


## City of Alexandria, Virginia

## MEMORANDUM

**DATE:** JUNE 15, 2010

**TO:** THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

**FROM:** JAMES K. HARTMANN, CITY MANAGER 

**SUBJECT:** RESOLUTION TO ESTABLISH THE TORPEDO FACTORY ART CENTER BOARD (TFACB)

**ISSUE:** Consideration of a Resolution to establish the Torpedo Factory Art Center Board.

**RECOMMENDATION:** That City Council adopt the proposed resolution to establish the Torpedo Factory Art Center Board (TFACB) for the purpose of providing oversight and management of the Torpedo Factory Art Center facility.

**DISCUSSION:** In April, 2009, the City's Economic Sustainability Implementation Monitoring Group requested the Torpedo Factory Artists Association (TFAA) and City staff to produce an operational assessment of the Torpedo Factory Art Center (TFAC). The assessment was to consider TFAC's contribution to the economic and cultural vitality of the City and, as appropriate, make recommendations for improvement.

In February, 2010, the City's consultant, Management Analysis Inc. (MAI), presented its findings to City Council and members of the Economic Sustainability Implementation Monitoring Group. At the conclusion of the February meeting, Council requested that staff consider how one of the key findings of the MAI report, revision to the TFAC governance structure, might be implemented.

Working in partnership with community stakeholders, staff produced recommendations regarding a TFAC governance structure. These recommendations were presented to City Council at the May 11, 2010, work session. Included was a proposal to establish a Torpedo Factory Art Center Board (TFACB) charged with directing the operations and management of the Torpedo Factory Art Center. Council members discussed the proposal, offered thoughts on composition of the TFACB, and raised some questions about the suggested roles and responsibilities outlined for the Board. At the conclusion of the May 11 work session, Council asked that staff prepare a resolution for Council consideration that would implement the proposed governance structure.

The attached draft resolution formally establishes the TFACB, defines the composition of the Board, generally defines the Board's roles and responsibilities for management and oversight of the Torpedo Factory facility, and stipulates the authority of the Torpedo Factory Artists Association in relation to the TFACB.

The resolution contains three substantive alterations from the recommendations previously offered on Torpedo Factory governance.

- **Art League Representation** - One member of the TFACB, originally designated as a representative of the community at large, is now designated as a representative of the Art League. The total number of proposed Board members is unaffected by this change. Art League representation on the TFACB was discussed by Council members at their May 11 work session although no specific direction was provided by Council at that time. Art League representation on the Board was also discussed at a May 18 Commission for the Arts public forum on MAI's Torpedo Factory Study. Comments pertaining to TFACB composition offered during the forum were either specifically supportive of Art League representation or, more generally, supportive of a one member decrease in at-large membership and a corresponding one member increase in arts community representation.
- **Archaeology Commission Participation** - At the May 18 Commission for the Arts public forum, members of the Archaeology Commission requested an Archaeology Commission representative be appointed to the TFACB. The Archaeology Commission has consistently desired a role in any discussion pertaining to the Torpedo Factory, particularly in light of the recommendations of MAI that suggested a relocation of the Archaeology Museum. Although the attached resolution does not provide the Commission with membership on the TFACB, it does provide them "Invited Participant" status permitting them to directly engage with the TFACB in discussions affecting the future of the Torpedo Factory facility.
- **Process for TFAA Representative Appointments** - Changed from the originally presented recommendation is the manner in which appointments of the TFAA are to occur. The resolution provides that TFAA representatives to the TFACB must be endorsed by the TFAA prior to appointment by City Council. The original governance proposal was silent on this point.

Upon Council approval of the resolution, staff will work with the City Attorney's Office to draft Articles of Incorporation for the TFACB. Staff will also work with the City Clerk to define the initial terms of appointees and the process for recruiting candidates to serve on the TFACB. Draft Articles of Incorporation and a list of candidates for appointment to the TFACB will be forwarded to Council in the fall of 2010.

**FISCAL IMPACT:** There is no known fiscal impact which results from establishment of the Torpedo Factory Art Center Board or the realignment of fiscal responsibilities between the TFACB and the TFAA as directed by the resolution. Funding streams currently used to provide support for and operation of the Torpedo Factory are presumed to be unchanged.

The current lease agreement between the City of Alexandria and the Torpedo Factory Artists Association expires December 31, 2010. It is expected that subsequent lease agreements will be negotiated and executed between the City and the TFACB. The TFACB will in turn negotiate and execute agreements with the TFAA for their use of facility space. Any fiscal impact resulting from lease discussions is unknown pending negotiations.

**ATTACHMENT:** Proposed Resolution

**STAFF:**

Tom Gates, Assistant City Manager

**RESOLUTION ON THE ESTABLISHMENT OF THE TORPEDO FACTORY  
ART CENTER BOARD (TFACB)**

**WHEREAS**, the Torpedo Factory Art Center is an internationally recognized art center important to the cultural, educational and economic vitality of the City of Alexandria; and

**WHEREAS**, for more than 35 years, the Torpedo Factory Art Center has been an important part of the arts community and attracted thousands of visitors to the City; and

**WHEREAS**, the Torpedo Factory Art Center has brought notice and acclaim 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

**WHEREAS**, the considerable reputation of the Torpedo Factory results from 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

**WHEREAS**, the Torpedo Factory Art Center seeks to provide residents and visitors with opportunity to engage renown artists, learn of the process for creating fine art, and experience the intersection of art and community; and

**WHEREAS**, the Torpedo Factory Art Center is strategically located on the Alexandria waterfront where it serves as both a gateway for visitors and a threshold for residents; and

**WHEREAS**, the Torpedo Factory Art Center performs a 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

**WHEREAS**, the Alexandria City Council desires the Torpedo Factory Art Center to continue its integral role in the economic, cultural and educational framework of the City; and

**WHEREAS**, managing the operations of the Torpedo Factory Art Center and insuring its ongoing success requires a broad range of expertise and community based citizen support;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF ALEXANDRIA THE FOLLOWING:**

1. A Torpedo Factory Art Center Board (TFACB), consisting of twelve members, shall be created and charged with responsibility for the management and operational oversight of the Torpedo Factory Art Center and subject to the proceeding provisions:
  - a. The Board shall be legally incorporated as a non-profit entity and in such a manner as necessary to permit the raising and generation of funds for support of Torpedo Factory Art Center and affiliated operations. The City Attorney shall draft Articles of Incorporation to establish the TFACB as described;
  - b. The Board shall consist of nine members appointed by City Council serving three year staggered terms and three ex-officio members serving indefinite terms and be composed in the following manner:
    - i. Five members appointed at large and representing a diversity of expertise which may specifically include marketing, retail/commercial facility management, public relations, arts management, or other knowledge, skill or ability as City Council may from time to time deem appropriate;
    - ii. Three members representing the Torpedo Factory Artists Association (TFAA), such members to be endorsed by the TFAA governing body prior to consideration of appointment by City Council;
    - iii. One member representing the Art League;
    - iv. One ex-officio member representing the Alexandria Convention and Visitors Association;
    - v. One ex-officio member representing the Alexandria Commission for the Arts;
    - vi. One ex-officio member representing the City Manager's Office.
  - c. The Alexandria Archaeology Commission (AAC) may designate a Commission member to serve as an "Invited Participant" to the proceedings of the TFACB, however the AAC designee shall be non-voting.

2. The TFACB shall have responsibility for the effective and efficient operation of the Torpedo Factory Art Center and their authority shall include:
  - a. Determining the facility's hours of operation including having the ability to alter hours of opening and closing when determined to be in the best interest of the facility operation except that the TFACB shall not have authority to determine the hours of operation for any given artist studio, gallery or other leaseholder of the Torpedo Factory Art Center, such determinations to be made by the TFAA or negotiated between the TFACB and the TFAA as part of a leaseholder agreement.
  - b. Recruiting, selecting, supervising and managing a Chief Executive Officer who shall execute Board policies and directives related to the administration and management of the TFAC. The process for recruitment and selection of the CEO should include the advice of the TFAA however the TFACB shall have sole authority for any selection.
  - c. Delegating operational authority to the CEO as is determined to be in the best interest of facility operations;
  - d. Marketing and promotion of the TFAC as a premier art center destination and coordinating the marketing and promotion of the TFAC with other marketing efforts of the City and specifically those of the Alexandria Convention and Visitors Association (ACVA), such responsibility not to extend to the promotion and marketing of any individual artists work or the TFAA as a membership organization;
  - e. Determining the most effective utilization of TFAC space, negotiating and executing agreements for use of TFAC common space including all space employed for special events, private engagements, public purposes or other uses not related to artist studios, negotiating a lease agreement with the TFAA for use of artist studios and gallery space, and determining the annual lease rate and any ancillary expenses (ie., utilities) as warranted. Lease agreements negotiated by and between the TFACB and the TFAA shall be subject to approval by the City of Alexandria. Space determinations affecting the Alexandria Archaeology Museum shall be subject to approval by the City of Alexandria.
  - f. Producing on an annual basis and upon the recommendation of the CEO, a budget for operation of the TFAC. The budget shall include a detailed report of revenue and spending necessary for the proper operation of the TFAC.

- g. Providing for the regular maintenance and security of the TFAC, ensuring the availability of all utilities and services necessary for utilization of the facility and generally insuring the facility is a safe, clean, attractive, and enticing environment for tenants, visitors, and renters.
  - h. Establishing those rules necessary for the effective and efficient operation of the TFAC provided those rules are not in conflict with any requirement, rule or directive of the City of Alexandria or inconsistent with any conditions expressed in an executed lease agreement. The rule making authority of the TFACB may include defining standards for the contribution of facility-housed artists to the TFAC mission as a premier art center, visitor destination, educational institution and economic generator of the City.
  - i. Establishing measures of performance which shall include identifying, collecting and regularly reporting on metrics describing the economic, cultural and educational quality of the TFAC.
3. The Torpedo Factory Artists Association, in order to fulfill their responsibilities to the cultural and educational mission of the Torpedo Factory Art Center, shall, irrespective of the TFACB responsibilities, have the authority to:
- a. Govern and administer the TFAA according to the by-laws of the member organization, elect individuals to head the organization, convene committees and groups of members as it determines appropriate and in the best interest of the organization and to generally work to promote the artistic endeavors of its membership.
  - b. Define standards of artistic quality and employ the means deemed appropriate, including jurying or other discriminating processes of selection, for determining the suitability of artwork to be displayed and marketed in association with the Torpedo Factory Art Center.
  - c. Make, alter and amend those rules deemed necessary for the efficient and effective operation of the TFAA organization and in the best interest of the TFAA membership.
  - d. Determine the basis upon which an artist may be admitted to the membership organization and become eligible for Torpedo Factory Art Center studio space, except that determinations of eligibility for admission shall not be a guarantee of space. The utilization of Torpedo Factory Art Center space and the assignment of that space shall remain the purview of the TFACB who shall consult with the

TFAA and consider artist and media space need requirements when making space allocations.

- e. Advise the TFACB on matters of importance to the proper functioning of the Torpedo Factory Art Center including: 1) recommending participants and/or the staffing of TFACB created committees, 2) providing recommendations on employment of Torpedo Factory Art Center staffing, 3) assisting in the definition of standards for artist contribution to the Torpedo Factory Art Center mission, and 4) serving as advisor on any other issue or matter of importance as requested by the TFACB.
- f. Organize, produce, and determine the standard of quality for any exhibits, displays, openings, presentations or other similar demonstrations of artistic work within the Torpedo Factory Art Center facility including its galleries, except that demonstrations of artistic work or performance requiring use of the Torpedo Factory Art Center common space is subject to scheduling by the TFACB.
- g. Define and ensure the educational mission of the Torpedo Factory Art Center including the performing of educational outreach efforts;
- h. Market and promote individual artists and artistic works and work cooperatively with the TFACB to market and promote the Torpedo Factory Art Center.

Adopted:

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William D. Euille, Mayor

ATTEST:

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Jackie M. Henderson, CMC City Clerk



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6-22-10

Statement of John Gosling  
on behalf of the  
Old Town Civic Association  
to  
City Council  
June 22, 2010

Resolution To Establish 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. I thank you for this opportunity to share our views as you consider a resolution to make changes to the management structure of the Torpedo Factory Art Center.

We see the Torpedo Factory as a key element of the waterfront. It is an anchor that provides a range of civic and cultural uses that creates a diversity that nicely counterbalances the commercial elements of the waterfront and the lower end of King Street. It is one of the original models for art centers in America where visitors can engage with working artists in the process of creation. It contributes to Alexandria's ranking as one of the most important arts destinations in the nation. In fact, the efforts and initiatives of the Torpedo Factory artists over the past year have been a key factor in raising the City of Alexandria's ranking from 11<sup>th</sup> to third in *AmericanStyle* magazine's annual list of the top 25 arts destinations in the nation. It draws some 500,000 visitors annually from throughout the United States and the world. The Art Center is responsible for a major contribution, both directly and indirectly, to the public and private economy of the City.

The operations of a successful Arts Center is so central to the waterfront plan, that, in our opinion, it seems premature to make changes to the management structure before a comprehensive set of implementation strategies and tactics for other key elements of the waterfront are assembled. The Food Court, the public realm, the City Marina, proposed new restaurants, the parking plan, and Lower King Street, are all interrelated and the management and operations of each must be properly coordinated in order to contribute to the creation of a vibrant waterfront.

For these reasons, I would like to make a request to the Council to defer action on this resolution until Old Town Civic Association and all other interested parties have had an opportunity to be fully informed on the resolution proposals, and to present their considered recommendations before the Council at a public hearing. Over 30+ years, the Torpedo Factory has developed into perhaps the most recognizable "attraction" in Alexandria, and the most emulated community art center in the nation. There is no need to rush this important change.

Thank you for your consideration.

OTCA Board of Directors  
John Gosling, President



**COA Contact Us: Torpedo Factory Resolution**

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

06/22/2010 03:33 PM

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6-22-10

**Please respond to John Gosling**

**Time: [Tue Jun 22, 2010 15:33:36] Message ID: [22474]**

**Issue Type:** Mayor, Vice Mayor, and Council Members  
**First Name:** John  
**Last Name:** Gosling  
**Street Address:** 208 S. Fayette St  
**City:** Alexandria  
**State:** VA  
**Zip:** 22314  
**Phone:** 202 367 6798  
**Email Address:** john.gosling@verizon.net  
**Subject:** Torpedo Factory Resolution  
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**Comments:**

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OTCA Board of Directors  
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President

## RESOLUTION 2408

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  - vi. One ex-officio member representing the City Manager's Office.
- c. The Alexandria Archaeology Commission (AAC) may designate a Commission member to serve as an "Invited Participant" to the proceedings of the TFACB, however the AAC designee shall be non-voting.
  - d. Ex-officio members of the TFACB shall be full participating members and shall have the power to vote on all matters of Board consideration.
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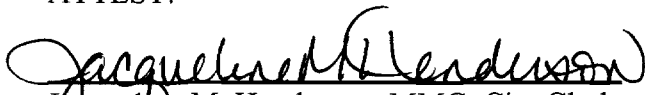
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Adopted: June 22, 2010

  
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**WILLIAM D. EULLE MAYOR**

ATTEST:

  
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Jacqueline M. Henderson, MMC City Clerk



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6-22-10

Alexandria Federation of Civic Associations  
20 East Oak Street, Alexandria, VA 22301  
March 25<sup>th</sup>, 2010

Dear Mayor Euille and Members of City Council,

As you know, the purpose of the Alexandria Federation of Civic Associations, Inc. is to share knowledge about important local issues and to facilitate participation in public policy making by our member civic associations and all Alexandria citizens.

At our last general meeting on February 24<sup>th</sup>, members expressed concern that major changes might take place in the operation of the Torpedo Factory without sufficient public comment, the kind of public comment that can only take place within the context of a City Council public hearing. Representatives of Old Town Civic Association presented to us the following resolution:

“That the Alexandria Federation of Civic Associations calls on the City Council not to enact, adopt, endorse, direct or require any fundamental changes to the structure, management, operation, financing or governance of the Torpedo Factory Art Center or the Torpedo Factory Artists’ Association without first affording all interested parties due notice and the opportunity to comment on any such proposals in a public hearing.”

This resolution was adopted. Subsequent to the meeting, we communicated with Assistant City Manager Tom Gates, who told us he expected a public hearing to take place in April. However despite his assurance, we still are bound by the members’ instructions to communicate to you all.

The Federation as an umbrella body does not participate in public hearings on issues other than public participation matters. We look forward to having our members and individual citizens communicate their opinions on the Torpedo Factory. We are sure this will benefit the Council in its deliberations on the future of the Torpedo Factory.

Sincerely,

Joanne Lepanto and Katy Cannady  
Co-chairs, Alexandria Federation of Civic Associations

Cc: City Manager James Hartmann and Assistant City Manager Tom Gates