

Arts & Culture
MASTER PLAN

FOCO CREATES

2019

A Ten Year Vision



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FOCO
CREATES



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INTRODUCTION

Fort Collins is consistently and broadly recognized as a destination community to live, work, play and visit. Integral to the City's reputation and established quality of life are the values and vitality that the arts, culture and creative sector bring to the community.

FoCo Creates is the City of Fort Collins' updated Arts and Culture Master Plan for 2019 - 2029.

It builds upon the goals of the first 10-year Cultural Plan developed in 2008, while integrating the vision and aspirations of the growing community. Several themes were articulated by community members through the planning process. People want the arts and creative sector to be inclusive and equitable for all residents and visitors; residents desire cultural experiences and activities throughout their entire community; recognition that the greater creative sector, including for-profit and nonprofit organizations are an essential industry and economy; and, Fort Collins is a destination arts, culture and creative community and should be recognized, marketed and promoted as such.

Fort Collins residents cherish and actively engage in the arts and cultural offerings in the community. As the community continues to grow and become more diverse, they want the creative opportunities to continue to grow and thrive, including and reflecting the community's diversity. The FoCo Creates Arts and Culture Plan challenges the City and community to keep pace with this growth through continued investment in cultural programming, facilities and resources.

The vision of Fort Collins being a vibrant creative hub and cultural destination is explicitly joined with a sense of community and shared values. Art, culture and creativity bring people together and reflect a community's spirit and commitment to mutual and diverse cultures and history.



HISTORY & TODAY

The mountains and plains of the greater Fort Collins region have been home to American Indian cultural groups for thousands of years. An established and enduring source of creativity in the region, the tribes' rich arts, language, and traditions were and are deeply embedded in their culture and way of life.

Following the establishment of the first fort in the area, and less than a decade after the City of Fort Collins was incorporated in 1873, the first cultural facility, the Opera House Block, was completed in 1881. The building hosted traveling performances and was an important community gathering place. Over the proceeding century plus, the growth of the sector has thrived with the establishment of a wide range of cultural organizations. Early and milestone developments include: the Colorado Agricultural College (Colorado State University today) starting its first Conservatory of Music in 1905; the establishment of the Fort Collins Symphony in 1949; the Fort Collins Children's Theatre presenting its first production in 1958 and OpenStage Theatre opening in 1973.

Today, arts and culture in Fort Collins represent a wide breadth of institutions, activities and establishments, important to the significant growth of the greater creative community

and industries. Reflecting this, Fort Collins was recognized in 2011 by the State of Colorado Office of Economic Development and International Trade and Colorado Creative Industries with the Governor's Arts Award, an award given to a "Colorado town or city for their collective efforts to enhance the vitality of their community through the arts." Also of note, Downtown Fort Collins was certified as a Creative District in the Colorado Creative Industries Creative District Program in 2016.

Over the years, city residents have shown significant support to build and sustain publicly funded arts and culture infrastructure through multiple tax initiatives. In 1971, the Designing Tomorrow Today initiative seeded the money to fund construction of The Lincoln Center, the new main library, and an expansion of the Fort Collins Museum into the Carnegie Library building. In 1997, voters approved the Building Community Choices capital tax to create a new Community Horticulture Center, now known as The Gardens on Spring Creek. The Building on Basics (BOB) capital tax was approved by voters in 2005 and supported the newly formed Fort Collins Museum of Discovery and renovations to The Lincoln Center. In 2015, voters supported renewal of the BOB tax to fund The Gardens on Spring Creek Visitor's



The Opera House under construction on the 100 block of North College Avenue in 1880.

Center expansion and renovation of the historic 1904 Carnegie Building to enhance its use as a cultural community center.

The Gardens on Spring Creek, The Lincoln Center and the Fort Collins Museum of Discovery have become successful and valued cultural institutions and resources, with great community support and attendance. In the recent 2018 Annual Community Survey, over 85 percent of residents rated the quality of programs and facilities for the three as good or very good. The three facilities also experience significant attendance, with over 350,000 collective annual visitors. The community and the City Council also supported the creation of the popular Arts in Public Places Program in 1995 and the opening of the Carnegie Center for Creativity in the historic Carnegie Library in 2013. The City continues to consistently invest in the nonprofit arts and cultural community via the Fort Fund grants program, begun in 1989, and funded by a share of lodging tax revenues.

The City and residents of Fort Collins have a long and dedicated history of cultivating arts and culture in the community. All of the offerings the greater creative sector provides are valued for the authentic experience and diversity they bring and are also proven to be an economic multiplier, drawing significant economic value. This 2019 - 2029 Arts and Culture Master Plan builds upon this strong foundation and continues to advance Fort Collins as a signature creative community.



Child enjoying an installation at Fort Collins Museum of Discovery

"[Fort Collins is] also a hip place that continues to grow as a hub for artists and creatives, who value the significance of community as much as the solace of the natural environment."

~ Olivia Balsinger¹



¹Begley Bloom, Laura. 2018 "Where To Go Next: 14 Best Places To Travel In The US In 2019." Forbes, December 6, 2018. <https://www.forbes.com/sites/laurabegleybloom/2018/12/06/where-to-go-next-best-places-us-travel-2019/#150821769287>.

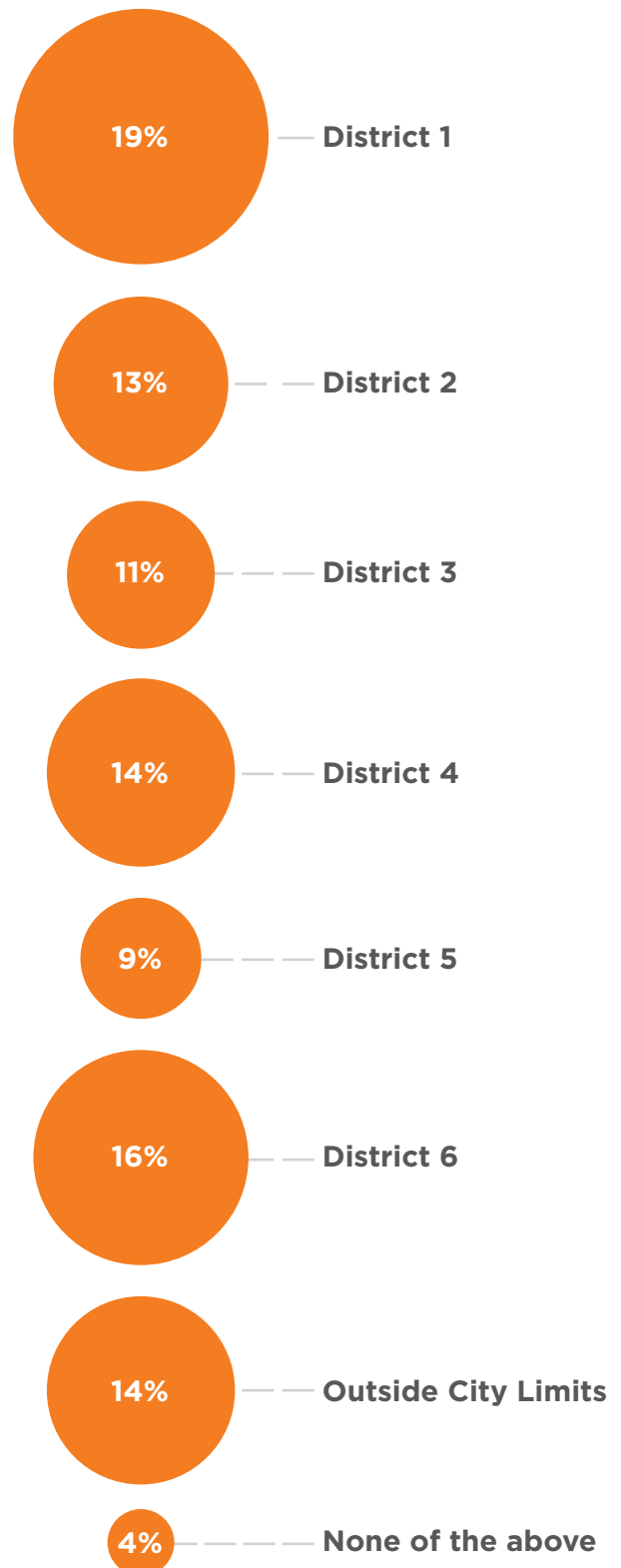
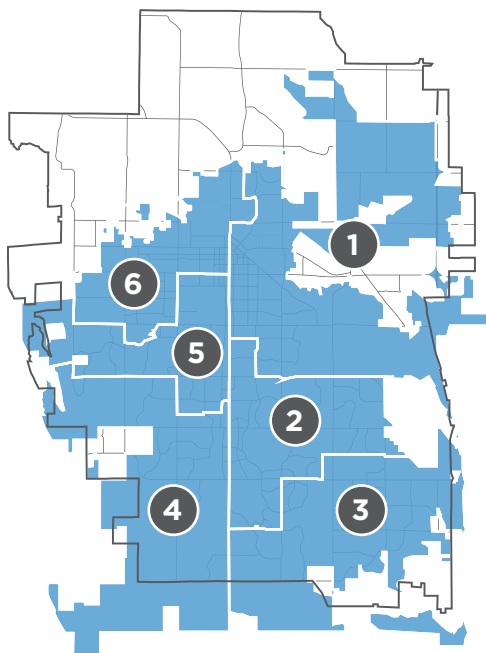
PLAN DEVELOPMENT PROCESS

The FoCo Creates Arts and Culture Master Plan development began in the Fall of 2017 with the engagement of a consultant to facilitate the process with City staff. The FoCo Creates website was established and community input invited via an online survey. Over 3,800 people visited the website, 707 people completed the survey and over 1,250 individual comments were submitted. The graph to the right depicts the community's response by City Council District.

Multiple stakeholder meetings were held throughout 2018 to elicit current strengths and weaknesses and opportunities for the future. Additionally, two community-based groups formed to support specific plan development: the Cultural Equity and Inclusion Group and the Fort Collins Music Task Force. A Leadership Committee, made up of community and city arts and culture leaders, guided the development of the Plan to completion.

The final draft of the plan was shared with the community in early 2019 on the FoCo Creates website and in stakeholder and public meetings, culminating with approval by City Council on May 21, 2019.

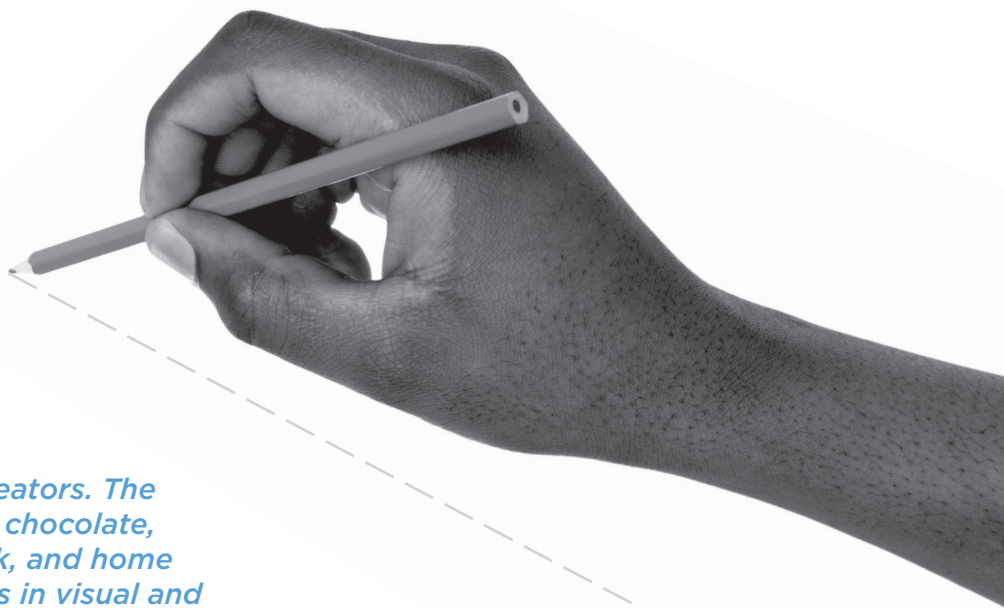
Responses to FoCo Creates Survey by City Council District (N = 707)





Sketch Note from Community Public Forum (Fall 2018)

by Ellen O'Neill



"FoCo is a community of creators. The artisans in brewing, baking, chocolate, wood, metal and stone work, and home décor as well as the creators in visual and performing arts have together formed a magical place of excellence in every discipline. FoCo is a work of art!"

~ FoCo Creates Online
Community Survey Respondent

VISION

The Vision Statement for the FoCo Creates Arts and Culture Master Plan encompasses 10-year outcomes as articulated by community members and plan participants, including the community-wide leadership committee, subject-specific task forces, participant input from community meetings, and survey results and online comments.

- V1 } Arts and the creative culture in Fort Collins are **inclusive** and **equitable** for all residents and visitors. All members of the community, their cultures and art are recognized for contributing to the strength and unique character of the city.
- V2 } Fort Collins is recognized as a **destination arts, culture, and creative community** with robust and diverse cultural offerings. The arts, and the **values** and **vitality** they provide, are recognized and supported attributes in building a healthy community. The creative sector is integral to drawing innovative and creative companies and people to live, work and play in Fort Collins.
- V3 } The Fort Collins creative sector is regarded as a **comprehensive network**, including independent artists, nonprofit and for-profit organizations and businesses, government, educational institutions, philanthropic organizations, associations and other creative industries. Through **collaborations** and **partnerships**, the creative sector and industries are promoted and more visible, supporting an expanding creative economy.
- V4 } Fort Collins residents **experience** and **engage** in art experiences throughout the city, including neighborhoods, schools, parks and gardens, gathering places and the City's cultural venues. Residents value arts, culture, and creativity as essential to the **health** and **well-being** of the community and have access to lifelong learning through the arts.

Defining Creative Industries

For this plan, the definition of creative industries is drawn from the Colorado Office of Economic Development and International Trade. The creative industries include nonprofit, for-profit and independent self-employed creatives. Specifically, the industries typically include design, film and media, heritage, literary and publishing, performing arts, and visual arts and crafts. Best practice also includes local definitions and for this plan we include culinary arts and brewing. “Artist,” “creatives,” and “cultural provider” are utilized throughout the plan to represent all people working in the creative industries and creative economy.

“Regional Growth, and success in regional growth, is really based on the competition for talent. You need the educated, highly skilled workforce in today’s economy to push your region ahead. One way to [do this is] attracting and retaining talent through creative amenities.”

~ Michael Seman²

Conversation with Myself
by Lorri Acott,
Collection of the Fort Collins Museum of Discovery



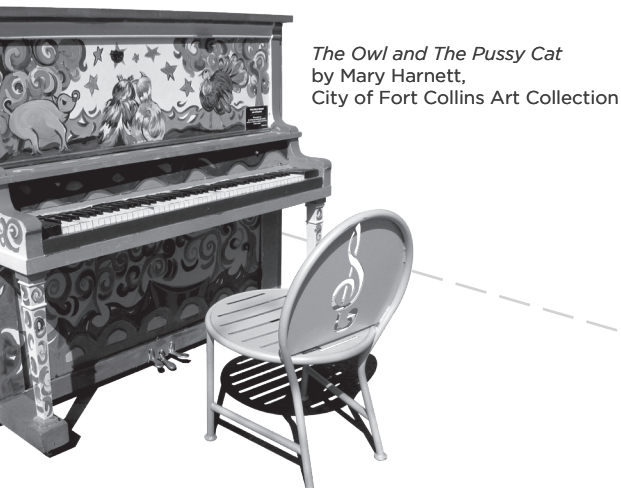
²Ro, Christine. 2019. “Planning for Music can Transform American Cities.” Planning Magazine, February 2019. <https://www.planning.org/planning/2019/feb/planningformusic/>

GOAL 1 — Inclusion and Equity

Through the arts, foster an inclusive and equitable cultural and creative community that represents all residents.

STRATEGIES

- 1.1** Ensure inclusion and equity within the City's Cultural Services Department programs, projects and facilities.



The Owl and The Pussy Cat
by Mary Harnett,
City of Fort Collins Art Collection

ACTIONS

- a.** Develop guidelines for the Cultural Services Department that take into consideration equity and cultural representation, including artist and program selection and program development.
- b.** Enhance program offerings and projects throughout the city, including those of underserved populations, neighborhoods and communities.
- c.** Increase access to free and reduced-fee opportunities to City cultural programs.
- d.** Assess the location of public art installations; research opportunities to place public art in underserved locations.

- 1.2** Promote and increase the visibility and support of the diverse cultural artists and organizations in Fort Collins.

- a.** Collaborate with diverse cultural artists and organizations to raise awareness of their work through City communication channels and working with community partners like Visit Fort Collins.
- b.** Proactively outreach to, and convene regular meetings of cultural providers, including the academic community, to understand their work, share resources and collaborate.
- c.** Through direct outreach, engagement, and support, encourage cultural organizations to apply for financial support through grants and other opportunities.

STRATEGIES

- 1.3** Foster inclusion and equity within the City's Fort Fund grant program and within the Cultural Resources Board and Art in Public Places Board.



ACTIONS

- a.** Assess and edit the Fort Fund guidelines, applications, and reporting documents for clear, inclusive and welcoming language.
- b.** Provide direct outreach to cultural organizations on funding opportunities, host Fort Fund informational workshops and provide multilingual information.
- c.** Support Fort Fund grantees in creating inclusion and equity policies for their organizations and working to have their boards reflective of the community.
- d.** Promote the opportunity to serve on the Cultural Resources Board and the Art in Public Places Board with the goal of having the Boards reflect the broad community.



GOAL 2 — Creative Destination

Support and advocate for the creative industries in Fort Collins, emphasizing the importance of the creative economy and building the City's reputation as a destination for innovative companies and people.

STRATEGIES

- 2.1** Support the creative industries through engagement, educational opportunities and business support.

ACTIONS

- a. Working with partners such as the City's Economic Health Office and Social Sustainability Department, initiate and organize meetings with representatives of the creative industries to understand barriers, needs and opportunities.
- b. Promote educational opportunities and the creative industry through partners such as Colorado State University (University Center for the Arts), Front Range Community College, Poudre School District and other local districts, The Music District and the Small Business Development Center.
- c. Support and recognize the needs of the informal and do-it-yourself creative community, including youth.
- d. Work with City Departments, including Planning, Development and Transportation and Sustainability Services, to identify opportunities to enable innovative programs and businesses by adding flexibility to policies, land use codes or other regulations, while preserving or enhancing neighborhood quality, environmental protection, and public safety.
- e. Include the breadth of the cultural industries in the marketing of Fort Collins as a cultural center and destination.
- f. Explore the creation of a City Music Commission to support the continued development of a vital creative industry in the community.
- g. Hire a Manager of Creative Industries to work with the community to implement goals, be a liaison to all City departments including the Economic Health Office, Planning and Neighborhood Services, and coordinate all activity related to the City's support of the creative industries sector.

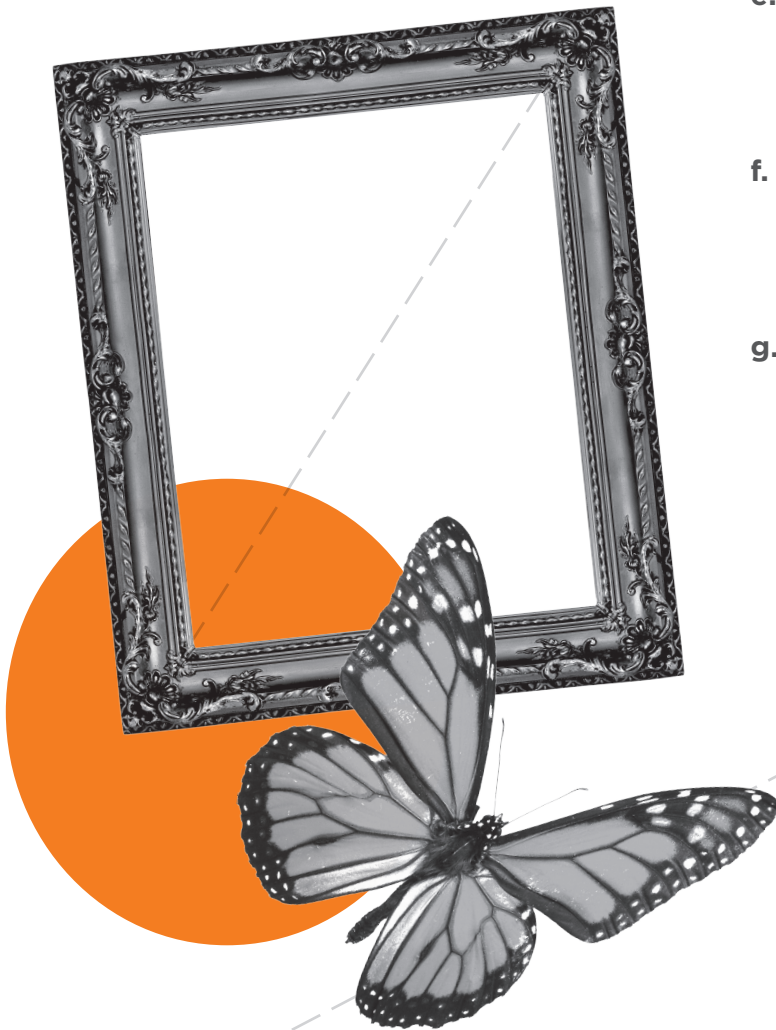


STRATEGIES

- 2.2** Further a public-private built environment that supports the growth of the creative economy.

ACTIONS

- a.** Working with community partners, further examine the recently explored opportunity for housing and work spaces for creatives in Fort Collins. Also explore other potential housing partners and opportunities.
- b.** Inventory existing spaces and buildings for use as affordable housing and/or work space; explore funding opportunities to support developing new creative spaces.
- c.** Support and promote existing creative spaces, both public and private, so they remain within the creative economy.
- d.** Support the continued success of the Downtown Creative District through continuing to be a fiscal agent and liaison to City departments and by providing access to City facilities.
- e.** Identify, by working with the City and community, the potential for additional creative districts throughout the city to be developed.
- f.** Work with the Recreation Department to further research and complete a feasibility study for the Community Center for Innovation and Creativity.
- g.** Identify opportunities to partner with private development to incorporate creative use in building projects.



GOAL 3 — Community Engagement

Enhance the City's cultural facilities and city-wide programs to address community growth and demand, supporting the community's vibrancy and health.

STRATEGIES

- 3.1** Provide and operate a variety of cultural facilities that support current and future needs of the community.

ACTIONS

- a.** Conduct a feasibility study and market analysis to determine the potential of a capital campaign, and the ongoing sustainability of a major new performing arts center (2000 – 2200 seats).
- b.** Explore opportunities to capitalize on the renovation of the Carnegie Center for Creativity in 2024, developing the facility into a hub for community cultural organizations and creative industries.
- c.** With community partners, evaluate and further examine existing facilities, as well as the development of additional performing and visual arts facilities throughout the community.
- d.** Create a long-term plan for the Fort Collins Museum of Discovery expansion, including funding options and location research.
- e.** Complete phase two of The Gardens on Spring Creek expansion.
- f.** Develop additional storage capacity in support of expanded cultural facilities and programs.

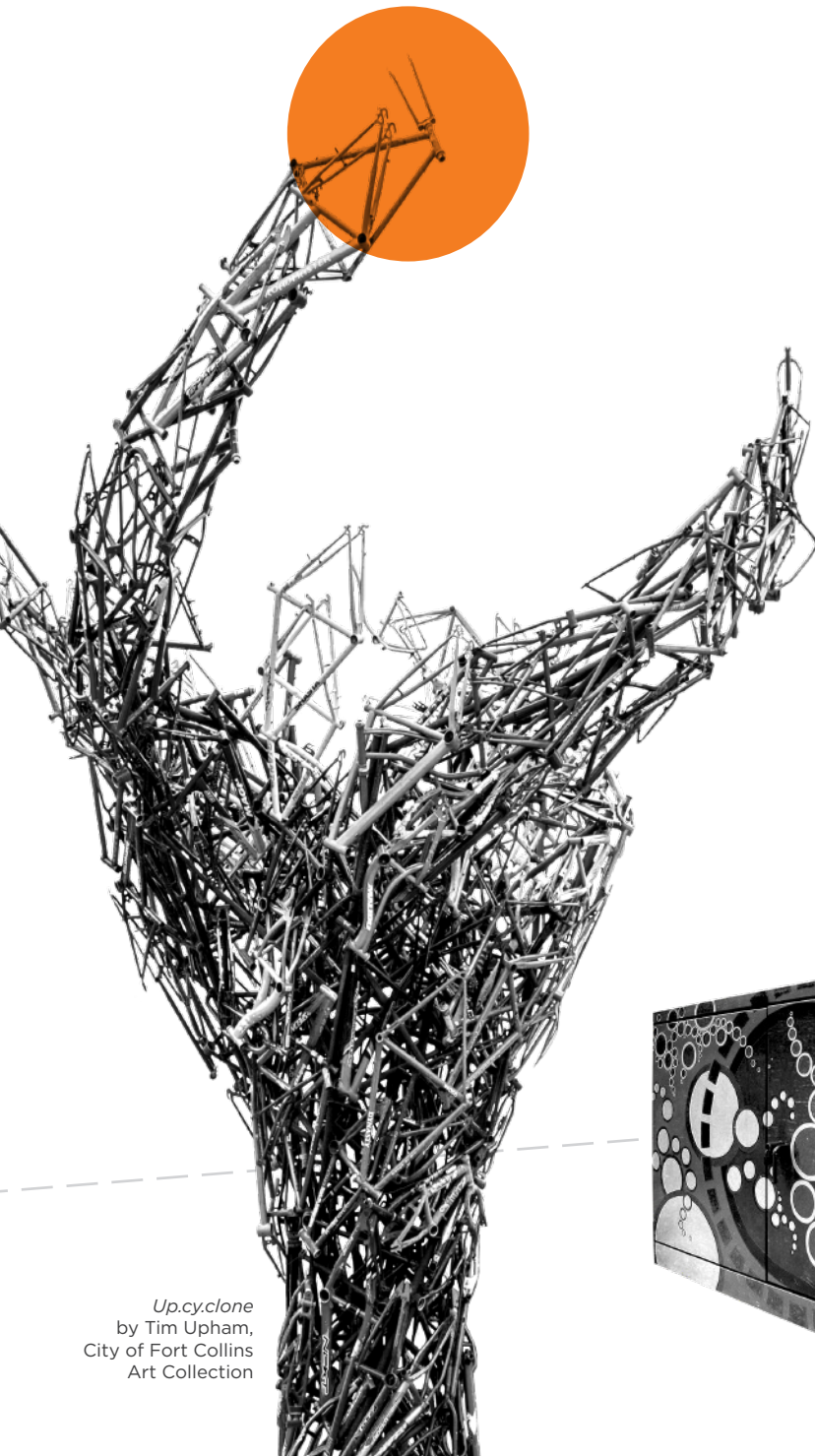


STRATEGIES

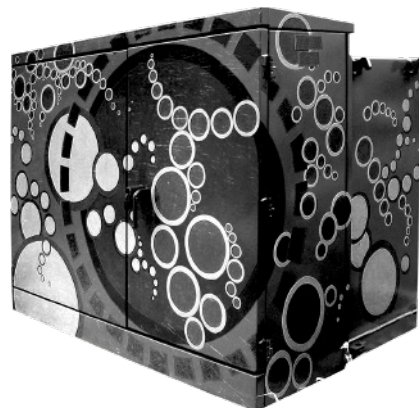
- 3.2** Provide cultural programming and projects at city facilities and throughout the city that engage residents and visitors.

ACTIONS

- a. Expand and fund art opportunities and experiences throughout the city with informal performances, pop-up temporary art exhibits, etc. in parks, neighborhoods, and civic facilities such as City Hall and The Gardens on Spring Creek.
- b. Promote collaborative programming within the Department of Cultural Services, and with other City departments such as Recreation and with community partners.
- c. Work with diverse community partners to inform and expand programmatic offerings in City facilities and throughout the community in a range of arts including literary, visual, design, digital, film and video.
- d. Hire a Community Programs Manager to implement and oversee expanded community-based programming throughout the community.
- e. Evaluate the Art in Public Places Program, assessing expanded opportunities including temporary art installations, neighborhood partnerships and the creation of major gateway artworks.
- f. Research opportunities to increase funding for Public Art including a percent for art increase, public-private partnerships and private development incentives.



Up.cyclone
by Tim Upham,
City of Fort Collins
Art Collection



Margarita Dream by Amelia Caruso,
City of Fort Collins Art Collection

GOAL 3 — Community Engagement Continued

STRATEGIES

- 3.3** Promote and provide lifelong learning in the arts and culture.



ACTIONS

- a.** Inventory and assess current lifelong creative learning opportunities offered by the City, Poudre School District, Colorado State University (Osher Lifelong Learning Institute), Front Range Community College, health providers, community partners and businesses. Determine gaps and work with partners to address the needs.
- b.** Support community nonprofits work through providing convening and learning opportunities.
- c.** Work with community stakeholders to create a lifelong learning web portal as part of a larger creative marketing and branding initiative.
- d.** Explore designated funding opportunities, including Fort Fund.

GOAL 4 — Sustained and Thriving Sector

Explore and support the creation of new sustainable public and private funding sources to cultivate a vibrant and healthy cultural and creative sector. Evaluate current funding mechanisms for effectiveness and alignment to future goals and vision.

STRATEGIES

- 4.1** Research new public funding mechanisms for dedicated and sustainable revenue sources.

ACTIONS

- a.** Research and evaluate the establishment of a sustainable funding mechanism.
- b.** Research and evaluate the establishment of dedicated tax options with a nexus to arts and culture.

STRATEGIES

- 4.2** Engage the private and philanthropic sectors to support a growing and vibrant cultural and creative community.



- 4.3** Evaluate the Fort Fund grant program as it relates to Cultural Plan goals and strategies.



ACTIONS

- a.** Work with private industry and philanthropic organizations to understand and identify areas of shared interest with the nonprofit and for-profit creative sectors. Work with City Give.
 - b.** Explore opportunities to increase funding for Public Art including public-private partnerships and private development incentives.
 - c.** Research regional and national grant opportunities that would support the specific goals of the plan, for example lifelong learning, renovation of the Carnegie Center for Creativity, shared creative space, expansion of programs in underserved communities, etc.
-
- a.** Evaluate current Fort Fund funding categories for alignment to the vision of Fort Collins being a creative center and destination, engaging the entire community and visitors.
 - b.** Identify opportunities within Fort Fund to support a broad spectrum of creative activities, ranging from those produced by previously supported and established nonprofits to new funding opportunities in areas such as lifelong learning in the arts, artists-entrepreneurs and capacity building.

GOAL 5 — Dynamic Identity

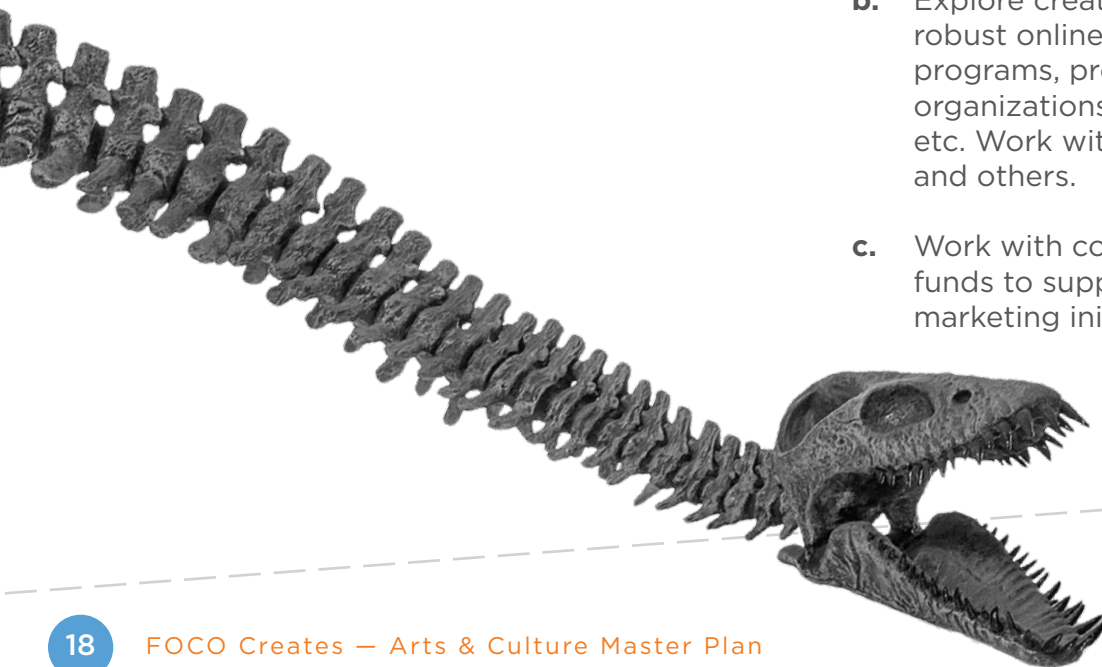
Build Fort Collins creative, arts, and culture brand identity and visibility; communicate it effectively to the community, the region and beyond.

STRATEGIES

- 5.1** Support the development of partnerships to develop a brand for the creative sector of Fort Collins that reflects the entirety of the cultural and creative community.
- 5.2** Promote and market the creative sector of Fort Collins, increasing visibility and driving community engagement, tourism, business and the recognition of Fort Collins as a cultural and creative destination.

ACTIONS

- a.** Convene a comprehensive cross-section of the for-profit and nonprofit creative sector to support and partner on creating a unified creative brand identity for Fort Collins.
- b.** Support the establishment of an ongoing creative sector branding and marketing committee to guide brand identity and development of marketing strategy. Partners would be inclusive of the entire creative sector and community.
- a.** Work with the creative sector marketing committee to develop a marketing strategy and implementation plan. A key partner would be Visit Fort Collins, with other partners including a variety of people and organizations from throughout the growth management area.
- b.** Explore creating, or enhancing, a robust online resource that list events, programs, projects and links to organizations, businesses, events, etc. Work with Visit Fort Collins and others.
- c.** Work with community partners to seek funds to support the branding and marketing initiative.





Flight by Kirsten Kokkin,
City of Fort Collins Art Collection

Fort Collins Love
by Chris Bates,
City of Fort Collins
Art Collection







IMPLEMENTATION

IMMEDIATE ACTIONS

2019-2020

ACTION ITEMS	RESPONSIBILITY	POTENTIAL FUNDING
IE 1.1a: Develop guidelines for the Cultural Services Department that take into consideration equity and cultural representation, including artist and program development.	CSD Staff	Staff Time
IE 1.3a: Assess and edit the Fort Fund guidelines, applications, and reporting documents for clear, inclusive and welcoming language.	CSD Staff, Cultural Resources Board, Cultural Organizations	Staff Time
CD 2.2a: Working with community partners, further examine the recently explored opportunity for live and work space for creatives in Fort Collins. Also explore other potential housing partners and opportunities.	CSD Staff, Economic Health Office, Philanthropic Community	Staff Time
CE 3.1e: Complete phase two of The Gardens on Spring Creek expansion.	CSD Staff, Friends of the Gardens	Funded
CE 3.2a: Expand and fund art opportunities and experiences throughout the city with informal performances, pop-up temporary art exhibits, etc. in parks, neighborhoods, and civic facilities such as City Hall and The Gardens on Spring Creek.	CSD Staff, City Departments, Community Stakeholders	Contingent on Funding of Community Programs Manager position and related programmatic support (Estimated annual cost of programming \$75,000)
CE 3.2d: Hire a Community Programs Manager to implement and oversee expanded community-based programming throughout the community.	CSD Staff	Contingent on Funding (Estimated Annual Expense \$80,000 - \$100,000)
CE 3.2e: Evaluate the Art in Public Places Program, assessing expanded opportunities including temporary art installations, neighborhood partnerships, and the creation of major gateway artworks.	CSD Staff, Finance (Program Evaluation)	Staff Time
CE 3.3c: Work with community stakeholders to create a lifelong learning web portal as part of a larger creative marketing and branding initiative.	CSD Staff, City Departments, Community Stakeholders	General Fund, Grant Procurement, Community Stakeholders
STS 4.3a: Evaluate current Fort Fund funding categories for alignment to the vision of Fort Collins being a creative center and destination, engaging the entire community and visitors.	CSD Staff, Cultural Resources Board, Community Stakeholders	Staff Time
STS 4.3b: Identify opportunities within Fort Fund to support a broad spectrum of creative activities, ranging from those produced by previously supported and established nonprofits to new funding opportunities in areas such as lifelong learning in the arts, artists-entrepreneurs and capacity building.	CSD Staff, Cultural Resources Board, Community Stakeholders	Staff Time

SHORT-TERM ACTIONS

2021-2022

ACTION ITEMS	RESPONSIBILITY	POTENTIAL FUNDING
IE 1.1d: Assess the location of public art installations; research opportunities to place public art in underserved locations.	CSD Staff, Art in Public Places Board, Community Stakeholders	Staff Time, Art in Public Places
CD 2.1a: Working with partners such as the City's Economic Health Office and Social Sustainability Department, initiate and organize meetings with representatives of the creative industries to understand barriers, needs, and opportunities.	CSD Staff, Economic Health Office, Social Sustainability, Creative Industry	Staff Time (Contingent on Funding of Creative Industries Position)
CD 2.1f: Explore the creation of a City Music Commission to support the continued development of a vital creative industry in the community.	CSD Staff, Community Stakeholders	Staff Time (Contingent on Funding of Creative Industries Position)
CD 2.1g: Hire a Manager of Creative Industries to work with the community to implement goals, be a liaison to all City departments including the Economic Health Office, Planning and Neighborhood Services and coordinate all activity related to the City's support of the creative industries sector.	CSD Staff	Contingent on Funding (Estimated Annual Expense \$80,000 - \$100,000)
CD 2.2b: Inventory existing spaces and buildings for use as affordable live and/or work space; explore funding opportunities to support developing new creatives spaces.	CSD Staff, Community Stakeholders	Staff Time (Contingent on Funding of Creative Industries Position)
CD 2.2f: Work with the Recreation Department to further research and complete a feasibility study for the Community Center for Innovation and Creativity.	CSD Staff, Recreation Department	Staff Time, Recreation Budget
CE 3.1b: Explore opportunities to capitalize on the renovation of the Carnegie Center for Creativity in 2024, developing the facility into a hub for community cultural organizations and creative industries.	CSD Staff, Community Stakeholders, Creative Industries	Building on Basics, Grant Procurement, Community Stakeholders
CE 3.1d: Create a long-term plan for the Fort Collins Museum of Discovery expansion, including funding options and location research.	CSD Staff, Friends of the Museum	Staff Time, Friends of the Museum
CE 3.2f: Research opportunities to increase funding for Public Art including a percent for art increase, public-private partnerships, and private development incentives.	CSD Staff, Art in Public Places Board, Community Stakeholders	Staff Time
STS 4.1a: Research and evaluate the establishment of a sustainable funding mechanism.	CSD Staff, Community Stakeholders	Staff Time, Community Stakeholders
STS 4.1b: Research and evaluate the establishment of dedicated tax options with a nexus to arts and culture.	CSD Staff, Community Stakeholders	Staff Time, Community Stakeholders
STS 4.2b: Explore opportunities to increase funding for Public Art including public-private partnerships and private development incentives.	CSD Staff, City Departments	Staff Time

SHORT-TERM ACTIONS CONTINUED

2021-2022

ACTION ITEMS	RESPONSIBILITY	POTENTIAL FUNDING
DI 5.1a: Convene a comprehensive cross-section of the for-profit and nonprofit creative sector to support and partner on creating a unified creative brand identity for Fort Collins.	CSD Staff, Communication and Public Involvement Office, Visit Fort Collins, Community Stakeholders	Staff Time, Community Stakeholders
DI 5.1b: Support the establishment of an ongoing creative sector branding and marketing committee to guide brand identity and development of marketing strategy. Partners would be inclusive of the entire creative sector and community.	CSD Staff, Communication and Public Involvement Office, Visit Fort Collins, Community Stakeholders	Staff Time, Community Stakeholders
DI 5.2a: Work with the creative sector marketing committee to develop a marketing strategy and implementation plan. A key partner would be Visit Fort Collins, with other partners including a variety of people and organizations from throughout the growth management area.	CSD Staff, City's Communication and Public Involvement Office, Visit Fort Collins, Community Stakeholders	Staff Time, Community Stakeholders
DI 5.2b: Explore creating, or enhancing, a robust online resource that lists events, programs, projects and links to organizations, businesses, events, etc. Work with Visit Fort Collins and others.	CSD Staff, Visit Fort Collins, Community Stakeholders	Staff Time, General Fund, Community Stakeholders
DI 5.2c: Work with community partners to seek funds to support the branding and marketing initiative.	CSD Staff, Community Partners, Philanthropic Partners	Staff Time, Grant Procurement, Community Stakeholders

MID-TERM ACTIONS

2023-2027

ACTION ITEMS	RESPONSIBILITY	POTENTIAL FUNDING
CE 3.1a: Conduct a feasibility study and market analysis to determine the potential of a capital campaign, and the ongoing sustainability of a major new performing arts center (2000 – 2200 seats).	CSD Staff, Consultant, Philanthropic Community, Community Stakeholders	General Fund, (feasibility studies estimate \$250,000)
CE 3.1f: Develop additional storage capacity in support of expanded cultural facilities and programs.	CSD Staff	Capital Project Fund

ONGOING ACTIONS

ACTION ITEMS	RESPONSIBILITY	POTENTIAL FUNDING
IE 1.1b: Enhance program offerings and projects throughout the City, including those of underserved populations, neighborhoods and communities.	CSD Staff, Neighborhood Services, Recreation, Community Stakeholders	Contingent on Funding of Community Programs Manager position and related programmatic support
IE 1.1c: Increase access to free and reduced-fee opportunities to City cultural programs.	CSD Staff	General fund, Budgeting for Outcomes 2021-2022
IE 1.2a: Collaborate with diverse cultural artists and organizations to raise awareness of their work through City communication channels and working with community partners like Visit Fort Collins.	CSD Staff, Community Partners, Cultural Organizations, University Center for the Arts	Staff Time

ONGOING ACTIONS CONTINUED

ACTION ITEMS	RESPONSIBILITY	POTENTIAL FUNDING
IE 1.2b: Proactively outreach to, and convene regular meetings of cultural providers, including the academic community, to understand their work, share resources and collaborate.	CSD Staff, Community Partners, Cultural Organizations	Staff Time
IE 1.2c: Through direct outreach, engagement, and support, encourage cultural organizations to apply for financial support through grants and other opportunities.	CSD Staff, Philanthropic Community	Staff Time
IE 1.3b: Provide direct outreach to cultural organizations on funding opportunities, host Fort Fund informational workshops and provide multilingual information.	CSD Staff, Philanthropic Community	Staff Time
IE 1.3c: Support Fort Fund grantees in creating inclusion and equity policies for their organizations and working to have their boards reflective of the diverse community.	CSD Staff, Nonprofit Art Organizations, Philanthropic Community	Staff Time
IE 1.3d: Promote the opportunity to serve on the Cultural Resources Board and the Art in Public Places Board with the goal of having the Boards reflect the broad community.	CSD Staff, City Council, City Clerk's Office	Staff Time
CD 2.1b: Promote educational opportunities and the creative industry through partners such as Colorado State University (University Center for the Arts), Front Range Community College, Poudre School District and other local districts, The Music District and the Small Business Development Center.	CSD Staff, Academic Community, Music District	Staff Time (Contingent on Funding of Creative Industries Position)
CD 2.1c: Support and recognize the needs of the informal and do-it-yourself creative community, including youth.	CSD Staff, City Departments, Community Stakeholders	Staff Time (Contingent on Funding of Creative Industries Position)
CD 2.1d: Work with City Departments, including Planning, Development and Transportation and Sustainability Services, to identify opportunities to enable innovative programs and businesses by adding flexibility to policies, land use codes or other regulations, while preserving or enhancing neighborhood quality, environmental protection, and public safety.	CSD Staff, Planning, Department, Sustainability Services	Staff Time (Contingent on Funding of Creative Industries Position)
CD 2.1e: Include the breadth of the cultural industries in the marketing of Fort Collins as a cultural center and destination.	CSD Staff, Community Stakeholders	General Fund, Grant Procurement, Community Stakeholders
CD 2.2c: Support and promote existing creative spaces, both public and private, so they remain within the creative economy.	CSD Staff, Community Stakeholders	Staff Time (Contingent on Funding of Creative Industries Position)
CD 2.2d: Support the continued success of the Downtown Creative District through continuing to be a fiscal agent, liaison to City departments and providing access to City facilities.	CSD Staff, Downtown Creative District	Staff Time

ONGOING ACTIONS CONTINUED

ACTION ITEMS	RESPONSIBILITY	POTENTIAL FUNDING
CD 2.2e: Identify, by working with the City and community, the potential for additional creative districts throughout the city to be developed.	CSD Staff, Economic Health Office, Colorado Creative Council, Community Stakeholders	Staff Time (Contingent on Funding of Creative Industries Position)
CD 2.2g: Identify opportunities to partner with private development to incorporate creative use in building projects.	CSD Staff, Planning Department, Economic Health Office, Planning Department	Staff Time (Contingent on Funding of Creative Industries Position)
CE 3.1c: With community partners, evaluate and further examine existing facilities, as well as the development of additional performing and visual arts facilities throughout the community.	CSD Staff, Cultural Providers, Community Stakeholders	Staff Time
CE 3.2b: Promote collaborative programming within the Department of Cultural Services, and with other City Departments such as Recreation and with community partners.	CSD Staff, City Departments, Community Stakeholders	Staff Time (Contingent on Funding of Community Programs Manager position)
CE 3.2c: Work with diverse community partners to inform and expand programmatic offerings in City facilities and throughout the community in a range of arts including literary, visual, design, digital, film and video.	CSD Staff Arts and Community Stakeholders	Staff Time (Contingent on Funding of Community Programs Manager position)
CE 3.3a: Inventory and assess current lifelong creative learning opportunities offered by the City, Poudre School District, CSU (Osher Lifelong Learning Institute), Front Range Community College, health providers, community partners and businesses. Determine gaps and work with partners to address the needs.	CSD Staff, Academic Community, Community Stakeholders	Staff Time (Contingent on Funding of Community Programs Manager position), Grant Procurement
CE 3.3b: Support community nonprofits work through providing convening and learning opportunities.	CSD Staff, Community Stakeholders, Creative Industries	Staff Time (Contingent on Funding of Community Programs Manager position)
CE 3.3d: Explore designated funding opportunities, including Fort Fund.	CSD Staff, Philanthropic Community	Fort Fund, Grant Procurement
STS 4.2a: Work with private industry and philanthropic organizations to understand and identify areas of shared interest with the nonprofit and for-profit creative sectors. Work with City Give.	CSD Staff, City Give, Community Stakeholders, Philanthropic Community	Staff Time
STS 4.2c: Research regional and national grant opportunities that would support the specific goals of the plan, for example lifelong learning, renovation of the Carnegie Center for Creativity, shared creative space, expansion of programs in underserved communities, etc.	CSD Staff, City Give, Community Stakeholders, Philanthropic Community	Staff Time, Grant Procurement



ACKNOWLEDGMENTS

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