

**City of Waltham Community Preservation Committee
Waltham Community Preservation Funding Application Form CPA-1**

<u>Name of Applicant</u>	Charles River Museum of Industry
<u>Contact Name</u>	Dan Yaeger, Executive Director
<u>Mailing Address</u>	154 Moody Street Waltham, MA 02453
<u>Daytime Phone</u>	781-595-4510
<u>CPA Category</u>	Historic Preservation/ Rehabilitation of a Historic Resource
<u>CPA Funding Requested</u>	\$50,000
<u>Total Cost of Project</u>	\$63,470

PROJECT DESCRIPTION

Project Overview

The Charles River Museum of Industry, on the National Register of Historic Places as America's first integrated textile mill, was founded in 1980 with the mission of interpreting the role of Waltham and surrounding region in the American Industrial Revolution.

In 2003, the museum refocused its mission "to encourage and inspire future innovation in America" by highlighting the historical innovations of Waltham's past. This new mission statement seeks to better capture Waltham's true historical importance and provide the museum with greater relevance to contemporary audiences in a post-industrial society.

However, without significant improvements to the museum's historic space, Waltham is in danger of losing a vital piece of its cultural heritage. In 2007, the American Association of Museums completed an assessment of the Charles River Museum of Industry, and noted several deficiencies that hinder the museum from fulfilling its mission for the Waltham community.

1. The museum's historic exhibits are outmoded.
The museum no longer adequately interprets Waltham's contributions as one of the foundations of the American Industrial Revolution, does not adequately preserve the important legacy of the Boston Manufacturing Company mill complex on Moody Street in Waltham, and does not adequately interpret Waltham's tradition of innovation.

2. The museum's current spatial arrangement is insufficient.
Because it is located in the former boiler room and engine house of the historic mill, the museum is comprised of a series of small and large spaces that has presented considerable problems for traffic flow and exhibit cohesiveness. The current spatial arrangement is not conducive to serving the educational purposes of school groups and others seeking to learn about Waltham's industrial and innovation past. There is a lack of adequate small group space for orientation, instruction, and hands-on activities.
3. The museum's industrial history library is insufficient for research.
The library, which includes a valuable collection of rare books, documents, graphics, and ephemera, is located in a mezzanine directly below the mill's 200-foot smokestack. This area is prone to leakage and water damage. The library is in need of renovation and climate control to protect the museum's collection, and to make it useable for researching Waltham's industrial legacy.
4. The museum's artifact storage is inadequate.
The museum's collection of artifacts includes items from the Boston Manufacturing Company, Waltham Watch Company, W.H. Nichols Company, and other objects of significant historical value from Waltham enterprises. Unfortunately, many of these objects are currently stored in less-than-ideal conditions, in danger of rust, water damage, pest damage, or other potentially harmful circumstances. The museum needs to upgrade its storage areas to protect its collection of precious industrial artifacts.

Project Scope

The project represents Phase One of a two-phase project, the first phase being design/planning and the second being implementation. Phase One includes the following:

1. Hire a team of professional museum consultants to assess the museum's needs. The team will include consultants who address curatorial needs, space planning/architectural, education/programming, and object conservation. The team will assess the museum's space and storage, and will make recommendations on improving exhibits, spatial arrangement, library, and artifact storage, based in part on the museum's current master plan.
2. Prepare concept drawings and budget estimates for Phase Two/implementation. This document package will be used to raise funds for implementation, including foundation and government grants, corporate and individual donations, as well as possible CPA funds.

Project Goals

Our project has three principal goals:

1. Improve the museum's ability to preserve and interpret Waltham's historic contributions to industry and innovation
2. Improve public access to the museum's historical collection and programming, giving Waltham residents and visitors a deeper appreciation of the city's culture and history
3. Create a foundation for sustainability for the museum that will enhance community participation, fundraising, and educational programming, which will allow the museum to be a public resource in perpetuity

Community Need

The essence of Waltham's past and present lies with the city's industrial and innovation heritage. Waltham grew to international prominence because of enterprises such as the Boston Manufacturing Company, Waltham Watch Company, Orient bicycles and automobiles, W.H. Nichols Company and other precision manufacturers. The city's culture of innovation continued into the 20th century with Raytheon Company and the dawn of today's high technology era.

Preserving and interpreting this heritage is of tremendous importance, especially in this post-industrial era when smokestacks and factories are a fading memory. The Charles River Museum of Industry plays a critical community role in making Waltham's heritage of industry and innovation come alive for the city's residents and visitors. The proposed project is essential for the museum to save its historical collection from irreparable damage, and will allow the museum to better interpret Waltham's story to new generations.

Our project will also have the effect of helping with the city's on-going downtown revitalization efforts. The museum's location on Moody Street near Waltham Common and adjacent to the Charles River falls within the city's economic development target district, and as such is identified a priority for development activity. Our project will directly support the city's initiatives in this area.

Community Support

Mayor McCarthy's Master Plan for the City of Waltham (3/21/05) states that "promoting Waltham's history [and] historic museums... are priorities." Throughout her tenure in office, the mayor has demonstrated her strong support for the city's historic entities through initiatives such as relocation of the Waltham Museum to 75 Lexington Street, support for the Waltham Historical Society in their quest for public space, purchase of a trolley to facilitate tours to the city's historic sites, creation of a historic site tour brochure, historic banner signage along Waltham's thoroughfares, restoration of Waltham Common, and her leadership role in the annual Historic Waltham Days. The

mayor has been a key civic supporter of the Charles River Museum of Industry and its initiatives.

Timeline

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| • CPA funding approval/contracts | Week 1 |
| • RFP for consultants issued | Week 2 |
| • RFP responses due | Week 6 |
| • Initial meeting, CRMI and consultant team | Week 8 |
| • Museum assessment | Week 8 – 12 |
| • Interim meeting to discuss preliminary assessment and draft recommendations | Week 13 |
| • Draft document package due | Week 14 |
| • Meeting to discuss document package | Week 15 |
| • Final document package due | Week 17 |

Credentials

The Charles River Museum of Industry has a track record of 27 years of service to the Waltham Community. Our 17-member Board of Trustees, the museum's governing body, represents a variety of Waltham residents and community leaders, scholars, industrial historians, educators, and business leaders. This group is highly capable of providing general oversight of the proposed project.

The museum's executive director, Dan Yaeger, is a senior-level professional with a 20+ year career in non-profit and private sector management. His experience includes work with prominent cultural entities such as the Museum of Fine Arts, Peabody Essex Museum, Cleveland Art Museum, John F. Kennedy Library, and Old Sturbridge Village. Mr. Yaeger is highly capable of managing complex projects such as the museum's proposed project.

The consulting team will be selected for the project through a rigorous, competitive RFP process. Selection criteria will include professional experience with this type of project and client references.

Success Factors

The success of this project (Phase One) will be measured by the quality, depth, and detail of the documents produced by the museum's consulting team at the end of Week 17.

Success will be measured through the following questions:

1. Did the final documents conform to the specifications we set out in the RFP?
2. Did the consulting team produce plans in alignment with project goals?
3. Are the plans ready for immediate implementation in Phase Two?

Budget

Expenses

1. Consulting team fees \$50,000
2. Consulting team expenses..... \$5,000
3. Museum overhead/administration \$2,700
 - a. Project management (40 hours x \$55/hour = \$2,200)
 - b. Utilities, administrative overhead (\$500)
4. Project contingency (10%)..... \$5,770

TOTAL EXPENSES..... \$63,470

Income

1. CPA funding (for consulting team fees/expenses)..... \$50,000
2. Institute of Museum & Library Services grant
(anticipated, for conservation portion of consulting team)..... \$5,000
3. Private contributions (for project contingency) \$5,770
4. In-kind from museum (for overhead/administration)..... \$2,700

TOTAL INCOME..... \$63,470

Maintenance

Phase One of our proposed project requires no maintenance.

To whom it may concern,

I am writing this letter in support of a community preservation application submitted by Charles River Museum of Industry. Funds from this grant would be used for rehabilitation of the museum's facilities and artifact storage

The Charles River Museum of Industry, on the National Register of Historic Places as America's first integrated textile mill, was founded in 1980 with the mission of interpreting the role of Waltham and surrounding region on the American Industrial Revolution. The museum plays an important role by highlighting the historical innovations of Waltham's past. Funding of this grant will allow the Charles River Museum of Industry to make critical improvements for the preservation of this important piece of Waltham's history.

I wholeheartedly support this very important project that will help the Charles River Museum of Industry. If you have any questions, please feel free to call me at (617) 722-2470. I hope you will give the Charles River Museum of Industry's grant application your highest consideration.

Sincerely,

Thomas M. Stanley
State Representative