



Fort Fund Grant Guidelines



Cultural Services Department

Jim McDonald, Director

215 N. Mason Street

PO Box 580

Fort Collins, CO 80522

970.416-2935

fcgov.com/culturalservices

Table of Contents

Introduction.....4

Source of Fort Fund Cultural Arts Funding.....5

Overview of Programs..... 6

General Eligibility Requirements8

Ineligible Organizations and Activities..... 10

Organizational Support 11

Project Support 13

Project Support II15

Selection Process and Contract Award 17

Contractual Requirements 18

Appeal Process..... 18

Roles and Responsibilities..... 20

Definitions 21

Helpful Hints on Cultural Tourism24

Revised/Approved
10/9/2019

Fort Fund—Cultural Arts Funding Programs

Introduction

The Cultural Services Department (CSD) of the City of Fort Collins serves to encourage, develop, and facilitate an enriched environment of artistic, creative, cultural activity in Fort Collins. As a component of many services and activities, the CSD manages the funding and application process for nonprofit arts and cultural organizations for the City of Fort Collins. The City of Fort Collins offers contracts for services identified through a competitive application and review process.

This guide contains information and forms to help assist qualified nonprofit organizations interested in applying for funding in the Fort Fund Programs.

The Fort Fund Cultural Arts Funding Program support projects and activities in all disciplines that provide arts and cultural programming to the Fort Collins community within the Growth Management Area (GMA). The purpose of the program is to reinforce the artistic, cultural, heritage, and specific tourism activities that celebrate and promote Fort Collins as an exciting, vibrant, and diverse cultural destination for residents, visitors, and tourists throughout the world and represent an important component of the economy and overall quality of life.

Prior to beginning the application process, applicants are required to read the guidelines and application instructions for details on program eligibility and requirements. The Fort Fund Guidelines are adopted by the City of Fort Collins' Cultural Resources Board in order to create an efficient application/review process and to maintain a high level of accountability and integrity for the allocation of public funds. Program guidelines are reviewed periodically throughout the year. Any changes adopted by the Cultural Resources Board will be distributed by Cultural Services Department staff.

City of Fort Collins Mission

The City of Fort Collins mission is to provide exceptional service for an exceptional community.

City of Fort Collins Vision

The City of Fort Collins vision is to provide world class municipal services through operational excellence and a culture of innovation.

City of Fort Collins Cultural Services Department

The City of Fort Collins Cultural Services Department envisions a culturally vibrant city where:

- Arts, culture, and creativity are an integral component of a vibrant community and a thriving economy
- Artists, cultural, and creative organizations from all disciplines have the opportunity to engage in meaningful work and provide a robust selection of activities to a wide audience including residents, visitors, and tourists
- The community is committed to creative expression and lifelong learning
- A creative cultural environment attracts a diverse population, workforce, and businesses that value the arts, culture and creativity

Source of Fort Fund Cultural Arts Funding

The City of Fort Collins invests in arts and culture by allocating a portion of lodging tax revenues. The Fort Fund sources of revenue include the Cultural Development and Programming Account and the Tourism Programming Account of the lodging tax revenues. Applications are reviewed by the City of Fort Collins' Cultural Resources Board. Recommendations to fund events and programs are submitted to the Fort Collins City Council for final approval.

The City of Fort Collins as a matter of policy, is committed to providing financial support to organizations that represent, strengthen, and contribute to the arts, culture, and creative industries in Fort Collins; that are recognized as a crucial component of the community's unique identity and a vital contributor to the City's economic infrastructure. Our rich and diverse cultural resources create not only enhanced quality of life for our citizens but are also key factors in promoting Fort Collins as a destination city to tourists and visitors worldwide. To that end, direct support of events and activities related to the improvement, application, broad accessibility, and marketing of arts and culture are the guiding principles for the investment of these funds.

The overarching goals for Fort Fund Cultural Arts Funding Programs are to serve as a catalyst for arts and cultural development and to make Fort Collins a cultural center and destination. The objective of Fort Fund is to provide funds that will foster, encourage, and promote arts and cultural programming and support tourism and economic development.

Fort Fund supports public events and activities that:

- Enrich the cultural life of the Fort Collins community
- Promote local heritage and diversity
- Provide opportunities for community members to participate in, create, learn from, or experience arts and culture
- Help to define Fort Collins as a destination for arts and culture
- Elevate the community and broaden perspectives
- Have wide appeal for a significant part of the community
- Encourage excellence, innovation, and collaboration in the creation and presentation of artistic and cultural work
- Support artists and organizations in developing new programs and activities
- Encourage partnerships and creative collaborations within the community
- Promote the health and well-being of all residents and visitors

Overview of Programs

These guidelines include information about different funding programs available to nonprofit arts and cultural organizations and nonprofit organizations conducting arts and cultural activities. Projects initiated by individual artists or unincorporated groups must apply under the umbrella of a nonprofit organization (fiscal sponsor) as defined below.

Eligibility

Organizations chartered in Colorado with IRS non-profit 501 (c)(3) status may submit an application for consideration. Official documentation of this status must accompany all applications. All organizations that fall under the same IRS non-profit tax status will be considered the same unit for funding.

Organizational Support

April Deadline

The Organizational Support category provides funding to larger 501(c)(3) nonprofit arts and cultural institutions for general operating expenditures, including artistic and administrative expenses, directly related to a year-long program of events/activities or organizations that present a number of community events during the course of their season. Organizational Support is made available to established nonprofit arts and cultural organizations in the City of Fort Collins that consistently demonstrate artistic programming and/or services. This category is available to organizations that have a minimum of \$150,000 in unrestricted annual expenses. Organizations must have a history of ongoing programs for a minimum of five (5) consecutive years preceding the funding application deadline and must be headquartered in Fort Collins or its Growth Management Area. Applicants for Organizational Support may only submit one (1) application per year. They are not eligible to apply in any other category and their Organization's Support must be for the entirety of their annual programming. **See pages 11-12 for details of program requirements and evaluation criteria.**

Project Support

March Deadline

The Project Support category provides funding to primarily nonprofit arts and cultural organizations requesting support for specific arts, cultural or tourism-based projects that deliver programming that does not meet the Organizational Support eligibility requirements and/or choose not to apply in that program. Organizations that apply in this category must have a history of ongoing artistic/cultural/tourism-based programs for a minimum of three (3) consecutive years preceding the application deadline and the event/activity must be held in Fort Collins or in the Fort Collins Growth Management Area. Applicants for the Project Support category may only submit one (1) application for Project Support and up to one (1) additional application for the Project Support II category per year for different cultural activities. Separate matching funds must be provided for each application/project. **See pages 13-14 for details of program requirements and evaluation criteria.**

Project Support II

January Deadline

The Project Support II category provides funding to smaller arts and cultural organizations that have evidence of an artistic body of work or programming for a minimum of one (1) year prior to the application deadline. This program is also available to other 501(c)(3) nonprofit non-arts organizations that meet the requirements for presenting quality arts programming for non-commercial arts/cultural projects. These projects are typically smaller, community-based activities with a limited scope and budget. The event/activity must be held in Fort Collins or in the Fort Collins Growth Management Area. Applicants to the Project Support II category may submit one (1) additional application for the Project Support category per year for different cultural activities. Matching funds must be provided for the application/project. **See pages 15-16 for details of program requirements and evaluation criteria.**

Funding will support activities related to programming and projects that are open to Fort Collins residents, visitors, and tourists and are consistent with the promotion and enhancement of the City of Fort Collins as a cultural destination.

Note: Sponsored projects do not count toward application limits for the Fiscal Sponsoring organizations. Colorado State University organizations are required to submit their applications through the Sponsored Programs Office.

Specific application deadlines are listed immediately following each program. Funding is subject to the amount of available funds per year. The Cultural Resources Board reserves the right to deny funding to any organization that does not fully meet the criteria or limit the number of awards to any one organization in any year.

General Eligibility Requirements

Organizations chartered in Colorado with IRS nonprofit status may submit an application for consideration. Written proof of this status must accompany all applications. All organizations that fall under the same IRS nonprofit tax number will be considered the same unit for funding.

- Events must be held in Fort Collins or in the Fort Collins Growth Management Area
- Events must be open to the general public and efforts must be made to advertise and make the general public aware of the opportunity to attend and/or participate in the event
- Events or activities must provide a direct public benefit of a reasonably general character to a significant number of City residents
- Events may occur no earlier than 60 days after the application deadline
- The applicant organization must be in good standing with the Fort Fund program

Minimum Requirements for Fiscal Sponsors

All Fiscal Sponsors must adhere to the following requirements in addition to the Eligibility Requirements above. Fiscal Sponsors must:

- Be a 501(c)(3) organization located in Fort Collins or the Growth Management Area (GMA)
- Be in existence for at least three (3) years and have an active volunteer Board of Directors that meets at least three times a year
- Have a salaried, professional Executive Director
- Have at least a \$40,000 annual operating budget as evidenced by the most recently completed IRS Form 990

Additional Requirements for Both Sponsored Projects and Fiscal Sponsors

Each funding category may have additional requirements that determine an organization's ability to apply for and receive funding. Details are included in the funding category descriptions.

Fiscal Sponsors that apply on behalf of groups or individuals as the fiduciary agency must take on the legal responsibilities to carry out the contract. The City of Fort Collins will directly contract with the Fiscal Sponsor. The Fiscal Sponsor will be responsible for all administration, financial management, reporting, and any other responsibilities associated with the completion of the project. Failure to comply with fiduciary responsibilities, contract compliance, and/or contract management requirements may result in loss of eligibility to serve as a Fiscal Sponsor. Examples of failing to meet sponsorship requirements include but are not limited to failure to review materials for completeness and accuracy prior to submitting to the City, turning in late and/or incomplete applications, or contract materials, and/or final reports.

The **Fiscal Sponsor** may charge up to 10% of the award amount as a sponsorship fee for serving as a fiscal agent in all applicable funding programs. Sponsored project activities must be independent, separate from the general activities of the Fiscal Sponsor. Applications for sponsored projects may not be for an extension of an organization's regular programs and/or services, nor may a sponsored project be used to fund activities, events, or services put on or provided by the Fiscal Sponsor. Applicable professional services provided by the Fiscal Sponsor may be considered as eligible expenses.

Application Checklist

Each Fort Fund Cultural Arts Funding Program has a number of required attachments. Please be sure your applications are complete when submitted. Failure to supply the Fort Fund required forms and materials may result in disqualification of your proposal.

Required Attachments

- Tourism Impact Form
- Board List
- Proof of Non-profit status
- Fort Fund Budget Forms
- Signed W9 Form
- Either balance sheet and income and expense statement or 990 summary page

Be sure to select the funding program that best fits your organization/project. Staff are available for consultation. Completely answer all the project narrative questions for your program. Applications are scored on this information. Be brief and concise but address all the areas in question. Be sure the application is signed by individuals authorized to act on behalf of the applicant organization.

Ineligible Organizations and Activities

The City of Fort Collins will NOT award grants to:

- Governmental agencies or public authorities, with exception for Library Districts
- Applicants that have a delinquent status with the Fort Fund Cultural Services Funding Programs
- Previously completed activities
- Religious and/or sectarian programming or any programming and/or services that are solely for the promotion of or consumption by a specific religious order and/or a particular sect
- Cash reserves or endowments of any kind
- Capital expenditures including construction, renovation, or purchase of real property
- Fundraisers or other private events or any activities that the primary focus of the event is to raise money
- Programs and/or services of Fort Collins based arts and cultural organizations that benefit other cities or regions
- Applications that do not support nonprofit public arts activities or projects that benefit a for-profit business or activity
- Costs associated with the start-up of a new organization
- School programs traditionally part of the academic curriculum
- Applications to reduce existing deficits
- Broadcast and print media organizations
- Foundations with a principle purpose of making grants to unrelated organizations or individuals (Foundations are eligible to serve as Fiscal Sponsors, however)
- Scholarly or academic research, tuition, and activities which generate academic credit or formal study toward an academic or professional degree

City of Fort Collins Funding may NOT be used for...

- Projects or activities by colleges or universities for on-campus activities not intended for the general public
- Consultants who are members of an applicant's staff or board
- Payments to students
- Scholarships, fellowships, or tuition assistance
- Capital expenditures
- Project activities outside the City of Fort Collins
- Costs incurred before the start of the funded project
- Entry fees for competitions
- The purchase of computer software/hardware
- Operating costs not associated with the project
- Publication of manuscripts or compositions not created as part of a grant-supported project
- Activities not open to the Fort Collins general public
- Grant management costs, grant writing fees, application preparation costs, sponsorship fees, or any other grant preparation and management fees
- Purchase of awards, cash prizes, contributions, or donations
- Food or beverages for hospitality
- Entertainment or reception functions
- Curriculum development or curricular activities
- Creation of textbooks/classroom materials.
- *Travel expenses: transportation/mileage/lodging/meals

**Travel Expenses Exception: Arts education applicants may include student bus travel as an identified expense.*

Organizational Support

Annual Application Deadline - April

Purpose

The Organizational Support program is designed to promote organizational stability and sustainability of Fort Collins' arts and cultural institutions and to cultivate organizational growth and development through investments that contribute to the City's overall livability, tourism industry, and creative economy. Organizational Support is made available to established nonprofit arts and cultural organizations in the City of Fort Collins that consistently demonstrate high quality artistic programming and/or services.

The City of Fort Collins expects Organizational Support recipients to:

- Participate as partners with the City of Fort Collins to further the goals of the City and the Cultural Services Department
- Increase the City's competitive position, culturally and economically, through activities that create greater encouragement, promotion, and appreciation of the importance of the arts and culture, and foster an awareness of their aesthetic, economic, cultural, and social relevance
- Present annual programming of a high artistic quality and cultural experiences accessible and marketed broadly to citizens, visitors, and tourists
- Set standards and adhere to the strictest of professionally accepted practices
- Serve broad audiences
- Provide leadership to artists and smaller organizations in their fields
- Foster collaborations and partnerships between themselves and other arts organizations, as well as business and community leaders

Program Eligibility Requirements

In addition to the General Eligibility Requirements, applicants must also meet all of the following requirements:

- Be a Fort Collins based 501(c)(3) nonprofit arts and/or cultural producing, presenting, or promoting organization that has been in operation for at least five (5) years
- Have minimum cash expenditures of \$150,000 as determined by the average cash expenses of the organization's recent previous 2 years IRS Form 990s
- Provide year-round arts programming including performances, exhibitions, or other ongoing arts and cultural activities to the public and provide documentation of past programs and services, as evidenced by copies of programs, playbills, reviews, or similar documentation
- Have a professional, salaried executive director

Note: This program is not designed for festivals, single events, individuals, broadcast organizations (e.g. radio/television) or first-time applicants; therefore, these organizations or activities are not eligible for this program.

What Will Be Funded and Funding Requests

Support under the Organizational Support program is designed to assist with operating expenditures, including artistic and administrative expenses, directly related to a yearlong program of events, a season, or a series of programs and activities that are open and marketed to the public that occur in Fort Collins.

Applicants in the Organizational Support program may request up to 25% of their unrestricted expenditures or \$40,000, whichever is less. Applicants that receive funding support in this category will match the award with a minimum 3:1 project related cash expenses. **Applicants who receive funding in this category are not eligible for funding in any other category.**

Organizational Support Evaluation Criteria

Applications to the Organizational Support program will be reviewed according to the following criteria. There is a maximum score of 100 points possible. A score of at least 75 points must be earned for the application to receive a funding recommendation. The proposal must address each of the three sections of evaluation criteria. Each application will be scored individually based on the criteria outlined. The following criteria will be used for evaluation of Organizational Support applications:

Artistic Excellence and Innovation: 30 Points

- Does the organization and proposed programming demonstrate artistic excellence?
- Does the applicant demonstrate a history of providing programs or services of high quality?
- Does the applicant produce/present professional quality work that contributes to the unique artistic, cultural, historic landscape and to Fort Collins' recognition as a center for arts and culture in the region, state, nationally, or internationally?
- How does the proposed programming/project make use of high caliber artists and/or promote culture?

Administrative Capability: 20 Points

- Does the project adhere to and further the mission or goals of the organization?
- Does the applicant demonstrate business skills, production accomplishments, and administrative skills needed to complete the proposed programming/project?
- Is the season/project budget appropriate and reasonable and does the proposed budget provide sufficient funding from an appropriate variety of sources to successfully accomplish the programming/project?
- Does the applicant conduct ongoing planning and program evaluations with appropriate use of tools to measure program/project effectiveness?
- Does the applicant have a history of financial stability and sound financial practices?
- Does the applicant collect data regarding audience demographics, audience involvement, and tourists in attendance? Is data used in planning, programming and decision making?
- Does the applicant provide leadership to artists and smaller organizations in their field and foster collaborations or partnerships between themselves and other organizations?

Community, Cultural, and Social Impact: 50 Points

- Does the proposed programming expand the opportunities for residents, visitors, and tourists to actively participate in Fort Collins' cultural life?
- Does the applicant/project promote and encourage arts and cultural awareness to a broad and diverse audience?
- Does the proposed activity promote tourism by marketing to a broad constituency, including residents, visitors, and tourists with measurable goals to assess the outreach of the organization?
- Is the proposed programming accessible to all audiences, including individuals with disabilities, economically disadvantaged, or historically underserved?
- Does the applicant demonstrate efforts to diversify its audience and outreach?
- Does the programming provide a measurable economic contribution to the community, including expansion of tourism, employment of local artists, and leveraging of dollars?
- Does the proposed programming meet a recognized social or cultural need?

Project Support

Annual Application Deadline – March

Purpose

The purpose of the Project Support category is to serve as a catalyst for the delivery of quality arts, cultural and tourism experiences, to stimulate programming that is reflective of Fort Collins' rich and diverse community, and to encourage artistic excellence and innovation, accessibility to the arts, and the promotion of cultural tourism.

Types of Eligible Organizations

- Small and medium nonprofit arts and cultural organizations
- Large arts, cultural or tourism organizations that do not meet Organizational Support eligibility requirements or do not choose to apply for Organizational Support
- Events and projects including multiple events or activities

Eligibility Requirements

In addition to the General Eligibility Requirements, applicants must also meet all of the following requirements:

- Be a 501(c)(3) nonprofit organization
- In operation for at least three (3) years
- Qualified artistic, administrative, and management leadership (professional or volunteer) capable of completing the proposed project

Public Art Projects

Organizations proposing to do public art projects, that are defined as permanent or temporary visual art installations in locations that are visible and/or accessible to the public, must obtain permission from the *property owner* prior to the application deadline.

Privately Owned Property – If a private entity (or a public entity other than the City of Fort Collins) owns the property, the applicant must obtain a formal letter of support from the owner allowing the applicant to install the proposed artwork. This letter must be attached to the application. Without the property owner's written consent, the application will not be processed or forwarded to the panel for review.

What Will Be Funded

Production costs, artistic fees, project coordination (including staffing), audience development, outreach and marketing, and other direct costs specific to the project outlined in the application for funding. Public exhibitions, performances or programs must be marketed to the public. See pages 10 for specific organizations, activities and costs that will not be supported. Contact Cultural Services Department Staff if you have questions.

Funding Requests (\$5,000-\$15,000)

Requests in the Project Support program are allowed from \$5,000 - \$15,000. The project budget must be specific to the activities outlined in the application for funding. The organization's total operational budget may not be appropriate for submission under this component. Please contact Cultural Services Department staff if you have any questions regarding this information.

Matching Funds

A minimum 1:1 cash match is required for all Project Support contracts. Funding from another City of Fort Collins contract or grant may not be used as a match to the Project Support contract. Applicants who receive funding in this category may apply for and receive up to one (1) grant in the Project Support II category per year. The City reserves the right to limit the number of awards to any organization.

Project Support Evaluation Criteria

Applications to the Project Support program will be reviewed according to the following criteria. All of the following criteria total to a maximum score of 100 points. A score of at least 75 points must be earned for the application to receive a funding recommendation. The proposal must address each of the three sections of evaluation criteria. Each application will be scored individually based on the criteria outlined. The following criteria will be used for evaluation of Project Support applications:

Artistic Excellence and Innovation: 30 Points

- Does the organization and proposed programming demonstrate artistic/cultural excellence?
- Does the applicant show a history of providing programs or services of high quality or completing quality arts projects?
- Does the applicant produce/present professional quality work that contributes to the unique artistic, cultural, historic landscape and to Fort Collins' recognition as a center for arts and culture?
- Does the proposed programming/project make use of high caliber artists and/or promote culture?

Administrative Capability: 20 Points

- Does the project adhere to and further the mission or goals of the organization?
- Does the applicant demonstrate business skills, production accomplishments, and administrative skills needed to complete the proposed programming/project?
- Is the project budget appropriate and reasonable and is there a variety of sources to successfully accomplish the programming/project?
- Does the applicant conduct program evaluations and measure program/project effectiveness?
- Does the applicant have a history of financial stability and successful project management?
- Does the applicant collect data regarding audience demographics, audience involvement, and tourists in attendance?
- Does the applicant foster collaborations or partnerships between themselves and other organizations?

Community, Cultural, and Social Impact: 50 Points

- Does the proposed programming expand the opportunities for residents, visitors, and tourists to actively participate in Fort Collins' cultural life?
- Does the applicant/project promote and encourage arts and cultural awareness to a broad and diverse audience?
- Does the proposed activity promote tourism by marketing to a broad constituency, including residents, visitors, and tourists with measurable goals to assess the outreach of the organization?
- Is the proposed programming accessible to all audiences, including individuals with disabilities, economically disadvantaged, or historically underserved?
- Does the applicant demonstrate efforts to diversify its audiences and outreach?
- Does the programming provide a measurable economic contribution throughout the community, including expansion of tourism, employment of local artists, and leveraging of dollars?
- Does the proposed programming meet a recognized social or cultural need?

Purpose

A similar program to Project Support, the purpose of the Project Support II program is to provide support for:

- Smaller nonprofit arts and cultural organizations that are implementing quality arts projects
- Nonprofit organizations that meet the requirements for presenting quality arts programming
- First time applicants

The program serves to stimulate programming that is reflective of Fort Collins' rich and diverse community and to encourage artistic expression, accessibility to arts and culture, cultural education/lifelong learning, and the promotion of arts and cultural tourism. This program supports smaller, community-based organizations and projects that are an essential component of the overall cultural ecosystem that makes Fort Collins a center for creative expression and a cultural destination.

Eligibility Requirements

In addition to the General Eligibility Requirements, applicants must also meet all of the following requirements:

- Be in operation for at least one year
- Have qualified artistic, administrative, and management leadership (professional or volunteer) capable of completing the proposed project
- Be a 501(c)(3) or State of Colorado nonprofit organization or sponsored by one. See page 8 for details.

Arts Education

The Project Support II category supports quality arts education activities, conducted by artists of high quality and ability, in schools or communities as well as in arts education partnerships between schools and community-based organizations. Funded activities may involve collaboration among artists, educators (arts and other disciplines), community arts resources, arts organizations with strong educational programming, arts organizations interested in developing educational programming, local businesses, parents, students, and the general public.

This program supports projects integrating arts into education activities that take place outside of the general school curriculum, cannot be credit bearing, and may not constitute ongoing instruction normally provided by certified teachers. Applications for projects that take place in schools must submit a letter from the principal supporting the application and project activities.

Arts Education projects in this category support applications from nonprofit organizations or nonprofit schools for in-class and before/after-school projects involving teaching artists. Funded activities include artists in residence, collaborative programs and events by student participants, and activities of school-based extracurricular organizations which are open to the public. Funded events must have a public performance, exhibition, or presentation that is marketed beyond the school and to the general public.

Public Art Projects

Please refer to page 13 for details regarding proposals for public art projects.

What Will Be Funded

Production costs, artistic fees, project coordination (including staffing), audience development, outreach and marketing, and other direct costs specific to the project outlined in the application for funding. See page 10 for specific organizations, activities and costs that will not be supported. Contact Cultural Services staff if you have questions.

Funding Requests (\$2,000 - \$5,000)

Requests in the Project Support II Program of \$2,000 to \$5,000 are allowed. The project budget must be specific to the activities outlined in the application for funding. An organization's total operational budget is not appropriate for submission under this program.

Matching Funds

A 1:1 match is required for all contract awards. Up to one half (1/2) of the match may be in well-documented in-kind support (at true market value with proper documentation). Applicants who receive funding in this category may apply for one (1) additional application in the Project Support category per year for different cultural activities. The City reserves the right to limit the number of awards made to any organization.

Project Support II Evaluation Criteria

Applications to the Project Support II program will be reviewed according to the following criteria. There is a maximum score of 100 points. A score of at least 75 points must be earned for the application to receive a funding recommendation. Your proposal must address each of the four sections of evaluation criteria. Each application will be scored individually based on the criteria outlined. The following criteria will be used for evaluation of Project Support applications:

Project Design: 20 Points

- Does the proposed project support the goals for the Fort Fund program and the City of Fort Collins?
- Are the proposed project activities reasonably planned and thoughtfully crafted?
- Are the proposed project activities unique, innovative, or original?
- Is the project budget appropriate and reasonable?
- **EDUCATION PROJECTS ONLY** - How is this project aligned with educational standards and curriculum to extend the impact of learning beyond the arts and cultural context?

Artistic Excellence and Innovation: 30 Points

- Does the applicant produce/present quality work that contributes to the artistic, cultural, historic landscape in Fort Collins?
- Does the applicant show a history of providing programs or services of high quality or completing quality arts projects?
- Does the proposed programming/project make use of high caliber artists and/or promote culture?
- **EDUCATION PROJECTS ONLY** - How will the project provide arts experiences that expose participants to new artistic experiences, deepen appreciation of arts and culture, artists, media or history, and provide opportunities for engagement in the creative process?

Administrative Capability: 10 Points

- Does the applicant demonstrate artistic and administrative skills needed to complete the proposed programming/project?
- Does the applicant conduct program evaluations and measure program/project effectiveness?
- Does the applicant collect data regarding audience demographics, audience involvement, and tourists in attendance?
- **FISCAL SPONSORED PROJECTS ONLY** - Is the sponsoring organization capable of managing the administrative and financial aspects of the project?

Community, Cultural, and Social Impact: 40 Points

- Does the proposed programming expand the opportunities for residents, visitors, and tourists to actively participate in Fort Collins' cultural life?
- Does the applicant/project promote and encourage arts and cultural awareness to a broad and diverse audience?
- Does the proposed activity market to a broad constituency, including residents, visitors, and tourists?
- Does the project promote local traditions, community assets, or city values in or through the arts, or build social connections and understanding between diverse groups of people?
- Is the proposed programming accessible to audiences, including individuals with disabilities, economically disadvantaged, or historically underserved?
- **EDUCATION PROJECTS ONLY** - Does the funded activity include a performance(s), exhibition(s), or activity(s) open to the general public and how will you promote such events to parents and community members?

Selection Process and Contract Award

Funding Process

Historically, available sources of funding for our programs are not sufficient to meet applicant demand. While it is recommended that an applicant request the highest reasonable amount based on the proposed project budget, the reality is it is rare that an award amount duplicates that of the request. Larger organizations may get larger awards, but smaller groups may receive a higher percentage of their budget. The final distribution of funding is dependent on, but not limited to, several factors: 1) projected available program funding 2) number of applications submitted 3) applicant score 4) number of applicants awarded funding.

The Cultural Resources Board will review applications and score each individually based on the published review criteria for each program. Applications do not compete against each other, they are assessed based on the information provided and scores determined based on the criteria as outlined in each program. Scores are tabulated using Olympic scoring and a draft funding plan will be developed by Cultural Services staff and presented to the Cultural Resources Board for discussion and revision as needed. The Cultural Resources Board will provide a recommendation for funding to City Council, who will approve recommendations at a regularly scheduled meeting. Applicants will be notified by email after a decision has been finalized.

Contractual Requirements

- All awards require leveraging of dollars and each program has specific details on required levels of matching funds.
- Contracts for services with the City of Fort Collins must be signed prior to the issuance of funds.
- All funds must be used for direct costs of the event(s) within the time frame as required by contract or returned immediately to the Cultural Services Department. If the event changes significantly, the Cultural Services Department must be notified in writing. Any changes must be approved prior to implementation. Funding for the event may be re-evaluated at that time.
- Organizations that receive funding will be REQUIRED to post all City funded events and projects on the arts calendar at www.visitftcollins.com/events. Contractors will be required to acknowledge the City's support in all appropriate materials and media. All publicity and advertisements (including posters, programs, banners, flyers, newspaper ads and postcards print or electronic) of the funded event must include the Fort Fund logo. If there is no printed material, a Fort Fund banner must be exhibited at the event
- Funded applicants will also be required to provide verbal credit to the City of Fort Collins Fort Fund when such announcements are made for any sponsors at the performance(s) or event(s).
- All applicants are required to submit the Tourism Impact form.
- If awarded funding, a final report will be REQUIRED annually within sixty days of the programming completion. The report will require proof of award and match monies expended, a variety of demographics data and proof the funded programming was executed as well as the use of required publicity verbiage and logo(s).
- The Cultural Resources Board and staff may be assigned to each event to act as a liaison between funded organizations and the Board. Complimentary tickets will be provided by contractors to all funded activities for this purpose.

Implementation

Following the approval of the funding recommendation, the applicant may be required to submit a revised budget and project narrative. The City will enter into a contract with the organization or fiscal sponsor. The contract will establish procedures and responsibilities for both the City and the contractor.

The City will conduct monitoring activities throughout the project as required. These activities may include site visits to verify compliance with contract requirements.

Appeal Process

The Cultural Resources Board and the City of Fort Collins Cultural Services Department have adopted a policy that provides for a process of appeal by an organization or individual whose application for funding was not approved. The City Manager makes final decisions in all matters in dealing with the award of Fort Fund contracts based on the recommendations of the review process, staff input, and the Cultural Resources Board recommendations. Cultural Resources Board meetings are public meetings held throughout the year and provide opportunities for citizen comments to funding program guidelines, general and specific Board and Fort Fund policies, objectives, budget requests, and other matters. During these meetings, public comments from organizations, artists and members of the public are encouraged.

Grounds for Appeal

An organization or individual whose application for requested funding has been reviewed and not approved for funding, shall be entitled to pursue a process of appeal based upon technical aspects of the application review and determination process; such as administrative error on the part of the Board or staff, conflict of interest, or presentation of misinformation by Board or staff.

Appeal Process

The appeal process is a review of decisions reached on an application as originally submitted or as amended in response to Cultural Services staff inquiries. New application information and subsequent application clarification are not considered in the appeal process. The following four steps of the appeal process are outlined below:

1. Preparation for Appeal

Contact the Cultural Services staff to request a summary report which describes the basis on which the decision was made and to discuss the review/determination process. This should be accomplished immediately upon notification of award.

Based upon discussions with staff and further study of the application review, if there is a decision to continue the appeal then immediately proceed to the next step.

2. Notification of Intent to Appeal

Submit a written letter of "intent to appeal" within 30 days from the date of the City funding notification letter. This correspondence must be addressed to the Cultural Services Director and should include the applicant's contact information, specific project, and a brief discussion on the basis on which an appeal is being made (administrative error, conflict of interest, or presentation of misinformation).

3. Conference

Following receipt and review of the "intent to appeal", the Cultural Services Director will schedule a staff/appellant conference. The purpose of this conference is to informally review and discuss the recommendations of the peer review panel and the action taken by the Cultural Resources Board.

City staff will provide appropriate guidelines and questions to determine the basis for appeal in preparation for the conference. Based upon the findings of the conference, a response will be developed which outlines the discussion and whether a recommendation for reconsideration or denial has been determined by the Cultural Services Director.

4. Cultural Resources Board Review

The Cultural Services Director's report recommending reconsideration or denial of the appeal will be forwarded to the Cultural Resources Board for review at their next scheduled meeting. The Board will review the report and information related to the appeal. The applicant will be invited to attend the meeting to present information and respond to questions regarding the appeal. The Board can choose to approve or deny the appeal based on this meeting. If the appeal is denied, the outcome of the application process stands. If approved, the applicant score will be changed to 75 points, the minimum level for funding eligibility and a recommendation for funding will be forwarded to City Council for consideration based on that score, pending available funding.

Roles and Responsibilities

Fort Collins City Council

- Establishes overall cultural funding policy and annual program budget
- Authorizes all contracts made under the Fort Fund Cultural Arts Funding Programs to arts and cultural organizations
- Appoints members of the Cultural Resources Board

Cultural Resources Board

The duties and functions of the Board are:

- To advise and make recommendations to the Director of Cultural Services and Facilities and the City Council for their approval as to rules, regulations, policies, administrative and budgetary matters pertaining to the Cultural Services Department programs, services, and facilities and any other cultural facility constructed or operated by the City;
- To review proposals for funding from the Cultural Development and Programming Account and the Tourism Programming Account, following established and published guidelines, and to submit recommendations regarding such proposals to the City Council to be approved by the Council by resolution;
- To advise and make recommendations to the City Manager regarding any proposed revisions to the guidelines used by the Cultural Resources Board to make the funding recommendations referred to in Paragraph (2) above;
- To assist, advise and make recommendations to the Director of Cultural Services and Facilities and the City Council on arts and culture related matters and regarding opportunities to promote awareness, understanding, and appreciation for, the value of cultural resources in the community.

City Staff

- Administers policies under direction of the Cultural Services Director and City Manager
- Provides support to the Cultural Resources Board and its working groups
- Facilitates Fort Fund reviews, documents and verifies findings, and reports to the Cultural Resources Board
- Administers Fort Fund contracts with organizations

Definitions

- Activity – Refers to the specific project or range of operations proposed for cultural funding.
- Admissions – Revenue derived from fees earned through sales of services. Include ticket sales of proposed events, sales of workshops, etc., to other community organizations, government contracts for specific services, performances or residence fees, tuition, etc.
- Applicant Cash – Funds from the applicant’s resources allocated to this project.
- Arts and Education – Artists who collaborate with schools, nonprofit organizations, and communities to provide arts education at the K-12 level, workforce development, adult, or audience development and/or other arts education activities.
- Arts and Cultural Organization – An organization that either has Federal 501(c)(3) status or is chartered within the State of Colorado.
- Capital Expenditures – Expenses for purchases of building or real estate, renovations or improvements involving structural change, payments for roads, driveways or parking lots, permanent and generally immobile equipment such as grid systems or central air conditioning, etc., and expenses for additions to a collection.
- Community Outreach – A demonstrated commitment to extending services or benefits to communities traditionally underrepresented by the arts, defined by: 1) participation drawn from the underserved community, 2) providing resources, and 3) collaborating with existing community artists.
- Corporate Support – Cash support derived from contributions given for the proposed activities by businesses, corporations and corporate foundations or a proportionate share of such contributions allocated to this activity.
- Cultural Services – The conscious use of skill and creative imagination, especially in the production of aesthetic objects (music, dance, theater, folk art, literature, performance art, visual art, media, etc.).
- Cultural Tourism – The use of the performing and visual arts as well as food, festivals, architecture, and other phenomena that contribute to the cultural vitality of a city in order to attract tourists to a specific city/geographic region.
- Dance – Including, but not limited to, ballet, jazz, avant-garde and modern, experimental, ballet folklorico, folk, ethnic, traditional, or historic dance forms and collectives of individual choreographers.
- Earned Income – Revenue raised by selling items or services, such as admission, concessions, and space or equipment rental. Donations and grants are considered unearned income.
- Educational Institutions – Public or private schools, colleges and/or universities.
- Employee Costs:
 - Administrative – Payments for employee salaries, wages, and benefits specifically identified with this activity for executive and supervisory administrative staff, program directors, managing directors, business managers, press agents, fundraisers, clerical staff such as secretaries, typists, bookkeepers, and support live personnel such as maintenance and security staff, ushers, and other front of the house and box office personnel.
 - Artistic – Payments for employee salaries, wages, and benefits specifically identified with this activity for artistic directors, conductors, directors, curators, dance masters, composers, choreographers, designers, video artists, film makers, painters, poets, authors, sculptors, actors, dancers, singers, musicians, instructors, puppeteers, etc.
 - Technical/Production – Payments for employee salaries, wages, and benefits specifically identified with this activity for technical management and staff such as technical directors, wardrobe, lighting and sound crew, stage managers, stagehands, video and film technicians, exhibit preparers and installers, etc.

- Federal Support – Cash support derived from grants or appropriations given for the proposed activities by agencies of the federal government, or a proportionate share of such grants or appropriation allocated to this activity.
- Fiscal Sponsor – A 501(c)(3) nonprofit organization that assumes all fiduciary and contractual responsibilities, so an individual artist or unincorporated group may receive funding from the City.
- Foundation Support – Cash support derived from grants given for the proposed activities by private foundations or a proportionate share of such grants allocated to this activity.
- Individual Artist Project – Artistic work, activities, or services created/performed by an individual artist or a collection of artists not formally organized as a group. A group of artists collaborating on a project is not necessarily considered a formally organized group. A group that is not incorporated as a nonprofit with the State of Colorado will be considered an individual artist project.
- In-Kind Contributions – Services or goods contributed to an individual artist or organization for which one would otherwise have to pay. Services or goods provided by artists in a funded project, contract agency employees, or board members fulfilling board duties are not considered in-kind services.
- Good Standing – To be in good standing with the Fort Fund program, an organization must not be delinquent on any previous Fort Fund reports; must have used the current Fort Fund logo on promotional materials; and must have listed the funded event on the Visit Fort Collins website calendar. Organizations not in good standing will not be considered for funding for one calendar year.
- Literature – Readings, workshops, and the publication of works of local writers including poetry, scripts, fiction, non-fiction, and sound or performance works. Projects of literary nonfiction such as essays, creative writing depicting actual events, biography, autobiography, or other prose must be deemed worthy of support as an art form.
- Marketing – All costs for marketing, publicity, and/or promotion specifically identified with the activity. Include costs of newspapers, radio and television advertising, printing and mailing of brochures, flyers, and posters directly connected to promotion, publicity, or advertising.
- Media Arts – Creating, producing, recording, presenting, promoting, or supporting film, video, audio, media programming and multi-media installation. Areas of concentration include, but are not limited to: animation, live action, electronic image manipulation, documentary, drama, and multimedia productions.
- Multidisciplinary – Fusing two or more art forms in a single event or programming. Only those projects that are not appropriate for funding in other artistic disciplines should apply for funding under multidisciplinary. It is important that you refer to the appropriate discipline components when applying in this category.
- Music – Classical, traditional, and new music including but not limited to symphonic, orchestral, opera, chamber, choral, contemporary, early, vocal, popular, concert band, jazz, ethnic, gospel, electronic, and computer music.
- New Applicant – An organization or artist that has not received funding through the Fort Fund Funding Program.
- Non-Arts Organization – A nonprofit 501(c)(3) organization whose primary mission is not related to the arts but has a documented history of providing arts programming and/or services within the City of Fort Collins/Growth Management Area
- Non-Employee Costs:
 - Administrative – Payments to firms or persons for administrative services of individuals who are not normally considered employees of the applicant but are consultants or the employees of other organizations whose services are specifically identified with the activity.
 - Artistic – Payments to firms or persons for the artistic services of individuals who are not normally considered employees of the applicant, but are consultants or the employees of other organizations, whose services are specifically identified with the activity.

- Technical/Other – Payments to firms or persons for other services of individuals who are not normally considered employees of the applicant but are consultants or the employees of other organizations whose services are specifically identified with the activity.
- Nonprofit Organization – An organization with tax-exempt status under Section 170(c) of the Internal Revenue Code of 1954 as amended (501(c)(3) status that ensures no part of net earnings benefits a private individual. Status may be in process at time of application but must be confirmed prior to contracting.
- Opera/Musical Theatre – Including but not limited to: traditional opera and musical theater, operetta, Broadway musical comedy; nontraditional music theater such as documentary music theater, blues and jazz musicals; new music theater pieces, and still evolving forms of musical theater.
- Other Financial
 - Other Expenses – All expenses not entered in other categories and specifically identified with the activity, such as: scripts and scores, lumber and nails, electricity, telephone, storage, postage, interest charges, photographic supplies, publication purchases, sets and props, food consumed on premises, equipment rental, insurance fees, etc.
 - Other Private Support – Cash support derived from cash donations given for this activity or a proportionate share of general donations allocated to this activity. Do not include corporate, foundation, or government contributions and grants. Include gross proceeds from fundraising events.
 - Other Unearned – Revenue derived from sources other than those listed above. Include catalog, sales, advertising space in programs, gift shop income, concessions, parking, investment income, etc.
- Professional Development – Opportunities, workshops or training that help staff members and/or individual artists enhance their artistic or administrative skills.
- Public Art – A permanent or temporary installation of art in a publicly visible and/or accessible location. Note: Applicants proposing public art projects must obtain permission from the property owner prior to the application deadline.
- Service Organization – An organization that provides services related to the presentation, execution, management, and exhibition of the arts.
- Space Rental – Payments specifically identified with the activity for rental of office, rehearsal, theatre, hall, gallery, and other such spaces.
- State Resources – Funds distributed by the Colorado Creative Industries or other sources for this project.
- Theatre/Performance Art – Producing, presenting, promoting, exhibiting, recording, or supporting theatre and performance including, but not limited to: performance art, folklorico, cultural, drama, comedy, ensemble and solo work, and avant-garde performance.
- Travel – All costs directly related to travel of an individual or individuals and specifically identified with the activity. Includes fares, hotel and other lodging expenses, taxis, per diem payments, toll charges, mileage, etc. For trucking, shipping, or hauling expenses, see “Other Financial Expenses”.
- Unearned Income – Revenue that is donated, such as grants and donor contributions.
- Underserved Audiences – Those who lack access to arts programs, services, or resources due to geography, economic conditions, cultural background, sociopolitical circumstances, disability, age, or other demonstrable factors. This includes, but is not limited to, diverse racial, ethnic, cultural, age, gender groups, and persons with disabilities.
- Visual Arts – Producing, presenting, promoting, exhibiting, recording, or supporting visual arts, both historic and contemporary, including, but not limited to, painting, sculpture, drawing, printmaking, ceramics, fiberglass, glassmaking, photography, jewelry, textiles, and new technology such as computer art, holography, 3D/Virtual, etc.

Helpful Tips: Planning for Cultural Tourism

The expenditures of the Lodging Tax revenue are intended to support arts and cultural development and to cultivate and promote cultural tourism. For arts and culture, cultural tourism can provide an opportunity for greater earned income. Cultural tourism programs are the catalyst for new audiences and dollars, helping artists, culture bearers and arts organizations to grow stronger in these days of declining federal grants and increased competition for dollars at foundation and corporate levels. For tourism, arts and culture are the expressions of a community's heart and soul. Together they form an image that sets the city apart and creates anticipation and excitement for the traveler (*Americans for the Arts, MONOGRAPHS; January 2007*).

Cultural tourism will be a concerted focus for the Cultural Services Department in the coming years in an effort to grow and expand the visibility of Fort Collin's unique and talented arts community. The City recognizes and relies on all of the amazing marketing and programmatic successes already being achieved by cultural contractors. In addition, the Cultural Services Department will be exploring collective and strategic opportunities to promote Fort Collin's arts and cultural offerings and creative industries. In an effort to maximize the benefits of a collective marketing approach as a way to extend the visibility of your organization, you are asked to initiate one or more of the following action items during the planning and implementation of your annual program or projects.

- Link your website to www.visitftcollins.com/events
- Post all non-city funded events and projects to www.visitftcollins.com/events
- Note nearby lodging facilities through promotional materials and website related to a program.
- Partner with an area hotel for a block of rooms for visiting artists or for out of town audience members and promote the negotiated lodging rate in marketing materials. Invite front-line staff of the hospitality industry to attend an event as a guest and to encourage them to become a spokesperson for your organization or project.
- Drop program/project collateral materials to Visit Fort Collins and/or to travel centers
- Coordinate collective marketing with similar or comparable organizations or projects by advertising in a regional, statewide, national or international publication.
- Plan for an effective social media outreach strategy for tourism-related audience development

In addition to its direct economic impact, tourism can improve quality the of life and build community. When the arts and tourism communities' work together to highlight the unique character of a place, they can harness market forces to educate and entertain visitors, preserve cultural assets, and engender community pride in its heritage and way of life (*Americans for the Arts; <http://www.artsusa.org>*)