE

- FY19 \$965,000 revenue
- FY22 \$917,000 revenue, decrease
- Rent was 83% of total (FY22)



PANDEMIC HAS SEVERELY IMPACTED EVENT RENTAL FEES

TORPEDO FACTORY ART CENTER FY19 AND FY22 REVENUE

- Class fee/program is from the Target Gallery
- Retail sales at events (no gift shop)
- Rental fees dropped precipitously due to the pandemic
- New arts programming budget increased

Torpedo Factory Art Center
Revenue Comparison, FY2019 and FY2022

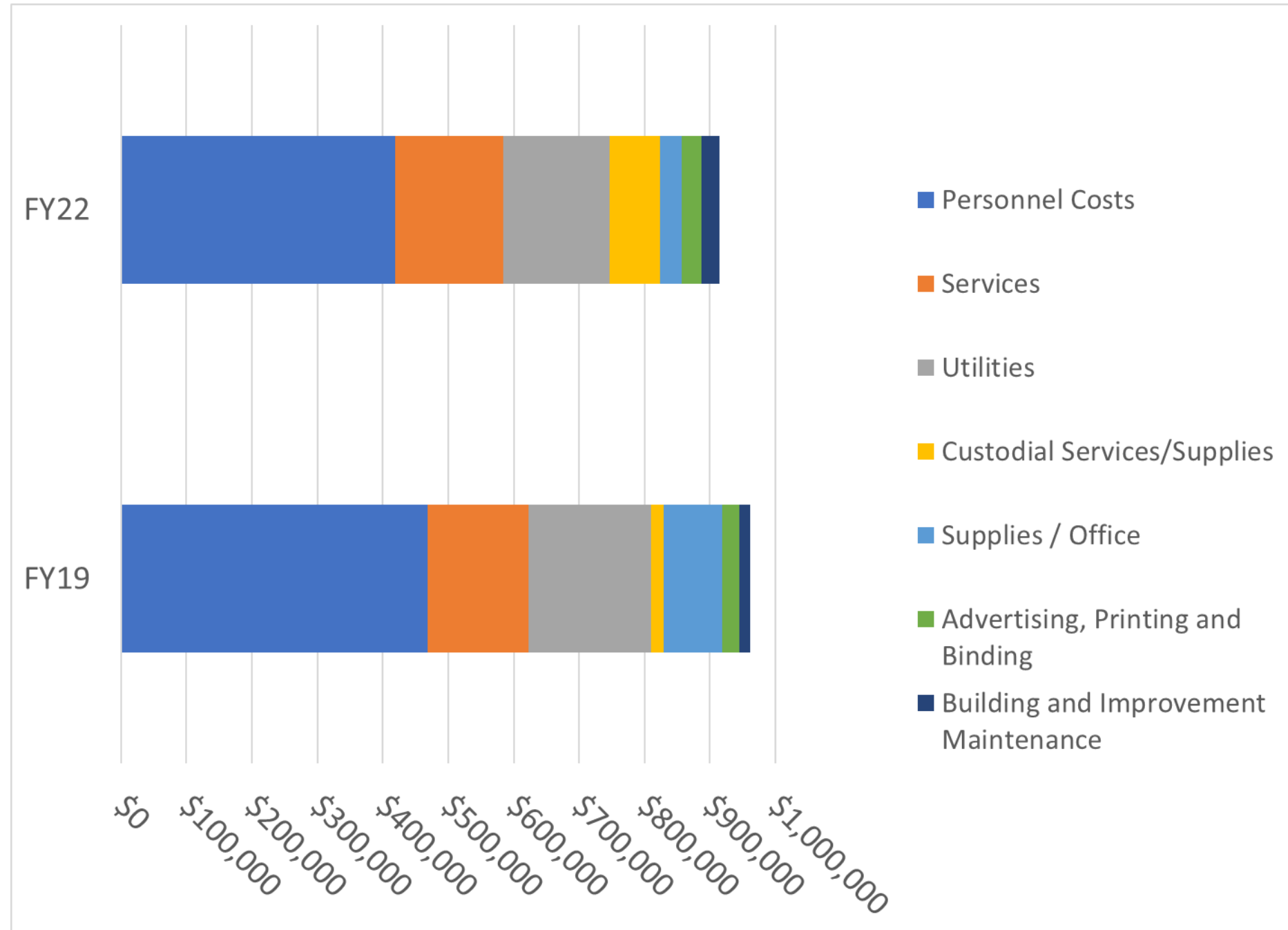
Category	FY19	Percent to Total	FY22	Percent to Total	Change	Percent Change
Rental of Property	\$734,537	76.1%	\$756,633	82.5%	\$22,095	3.0%
Class fee program	\$24,364	2.5%	\$23,023	8.8%	(\$1,341)	-5.5%
Retail Sales	\$44,623	4.6%	\$52,946	5.8%	\$8,323	18.7%
Arts Programming	\$146	0.0%	\$2,812	2.5%	\$2,666	1819.6%
Rental fees	\$159,888	16.6%	\$81,053	0.3%	(\$78,835)	-49.3%
Other	\$1,617	0.2%	\$468	0.1%	(\$1,149)	-71.1%
Total	\$965,176	100.0%	\$916,937	100.0%	(\$48,239)	-5.0%

Source: Torpedo Factory Art Center / City of Alexandria, VA, and ConsultEcon, Inc.

EXPENSES HAVE DECLINED; TOTAL BUDGET HIGHER THAN SHOWN

TORPEDO FACTORY ART CENTER FY19 AND FY22 OPERATING COSTS

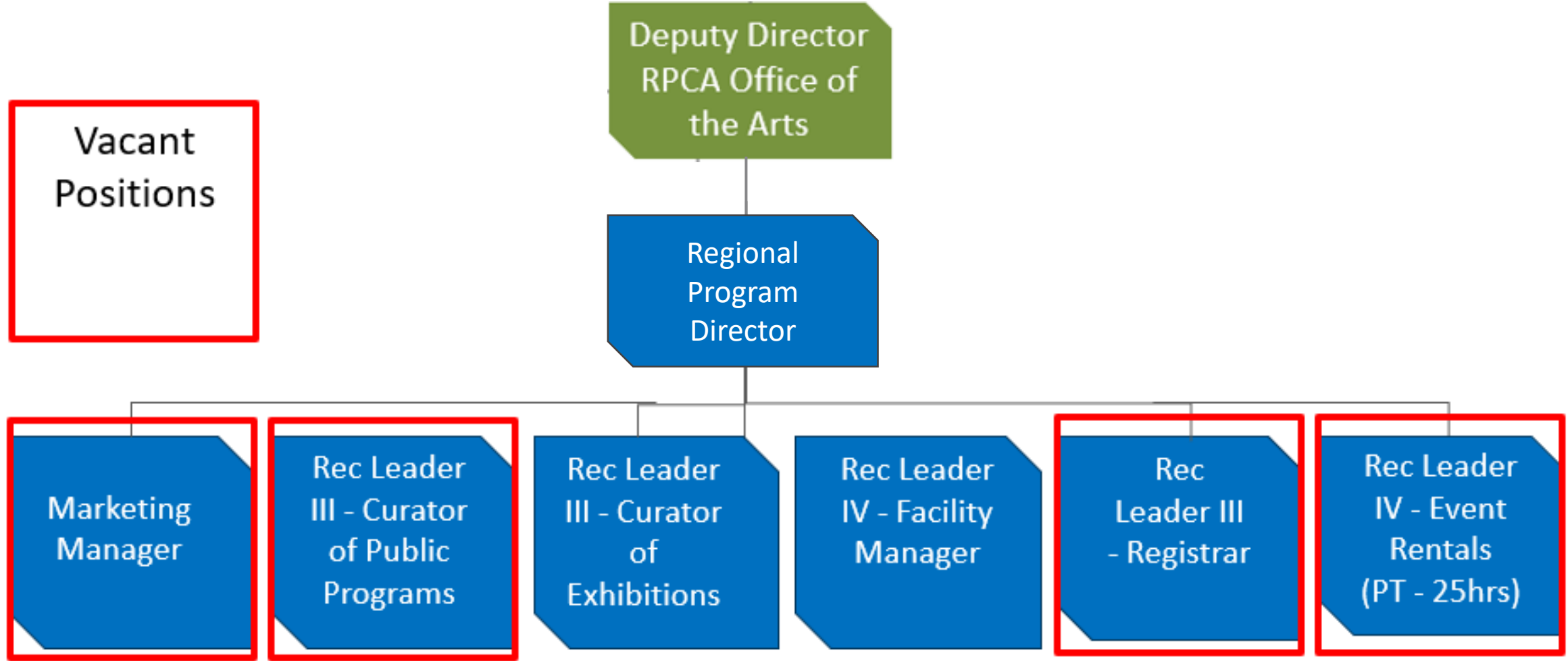
- FY22 \$915,000 total operating expenses
- 5% decline since FY19
- 19% inflation adjusted decline
- Expenses do not account for:
 - Department of General Services – about 2 FTE plus \$59k in additional maintenance and repairs
 - Real estate taxes (\$250k)
 - Office of the Arts Director partial salary
 - City services: HR, bookkeeping, AR/AP, scheduling through Parks and Recreation



SEVERAL STAFF POSITIONS REMAIN VACANT – 7+ TOTAL STAFF

TFAC HOUSED IN THE OFFICE OF THE ARTS

TFAC Organization Chart, as of 9/22/22



CITY MANAGEMENT, BUT PARTNERSHIPS ARE CRITICAL

Current Governance / Management Structure

	City	Individual Artists	Private Non-Profit Partner	Private For-Profit Partner
Who is the Owner?	City of Alexandria			
Who is the Building Manager?	Office of the Arts			
Who are the tenants in the building?	Archaeology Museum / Historic Alexandria	Artists	Art League Artists' Association Discover Graphics Atelier Printmakers	Galleries
Who does the maintenance and repairs	Department of General Services			
What Arts, Culture and Heritage Programs are offered?	Archaeology Museum Office of the Arts	Visitor interaction, art sales, art studios	Arts education	Visitor interaction, art sales
Who produces Events and Public Space Activation?	Office of the Arts			
Who coordinates Facility Rentals?	Office of the Arts			



PRESENTED MARKET CONTEXT

MEETING 4

A profile snapshot of demographics, household characteristics and arts participation among resident and tourist audiences in Alexandria, along with high-level ownership history of the TFAC was presented based on provided data.

DIVERSE AND AFFLUENT RESIDENT MARKET – PRIME ARTS AUDIENCES

45 MIN DRIVE TIME MARKET

3.9 MILLION POPULATION

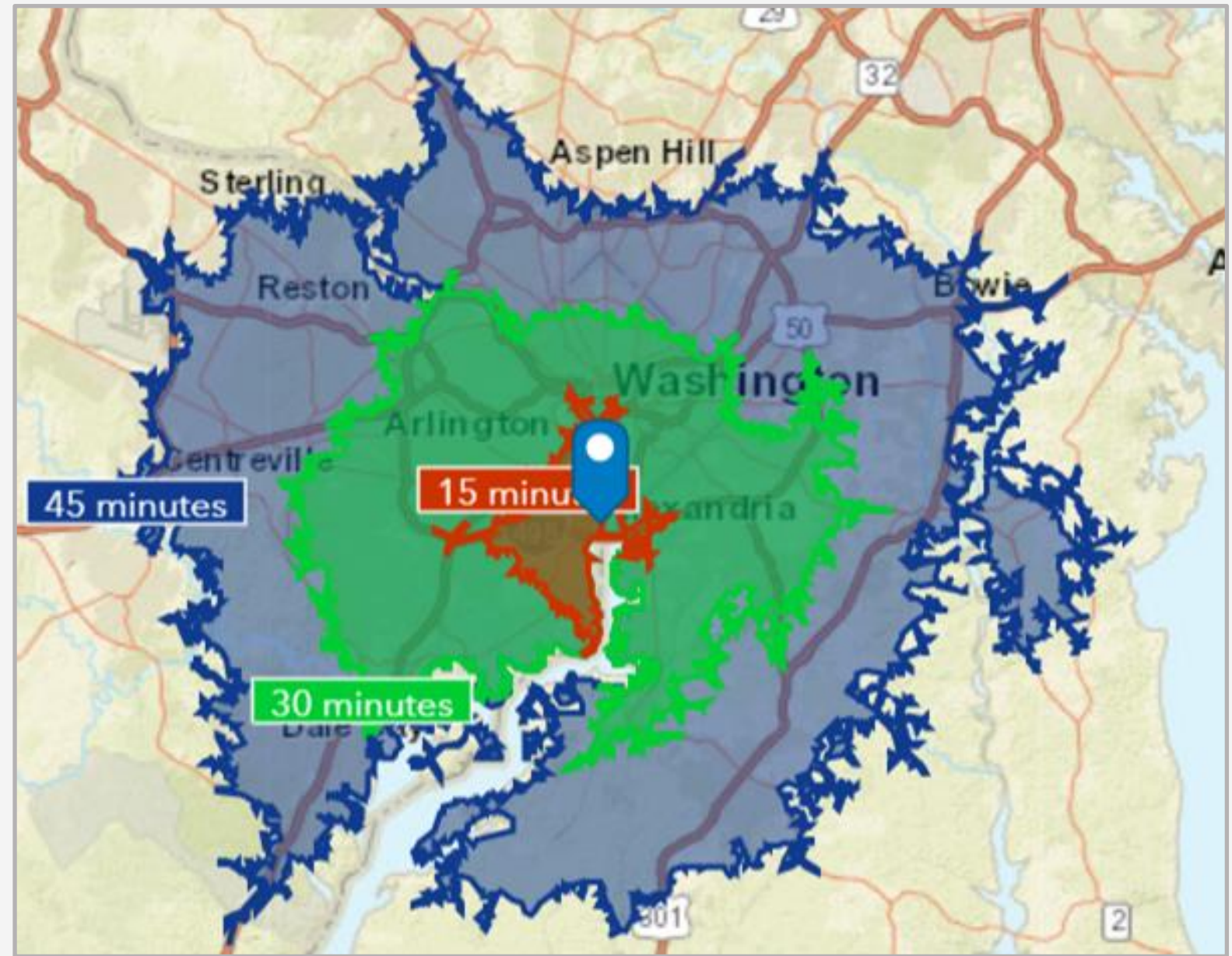
- City of Alexandria population of 164,000 is 4% of total
- 0-15 drive time is 6% of total, most population is between 15 and 45 minutes away

HIGHLY EDUCATED/AFFLUENT POPULATION

- 57% with Bachelor's or higher (US average is 35%)
- Median HH income of \$113,000 (US average is \$72,000)

VERY DIVERSE POPULATION

- 62% Nonwhite in resident market (VA is 40%, US is 39%)



Source: ESRI

VISITATION DRIVEN BY CULTURE & HISTORY

ALEXANDRIA “50 BEST PLACES TO TRAVEL IN 2023” by Travel & Leisure

- Cited for “Cultural Riches”

PRIMARY MOTIVATORS:

- Downtown dining, shopping, culture, events,
- Arts are secondary & ranks low as a visitor activity (#16)

TRAVELER PROFILES:

- Weekend getaways
- Extra day for families visiting DC
- Meeting market for associations

EFFECTS OF THE PANDEMIC ON TOURISM

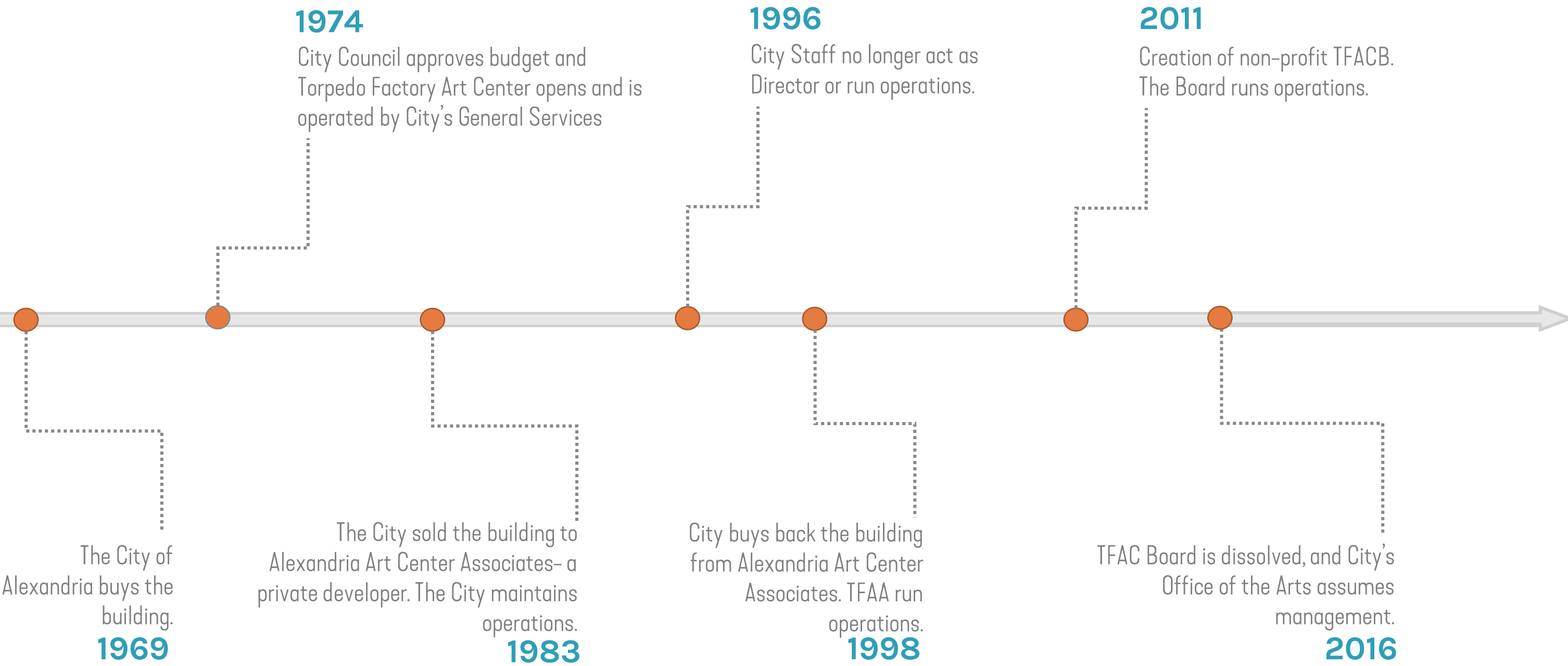
- RevPAR has fully recovered to 2019 levels
- Huge boom in short-term rentals (AirBnb)
- Business travel has not recovered



Source: Visit Alexandria

CITY HAS OWNED AND MANAGED TFAC FOR MOST OF ITS HISTORY

HISTORY OF EVOLUTION & RE-INVESTMENT





PRESENTED CASE STUDIES

MEETING 4

To help inform the framework for governance options, case studies were qualified and presented showing how other municipal and private art centers have developed and operated successfully. These examples inform the governance framework and options reviewed with the Task Force.

IDENTIFIED 4 CASE STUDIES FROM LIST OF 47 ART CENTERS

INITIAL REVIEW:

- Started with list of 47 sites
- 38 include **artist studios**
- 26 have **open studio** hours
- 9 are owned by a **public entity**
- Only other facility with all three characteristics is Workhouse Art Center in Lorton, VA

REFINEMENT:

- Municipal involvement in building ownership and/or management
- Artist studios for lease
- Open studio hours/public interaction with working artists
- In major metro area and/or in downtown/commercial district
- None of these meet all criteria
- There is no perfect comparable facility to TFAC



LIST OF 47 ART CENTERS

The team generated the list of 47 from a survey of the Task Force, prior TFAC studies, discussions with the City and consultant team, and independent research. 15 were further investigated before selecting the four case studies.

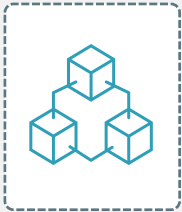
No.	Name	Location
1.	Albany Barn	Albany, NY
2.	Anacostia Arts Center	Washington, DC
3.	Anderson Ranch Arts Center	Snowmass Village, CO
4.	Arlington Arts Center	Arlington, Virginia
5.	ArtCenter South Florida/Oolite Arts	Miami Beach, FL
6.	Artist & Makers	Rockville, MD
7.	Artspace	Raleigh, NC
8.	Arts in Bushwick	Brooklyn, NY
9.	Bakehouse Art Complex	Miami, FL
10.	Barbican-UK	London, UK
11.	Bergamot Station Arts Center	Santa Monica, CA
12.	Blue Star Arts Complex	San Antonio, TX
13.	BOK	Philadelphia, PA
14.	Boston Center for the Arts	Boston, MA
15.	Bromo Seltzer Arts Tower	Baltimore, MD
16.	Columbia Pike Artist Studios	Arlington, Virginia
17.	DC Arts Studios	Washington, DC
18.	Franklin Arts Center	Brainerd, MN
19.	Goggleworks Center for the Arts	Reading, PA
20.	Grainbelt Studios	Minneapolis, MN
21.	ICB	Sausalito, CA
22.	Kaneko	Omaha, NE
23.	Laguna Beach Cultural Arts Center	Laguna Beach, CA
24.	Lowe Mill ARTS & Entertainment	Huntsville, AL

No.	Name	Location
25.	McGuffey Art Center	Charlottesville, VA
26.	Meow Wolf	Santa Fe, NM, others
27.	MOMA NYC	New York, NY
28.	Mill Hill Arts Village	Macon, GA
29.	Millworks	Harrisburg, PA
30.	Milton Arts	Milton, MA
31.	Monroe St. Market	Washington, DC
32.	Niagara Arts and Cultural Center	Niagara Falls, NY
33.	Northrup King Building	Minneapolis, MN
34.	The Point	San Francisco, CA
35.	Park Ave Armory	New York, NY
36.	Pratt Fine Arts Center	Seattle, WA
37.	Pullen Arts Center	Raleigh, NC
38.	River Arts District	Asheville, NC
39.	Running with Scissors Art Studios	Portland, ME
40.	Santa Fe Railyard	Santa Fe, NM
41.	Selfie Museum	Several locations
42.	Spanish Village Art Center	San Diego, CA
43.	Tamarack Marketplace	Park Beckley, WV
44.	Tate Modern	London, UK
45.	Tashiro Arts Building	Seattle, WA
46.	Traffic Zone Center for Visual Art	Minneapolis, MN
47.	Workhouse Art Center	Lorton, VA

CASE STUDY 1: Artspace | Raleigh, North Carolina



BUILDING: 30,000 SF
Owner: Artspace Inc.
Manager: Artspace Inc.

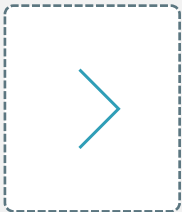


GOVERNANCE MODEL: Non-Profit with Private & Public Partnerships
Funded in part by the City of Raleigh
9.5 Full Time Equivalent Employees

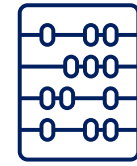


TENANT PROFILE: 35 Tenants

- Artists Studios: 29
- Artist in Residence Studios
- Artspace Owned Gallery
- Mexican Restaurant
- Classrooms



- KEY POINTS:**
- Previously owned by City of Raleigh from 1986-2005
 - Nonprofit was formed by city government
 - Diversity of artists is a priority



OPS BUDGET

\$ 867,140

TOTAL OPERATING BUDGET (FY19)

50% goes towards operations and management.



RENTAL TERMS

\$16.00/SF

PER YEAR

1 YEAR

LEASE

JURYING

YES

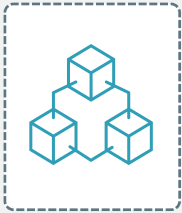
KEY INSIGHTS:

- Have lease term limit of 5 years
- Half the market rate (Mexican restaurant is charged \$32/SF).
- Studios must be open to public 20 hours per week

CASE STUDY 2: Bromo Seltzer Arts Tower (BSAT) | Baltimore, Maryland



BUILDING: ~13,500 SF
 Owner: **BSAT**
 Manager: **Baltimore Office of Promotion and the Arts** (1 of 4 buildings)



GOVERNANCE MODEL: **Quasi Public Non-Profit** (formed by the City)
 4 Full Time Equivalent Employees
 Supported by larger organization with City support



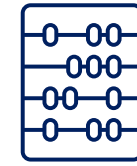
TENANT PROFILE: **23 Tenants**

- Artists Studios: 25
- Exhibition Galleries
- Performance Spaces
- Artists Lounges
- A/V Spaces
- Maryland Institute College of Art Fellowship Studio
- Emerson/Maryland Glass Museum



KEY POINTS:

- City office building until 2006, purchased in a cooperative agreement
- Small Arts Center Staff are supported by larger organization with City support
- Similar in structure to TFAC but much smaller scale



OPS BUDGET

\$ 517,855

TOTAL OPERATING BUDGET (FY21)

This operating budget accounts for all four facilities managed by Baltimore Office of Promotion and the Arts including the Bromo Seltzer Arts Tower.



RENTAL TERMS

\$24.83/SF

PER YEAR

1 YEAR

LEASE

JURYING

NO

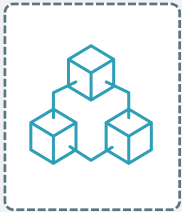
KEY INSIGHTS:

- Comparable to downtown Baltimore market rents of \$24/sf
- Do not have required public hours but suggested hours where the building is open.
- No jury process; fill out application and must pass credit check

CASE STUDY 3: Goggle Works Center for the Arts | Reading, Pennsylvania



BUILDING: 145,000 SF (5 buildings)
 Owner: Goggle Works (non-profit)
 Manager: Goggle Works

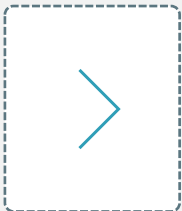


GOVERNANCE MODEL: Non-Profit with Private and Public Partners
 21 Full Time Equivalent Employees

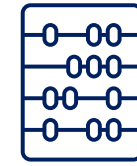


TENANT PROFILE: 60+ Tenants, half artists

- Artists Studios: 30
- Hot/warm glass shops
- Ceramics
- Jewelry teaching
- Wood teaching
- Office space for art business
- Goggle Works Galleries
- Meeting room rentals
- Café
- Movie theater-125 seats



- KEY POINTS:**
- Founded by local business leaders who saw the value of local artists
 - Operating support from foundations
 - Wishes they had done re-jurying in past; too hard to do it now



OPS BUDGET

\$ 2,418,615

TOTAL OPERATING BUDGET (FY19)

The operating budget accounts for Goggle Works' five buildings.



RENTAL TERMS

\$10.86/SF

PER YEAR

1 YEAR

LEASE

JURYING

YES

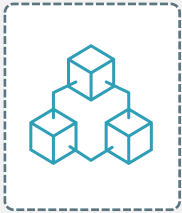
KEY INSIGHTS:

- Annual increase of 1.6%
- Maximum term of 5 years
- Commissions only for sales at front desk
- Not required to have open studio hours
- \$13.72/SF for non-subsidized businesses (market rate)
- Artists that do not qualify can rent at market rates

CASE STUDY 4: Workhouse Art Center | Lorton, Virginia



BUILDING: 95,881 SF (11 buildings)
 Owner: **County Government**
 Manager: **Workhouse Arts Foundation (non-profit)**



GOVERNANCE MODEL: **County Government with Non-Profit and Public & Private Partners**
 20 Full Time Employees
 Additional part time staff is needed for events; staffing levels vary by year.



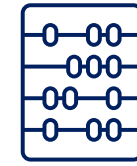
TENANT PROFILE: **65 Tenants**

- Artists Studios: **60**
- Galleries
- Dance Studios
- Music Rooms
- Event Spaces
- Exercise Spaces
- Theater
- Gift Shop
- Administrative offices
- Museum



KEY POINTS:

- Part of FFC Arts master plan to be finalized in 2023
- County handles building operations and capital projects while the non-profit handles the programming.



OPS BUDGET

\$ 2,259,320

TOTAL OPERATING EXPENSES (FY20)

This budget accounts for the entire 55-acre campus including the artist studios.



RENTAL TERMS

\$20.65/SF
PER YEAR

1 YEAR
LEASE

JURYING
YES

KEY INSIGHTS:

- Workhouse takes **30% commission**
- Does have a jury for artist selection that is handled by the selection office at Workhouse
- No term limits
- Local retail rents are about **\$27/sf**

CASE STUDIES PROFILE OVERVIEW

PHYSICAL AND FINANCIAL ATTRIBUTES

NAME	Artspace	Bromo Seltzer Arts Center	Goggle Works Center for the Arts	Workhouse Arts Center	Torpedo Factory Art Center
LOCATION	Raleigh, NC	Baltimore, MD	Reading, PA	Lorton, VA	Alexandria, VA
GOVERNANCE	Non-Profit	City Owned / Operated by Quasi-Public entity	Non-Profit operated	County Government w/ Non-Profit operated	City operated
CITY ROLE	Provides operational funding support	Owns building and is part of management entity	Has provided grants for capital projects	Owner and is part of management entity	Owns and manages facility
BUILDING SIZE	30,000 SF	13,500 SF	145,000 SF	95,881 SF	75,000 SF
ARTISTS STUDIOS	29	25	30	60	71
TOTAL TENANTS	35	23	32	90	79
FTE	9.5	4	21.5	20 (total)	6.5
FT/PT	8 FT/ 3 PT	1FT/ 6 PT	12 FT/ 19 PT	-	6 FT/ 1 PT
STUDIO RENT (PSF)	\$16.00	\$24.83	\$10.86	\$20.65	\$16.88
LOCAL MARKET RENT	\$32.00	\$24.00	\$13.72	\$27.00	\$45.00
ANNUAL OPS BUDGET	\$867,140 (FY19)	\$517,855 (FY21)	\$2,418,615 (FY19)	\$2,259,320 (FY21)	\$915,000 (FY22)
BUDGET PER SF	\$28.9	\$38.4	\$16.7	\$23.6	\$12.2
SF PER FTE	3,157.9	3,375.0	6,744.2	4,794.1	11,538.5

CASE STUDIES

FINDINGS SUMMARY

- **TFAC is unique** due to city operation, scale of artist studios, downtown location
- Private partners play leading roles in all facilities, particularly **fundraising**
- Local governments provide **grant funding for operations** for private entities
- Facilities tend to offer more arts and cultural programming than TFAC; all but one has considerably **more staff and larger budgets**
- **Art education is done directly** by the case study organizations, not by outside groups (e.g., Art League)
- Rental of studio space is **primary revenue source** for case studies
- **TFAC rents are lower** relative to local market than all case studies
- Jurying and lease terms geared towards promoting emerging artists and increasing arts and artist **diversity and inclusion**
- **TFAC requires more open studio time** than case studies – requirements vary from no open time to 2 nights per month to 20 hours per week



REVIEWED SCENARIOS

MEETING 4

Four governance scenarios were explored and reviewed with the Task Force members.

GOVERNANCE

Option 1: City Operation

	City	Individual Artists	Private Non-Profit Partner	Private For-Profit Partner
Who is the Owner?	City of Alexandria			
Who is the Building Manager?	Office of the Arts			
Who are the tenants in the building?	Archaeology Museum / Historic Alexandria	Artists	Art League Artists Association Discover Graphics Atelier Printmakers	Galleries
Who does the maintenance and repairs?	Department of General Services			
What Arts, Culture and Heritage Programs are offered?	Archaeology Museum	Visitor interaction, art sales, art studios	Arts education	Visitor interaction, art sales
Who produces Events and Public Space Activation?	Office of the Arts			
Who coordinates Facility Rentals?	Office of the Arts			

Source: ConsultEcon, Inc.

GOVERNANCE

Option 2: Existing Non-Profit Organization

	City	Individual Artists	Private Non-Profit Partner	Private For-Profit Partner
Who is the Owner?	City of Alexandria			
Who is the Building Manager?			Non-Profit Entity	
Who are the tenants in the building?	Archaeology Museum / Historic Alexandria	Artists	Art League Artists Association Discover Graphics Atelier Printmakers	Galleries
Who does the maintenance and repairs?			Non-Profit Entity	
What Arts, Culture and Heritage Programs are offered?	Archaeology Museum	Visitor interaction, art sales, art studios	Arts education	Visitor interaction, art sales
Who produces Events and Public Space Activation?			Non-Profit Entity	
Who coordinates Facility Rentals?			Non-Profit Entity	

Source: ConsultEcon, Inc.

GOVERNANCE

Option 3: New Non-Profit Organization

	City	Individual Artists	Private Non-Profit Partner	Private For-Profit Partner
Who is the Owner?	City of Alexandria			
Who is the Building Manager?			New Entity	
Who are the tenants in the building?	Archaeology Museum / Historic Alexandria	Artists	Art League Artists Association Discover Graphics Atelier Printmakers	Galleries
Who does the maintenance and repairs?			New Entity	
What Arts, Culture and Heritage Programs are offered?	Archaeology Museum	Visitor interaction, art sales, art studios	Arts education	Visitor interaction, art sales
Who produces Events and Public Space Activation?			New Entity	
Who coordinates Facility Rentals?			New Entity	

Source: ConsultEcon, Inc.

Note: City founded a new non-profit in 2011 that operated TFAC, but it was not supported by funding.

GOVERNANCE

Option 4: New Quasi-Public Entity

	City	Individual Artists	Private Non-Profit Partner	Private For-Profit Partner
Who is the Owner?	City of Alexandria			
Who is the Building Manager?			New Entity	
Who are the tenants in the building?	Archaeology Museum / Historic Alexandria	Artists	Art League Artists Association Discover Graphics Atelier Printmakers	Galleries
Who does the maintenance and repairs?	Department of General Services (shared)		New Entity (shared)	
What Arts, Culture and Heritage Programs are offered?	Archaeology Museum	Visitor interaction, art sales, art studios	Arts education	Visitor interaction, art sales
Who produces Events and Public Space Activation?	Office of the Arts (shared)		New Entity (shared)	
Who coordinates Facility Rentals?			New Entity	

Source: ConsultEcon, Inc.