

City of Alexandria, Virginia

MEMORANDUM

DATE: OCTOBER 10, 2010
TO: THE HONORABLE MAYOR AND MEMBERS OF COUNCIL
FROM: COUNCILMAN KRUPICKA
SUBJECT: TORPEDO FACTORY ART CENTER BOARD

Colleagues,

I have talked to a number of you about the Torpedo Factory Art Center and was asked to share a few thoughts about changes to address some of the concerns we have already heard about balance on the board and clarity of mission for the new board. I'd like to offer these thoughts for discussion and enhancement by all of you.

Torpedo Factory Art Center Concepts for Discussion

1. In response to legitimate concerns about the voting power of ex-officio members on the new board, I propose the following:
 - a. Ex-Officio Members should not have a vote
 - b. We should remove the Arts Commission as ex-officio and create a new designated seat on the board for a member of the Alexandria Arts Commission. This change ensures the board is evenly divided between people with a clear focus on the arts (factory artists, the art league and the arts commission) and community members at large. This five and five structural design ensures a clear focus on the arts. And, if as I suspect, the Council appoints a number of people with arts organization experience for the five at large seats, the board will clearly be aligned with the long-term success of the Factory. This change creates a board with 10 voting members as opposed to the 12 currently proposed.
 - c. If there is concern that an even-numbered person board may be a problem, one option to consider is that the hired CEO of the Torpedo Factory Art Center could be designated a tie-breaking vote on non-personnel issues. This would help to ensure there is a structural process for tie votes to be broken and also that the managing head of the factory has a seat at the table. It is common practice in an organization that the CEO has a vote on the board.

2. In addition, Tanya Davis suggested that we consider requiring Council approval for any change to the Articles of Incorporation. I'd like to hear others' thoughts on this. I think there is merit to this idea.
3. In reading through the draft board by-laws, I'd like to put forward the few wording changes (underlined) to clarify the mission as suggested by Tanya Davis:

Suggested clarification of mission, separated from Council's goals and charge to TFACB (changes are underlined):

ARTICLE II - PURPOSES AND POWERS

A. PURPOSES

This corporation is organized exclusively for educational and charitable purposes, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1954, as follows:

The Torpedo Factory Art Center's mission is to enhance public art appreciation and education by providing the opportunity to visit working art studios and artist cooperatives, and to take classes. Alexandria's City Council charges the TFAC board with the following goals:

1. To carry out the Alexandria City Council's desire for the Torpedo Factory Art Center (TFAC) to continue its integral role in the economic, cultural and educational framework of the City; and
2. To support the TFAC as an internationally recognized art center important to the cultural, educational and economic vitality of the City of Alexandria; and
3. To support the TFAC as an important part of the arts community that attracts thousands of visitors to the City; and
4. To continue the notice and acclaim the TFAC has brought to the City, first as an inventive re-use of a building and later as a proud reflection of a community's commitment to its quality of life; and
5. To support the commitment, dedication and hard work of the many artists who have contributed their time, talent and artistic energy to the development of the facility as a premier art center; and
6. To support the TFAC's goal to provide residents and visitors with opportunity to engage renowned artists, learn of the process for creating fine art, and experience the intersection of art and community; and

7. To support the TFAC as both a gateway for visitors and a threshold for residents; and
8. To continue the TFAC's critical role in supporting the City of Alexandria's economic well being, drawing visitors and residents to our streets and our retail and commercial establishments; and
9. To manage the operations of the TFAC to insure its ongoing success; and
10. To provide the TFAC with a broad range of expertise and community based citizen support.

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10-16-10

Torpedo Factory Art Center

Public Hearing

October 16, 2010

TFAC Success Defined

External Stakeholders

- *Contribute Economically*
- *Attractive to Tourists*
- *Open for Visitors*
- *Active, Lively Place*
- *Diversity of Art/Artists*
- *Opportunity for New Artists*
- *Management Flexibility*
- *Local Relationships*

Internal Stakeholders

- *Sell work – Make a Living*
- *Leading Art Center*
- *Visitors throughout Building*
- *Vibrant Atmosphere*
- *More Cutting Edge Art*
- *New Artists*
- *Stable, Supportive Environ*
- *More Events, Activities*
- *Professionalism, Quality*

TFAC Governance

- “A fundamental change in governance to a mixed board with more community participation is recommended to manage the facility and implement long-term improvements. The City should appoint a new advisory board to report directly to the City...A new Board should include varied experience and management skills to support the operation of a major tourist attraction in this prime location on Alexandria’s Waterfront.” – MAI 2/1/10

TFAC Governance Workgroup*

Rosemary Covey, President – TFAA

Susan Sanders, Vice President – TFAA

Lonnie Rich – ESIMG

Betsy Anderson – Board Chair, Art League

Pat Miller – Chair, Commission for the Arts

Alisa Carrel – Office on the Arts

Tom Gates – City Manager's Office

* Penny Barringer, Treasurer – TFAA, participated in meeting discussions though not a formal member

TFAC Governance Workgroup

Proposed Model

12 Member Council Appointed Board

5 Community Members

3 TFAA Endorsed Members

1 Art League Member

3 Ex – Officio Members

TFAC Governance Workgroup

Board Powers and Duties

Administration and Management of the TFAC

Marketing of the TFAC

Staff oversight and management

Torpedo Factory Art Center

Public Hearing

October 16, 2010

October 16, 2010
Public Hearing Docket #7

Honorable Mayor and Members of Council,

Thank you for receiving my suggestions about mission clarity and the revision process for the Articles. Council appointees should not be able to unilaterally revise Articles since they contain both City goals and art center mission.

I recognize your good intentions, and I'm sure you will choose board members with equally good intentions. But mission clarity is the key to success.

Without a clear mission, people will want to do whatever they do best, which is a recipe for mission creep. A clear mission will be the compass that everyone can line up with, to come together as a team, and to move the art center forward. That mission is art appreciation and education, delivered through open studios, cooperatives and classrooms.

The closest analogy to the art center is a nonprofit hospital. They need doctors like the art center needs artists. It's a good analogy, because they also need accountants. It's the administration's job to make sure *all efforts serve the mission*, rather than the mission serving the efforts. While hospitals may have some unrelated business activities, I have yet to see a hospital with 90% restaurant space and 10% beds. They know their mission.

Like a hospital, the art center has always had divisions of labor.

- Art league provides the classroom component;
- TFAA manages studios;
- The City provided administration for much of our history;
- The Friends were added as an afterthought. They were formed to raise funds for the Torpedo Factory Art Center, but there was no organization by that name. Because of the divisions of labor, they could only raise money for programming and for their own overhead.

The proposed board gathers all the elements of administration under one tent. As an artist and former board member, I welcome this outside help with long term planning, collective marketing, and staff management.

In addition to the community representation on the art center board, these folks will also represent the art center to the community. We have our own role on the waterfront, and with such a mixed board to represent us and participate in the City's long term waterfront planning, I'm sure that role will be better understood and more valued than ever. It is to be hoped that these board members will be very vocal supporters of all that is great about the Torpedo Factory. May they fix the things that are broken and not be tempted to change the things that work well.

Tanya Davis,
Studio 15, Torpedo Factory Art Center

7(b)
10-16-10



COA Contact Us: Torpedo Factory Mission

william.euille, frank.fannon, kerry.donley,
Tanya Davis to: alicia.hughes, delpepper, paulcsmedberg, rose.boyd,
jackie.henderson, elaine.scott, rob.krupicka,
linda.owens, elizabeth.jones

10/04/2010 02:47 PM

Please respond to Tanya Davis

1 attachment



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Time: [Mon Oct 04, 2010 14:47:38] Message ID: [24672]

Issue Type: Mayor, Vice Mayor, and Council Members
First Name: Tanya
Last Name: Davis
Street Address: Torpedo Factory Art Center, Studio 15
105 N. Union St.
City: Alexandria
State: VA
Zip: 22314
Phone: (301)542-2894
Email Address: tanya_davis@comcast.net
Subject: Torpedo Factory Mission
Dear Mayor Euille, Vice Mayor Donley, Councilwomen Hughes and Pepper, and
Councilmen Fannon,
Krupicka and Smedberg,
Please take a brief moment
to clarify the Torpedo Factory Art Center's mission before you alter its
governance. Others can debate the exact governance vehicle and its
balance. My concern is for mission
clarity as a systemic safeguard
against over-commercialization on one hand, or over-emphasis on the
artists' needs on the other.
The Master Lease from the City to TFAA
dated 6/23/1998 contains a statement of what the City

understood and intended the art center to be: "a public art center featuring working studio artists, cooperative galleries and an art school". TFAA had their own mission statement further expressing the value of the art center toward art enrichment and education. Although the City's intent had been expressed, it was buried in a lease document that did triple duty: it was a property lease, a governing document for an existing organization, and a statement on the division

Comments: of labor. You are now on the eve of creating a new method of governance. With it, there will be a different division of labor but not, I hope, a new art center mission.

I suggest that you adopt the following mission/intent for the art center, based directly on the long held intent of both the City and the TFAA:

"The art center's mission is to enhance public art appreciation and education by providing the opportunity to visit working art studios and artist cooperatives, and to take classes. To do so, the art center allies with tenant organizations."

My reasoning is a bit too long for the three minutes allotted to speakers, so I'm sending more detailed comments to you in advance (file attached). Thank you for your time.

Very respectfully,

Tanya Davis
Torpedo Factory, Studio 15
Past President,

TFAA (May 2005-May 2009)

Attachment: 5cb4950c93b467725592d2868770f536.pdf

Dear Mayor Euille, Vice Mayor Donley, Councilwomen Hughes and Pepper, and Councilmen Fannon, Krupicka and Smedberg,

Please take a brief moment to clarify the Torpedo Factory Art Center's mission before you alter its governance. Others can debate the exact governance vehicle and its balance. My concern is for mission clarity as a systemic safeguard against over-commercialization on one hand, or over-emphasis on the artists' needs on the other.

The Master Lease from the City to TFAA dated 6/23/1998 contains a statement of what the City understood and intended the art center to be: "*a public art center featuring working studio artists, cooperative galleries and an art school*". TFAA had their own mission statement further expressing the value of the art center toward art enrichment and education.

Although the City's intent had been expressed, it was buried in a lease document that did triple duty: it was a property lease, a governing document for an existing organization, and a statement on the division of labor. You are now on the eve of creating a new method of governance. With it, there will be a different division of labor but not, I hope, a new art center mission.

I suggest that you adopt the following mission/intent for the art center, based directly on the long held intent of both the City and the TFAA:

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Very respectfully,

Tanya Davis
Torpedo Factory, Studio 15
Past President, TFAA (May 2005-May 2009)

Mission and Balance at the Torpedo Factory Art Center

I was wrapping up the last of four consecutive years as TFAA President when we were asked to make a presentation to the Sustainability Committee. At that meeting, Mr. Nigel Morris suggested that we first clarify our mission and then get help with strategic planning.

Both TFAA and the consultants skipped that first step. A well defined mission is essential to guard against mission creep and to agree on any measurement of success. Since at the end of this process, TFAA and the art center will be related but not synonymous, I'd like to offer my understanding of the art center's mission.

While the art center houses many small entities, it does have a collective mission. Its core purpose is and has always been to enhance art education and appreciation by providing the public an opportunity to visit real working art studios and to take classes. TFAA currently has a twofold charge: overall operations and populating the artist workforce. The Art League, as one of our tenants, carries out the classroom component.

Artists are as necessary to the art center mission as doctors are to hospitals. The TFAA provides reasonable rent rates to the artists, not as a mission in itself, but as a strategy. This strategy allows us to leverage the artists' self-interest, to harness that force and use it to accomplish the organizational mission. As with nonprofit hospitals, balance must be maintained between the people in accounting, the doctors in the O.R., and ultimately the patient's interests. It is not a matter of one taking precedent to the exclusion of another, but a matter of balancing an interrelated system. To recap:

- The art center's mission is to enhance public art appreciation and education by providing the opportunity to visit working art studios and cooperatives, and to take classes. To do so, the art center allies with tenant organizations (TFAA, TAL, etc.).
- The artists' goals are to make and sell art.
- The City's goals are to support the arts in a meaningful way and to attract visitors, thereby improving the economy in the City.

Three missions and a multitude of stakeholders: with so many allied, overlapping, but distinct missions, clarity is all the more important. The art center is in some ways like a public-private partnership, with a nonprofit entity thrown in the mix.

Partnership is the key word. City staff took the lead in operations until 1998. The artists' association had a minor role. In '98, privatization swept through the City: ACVA, AEDP, and the art center. The City stepped back from a partnership role to become an absentee landlord, handing off its operational role to TFAA. The master lease became essentially a contract to operate the art center, but there was no statement of work, no formal feedback mechanism, no joint strategic planning, and no designated spokesman on the City's side to facilitate such communication.

Over the next decade, the TFAA struggled to climb the learning curve. Individual artists had some professional business management experience, but collectively, we had none. We succeeded on many fronts: we stayed true to our mission, we managed our finances successfully, we continued to recruit and retain an artist workforce. We struggled on other fronts: staff management and collective marketing, for example.

The mutual lack of regular feedback between City and TFAA probably contributed to the way this current round of collaborative planning was undertaken and has been perceived. If the only mechanism for feedback is lease renewal negotiations, it's rather like tuning your car with a hammer and chisel.

So here we are. It's agreed by all, I think, that the art center is both a valuable building AND a valued cultural resource; that the artists are not professional managers; and that a revised vehicle of governance with a new division of labor should be adopted. Obviously, that governance vehicle should correct past problems without creating new ones. Tangled communication lines will surely be improved in the next generation of art center management, as a lesson learned. If form follows function and key stakeholders have a mechanism for input, then better communication and cooperative planning will follow.

But most importantly, a clarified mission is the safeguard that commercialization will not overtake the art center on the one hand, nor that the artists' individual needs will trump the art center's collective mission. The nature of this hybrid blend of public and private interests should be recognized, and the necessity of achieving balance should be acknowledged before any new governance vehicle is populated. Mission clarity will prevent assumptions that lead to counterproductive efforts and goals that are in stalemate.

The Master Lease from the City to TFAA dated 6/23/1998 contains a statement of what the City understood and intended the art center to be: "*a public art center featuring working studio artists, cooperative galleries and an art school*". TFAA had their own mission statement further expressing the value of the art center toward art enrichment and education. This statement is present in our Articles of Incorporation and Constitution, and both are attachments to the Master Lease. A unified art center mission already exists, even if its expression is scattered across multiple documents.

The current Master Lease does triple duty: it is a property lease, a governing document for an existing organization, and a statement on the division of labor.

You are now on the eve of creating a new lease, a new method of governance, and a different division of labor but not, I hope, a new art center mission.

I suggest that you adopt the following statement of mission/intent for the art center, based directly on the long held intent of both the City and the TFAA:

"The art center's mission is to enhance public art appreciation and education by providing the opportunity to visit working art studios and artist cooperatives, and to take classes. To do so, the art center allies with tenant organizations."

With the mission clarified beforehand, then I trust that the individuals who are chosen to govern will apply their best efforts and good will to accomplish great things, and that they will remain cognizant of the balance between art, public service, and fiscal management.

Dear Mayor Euille, Vice Mayor Donley, Council Members Smedburg, Pepper, Hughes, Fannon and Krupicka

I am Penelope Barringer, President of the Torpedo Factory Artist Association.
I am here representing the Torpedo Factory Artist Association Board of Directors.

I first would like to emphasize our desire to continue a strong and productive relationship with the city and local community. While we have been meeting with various city committees and staff over the last 18 months about the future of the Torpedo Factory Arts Center facilities management, we've been working hard to make changes to increase the vitality of the art center through special events and activities designed to invite the public to experience a living, working arts space.

Although it is not always easy to welcome change, we are very committed to a future of continuing growth for the art center.

We are aware that outside expertise in marketing, facility management, public relations and arts management will be helpful for the development of increased public awareness and participation in our unique artist workspace. We hope that the community representatives to the new Board will be chosen with this in mind. We look forward to their help in planning our new direction.

While we welcome the city's renewed interest in the welfare of our space and the city's openness to our concerns about the future of the space, we are not in full agreement with the proposed changes presented to you today. We are concerned about the voting representation on the oversight board. The new governance structure outlined in the memorandum presented to the Council on May 11 stated that the Board size would be 9 voting and 3 ex-officio members. Yet, the resolution approved in the June 22 council meeting has 12 voting members including the ex-officio members. This change will have significant impact on the artists' input on governance of the Art Center as only three of the board positions are intended to be for representatives from the Torpedo Factory Artists Association and one position held by a representative from the Art League. Changing the number of votes on the board from 9 to 12 substantially dilutes the voting power of artist representation on the board.

The Art Center is a unique nationally-recognized model of artists' workspace. It provides members of the public an opportunity to engage with living artists and experience the creative process. It provides artists with a unique opportunity to work in a creative collective space with our peers to create an artistic community that is truly greater than the sum of its parts.

Instrumental in the success of the Art Center over its 36 year history is the enormous commitment of volunteer activity by the artist tenants. In addition to the support our artists in residence provide for program planning and studio one-on-one demonstrations, we have also been deeply involved since 1998 in the governance and management of the center, when the City turned this responsibility over to the Artist Association. The artist's involvement in management of the center's space has afforded artists the creation of a governance structure built on member volunteerism and that supports core values of artistic expression and a work environment that is conducive to the creative process and the exchange of ideas. In order for this creative spirit and

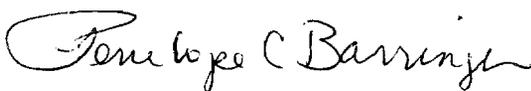
culture of the Arts Center to be maintained, we will need to have continued volunteer support to keep the center's focus as a dynamic destination for the visitor to Alexandria.

While highlighting the value of artists volunteering, it is also imperative to dispel some misconceptions. A continually expressed concern about the art center is a perceived lack of turnover of the artists in the studios. In fact, the Art Center has served as studio space to more than 660 artists since its creation in 1974. In any given year we invite 10-12 new artists to our 140-160 artists in residence at the Torpedo Factory to replace those departing. Every five years we turn over 1/3 of the population of the center. Only 16 original artists are still active members. Our spring jury accepted 15 new artists. Four of the newly juried are not currently available. 7 of the remaining 11 have already joined studios and the other 4 are on subleases. The nucleus of older members helps provide the continuity in programs while helping the new become active members of the artist community. Repeat visitors come to see what is new and also come to visit their favorite artists from previous visits. We have recently added a summer Visiting Artist Program to enable new artists including those from out of the area to join us on a short term basis.

Because of the profound implications to our workspace and our reputation as a national model for integrated artist space in the community, we are very concerned about the complexities we will be facing in this management transition. The Artist Association will need to continue running the center while the new Board hires a CEO, negotiates leases with the city and Artist Association, applies for non profit status and prepares a budget. We need clarification of this process so that the new Board will not be rushed, but the Artist Association will have adequate time and resources to manage it in the interim. We strongly recommend that if the council elects to approve formation of the oversight board, that clear directives be given for establishing an effective transition plan that articulates how and under what timeline the management and authority of the Center's operations should be transferred to Torpedo Factory Art Center Board.

The Torpedo Factory continues to be a model for other art centers nationally and internationally. We receive weekly inquiries about how to start and manage a working artist center. We have also received much acclaim for the city including the new third ranking as mid sized city arts destination in American Style magazine. The artists of the factory have built this reputation and would like to continue by having a primary role in management and in shaping the future.

Respectfully submitted,



Penelope Barringer
President Torpedo Factory Artist Association
Studio 308

7(f)
10-16-10

ALEXANDRIA CITY COUNCIL
PUBLIC HEARING
Item 7

My name is Mary Jane Nugent. I am a member of the Alexandria Archaeological Commission representing the Friends of Alexandria Archaeology on that commission.

I have been a FOAA member since it was founded in 1986.

The AAC has sent you my name as their representative on the proposed Torpedo Factory Art Center Board.

I have been a volunteer in the Archeology laboratory, museum, education outreach to school children, and field work for 24 years. The volunteer work I do and the hours spent by all the volunteers are extremely important to us. It allows us to share our love of the work with the public.

The museum/laboratory has been in the factory for the past 31 years. The museum concept of having the lab as the focal point of the museum was developed specifically to fit the Torpedo factory's unique concept of working artists in studios. Both the Factory and the museum were pioneers in bringing artists and archaeologists - as they worked - into public view and communication. This is real access to the creative process and the scientific process. Both the factory and the museum have educational components with the Art League, our school children's educational classes, and our Institute Program that join us together.

I believe that it is important that we have a voting seat when the proposed TFAC Board is deliberating its recommendations to the City Council about planning the space in the factory, how it is promoted, and what kind of signage will be used.

Right now and for the foreseeable future, the Archaeology museum is in the factory and therefore should be able to vote on such things.

Thank you,

Mary Jane Nugent

7(g)
10-16-10

To: City Council, Alexandria
From: John Belshe, Alexandria
Subject: Public Hearing, 16 Oct. 2010, item 7, Torpedo Factory Art Center

Mayor Euille and members of the City Council. These comments stem from my reading of the Report on the Proposed Articles of Incorporation and the By-Laws for the Torpedo Factory Art Center.

1. Timing

This Report is dated October 7 and was first available with the Docket of the Council for its Oct. 12 meeting. It suggests that the final action should be considered on Oct. 26. This is too short a time for the citizenry of Alexandria to have adequate discussion and debate. A date not earlier than December is suggested.

The meeting of the Old Town Civic Association on June 22, 2010 asked that this action not proceed until after a report on the Waterfront Plan was complete. That is indeed appropriate.

As I suggested at the May 2010 presentation by the Alexandria Committee for the Arts, neither the MAI report or any City committee seems to have made an attempt to encompass a wide swath of Alexandria's art institutions and resources into this debate. For example there has been no mention of the possible synergies between such venues as the Torpedo Factory Art Center, the Nicholas Colosanto Center, and the Durant Community Art Center.

2. Governance and Function

The bylaws seem to lean to an objective for micromanagement of operations rather than the objectives of defining policy and direction. The CEO, using the TFAA, should be allowed to act and manage operations. The Board should set policy, give direction, and review accomplishments, while pointing out short comings and new opportunities.

3. Structure

The structure is too heavy and autocratic. Attempts to use existing bureaucratic elements rather than create new ones should be a focus at least examined and alternatives discussed.

There needs to be explicit attention to Ordinance 2452 and the relationship of Board members to the City of Alexandria. Many members of the TFAA are not residents of Alexandria.

Mayor Euille, members of the City Council, City Manager, and attendees at this public hearing:

I am John Belshe a resident of Alexandria and living at 600 South Royal Street. I wish to make comment about this matter on four points: governance, management, structure, and timing. Because of the time constraints, and as you suggest, I am submitting a written statement which touches on all of these, but limiting these verbal remarks to the last point -- timing.

Mayor Euille, during your tenure you will have received three reports in which the Torpedo Factory building is a significant element:

The first in 2007, from the Alexandria Commission for the Arts, is titled *Art Organization Structure and Community Visioning Plan*, and is known as the Lord report.

The second is the *Study of the Torpedo Factory Art Center Plan* from the Economic Sustainability Implementation Committee, referred to as the MIA report, and distributed in February of this year.

The third will be the *Alexandria Waterfront Small Area Plan* which we expect to see in about 6 weeks time.

All three of these have elements concerning Alexandria's culture, visitation, and education as well as matters directly concerning the TFAC.

They have not been adequately discussed by our citizenry, individually, jointly, or interactively. For example, I do not find any mention of the Lord report in the MIA report, and find this very dismissive of our Commission for the Arts. Concerning the future of the Torpedo Factory, our civic associations need to discuss and even debate some of the suggestions made in all 3 reports as they bear on that institution.

Rather than trying to encourage mutual support, respect, and efficiencies, I find that the proposed action by Council encourages duplication of endeavors and expansion of bureaucracies.

I very much support the request made by the Old Town Civic Association, to City Council, in June of this year to delay action on this resolution until strategies and tactics for other key elements of the waterfront plan are assembled. I do not believe City Council gave any response to that request.

Mayor Euille and City Council, please delay taking action on the proposed Articles of Incorporation and Bylaws of the Torpedo Factory Art Center Board until the Waterfront Small Area Plan has been available for review. Meanwhile encourage review and discussion within and among the civic associations of these 3 reports. There are many opportunities for such discussion to unite rather than divide our institutions and communities. And to have beneficial consequences for the Torpedo Factory Art Center.

Mayor Eule
7(g)

10-16-10

October 10, 2010

To the Editor: (Alexandria Gazette Packet)

Your 30 Sept. article about an artistic versus business vision of the Torpedo Factory Art Center (Counting Beans, page 1) was both interesting and timely. Interesting, because it was followed on Sunday, 3 Oct., by coverage of museums in the style section of the Washington Post. Timely, because the Alexandria City Council will consider changes of the Art Center governness, and possibly of the building itself, at three Council meetings in October.

The meeting of the Agenda Alexandria group, reported in your article, covered many matters detailed in a management consultants report (MAI) prepared for City Council and delivered last February. Much of this focused on financial matters, revenue to the City, and sales by the artists. Among the considered changes within the building, which your article stressed, are the creation of a gallery shop and a restaurant. Strange, when along the seventeen blocks of King Street, from the river to the metro station, there already exist some 140 retail establishments plus some 75 places to eat. Why more of both and why more competition to those existing -- and in space subsidized by the City?

Let us turn to the Post's museum article. Among the 95 listings in an area ranging from Richmond, through DC, to Baltimore, the Torpedo Factory's Target Gallery was one of 6 named in Alexandria. But that failed to mention others attracting visitors to Alexandria such as: Ramsey House, Lyceum, Friendship Firehouse, Freedom Museum, Fort Ward Museum, Del Ray Artisans, Athenaeum, Art League Gallery, and the Alexandria Archeological Museum.

The point from this listing is to emphasize the extent and diversity of artistic, cultural, and educational activities now in Alexandria. And that can be said without even venturing into the realms of music and drama. Combined, these constitute a large flotilla advancing aesthetic matters and providing for individual experiences. The Torpedo Factory Art Center can be viewed as the flagship of this fleet. As I said at the June meeting to discuss the MAI report, there should be an effort, comparable to the current focus on business and revenue, whose aim is to bring that fleet into more unison and provide mutual support for their endeavors.

While that expansive support effort gesticulates and grows, the effort to codify a Torpedo Factory Governing Board should be abandoned or put on hold. The Alexandria community associations, as well as City Council and City Hall, as well as the business community, need to contemplate such support needs and opportunities. The City: Council, Manager, and Assistant Manager need to reconsider the paradigms that are moving them and replace commerce, income, and bean counting with art, culture, education, and a good life for Alexandria residents as well as visitors.

Since the Torpedo Factory Art Center was formed 30 years ago, during the Nations' bicentennial celebrations, Alexandria has risen to a prominence which can be exemplified by its position as third of the top 25 art destinations designated by the American Style magazine. Did not the Torpedo Factory Art Center making a prominent contribution to that? The MAI report (at page 9) attributes some \$15 million spent in the City in 2009 to that spent by visitors of the Torpedo Factory Art Center. For the moment, leave it alone.

John Belshé
Alexandria



ome

Factory Art Center is one of the largest successful art centers in the United States with 100 visitors each year. It is located on the beautiful Old Town Alexandria, Virginia just north of Arlington, D.C. A renovated former torpedo factory built after World War I, it now consists of studios, six galleries, two workshops, an art museum, and an archaeology museum.

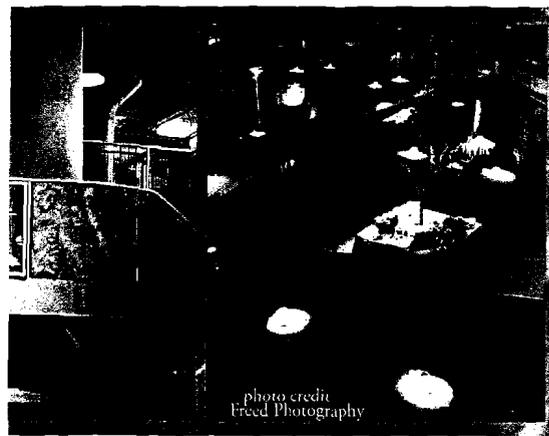


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Community Events

Events and receptions throughout the year. Celebrate the festivities of Second Thursday on the second Thursday of every month.

Host an event at the Torpedo Factory in the evening for a modern event of your own. Choose this creative space for a party, wedding, corporate event, or other celebration. Host up to 50 to 850 guests. For more information, visit torpedofactory.org or call 703-838-4565 x2.

Get Involved

Visit our website to learn how to become a Torpedo Factory member. You may also join the Friends of the Torpedo Factory Art Center, a separate nonprofit organization.

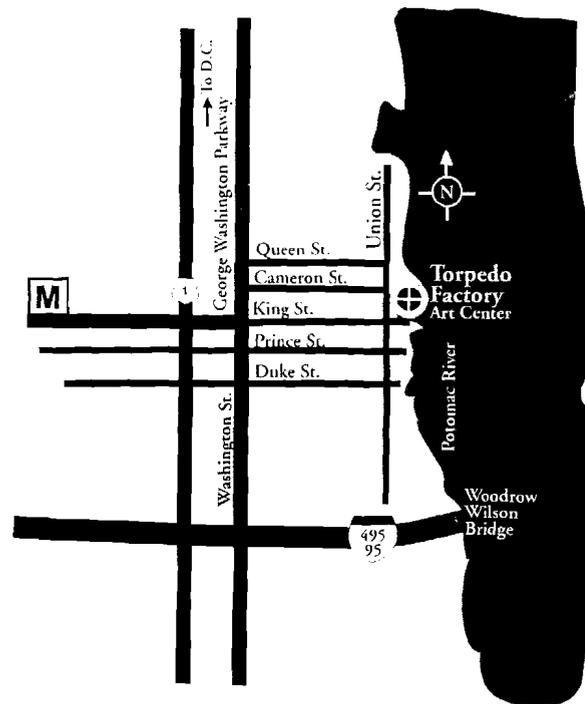
Directions

METRO: Blue or Yellow line to King Street station. Take free King Street Trolley, taxi, or 30 minute walk to end of King St. heading east to waterfront. Turn left on Union St. - 1/2 block to Art Center on right.

DRIVE: From Maryland or Virginia, take Beltway/I-95 to Exit 1 North (Route 1). Go 6 blocks north on Route 1. Turn right on King St. toward river. Turn left on N. Union St. - 1/2 block to Art Center on right.

From D.C., cross river to G.W. Parkway, south to Alexandria. Turn left on Queen St. toward river. Turn right on N. Union St. - 1 1/2 blocks to Art Center on left.

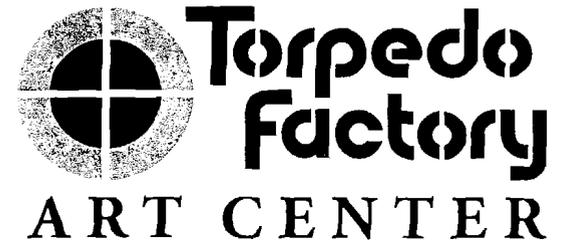
Park on street or in any of 5 garages within 2 blocks.



Open Daily 10am - 6pm; Open until 9pm every Thursday



Studio and Gallery Hours Vary
105 N. Union St.
Alexandria, VA 22314
703-838-4565



Creation to Collection

On the Waterfront in Historic Old Town Alexandria



Open Daily
FREE

82 Artist Studios • 6 Galleries
The Art League School • Archaeology Museum

Experience the Arts

The Torpedo Factory Art Center is bursting with activity and original art. Journey through the process as you explore the works of this world-famous facility. From creation to display, the Torpedo Factory will bring you an unforgettable experience.



Enroll in an Art Class

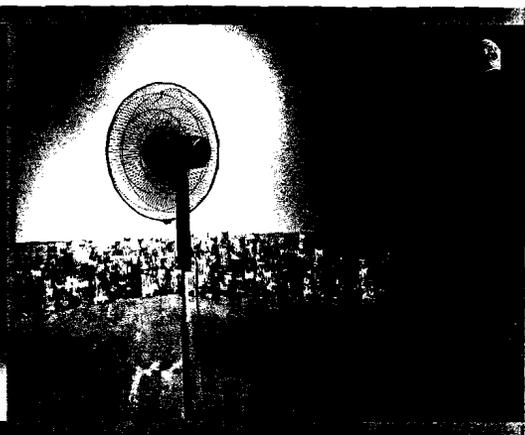
Hone your own creative talent at The Art League School. Select from a full schedule of art classes, workshops, and children's programs.

Visit www.theartleague.org or call 703-683-2323 for more information.



Touch a Torpedo

Learn about the fascinating military history of the Torpedo Factory, which was built in 1918. Torpedoes were manufactured here following World War I and throughout World War II. The green MK-14 torpedo displayed in the main hall was made here in 1945. Its log book, in the exhibit case, tells its history and lists the submarines on which it traveled.



Artists in Action

Join us for artist studios to meet artists and watch them work. Artists are working in all types of media including sculpture, painting, jewelry, stained glass, fiber art, ceramics, enameling, photography, and more. You may ask questions or purchase an original.



Browse 6 Art Galleries

Engage your creative curiosity as you explore six galleries. Target Gallery, the Torpedo Factory Art Center's national exhibition space, seeks to challenge the viewers' perspective by examining new ideas in contemporary art by artists from across the country and around the world. Five cooperative galleries display original art from hundreds of local artists.

Target Gallery (National and international exhibition space)
The Art League Gallery
Enamelists Gallery
Multiple Exposures Gallery (Photography)
Potomac Craftsmen Fiber Gallery



Discover the Archaeology Museum

Experience Alexandria's 10,000 year old history through artifacts, exhibits, and hands-on activities at the Alexandria Archaeology Museum. Interact with City archaeologists and volunteers in the public laboratory. View the latest finds from our current excavations.

For more information, visit www.AlexandriaArchaeology.org or call 703-838-4399.



ON THE WATERFRONT

VISITOR'S GUIDE AND DIRECTORY

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www.torpedofactory.org

Torpedo Factory ART CENTER

The Torpedo Factory Artists welcome you to their workplace.

More than 160 artists work here in 83 studios and the work of an additional 1400 artists is exhibited in our 5 galleries and The Target Gallery which hosts national and international exhibitions. During your visit to the Torpedo Factory Art Center, you'll meet the artists and see them at work in their studios. The entire building is alive with the excitement of creativity - sculpture, painting, stained glass, weaving, printmaking, ceramics, enameling, photography and more - all in the process of being produced. The Torpedo Factory studios are the perfect destination for art appreciation and education in the visual arts. We invite you to join us, observe our creative processes and ask questions about each of our art forms. The Torpedo Factory is one of the nation's largest and most successful visual arts center, visited by more than 800,000 art lovers each year.

The Art Center also houses one of the areas most respected visual arts programs, The Art League School, a year-round art school.

Explore 5,000 years of history at The City's Alexandria Archaeology Museum and Research Laboratory, located on the third floor. This is a working archaeology museum, sporting artifacts found in what is now known as the City of Alexandria.

Open Tuesday-Friday, 10am-3pm, Saturday 10am-5pm and Sunday 1pm-5pm. Call 703.838.4399 for information and lecture schedule.

Our working hours are as diverse as our artwork. If a studio is closed the artist may be preparing for a show, painting on location, teaching or researching new projects. Please check at the Information Desk, on the first floor, for artists' phone numbers.

We hope you enjoy your visit...getting to know us and our Art Center and we look forward to seeing you again soon! We are located on the banks of the Potomac River in the heart of Old Town Alexandria's Historic District. Come and spend the day visiting the other historic homes and sites nearby.

(Closed: Easter, July 4th, Thanksgiving, Christmas and New Years)

ADMINISTRATION**ART CENTER**

DIRECTORS OFFICE: 10
 703-549-9550 x3 fx-703-838-3603
 Taylor C. Wells, Director

ART CENTER

EVENTS OFFICE: 211
 703-838-4199 x2 fx-703-838-0088
 email: tfevents@erols.com
 Jane Manstof Rental Co-ordinator

ART CENTER

INFORMATION DESK:
 703-838-4565 x1 First Floor
 Richard Johnson

ART CENTER TOURS

703-838-4199 x6 fx-703-838-0088
 email: tftours@starpower.net
 Honor Vandever Outreach Coordinator

TORPEDO FACTORY

ARTISTS' ASSOCIATION: 315
 703-549-5543 x5 fx-703-838-0088
 email: tfaa@erols.com
 Dawn Campbell

TFAA WEBSITE:

www.torpedofactory.org

ALEXANDRIA

ARCHAEOLOGY: 327
 703-838-4399
 Pamela J. Cressey, City Archaeologist

ART LEAGUE SCHOOL: 218
 703-683-2323

www.theartleague.org
 Classes in Fine Arts and Crafts
 and Workshops

FRIENDS OF THE TORPEDO

FACTORY ART CENTER: 400
 703-683-0693 fx-703683-0698
 Judith T. Wilsey, Executive Director
 Educational and School Programs

GALLERIES:

Changing exhibits monthly; call for
 schedules.

The Art League Gallery	21
703-683-1780	
Enamelists Gallery	28
703-836-1561	
Factory Photoworks	312
703-683-2205	
Potomac Craftsmen Gallery	18
703-548-0935	
Scope Gallery	19
703-548-6288	
Target Gallery	2
703-838-4565	

CERAMICS:

Mary Ann Charette	12
Susan Finsen	25
June Kapos	12
Marilyn Minter	12
Joan Kasprzak	225

Fire One:

	22
Susan Greenleaf	
Maija Hay	
David Norton	
Elke Seefeldt	
Ileen Shefferman	

Going to Pot:

	23
Liz Emmett	
Lori Ehrlich Katz	
Judy Kogod	
Phyllis Roderer	
John Theis	

Hollin Hill's Potters:

	26
Chase Bruns	
Susan Cohen	
Soiveig Cox	
Jennifer Hatfield	
Kycko Hull	
Dale Marhanka	
Mim Keo	

Studio 24:

	24
Lois Benson	
Nancy Bishop	
Joyce Inderbitzin	
Carolyn Romano	
Fran Symes	

Waterfront Potters:

	13
Dennis Davis	
Marcia Jestaedt	
Isabel Lee	
Andra Patterson	

Scope Gallery:

	19
Ceramic Guild and Kiln Club (alternate months)	

COLLAGE/PAPERMAKING:

Anne Barbieri	322
Felicia Belair-Rigdon	227
Mirella Belshé	32
Gwen Graine	307
Rae Heimpel	302
Christine Parson	304
Nancy Salome Sanford	9

DRAWING

Pat Barron	343
Cathy Callery	303
Matthew Johnston	310
Rita Ludden	308
Bethea Owen	303

ENAMELING:

Cynthia Corio-Poli
 Dee Monk
 Marian Van Landingham
 Enamelists Gallery

GLASS ART

Cindy Brandt
lea Topping

ENGRAVED CRYSTAL

Gerda Atzl

STAINED GLASS:

George Churchill
 Harriet Schultz

FIBERS:

Gloria Barbre
 Cindy Brandt
 Lois Brant
 Ann Citron
 Ann Di Placido
 Cindy Lowther

Fiberworks:

Helen Banes
 Gloria Barbre
 Ruth Gowell
 Virginia Irby-Maxwell
 Kathleen Williams

Potomac Craftsmen Gallery

JEWELRY:

Designs Unlimited:
 Russ Shew
 Helen Shew

Enamelists Gallery

Dawn Benedetto

Fiberworks

Cynthia Corio-Poli
 Kim Jones
 Tony Man
 Eric Margry

Richard Martin
 Susan Sanders
 Gladys Sharnoff
 Ileen Shefferman
 Marcos Texerios
 Angela Venier
 Zsuzsi Wolf

Metalum:

Michael Brehl
 Barbro Gendell
 Gretchen Raber

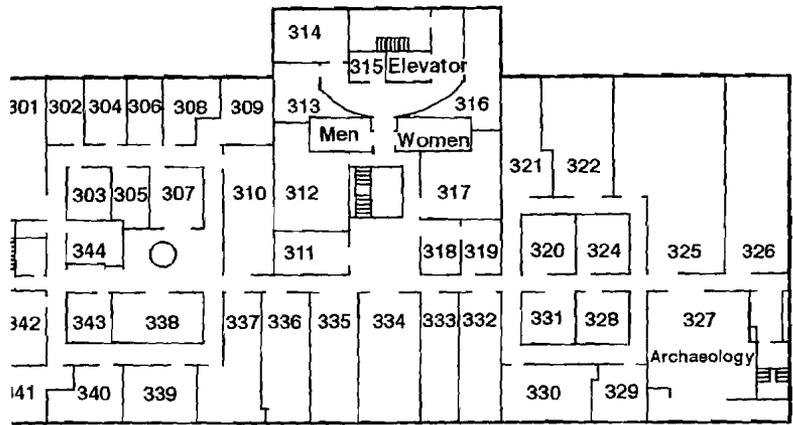
Many artists are members of galleries only. We suggest you try the galleries if you do not see a person listed individually. We

		PAINTING/DRAWING:			
	209	Marge Alderson	7	Dot Woodall	7
	33	B. J. Anderson	6	PHOTOGRAPHY:	
gham	321	Betsy Anderson	223	Ann McDowell	17
	28	Carol Baliles	331	Maggie Kraus	25
		Ann Barbieri	322	Fran Livaditis	328
		Felicia Belair-Rigdon	227	Peggy Meckling	328
	330	Carol Bruce	313	Craig Sterling	9
	29	Peg Bruhn	3	Jean Thompson	16
		Anne Buchal	301	Neal Woodall	7
CRYSTAL:		Ruth Buhman	324	Factory Photoworks	312
	214	Cecelia Burnett	335	PRINTMAKING:	
		Cathy Caillery	303	B. J. Anderson	6
SS:		David Cochran	317	Betsy Anderson	223
	316	Jill Cohen	308	Penny Barringer	343
	208	Tanya Davis	15	Pat Barron	343
		James Dean	306	Rosemary Covey	224
	210	Laura Edwards	16	Joyce Debaggio	226
	330	Jackie Ehle	318	Susan Finsen	25
	3	Lilienne Emrich	339	Marcel	334
	329	Laurie Fields	334	Nancy Reinke	5
	320	Jeanne Garant	344	Discover Graphics Atelier:	202
	330	Geri Gordon	341	Penelope Barringer	
		Gwendolyn Graine	307	Allan Kaneshiro	
	14	Betty Grisham	17	(classes in printmaking)	
		Jackie Hamilton	333	Studio 225:	225
		Matthew Harwood	305	Vivienne de Kosinsky	
		Rae Heimpel	302	Constance Grace	
axwell		Everett Hill	332	Laura Huff	
ams		Joan Holoviak	342	Joan Kasprzak	
Gallery	18	Margaret Huddy	203	Betty Ochs	
		Matthew Johnston	310	Maxine Ross	
		Murney Keleher	8	Luray Schaffner	
	207	Gloria Logan	322	Anna Shakeeva	
		Carol Lopatin	301	Printmakers Inc.:	325
		Rita Ludden	308	Phyllis Cohen	
		Mary Lynch	302	Isabel Field	
	28	Sue Lynch	338	Zeki Findikoglu	
	205	Susan Makara	339	Karen Hubacher	
		Marcel	334	Betty Kubalak	
	14	Richard Martin	31	Barbara Romney	
	209	Ann McDowell	17	Cora J. Rupp	
	205	Aivena McCormick	337	Carolyn Wittschonke	
	212	Jamaliah Morais	331	SCULPTURE:	
	229	Alice Mostoff	15	Mirella Belshé	32
	31	Bethea Owen	303	Susan Cohen	24
	206	Lane Palmisano	319	Jackie Ehle	318
	205	Christine Parson	304	Jolande Goldberg	326
	22	Niki Pickett	338	Carol Levin	30
	204	Beverly Ryan	333	Cindy Lowther	330
	5	Denice Salter	222	Mary H. Lynch	302
	229	Luray Schaffner	225	Richard Martin	31
		Frances Seeger	342	Joan Menard	223
	201	Connie Slack	326	Pat Monk	33
		Marsha Staiger	322	Larry Morris	4
		Mary Ann Stevens	314	Robert Rosselle	311
		Diane Tesler	341	Betty Rice Seim	27
		Marian Van Landingham	321	John Schaffner	326
		Henry Yue Kee Wo	340	Lea Topping	29

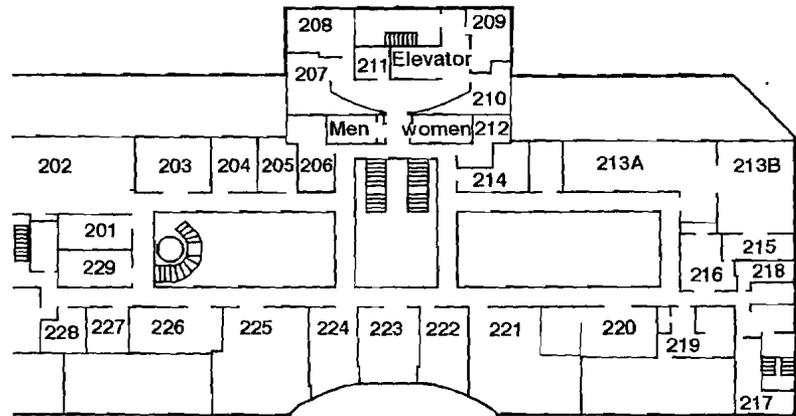
ily. We also have a number of artists who "sublet" from resident artists from time to time. There is a list at the desk.

CAMERON STREET

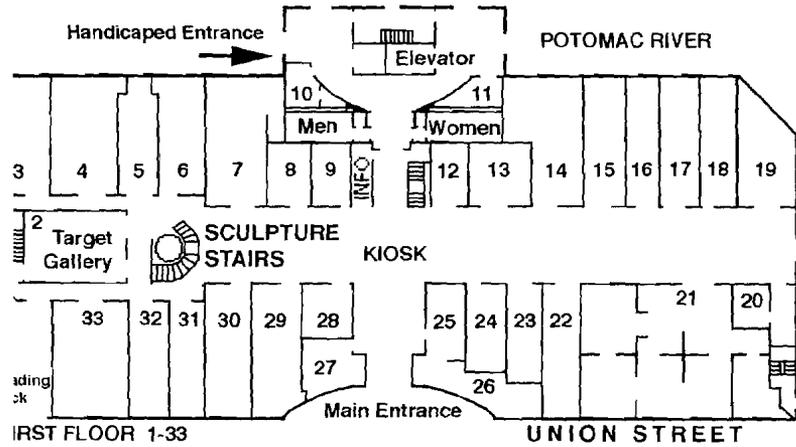
Lo
Do
Fl



HIRD FLOOR 301-344



SECOND FLOOR 201-229



FIRST FLOOR 1-33

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DIRECTIONS:

105 NORTH UNION STREET ALEXANDRIA, VA 22314

From Maryland or Virginia, take Beltway (I-95) to Exit 1 North (Route 1), - go 6 blocks, turn right on King Street to the river, and turn left on Union Street 1/2 block to the Art Center on the right.

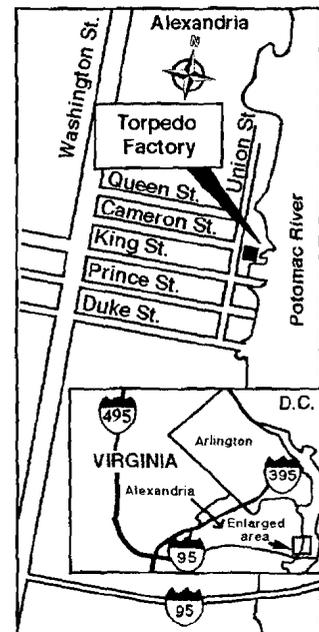
From D.C. cross the river to George Washington Parkway, south past National Airport to Alexandria, turn left on Queen Street to the river, turn right on Union Street - 1 & 1/2 blocks to Center on left. Or take Metro's Yellow Line to the King Street station, then the Alexandria DASH Bus to King and Fairfax Street, and walk 2 blocks east on King to Union Street. Parking garage directly across the street.

Tel: 703-838-4565

Fax: 703-838-0088

email: tfaa@erols.com

web: torpedofactory.org





THE TORPEDO FACTORY: A BRIEF HISTORY

Discover why we are called the Torpedo Factory

Today the Torpedo Factory is a thriving and busy Art Center where over 160 professional artists work, exhibit and sell their art. The Torpedo Factory Art Center is so called because our building was originally built in 1918 as a waterfront factory for the manufacture of torpedo shell casings and other weapons. The factory operated through World War II. The green torpedo in the main hall, one of 9920 MK-14s made here, stands as a tribute to the building's history and the Art Center's namesake. After World War II the Federal Government used the complex as a storage place for objects as diverse as archives from the Nuremburg War Crimes Trials and dinosaur bones from the Smithsonian.

In 1969 the City of Alexandria bought the complex of buildings and it remained unoccupied until 1974 when Marian Van Landingham, founder and first director of the Torpedo Factory Art Center, proposed the use of the two smallest buildings as an art center. In 1974 City Council authorized a minimal renovation fund and in May the job began. The building was renovated by teams of artist volunteers and city personnel who removed the debris of 55 years. On September 15, 1974, the Torpedo Factory Art Center opened to the public.

In 1978 the City again requested proposals for development of the entire waterfront complex, with the Art Center to be part of the plan. Keyes, Condon and Florance, Washington architects, and Girard Engineering designed the Torpedo Factory Art Center renovation which began in May 1982; a grand reopening celebration was held on May 20, 1983.

Artists must pass a jury review of their work before they can apply for studio space at the Torpedo Factory. Work displayed in the studios has all been created here. In return for reasonable rents, the artists give freely of their time to all visitors. The Art League offers classes and the Friends of the Torpedo Factory Art Center provide outreach programs to stimulate community art awareness.

Today, the Torpedo Factory is a thriving example of how the arts can revitalize a community. The renowned Torpedo Factory Art Center serves as a prototype for communities throughout the world who wish to establish their own visual arts facility.

7
10-16-10



COA Contact Us: Proposed Torpedo Factory Art Center Board

william.euille, frank.fannon, kerry.donley,
John Sprinkle to: alicia.hughes, delpepper, paulcsmedberg, rose.boyd,
jackie.henderson, elaine.scott, rob.krupicka,
linda.owens, elizabeth.jones

10/14/2010 08:12 PM

Please respond to John Sprinkle



Time: [Thu Oct 14, 2010 20:12:13] Message ID: [24960]

Issue Type: Mayor, Vice Mayor, and Council Members
First Name: John
Last Name: Sprinkle
Street Address: 603 Johnston Place
City: Alexandria
State: Virginia
Zip: 22301
Phone: 7035196112
Email Address: John.Sprinkle@verizon.net
Subject: Proposed Torpedo Factory Art Center Board
Members of the City Council:

I will be camping with the Cub Scouts of
Pack 135 (sponsored by the wonderful Maury Elementary PTA) on Saturday so
I will not be able to present the following recommendations for the
proposed Torpedo Factory Art Center Board in person.

Regards,
JHS

~~~~~

October 14, 2010  
Mr. James K. Hartmann  
City Manager  
City of  
Alexandria  
City Hall, 301 King Street  
Alexandria, Virginia  
22314

Dear Mr. Hartmann:

As you are aware, City Council specifically chartered Historic Alexandria Resources Commission (HARC) to ensure the long-term stewardship of the Torpedo Factory Art Center. Members of HARC have expressed concern regarding recent proposals to alter the operation and oversight of the Torpedo Factory Art Center. As City Council begins to consider the proposal outlined in your June 15, 2010, memorandum, it seems prudent to use this opportunity to offer suggestions for the improvement of the proposed Board.

The "Whereas" clauses should include the

following:

1. Whereas, the Torpedo Factory Art Center is a historic building that significantly contributes to Alexandria's Old and Historic District and is an extremely rare survivor of the city's industrial waterfront history;
2. Whereas, the City of Alexandria has responsibility for the long-term stewardship of the Torpedo Factory Art Center as a non-renewable historic resource; and,
3. Whereas, the Torpedo Factory Art Center is home to the internationally acclaimed

**Comments:** Alexandria Archaeology Museum, a City-sponsored program under the auspices of the Office of Historic Alexandria.

The Administrative clauses of the

proposed resolution should incorporate the following:

1. The Torpedo Factory Art Center Board shall identify a voting member to serve as representative to the Historic Alexandria Resources Commission. This member will serve in addition to a representative of the Torpedo Factory Artists Association.
2. The Torpedo Factory Art Center Board shall provide an annual report on its stewardship activities at the Torpedo Factory building to HARC at the end of each fiscal year.
3. The Torpedo Factory Art Center Board will ensure full consideration of the building's status as a non-renewable historic resource in its operation of the

facility.

4. Membership in the Torpedo Factory Art Center Board will

include one individual who has experience in the operation of a public museum or historic property.

HARC applauds the decision to include representation of the Alexandria Archaeology Commission on the proposed Board. We strongly recommend that, as a citizen group representing a prominent tenant of the Torpedo Factory Art Center, this representative must be given full status as a voting member of the Board.

As one of the many community stakeholders concerned with the operation of the Torpedo Factory Art Center, HARC would like to invite a representative of your office to a future HARC meeting to brief our membership on your proposal to our elected officials.

Sincerely,

John H. Sprinkle, Chair  
Historic

Alexandria Resources Commission

7  
10-16-10



**COA Contact Us: Governance of the Torpedo Factory Art Center**

**Mary Alyce Delaplane** to: william.euille, frank.fannon, kerry.donley,  
alicia.hughes, delpepper, paulcsmedberg,  
rose.boyd, jackie.henderson, elaine.scott,  
rob.krupicka, linda.owens, elizabeth.jones

10/14/2010 04:22 PM

Please respond to Mary Alyce Delaplane

---

**Time: [Thu Oct 14, 2010 16:22:03] Message ID: [24953]**

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** Mary Alyce  
**Last Name:** Delaplane  
**Street Address:** 124 North Patrick Street  
**City:** Alexandria  
**State:** Virginia  
**Zip:** 22314  
**Phone:** (703) 549-1019  
**Email Address:** maryalyce.delaplane@gmail.com  
**Subject:** Governance of the Torpedo Factory Art Center  
I write to urge you to support Councilman Krupicka's amendment regarding the composition of the proposed decision-making body which will direct the Torpedo Factory in the future. I care a great deal about the viability and mission of our local arts organizations. In the case of the Art Center, I  
**Comments:** cared enough that I worked there as an admistrator for fourteen and a half years. I hope you will agree to the terms of the Krupicka amendment.

Mary Alyce Delaplane

7  
10-16-10



**COA Contact Us: Torpedo Factory**

william.euille, frank.fannon,  
kerry.donley, alicia.hughes, delpepper,  
paulcsmedberg, rose.boyd,  
jackie.henderson, elaine.scott,  
rob.krupicka, linda.owens,  
elizabeth.jones

Townsend Van Van Fleet to:

10/08/2010 04:12 PM

Please respond to Townsend "Van" Van Fleet

**Time: [Fri Oct 08, 2010 16:12:20] Message ID: [24821]**

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** Townsend "Van"  
**Last Name:** Van Fleet  
**Street Address:** 26 Wolfe St  
**City:** Alexandria  
**State:** VA  
**Zip:** 22314  
**Phone:** 703-548-7906  
**Email Address:** vmgthehill@aol.com  
**Subject:** Torpedo Factory

Dear Mayor and Members of the City Council:

When you discuss the Torpedo

Factory's docket item on the 12 October I would encourage you to vote to  
conduct a PUBLIC HEARING on the 16th of October.

Heretofore this item

has been railroaded through the process, and the public had not had a fair  
chance to present their opinion(s) regarding the fate of this pristine

**Comments:**

facility. I don't think anyone questions the fact that changes need to be  
made to the administration of the Torpedo Factory. However, who is selected  
to make those recommended changes and decisions should not be regarded  
lightly. The citizens of Alexandria deserve to be  
heard.

Respectfully,

"Van" Van Fleet

7  
10-16-10



**COA Contact Us: Torpedo Factory Future**

**Solveig Cox** to: william.euille, frank.fannon, kerry.donley,  
alicia.hughes, delpepper, paulcsmedberg, rose.boyd,  
jackie.henderson, elaine.scott, rob.krupicka,  
linda.owens, elizabeth.jones

10/06/2010 05:07 PM

**Please respond to Solveig Cox**

**Time: [Wed Oct 06, 2010 17:07:16] Message ID: [24748]**

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** Solveig  
**Last Name:** Cox  
**Street Address:** 7419 Hopa Ct  
**City:** Alexandria  
**State:** VA  
**Zip:** 22306  
**Phone:** 703 765 2132  
**Email Address:** catpottery@mac.com  
**Subject:** Torpedo Factory Future

Dear whomever,

I have been a member of the Torpedo Factory Art Center

since 1972 when Marion Van Landingham invited me to bring some other

potters to this wonderful new idea at the end of King Street. We got a

lively group together, dug out the pigeon guano, built walls and displays

with the help of our husbands, children, and anyone else we could gather.

We worked hard for the possibility of an artistic community that could be

shared with the local community and the visiting public.

Our efforts

turned out so well; we had a good working space and many visitors into the

depressed Old Town area. In fact, it got so good looking, and triggered

so much new activity in the area that there was talk about tearing it

down and building some kind of business there.

We artists suffered that

idea for a while but with the help of like-minded people in the community,

and a tax  
loophole, we saved the building and our thriving project. We

worked together to better our work, improve  
displays and offerings for

classes and shows so that we could demonstrate that just by being artists

we  
could lift and expand the economy for the whole area.

**Comments:**

From my

secure base in the Torpedo Factory, I started selling my work to shops and

galleries nationwide;  
I and many others did quite well and the idea of a

thriving Art Center spread to other communities across  
the

country.

For more than a generation our success and example have

expanded. I can tell stories about children who  
came and watched me work

at the Factory and grew into adults bringing their children to watch me and

others make art by hand. Alexandria is a city that has many long

traditions that are valuable historically  
and to the generations of

families that live and grow up here.

Not only would the city lose much

by changing the atmosphere and the use of the building, but  
generations

of children would miss the chance to see artists at work in community as a

thriving part of  
urban life. Alexandria's Torpedo Factory Art Center is a

flagship of its kind, a leader in the national art  
community, and an

invaluable center in the cultural life of the whole Washington

area.

Sincerely,

Solveig Cox

7  
10-16-10



**COA Contact Us: Torpedo Factory**

william.euille, frank.fannon, kerry.donley,  
Monica Favela to: alicia.hughes, delpepper, paulcsmedberg, rose.boyd,  
jackie.henderson, elaine.scott, rob.krupicka,  
linda.owens, elizabeth.jones

10/14/2010 01:06 PM

Please respond to Monica Favela



Time: [Thu Oct 14, 2010 13:06:11] Message ID: [24942]

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** Monica  
**Last Name:** Favela  
**Street Address:** 1607 Belle Haven Rd.  
**City:** Alexandria  
**State:** VA  
**Zip:** 22307  
**Phone:** 5712431798  
**Email Address:** mfavela8@yahoo.com

**Subject:** Torpedo Factory  
Dear Mayor, Vice Mayor, and Council Members,  
  
I am writing to let you  
  
know that a strong arts community is important to my family and I. Please  
  
support the changes  
recommended by Councilwoman Del Pepper and Councilman  
  
Rob Krupicka to the the articles of incorporation and bylaws for  
**Comments:** the new  
  
governing board of the Torpedo Factory Art Center.  
  
Thank you,  
  
Monica  
  
A. Favela

7  
10-16-10



**COA Contact Us: Torpedo Factory Art Center**

william.euille, frank.fannon, kerry.donley,  
alicia.hughes, delpepper, paulcsmedberg,  
rose.boyd, jackie.henderson, elaine.scott,  
rob.krupicka, linda.owens, elizabeth.jones

**Caroline E Heald** to:

10/18/2010 06:31 PM

**Please respond to Caroline E Heald**



**Time: [Mon Oct 18, 2010 18:31:19] Message ID: [25060]**

**Issue Type:** Mayor, Vice Mayor, and Council Members

**First Name:** Caroline E

**Last Name:** Heald

**Street Address:** 221 Wolfe Street  
and  
Studio 321 Torpedo Factory Art Center  
105 North

Union Street

**City:** Alexandria

**State:** VA

**Zip:** 22314

**Phone:** 7039751508

**Email Address:** cemmetheald@comcast.net

**Subject:** Torpedo Factory Art Center

As a 33-year resident of Old Town and a Torpedo Factory studio-holder for six of those years, I have been watching your deliberations over the proposed Torpedo Factory oversight board with great interest. My foremost concern is that if there must be an oversight board, it should contain as high a proportion of artists as possible. Beyond that, I wish to make a few points:

1) In recent studies by our own marketing staff, we learned that the majority of our customers are not tourists. They live in Alexandria and surrounding northern Virginia communities. This is easy to understand: an original piece of art generally represents a sizable investment, and only the richest tourists can afford to buy most art on an impulse. Accordingly, as you market Alexandria to tourists, please don't overlook our most loyal customers and supporters. Just like tourists,

these people pay to park, shop, eat, and drink in conjunction with their visits to the Torpedo Factory. The biggest differences are that they don't stay in hotels, and that they do buy our art! Alexandria's future marketing campaign might echo the new slogan emblazoned throughout downtown Culpeper, VA: "Be a Culpeper Local," which encourages local residents to patronize local businesses.

2) If you want to help us bring more serious art collectors to the art center – those who do have money to spend both inside and outside our building – don't fall prey to the theory that we simply need more warm bodies walking through our doors. The best situation for us and for other local businesses would be an increase in the proportion of "big spenders" among our visitors. Serious art collectors would avoid an art center that seems like a "tourist trap" – filled with cheap reproductions and low-brow art.

3) If the first floor of the

**Comments:**

Torpedo Factory were devoted to a restaurant or coffee shop and a mega-art gallery, as recommended in the recent report by the MAI consulting firm, many visitors might miss the original point of our art center: we are working artists in open studios. As it is, many visitors never explore beyond the first floor, due to time constraints, sensory overload, etc. Some of you advised the consultants that you would like our building to be open to the public until 9 pm every night. If that happens in the way the consultants envision, we would lose our primary source of income as an art center – our building rentals for wedding receptions, bar mitzvahs, etc. Our annual budget relies on that income to cover our expenses, so that we can continue to be financially self-supporting. Apart from our studio rents, which are well below market rates, we are NOT subsidized by the city of Alexandria. The evening classes offered by The Art League would also be impossible if the building were open until 9 pm seven days a week.

4)

Finally, I would like to believe that none of you has fallen prey to the

canard that the Torpedo Factory artists are "just a bunch of subsidized old ladies." Aside from the obvious questions – what's wrong with old and what's wrong with ladies? – the fact is that many excellent younger artists can not afford to spend the bulk of the work week entertaining and educating the public for free while simultaneously trying to earn a living. While it is true that the rent we pay is low, our incomes from our art tend to be low as well – or at least highly vulnerable to swings in the economy. An artist with retirement income from an earlier career or a spouse in a more lucrative profession can more easily devote his or her life to art than can most of the young and single.

Thank you for your consideration and your willingness to listen to a wide range of viewpoints.

**Public Hearing—Torpedo Factory Art Center**

CMDupré

The Washington DC community loses Olssens, Politics & Prose; Alexandria loses or replaces businesses at a hasty rate, or is left with empty spaces. Most of these changes occur over a morass, an area of confusion. When decisions are made to make or break, they come about over a quagmire of differences most of which are ill-founded or at least distilled and not very effective. They abound in repetitive moves that seem to serve as 'economic potential.' That potential is geared primarily to a tourist trade which does not exclude the Torpedo Factory Art Center.

Councils, commissions, boards, civic leaders, business owners, work separately or together to improve Alexandria walk-through traffic. Sometimes successfully, but also often defeating the purpose of quality.

The Torpedo Factory Art Center is in contention among various groups—about to lose much of its artistic integrity. The Art Center should hold a separate place in your minds, as an exemplary place of creativity and production. It should not be viewed as a series of 'shops,' a common label that perpetuates in the minds of visitors and lowers expectations for everyone, including the artist lease holders.

The defensive position of the TFAC has exacerbated the inherent divisions, culminating in losses, between these innate or forced separations:

- fine arts
- fine crafts
- the lowest common denominator.

The last item represents fast sales, commodity functions, tourism. In the present this 3<sup>rd</sup> item has grown proportionately to T.F.'s anxieties concerning City directives (known or supposed), dominating thought and increasing arguments (factions) within the T.F.

Some artists need to make a living. Some are decreasing value to maintain sales. Some are not plagued by anything other than a breach of 'continuity' which constitutes a 'comfort zone.'

Seen from the 'outside,' these problems begin to look intractable to the City—mostly because they've grown beyond the usual approaches of assorted leadership, guidelines for change, fairness of dispute or growth from disagreement, professionalism and advancement—that the City would like to bring into its own purview. Here is the problem, known in today's parlance as 'infinite anomaly.' Because City management, as it is, will simply provide a problematic overlay superimposed over what already exists.

Since I have been on the dividing line, sitting on the fence, in favor of City help along with Factory reformation, both, I still have reservations for either/both.

Unless there are people who can speak for both sides, as interlocutors or educative vessels, versed in governing structures, legislative refurbishment, fiscal strengths—as well as historic and contemporary art knowledge—willing to examine at length the viabilities of an Art Center, then the fine arts portion will be lost in the fray. The educative ingredients are necessary for survival: for the City's awareness and for the Factory's own diminishing intelligence, its own means to success.

Putting the T.F. in competition with Old Town business, or else in the same category, is not the way to view viability for an Art Center.

*Status quo* in the T.F. is grounded—and preserved—in the basics of conservative community, Old Town, that can actually diminish **vision**, and is at the crux of a committed role for art. A committed role could place Alexandria and the T.F. successfully in a larger role, even a global role, rather than irrelevancy. Success lies in an accumulative present leading to a future that requires invigorating that reach, which is excellence.

The present and future of ART can take precedence in the arguments: including the reservoirs or recondite missions, the hope-filled vestiges of a fine arts initiation that are blocked, scarcely found or unnoticed in today's feeding frenzy.

The original inscription or dedication of the Art Center has lost its power, little by little, in the pulsations of commerce, which is where we stand today.

If this attitude is left to dominate, then, we've nothing left of art. And what art IS is left out of all the equations.

The question, as always, points back to education, to acquaint everyone involved with the immediacy and the convoluted and complex issues, the investigation of new materials and use, the circulation of form and content, that sustain art as a process of inquiry involved with life.

As the world evolves today, in a difficult balance but with immense possibilities, the educative values existing in thought-provoking art, in its exquisite making and crafting, will guide us toward a very important future.

Carol M Dupré  
Friday, October 15, 2010

7  
10-16-10



**Fw: COA Contact Us: Saturday's Vote on the TFAC**  
Jackie Henderson to: Gloria Sitton

10/18/2010 08:16 AM

----- Forwarded by Jackie Henderson/Alex on 10/18/2010 08:16 AM -----

**From:** Christa Watters <wattrsedge@aol.com>  
**To:** william.euille@alexandriava.gov, frank.fannon@alexandriava.gov, kerry.donley@alexandriava.gov, alicia.hughes@alexandriava.gov, delpepper@aol.com, paulcsmedberg@aol.com, rose.boyd@alexandriava.gov, jackie.henderson@alexandriava.gov, elaine.scott@alexandriava.gov, rob.krupicka@alexandriava.gov, linda.owens@alexandriava.gov, elizabeth.jones@alexandriava.gov  
**Date:** 10/15/2010 05:22 PM  
**Subject:** COA Contact Us: Saturday's Vote on the TFAC

**COA Contact Us: Mayor, Vice Mayor, and Council Members**

**Time:** [Fri Oct 15, 2010 17:22:57] **Message ID:** [24994]

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** Christa  
**Last Name:** Watters  
**Street Address:** 1186 N. Pitt Street  
**City:** Alexandria,  
**State:** VA  
**Zip:** 22314  
**Phone:** 703-549-6167  
**Email Address:** wattrsedge@aol.com  
**Subject:** Saturday's Vote on the TFAC

October 15, 2010  
RE: Torpedo Factory Vote on Saturday  
Dear Mayor and City

Council Members  
Please vote in such a way that the artists have at least equal voting power to the commercial and other interests you appoint to the reconfigured Torpedo Factory Art Center Board. The artists have successfully managed the Factory for approximately 35 years. To change all that now simply because the City is in a time of financial stress makes little sense to me. The Torpedo Factory's conversion into an Art Center was the engine that drove the reinvigoration of the Alexandria Waterfront and helped make Alexandria an arts destination. Its presence has enhanced

our cultural ambience for tourists and residents alike for all those years.

And as it drew tourists, it also enhanced the City's economy – as it still does.

While the TFAC's artists do sell their work, art is not purely a business. To sell their work, artists need time to create. We should not view them as shop-keepers who can be forced to stay open longer hours.

Whether they paint or sculpt, create photographs or make pottery, fabric art or jewelry – whatever their particular art may be, they need time to use their skills and craft as well as their creativity. Their interaction

**Comments:**

with the public cuts into that time: hence it is entirely legitimate for their rentals to be set below market value. In these tough economic

times, surviving as an artist requires discipline and business acumen in addition to talent. Those who maintain their studios year after year deserve our respect. These artists are juried in by neutral outside

parties. This whole long process of targeting the Factory for a consultant's study and the suggestion that the place should be viewed purely from an economic angle is short sighted and risks compromising the artistic integrity of a highly respected enterprise. Think how often

residents and City leaders alike take pride in the admiration people show for our Torpedo Factory. To judge the success of the Factory as an economic engine solely on the basis of direct revenues to the City is short sighted.

Please show these valued artists the respect they deserve and allow them a strong voice in how their enterprise is managed. The value they add to

Alexandria is not measured purely in dollars.

Sincerely,  
Christa

Watters  
1186 N. Pitt Street  
Alexandria, VA 22314  
Tel. 703-549-6167

7  
10-16-10



**Fw: COA Contact Us: Torpedo Factory Art Center Board**  
Jackie Henderson to: Gloria Sitton

10/18/2010 08:16 AM

----- Forwarded by Jackie Henderson/Alex on 10/18/2010 08:15 AM -----

**From:** Tatyana Schremko Schriempf <tatyana.ss@verizon.net>  
**To:** william.euille@alexandriava.gov, frank.fannon@alexandriava.gov,  
kerry.donley@alexandriava.gov, alicia.hughes@alexandriava.gov, delpepper@aol.com,  
paulcsmedberg@aol.com, rose.boyd@alexandriava.gov, jackie.henderson@alexandriava.gov,  
elaine.scott@alexandriava.gov, rob.krupicka@alexandriava.gov, linda.owens@alexandriava.gov,  
elizabeth.jones@alexandriava.gov  
**Date:** 10/15/2010 08:57 PM  
**Subject:** COA Contact Us: Torpedo Factory Art Center Board

## COA Contact Us: Mayor, Vice Mayor, and Council Members

**Time:** [Fri Oct 15, 2010 20:57:15] **Message ID:** [24998]

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** Tatyana  
**Last Name:** Schremko Schriempf  
**Street Address:** 217 S. Royal St.  
**City:** Alexandria  
**State:** VA  
**Zip:** 22314  
**Phone:** 7036293620  
**Email Address:** tatyana.ss@verizon.net  
**Subject:** Torpedo Factory Art Center Board

Dear Councilman Krupicka:

I wish to thank you for adding the memorandum

to change the proposed composition of the City of  
Alexandria Torpedo

Factory Art Center Board by having the ex-officio members be non-voting.

As a sculptor and artist, I have been a strong supporter of the Torpedo

Factory Art Center since its  
inception, and have participated actively in

**Comments:** the Art League for many years. For the past three years I have  
had a

studio in the Torpedo Factory. I think that it is vital that our city  
maintain this unique cultural facility,

which is known internationally  
and has been imitated in many places across the country.

Thank you for  
your support.

Sincerely,

Tatyana Schremko Schriempf

7  
10-16-10



**Fw: COA Contact Us: Support of Rob Krupicka referendum for Torpedo  
Factory Art Center board members**

Jackie Henderson to: Gloria Sitton

10/18/2010 08:15 AM

----- Forwarded by Jackie Henderson/Alex on 10/18/2010 08:15 AM -----

**From:** Nina Randolph <ninarand@gmail.com>  
**To:** william.euille@alexandriava.gov, frank.fannon@alexandriava.gov,  
kerry.donley@alexandriava.gov, alicia.hughes@alexandriava.gov, delpepper@aol.com,  
paulcsmberg@aol.com, rose.boyd@alexandriava.gov, jackie.henderson@alexandriava.gov,  
elaine.scott@alexandriava.gov, rob.krupicka@alexandriava.gov, linda.owens@alexandriava.gov,  
elizabeth.jones@alexandriava.gov  
**Date:** 10/15/2010 10:54 PM  
**Subject:** COA Contact Us: Support of Rob Krupicka referendum for Torpedo Factory Art Center board members

**COA Contact Us: Mayor, Vice Mayor, and Council Members**

**Time:** [Fri Oct 15, 2010 22:54:53] **Message ID:** [24999]

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** Nina  
**Last Name:** Randolph  
**Street Address:** 424 N. Union St.  
**City:** Alexandria  
**State:** VA  
**Zip:** 22314  
**Phone:**  
**Email Address:** ninarand@gmail.com  
Support of Rob Krupicka referendum for Torpedo Factory Art Center board  
**Subject:**  
members  
I served as the Interim President of the Friends of the TFAC and through  
that role became familiar with the  
center and the artists who are  
committed to this institution - which is an important asset to our city  
and is  
unique in the country.  
I am writing in support of Rob Krupicka's  
suggestion for the newly forming board to be comprised of 5  
persons from  
**Comments:**  
the arts and 5 persons from the general citizenry of the city.  
Also, as  
the new board thinks through how it will support the TFAC and The Art

League, please keep in mind  
that these organizations have loyal followers

and it will be important to keep and build on those relationships  
that

have been well established over the years.

Thank you.

7  
10-16-10



**Fw: COA Contact Us: Torpedo Factory Board**  
Jackie Henderson to: Gloria Sitton

10/18/2010 08:15 AM

----- Forwarded by Jackie Henderson/Alex on 10/18/2010 08:15 AM -----

**From:** Susan Cohen <cohen2100@verizon.net>  
**To:** william.euille@alexandriava.gov, frank.fannon@alexandriava.gov, kerry.donley@alexandriava.gov, alicia.hughes@alexandriava.gov, delpepper@aol.com, paulcsmedberg@aol.com, rose.boyd@alexandriava.gov, jackie.henderson@alexandriava.gov, elaine.scott@alexandriava.gov, rob.krupicka@alexandriava.gov, linda.owens@alexandriava.gov, elizabeth.jones@alexandriava.gov  
**Date:** 10/15/2010 11:08 PM  
**Subject:** COA Contact Us: Torpedo Factory Board

**COA Contact Us: Mayor, Vice Mayor, and Council Members**

**Time:** [Fri Oct 15, 2010 23:08:06] **Message ID:** [25000]

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** Susan  
**Last Name:** Cohen  
**Street Address:** Torpedo Factory Art Center  
105 N. Union Street  
**City:** Alexandria,  
**State:** VA  
**Zip:** 22314  
**Phone:** 703.548.0707  
**Email Address:** cohen2100@verizon.net  
**Subject:** Torpedo Factory Board  
I want to thank Councilman Rob Krupicka for his memorandum changing the  
**Comments:** composition of the Board to not give voting privileges to the ex-officio  
members of the Board of the Torpedo Factory.



**COA Contact Us: Torpedo Factory Governance - hearing 10/16**

**William Doying** to: william.euille, frank.fannon, kerry.donley,  
alicia.hughes, delpepper, paulcsmedberg,  
rose.boyd, jackie.henderson, elaine.scott,  
rob.krupicka, linda.owens, elizabeth.jones

10/14/2010 12:33 PM

Please respond to William Doying

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**Time: [Thu Oct 14, 2010 12:33:55] Message ID: [24940]**

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** William  
**Last Name:** Doying  
**Street Address:** 817 Duke Street  
**City:** Alexandria  
**State:** VA  
**Zip:** 22314  
**Phone:** 703-549-8177  
**Email Address:** cwdoying@aol.com  
**Subject:** Torpedo Factory Governance - hearing 10/16  
SUBMISSION FOR COUNCIL HEARING OF OCTOBER 16, 2010  
REGARDING TORPEDO

FACTORY ART CENTER GOVERNING BOARD

My wife and I have lived in

Alexandria since the 1960s, and in Old Town most of that time. We regard the Torpedo Factory Art Center in its present form as one of the City's greatest assets, and would be appalled if the consultant recommendations were ever implemented. (That's \$100,000 we'll never see again, but water over the dam.) It is totally unrealistic to evaluate the TFAC as a stand-alone "profit center," as some Council members have seemed to suggest. Rather, it is a nationally recognized catalyst for tourism (earning the City a rating as the number three art town in the country).

The notion, as the report seemed to suggest, that the City needs to shrink the space devoted to this unique attraction in favor of adding – wait for it! – another restaurant, is too absurd for serious

**Comments:**

consideration. We are well on our way to having nothing but restaurants in the King Street corridor and surrounding waterfront, and have historically been unable to sustain a restaurant operation diagonally across from the Torpedo Factory. And another coffee shop? Starbucks and Firehook are actually or virtually next door. Nor does the TFAC have the necessary infrastructure for a food facility.

The TFAC is a unique, highly attractive feature of the City. I have no idea what benefits are anticipated from adding businessmen to its governance, that have not already been realized by holding the present board in terrorem – and stirring their abundant creative juices – over the last year and more. If

you think the parking meter price jump was a regrettable detour on the path to a more “vibrant” downtown, beware of what you can do on this subject.

Thank you for your attention, and for your service to the City.

Bill and Carolyn Doying  
817 Duke Street

Mr. Mayor, Members of the City Council

I am Christine Parson, an artist at the Torpedo Factory Art Center. In the years I have been here I have seen both growth and change – in the City of Alexandria and within the Torpedo Factory Art Center.

The TFAC was founded on the philanthropic mission of providing the public with the opportunity to be educated in the arts through conversation, observation, and demonstration by the artists. As an artist I carry out this mission.

At the same time, I run my own business, make my own creative decisions and have my own artistic freedom

If my presence in the Torpedo Factory is going to be granted based on performance, as the Powers Section implies, then that performance should be as regards the Torpedo Factory's mission, not economic quotas.

I have concerns about the possible push toward an economic model. Setting an economic basis as a requirement to be in a studio belies the original goal of the TFAC, which is to educate and illustrate art in progress.

My concerns also center on a possible conflict between the economic model with the 501(C3) status.

Artists want to earn an income from their art. However, art is very personal, both for the artist and the purchaser. Sales cannot be predicted. Judging my value to the TFAC on a basis of how much I earn each year threatens the continued educational goals, which are the foundation of the TFAC. Art should be judged on merit – am I growing as an artist, am I trying new things, am I experimenting with new media and ideas. My value to you should not be based on my immediate economic impact for the City of Alexandria. The TFAC brings to the City the cachet of being supportive of the arts; it also draws the tourist and public who spend not only in the TFAC but also in the restaurants, retail establishments and hotels of the City.

I urge you to think carefully about your goals and aspirations for the future of the TFAC.

Christine Nicoll Parson  
Studio #340  
Torpedo Factory Art Center  
105 N. Union Street  
Alexandria, Virginia 22314

[magoose746@earthlink.net](mailto:magoose746@earthlink.net)

[christinenicollparson.com](http://christinenicollparson.com)



**COA Contact Us: Torpedo factory**

lisa schumaier to: william.euille, frank.fannon, kerry.donley,  
alicia.hughes, delpepper, paulcsmedberg, rose.boyd,  
jackie.henderson, elaine.scott, rob.krupicka,  
linda.owens, elizabeth.jones

10/14/2010 11:10 AM

Please respond to lisa schumaier

7(p)  
10-16-10

Time: [Thu Oct 14, 2010 11:10:33] Message ID: [24938]

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** lisa  
**Last Name:** schumaier  
**Street Address:** 2403 Leslie ave  
**City:** Alexandria  
**State:** VA  
**Zip:** 22301  
**Phone:** 703-549-3204  
**Email Address:** keenthings@comcast.net  
**Subject:** Torpedo factory

Dear mayor, Vice mayor and city council,  
I am an Artist at the Torpedo

Factory and a product of the village that is Alexandria. I was born here

and educated in  
Alexandria's public school system. I grew up running

around the old town area which was a considerably different place in the

60's and early 70's. My 1st contact with the Torpedo Factory was as a

juvenile delinquent. As children we used to sneak in and play in the old

building. When the artist started cleaning up the place and moving in I was

right there helping to haul out trash, paint walls and probably getting in

the way more than anything. The artists were always kind giving us kids

jobs to do and making us feel that we were contributing to something bigger

than ourselves. I remember the struggle with the city to keep the building

an Art Center. Our whole family was involved.  
The Torpedo Factory

turned into a magical place for me. There was always something cool and

creative going on there. I am sure that I bugged the artists to no end but

they were always patient answering questions, letting me hang around and watch what they were doing. Engaging me in the process. I was inspired to go on to College and study art. In 2004 i was juried into the Factory. I am

**Comments:** so privileged to have a studio in my old stomping grounds! I now spend time talking to Families, demonstrating my craft to school groups, Handing out lumps of clay to kids as well as making art everyday. I am honored to be charged with doing this work.

As an artist at the Factory I see that there are things that could be done better. I am not afraid of change. I support the Idea of an oversight board but I do think that the changes to the voting structure recommended by Councilwoman Del Pepper and Councilman Rob Krupika would make a stronger board. One that is sure to have it's feet firmly planted on artistic soil. I also strongly recommend that we make our mission of bringing the visual arts to the public through open studios and working artists very clear in these governing documents.

The importance that Alexandria places on the arts is part of what makes it such a wonderful community and such a great place to live. I want to make sure that future generations grow strong in as creative an environment as i have been lucky enough to enjoy.

Thank you so much for all your hard work on this topic and thank you for considering these changes.

sincerely,  
Lisa Schumaier

Mayor Euille, Vice Mayor Donley, Council Members Smedburg, Pepper, Hughes, Fannon and Krupicka

I am Pamela Day and I have been working in Old Town for over 20 years and have been taking Art League classes for 25 years, teaching for 5 years, creating and purchasing artwork and bringing friends and family to the Torpedo Factory for 25 years.

I have read the timeline of events--I am amazed that the honest request for assistance in developing a strategic plan that would meet the City's requirements (at the City's request) for the Torpedo Factory Art Center could turn into an expensive consultant report that used outdated surveys and incomplete data to propose some really outlandish and expensive "improvements" and a 125-page document was distilled to: "Let's create an oversight board and take control away from the artists who have been doing a reasonable job for nearly 30 years."

And further: Let's give the board composed of a majority of non-artist members the authority to change the working hours of factory but not the workers (artists) in the factory, and the power to promote the art center, but not the artists. To have a schedule for when the board will take over, but no plan for interim leadership or transition. (Note: 501c3 status takes time to be approved!) To say that the artists association will retain the rights to jury in members, but that the Board can define "...standards for the contribution of facility-housed artists to TFAC mission..." You can see why the artists might be a little concerned. I am.

While I understand that there are elements within the Torpedo Factory that could be improved and could benefit from outside help in marketing and management, I am concerned about the entire process as I have seen it evolve over the past 18 months that the best interests of the artist community are being overlooked in the name of "economic sustainability."

The Factory is an ecosystem in itself and is fragile to the extent that there are 160 artists with different needs and expectations of what the center can provide for them and what they can provide for the center. However, it is critical to realize that without the Art Center, there would have been no revitalization of the lower King St. corridor and that Art Center is already a destination for many tourists, as well as us locals who spend a great deal of

time and money visiting restaurants and shopping in Old Town because the Torpedo Factory is there.

I would urge the city to reconsider its approach to the managing the Torpedo Factory. At the very least take a long hard look at how the governing board is to be structured with adequate representation from the artists and what interim steps can be taken to assure a smooth transition that doesn't let the Factory wilt on the vine.

7(r)  
10-16-10

Statement of Michael E. Hobbs  
for the Alexandria City Council  
October 16, 2010

Torpedo Factory Art Center Board

Thank you, Mayor Euille and members of the Council. I am Michael Hobbs, residing at 419 Cameron Street.

Your docket today invites citizen input on the proposed Articles of Incorporation and By-Laws of the Torpedo Factory Act Center Board. You are to be commended for scheduling this public hearing; but it is unfortunate that it is taking place only after the fundamental decisions have already been made.

The draft documents already presume your conclusions:

(1) First, that a new organization should be established by our city government to direct and manage the operations of the Torpedo Factory. What remains of the responsibility of the Torpedo Factory Artists Association in that regard continues only at the sufferance of the new City-appointed board; and

(2) Second, that the mission of the Torpedo Factory should be significantly if not decisively recast, with a much greater emphasis on marketing, sales, promotion of our tourist economy, and return on investment of what is described as an underexploited economic asset belonging to the City. The perspective seems to shift from the Torpedo Factory as an art center to a profit center.

In the corporate world, such action might be described as a "hostile takeover". The premise here seems to be that such action by the City is needed and justified because (1) the City owns the building, and (2) the Torpedo Factory makes a significant contribution to Alexandria's economy. But that reasoning could establish a very troubling precedent about the relationship of our government to the nongovernmental enterprises which are so important to our economy and to our quality of life.

The City owns the building which houses the Torpedo Factory Art Center, to be sure. But that should not mean that the City should therefore have the power to dictate its tenants' activities. Should the same principle apply to the Alexandria Historical Society, which meets in the City-owned Lyceum? To the Federation of Civic Associations, which meets in City Hall? Or to the Alexandria Symphony Orchestra, which performs in the government-owned Schlesinger Center? It is never even suggested, in the private sector, that a landlord *ipso facto* does or should have a controlling voice in his tenants' affairs.

It is also certainly true that the Torpedo Factory plays an important role in Alexandria's public and private economy. Indeed, I believe the consultant's report substantially understates the total impact, direct and indirect, over time. Imagine the regional and

national perception of Alexandria without the Torpedo Factory—if it had never existed. I suspect that we would not have been nearly as successful as we have been in portraying Alexandria as an exceptional place to live, work, and visit.

But does the importance of the Factory to Alexandria's tourist economy mean that the City should intervene in its management and operation? The water taxis and excursions of The Potomac Riverboat Company also bring thousands of visitors to Alexandria, and its boats are berthed in leased space at the City dock; but no-one would have the temerity to suggest that a government-appointed board should therefore select PRC's management and govern its operations.

The City obviously has an interest and a responsibility as the owner of the building and the landlord to its tenants. But you would not need a new, separate board if that were the only consideration. You do not have or need stand-alone boards to oversee the maintenance, security, utilities and leasing of the Lyceum or Gadsby's Tavern buildings.

If the City's interest were simply to assist the Artists Association, by offering expertise in marketing, facility management, public relations and the like, that could be accomplished through the organization of an advisory board, which is the frequent practice of nonprofit arts organizations. You do not need to take over the governance.

Your decision to establish a new governing board for the Torpedo Factory may be a classic case of "fixing something that wasn't broken". If you choose to proceed on that course, however, I believe the amendments suggested by Councilman Krupicka represent a substantial improvement over the structure that you tentatively approved last June and which is reflected in the draft Articles and By-Laws.

(1) Ex Officio Directors. The City Manager's designee and the ACVA's designee do not need to be voting members in order for those perspectives to be effectively represented in the board's deliberations. As noted, the City Manager's Office and the ACVA do not have or need voting representation on the Boards of other entities which operate principally in City-owned facilities or which are important to Alexandria tourism or both.

Indeed, in order to avoid confusion about the role and powers of ex-officio directors, it might be better to describe these two designees as "Invited Participants", as you have with the Archaeology representative. All of the representatives selected by agencies other than the City Council would thus be treated the same: they would all be designated by their respective agencies, without the need of confirmation by the Council; they would all have "the right to attend and participate in all board of director meetings"; but they would not have a vote.

(2) Balance of Representation of Arts and "Public" Directors. Designation of the representative of the Commission for the Arts as a voting (rather than ex-officio non-voting) director would help to redress any perception that your intention was to reduce consideration of the interest and perspective of the artists to minority status. It might be wise to provide the same process for all of the "arts" representatives: i.e., that the Art

League representative and the Arts Commission representative, like the Artists Association representatives, shall be appointed by the City Council only after the endorsement of those agencies.

(3) “Tie Breaking”. The potential for a “tie vote” with an even-numbered board should not be a concern. Indeed, it might be a useful safeguard to have the same number of arts representatives and “public” representatives on the board. Action by the board requires a majority vote—thus, the affirmative vote of six members, if all ten are present. If the vote is “deadlocked” five to five—that is, if the artists are not able to persuade even one “public” member of the merit of their position, or vice versa, it is probably just as well that no action be taken, until the consensus of a majority can be achieved.

If, nonetheless, you feel that an uneven number of directors is essential, an alternative would be to reduce from five to four the number of “public” directors appointed by Council. This would result in an even smaller and more wieldy board—and more importantly, it would further reenforce the message that Council’s intention is to support, rather than supplant, the primacy of the arts, rather than commerce, in the governance of this singularly important Alexandria institution.

Toward that same end, I would urge your consideration of two other modifications to the draft documents.

First, the draft documents contain no explicit reference to your June 22, 2010 resolution creating the Art Center Board. That resolution delineated the respective responsibilities of the Artists Association and the Art Center Board. Many but not all of those are reflected in the draft Articles and By-Laws. Specific reference to the charter resolution would make it abundantly clear that there is no intention to alter or omit any of those responsibilities in the corporate structure that you now adopt.

Second, there are many references in the documents to the Torpedo Factory’s multiple roles in the cultural, educational, and economic life of the city. I would urge that you always refer to the cultural role first in that sequence, to further reenforce the understanding that it is your intent that art takes primacy over commerce in the governance and operation of the Torpedo Factory Art Center. (Thus, for example, the first statement under “Purposes” in the Articles of Incorporation to read that it is Council’s desire that the Torpedo Factory “continue its integral role in the cultural, educational and economic framework of the City”—rather than the other way around.)

Thank you for your consideration.

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Statement of John Gosling on behalf of the Old Town Civic Association

to

City Council

October 16<sup>th</sup>, 2010

**Make-up of the Torpedo Factory Art Center Board (TFACB)**

Thank you Mayor Euille and members of the City Council, my name is John Gosling and I am the President of the Old Town Civic Association and I am here today to share our views regarding the Torpedo Factory Art Center Board. We appreciate you taking the time to hold this public hearing to review the make-up of the Board even though you have been working on this initiative since April 2009.

We all recognize that the Art Center is responsible for a major contribution, both directly and indirectly, to the public and private economic, cultural and educational framework of the City. To some, it may seem like an "arts mall", but for Old Town citizens it is an example of a sustainable "workplace" and school, successfully managed and operated by hands-on practitioners for more than 35 years. Their input into the strategic thinking and day-to-day operations provides an invaluable contribution to the success of the Torpedo Factory.

It is the OTCA Boards' understanding that the proposed language changes to the existing resolution currently under consideration as proposed by Councilman Krupicka would:

1. Make ex-officio members non-voting
2. Designate a seat on the board for a member appointed by the Alexandria Arts Commission. This change ensures the board is evenly divided between people with a clear focus on the arts (factory artists, the Art League and the Arts Commission) and community members at large.
3. Result in a board with 10 voting members as opposed to the 12 currently proposed in the existing resolution, and
4. Make the hired CEO of the Torpedo Factory the designated tie-breaking vote on non-personnel issues if there is concern about an even-numbered member board.

The OTCA Board is supportive of Councilman Krupicka's recommendations to modify the proposed resolution and believe they will achieve a fair and effective TFACB Board by balancing the artistic and business representation.

Thank you for your consideration.

John Gosling, President, OTCA

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