


*City of Alexandria, Virginia***MEMORANDUM**

DATE: FEBRUARY 2, 2010

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER 

SUBJECT: TORPEDO FACTORY ART CENTER STUDY

In April, 2009, the Economic Sustainability Implementation Monitoring Group (ESIMG) requested that the Torpedo Factory Artists Association (TFAA) work cooperatively with the City to produce an assessment of Torpedo Factory Art Center operations. The purpose of the assessment was to determine the significance of the Torpedo Factory Art Center to the overall economic and cultural vitality of the City and, as appropriate, to make recommendations for change.

For some months, Management Analysis Incorporated (MAI), a consultant group engaged by the City and TFAA, has been studying the Torpedo Factory Art Center. The work of MAI has been guided by an oversight committee of City staff (Stephanie Brown, Alisa Carrel and Tom Gates) and three members of the Executive Board of the TFAA (Rosemary Covey, Susan Sanders and Penny Barringer).

Attached for your review is the product of MAI's work. The Torpedo Factory Art Center study reviews the value of the Torpedo Factory Art Center to the City from both an economic standpoint and from the perspective of its relevance to the community culture. It considers how the Torpedo Factory Art Center is administratively governed, the attractiveness of the facility to visitors and tourists, and the return the City and its citizens receive for the investment made. The report explores issues relevant to the production of art within the facility and examines how the jury process, system of artist tenure, and other organizational bylaws impact operation of the Torpedo Factory Art Center.

On Tuesday, February 9, at 5:30 pm, the findings of the study will be presented to City Council and members of the ESIMG during a work session preceding the regular meeting of Council. During the work session, MAI, TFAA and City staff will present the most significant recommendations contained in the report. Staff from MAI, TFAA and the City will be available to answer questions, receive the comments of both Council members and members of the ESIMG, and to discuss appropriate next steps.

Please let me know if you have questions or need additional information.

TFAA – UPDATE TO DECEMBER 2009 REPORT

This is a brief summary of two major efforts we have underway to update and improve the Torpedo Factory governance structures and bylaws; an update to our efforts to enlarge the pool of exhibiting artists through the Visiting Artist Program and a brief partial update of our events and press coverage.

Governance Committee

The TFAA has established an ad hoc committee to recommend options to change our current governance model. While we have made incremental changes to our By-Laws over the past years, we recognize that it is now time to fully re-examine what form of governance best serves the Torpedo Factory Art Center for the future – everything is on the table. The work of this committee will be to narrow the field from the myriad possibilities available, to several options for the Board's review. The committee will look at the concepts that ensure good and effective governance and examine the structure and Boards of other Art Centers and similar organizations for ideas to improve our own structure. As part of its work, the committee will meet with interested parties/stakeholders in the Torpedo Factory and the City. The committee will report to the Board by the middle of April, 2010.

Business Advisory Committee

While the comprehensive governance analysis is undertaken, the TFAA is already expanding our outreach to and input from the Alexandria business community to seek advice and guidance of experienced, thoughtful, and innovative business and community leaders regarding our programs and operations. We have established an ad hoc committee to make recommendations to the Board on the structure and membership of a new Business Advisory Committee. This committee will report to the Board March regarding early exploratory relationships and opportunities.

Visiting Artist Program, 2010

The "Call for Artists" for our summer 2010 Visiting Artist Program was released in early January. We sent it to more than 200 individuals and organizations that are resources for artists seeking exhibition and residency opportunities. We placed ads in Art Calendar, in the FindArt Information Bank, and on the Washington Project for the Arts website – all highly regarded and frequently consulted resources for artists. In addition, we sent personal messages to more than a hundred art faculty at the many colleges and universities in the Greater Washington Area and asked them to share our program call with colleagues and students. Applicants can easily find a description of the program and an application form through a link on the front page of the Torpedo Factory website. Artists have started asking questions about the program, which tells us that the word is getting out, and we will continue to push the information through the most active local art blogs and Facebook – resources used by thousands of local artists to communicate about the local art community. The deadline for applying is February 28, after which our distinguished juror, Jack Rasmussen, Director/Curator of the American University Museum at the Katzen Art Center, will review all applications and select a group of finalists who present evidence of artistic merit and promise based on submitted images and application forms. The TFAA Visiting Artist Program Committee will then match as many finalists as possible to spaces available, taking into account the applicant's requirements, attributes of the specific studios available, and the goal of providing a range of media experiences to our visiting public.

Morrison House

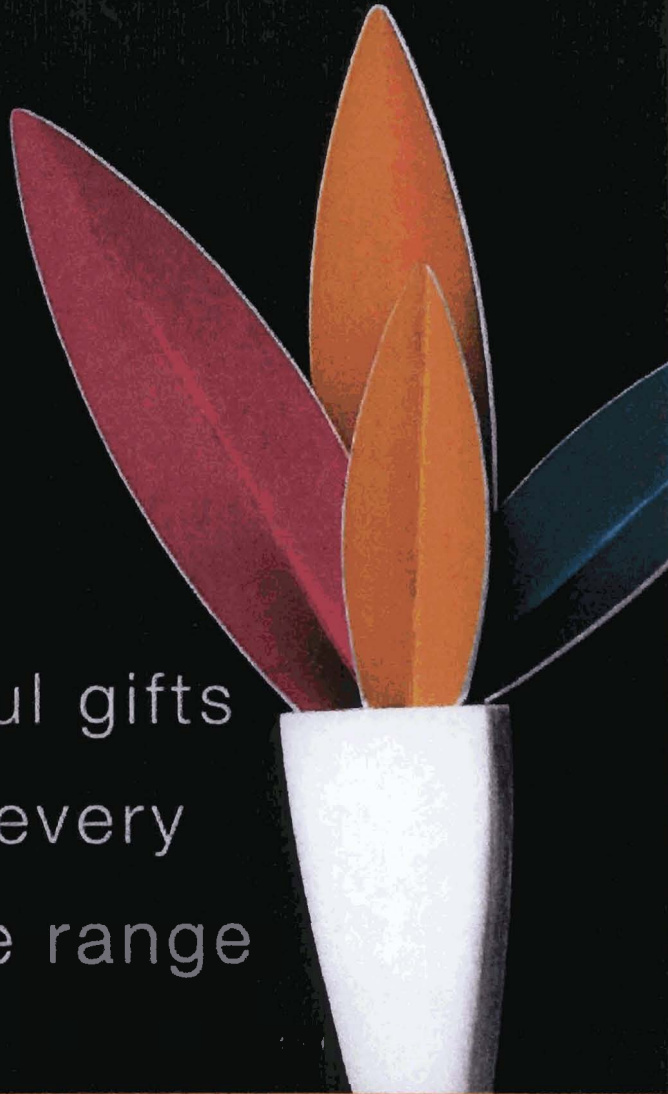
The 'Morrison House Presents' salon style lecture series is a popular attraction for residents and visitors. This program is gaining regional notoriety for the quality of synergistic programs sponsored by the Torpedo Factory Artists' Association, the Alexandria Archaeological Commission, and the Morrison House Hotel. The ACVA invited the TFAA president to speak on the collaboration with the Kimpton group as a "success story" at their January 29th business meeting.

Art in Public Spaces

Sculpture on the dock and new banners for the Union Street Entrance are under review by the BAR. A recent article in the Washington Post featured our open studios and chalk board as great resources for the entertainment and education of children. Many other new programs are in the works.

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www.torpedofactory.org/holiday

**Torpedo Factory
Artists' Association**

**Status Report
December 2009**

◀ *The Washington Post Magazine
Holiday Issue, 1/6 page ad*

Torpedo Factory Artists' Association Status Report December 2009

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LETTER FROM THE PRESIDENT

WE HEARD YOU

Last February the TFAA Executive Committee met with the Economic Sustainability Panel. While the City expressed appreciation for the TFAA as a cultural asset, it was made clear that the City must also assess potential lost opportunity costs. We (the TFAA) heard your suggestions. They resonated with many of our own concerns. Although we are proud of our past, we understand the need to keep assessing ourselves as times change and in a new world economy. Our civic mission is to add to the cultural life and the economic vitality of Alexandria. We care deeply about the unique mixture of studios and galleries and the opportunity to grow our work, our careers and our earnings as artists that the Torpedo Factory provides. We share our building with the Art League and the Alexandria Archeology museum; together we encompass a complex history of collaboration. This is a progress report of what we have accomplished since May. A few programs were started earlier but were continued during this period.

WHERE WE STAND NOW

Beginning with the creation of a new Vision statement, we have added many elements to our previous programming. We have established new goals in marketing and cultural development. We have started creating synergies within the City's business and tourism community, and strengthening the Torpedo Factory/City partnership. We also have created opportunities for new talented artists to work in our building, instituted a large art in public spaces program and are partnering with schools and youth organizations throughout Alexandria. This report will outline how we are implementing these plans in order to achieve our goals. Programs are linked to Vision statement goals.

We have hired a Manager/Administrator with a strong business background. John Luna joined us in mid-November. He is already addressing improvements in staff management and satisfaction as well new efficiency methods to reduce costs. The removal of internal management issues from the shoulders of board members will allow more time in the future to further implement our Vision and keep our outside connections active.

In a harsh economic climate where many art galleries and art groups are cutting staff or failing completely, this board submitted to our membership a balanced budget. This was passed with a large majority vote. We have not laid off any staff. Our manager position was funded by the attrition of two lower level assistant positions and the reduction of one position to half time. We will look at further changes to position descriptions after receiving the MAI report.

FUTURE SUSTAINABILITY

Although new programming implemented in the last year by the entire Torpedo Factory Membership may seem to be a response to outside pressure, this is only true to a small extent. Our board has led the artists association through a fundamental change in attitude. We have revived our old spirit of volunteerism and vitality. Much of this had been lost in recent years due in part to a misunderstanding of city restrictions, concerns that were largely dispelled by the Sustainability work group meeting in February. The programming set in place this year is designed to continue well into the future. For example, we have pages of plans for next year's Halloween parade and masked ball. We want to make it bigger and better working with Art Outlet and other artists from all over the area. We already have plans to host more community events and expand our school programming. We will be working with businesses on Hand Crafted Alexandria well into 2013. None of these programs are dependent on a specific board or group to continue. They are dependent on City approval and assistance, and most especially your encouragement. Give us your goals. If you want us to be open in the evening for example, we need to know this and be allowed to work with you on how to make this happen with the necessary funding and replacement of our revenue loss. Planning needs to be clear and practical.

WE NEED YOUR HELP AND SUPPORT

As an institution we have tried to change ourselves from within using common sense and your suggestions and remaining cognizant of many of the recommendations from specialists in marketing hired by the City. You challenged us back in February saying it is hard for an organization to change itself. It has been difficult and not without setbacks. But we have tried very hard to redefine ourselves; our staff

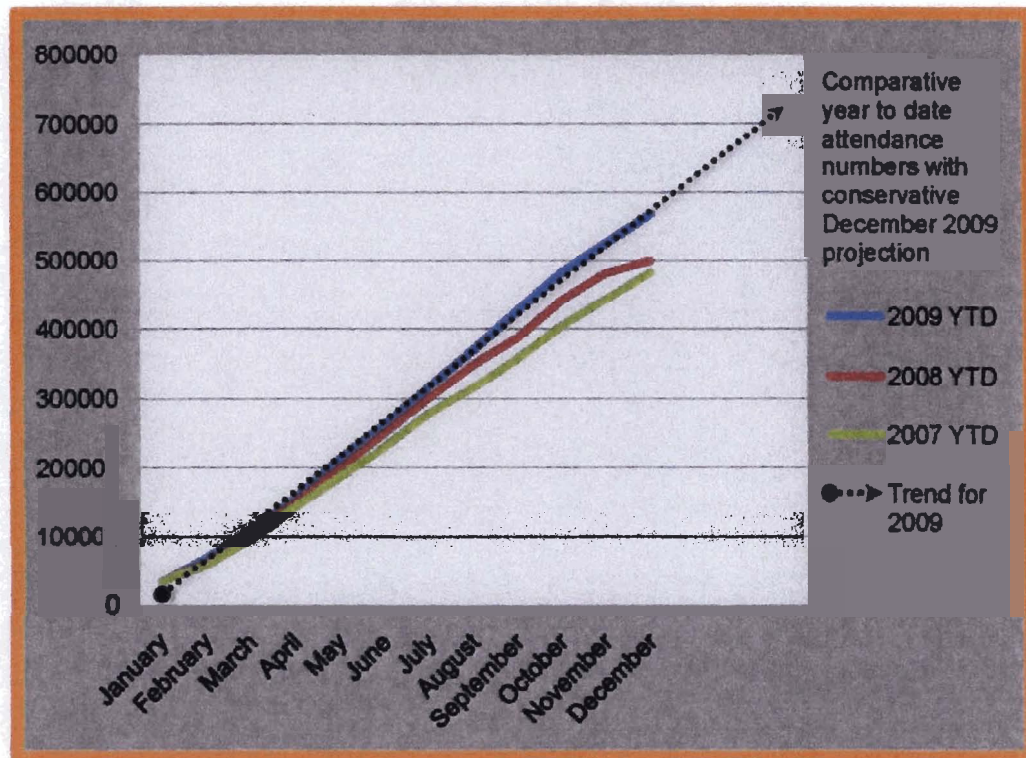
has worked with us to implement our efforts in marketing and outreach. You gave us a creative challenge, and when artists are given a creative challenge, we have an energy and excitement that cannot be bought, sold or bottled. This is a commodity that cannot be measured by metrics; it is real, it gives the city life, it makes the city buzz. Although I have tried in this report to provide information in economic terms, the benefit to Alexandria of a large art community, and specifically the Torpedo Factory, cannot fully be measured in this manner. While we have made every effort to address the City's concerns, we welcome and encourage continual feedback. We are part of what makes Alexandria a magical, historical and a unique place to live and visit. I know because I live in a tiny 200-year-old house on Patrick Street that I truly love. Most residents living in Alexandria share this love affair; we hold the city's history in our hands and are briefly its custodians.

FUTURE

In the years to come, the Torpedo Factory will continue to grow and change. However, we know our core mission and hear it repeated on a daily basis by visitors who come to see us from around the D.C. area, the country and the world. What they tell us they love, and what makes them come back time and time again to Alexandria, is the opportunity to talk to living, working professional artists. For the vast majority of us, creating, displaying and selling our art at the Torpedo Factory is a privilege. Every day we honor this privilege by educating the public and conveying our enthusiasm and knowledge to those who visit us and by doing what we do best—make art.

Rosemary Feit Covey
 Board President
 Torpedo Factory Artists' Association

VISITATION IMPROVEMENTS SINCE 2007



See Appendix page 27 for a more detailed visitation analysis chart.

DRAFT VISION STATEMENT

Alexandria's Torpedo Factory Art Center: Irresistible Destination

For thirty-five years a unique partnership between the City of Alexandria and the Torpedo Factory Artists' Association has sustained the Torpedo Factory Art Center as one of America's premier institutions for creating fine arts and crafts in studios available to the public.

Today the Torpedo Factory is a symbol of Alexandria's commitment to creativity in the heart of historic Old Town, enriching the City's cultural life and advancing its economic vitality.

The City's bold plans to renew its waterfront provides a transformational opportunity for the Torpedo Factory to renew its own role in promoting art and commerce in Alexandria.

The Torpedo Factory Artists' Association will therefore develop and execute plans in four major areas in order to build the Torpedo Factory's market and strengthen its contribution to Alexandria's economy and quality of life. The Association's mission is to make the Torpedo Factory, the waterfront and all of Alexandria an irresistible destination for art buyers, art lovers, local citizens and tourists from around the region, the U.S., and abroad.

Making and Selling Art

Key elements:

- Ensure that the Torpedo Factory offers unique work that meets the highest standards of originality and excellence.
- The providing and managing of studio space for accomplished working artists;
- The maintaining of open studios to allow the general public to interact with artists and learn about the processes of making art.
- Provide increased opportunities for new artistic vision.
- Implement a multimedia marketing and communications strategy.
- Develop enrichment programs for resident artists and associates focused on marketing and retailing tradecraft.
- Support traveling exhibitions of Torpedo Factory artists' work.
- Provide exhibition and work space to media specific and other galleries and workshops to enlarge pool of exhibiting artists.

Sponsoring Community Cultural Activities

Key elements:

- Offer children's programs independently and with community partners.
- Establish an ongoing exhibition program in conjunction with foreign embassies and international organizations.
- Offer classes for adults and children through The Art League and Discover Graphics.
- Promote and conduct Torpedo Factory tours.
- Pursue new initiatives in interactive programming.
- Present public lectures.
- Serve as mentors to young Alexandria artists.
- Host events that explore and celebrate Alexandria's cultural diversity.
- Collaborate with The Art League on exhibition and marketing opportunities.
- Work with Alexandria Archaeology to pursue common goals.

Pursuing Synergies within the City's Business and Tourism Community

Key elements:

- Energize and cooperate with Friends of the Torpedo Factory to provide enhanced resources for meeting Torpedo Factory objectives.
- Cross-promote goods and services with local merchants.
- Explore and develop synergies with Alexandria's marketing, public relations, design, and communications companies.
- Strengthen links and share best practices with other Alexandria cultural tourism destinations.
- Revitalize ties with local trade, tourism and cultural organizations.

Strengthening the Torpedo Factory/City Partnership


Key elements:

- Keep the City and City leaders informed about the Torpedo Factory's accomplishments and successes.
- Work hard to understand and respond to the City's expectations of the Torpedo Factory.
- Propose ways the City could help the Torpedo Factory achieve its goals and meet City expectations.
- Fully integrate the Torpedo Factory into the citywide cultural tourism plan.
- Fully integrate the Torpedo Factory into the waterfront plan.
- Revise and update Torpedo Factory governance structures and bylaws.
- Organize and direct professional staff necessary for the Torpedo Factory to achieve its goals and execute its functions.

Making and Selling Art

We are constantly looking for new ways to better market and promote the original art found in the Art Center. We are concentrating on the use of both paid advertising and the pursuit of free publicity.

CREATION TO COLLECTION
ON THE WATERFRONT IN OLD TOWN ALEXANDRIA
3 FLOORS • ARTIST STUDIOS • 6 GALLERIES • THE ART LEAGUE SCHOOL



MARCIA JESTAECT
STUDIO 13


TATYANA SCHRENKO
STUDIO 32

RACHEL COLLINS
STUDIO 342

FELICIA BELAIR-RIGDON
STUDIO 319

JOANN CLAYTON • ASSOCIATE

ALEXA SCOTT • STUDIO 319

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EXPANDING MARKETING EFFORTS



Vision and Goals: Implement an improved multimedia marketing and communications strategy.

New online advertising, expanded hotel outreach, and improved graphic design and signage have been part of a revitalized marketing approach.

Online Promotion: We have launched a new online search campaign and purchased a listing on the American Society of Interior Designers product finder website. Our Facebook Fan Page is approaching 1,000 fans, reflecting a membership increase of nearly 50% since switching from a Group to a Fan Page in May.

Print Ads: Print ads have been redesigned and a new campaign, slogan, and logo are in the works. We sought to expand our art-buying audience through ads in *élan Magazine*, and reached Greater DC through the *Washington Post Magazine Holiday Issue*. We continued ad placement on WETA Classical radio, in *Home & Design* magazine, *Alexandria Gazette Packet*, and in the *Alexandria Guides*.

Hotel Outreach: Our expanded brochure distribution includes more area hotels and is hand delivered monthly. We provide a weekly list of events to Kimpton hotels and to the Board President of the Washington Area Concierge Association.

Signage: Temporary improvements in signage have been implemented with the long term goal of bringing attention to the waterfront entrance of the Art Center. Plans for more permanent improvements are underway.

Promotion of Individual Artists: We have increased efforts to promote our artists through press releases promoting special achievements of individuals. More artists are credited alongside their work in TFAC advertisements.

In the Works:

- Handcrafted Alexandria campaign, under development by TFAA, includes 16 Alexandria business partners and received a matching grant from the Alexandria Marketing Fund (see "Pursuing Synergies" section)
- Expansion of ad campaign to include theaters throughout the DC metropolitan region
- New cohesive multi-media ad campaign maximizing budgeted marketing dollars to encompass the TFAC as a whole, with Target Gallery and building rentals as components
- Outreach to area cultural/ethnic groups through targeted advertisement and events

Cost: Salaries of Torpedo Factory staff, \$35,500 marketing budget includes paid ads, brochures, and email marketing system.

PRESS SUMMARY



With several free public events every month and rotating shows in 6 galleries, we have a constant presence in The Washington Post, Alexandria newspapers, on blogs and websites including Washingtonian.com and DCist.com, in addition to articles about our artists and their accomplishments. The art center itself attracts attention nationally and internationally.

Recent Press Highlights

The Washington Post, Ongoing
25 to 30 mentions per month including articles and calendar listings

Alexandria Gazette and Alexandria Times, Ongoing
10 to 15 mentions per month total including articles and calendar listings. Both are weekly publications.

CNN Airport Network, May 16, 2009
"Weekend Getaway"

Illustration Japan Magazine, June 2009
"From the Torpedo Factory 'art dispatch!'"

Russian Voice of America Website, June 17 2009
"In the Art Gallery"

The Alexandria Times, July 16 - 22, 2009
"Best Bet: Free Summer Concert" featuring KUKU

American Contemporary Art Magazine, Summer 2009
"Beyond the Big Museums, Washington Offers a Vibrant and Diverse Arts Scene"

TheEconomist.com, London, August 29, 2009

"Flower Power: Arts and Crafts in a Former Torpedo Factory"

USAToday.com Video Series, September 21, 2009
"Six Steps to a Successful Small Business"
Episode 2: "What kind of entrepreneur are you?"

Fox 5 Morning Show, October 5, 2009
Arts Safari kids' event preview with 3 four-minute segments and additional teasers throughout the program

Alexandria Gazette Packet, October 15 - 21, 2009
"Ofrenda: Day of the Dead"

Voice of America News, Special English Series, October 27, 2009
International radio and satellite TV broadcast and website article featuring Torpedo Factory Art Center and artist Susan Sanders

WAMU Radio, Metro Connection, October 30, 2009
5-minute radio segment about Ofrenda – Art for the Dead

The Alexandria Times, November 20 - 26, 2009
"Business, Arts Seeks Community Gains"

Sponsoring Community Cultural Activities

In 2009, we tripled our number of free public events, establishing new partnerships with cultural organizations, community groups, and charities; crossing artistic disciplines to include dance and music; and increasing public education with lectures and artist-led tours.



ENGAGING AND INSPIRING THE PUBLIC WITH NEW EVENTS



Ofrenda – Art for the Dead: A Halloween Collaboration with Art Exhibition, Masked Ball, and Parade

Vision and Goals: Provide increased opportunities for new artistic vision. Host events that explore and celebrate Alexandria’s cultural diversity. Cross-promote goods and services with local merchants. Pursue new initiatives in interactive programming.

This was the first collaboration with Art Outlet, a local group of artists who create and host juried art events, usually in raw spaces all over the DC area. The Ofrenda exhibition, parade and masked ball attracted all ages and had a young, hip and ethnic vibe. Our building was packed from three in the afternoon until midnight.

The event received an unprecedented avalanche of mainstream press including an interview on NPR during which a Mexican artist extended a welcome to the event to the Hispanic audience in Spanish. The event also created significant online buzz, reflected by more than eleven pages of Google results (press, blog entries, and Facebook entries) when searching “Ofrenda Torpedo Factory”. It is hard to estimate the full value to the City of Alexandria, the Art Center and the artists for this type of ripple effect publicity and branding.

Plans for next year include more fund raising and tie ins with other businesses and a larger more elaborate parade. This event could eventually help put Alexandria on the map as a major Halloween destination with a cool combination of spooky history and art events.

Stakeholders: TFAA, Art Outlet, 40 exhibiting artists (about 70% outside and 20% TFAA artists), Gossypia retail store, the Hispanic Community, performers.

Costs: TFAA spent under \$800 not including staff time to promote the event. Work was contributed by artists from both organizations. Art Outlet spent \$3,549. Expenses included performer fees and paid advertisements. **Income** of \$4,634 was applied toward Art Outlet’s expenses.

Benefit to City/Community: Over \$30,000 in estimated press coverage, including \$10,000 in print and radio value: WAMU NPR radio, The Washington Post, El Tiempo Latino, Our Town, and full page articles in the Arlington Connection, Mt. Vernon Gazette, and Alexandria Gazette Packet. Online coverage exceeded an estimated \$20,000 value.

Door Count of Visitors: 4,740 for 14 hours. The Ofrenda event was from 3pm to midnight. Comparison: Door Count Previous Saturday was 2,604 for 14 hours which included all the participants in a wedding rental event.



Alexandria Film Festival Kickoff Reception

Vision and Goals: Revitalize ties with other cultural organizations and city programs.

On September 24, TFAA co-sponsored and hosted the Alexandria Film Festival opening night at the Art Center with the Alexandria Commission for the Arts. The kickoff was a teaser, free to the public, meant to publicize ticket sales for the festival held at the George Washington Masonic Memorial. Opening night was a multi-media event with food and wine, live music, and 10 silent films showing simultaneously throughout the Art Center. Festival Director Sydney-Chanele Dawkins said "the opening night kickoff at the Torpedo Factory was a terrific, attention-grabbing opening night that created just the right momentum to jumpstart the four day weekend Festival." Overall, attendance for the Festival was up 200% from the previous year and it was possibly, for the first time in its three year history, self sustaining.

Stakeholders: TFAA, Alexandria Commission for the Arts, filmmakers



More New Events

Vision and Goals: Pursue new initiatives in interactive programming. Host events that explore and celebrate Alexandria's cultural diversity.

Thursday Nite Local Spotlight – Every Thursday evening when there is no other free event scheduled, musicians perform live music including Dixieland, jazz, bluegrass, folk music inspired by African heritage, and classical. We intend to expand the series to include the spoken word and other performances.

Stakeholders: TFAA and musicians

Dance Invasion – In April of 2009, TFAA and the Friends presented back-to-back nights of modern dance. Two dance companies collaborated with artists to produce unique evening events. Audiences and fans of each dance company were drawn to the Torpedo Factory, some for the first time.

Stakeholders: TFAA, Friends of the Torpedo Factory, Jane Franklin Dance, Bosma Dance

Minds Wide Open: Virginia Celebrates Women in the Arts – In Spring 2010, the TFAA will present a number of collaborative programs as part of the state-wide *Minds Wide Open* promotion, including a film festival, woman-themed art exhibitions, and a performance by Love Her Fiercely, a George Mason University literary organization of and for minority women.

Stakeholders: TFAA, Target Gallery, The Art League, George Mason University, potentially other organizations

Morrison House Presents – A salon-style cultural discussion series taking place at the Morrison House hotel, sponsored by TFAA and the Alexandria Archaeological Commission. More information in the "Synergies" section of this report.

CONTINUING CULTURAL EVENTS



Vision and Goals: Pursue new initiatives in interactive programming. Host events that explore and celebrate Alexandria's cultural diversity.

Art Activated – In 2009 the 3rd annual Art Activated was held during the Alexandria Festival of the Arts. The event featured dance vignettes inspired by artists performed directly in artists' studios, a finale dance, demonstrations by artists, art activities/projects for visitors, and a musician from the Alexandria Symphony Orchestra. The Torpedo Factory is highlighted as a destination during the art festival, attracting art buyers to our building.

Stakeholders: TFAA, The Art League, Office of Historic Alexandria, Alexandria Symphony Orchestra, BosmaDance

FotoWeek DC – The Torpedo Factory participated in FotoWeek DC, the second annual metro-area event, by presenting exhibition opportunities for local photographers, free portfolio reviews, and photography lectures. The Washington Post named one of the lectures as the top pick "For the Collector out of hundreds of activities throughout DC.

Stakeholders: TFAA, Multiple Exposures Gallery, The Art League, FotoWeek DC

Second Thursday Art Night – On the second Thursday of every month, Torpedo Factory studios and galleries stay open until 9pm and special programming is offered from 6–9pm. Guests enjoy refreshments, special activities related to each month's theme, and gallery receptions during many months. During the summer months, businesses throughout Old Town Alexandria also host the event at additional locations.

Stakeholders: TFAA, Alexandria businesses, groups including Animal Welfare League and Community Partners for Children.

Spring Open House and Holiday Open House – These annual favorites are festive parties in which the community and clients come to celebrate with the artists, enjoying music, food, and art. The long-standing Holiday Open House event was joined three years ago by the spring event.

Stakeholders: TFAA

EDUCATING THE PUBLIC WITH TOURS AND LECTURES

Torpedo Factory Tours – Artist-led and very popular, these tours take visitors around our building, stopping in studios and providing history and context to the public's experience. The artists also explain techniques and give a bit of art history education.

Stakeholders: TFAA, Alexandria tourism

Performance Art and Lecture Series – Several times a year, the Friends of the Torpedo Factory Art Center sponsor a free evening lecture or performance at the TFAC. Examples of programs include a Malaysian Batik Art Fashion Show, a performance by the Jane Franklin Dance Company, a demonstration of mosaic art, and a concert of chamber music by the Beau Soir Ensemble.

Stakeholders: TFAA, the Friends of the Torpedo Factory, cultural groups, artists, and performers

ENGAGING YOUTH WITH PROGRAMS AND EVENTS



Vision and Goals: Offer children's programs independently and with community partners. Serve as mentors to young Alexandria artists. Host and explore events that celebrate Alexandria's cultural diversity.

Alexandria Arts Safari - Annual festival of hands-on art and craft activities led by artists presented by the TFAA for 14 years. Extensive coverage on the Fox 5 morning show brought many families to the Torpedo Factory for the first time in addition to the families who come year after year.

Stakeholders: TFAA, Alexandria Symphony Orchestra, The Art League, the Alexandria Archaeology Museum, and the Historic Alexandria History Center and Museum Store, Firehook bakery

High School Mentorship Program - Sponsored by the Friends of the Torpedo Factory Art Center, this annual program pairs Alexandria high school students with Torpedo Factory artists to learn about being a professional artist and to create a piece of work appearing in a group show in Target Gallery.

Stakeholders: TFAA, the Friends of the TFAC, Alexandria high school art students

Make a Wish Foundation's Wish Flag Project - In conjunction with the Target Gallery's *Led by Thread* fiber exhibition, the public created wish flags in the spirit of Tibetan prayer flags that were made out of materials donated TFAA artists. The flags and monetary donations were given to the Make a Wish Foundation of the Mid Atlantic Region and the flags are currently on display at their Mid Atlantic office.

Stakeholders: TFAA, Torpedo Factory's Target Gallery, Make a Wish Foundation

Charles Houston Memorial *FRESH* Graffiti Door Murals – In conjunction with Target Gallery's *FRESH* exhibition, ten Alexandria youth created a graffiti-inspired mural about the life work of Charles Houston and the end of segregation in the school system. The completed doors were displayed at locations throughout Alexandria and were ultimately auctioned off at the Alex Awards in October 2009.

Stakeholders: TFAA, City of Alexandria's Parks and Recreation Dept., Alexandria Commission of the Arts, student artists

Recycled Community Garden - In conjunction with the Target Gallery's *Reclaimed* exhibition which was focused on recycling and reuse, this outreach project invited the community to help create a garden out of recycled materials. The garden has been displayed at the art center, elsewhere in Alexandria, and in Washington, DC.

Stakeholders: TFAA, Torpedo Factory's Target Gallery, Artomatic, Mt. Vernon Recreation Center

Charles Houston Memorial *Pandora's Box* project - In connection with Target Gallery's *Pandora's Box* exhibition, a group of 10 Alexandria youth created a large Pandora's Box-themed artwork that was inspired by African American artist Martin Puryear. It examined their interpretations of the Greek myth and how it relates to the Civil Rights Movement and the work of Charles Houston. The finished box will be on exhibit at the Torpedo Factory Art Center in December 2009.

Stakeholders: TFAA, The Art League School, the Alexandria Black History Museum

High School Art Competition – In 2010 the art center will host the first annual exhibit of the students of T.C. Williams High School and Minnie Howard Middle School, working with visual arts faculty and the Curriculum Specialist for the Fine Arts for Alexandria City Public Schools. Prizes will be awarded to the winners and engraved crystal trophies will be created by Torpedo Factory artist Gerda Atzl, for permanent display at the participating schools. It is our hope to expand this program in the 2011 school year to include more of our Alexandria schools in this annual event.

Pursuing Synergies with the City's Business and Tourism Communities

We have developed new partnerships with businesses throughout Alexandria, with everyone involved benefiting from pooling resources and cross-promotion.



COLLABORATING WITH ALEXANDRIA BUSINESSES

16 Businesses Partner for Handcrafted Alexandria Promotional Campaign

Vision and Goals: Cross-promote goods and services with local merchants.

Projected Launch: March 2010

The Torpedo Factory has created and is directing a new brand and promotional campaign called Handcrafted Alexandria. With 16 partners, the brand will leverage the prevalence of Alexandria businesses specializing in art and crafts, artisan-made culinary goods (e.g. wine/cheese), and craft supplies and classes by unifying them under one common theme.

In September of 2009, the Alexandria Marketing Fund awarded \$13,000 in matching funds for the Handcrafted Alexandria proposal. One voting member said it was the best proposal he has seen in years and another requested that the proposal be posted on the City website as an example of what they are looking for.

In October of 2009 an additional \$5000 grant was awarded by the Virginia Tourism Corporation and the Virginia Commission of the Arts following an application led by Handcrafted partner The Art League.

The campaign will include posters and rack cards, a mailing, website, email campaign, social media presence, a reusable shopping bag, print ads in Where Magazine and more. Events and promotions in each location, as well as a Handcrafted Holiday shopping focus, will motivate shop visits and raise the potential for sales. Contests and prizes will motivate store visits and email list signups while collecting marketing data. Results will be carefully tracked and reported.

The campaign will motivate the audience to experience Handcrafted Alexandria, "where the process of creation becomes yours." The added value of the handcrafted item is communicated through a focus on the creative spirit and process of craftsmanship that goes into it.

The City-approved marketing plan outlines the reduced support needed from the Alexandria Marketing Fund in its second year, with plans to be completely sustainable by its third year.

Cost for Launch and One Year:

Total investment: \$31,000

\$13,000 from 16 partner businesses (TFAA is the lead sponsor contributing \$3500)

\$13,000 matching funds from the Alexandria Marketing Fund

\$5,000 grant from the Virginia Tourism Corporation and the Virginia Commission for the Arts

Additional costs include Torpedo Factory staff salaries to manage the campaign and time spent by partner business owners and managers to promote the brand.

Stakeholders: City of Alexandria, Virginia Tourism Corporation, Virginia Commission for the Arts, and 16 partner businesses: TFAA, The Art League, fibre space, La Muse, Potomac Bead Company, Ten Thousand Villages, Artcraft, Arts Afire Glass Gallery, Bead Obsessions, Carafe Winemakers, Del Ray Artisans, Gold Works Inc. by David Martin, Gossypia, Imagine Artwear, Knit Happens, Posh Princess Palace

COLLABORATING WITH ALEXANDRIA BUSINESSES



Vision and Goals: Present public lectures. Cross-promote goods and services with local merchants.

“Morrison House Presents” Cultural Discussion Series - This is a salon-style discussion series exploring Alexandria’s heritage and culture through talks with artists, authors, and archaeologists from Alexandria and the nationally acclaimed Torpedo Factory Art Center. The stylish yet comfortable setting of the Morrison House salon provides an ideal backdrop for members of the public to participate in an open and lively conversation with artists and experts. The lectures take place the first Tuesday every month and have included talks by both artists and archaeologists. Each lecture has been filled and the program is growing.

Stakeholders: TFAA, the Alexandria Archaeological Commission, and the Morrison House Hotel

Scottish Christmas Walk: Free Coffee and Cookies – On the Saturday of the Scottish Walk weekend, the Torpedo Factory served free cookies and coffee from Good Dog Coffee, a local roaster. The promotion of this giveaway helped to bring people out for the Christmas Walk despite non-ideal weather.

Stakeholders: TFAA, Good Dog Coffee, Scottish Walk organizer – the Campagna Center

Business Side of the Arts Panel Discussion – The Friends of the Torpedo Factory and the West End Business Association co-sponsored a program discussing the methods as well as the benefits of forging partnerships between the business and arts communities.

Stakeholders: TFAA, the Friends of the Torpedo Factory, the West End Business Association, The Art League, Dominion Virginia Power, Alexandria Symphony Orchestra, Rachel M. Schlesinger Concert Hall and Arts Center

Art at the Airport - Under the sponsorship of the Friends of the Torpedo Factory, 18-20 TFAA artists provide pieces of their artwork for an exhibit in Terminal A at Reagan National Airport. The exhibit changes every six months. It informs visitors to the Washington, DC area of the TFAC and encourages them to visit the City of Alexandria.

Stakeholders: TFAA, Friends of the Torpedo Factory, Reagan National Airport, Alexandria tourism

Young at Art - The Friends serve as a co-sponsor of the successful “Young at Art” program, in which artwork is created by senior members of our community.

Stakeholders: TFAA, Friends of the Torpedo Factory, Durant Center, Senior Services of Alexandria, Goodwin House

In the Works:

- A Torpedo Factory presence at the Washington International Arts Festival at National Harbor May 1 and 2, 2010, working to further solidify the relationship between Alexandria and our newest neighbor and expose a new audience to Torpedo Factory artwork and to the Art Center.
- Habitat for Humanity ReStore will provide materials to TFAA artists who will exhibit the work in ReStore's 16,000 sq ft facility in Alexandria and sold with all proceeds going to Habitat for Humanity.
- Collingwood Library and Museum program provides rotating exhibitions in their convention center and museum near Mt. Vernon

PROVIDING A MEETING PLACE

With the twin goals of increasing the evening building usage, and of working more closely with City and community organizations, we have been offering our facility for use as a meeting and event space. Recently hosted groups include the Waterfront Planning Committee and the Chamber of Commerce. We also make the building available for First Night Alexandria events.

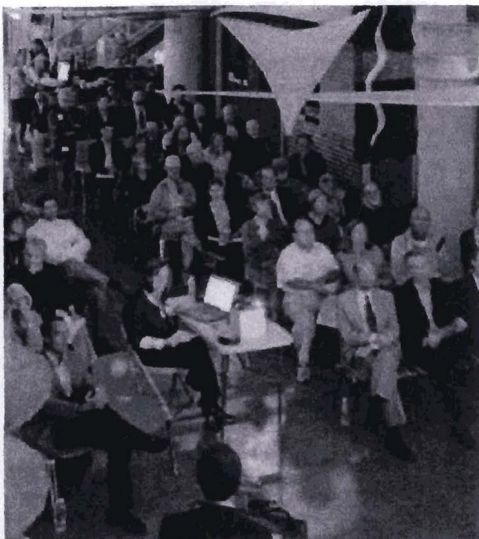
Month	Date	Day	Event Type	External Stakeholder Client	Cost to Client	Cost to TFAA	Profit/Loss	Attendees	Synergy Opportunity
February	15	Sun	Art League	Art League Patrons Show	\$0.00	-\$800.00	-\$800.00	Art League longstanding fundraiser; open to public, but must obtain ticket (limited #)	Venue for well established 501(c)3 tenant organization
February	17	Tues	Meeting	4th floor: OTBPA Mtg. (5pm-6:30pm)	\$0.00	-\$360.00	-\$360.00	Old Town Business Assoc. Board Meeting	Venue for community organization meeting
April	29	Wed	Charity	Lunafest 2009	\$600.00	-\$800.00	-\$200.00	Open to public; targeted to supporters	Charity fundraiser to support local charitable organization
May	15	Fri	Charity	Senior Services of Alexandria Dessert Reception	\$2,000.00	-\$800.00	\$1,200.00	Senior Service of Alexandria and supporters; open to public	Reception for local organization
July	15	Wed	Charity	Art for Hope: Give Autism Hope	\$800.00	-\$800.00	\$0.00	Open to public; targeted to supporters	Charity fundraiser to support local charitable organization
September	29	Tues	City of Alexandria	City Waterfront Meeting @ TFAC	\$0.00	-\$360.00	-\$360.00	City of Alexandria	City community meeting
October	23	Fri	City of Alexandria	Rotary & ALEX Awards	\$800.00	-\$800.00	\$0.00	Alexandria Rotary's "Taste for Giving" that benefits local charities; the Alexandria ALEX Awards are also held during this event	Alexandria Rotary and the ALEX Awards partnered for a community event that both engages, entertains, and benefits the immediate and local

Totals for Public Outreach \$4,200.00 -\$4,720.00 -\$520.00

Friends of TFAA Events

April	22	Wed	Friends	Friends : Jane Franklin 7pm	\$0.00	-\$435.00	-\$435.00	Friends open to the public event	Community event organized and sponsored by the 501(c)3 support of the TFAC
May	20	Wed	Friends	Friends : Wearable Art Friends Fashion Show	\$0.00	-\$435.00	-\$435.00	Friends open to the public event	Community event organized and sponsored by the 501(c)3 support of the TFAC
October	18	Sun	Friends	Friends Event: Beau Soir Ensemble	\$0.00	-\$435.00	-\$435.00	Friends open to the public event	Community event organized and sponsored by the 501(c)3 support of the TFAC
November	17	Tues	Friends	Friends : WEBA Business of the Arts	\$0.00	-\$435.00	-\$435.00	Friends open to the public event	Community event organized and sponsored by the 501(c)3 support of the TFAC

Totals for Non-Profit Partnerships \$0.00 -\$1,740.00 -\$1,740.00



Strengthening the Torpedo Factory/City Partnership

We are striving to enhance our relationship with the City Government and other Alexandria organizations. Our efforts include improved and increased communication and new collaboration with Alexandria businesses and cultural institutions.



PARTNERING WITH THE CITY

Vision and Goals: Outlined below.

Keep the City and City leaders informed about the Torpedo Factory's accomplishments and successes.

The Board of the TFAA is committed to keeping the members of the Economic Sustainability Work Group, the City Council, The Department of Parks and Recreation and the Waterfront Committee apprised of all our current goals and to working with the City departments to comply with all regulations.

Since May we have been sending regular email blasts to a City VIP list which contains updates on our news coverage and activities.

Each time we have met with the Sustainability Panel we have supplied them with written reports and documents that describe our efforts to meet the stated concerns of the panel.

Work hard to understand and respond to the City's expectations of the Torpedo Factory.

The executive committee of the TFAA has supplied all documents requested to the consulting firm MAI and were complimented on the completeness and speed of our compliance.

We have attended all meetings with the City Steering Committee, MAI and other relevant City groups. These include Chamber of Commerce events, Waterfront Planning events and Old Town Citizens Association meetings. We are in constant contact with Gary Baker and are keeping him apprised of our plans.

Recently we met with the new director of Waterfront Planning and the new director of Parks and Recreation.

We have worked closely with City departments on regulations concerning the implementation of our programming both internally (Art in Public Spaces) and externally (Ofrenda Parade).

Fully integrate the Torpedo Factory into the citywide cultural tourism plan.

Our staff communicates closely with the ACVA, and full working relationship has been established with the Kimpton Hotel Group as detailed elsewhere in this report. In addition to our efforts within Alexandria, we promote ourselves to hotel and other groups in Washington and National Harbor. Our Handcrafted Alexandria marketing campaign got matching funds from the City and is designed to attract tourists to businesses all over the City.

Future Plans



TFAA COMMITTEES WORKING ON NEW INITIATIVES

Art in Public Spaces

The Art in Public Spaces Committee (APS) was formed in the late spring of 2009. The committee's goal is to bring increased vitality to the Art Center, in keeping with the mandate from the City and the new TFAA Board. The goal is to create a more vibrant building; initially this meant painting and brightening the walls. We want more activities in the public spaces and we are seeking proposals from artists for interactive visitor experiences. Many more projects are completed or well on the way. Several are included below.

Projects:

- Enliven the Riverfront entrance to the Torpedo Factory. This includes a mural and chalk board
- Turn the 3rd floor columns into works of art
- Holiday lighting
- Sculpture on the Dock (in progress)

Future Design Goals of the Torpedo Factory Art Center

A Design committee of artists is developing design goals as a set of guidelines that are broad enough to encompass developments and specific enough to address present conditions.

The guidelines will take into consideration:

1. An affirmation of our unique history.
2. An appreciation of the style of architecture of our building.
3. The incorporation of spaces intended for experimentation.
4. The design potentials/features of current interactive media.
5. Identification of a core set of items that fall within design criteria.
6. Choosing materials that enhance the architectural signature of the building.
7. Development of the "Art and Design Source" retail space as a design vetted entity.
8. Creation of a unified improved building persona with clear universal symbols and fonts.
9. Implementation of cost effective resources with stronger ROI, i.e. utilization of artists' skill sets, recycled and/or green materials, local providers.
10. Effective lighting with energy efficient resources.

Areas under review are the information desk/store area, multiple entrances, graphic design elements and the architectural ornamentation.

The information desk/store is currently being audited for product review. An art display component proposal is under development to enhance the harbor entry point. This is intended to promote education, good design, and creative expression. It will also function as mini-gallery introduction to the latest work of TFAC artists. The area should be renamed as an "Art and Design Source."

The facility information component shall be separated from the retail component. Interactive kiosks can be placed on walls or freestanding at entrance areas. There shall be art displayed on each unit when not being engaged. The street entrance should contain an actual sample of each artist's work. The kiosks should be designed as clean architectural forms that are scalable and mobile. Each entrance display shall tie into other entrances and other unified themes. Additional display systems can be tied into kiosk themes to bring the full breadth of work from all floors together, creating increased facility traffic.

Currently the graphic elements for the TFAC facility are under review. Our goal is to clean and standardize the fonts, increase dimensional elements, i.e. TFAC logo, and improve the reproduction standards for various platforms and applications. The most recent designs of panel graphics, publication ads and announcements have been the result of our new design review group.

In summary the design review group is proud of the TFAC facility, history, and legacy it hopes to leave behind. These improvements are designed as both educational and business savvy means to our Alexandria area community mutual goals.

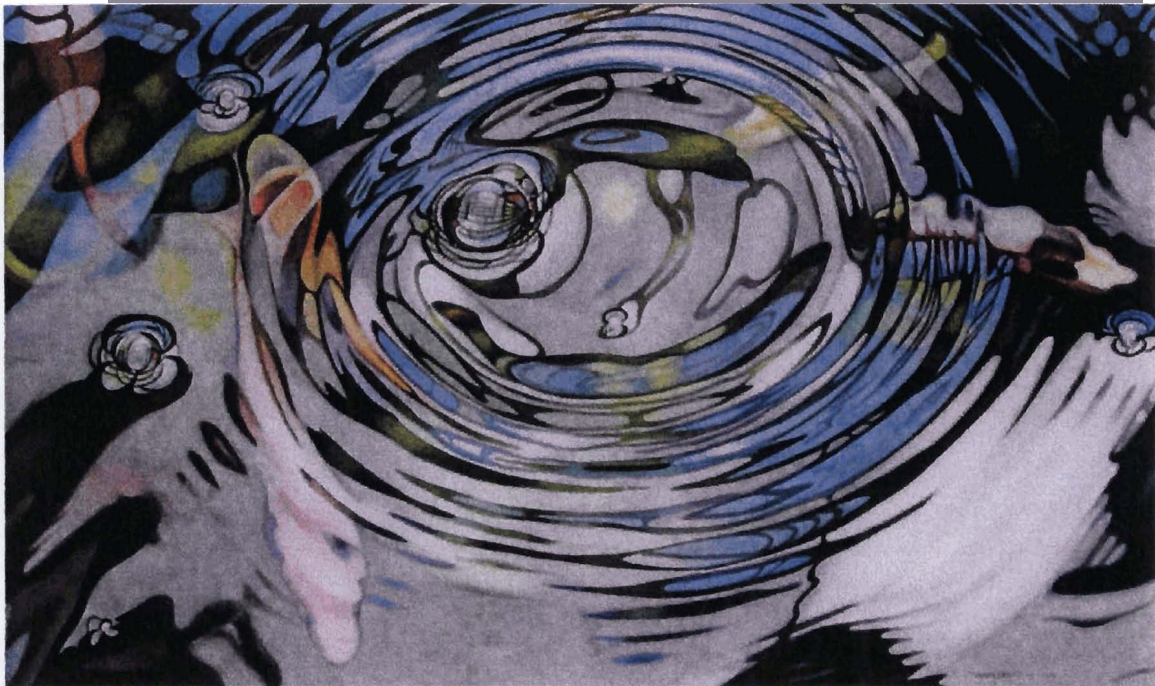
Visiting Artist Program, 2010

A committee has developed the Visiting Artist Program, which is a residency is a professional development opportunity for emerging and experienced visual artists that will also expose our visitors to exciting artists and projects. During our initial pilot program, residencies will range from one to three months during the summer of 2010. Visiting Artists will work on self-directed projects; be able to display and sell their work; have the opportunity for informal collegial exchanges with Torpedo Factory artists and visitors; and will conduct a workshop, give a lecture, or provide a demonstration, elaborating on work undertaken during the residency. A distinguished juror, Jack Rasmussen, Director/Curator of the American University Museum at the Katzen Art Center, will review all applications and select a group of finalists who present evidence of artistic merit and promise based on submitted images and application forms. The TFAA Visiting Artist Program Committee will then match as many finalists as possible to spaces available, taking into account the applicant's requirements, attributes of the specific studios available, and the goal of providing a range of media experiences to our visiting public. The program announcement will be widely distributed to local universities, artists groups, and many print and online media used by artists to find residency opportunities.

Recent Administrative Improvements

The TFAA recently installed Wi-Fi capability throughout the Art Center to augment the system already used by our staff. Now artists have another tool for improved efficiencies as they can access the internet, communicate through email with clients, and manage digitally-based creative and business matters while in their studios. We are investigating offering Wi-Fi to the public.

The TFAA has also undertaken a project to enhance computer backup by strengthening the centralized backup system for all staff computer files. We will soon upgrade the current server, implement new procedures, and install an additional layer of off-site regular backups to further reduce any risk of data loss. Once completed, restoration of files will be simpler and more reliable when staff desktop computers experience any problems.



FIVE-YEAR VISION SUMMARY

Cross-promote goods and services with local merchants

We're already making headway with associations and businesses through our Handcrafted campaign. This incorporation of several area businesses joined under one central marketing plan with metrics and planned events will bring a notable increase to our cohort retail locations. This program has a three year plan in writing and the potential opportunity for advancement is noteworthy. At present the City of Alexandria has already issues grant monies for this particular project. The investment is thought to bring an untold multiple of income to area businesses.

Explore and develop synergies with Alexandria's marketing, public relations, design, and communications companies

We've already noted our five year plan for a large scale marketing campaign and as such it only makes sense to use our own community resources. Industry partners like Redpeg Marketing are already viable resources for our needs. Furtherance of integration with City of Alexandria marketing staff and other regional resources will help the community and industry in these areas of expertise.

Strengthen links and share best practices with other Alexandria cultural tourism destinations

Metrics for cultural centers are often difficult to find and even more difficult to extrapolate into meaningful useful data for others. We've already made past connections with professionals in this field who study cultural centers and museums. As we progress and develop the funding pool for our larger advertising campaign, we're going to be tapping into this data to condition our message for maximum impact. If we can we'd like to gather comparative data to see what other agencies are doing and what has worked best for them in both advertising and operational elements. This is part of the five year marketing plan and a very exciting opportunity for the TFAC.

Keep the City and City leaders informed about the Torpedo Factory's accomplishments and successes

We are going to work very hard to include the City of Alexandria and any pertinent connections they may have for us with regard to successes and opportunities. This is an area where we know past executive structures have not always done a superb job of sharing. In fact to the contrary, our current structure is chomping at the bit to share all of our current and incoming successes. We have a great roadmap and willing, inspired staff who are looking to do those things that have never been dreamed of, let alone attempted. Over the next five years the TFAA is going to seek the wisdom and guidance of many stakeholders, but especially the tutelage of the Alexandria leadership. We are firm believers in success by mutual choice and collaboration.

Work hard to understand and respond to the City's expectations of the Torpedo Factory

Recently the veil of separatism has been lifted from the TFAA and its community advisors. As such the current executive structure is looking for ways to establish this dialogue and maintain the constructive path ahead. There are many areas where this conversation must be pursued for our mutual satisfaction and success. Simple concepts such as public art projects have met in years past with confusion and misunderstanding. As the city partners move forward with waterfront development, the TFAC wants to be in step with this dialogue and vision of the long term successes of the Alexandria community and economic advancement. The TFAA wishes to be a resource and partner with the City and its strategies for growth.

Offer children's programs independently and with community partners

We have engaged with a number of school groups over the years and will continue to do so as per our mandate as an educational organization. In the next five years we have a vision as a sponsor, resource and provider of youth art workshops and/or competitions.

Establish an ongoing exhibition program in conjunction with foreign embassies and international organizations

In keeping with our incoming focus on cultural diversity we plan on expanding our current contacts with embassies and other interested international organizations such as Goethe-Institut in Washington, DC. This will take time to develop and may require that we build a contact base with the Department of State.

Offer classes for adults and children through The Art League and Discover Graphics

As always we have the mandate of educating the creative mind. This will certainly include the continuance of work into the area of graphic and digital arts. We already have a good relationship with The Art League and many of our artists teach there already. As new talent fills our halls the inevitable supply of digital media artists will grow. As a five year goal we'd like to be able to make this area of the arts an equal partner with our other mentoring programs.

Promote and conduct Torpedo Factory tours

One idea we have for long range plans is an interactive kiosk system to conduct common facility tutorials. This will free up associate artists and staff as TFAC ombudsmen. As facilities change to become more effective and intuitive, we can hone these tours to be topical and relevant conversations with the community. As such these tours can be freeform educational tours and/or program specific opportunities.

Pursue new initiatives in interactive programming

We've spoken of the merits of interactivity and again we can use these same skills and tools to benefit a vast community here and abroad. The same technology we can use for the classroom we can use for any number of regional communities in other counties. In 2010 we're piloting a program to use web conferencing with art industry partners in Germany and Japan.

Present public lectures

As our facility develops over time we're going to find ways to grow public engagement activities. One of those expressed is a forum where we can develop a speakers bureau in the arts community to conduct talks with a wide audience. Over a five year span we'd like to find ways to engage these kinds of talks with representatives from all interested domestic and foreign talents. A space where we can provide in person and/or bidirectional electronic communications is within our vision. The space itself would be inviting and feature a level of comfort and amenity akin to a homelike atmosphere or as much as one can imagine inside such a structure.

Serve as mentors to young Alexandria artists

A push for a bigger voice in cultural affairs and opportunities has already begun at the TFAC. At present we feature art work on our floors and in our Target Gallery that comes from culturally diverse and underrepresented groups. This process has been started now to foster the future mentorship program of these same incoming young adult artists. A great example of this process in action is our Pandora's Box installation. From this our natural five year plan includes High School mentees being developed and released into the wider community and educational system. Many artists already participate in this process and will continue to do so for the altruistic joys.

Host events that explore and celebrate Alexandria's cultural diversity

The current TFAA Board of Directors are very sensitive to the inclusion of culturally diverse groups. In 2009 we've hosted two events to bridge the Torpedo Factory out to underrepresented groups. The first event was the Ofrenda event in October which was a Latino-centric event based on the festival of La Muerte or El Dia de los Muertos (the Day of the Dead), a Mexican celebration. A second event, Pandora's Box, is in support of young artists from Alexandria's own Charles Houston Recreation Center. As more opportunities arise the TFAC will be increasing these cultural outreach events independently and in partnership with the Art League School and the City of Alexandria Department of Recreation, Parks and Cultural Activities.

Collaborate with The Art League on exhibition and marketing opportunities

As a part of our deeply entwined relationship with The Art League we'll be looking for opportunities, where merited, to co-brand with each other. The synergy could come from lectures, displays, various outreach projects and events, and guest artist programs. As we broach our five year vision we can see this relationship becoming more founded and powerful as a true community and national resource. We already enjoy these merits on a small scale and given the natural evolution of capabilities we should be benefiting in measureable ways as industry partners.

Work with Alexandria Archaeology to pursue common goals

One of our biggest assets is the Alexandria Archeology Museum. Over the next five years we're considering a number of ways to make this artistic and historic connection much more palpable. We've already had a number of artists work on commissions that were historic in nature and celebrated the

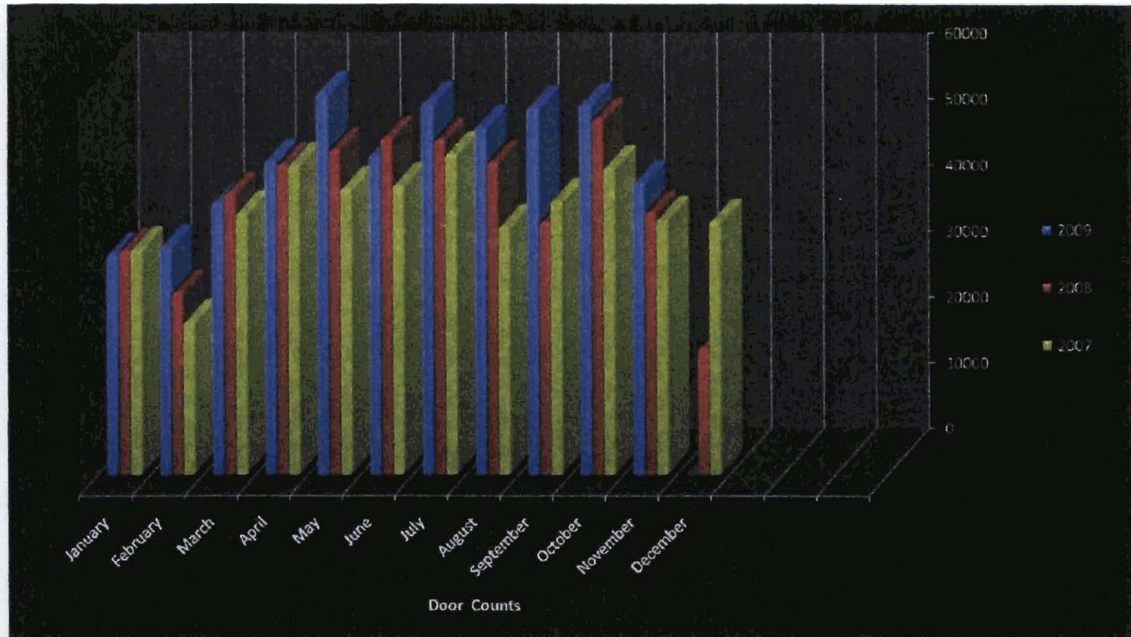
merits of Alexandria. In fact some pieces designed for public display have already become historic artifacts of reference simply by their public placement in notable areas along the waterfront.

City Groups have been encouraged since May to use our facility free or at cost for events and meetings, as seen on the next page. This includes participating in meetings with the Waterfront Planning Committee and working closely with consultants, both independent and contractors from MAI.

Appendix



VISITATION ANALYSIS



Points of reference for this graph:

Introduction of the PRC water taxi from National Harbor & King Street Trolley, April 1st, 2008

Incumbency of current Torpedo Factory Artists' Association Board of Directors, May 5th, 2009

Unofficial opening of waterfront side Torpedo Factory doors, May 2009

City of Alexandria permission to maintain open waterfront side Torpedo Factory doors by certain parameters, August 2009

A clear benefit can be seen from the adoption of the open door policy for 2009.

THE TORPEDO FACTORY INFLUENCE

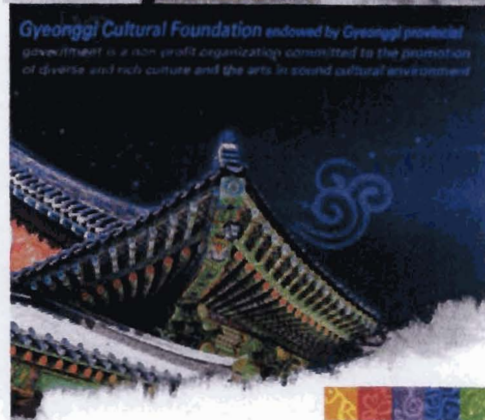
The Torpedo Factory Artists' Association produces a packet of materials available to both individuals and organizations seeking to create venues similar to the Torpedo Factory Art Center. Inquiries come from around the country and the world from artist groups and art centers, developers, city governments, and community organizations.

As of November 2009 the TFAA has sold 32 packets this year including international sales to the Netherlands and Argentina.

A number of other successful art centers have used our successful model. Examples include The GoggleWorks Center for the Arts in Reading, Pennsylvania, the Art Space in Raleigh, North Carolina, the NTC Promenade, San Diego, California, and the Gyeonggi Cultural Foundation, Suwon-si, Gyeonggi-do, South Korea



goggleWorks
Center for the Arts



Gyeonggi Cultural Foundation endowed by Gyeonggi provincial government is a non-profit organization committed to the promotion of diverse and rich culture and the arts in sound cultural environment