



Public Art Policy

**For The Corporation of the
City of Sault Ste. Marie**

**Sault Ste. Marie
Cultural Vitality Committee
February 2022**

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1. General Considerations

1.1 Statement of Purpose

The City of Sault Ste. Marie recognizes that art in public spaces is a valuable asset that enhances the quality of life for its citizens, strengthens community pride, improves the aesthetic of the public environment, and contributes to the City's cultural aspirations, social well-being and economic vitality. Through Public Art, we celebrate our culture and heritage, reflect our diversity, express shared values and define our unique identity.

Public Art advances the City's strategic goal to build a well-designed and appealing City that supports the four pillars of sustainability and engages the community. The Public Art Policy supports the SSM Cultural Policy, SSM Community Culture Plan (2019-2024) and SSM Cultural Tourism Strategy.

1.2 Definition of Public Art

Public Art is defined as art in any medium that is situated in a public space. Public Art may be temporary or permanent in nature. Public Art plays a role in beautifying the community, engaging residents and creating a sense of place, creating links to economic growth and strengthening tourism.

Public Art can be placed, installed and created anywhere in or on City-owned buildings and spaces in Sault Ste. Marie. Public spaces are those areas frequented by the general-public and are owned or leased by the City of Sault Ste. Marie. Public spaces may include, but are not limited to, parks, trails, roads, open spaces, courtyards, bridges, tunnels, boulevards, building exteriors, and publicly accessible interior areas of municipal buildings.

Public Art/Artworks are created by an Artist, Group or Collective. The Artist, Group or Collective are the designers/creators of an artwork, and includes, but is not limited to professional artists, graphic designers, collaborative teams, architects and landscape professionals. The Artist, Group or Collective is recognized by their peers and has obtained specialized training in their artistic field. They are active and committed to their practice and have shown work in a professional capacity. Artists, Groups or Collectives can be considered emerging, intermediate or advanced depending on their degree of experience, training, and accomplishments.

1.3 Types of Public Art

Public Art and Public Artworks are original art that is created for, or located in, public spaces, and which is accessible to the public at no cost. Public Art installations may include but are not limited to the following:

- Sculptures
- Murals
- Street Art
- Mosaics
- 2-dimensional Artworks
- Interactive Artworks
- Temporary Installations
- Community Art Projects
- Monuments*
- Water and Outdoor Garden Features*
- Street Furniture/Functional Art*
- Engineering or Architectural Features*
- Other Public Cultural expressions as defined in the SSM Culture Policy

*Note: These Public Art works must include a strong design component or integrated artistic feature.

Public Art installations may be:

- **Site Specific** – site specific Public Art is created for a specific location. The artwork considers the dimensions, neighbourhood and existing features of a building, park or structure in its design and concept.
- **Integrated** – integrated Public Art is incorporated into an architectural or building feature. Artistic features and designs are incorporated into structural or functional components.
- **Independent** – independent Public Art is created independent of considering the location. Artwork is created without consideration of a specific location and is often acquired/installed at a date later than its production.

1.4 Public Art Focus Areas

The City of Sault Ste. Marie Public Art Program includes four main areas of focus:

- **Public Art Capital Projects:** Integrating Public Art into the City's capital planning and budgeting process including new and renewed facilities, parks and infrastructure. This work will become part of City Public Art Inventory.
- **Temporary Public Art, Street Art and Public Art Platforms:** Developing opportunities for diverse cultural expression in civic spaces, places and neighbourhoods through the commission and exhibition of works of temporary public art from a variety of art forms including street art, and establishing one or more public art platforms to exhibit a rotating

display of art in a public venue. This work may or may not become part of the Public Art Inventory depending on nature of the work/project.

- **Community Arts, Public Engagement and Education:** Engaging communities in developing Sault Ste. Marie's story and creative place making across the City. Community members will be involved in the public art program through art making, consultation, education and promotions. This work may or may not become part of the Public Art Inventory depending on nature of the work/project.
- **Artist and Arts Sector Development:** Investing in artist, curator and arts administrator training and development including mentorships, workshops and residencies for emerging artists from a wide variety of disciplines. These development programs will help to increase the quality and diversity of cultural output, create employment opportunities, attract and retain talent locally.

1.5 Public Art Policy Guiding Principles

The City of Sault Ste. Marie's Public Art Policy seeks to ensure the following guiding principles for Public Art projects that are funded in whole or part by the City and/or are located on City-owned or managed property:

- That Public Art will reveal the unique character of, and foster a positive image for, the City
- That Public Art will be accessible to all;
- That the acquisition of Public Art will be transparent and professional, providing equitable opportunities for public participation and community partnerships;
- That considerations for Public Art are integrated into City planning and the development processes;
- That Public Art reflects the demographics and diversity of the City and are inclusive of historically under-represented groups;
- That quality art is acquired and demonstrates a commitment to excellence and craftsmanship, creativity and innovation;
- Respect the **moral and intellectual rights of the artist** and recognize the value of artists' work by providing appropriate compensation (i.e. CARFAC);
- Cultivate the local arts sector, including a wide variety of art forms, mediums, types, sizes and practices;
- That Public Art locations are considered and prioritized based on potential impact, both high profile and under-served areas;
- Consider durability, ongoing maintenance, public safety and any other relevant technical issues;
- Encourage investment in, and promote value of Public Art from/to a wide variety of sources.

1.6 Artist's Rights

Artist's Moral Rights include the right to the integrity of the work as regards associations or modifications. They include the right to be associated with the work as its author by name, pseudonym or the right to remain anonymous. Moral Rights are non-transferable and endure even after copyright has been assigned. The rights may be waived by the artist agreeing to not exercise them in whole or in part.

Examples of violation of Moral Rights may include:

- An act or omission performed on the artwork that affects the honour or reputation of the artist;
- Changing the colour of the artwork or adorning it with additional elements;
- Taking steps to restore or preserve the artwork without consultation with Artist and relevant conservation professionals where applicable;
- Changing the location of the work does not generally constitute a violation, but in the case of some works of public art, the exact siting may be considered part of the work. Therefore any relocation plans should be in accordance with any project agreements and reviewed with the Artist and relevant professionals (conservators, architects, engineers, etc.) where applicable prior to relocating any Artwork.

Intellectual Property Rights are the rights given to persons over the creations of their minds. They usually give the creator an exclusive right over the use of his/her creation for a certain period of time.

1.7 Exclusions

The City of Sault Ste. Marie's Public Art Policy does not pertain to the following:

- Public Art in City of Sault Ste. Marie facilities and on City of Sault Ste. Marie property that are leased, licensed or otherwise occupied by another party;
- Public Art in facilities/property that are excluded from this policy are the responsibility of the organization occupying the facility/property, unless otherwise agreed to by the City;
- Work on private land;
- Graffiti management;
- Special events;
- Artifacts;
- Archival collections in museums, libraries or galleries;
- Easily movable art works (i.e. paintings, drawings, models and books) that are not part of an acquisition to the Public Art Inventory; Plaques and directional elements, such as super graphics, signage or colour coding, except where these elements are integral parts of the original work of art;
- Commemorations that are not created by an artist and/or sited in public space;
- Engineering and architectural features that are extensions of the design of the architecture, landscape architecture or interior design of the development.

2. Statement of Policy

2.1 Policy Objectives

The objectives of the Public Art Policy for the Corporation of the City of Sault Ste. Marie are:

- 2.1.1 Establish roles and responsibilities for the administration of the Public Art Policy
- 2.1.2 Provide a sustainable funding model for the implementation and management of the Public Art Policy
- 2.1.3 Establish a standardized and transparent process for the selection of Public Art Sites and the commissioning, selection and acquisition of Public Art
- 2.1.4 Establish a standardized process for the management, maintenance and de-accessioning of Public Art

3. Policy Implementation

3.1 Roles and responsibilities for the administration of the Public Art Policy

3.1.1 The role of City Council will include:

- Act as an advocate for Public Art in the City;
- Approve the Public Art Policy;
- Approve any changes to the Public Art Policy, as needed;
- Authorize expenditures from the Community Development Fund - Arts and Culture (CDFAC); and The City of Sault Ste. Marie Cultural Endowment Trust Fund (CETF).

3.1.2 The Cultural Vitality Committee (CVC) responsibilities include:

- Ensuring the Public Art Policy is adhered to, relevant and updated;
- Working with Recreation and Culture Division and other City Staff to develop Public Art work plans (e.g. identifying potential Public Art projects, locations, themes and concepts);
- Review proposed project scope and terms of reference for each new Public Art project;
- Advise on the development and implementation of selection, acquisition, maintenance, loan, relocation and de-accession of artistic works to which this Policy applies and ensure that established procedures and guidelines are applied;

- Advise and recommend to City staff on proposed gifts, donations and bequests of Public Art to the City as defined in the policy and in accordance with established guidelines;
- Providing advice and expertise to City staff;
- Acting as an advocate through public communication and outreach to build public awareness and support for Public Art.

3.1.3 Recreation and Culture Division staff are responsible for the overseeing and implementation of the Public Art Policy. Responsibilities include:

- Developing all procedural aspects related to the Policy;
- Recommend a Public Art budget via the City's annual budget process and manage same;
- Advising Council, staff and residents on the Public Art Policy and related initiatives;
- Work with the Cultural Vitality Committee (CVC), other key City departments whose expertise is required as needed (e.g. Planning, Finance, Legal, Economic Development, Public Works and Engineering Services) and community stakeholders to identify Public Art priorities, locations and initiatives (e.g. Development of Public Art work plans);
- Identify and approve appointments to any Public Art working groups or sub-committees in coordination with the CVC;
- Establish and maintain a Public Art Inventory and coordinate the maintenance and conservation of the Artworks in the inventory;
- Coordinate the acquisition of artistic works in accordance with this Policy;
- Developing "Call to Artists" and coordinating the Public Art selection process. A Call to Artists is a request for proposals that outlines the scope of the Public Artwork that the City wishes to acquire. The Call to Artists will outline aspects such as, but not limited to, theme of the project, timelines, compensation and location;
- Liaising with selected artists, overseeing installation and development of agreements;
- Developing promotional and marketing initiatives to communicate Public Art activities.

3.1.4 Any participating member shall declare a conflict of interest and remove themselves in all cases where a project arises in which they are involved either directly or indirectly.

3.1.5 The implementation of the City of Sault Ste. Marie Public Art Policy will adhere to all applicable municipal, provincial and federal legislation (e.g. Planning Act, Copyright Act, etc.).

3.2 Public Art Funding

Provide a sustainable funding model for the implementation and management of the Public Art Policy. There are currently two funding streams for Public Art; The Community Development Fund - Arts and Culture (CDFAC) and The City of Sault Ste. Marie Cultural Endowment Trust Fund (CETF)

- 3.2.1 Currently, CDFAC has allocated annual funding towards Public Art projects. This amount will be reviewed annually to ensure that funding is adequate to support the objectives of the Public Art Policy, Community Culture Plan (2019-2024) and the SSM Cultural Policy, any requests for increase will be presented to Council following established procedures.
- 3.2.2 The dedication of up to 1% of the total construction and/or renovation costs of public facilities, including where appropriate, major municipal infrastructure projects towards the commissioning and installation of art or other cultural activities where, as an integral part of the building or site, it is appropriate. (See *Sections 3 & 5 of the SSM Cultural Policy for details*).
- 3.2.3 Surpluses in any year will be allocated to the CDFAC and/or the CETF and may be allocated to Public Art Projects upon approval by City Council.
- 3.2.4 All funds collected must be used for the design, fabrication, installation, documentation and maintenance of Public Art and/or Community Art projects as detailed in the Public Art focus areas of this Policy. Public Art must be chosen through an objective jurying selection process. With appropriate annual funding allocations for the administration of the selection process, collection management, inventory, insurance, staffing, legal requirements, deaccession of artistic works, maintenance and overall policy implementation. This includes the contracting of relevant third party professionals (contractors, curators, engineers, etc.) to conduct necessary work supporting the implementation of the Public Art Policy.
- 3.2.5 This policy does not preclude additional funding of Public Art through other sources including; private donations, grants, bequests, or partnerships with organizations including nonprofit or charitable organizations, community groups, businesses, schools or churches. Funding may be designated for a specific project, or may be added to the CDFAC fund. Funding a project does not in any way impact or override the determination procedures for Public Art projects outlined in this document.

3.3 Public Art Site Selection and Acquisition

Establish a standardized and transparent process for the selection of the Public Art sites and the commissioning, selection and acquisition of Public Art.

3.3.1 Public Art Site Selection:

Recreation and Culture Staff, in collaboration with the CVC Committee and other key City departments and staff, will coordinate the selection of appropriate locations for the installation of Public Art in and/or on City-owned buildings and spaces.

Public Art Sites may include, but are not limited to, parks, trails, roads, open spaces, courtyards, bridges, tunnels, boulevards, building exteriors, and public accessible interior areas of municipal buildings.

The strategic placement of Public Art in Sault Ste. Marie shall complement current and future development and infrastructure improvement plans and projects. The City will prioritize sites where capital project schedules are compatible with a Public Art commission.

Site selection will be balanced with opportunities for smaller-scale projects and locations are considered and prioritized based on potential impact in both high profile and under-serviced areas.

3.3.2 Public Art Site Selection Criteria:

Proposed sites for Public Art should:

- Be safe to the public;
- Be accessible to the public;
- Have optimum visibility;
- Be relevant to the community;
- Be respectful of the function of the existing facility or site;
- Promote public interaction with the works of art;
- Be appropriate to the physical characteristics of the site;
- Provide a relationship and connection to the social and cultural identity of the immediate local community;
- Be relevant and respectful of landscape design;
- Be relevant and respectful of urban design and the surrounding contextual architecture;
- Be subject to an environmental assessment where applicable;
- Aim to be resistant to vandalism;
- Complement and support current and future City development and improvement projects;
- Meet all required and relevant municipal, provincial and federal standards and legislation.

3.3.3 Commissioning of Public Art:

The commissioning of Public Art shall be solicited by any of the following methods:

- **Open Competition:** This type of competition is the preferred method, which sees a “Call to Artists” developed and issued. A “Call to Artists” can be geared towards local, provincial, national and/or international artists, groups or collectives;
- **Invited Competition (RFQ/RFP):** This type of competition occurs when a select group of artists and/or art collectives is invited to submit a proposal for consideration towards a specific Public Art initiative. The applicants must adhere to the guidelines and criteria established by the City of Sault Ste. Marie. This process would be implemented for complex, large-scale Public Art projects.
- **Direct Award or Purchase:** Where permitted by the City’s Purchasing By-law, this type of acquisition occurs when a single artist, group or collective is identified to complete a Public Art project or when an existing piece of Public Art is purchased.

The commissioning process for providing Public Art should:

- Attract Artists, groups or collectives from a variety of artistic disciplines;
- Be meaningful, fair and equitable;
- Encourage opportunities for learning, participation, and experimentation in arts and culture.

3.3.4 Public Art Selection Criteria:

Recreation and Culture Staff, CVC Committee, other relevant City Staff and community stakeholders shall consider the following criteria when **selecting an artist, group or collective** for a Public Art commission:

- The purpose, goals and objectives of the Public Art program overall;
- Compliance with guidelines outlined in the Public Art Policy and the specific aims in the project/program brief accompanying the “Call to Artists”.
- Artistic and aesthetic quality of previous work;
- Ability to achieve highest quality of contemporary artistic excellence and innovation;
- Professional qualifications and relevant working experience as related to Public Art, project management and working with a design team, project team and/or community group, as appropriate;
- Potential to comprehend, access and interpret relevant technical requirements, as appropriate;

Recreation and Culture Staff, CVC Committee, other relevant City Staff and community stakeholders shall consider the following criteria when **selecting an artwork or project** for a Public Art purchase, commission, donation, temporary loan or partnership*:

- Community Relevance and Impact - Suitability for display in a public space;
- Reflects the City's heritage and/or history, culture and diversity, and/or natural elements and landscapes;
- Builds appreciation for Public Art;
- Overall Quality and Authenticity - Originality of design;
- Intrigues viewers and stimulates imagination;
- Artist, group or collectives reputation, demonstrated and related experience;
- Condition of the artwork (for donated or purchased existing works);
- Responds to or complements the location's uses and users;
- Economic value (short and long term costs);
- Tourism potential;
- City's ability to safely display, maintain and conserve the work;
- Budget, timeline and technical feasibility and probability of success.

* Partnerships may include works that occupy City property, but are not owned by the City, cost sharing programs (e.g. sponsorship with private sector) and/or City In-kind services (e.g. staff support to assist with Public Art acquisition on private property or development initiative or other). In such cases, legal agreements between partners shall be created specific to each Public Art Project.

3.3.5 Public Art Gifts, Donations and Bequests:

Public Art may be acquired by the City of Sault Ste. Marie through a variety of means, including: purchase or commission, donation, gifts, bequests, temporary loan or partnership. Art acquired through gifts, donations and bequests will become a part of the City's Public Art Inventory; and are subject to the Public Art Policy selection and review processes and criteria; and must meet the following conditions:

- The Donor would complete the Public Art Donation Form;
- Each acquisition will be accompanied by a maintenance plan that is supplied by the Artist or donor;
- All donations must be unencumbered and the locations for donated artistic works will be subject to the Public Art Policy guidelines;
- The donor of the artistic work must have legal title to the artistic work;
- The donor will be responsible for meeting the Canada Revenue Agency criteria if the donor wishes to receive an Official Receipt for Income Tax Purposes for the donation. This process, which includes an appraisal of the artistic work at the donor's expense, to determine its fair market value, requires pre-approval of the City's Finance Department staff;

- The CVC will review the Public Art Donation offer and make a recommendation to accept or decline the donation based on the criteria in this Policy to the Finance Department;
- The Finance Department will review the Public Art Donation Submission to ensure that it meets the City Donation Policy (F-I-6) criteria which governs the solicitation, acceptance and administration of donations;
- Upon successful review by the Finance Department, the CVC will make a recommendation; which will be presented to City Council for final approval;
- The City Legal Department will draft and prepare any deed of gift or other legal agreements required as part of the donation.

The City may decline to consider or accept any gift, donation or bequest of art at its sole discretion.

3.4 Collection Management, Maintenance, De-accessioning and Loans

Establish a standardized process for the management, maintenance, de-accessioning and loaning of Public Art.

3.4.1 Collection Management:

The City of Sault Ste. Marie will maintain accurate and up to date records relating to the selection, acquisition, loan, relocation, deaccession, maintenance and conservation of all Public Artworks. A Public Art Inventory will list all the Public Artworks owned by the City of Sault Ste. Marie. Recreation and Culture staff, with support from the CVC Committee and other City staff where relevant, will oversee the Public Art Inventory which will contain information on each Public Artwork including:

- Title of Artwork
- Artist(s) Name and Biography
- Agreements (e.g. Artist, Partner, Building Owner)
- Appraisal (fair market value)
- Insurance Certificate (where applicable)
- Location of Artwork
- Maintenance Plan
- Conservation Activities and Condition Reports
- Photograph of the Artwork
- Other applicable documents (e.g. loan agreements or other)

Where a building/space that includes integrated art is undergoing renovations or redevelopment, the relevant department shall alert the Recreation and Culture Manager to ensure appropriate measures are taken to ensure the safety, condition and context of the Artwork is preserved.

3.4.2 Collection Maintenance:

The City of Sault Ste. Marie shall be responsible for the care and maintenance of Public Art, in accordance with approved agreements and maintenance plans and will budget accordingly. Recreation and Culture staff, or its agents, shall monitor the existing Public Art Inventory for maintenance and documentation requirements and will undertake an inspection of the artwork according to a pre-determined schedule.

The City may choose to retain a qualified professional to undertake the inspection, and subsequent conservation work, if deemed necessary.

The artist may be requested to submit with their proposal a maintenance and conservation plan. The plan shall include, but is not limited to:

- Maintenance dossiers
- Engineering or shop drawings
- Manufacturers' lists
- Original installation plan
- Key contacts including the artist
- Maintenance and/or conservation specifications; and
- Estimated budgets

Costs for maintenance and conservation of Artworks in the Public Art Inventory will be funded through the CDFAC and/or the CETF funds.

3.4.3 De-Accession, Transfer and Disposal:

Deaccessioning is the process of permanently removing a piece of art from the City of Sault Ste. Marie's Public Art Inventory. It may involve the removal or disposal of an Artwork provided that these actions be not in conflict with the terms under which the City of Sault Ste. Marie acquired the work.

Recreation and Culture Staff, in collaboration with the CVC Committee and/or other third party professional subject experts, where applicable, will consider Artwork(s) for deaccessioning when appropriate or necessary. Recreation and Culture Staff, in collaboration with the CVC Committee, will be responsible for providing a report to City Council for approval outlining the reasons for deaccessioning and the proposed method of disposal.

Public Art may be deaccessioned under any of the following situations or as otherwise determined in the City's sole opinion:

- The art is deteriorating and restoration is not feasible
- The art is no longer relevant to the City's Public Art Inventory
- The art endangers public safety
- The art is too costly to insure or maintain

- The site is no longer accessible to the public and an alternative location cannot be found

Deaccessioned art may be moved (to a non-city owned site), donated, sold, or destroyed. Where possible, the artist or donor* will be notified regarding City of Sault Ste. Marie's decisions regarding deaccessioning. In the event of sale, all funds received from the sale of artworks will be placed in the CDFAC and/or the CETF Funds for future acquisitions and conservation of works in the Public Art Inventory only.

*Note: Donor will be notified as a courtesy where applicable. Artworks donated cannot be returned to the donor as per CRA tax regulations.

3.4.4 Loans:

There are two types of Loans:

Incoming Loans: Where the City borrows an Artwork for the purpose of public exhibition, which contributes significantly to the statement of purpose of this policy, and is subject to the following:

- Loans are to be for a specified time period;
- All items on loan will be documented on Incoming Loan Forms that will state the duration of the loan, the conditions of the loan, ownership and signature of the lender and the borrower;
- All items on loan are to be insured by the City insurance policy. A Certificate of Insurance may be required by the loaner. Responsibility for damages rests with the borrower;
- A condition report will be completed by the lender prior to the object leaving the lender and/or the work is prepared for shipping, and both the borrower and the lender shall sign it. A copy will be kept by each;
- A condition report will be completed immediately by the borrower upon arrival or within a timeframe consistent with conservation standards for the work*, and both the lender and the borrower will sign this report. Each will retain a copy of the report;
- Another condition report will be completed prior to the borrower returning the loaned work (prior to packing/shipping), and both the borrower and the lender shall sign it. A copy will be kept by each;
- A final condition report will be completed by the lender as soon as is possible of the work being received and returned*, and it will be verified and signed by both the borrower and the lender. A copy will be kept by each;
- Where applicable, any associated costs as part of an Incoming Loan (e.g. loan fees, shipping, installation, insurance, etc.) will be paid from the CDFAC and/or the CETF Funds upon Council approval.

*Note: Some works may require a 24hr or longer acclimatization period prior to unpacking and condition report being completed. This procedure will follow accepted professional collection management and conservation standards.

Outgoing Loans: Where the City loans an Artwork from the Public Art Inventory for the purposes of public exhibition and/or research to qualified institutions or individuals for a specified period of time, and are subject to the following:

- Qualified institutions/individuals will be defined as those who are able to meet the environmental, conservation, display, maintenance and security needs of the object, and understand and follow the recommended care and handling practices required for arts, culture and heritage collections;
- Loans may be made when requested for specific purposes (such as research and/or public exhibition);
- Both the borrower and the lender must sign an Outgoing Loan Form, stating the duration of the loan, reason for loan and conditions of the loan;
- A condition report will be completed before the object leaves the Public Art Inventory and/or is prepared for shipping, and both the borrower and the lender shall sign it. A copy will be kept by each;
- A condition report will be completed as soon as is possible* of being received by the borrower, and both the borrower and the lender shall sign it. A copy will be kept by each;
- Another condition report will be completed prior to the borrower returning the loaned work (prior to packing/shipping), and both the borrower and the lender shall sign it. A copy will be kept by each;
- A final condition report will be completed as soon as is possible* after the work is received from the borrower and is returned back into the Public Art Inventory, and it will be verified and signed by both the borrower and the lender. A copy will be kept by each;
- The borrowing institution/individual must provide adequate insurance, (at current documented fair market value of the Artwork), and provide a certificate of insurance for the object while it resides within their custody/premises. Responsibility for damages rests with the borrower.
- Where applicable, any associated costs as part of an Out-going Loan (e.g. loan fees, shipping, packing, insurance, etc.) will be paid for by the borrower.

*Note: Some works may require a 24hr or longer acclimatization period prior to unpacking and condition report being completed. This procedure will follow accepted professional collection management and conservation standards.

Requests and Decisions to loan a work from the Public Art Inventory will be reviewed and approvals made by the CVC and City Recreation and Culture Staff, in collaboration with other relevant City Staff and/or subject experts where appropriate. City Recreation and Culture Staff will be responsible for the recording and tracking of Incoming and Outgoing loans as part of the Public Art Inventory Collection Management Policies and Procedures.