



CPA Funding Application Form

City of Worcester

Submitted On:

Apr 28, 2025, 02:23PM EDT

Project Name	Worcester Historical Museum dba Museum of Worcester
Project Location and/or Address	30 Elm Street, Worcester, MA 01608
Project Lead Organization (or Individual if Applicable)	Worcester Historical Museum
Legal Status of the Organization	501(c)3
Current Property Owner (if Different from the Applicant)	
Brief Project Description	This project replaces the Museum's 40-year-old HVAC system with modern, efficient controls to protect Worcester's historic collections, improving climate stability, cutting costs, and ensuring long-term preservation of these vital community assets.
Project Contact Information	Anne Sadick [REDACTED]
What CPA category does this project fall under? (Check All that Apply)	Historic Resources
What activity are you proposing to do in this category? (Check All that Apply)	Rehabilitate / Restore
What is the project budget?	\$547,974
How much are you requesting in CPA funding?	\$273,937
Historical Resource Projects: Have you received a Positive Determination of Local Historic Significance from the Worcester Historical Commission?	Yes
Are you requesting an expedited review process for your project? The CPC shall consider an expedited timeline for review (i.e., a Special Application) only under certain circumstances. See the Application Guidance document (linked below) for more	No

information.	
Please briefly describe your project.	This project replaces a 40-year-old HVAC control system critical to preserving the history of Worcester as represented in Museum of Worcester’s library and 3D collections—vital records of the city’s shared history. The current pneumatic system is outdated, inefficient, and prone to failure. We will replace it with a system of modern electric controls, improving energy efficiency, reliability, and precision. These upgrades will enhance climate control (critical to preservation), reduce maintenance, and cut operating costs. Integration with a Building Management System (BMS) will enable advanced monitoring and diagnostics. This project ensures long-term care and environmental stability for the Museum’s irreplaceable assets.
What permissions, permits and plans will be necessary to carry out this project, and what is the status of their acquisition?	Standard building permits, as required by City of Worcester ordinances, will be necessary to complete this HVAC system upgrade. These include mechanical, electrical, and potentially fire safety permits, depending on the scope of work. All required permits will be obtained by the selected contractor before the start of construction. Coordination with the City’s Inspectional Services Department will ensure compliance with all applicable codes and regulations. Permit acquisition will proceed as part of the pre-construction phase upon contractor engagement.
Do you foresee any delays in acquiring these permissions within the next 6 months? If yes, please explain, otherwise, type N/A.	N/A
What is the desired start and end date of this project?	September 2025 – May 2026
Please attach a Timeline for the project.	MOW Project Timeline.docx
Please upload a complete project budget (.xlsx or .pdf) that includes the source of the funding for each line item. CPA funds can ONLY be used on CPA eligible project elements. Please make sure to be specific about the use of all CPA monies requested.	MOW Budget.docx
Please upload any renderings and/or estimates for this project.	WHM Project Estimates.pdf
What is the status of the match funding identified in the budget?	The Museum will explore local grant opportunities as well as the availability of Museum assets/resources.

Please upload commitment letters and/or funding agreements demonstrating that match funding is in place.	Commitment Letter.pdf
Please explain why CPA funding is needed for this project. If CPA is the only proposed funding source for this project, please explain why.	CPA is currently the only proposed funding source for this essential HVAC modernization project. The system’s failure would jeopardize the preservation of Worcester’s historic collections. As a capital improvement supporting the protection of cultural heritage, this project aligns with CPA goals. Without CPA funding, the Museum lacks the resources to complete these urgent upgrades critical to safeguarding the city’s history.
Please describe the experience of the project manager or project management team in completing a project like this one. Please include examples of similar projects pursued in the past, and why they are relevant.	Facilities Manager Lance Moquin has extensive experience managing capital projects like this essential HVAC modernization. He is overseeing a \$475,000 project to reroof Salisbury with a historically accurate standing seam metal roof—construction begins May 2025. Matching grants were secured from the Massachusetts Historical Commission/Preservation Projects Fund and Mass Cultural Facilities Fund. Lance also led the successful \$110,000 Cultural Facilities Fund capital project to integrate 32 Elm Street into the Museum’s 30 Elm Street campus. That project involved closing shared openings, upgrading all systems (water, power, communications, fire security), and replacing a lift to meet code. These projects demonstrate his ability, as well as the full team, board and staff, to execute and manage complex preservation-focused infrastructure upgrades, balancing historical integrity with modern functionality.
Please describe the financial position of the organization and its ability to cover the upfront costs of this project. CPA funding is provided on a reimbursement basis.	The Museum’s FY24 financial statement shows a modest surplus, due to strong Endowment investment performance, successful fundraising campaigns, and community support. The Museum continues to experience zero debt and is planning for the anniversary celebrations of the Museum in fiscal years 2025 and 2026. The events aim to highlight the Museum's presence in the community and position it financially well for the future. Capital expenses included new galleries, back door and elevator improvements, front lobby remodel, as well as other projects to upgrade and improve museum attractions and accessibility. Capital Campaign efforts from 2018 to 2023 afforded the Museum with these improvements. To date, 95% of the planned capital improvements have been completed, signaling a transformative moment in the Museum’s evolution.
Please upload any reports that may be helpful in establishing a capable financial position.	MoW Financial Statement FY24.pdf
How will this resource/property/building be maintained in the future?	The Museum’s full-time Facilities Manager oversees annual and semi-annual inspections to ensure code compliance and system efficiency. Findings inform maintenance, improvements, or replacements. The Museum conducts yearly reviews of short- and long-term capital needs, which guide budget planning and strategic development by staff and the Board to ensure responsible

	stewardship of the property.
Please upload any maintenance commitments.	Maintenance Plan - Worcester Historical Museum.pdf
Please describe how this project/program will benefit Worcester residents in general, as well as specific groups that will benefit from the project.	This project safeguards Worcester’s cultural heritage by preserving the Museum’s historic collections, ensuring continued public access for education, research, and community engagement. All residents benefit from the protection of shared history, while students, scholars, and visitors gain enhanced experiences in a stable, climate-controlled environment. Improved energy efficiency also supports citywide sustainability goals.
Please identify which of the Community Priorities identified in the Community Preservation Plan align with this project (check all that apply).	PRIORITY 1: Increase accessibility to historic resources, open space, parks, and in community housing. PRIORITY 2: Advance the city’s sustainability and climate resilience goals. PRIORITY 3: Prioritizing investments into projects that address a demonstrated need in a geographic area.
Please describe how this project aligns with the above Community Priorities.	This essential HVAC modernization project directly supports Priority 1 by improving accessibility to the Museum’s historic resources through the preservation of climate-sensitive collections. Enhanced environmental controls ensure continued public access to these irreplaceable assets. It advances Priority 2 by replacing outdated, inefficient systems with modern, energy-efficient technology, significantly reducing the Museum’s environmental footprint and aligning with Worcester’s sustainability goals. The integration of a Building Management System (BMS) further supports climate resilience through advanced monitoring and energy use optimization. Finally, this project meets Priority 3 by addressing a critical infrastructure need within the heart of Worcester, ensuring long-term preservation and community engagement in a centralized, historically significant geographic area. These improvements will support the Museum’s ongoing role as a community anchor and educational resource.
Historic Resource Category Goals	GOAL 4: Preserve underrepresented stories.
Open Space and Recreation Category Goals	This project does not align with any of these Category Goals.
Community Housing Category Goals	This project does not align with any of these Category Goals.
Please describe how this project aligns with the above Category Goals.	This project aligns strongly with Historic Resource Category Goal 4: Preserve Underrepresented Stories by ensuring the long-term preservation of the Museum of Worcester’s library and 3D collections, many of which document the diverse and often underrepresented voices that shaped Worcester’s history. These include materials related to immigrant communities, labor movements, and local civil rights efforts. By modernizing the HVAC system, the Museum can better safeguard these fragile resources against environmental threats, ensuring continued access for future

	generations. The project supports inclusive storytelling by maintaining a stable environment for exhibits and archives that amplify lesser-known narratives. In doing so, it helps fulfill the Community Preservation Plan's mission to preserve the full spectrum of Worcester's shared history, not just dominant narratives, but the voices that have too often been overlooked.
Does your project align with any other City or Regional Plans? Please be specific. See the City of Worcester website to view local plans.	This project aligns with the Green Worcester Plan by improving energy efficiency and reducing the Museum's carbon footprint. It supports the Worcester Now Next Plan by preserving cultural and historic resources vital to community identity. It also advances goals in the Municipal Strategic Plan by upgrading public facilities to meet long-term community needs, ensuring the Museum remains a sustainable and accessible cultural anchor.
Does your project have community support? Please describe outreach efforts for this project.	The urgency of protecting the Museum's collections has strong community support. Through board meetings/public programs/outreach, the Museum affirms its role as a trusted steward of Worcester's history. This is reflected in support from hundreds of members, 18,000 annual visitors, thousands of library users, and scores of community partnerships (e.g., LGBTQ+ Worcester, Latino History Project, Temple Emanuel Sinai) who rely on its collections for education/research/connection to the city's past.
Please upload any letters of support.	Commitment Letter.pdf
Is there anything else you want the CPC to know about your project?	This project is not only a critical infrastructure upgrade but also a long-term investment in Worcester's cultural legacy. By preserving irreplaceable collections and improving energy efficiency, it ensures the Museum remains a safe, sustainable, and accessible resource for generations to come. Support from the CPC will have a lasting impact, protecting the stories that define Worcester's diverse and vibrant history.