Hamilton Canal District
Public Art Master Plan
Featuring an Acquisition Strategy for Point Park and Lowell National Historical Park Visitor Center in Lowell, Massachusetts

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ABBREVIATIONS
COOL Cultural Organization of Lowell
DPD Department of Planning and Development
HCD Hamilton Canal District
LNHP Lowell National Historical Park

On the cover:
Canal District Map provided courtesy of the National Park Service.
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The City of Lowell and the Lowell National Historical Park jointly undertake the creation of this public art plan for the Hamilton Canal District. This project builds on our ongoing efforts to revitalize the city with creative placemaking elements that define points of interest, strengthen neighborhoods and enhance the vibrancy of the city.

The City of Lowell has repurposed the historic mill district into a cultural district, turning mill buildings into artists' lofts, galleries, museums, performance and retail spaces, and restaurants. The Lowell National Historical Park preserves the history of the city through restoration of important buildings, interpretive educational and tour programs, and cultural events.

We are proud of what Lowell has accomplished over the years in terms of historic preservation and cultural development, reimagining and redeveloping the physical remnants of its past while continuing to celebrate the City’s diverse cultural heritage. We accomplish this in ways that are economically viable and that contribute to economic growth and cultural tourism.

With this public art plan, we have the opportunity to create a dynamic visual identity for our cultural and heritage sectors to entice visitors to see and experience all that Lowell has to offer. Major public art pieces will add to the City’s robust public art collection, will bridge Lowell’s history and the 21st century and add excitement to neighborhood vistas.

Sincerely,

Bernard F. Lynch
City Manager

Michael Creasey
Superintendent, Lowell National Historical Park
Executive Summary

The Hamilton Canal District Public Art Plan embeds public art in the urban and cultural fabric of the Hamilton Canal District neighborhood and the City of Lowell, while outlining procedures for artist selection process, funding strategy and maintenance considerations.

Planning a public art program in the context of Hamilton Canal District redevelopment is understood as integral to the City of Lowell's ongoing redevelopment of its historic mill district. The renewed economic vitality of the area ties in with the commitment to civic engagement and the arts by the City and the developer. To realize this vision the City of Lowell, Cultural Organization of Lowell (COOL) and Lowell National Historical Park (LNHP) developed this public art master plan. The impetus for the plan were two ongoing, concurrently planned public art initiatives:

1. **Point Park creative gateway feature** at the tip of the Hamilton Canal District, where the Hamilton and Pawtucket Canals converge, highly visible as the primary entry point into Historic Downtown Lowell, along the Thronndike Street exit off the Lowell Connector Highway. The public art site is located in the soon to be constructed Point Park, approximately 1-acre in size.

2. **Lowell National Historical Park Visitor Center** serves as the main point of contact and orientation to the Lowell story, and to the City's historic and cultural resources and attractions, but lacks presence and visibility. The public art site is located at the historic Market Mills along Market Street.

The desire for a clear vision drove the creation of the Hamilton Canal District Public Art Master Plan. The City of Lowell prides itself on visionary and innovative leadership. The city is home to the Lowell National Historical Park, an historical/cultural park in a living, working urban environment. The Park preserves and celebrates Lowell's historical and cultural traditions rooted in the city's rich industrial past. A rich array of museums, galleries and cultural organizations populate this diverse city, whose economic revival has been attributed to a strong dedication to historic preservation and cultural development. Nationally renowned annual attractions include the Lowell Folk Festival and the Lowell Film Festival. In the context of the Hamilton Canal District redevelopment, driven by the public-private investment with Trinity Financial, public art has emerged as a significant identifier for the new neighborhood, which will be comprised of historic renovations and new construction.

Appleton Mills, the district's first live-work residences, a newly renovated building dedicated in May 2011 offers 130 affordable live/work artist apartments. Fully occupied by fall 2011, these artists and creative professionals underscore the pioneering spirit of a work force that embraces change and new opportunity. The public art master plan process brought together the entire planning team for the district along with local artist representation to develop a collaborative vision and systematic approach.

Having established the vision and a solid base of support, implementation will commence immediately following release of this master plan. Scheduled for release in early 2012, calls for entries will solicit qualifications for public art at two sites: the Point Park gateway feature in Lowell's newest park and a highly visibly identifier for the National Historical Park Visitor Center.
Incorporated as a city on April 1, 1836, the history of Lowell is closely tied to its location along the Pawtucket Falls of the Merrimack River, from being an important fishing ground for the Pennacook tribe to providing water power for the factories that formed the basis of the city’s economy for a century. The city of Lowell was started in the 1820s as a money-making venture and social project referred to as “The Lowell Experiment”, and quickly became America’s largest textile center. However, within approximately a century, the decline and collapse of that industry in New England caused the city to fall into a deep recession. Lowell’s “rebirth”, partially tied to Lowell National Park, has made it a model for other former industrial towns, although the city continues to struggle with de-industrialization and suburbanization. Lowell is considered the “Cradle of the American Industrial Revolution”, as it was the first large-scale factory town in America. Today, Lowell is a modern city of over 100,000 residents. Numerous initiatives have taken place over the last fifteen years to re-focus the city away from manufacturing, and towards a post-industrial economy. Critical to the economic revitalization of the city is the increasing focus on its creative economy. This insight is part of the Hamilton Canal District’s redevelopment strategy, launched about a decade ago.

The Hamilton Canal District - www.hamiltoncanal.com - can be understood as a neighborhood reflective of Lowell’s inspiring, creative and innovative self-image. It reinforces and highlights the creative energy of the city, which has its roots in innovation and leadership of the 19th century Industrial Revolution. Artists and the creative class have been one of the key innovative forces to reshape the image of the city. In spring 2011, the refurbished Appleton Mills building at 219 Jackson Street offered 130 artist live/work rentals. This building represents the first of several adaptive reuse and new construction projects shaping the new Hamilton Canal district.

The 15-acre Hamilton Canal District centers around the confluence of four canals (the Hamilton, Western, Merrimack and Pawtucket Canals). These canals can serve as key features of new development, providing the opportunity for waterfront pedestrian paths and spectacular view corridors. Located within Lowell National Historical Park, this area is surrounded by water and historic mill buildings, including the spectacular Swamp Locks area, with a cascading waterfall on the Lower Pawtucket Canal and the confluence of the Pawtucket, Hamilton, and Merrimack Canals. These features, and this area’s relative privacy and protection from major roadways provide an excellent setting for an urban oasis in the heart of the city.
Illustrative master plan of the Hamilton Canal District.
The Hamilton Canal District will result in the reinvention of 15 acres of vacant and underutilized land as a new vibrant mixed-use neighborhood. The City of Lowell secured Trinity Financial of Boston as the Master Developer for this unique and exciting urban redevelopment opportunity. The completed project will transform the primary gateway into Downtown Lowell by connecting the transportation hub at the Gallagher Terminal and Lowell Connector with the downtown core, the Arts District, and the major event venues.

The HCD form-based code allows for changing the mix of residential and commercial space based on market demand. In line with the historic density, the new neighborhood consists largely of five-story buildings with one 15-story signature tower abutting the Point Park site. Construction timeline for the entire development was projected at ten years beginning in 2009, though final build-out is dependent on overall economic conditions. Anchor tenants are needed to sign on for the proposed commercial space. The City of Lowell is currently working with the National Park Service to secure National Park owned parking lots on Dutton Street, because the commercial space in those areas is considered to be the economic engine for the district.
Map of Lowell's canal and riverside walkways and trails. The 5.6 miles of canals supply hydropower and were originally built to serve the textile industry. Map provided courtesy of the National Park Service.
Pedestrian Environment

The City of Lowell, Lowell National Historical Park, and Hamilton District developer Trinity Financial embrace a pedestrian-oriented build-out, expressed in walkways along the entire canal system and seamless sidewalks throughout the district, and in downtown Lowell.

Within this framework, the Canal Walks are an important connective tissue. The existing walks traverse LNHP, Lowell’s Downtown and extend to the Hamilton Canal District. By integrating and expanding this multi-use urban path network within and beyond the new neighborhood, the District will be linked both to the old city and to further outlying neighborhoods and recreational areas of the City.

Some funding for the Hamilton District’s Canalway is in place, but it is not sufficient. Current funding will allow constructing the walkway around Point Park. The vision is to design the walkways in conjunction with completion of buildings plans on adjacent parcels. Canal walk construction should be integrated into the residential and/or commercial construction.
Public Art in Lowell

Lowell boasts a high density of cultural organizations and rich cultural programming. Important regional museums, art galleries, renowned theatre and music venues, and annual festivals all contribute to cultural life in the city. The public art collection celebrates the City's culture and heritage and augments its cultural life. COOL programming regularly features public art projects with a number of partners, encompassing temporary and youth art installations.

Public Art in the form of statues and memorials is common in most American cities. A study completed in 1994 lists approximate 140 monuments and estimated that there are about twenty more in the city. In Lowell, where the motto on the city seal is “art is the handmaid of human good,” it seems fitting that contemporary works of art stand alongside historical sites. From 1984 to 1995, former U. S. Senator and Lowell resident Paul Tsongas led the development of the Lowell Public Art Collection. During that time, eleven works of art were created that specifically addressed the themes of the Lowell National Historical Park and Lowell Heritage State Park: the Industrial City, Labor, Machines, Power, and Capital. Works of public art on the campus of UMass Lowell include “Unity,” honoring members of the UMass Lowell campus community lost on September 11, 2001. Noteworthy recent projects include public art planning and installation along the newly created Concord River Greenway.

A guide to public art in Lowell can be found in:


LNHP public programs include regular walking and interpretive tours of the park and its public art on foot, by trolley and boat. The Center for Lowell History at UMass Lowell offers an online walking tour of LNHP’s collection of nine public works. http://libweb.uml.edu/clh/Exhibit/LPart/LPart.htm

Map indicating locations for Point Park and LNHP Visitor Center signature public art. Provided courtesy of the National Park Service.
Current Project Sites for Public Art: Point Park and Market Mills

POINT PARK

Point Park has been selected for the development of a major public art feature that signals its importance as creative gateway to the City of Lowell. The artwork will be located in this newly created park, an approximately 1-acre parcel at the convergence of the Hamilton and Pawtucket Canals. The site is highly visible as primary entry point into Historic Downtown Lowell, along the Thorndike Street exit off the Lowell Connector Highway.

This park offers a very different experience from the urban fabric with sweeping views and a sunrise to sunset experience. It has a mediator role between the urban built environment and nature, particularly at the water’s edge. This park is planned as open green space that provides opportunities for both active and passive recreation.

Point Park is located next to a planned 150-160 foot tall, signature building. The remainder of buildings in the HCD will be subject to height restrictions of 50-70 feet. During the HCD planning process developer Trinity Financial added open spaces at key points in the district and canal walks along the canal edges. The developer wants to make pedestrian accessibility a focal point of the development and could investigate comprehensive signage. Trinity envisions adding public art at key focal points within the HCD.

It is anticipated that public art in this location will have great visual impact both within HCD and as urban icon. Care should be taken in the design, as this will be the terminus of the Canal Street visual corridor and the downtown delineation for drivers.

MARKET MILLS VISITOR CENTER OF LOWELL NATIONAL HISTORICAL PARK

Lowell National Historical Park preserves and interprets the history of the American Industrial Revolution in Lowell. The park includes historic cotton textile mills, 5.6 miles of canals, operating gatehouses, and worker housing. Guided tours are available seven days a week.

The Park’s visitor orientation center is located in the Market Mills complex, known historically as the Lowell Manufacturing Company. The complex includes two buildings, one dating from 1882; the other from 1902. Opened in 1982, the Lowell National Historical Park Visitor Center serves as the primary point of contact and orientation to the Lowell story and to the City’s historic and cultural resources and attractions. Visitors are directed to the Visitor Center along Dutton and Thorndike Street, the historic gateway to the City. Although located in a signature historic building at the entranceway to the city, the Visitor Center lacks a sense of distinction and presence creating an obstacle for visitors in locating the facility. A prominent artistic element is desired at this site to enhance the public profile and visibility of the visitor center. While Lowell Historic Board guidelines do not allow for installation of artwork on the building, there are several potential options for installation of a public art feature at and adjacent to the site. The narrow face of the building on Dutton Street could be utilized as well as the planned new trolley platform on the abandoned RR trestle over the Merrimack Canal. Another solution is to anchor the project on a proposed bump-out of the sidewalk at the main entrance to the mill complex.
Collective Vision

While the public art parameters envisioned for the individual sites are distinctly different, the City of Lowell and National Historical Park determined the need to look at the two sites collectively and, beyond that, develop an overarching vision for public art in the redevelopment of the Hamilton Canal district. To this end, the questions of thematic correlations, visual links, as well as funding and maintenance are addressed inclusively to form a unified plan for implementation beyond the currently anticipated commissions.

At a minimum, the two sites will offer a sequence of experiences following each other. Notably, they will be perceived differently by pedestrian and vehicular traffic, modes of transportation on the canal walks and from the water. The Point Park gateway sculpture is expected to offer a major experience from all directions and modes of transportation. Following in sequence, the LNHP Visitor Center identifier is expected to maintain a presence that logically follows as immediately consecutive, distinctive vista of Dutton Street.

Building the HDC Public Art Collection

In line with recent studies on the value of public art and cultural assets in our cities and neighborhoods, the vision for the Hamilton Canal District is to commission additional artworks at locations throughout its public realm and as architectural features integrated with buildings. Well-designed public spaces improve a community’s quality of life, establish a sense of place, stimulate a region’s economic vitality by revitalizing communities and encouraging cultural tourism, and promote civic engagement by encouraging dialogue, involvement and participation by community members. This placemaking approach recognizes the important social, cultural and visual role of a physical environment that celebrates the nuances of life and has the ability to transform and enhance the experience of place.

Stakeholders agree that public art in the HCD will be contemporary, innovative and forward-looking, while celebrating the city’s rich cultural fabric. Public art should provide daytime and nighttime experiences during all seasons. For maximum visibility public art can be placed in axial relationships to take advantage of sight lines and view corridors. However, applying this general principle to all works without regard to context, site and function should be avoided.

Gateway to the City and National Park

On-site study is recommended in preparation for projects. Staking a 25-foot pole at a chosen site can provide valuable clues about a location and appropriate scale. Public art at both locations is intended to fulfill the following criteria:

- Highly visible, offering a sequence of experiences along the Dutton Street corridor
- Speak to the character of innovation in a timeless, contemporary expression
- Offer multiple viewpoints
- Visually stunning and engaging
- Capable of completion within budgetary constraints

The ongoing build-out of the Hamilton Canal District also requires study of approved zoning and building envelopes for an understanding of proportions and relationships between final architecture, infrastructure and open space. Background information and planning documents can be accessed at www.hamiltoncanaldistrict.com.
Canalway

The two currently planned public art projects abut Lowell’s canal walks. This fully accessible, 6.5-mile long multi-use trail network and urban recreational space offers vehicular, trolley and boat access points. The system provides access to LNHP interpretive sites.

Desirable Qualities for Public Art

**PUBLIC EXPERIENCE**

- Big idea
- Expressive of many cultures represented in Lowell
- Visual statement from distance, including vehicular traffic entering the City
- Engage the public and residents
- Pieces that are sustainable over time and connect the past with the present
- Draw people in
- Inspire an appreciation for art, Lowell and the future
- Reflect the contemporary, new Lowell
- Bring people together
- Express the historic and current gateway character of the site
- Interactive
- Family and pet-friendly
- Artistic excellence
- Sense of place

**VISUAL CHARACTER**

- Iconic, dramatic, highly visible
- Beacon for the district
- Contemporary
- Technology and innovation
- Modern industrial
- Dynamic
- Emphasize creativity
- Bright features
- Playful
- Robust
- Recall the industrial history of the site / express water, wood, stone and iron
- Beautiful

**MATERIALITY**

- Sustainable
- Appropriate for all seasons
Types of Public Art to Avoid

PUBLIC EXPERIENCE
- generic, monotone, dull, or timid expressions

VISUAL CHARACTER
- literal icons (e.g. textile implements)
- monuments (“George Washington on a horse”)
- smokestack or brick
- inappropriate scaling or proportions in relationship to the built environment

MATERIALITY
- work difficult to maintain, such as kinetic or moving parts, powered components or water features

The Urban Arts Institute at Massachusetts College of Art and Design together with the planning team, comprised of the City of Lowell, Cultural Organization of Lowell (COOL) and Lowell National Historical Park (LNHP), convened a stakeholder think tank on November 18, 2011 (complete participant list on p. 2).
Integral part of the planning process for the Public Art Master Plan was a think tank at Appleton Mills on November 18, 2011 of over 20 stakeholders who contributed their expertise and ideas.

Think tank participants—pictured is Christina Briggs of the planning committee—post desirable and undesirable qualities for public art.

Architect Hank Keating provides an overview of the built environment and planned development in the Hamilton Canal District to create the contextual framework for public art planning.

Think tank leader Christina Lanzl shares and discusses funding requirements for a variety of public art precedents.
Site Walk
Site walks are important for creating an understanding not only of the site itself, but also of the surrounding area and the neighborhood context. The public art master plan team led think tank participants on a walking tour of the two designated public art sites, Hamilton Canal District and Lowell National Historical Park.

Adam Baacke leads the site tour of the Point Park site.

Adam Baacke leads the site tour of the Hamilton Canal district and Point Park site.

The Swamp Locks on the Pawtucket Canal are a dramatic sight on the Canalway within the Lowell National Historical Park.
The City of Lowell and National Historical Park envision a public, open process that engages the community and reaches out to the local artist community. This public, collaborative approach is intended to result in a unique sense of place and to stimulate local placemaking not only at predetermined public sites, but to also encourage private initiatives for a higher quality public realm throughout Lowell. For the two sites slated for public art development in 2011/12 the calls for entries will be released in early 2012.

The planning team is committed to a transparent process and to employing best practices in public art planning and implementation. The process will include the following components:

- Concept development: creation of the framework for public art
- Site analysis: study of locations and create consensus on site-specific criteria
- Funding and Fundraising: review of available and needed funding resources
- Artist selection: definition of process for artist review
- Community engagement: development of public process for public review of proposal(s)
- Design review and permitting: planning of the review process by the appropriate agencies
- Fabrication and installation: implementation in partnership with the artist
- Maintenance and conservation: preparation of a maintenance plan and compliance
Progress Report
The planning team completed concept development, an initial site analysis and defined the public art process in partnership with the Urban Arts Institute and all stakeholders, resulting in this planning document for public art. With the publication of the plan, the artist selection process can commence, followed by implementation.

Funding and Fundraising
Funding status and sources for the public art projects in process differ. The LNHP Visitor Center identifier is funded with $100,000 without restriction or an imminent deadline. In addition, funding for the planning phase of Point Park has been secured. Calls for entries are ready for issue or at the appropriate time as determined by the planning team.

The design proposal for the Point Park gateway feature needs to be completed by June 2012, within the City of Lowell’s fiscal year. Fundraising for fabrication and installation will commence thereafter. COOL has been charged with raising the necessary funds for the project. Considerable fundraising research has been conducted and gathered in Appendix A. Securing Funding for Public Art.

Artist Selection
Following the planning team’s directive, the artist selection will be based on open, public calls for entries, rather than through an invitational. The proposal development process will follow a two-tiered process. During phase one, existing works will be solicited through an open call for entries or Request for Qualifications (RFQ). Facilitated by the Urban Arts Institute at Massachusetts College of Art and Design, the specifications and criteria for the RFQs will be determined by the goals and preferences developed during the planning stage. The request will provide background information and entry guidelines, which will be comprised of a defined number of digital images documenting past work, resume, artist statement, and perhaps press.

A selection committee comprised of approximately 5-7 representatives determined by members of the planning team will conduct the artist selection. Its members will represent the City of Lowell, LNHP, ICON Architecture, museum, gallery, and education professionals, and an artist resident of Appleton Mills, joined by a public art professional. Additional, non-voting advisors may consult the voting members. The committee will first shortlist and then determine three to four finalists. Committee members are expected to thoroughly educate themselves about the project they vote on. To ensure a fair and independent jury process, members will stay on the committee from beginning to end of the artist selection and review process, are knowledgeable about public art, and hold no political or publicly appointed office. Every juror will be required to provide a conflict of interest statement and abstain from voting, if a past relationship with an artist (or an organization the artist is associated with) exists.

1This approach is based on best practices recommendations developed by the Americans for the Arts Public Art Network.
Once confirmed, the finalist artists will receive a Request for Proposal (RFP) to develop a site-based, initial concept for presentation to the selection committee. The proposal will include drawings or renderings and a written project description, a budget listing artist fees, expenses for materials, fabrication and installation costs. Finalists will receive an honorarium for final proposals, generally ranging from $1,000 to $2,500. The selection committee will invite the finalists to present their proposals at an interview.

COMMUNITY ENGAGEMENT

Community comments on public art proposals will be solicited from stakeholders and the public during a public outreach period. This engagement process will be conducted through meetings and/or may take the form of a public exhibit, public meeting(s), or online solicitation of responses. Resulting feedback will inform the selection committee in making a final decision for the work to be commissioned.

DESIGN REVIEW AND PERMITTING

After completion of the artist selection process, the commissioned artist will work with one liaison determined by the project team to undergo design review. During this phase all questions regarding design, safety, maintenance and other issues will be resolved. The City of Lowell’s DPD and Lowell National Historical Park will grant final approval of public art as appropriate and according to location. Consistency with LNHP and Lowell historic district guidelines needs to be observed, which would include art or structures that attach to historic buildings.

FABRICATION AND INSTALLATION

The artist will sign a contract with the client detailing project deliverables and timeline, as well as rights and responsibilities. A standard, annotated public art contract has been developed by the Americans for the Arts Public Art Network. The Urban Arts Institute also keeps sample contracts on file. Based on contract parameters, the fabrication and installation of the commissioned work should proceed with due diligence. Follow-through, a positive outlook and sense of humor are essential ingredients for success.

MAINTENANCE AND CONSERVATION

A dedicated funding source for ongoing maintenance and conservation of public art is currently lacking. Lowell’s public art can be grouped into collections held by two major owners, the City and LNHP, both of which are responsible for ongoing maintenance. The collection also contains works in state and private ownership. The entire collection has been acquired through various processes and multiple owners. A comprehensive inventory and correlating responsibilities for maintenance and conservation has not been completed to date. LNHP did complete a conditions assessment needs analysis of its collection in 2006. The present initiative to add two new works to the collection has revealed frustration with inadequate maintenance procedures and funding. For newly commissioned works in Lowell, the artist should be required to provide maintenance guidelines for both regular and long-term care, including material specifications and procedures for third parties. Further study of maintenance and the establishment of a taskforce are recommended.
Models for funding of ongoing maintenance can serve as precedent studies. Establishing friends groups for specific works of public art or an entire collection is one model to consider, particularly if public funds are lacking. Regular maintenance in particular could be assumed by such a group, while a policy for the complete loss of a sculpture or impacts of extreme events may be developed separately. Another model is an endowment fund. One such fund exists in Boston, whose public art maintenance endowment policy requires the addition of $2,000 for each new work. The City of Boston also invites private sponsorship through its Adopt-a-Statue program http://www.publicartboston.com/content/adopt-statue. A city inspector visits all sites annually to conduct a maintenance review.

**MAINTENANCE RESOURCES:**

*Designing Outdoor Sculpture Today for Tomorrow*
A 16 page booklet published by Save Outdoor Sculpture!, a program of Heritage Preservation and the Smithsonian American Art Museum. This booklet gives strategies for incorporating plans for conservation and maintaining outdoor artwork in the planning process. The guide identifies elements in the design process of outdoor sculpture that can result in less costly and more effective programs of care after installation. This planning guide is aimed at those outdoor sculptures intended to endure for at least 20 years. The publication is free to download at https://www.heritagepreservation.org/PDFS/TodayforTomorrow.pdf

*The American Institute for Conservation of Historic and Artistic Works (AIC)*
AIC exists to support the conservation professionals who preserve our cultural heritage. As the only national membership organization in the United States dedicated to the preservation of cultural material, the AIC plays a crucial role in establishing and upholding professional standards, promoting research and publications, providing educational opportunities, and fostering the exchange of knowledge among conservators, allied professionals, and the public. http://www.conservation-us.org/
 Securing Funding for Public Art

The City of Lowell lacks a public art ordinance. Hence, the pragmatic approach for new projects will rely on project-based fundraising. In a two-phase approach, the initial planning funds are secured, culminating in a presentation-ready design proposal. Fabrication and installation funds are then raised separately. Proceeding in this entrepreneurial manner holds several pitfalls:

• Potential budget gap between desired and attainable fundraising goal(s).
• Timelines become difficult to predict and manage, usually resulting in higher administrative costs.
• Fabrication budgets may need to be updated as costs change over time.
• Fundraising constraints may lead to a missed opportunity, particularly for the iconic gateway envisioned at Point Park.

Recommendations for Successful Implementation

1. Increase professional fundraising expertise by bolstering cadre of professional grant writers and fundraising professionals
2. Research and pursue grant opportunities
   • gain access to rosters of funders
   • distinguish between local, state, regional and national opportunities
   • launch diversified campaign(s) targeting all market sectors

Selected funding resources

GENERAL FUNDRAISING RESOURCES
New York Foundation for the Arts
Associated Grantmakers of Massachusetts
www.agmconnect.org

LOCAL FUNDRAISING RESOURCES
• Parker Foundation
• Stevens Foundation
• Greater Lowell Community Foundation
• Corporate underwriting and/or contributions
• Private contributions

Appendix
STATE AND REGIONAL FUNDRAISING RESOURCES
• Massachusetts Cultural Council
• New England Foundation for the Arts – Fund for the Arts
• Peabody Foundation
• Municipal economic stimulus grant programs

NATIONAL FUNDRAISING RESOURCES
• NEA – Challenge America Fast-Track (CAFT) and Our Town grant programs
• Art Place Grant
• NPS opportunities
• Municipal economic stimulus grant programs

CROWD-SOURCED FUNDRAISING
• http://www.unitedstatesartists.org
• www.kickstarter.com
Contact

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