



Public Art Policy

Effective Date: 11/07/2018

Scope:	Town-wide
Sponsored By:	Parks and Recreation Department
Approved By:	Town Council
Approval Date:	11/07/2018
Version:	1
Attachments:	<ol style="list-style-type: none">1. Public Art Advisory Commission Resolution 3311-162. Sample Annual Work Plan3. Sample Project Plan

VISION

The vision for Windsor is to be an art destination that raises the potential for education, innovation, collaborative community engagement and cultural exploration.

PURPOSE

The purpose of the Public Art Policy (Policy) is to provide the Town of Windsor with a framework for community engagement and collaboration in the development of ongoing art programs, projects and cultural amenities which may include sculpture, painting, video, lighting, literature, music, dance and theater. Notably, these projects should celebrate and increase the potential of the community and distinguish Windsor as an artistic and cultural hub. In addition, the Policy seeks to create multiple community benefits by integrating art programs and projects into the social, economic and educational fabric of Windsor.

POLICY

This policy provides direction to implement the Public Art Program (Program), as recommended by the Public Art Advisory Commission (Commission) and approved by the Windsor Town Council (Council). The Program will provide the following core functions:

- Develop projects and programs in collaboration with residents, other public agencies, businesses, civic groups, non-profit cultural groups and curators.
- Review projects, programs, gifts and loans proposed by others for Town property.

- Review murals that are publicly funded or on Town property.
- Encourage and facilitate community participation in the development of Public Art and cultural projects.
- Stimulate public awareness and education of Public Art and culture.
- Manage the existing collection through assessment, maintenance and conservation.
- Promote Public Art integration into the architecture and urban design of public and private development.
- Encourage and seek artwork which enhances the potential for economic impact within the community.
- Encourage and seek art and cultural events which enhance community engagement and economic impact within the community.
- Provide an optional review team for Town of Windsor projects and programs.

DEFINITIONS

- A. **Annual Work Plan** - An outline of the work program for the Public Art Program in any given fiscal year, and a list of projects identified by the Commission, including project locations and proposed budgets, and approved by Town Council. The Annual Work Plan should be completed annually, by December 31.
- B. **Artist** - A person who aspires to a reputation of artistic excellence, as shown through a record of performance/exhibitions, public commissions, sale of works, educational attainment and original art or Artwork.
- C. **Artwork** - a work of Public Art.
- D. **Concept Design** - An Artist's preliminary idea for a project, presented in images, maquette, and/or text, and approved by the Commission as the basis for further design exploration and community engagement in the development of a Public Art project.
- E. **Conservation** - The examination, documentation, treatment and preventative care of an Artwork conducted by a professional art conservator.
- F. **Culture** - A broader term than art, Culture is represented through language, ritual, institutions, visual and performing arts from one generation to the next.
- G. **Curator** - A fine arts professional who assists in the development of a Public Art project, primarily by locating an Artist or art suitable for a project, assisting the Artist in developing their concept and assisting in the implementation of the project.
- H. **Deaccession** - The process by which art is permanently removed from the collection.
- I. **Final Design** - An Artist's Final Design for a Public Art project, presented after all design investigation and community engagement is complete, and including all renderings, drawings and certifications necessary for approval prior to fabrication and installation.

- J. **General Fund** – The primary operating fund of the Town, all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. With the exception of subvention or grant revenues restricted for specific uses, General Fund resources can be utilized for any legitimate governmental purpose.
- K. **Maintenance** - The routine care and repair of works of Public Art that does not require specialized expertise, such as dusting, washing, changing light bulbs, storage, lubrication of moving parts, etc.
- L. **Public Art** - An original work of art in any media, produced by an Artist or by a team of Artists that has been planned and executed with the intention of being staged in the physical public domain, often outdoors and accessible to all.
- M. **Public Art Advisory Commission** - Also referred to as *Commission* or *PAAC*, an advisory commission appointed by the Town Council as outlined in Resolution No. 3311-16 to advise the Town Council and staff on the establishment and implementation of the Policy and expenditures from the Public Art Fund.
- N. **Public Art Collection** - The body of Artworks acquired by the Town through commission, donation, purchase or other means, and owned by the Town.
- O. **Public Art Fund** - A dedicated account established and maintained by the Town of Windsor for funding Public Art and cultural programming consistent with the Policy.
- P. **Public Art Program** - The Town of Windsor program for the delivery of a broad range of art and cultural projects and activities in Windsor such as sculptures, murals, performance art and cultural events.
- Q. **Programs** – A planned public occasion which includes artistic expression through performance art.
- R. **Request for Proposals (RFP)** - A call to Artists to submit credentials and a conceptual proposal for art, both of which are the basis of selection.
- S. **Request for Qualifications (RFQ)** - A call to Artist to submit credentials, which is the sole basis of selecting an Artist.
- T. **Restricted Funds** – An account used to indicate that a portion of the fund’s balance is legally restricted for the specific purpose or designated by Council and is, therefore, not available for general appropriation.
- U. **Special Revenue Fund** – This fund type is used to account for the proceeds from specific revenue sources (other than trusts or capital funds) that are legally restricted to expenditures for specific purposes.
- V. **Town Staff** - Includes but is not limited to the Parks and Recreation Department staff liaison to the Commission, as well as staff from other departments including the Town Manager’s Office, Administrative Services, Public Works and Community Development.

PROCEDURE

1. Project Development Process

- a. Annual Work Plan. An Annual Work Plan will be established for each fiscal year as part of the biennium budget process and will include timelines, project, budget, location and priority. The Annual Work Plan shall be developed collaboratively by Town Staff, the Commission, and the community, to be approved by Council. In the event a project is added, or the scope of work is significantly changed between budget cycles, the Annual Work Plan shall be updated accordingly before any activities, contracts, payments or other events associated with the effort can commence.
- b. Public Art Project Plan. For each art project the Commission recommends in the Annual Work Plan, a Public Art Project Plan will be created to guide the planning and execution of the project. The Project Plan shall include: goals, location, budget, timeline, Artist selection process, collaborative opportunities, and a community engagement process. By priority, Public Art Project Plans shall be developed by Town Staff and the Commission and shall be approved by Council. The Public Art Project Plan must first be approved before any activities take place to initiate or implement the plan.
- c. Collaboration with other Town Departments. Town Staff shall maintain close communication with applicable departments in order to collaborate on commissioning Public Art that may be integrated into the Town's Capital Improvement Programs. Town Staff shall bring opportunities to the attention of the Commission as they arise and consider them during the development of the Annual Work Plan. The following criteria shall be used in evaluating collaborative opportunities:
 - i. There is an opportunity to incorporate permanent Public Art during new construction or renovation that will result in a strong artistic outcome or influence;
 - ii. There is an opportunity to create an artistic destination through community involvement with art and place;
 - iii. The site is visible and accessible to the public at least during regular business hours;
 - iv. Artists or art projects are supported and lead by other Town departments (client/end user) and may provide additional resources;
 - v. There are appropriate resources available for the project to be successful.

2. Project Approval Process.

- a. **Artist Solicitation.** The Commission may solicit visual and performance Artists using a variety of methods, depending on the requirements of the project as determined by each Public Art Project Plan.
 - i. **Open Competition.** A call to Artists for a specific project in which Artists are asked to respond through a RFQ or RFP process. Any Artist may respond, subject to criteria established in the Public Art Project Plan.
 - ii. **Limited or Invitational Competition.** A call to Artists in which a smaller number of Artists are specifically invited to respond through a RFQ or RFP process. Invitation to participate will be based on past work and demonstrate the ability to successfully respond to the conditions of the specific project.
 - iii. **Direct Selection.** A direct selection of a specific Artist for a specific project when circumstances surrounding the project make either an open or limited competition unfeasible.
- b. **Artist Selection.** The Commission may choose from the following methods in selecting a visual or performance Artist, depending on the requirements of the project:
 - i. **Request for Qualifications (RFQ).** A call to Artists is issued asking for the submission of an Artist's credentials. A selection panel may select three to five finalists based on their qualifications alone to submit a proposal, or to interview. The selection panel may recommend the selection of finalists based on their qualifications and/or interviews, or not select any of the Artists and return to review qualifications of other Artists.
 - ii. **Request for Proposals (RFP).** A proposal-based process may be used in a limited competition, or in the second phase of an open competition. A call to Artists is issued to the short list of qualified Artists requesting credentials and a specific proposal in response to the RFP. An honorarium for Artist time and expense may be established in the RFP. The selection panel may recommend one or more of the Artists, based on their qualifications and proposal, or not select any of the Artists and go back to review qualifications of other Artists.

- c. **Selection Criteria.** The following criteria shall be used by the selection panel in selecting an Artist, Artwork and Concept Design:
- i. Meets the definition of Artist, Artwork and/or Concept Design, as defined in this Policy;
 - ii. Includes the potential for working with the community through education and demonstrations or workshops to increase understanding about art and the art form used;
 - iii. Artistic excellence, innovation and originality as represented in past work and supporting materials;
 - iv. Capacity for working in suggested media and with concepts that are appropriate to the project goals and site;
 - v. Ability and capability in creating Public Art in collaboration with the Town (Town Staff and Commission) and others;
 - vi. Commitment and capability in engaging community representatives in project;
 - vii. Ability to communicate effectively, possesses flexibility and problem-solving skills;
 - viii. Experience in successfully completing works of similar scope, scale, budget and complexity, or articulates how he or she will bring the necessary artistic and technical skills to the project;
 - ix. Interest in and understanding of the project as outlined in the Project Plan;
 - x. Is available to perform the scope of work in a timely and professional manner;
 - xi. Meets the definition of Public Art as defined in this Policy;
 - xii. Artistic merit, including excellence in aesthetic quality, workmanship, innovation and creativity;
 - xiii. Appropriateness in scale and form and is of materials/media suitable for the site;
 - xiv. Meets project goals as outlined in the Public Art Project Plan;
 - xv. Feasibility of construction and installation;
 - xvi. Feasibility in terms of budget, timeline, safety, security, durability, operation, Maintenance, Conservation, legal and ethical issues;
 - xvii. Builds the diversity of the Public Art collection.
- d. **Community Engagement.** Artist will be expected to engage the community through educational opportunities suited to the project such as:
- i. Workshops
 - ii. Classes

- iii. Internships
 - iv. Demonstrations
 - v. Economic Impact
 - vi. Collaborations and Partnerships
- e. **Additional Guidelines.** Town Staff and Commission may develop additional guidelines and criteria based on the needs of the project or program and approved in the Public Art Project Plan.
- f. **Curators.** As an alternative to issuing a call directly to Artists, the Commission may issue a RFQ or RFP to non-profit organizations or established Curators or recruiters. In selecting a non-profit or Curator, the following criteria should be considered:
- i. Demonstrates interest and capability in working with Artists to create Public Art;
 - ii. Demonstrates ability to identify, select and manage Artists to produce Public Art of artistic excellence, innovation and originality that are appropriate for the project;
 - iii. Demonstrates interest in and understanding of the project and Town goals;
 - iv. Demonstrates experience in successfully completing works of similar scope, scale, budget and complexity, or ability to articulate how he or she will bring the necessary artistic and technical skills to the project;
 - v. Availability to perform the scope of work in a timely and professional manner.
- g. **Selection Panel.** Once a project is funded as part of the Annual Work Plan and a Public Art Project Plan is adopted, a selection panel may be assembled. The Commission may serve as the selection panel or opt to form a separate selection panel, based on recommendations from Town Staff and considering internal and external stakeholders. The selection panel shall advise on the selection of Artists and approval of Concept Designs. The selection panel is responsible for selecting one or more Artists, cultural organizations or Curators based upon the process outlined in the Public Art Project Plan and recommending selections to the Commission for final recommendation which shall be forwarded to Town Council for final approval.

4. **Donations/Gifts/Endowments/Loans/Sponsorship.** Proposed gifts and loans of Public Art shall be evaluated to determine whether they are in keeping with Program goals and adopted plans and policies.
 - a. Proposals for all gifts and loans of Public Art made to any Town official or department shall be referred to the Town Staff.
 - b. Town Staff will use the following criteria for valuation of donation:
 - i. Art adheres to Policy and fits within the Annual Work Plan;
 - ii. Critics and peers generally recognize the Artist as a professional practitioner of the arts, as judged by the quality of that professional practitioner's body of work, educational background, experience, past public commissions, exhibition record, publications, and production of artwork;
 - iii. Artwork is located within a development project in a location or locations that is open and freely accessible to the public.
 - c. The Town Staff shall oversee technical review to determine:
 - i. There is documentation that the artwork can be legally donated or loaned to the Town;
 - ii. The durability, safety and anticipated Maintenance needs of the artwork;
 - iii. The ongoing financial costs associated with accepting the gift or loan of artwork can be met;
 - iv. The availability of an appropriate site for the artwork.
 - d. Additional criteria for technical review may be developed as necessary by the Parks and Recreation Department.
 - e. Aesthetic review shall be undertaken by the Commission, according to the following criteria:
 - i. The artwork demonstrates excellence in aesthetic quality, workmanship, innovation and creativity;
 - ii. The artwork demonstrates appropriateness in scale and form, and is of materials / media suitable for the site;
 - iii. The artwork builds and enhances the diversity of the Public Art collection; and
 - iv. The artwork enhances the potential for economic impact within the community.
 - f. Town Staff and Commission shall provide a recommendation to the Town Council, who shall have final approval authority over gifts and loans of Public Art.
5. **Relocation or Deaccession of Art in the Public Art Collection.** The Town retains the right to relocate or Deaccession any artwork in the Public Art Collection, regardless of the source of funding or method of acquisition.

- a. The Program may relocate or Deaccession an artwork subject to any of the following criteria:
 - i. The site of the artwork is being eliminated or altered in such a way that the artwork is no longer compatible with it;
 - ii. The security of the artwork can no longer be reasonably guaranteed;
 - iii. The artwork has become a danger to public safety;
 - iv. The cost of maintaining or updating the artwork is cost prohibitive;
 - v. The Artist or donor has failed to comply with the terms of any agreement with the Town;
 - vi. The Deaccessioning of the artwork would otherwise be in the best interest of the Town.

- b. Relocating or Deaccessioning a Town owned Public Artwork will be reviewed:
 - i. Town Staff shall present a preliminary finding to the Commission that a work of Public Art should be relocated or Deaccessioned. The Commission shall evaluate if the proposed relocation or Deaccession of the artwork is appropriate, as provided for in the Artist agreement.

RESOLUTION NO. 3311-16

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF WINDSOR
ESTABLISHING THE PUBLIC ART ADVISORY COMMISSION
AND ITS ROLES AND RESPONSIBILITIES**

WHEREAS, on February 4, 2015, the Windsor Town Council established a Public Art Advisory Committee to provide input to Council and Town staff on public art projects; and

WHEREAS, the Town Council of the Town of Windsor wishes to maintain ongoing efforts to provide various forms of art and culture throughout the Windsor community; and

WHEREAS, the Town Council wishes to formalize the existing committee as a commission; and

WHEREAS, the Public Art Advisory Commission shall serve in an advisory capacity to the Town Council for the purpose of establishing Windsor as an art destination that raises the potential for education, innovation, collaborative community engagement and cultural exploration.

NOW, THEREFORE BE IT RESOLVED by the Town Council of the Town of Windsor as follows:

There shall be a Public Art Advisory Commission (“Commission”) organized as follows:

Appointment of Commission: Term

Commission members shall be residents of Sonoma County, and are preferred to be residents of the Town of Windsor, and shall demonstrate a commitment to art and culture in Windsor.

The shall be composed of seven (7) members, as follows:

Five (5) members at large: Each Councilmember shall appoint one (1) applicant to the Commission. The Commission member’s term of office shall be concurrent with the appointing Councilmember’s term. If there are vacancies prior to the completion of a term, the Councilmember who appointed the individual to the Commission shall appoint another applicant to replace his/her prior appointee.

One (1) member at large by simple majority vote: The Town Council shall appoint a current representative from Town Council to serve a four-year term. If there is a vacancy prior to the completion of a term, the Town Council shall appoint another Councilmember to replace the prior Councilmember.

One (1) member at large by simple majority vote: Parks and Recreation Commission shall recommend and Council shall appoint a current representative from the Parks and Recreation Commission to serve a four-year term. If there is a vacancy prior to the completion of a term, the Parks and Recreation Commission shall recommend another Parks and Recreation Commissioner to Council for formal appointment to replace the prior Commissioner.

Removal of Members

Although a member shall be appointed for a specific term, he or she may be removed at the sole discretion of the applicable appointing authority (i.e., the Councilmember, the Town Council, or the Parks and Recreation Commission). A member who fails without permission of the Chair, to attend three (3) successive meetings of the Commission is subject to removal. The seat vacated by the removal of a member shall be filled by appointment by the applicable appointing authority.

Officers of Commission

The Commission shall elect a chair and vice chair at its first meeting. The term of office shall be one (1) year unless the term of the member of the Commission expires sooner in which case a successor shall be selected by the Commission. A successor shall act as chair for the unexpired term remaining.

Organization and Procedures

A majority vote is required to approve any matter that is presented to the Commission which requires a vote. A quorum shall consist of four (4) members of the Commission. The Commission shall adopt rules and procedures consistent with Town Council norms and regulations.

Meetings

The Commission shall establish regular dates and times for its meetings. Meetings shall be at Town Hall unless otherwise noticed.

The Commission is subject to the Open Meetings Law (Ralph M. Brown Act) and the Political Reform Act.

Public Art Advisory Commission Vision

The Commission shall serve in an advisory capacity to the Town Council and the Parks and Recreation Director or his or her designee to support the Town by establishing Windsor as an art destination that raises the potential for education, innovation, collaborative community engagement and cultural exploration.

Roles and Responsibilities of the Commission

- Review and forward recommendations regarding all works of art acquired by or loaned to the Town, either by purchase, gift, or otherwise, including but not limited to works of art installed in or on all Town-owned buildings that are visible to the public.
- Recommend to the Town Council on all matters pertaining to the quality, quantity, scope, and style of art and culture in public places in the Town of Windsor.
- Provide recognition and increased opportunities for artists through art in public places projects and maintain an inventory of meritorious works of art in the public view.

- Forward recommendations to the Town Council regarding Public Art funds in accordance with established criteria.
- In cooperation with Town staff, forward recommendations to the Town Council with respect to priorities for expenditures, revenue, grants and cost recovery targets and serve as advocates for arts and culture and alternate sources of arts and culture funding, including but not limited to grants, donations and corporate sponsorships.
- Advise the Town Council and Town staff on policies, procedures, rules and regulations relating to the selection, installation, implementation, enhancement, on-going maintenance and management of public art in Windsor.
- Advise on art programs, services and special events administered by the Parks and Recreation Department to meet the needs of the community and recommend review by the Town Council as needed.
- Assist in collecting and disseminating information on the art projects and programs available to Windsor residents and promote greater public participation in and access to the arts.
- Engage, advise and guide civic groups, youth organizations and interested individuals who wish to plan community events in the arts or engage in artistic-based community service projects for the benefit of the Town and the community, as staff resources and time permits.
- Assist and advise the Town Council and Town staff in the update, administration and implementation of the Parks and Recreation Master Plan, the General Plan and other studies as appropriate.
- Provide a forum for residents to express their views related to public art and other related issues. Promote interest, cooperation, problem solving and support among public, private and non-profit organizations.
- Assist in assessing present and future needs of the Town with respect to public art and culture as needed or as requested.
- Be available to the Town Council and Town staff to assist as volunteers in implementing the Parks and Recreation Department and Town-wide goals.
- The Town Council or Town staff may assign other responsibilities or special projects to the Public Art Advisory Commission.

PASSED, APPROVED AND ADOPTED this 5th day of October 2016, by the following vote:

AYES: COUNCILMEMBER OKREPKE, VICE MAYOR FUDGE AND
MAYOR MILLAN
NOES: NONE
ABSTAIN: NONE
ABSENT: COUNCILMEMBERS FOPPOLI AND SALMON



MARK MILLAN, MAYOR

ATTEST:



MARIA DE LA O, TOWN CLERK

FY20XX-XY Public Art Program Annual Workplan

Projects	Location	Council Approval (Y/N)	FY XX-XY Approved Budget	Estimated Project Duration	Proposed Start Date	Priority / Status
Project #1	Town Green	Y	\$0	9 months	Xx/xx/xx	Seek alternative funding sources - \$100,000
Project #2	XYZ Road	Y	\$0	8 months	Xx/xx/xx	Seek alternative funding sources - \$100,000
Project #3	Town Green	Y	\$20,000	30 days	Xx/xx/xx	
Project #4	ABC Park	Y	\$50,000	180 days	Xx/xx/xx	
Project #5	Underpass Murals	N	\$0	45 days	Xx/xx/xx	
Project #6	Rotating Art	Y	\$5,000	Annual – every May	Xx/xx/xx	
FY 20XX-XY Annual Project Total			\$75,000			



Public Art Project Plan

Project Title: XYZ

Address / Location: XYZ Park

Initiation Date: 1/1/18

<p>Description Brief description of the project</p>	<p>Please provide a 1-2 sentence description of the project here.</p>
<p>Goal What will be achieved through the commission and placement of this artwork?</p>	<p>This area will be used to highlight what will be accomplished through this project. This should talk about the opportunities this project brings to Windsor and any community engagement potential.</p>
<p>Eligibility Who can apply?</p>	<p>This area will be used to highlight any specific type of artist which will be targeted for this project.</p>
<p>Site Where will the art be placed? What must the artist consider when designing a piece for this site?</p>	<p>Please provide specifics about the location including who owns the property, any easements or restrictions for use/placement, any site considerations.</p>
<p>Roles & Responsibilities Town Staff Public Art Advisory Commission Selection Panel</p>	<p>Town staff will do such things as prepare the project plan and RFQ, issue RFQ, pre-screen applications, facilitate selection panel and selection process, notify applicants, prepare and manage artist contracts and monitor fabrication and installation</p> <p>Commission will do such things as approve Project Plan, approve selection panel, review and recommend final artist selection.</p> <p>Selection Panel will do such things as review application materials using established criteria, select short list of artists to submit proposals, review proposals using established criteria, select one artist for the project, and recommend selection to the Public Art Advisory Commission (PAAC).</p>



<p>Artist(s)</p>	<p>Artist will be responsible for things such as submit application and qualifications, if selected to submit proposal, finalize proposal concepts to accurately convey the work’s artistic intent, design, colors, materials, fabrication processes, costs and production time. Attend project orientation meeting. Provide scaled renderings, models and other visual material to adequately illustrate how the artwork will appear when installed at the site. Meet with Art in Public Places Committee, staff and community representatives as needed, to develop work appropriate for project context. Prepare, or subcontract for engineering documents and specifications for the artwork (if required). Fabricate, install and document the artwork at the site.</p>
<p>Selection Process Open Competition, Limited or Invitational Competition, or Direct Selection?</p> <p>Identify Selection Panel members.</p> <p>Describe selection process.</p> <p>Describe the selection criteria.</p>	<p>Use this section to outline the selected process for this project.</p> <p>This section will be used to provide direction on the Selection Panel. Selection panel may include community stakeholders, other Town Department representatives, PAAC members, and students.</p> <p>Use this section to describe how the applications will be handled including prescreening and presentation. Talk about what the Selection Committee will be responsible for and how that relates to the PAAC.</p> <p>This is where the selection criteria which the Selection Panel and the PAAC will use to evaluate the applications / artists. Examples may include:</p> <ul style="list-style-type: none"> - Artistic excellence and originality as evidenced by representations of past work in photos provided and quality of proposal for this project. - Appropriateness of the artist’s medium, style, and proposed project concepts as they relate to location(s) and project goals. - Experience with projects of similar scope and scale, or comparable professional experience to handle the requirements of working in the public sector. - Availability to participate in the design, approval and implementation of the project, and complete installation by the deadline. - Feasibility of proposed project.



<p>Contributors List additional community members / Stakeholders that will be involved with this project.</p> <p>Community engagement opportunities.</p> <p>List of Town Departments who might play a role in the project.</p>	<p>Use this area to talk about who might be involved in this project.</p> <p>Highlight the community engagement process for this project including public meetings, workshops, social media campaigns, surveys and more.</p> <p>Highlight any additional Town Departments who might play a role in this project.</p>
<p>Investors List of community members who might share an interest in the success of the project.</p>	<p>This section can be used for investors of all types including financial, goods and services or other public interests.</p>
<p>Budget Total Project Budget:</p> <ul style="list-style-type: none"> - Artist honorariums - Site planning and prep - Design/Fabrication/Installation - Community Engagement - Unveiling/celebration - Contingency 	<p>\$XXXX</p> <ul style="list-style-type: none"> \$ 1 \$ 2 \$ 3 \$ 4 \$ 5 \$ 6
<p>Timeline Project Plan approved by PAAC</p> <p>RFQ published</p> <p>Application deadline</p> <p>Selection process, part 1</p> <p>Short list of artists invited to submit specific proposals</p> <p>Project orientation for short-listed finalists</p> <p>Proposal deadline</p> <p>Selection process, part 2</p>	<p>Jan 1</p> <p>Feb 1</p> <p>Mar 1</p> <p>Apr 1</p> <p>May 1</p> <p>July 1</p> <p>Aug 1</p> <p>Sep 1</p>



Selection Panel makes final recommendation to PAAC	Oct 1
Fabrication of artwork	Nov 1
Installation and unveiling/celebration event	Dec 1