



CITY OF LOVELAND
PUBLIC WORKS DEPARTMENT
 Administration Offices • 410 East Fifth Street • Loveland, Colorado 80537
 (970) 962-2555 • FAX (970) 962-2908 • TDD (970) 962-2620

AGENDA ITEM: 1
MEETING DATE: 2/26/2013
TO: City Council
FROM: Keith Reester/MarcyRathie, Public Works
PRESENTER: Marcy Rathie

TITLE:

North Front Range Regional Transit Vision

RECOMMENDED CITY COUNCIL ACTION:

For information and Council discussion.

OPTIONS:

1. Adopt the action as recommended
2. Deny the action
3. Adopt a modified action (specify in the motion)
4. Refer back to staff for further development and consideration
5. Adopt a motion continuing the item to a future Council meeting

DESCRIPTION:

The North Front Range Transit Vision study is a project that is examining the feasibility of consolidating the existing transit service in the North Front Range currently served by City of Fort Collins Transit (Transfort), the City of Loveland Transit (COLT), and the Berthoud Area Transportation System (BATS).

The purpose of this study session is to provide information on the various consolidation and governance options identified during the transit vision study and receive input on how this Council would like staff to proceed.

BUDGET IMPACT:

- Positive
 Negative
 Neutral or negligible

SUMMARY:

The project purpose is that within the bounds of fiscal sustainability, explore and analyze options for potential consolidated regional transit services and operations, governance, and

decision-making with the aims of (1) improving service, (2) increasing ridership, and (3) improving transit cost-effectiveness.

The study is sponsored by the City of Fort Collins, the City of Loveland, the Town of Berthoud, and The North Front Range Metropolitan Planning Organization (MPO). Additional stakeholders include Larimer County, the Town of Windsor, and the Town of Timnath. A steering committee comprised of a citizen and an elected official from each of the participating entities was established early in the study and has met several times over the past twelve months. The steering committee reviewed and advised the project team on recommendations and has provided overall guidance throughout the process.

The project team and steering committee developed needs statements for the study that included:

- Increase in operational efficiency
- An increase in customer benefit and ridership
- Improved regulatory compliance
- Implementation of regional plans
- Political support and fiscal sustainability

These items were used as criteria in determining if consolidation of the systems was feasible. In addition to consolidation the study explored the various governing options available should consolidation be the recommended action.

REVIEWED BY CITY MANAGER:

William D. Cahill

LIST OF ATTACHMENTS:

1. North Front Range Transit Vision Powerpoint Presentation
2. "The Scoop"
3. Consolidation Options Analysis
4. Governance Options Analysis



North Front Range Transit Vision

Loveland City Council
February 2013



Project Background

How did we get here?

- 1997 - FoxTrot
- 2000 - Became an Urban Area following US Census
- 2009 - Loveland/Fort Collins Transit Strategic Plan resulting in Citizen Advisory Committee recommending study to consolidate transit services
- 2010 - US Census expands TMA and regional partnership to launches FLEX service to Longmont
- 2012 - Regional partnership to evaluate feasibility of consolidating regional transit services

Project Management Team and Steering Committee

Project Purpose

- Within the bounds of fiscal sustainability, explore and analyze options for potential consolidated regional transit services and operations, governance, and decision-making with the aims of:
 - Improving service
 - Increasing ridership
 - Improving transit cost-effectiveness

Project Management

Project Management Team

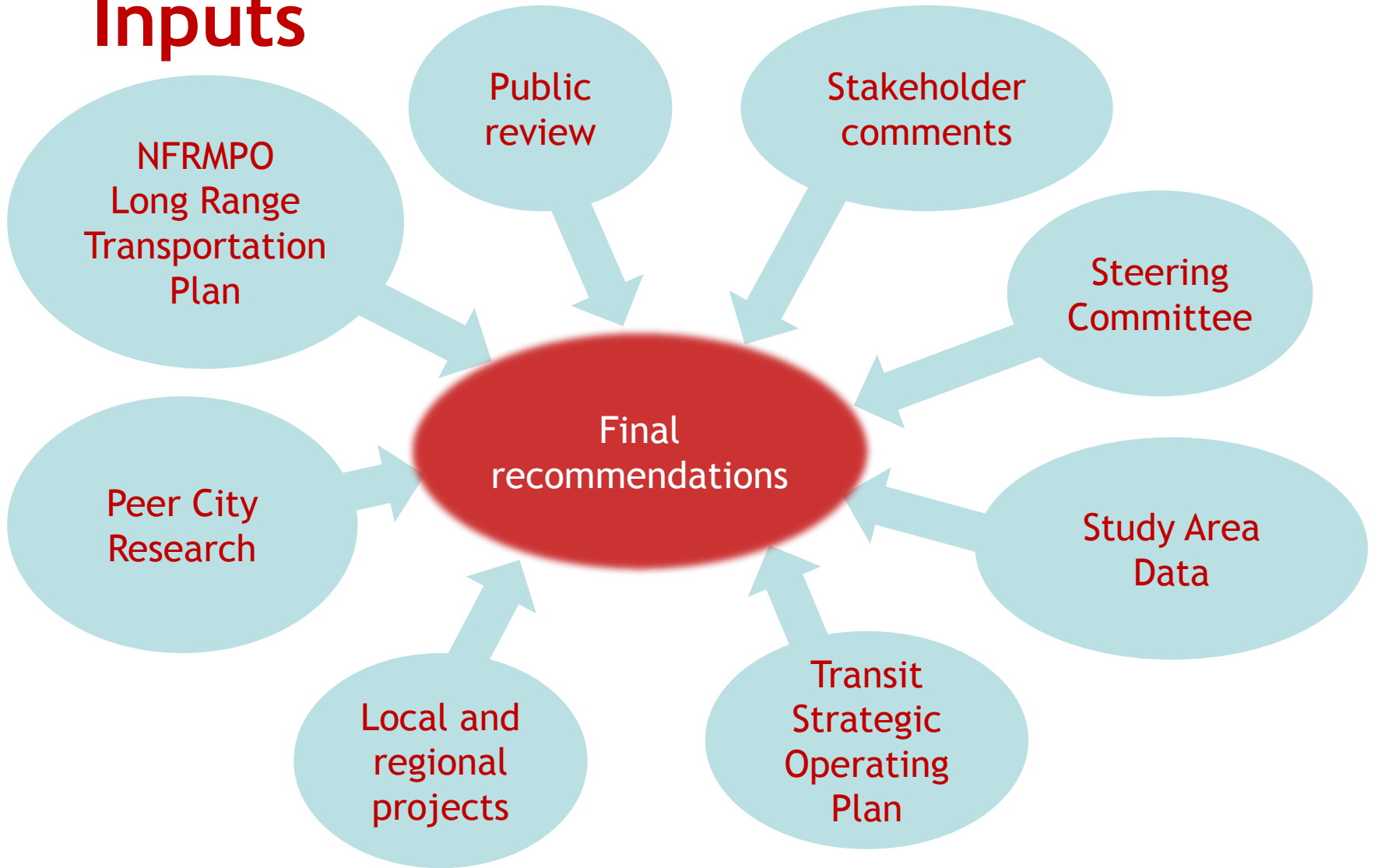
- Berthoud
- Fort Collins
- Larimer County
- Loveland
- North Front Range MPO
- Consultant Team

Steering Committee

- Two Citizens and Elected Official from each Community
- Information linkage back to communities
- Provide oversight on findings and recommendations

| What Have We Learned?

Inputs



What have we learned?

- Existing and growing demand for paratransit service
 - Gap in service between Fort Collins and Loveland
 - Growing Senior Population
 - Preference toward localized “personal touch” service
- Regional growth patterns (population, employment and health care)
- Large number of intra-regional trips (especially on 287 Corridor)
- Long-term funding uncertainty
- Regional air quality improvement goals
- Outlying communities’ interest in transit service (Laporte and Windsor)



Evaluation Process

Need Statements

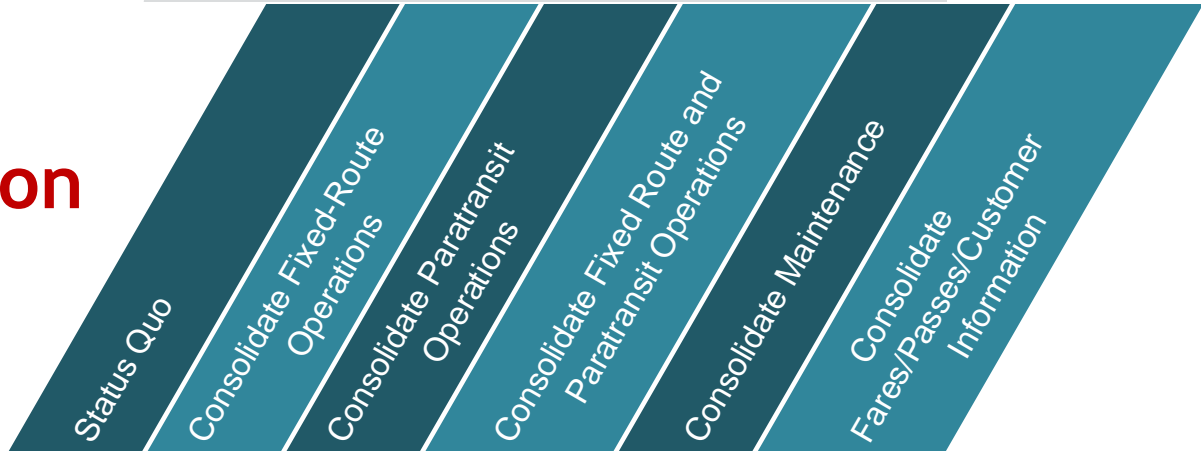
1. Increase Operational Efficiency*
2. Increase Customer Benefit and Ridership*
3. Improve Regulatory Compliance
4. Implementation of Regional Plans
5. Political Support and Fiscal Sustainability*

* - Steering Committee designated higher priority

Consolidation Options Explored

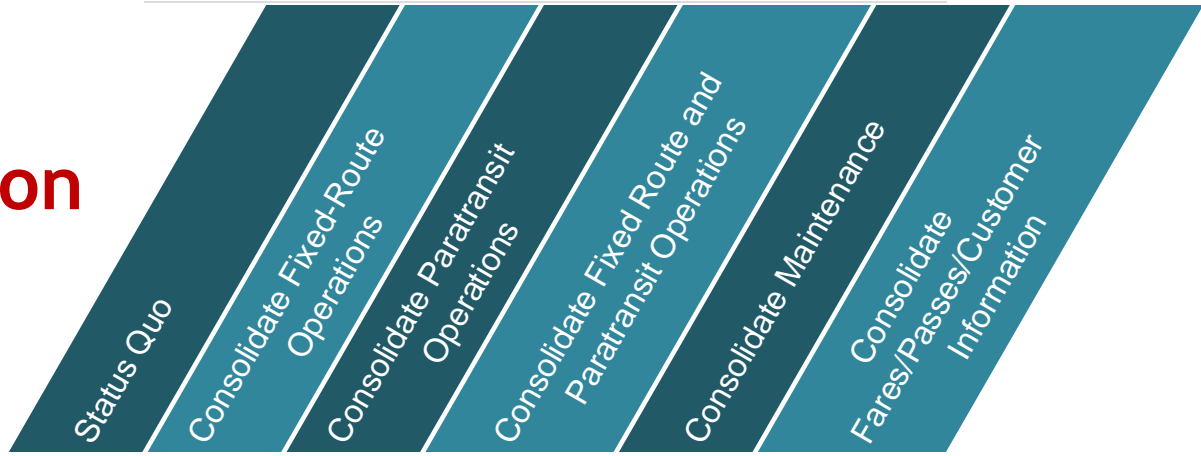
1. Status Quo
2. Consolidation of Fixed Route Operations
3. Consolidation of Paratransit Operations
4. Consolidation of Both Fixed Route and Paratransit Operations
5. Consolidation of Maintenance
6. Consolidation of Customer Information and Dispatching

Consolidation Options Evaluation



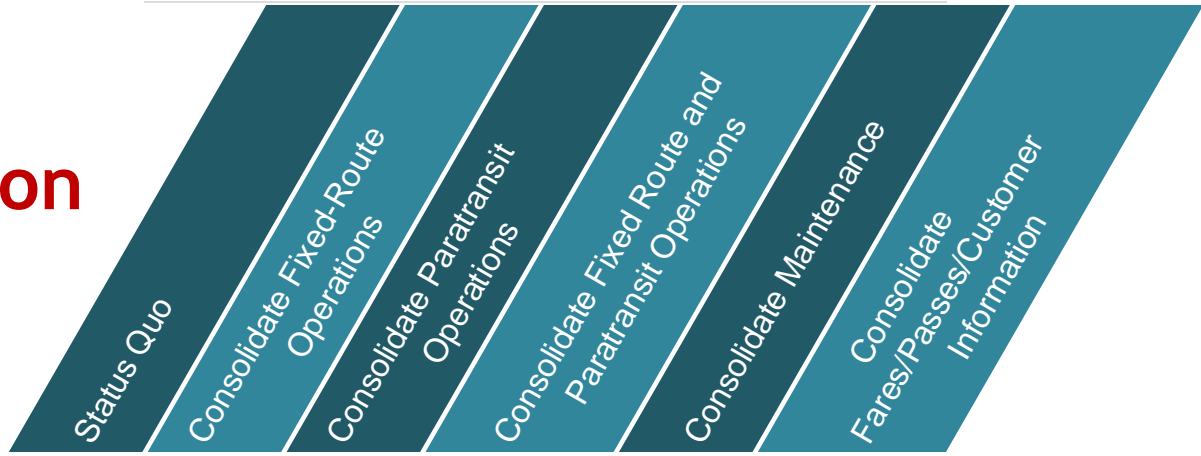
Increase operational efficiency (weighted x 2)
Increase customer benefits and ridership (weighted x 2)
Standardize procedures
Service model to implement regional plans
Political, community, and financial sustainability (weighted x 2)
Overall Evaluation

Consolidation Options Evaluation



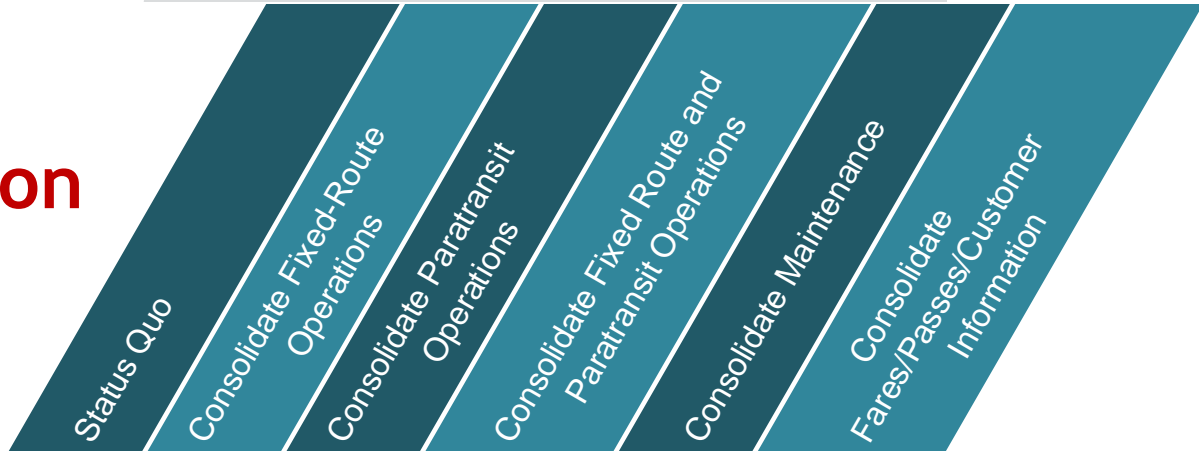
Increase operational efficiency (weighted x 2)	LOW (2)
Increase customer benefits and ridership (weighted x 2)	LOW (2)
Standardize procedures	LOW (1)
Service model to implement regional plans	LOW (1)
Political, community, and financial sustainability (weighted x 2)	MED (6)
Overall Evaluation	LOW-MED (12)

Consolidation Options Evaluation



Increase operational efficiency (weighted x 2)	LOW (2)	MED (6)
Increase customer benefits and ridership (weighted x 2)	LOW (2)	MED-HIGH (8)
Standardize procedures	LOW (1)	MED-HIGH (4)
Service model to implement regional plans	LOW (1)	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)
Overall Evaluation	LOW-MED (12)	MED-HIGH (31)

Consolidation Options Evaluation



	Status Quo	Consolidate Fixed-Route Operations	Consolidate Paratransit Operations	Consolidate Fixed Route and Paratransit Operations	Consolidate Maintenance	Consolidate Fares/Passes/Customer Information
Increase operational efficiency (weighted x 2)	LOW (2)	MED (6)	MED-HIGH (8)			
Increase customer benefits and ridership (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)			
Standardize procedures	LOW (1)	MED-HIGH (4)	MED (3)			
Service model to implement regional plans	LOW (1)	HIGH (5)	LOW (1)			
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)			
Overall Evaluation	LOW-MED (12)	MED-HIGH (31)	MED (24)			

Consolidation Options Evaluation

	Status Quo	Consolidate Fixed-Route Operations	Consolidate Paratransit Operations	Consolidate Fixed Route and Paratransit Operations	Consolidate Maintenance	Consolidate Fares/Passes/Customer Information
Increase operational efficiency (weighted x 2)	LOW (2)	MED (6)	MED-HIGH (8)	MED-HIGH (8)		
Increase customer benefits and ridership (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)	HIGH (10)		
Standardize procedures	LOW (1)	MED-HIGH (4)	MED (3)	HIGH (5)		
Service model to implement regional plans	LOW (1)	HIGH (5)	LOW (1)	HIGH (5)		
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)	MED-HIGH (8)		
Overall Evaluation	LOW-MED (12)	MED-HIGH (31)	MED (24)	HIGH (36)		

Consolidation Options Evaluation

	Status Quo	Consolidate Fixed-Route Operations	Consolidate Paratransit Operations	Consolidate Fixed Route and Paratransit Operations	Consolidate Maintenance	Consolidate Fares/Passes/Customer Information
Increase operational efficiency (weighted x 2)	LOW (2)	MED (6)	MED-HIGH (8)	MED-HIGH (8)	LOW-MED (4)	
Increase customer benefits and ridership (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)	HIGH (10)	N/A	
Standardize procedures	LOW (1)	MED-HIGH (4)	MED (3)	HIGH (5)	HIGH (5)	
Service model to implement regional plans	LOW (1)	HIGH (5)	LOW (1)	HIGH (5)	N/A	
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)	MED-HIGH (8)	MED (6)	
Overall Evaluation	LOW-MED (12)	MED-HIGH (31)	MED (24)	HIGH (36)	LOW-MED (15)	

Consolidation Options Evaluation

	Status Quo	Consolidate Fixed-Route Operations	Consolidate Paratransit Operations	Consolidate Fixed Route and Paratransit Operations	Consolidate Maintenance	Consolidate Fares/Passes/ Customer Information
Increase operational efficiency (weighted x 2)	LOW (2)	MED (6)	MED-HIGH (8)	MED-HIGH (8)	LOW-MED (4)	MED (6)
Increase customer benefits and ridership (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)	HIGH (10)	N/A	HIGH (10)
Standardize procedures	LOW (1)	MED-HIGH (4)	MED (3)	HIGH (5)	HIGH (5)	MED-HIGH (4)
Service model to implement regional plans	LOW (1)	HIGH (5)	LOW (1)	HIGH (5)	N/A	LOW (1)
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)	MED-HIGH (8)	MED (6)	HIGH (10)
Overall Evaluation	LOW-MED (12)	MED-HIGH (31)	MED (24)	HIGH (36)	LOW-MED (15)	MED-HIGH (31)

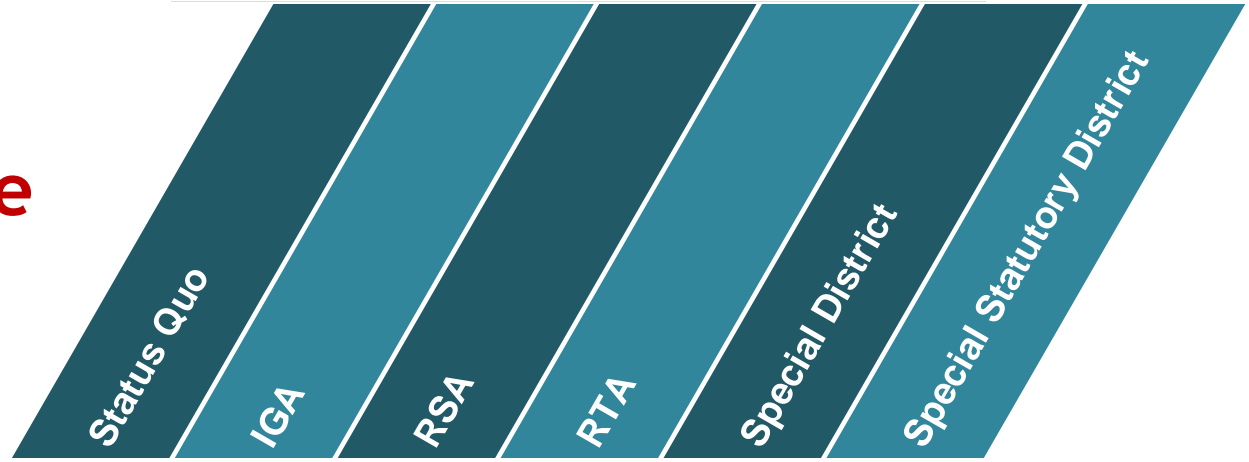
Highlights

- Little to no short-term financial savings
 - Exception of Paratransit (\$52,000)
- All consolidation options offer long-term savings potential
 - Shared overhead
 - Administrative personnel savings over time
- Paratransit levels of service vary
- Maintenance consolidation would increase costs initially
- No immediate operational cost savings for BATS to consolidate

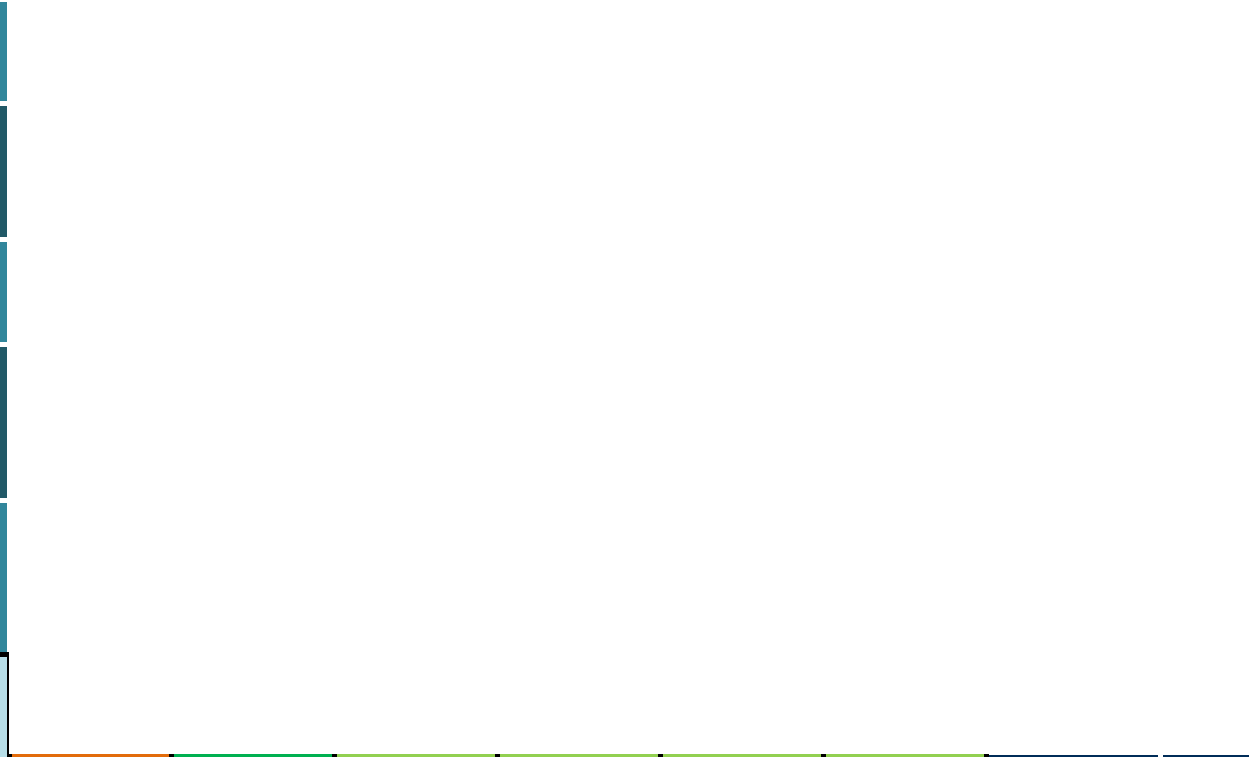
Governance Options

1. Status Quo
2. Inter-Governmental Agreements (IGAs)
3. Regional Service Authorities (RSA)
4. Regional Transportation Authority (RTA)
5. Special Districts
6. Special Statutory Districts

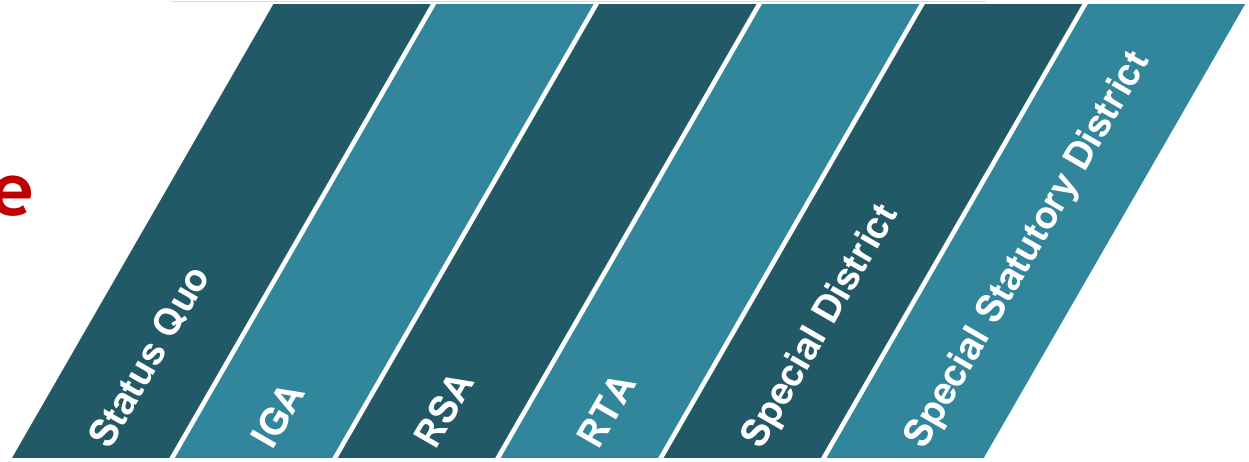
Governance Options Evaluation



Increase operational efficiency (weighted x 2)
Increase customer benefits and ridership (weighted x 2)
Standardize procedures
Service model to implement regional plans
Political, community, and financial sustainability (weighted x 2)
Overall Evaluation



Governance Options Evaluation



Increase operational efficiency (weighted x 2)	LOW (2)
Increase customer benefits and ridership (weighted x 2)	LOW (2)
Standardize procedures	LOW (1)
Service model to implement regional plans	LOW (1)
Political, community, and financial sustainability (weighted x 2)	MED (6)
Overall Evaluation	LOW-MED (12)

Governance Options Evaluation

	Status Quo	IGA	RSA	RTA	Special District	Special Statutory District
Increase operational efficiency (weighted x 2)	LOW (2)	MED-HIGH (8)				
Increase customer benefits and ridership (weighted x 2)	LOW (2)	HIGH (10)				
Standardize procedures	LOW (1)	HIGH (5)				
Service model to implement regional plans	LOW (1)	HIGH (5)				
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)				
Overall Evaluation	LOW-MED (12)	HIGH (36)				

Governance Options Evaluation

	Status Quo	IGA	RSA	RTA	Special District	Special Statutory District
Increase operational efficiency (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)			
Increase customer benefits and ridership (weighted x 2)	LOW (2)	HIGH (10)	HIGH (10)			
Standardize procedures	LOW (1)	HIGH (5)	HIGH (5)			
Service model to implement regional plans	LOW (1)	HIGH (5)	HIGH (5)			
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)			
Overall Evaluation	LOW-MED (12)	HIGH (36)	MED-HIGH (32)			

Governance Options Evaluation

	Status Quo	IGA	RSA	RTA	Special District	Special Statutory District
Increase operational efficiency (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)		
Increase customer benefits and ridership (weighted x 2)	LOW (2)	HIGH (10)	HIGH (10)	HIGH (10)		
Standardize procedures	LOW (1)	HIGH (5)	HIGH (5)	HIGH (5)		
Service model to implement regional plans	LOW (1)	HIGH (5)	HIGH (5)	HIGH (5)		
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)	LOW-MED (4)		
Overall Evaluation	LOW-MED (12)	HIGH (36)	MED-HIGH (32)	MED-HIGH (32)		

Governance Options Evaluation

	Status Quo	IGA	RSA	RTA	Special District	Special Statutory District
Increase operational efficiency (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)	
Increase customer benefits and ridership (weighted x 2)	LOW (2)	HIGH (10)	HIGH (10)	HIGH (10)	HIGH (10)	
Standardize procedures	LOW (1)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)	
Service model to implement regional plans	LOW (1)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)	
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)	LOW-MED (4)	LOW-MED (4)	
Overall Evaluation	LOW-MED (12)	HIGH (36)	MED-HIGH (32)	MED-HIGH (32)	MED-HIGH (32)	

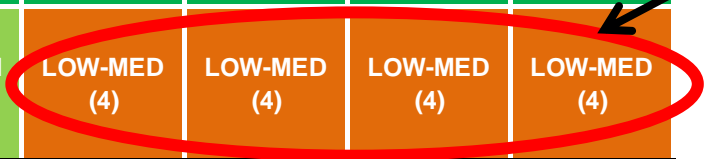
Governance Options Evaluation

	Status Quo	IGA	RSA	RTA	Special District	Special Statutory District
Increase operational efficiency (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)
Increase customer benefits and ridership (weighted x 2)	LOW (2)	HIGH (10)	HIGH (10)	HIGH (10)	HIGH (10)	HIGH (10)
Standardize procedures	LOW (1)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)
Service model to implement regional plans	LOW (1)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)	LOW-MED (4)	LOW-MED (4)	LOW-MED (4)
Overall Evaluation	LOW-MED (12)	HIGH (36)	MED-HIGH (32)	MED-HIGH (32)	MED-HIGH (32)	MED-HIGH (32)

Governance Options Evaluation

	Status Quo	IGA	RSA	RTA	Special District	Special Statutory District
Increase operational efficiency (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)
Increase customer benefits and ridership (weighted x 2)	LOW (2)	HIGH (10)	HIGH (10)	HIGH (10)	HIGH (10)	HIGH (10)
Standardize procedures	LOW (1)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)
Service model to implement regional plans	LOW (1)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)	LOW-MED (4)	LOW-MED (4)	LOW-MED (4)
Overall Evaluation	LOW-MED (12)	HIGH (36)	MED-HIGH (32)	MED-HIGH (32)	MED-HIGH (32)	MED-HIGH (32)

Political Feasibility



Highlights

- Low political feasibility for governance options that reduce local oversight
- IGAs allow for ease of formation
 - Allow for phased consolidation if needed
 - Each participating entity maintains budgetary authority



Recommendation

Recommendation

- Consolidation of Fixed-Route and Paratransit Operations
- Initial consolidation of Fort Collins and Loveland operations through IGA
- IGA would need to allow for Larimer County, Berthoud, Windsor, Timnath, NFRMPO and others to join IGA if desired



IGA Models

Existing IGA Models

- Loveland Fire Rescue Authority (LFRA)
 - 2012 IGA
 - Consolidation of Loveland Fire and Rescue Department and Loveland Rural Fire Protection District

- Poudre Fire Authority (PFA)
 - 1980 IGA
 - Consolidation of Fort Collins Fire Department and Poudre Valley Fire Protection District

Steering Committee Recommendation

Steering Committee Recommendation

- Pursue consolidation of Fixed Route and Paratransit service through IGA
- Be sure to include all parties interested in participation
- Formal Letter of Recommendation to come



Next Steps

Next Steps

- Present recommendations to governing entities
- Facilitate community and local agency dialogue
- If some or all recommendations are accepted
develop Joint Task Force to begin drafting IGA's



Discussion



THE SCOOP *on this Study*

Purpose of North Front Range Transit Vision

The North Front Range Transit Vision study is examining the feasibility of consolidation of existing transit services in Colorado's North Front Range area. The goal of the project is to provide cost-effective and efficient transit services in our broader service area, which is currently served by three different entities: Transfort, City of Loveland Transit (COLT), and Berthoud Area Transportation System (BATS); in addition, the North Front Range Metropolitan Planning Organization operates a variety of vanpooling services (called VanGO) in addition to carpooling and other transportation services. Potential benefits of consolidation include: economies of scale/increased efficiency, equalization of resources and knowledge, standardized regional service, increased level of service and increased ridership, and reduced competition for federal funding. This study will take place between now and early 2013, and will ultimately provide a recommendation based on Steering Committee and other stakeholder direction.

Sponsored by: The City of Fort Collins, The City of Loveland, The Town of Berthoud, The North Front Range Metropolitan Planning Organization, and Larimer County

Role of Participants

Our Transit Vision study needs Steering Committee Members as well as input from broader stakeholders and citizens. By participating, here is what you will do:

Steering Committee Members

- Attend 4-5 meetings in 2012-early 2013
- Provide input on transit's Strengths, Weaknesses, Opportunities and Challenges (SWOC)
- Review and advise on study materials and team recommendations
- Provide overall guidance on study findings

Stakeholder/Citizen Participation

- Attend 2 public meetings in late 2012-early 2013
- Take a transit service survey
- Speak one-on-one with study team members to provide your thoughts on the future of transit in our area

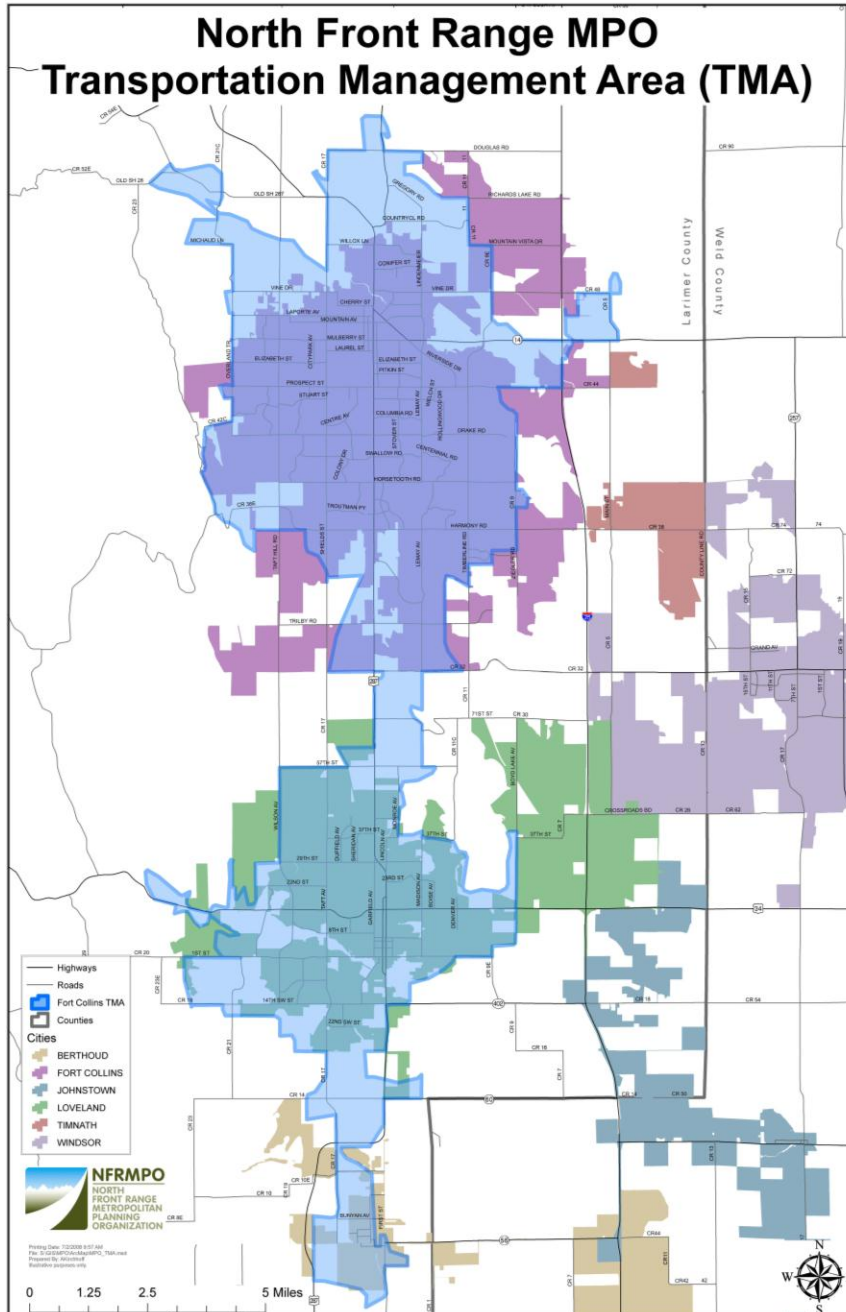
Current Public Transit Services, Facilities and Management

	Transfort	COLT	BATS	VanGO
Ridership (daily average)				
Fixed route	2,200,000 annual/7,000 daily	130,000 annual/425 daily		
Paratransit	40,000 annual/300 daily	7,600 annual/25 daily	13,000 annual/45 daily	
Other				9,000 annual
Fleet size	34 buses, 7 demand- response vehicles	10 buses	Three 12-psgr buses, 1 6-psgr van	99 six-passenger vans
Maintenance facility?	One	Shared municipal maintenance facility	Provided by local shop	Two (Transfort and Greeley)
Annual operating budget	\$8,000,000	\$950,000	\$240,000	\$1,700,000
Funding Sources	General Fund, Federal, Fares, Medicaid, Misc.	General Fund, Federal, Fares, Misc.	Fares, Town, Federal, CDOT, Office on Aging,	Fares, STP Metro, RTD, Federal



THE SCOOP *on this Study*

General Study Area Map



Contact Information: info@nfrtransitvision.com

Website: www.nfrtransitvision.com



Consolidation Options Analysis

Options Explored:

1. Status Quo
2. Consolidate Transfort/COLT Fixed-Route Services
3. Consolidate Transfort/COLT Paratransit Services
4. Consolidate Transfort/COLT Fixed-Route and Paratransit Services
5. Consolidate Maintenance
6. Consolidate Fares/Passes/Customer Information

Option 1: Status Quo

Key Issues:

- Does not address project purpose and need

Evaluation*:

- **Increase Operational Efficiency: Low**
 - No change; therefore, no additional efficiency gained
- **Increase Customer Benefits and Ridership: Low**
 - No change; therefore, no additional benefit expected
- **Standardize Procedures: Low**
 - No change; therefore, no additional benefit
- **Service Model to Implement Regional Plans: Low**
 - No change; therefore, no benefit
- **Political, Community and Financial Sustainability: Medium**
 - No change, but through public outreach, there appears to be some political support for existing political structure
 - No benefit for financial sustainability
- **Overall Evaluation: Low-Medium**

Need Statements/ Evaluation Criteria	STATUS QUO
Increase operational efficiency (weighted x 2)	LOW (2)
Increase customer benefits and ridership (weighted x 2)	LOW (2)
Standardize procedures	LOW (1)
Service model to implement regional plans	LOW (1)
Political, community, and financial sustainability (weighted x 2)	MED (6)
Overall Evaluation	LOW-MED (12)

Overall Conclusions:

- No additional benefit from maintaining status quo
- No detriment to maintaining status quo

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Option 2: Consolidate Transfort/COLT Fixed-Route Operations

Components Consolidated:

- Loveland and COLT fixed-route operations
- Unified branding
- Administrative services (management and support staff services)
- Customer interface (unified fixed-route operations website, fixed-route call-in center, schedules, fares, fare media, etc.)
- Fixed-route dispatching
- Coordinated capital planning and joint purchases
- Maintenance is not consolidated in this option

Key Issues:

- COLT fixed-route operating costs/hour are lower than Transfort's (\$42.39 vs. \$59.04)
- COLT fixed-route maintenance costs/mile are lower than Transfort's (\$0.66 vs. \$1.10)
- COLT fixed-route administrative costs/hour are higher than Transfort's (\$25.89 vs. \$17.31)
- Overall, COLT has 12% lower fixed-route costs per revenue hour than Transfort
- No opportunity for immediate cost savings

Cost Item	Transfort	COLT
Administration	\$ 1,339,132	\$ 259,675
Maintenance	\$ 1,086,055	\$ 111,729
Operations	\$ 4,566,659	\$ 425,119
Total Operating Cost	\$ 6,991,846	\$ 796,523
Revenue-Hours	77,355	10,029
Revenue-Miles	995,858	168,462
Cost per Revenue-Hour	\$ 90.39	\$ 79.42
Cost per Revenue-Mile	\$ 7.02	\$ 4.73
Administration Cost per Hour	\$ 17.31	\$ 25.89
Operations Cost per Hour	\$ 59.04	\$ 42.39
Maintenance Cost per Mile	\$ 1.10	\$ 0.66

Transfort and COLT Fixed-Route Data

Evaluation*:

- **Increase Operational Efficiency: Medium**
 - No opportunity for immediate cost savings, but over time, through attrition, operational efficiencies may be realized
 - Coordination of route timing, etc., would be enhanced through this option
 - Potential for coordinated capital planning, joint purchasing, and related cost savings
- **Increase Customer Benefits and Ridership: Medium-High**
 - A coordinated regional fixed-route system would benefit customers
 - Ease of transferring between routes would benefit customers
 - Unified website, route maps, etc., would benefit customers
 - Unified call center
 - There is the potential for increasing

Need Statements/ Evaluation Criteria	FIXED ROUTE CONSOLIDATION
Increase operational efficiency (weighted x 2)	MED (6)
Increase customer benefits and ridership (weighted x 2)	MED-HIGH (8)
Standardize procedures	MED-HIGH (4)
Service model to implement regional plans	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	MED-HIGH (8)
Overall Evaluation	MED-HIGH (31)

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



ridership with this option

- **Standardize Procedures: Medium-High**
 - Fixed-route operations procedures such as fares, transfers, scheduling, severe weather plans, training, etc., would be standardized for the two communities' fixed-route operations
 - This options was not rated High because it does not incorporate consolidation of paratransit operations to standardize all procedures
- **Service Model to Implement Regional Plans: High**
 - Regional plans could be better implemented if a coordinated fixed-route regional transit operation existed
- **Political, Community and Financial Sustainability: Medium-High**
 - Based on public input, there is a favorable view of consolidation of fixed-route operations
 - No benefit to financial sustainability
- **Overall Evaluation: Medium-High**

Overall Conclusions:

- No immediate cost savings by fixed-route services consolidation without impacting current staffing of the two agencies
- Longer-term savings possible over time through attrition
- Potential for longer-term savings through coordinated capital planning and joint purchases
- User benefits and convenience positively affected through fixed-route consolidation (potential for cross-jurisdictional service, improved connections)

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Option 3: Consolidate Transfort/COLT Paratransit Operations

Components Consolidated:

- Paratransit operations for COLT consolidated into the Transfort contract
- Cross-jurisdictional trips permitted
- Maintains status-quo eligibility
- BATS is not consolidated in this option

Key Issues:

- Transfort contracts for paratransit service, COLT and BATS provide direct service
- COLT has highest cost per trip (\$36.27); BATS has lowest (\$20.93); Transfort at \$29.35
- All three entities have different service models (Transfort: ADA eligible only; COLT: ADA plus seniors; BATS: general public including ADA and seniors)
- No immediate financial advantage for BATS to consolidate with Transfort and COLT

Cost Item	Transfort	COLT	BATS
Total Operating Cost	\$ 1,110,771	\$ 275,027	\$ 277,394
Passenger-Trips	37,851	7,582	13,254
Cost per Passenger-Trip	\$ 29.35	\$ 36.27	\$ 20.93

Transfort, COLT, and BATS Paratransit Data

Evaluation*:

- **Increase Operational Efficiency: Medium-High**
 - Operational efficiency gained in the management of Loveland’s paratransit service through Transfort’s existing contract
 - Short-term cost savings (estimated at \$52,000 annually), and over time, through attrition, additional operational efficiencies may be realized

- **Increase Customer Benefits and Ridership: Medium-High**
 - Regional trips between Fort Collins and Loveland would add to transportation options available to paratransit customers
 - Single call center would benefit customers
 - There is the potential for increasing ridership with this option
 - A coordinated regional paratransit system would benefit customers

Need Statements/ Evaluation Criteria	PARATRANSIT CONSOLIDATION
Increase operational efficiency (weighted x 2)	MED-HIGH (8)
Increase customer benefits and ridership (weighted x 2)	MED-HIGH (8)
Standardize procedures	MED (3)
Service model to implement regional plans	LOW (1)
Political, community, and financial sustainability (weighted x 2)	LOW-MED (4)
Overall Evaluation	MED (24)

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



-
- **Standardize Procedures: Medium**
 - Current eligibility models are not consistent, but integration provides opportunity to standardize procedures and policies over time
 - **Service Model to Implement Regional Plans: Low**
 - No current regional plans for paratransit service
 - **Political, Community and Financial Sustainability: Low-Medium**
 - Some customers prefer the local, personalized service offered in Loveland
 - Large demand for cross-jurisdictional trips
 - Potential increase in costs due to ridership increases
 - No current financial benefit to BATS for consolidation
 - **Overall Evaluation: Medium**

Overall Conclusions:

- Potential annual short-term savings of \$52,000 if Transfort and COLT paratransit merge and operate under Transfort contract
- Likely increases in cost due to additional ridership and extended trip length; this may or may not be covered by the savings of consolidating into Transfort's contract
- Need to consider revised fare structure for non-ADA trips
- BATS service currently operating efficiently due to in-kind contributions and service to general public, may not benefit financially from integration in the short term

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Option 4: Consolidate Both Transfort/COLT Fixed-Route and Paratransit Operations

Components Consolidated:

- Loveland and COLT fixed-route and paratransit operations
- Unified branding
- Administrative services (management and support staff services)
- Customer interface (unified fixed-route operations website, fixed-route call-in center, schedules, fares, fare media, etc.)
- Fixed-route dispatching
- Coordinated capital planning and joint purchases
- Paratransit operations for COLT consolidated into the Transfort contract
- Cross-jurisdictional trips permitted
- Maintains status-quo eligibility
- Maintenance is not consolidated in this option
- BATS is not consolidated in this option

Key Issues:

- COLT fixed-route operating costs/hour are lower than Transfort's (\$42.39 vs. \$59.04)
- COLT fixed-route maintenance costs/mile are lower than Transfort's (\$0.66 vs. \$1.10)
- COLT fixed-route administrative costs/hour are higher than Transfort's (\$25.89 vs. \$17.31)
- Overall, COLT has 12% lower fixed-route costs per revenue hour than Transfort
- No opportunity for immediate fixed-route cost savings
- Transfort contracts for paratransit service, COLT and BATS provide direct service
- COLT has highest cost per trip (\$36.27); BATS has lowest (\$20.93); Transfort at \$29.35
- All three entities have different service models (Transfort: ADA eligible only; COLT: ADA plus seniors; BATS: general public including ADA and seniors)
- No immediate financial advantage for BATS to consolidate with Transfort and COLT

Evaluation*:

- **Increase Operational Efficiency: Medium-High**
 - No opportunity for immediate fixed-route cost savings, but over time, through attrition, operational efficiencies may be realized
 - Short-term paratransit cost savings (estimated at \$52,000 annually), and over time, through attrition, additional operational efficiencies may be realized
 - Coordination of route timing, etc., would be enhanced through this option
 - Potential for coordinated capital planning, joint purchasing, and related cost savings
- **Increase Customer Benefits and Ridership: High**
 - Ease of moving between jurisdictions (either by integrated routing or convenient transfers) would benefit customers
 - Unified branding, website, route maps, etc., would benefit riders

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



- There is the potential for increasing both fixed-route and paratransit ridership with this option
- Unified call center
- A coordinated regional fixed-route and paratransit system would benefit customers

• **Standardize Procedures: High**

- Current fixed-route and paratransit service models are not consistent, but integration provides opportunity to standardize procedures and policies over time

• **Service Model to Implement Regional Plans: High**

- Regional plans could be better implemented if a coordinated regional transit operation existed

• **Political, Community and Financial Sustainability: Medium-High**

- Based on public input, there is a favorable view of consolidation of fixed-route operations
- Some customers prefer the local, personalized paratransit service offered in Loveland
- Large demand for cross-jurisdictional trips
- Potential increase in paratransit costs due to ridership increases
- No current financial benefit to BATS for consolidation
- No benefit to financial sustainability

• **Overall Evaluation: High**

Need Statements/ Evaluation Criteria	FIXED ROUTE AND PARATRANSIT CONSOLIDATION
Increase operational efficiency (weighted x 2)	MED-HIGH (8)
Increase customer benefits and ridership (weighted x 2)	HIGH (10)
Standardize procedures	HIGH (5)
Service model to implement regional plans	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	MED-HIGH (8)
Overall Evaluation	HIGH (36)

Overall Conclusions:

- No potential for significant fixed-route short-term cost savings without impacting current staffing, but potential for longer-term savings through attrition
- Opportunities for short-term cost savings (\$52,000+) if COLT paratransit integrated with Transfort contract
- Future savings to COLT through coordinated capital planning, joint purchasing and related cost savings
- Likely increases in cost due to additional paratransit ridership and extended trip length; this may or may not be covered by the savings of consolidating into Transfort’s contract
- Need to consider revised fare structure for non-ADA trips
- BATS service currently operating efficiently due to in-kind contributions, may not benefit financially from integration at this time
- Long-term total integration of all three paratransit services would improve consistency of customer service and service policies
- Consolidation would improve coordination, customer service and convenience

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Option 5: Consolidate Maintenance Activities of All Three Entities

Components Consolidated:

- Maintenance activities consolidated at Transfort's dedicated maintenance facility

Key Issues:

- Transfort currently has dedicated maintenance facility; COLT uses shared city facility while BATS benefits from donated work at private garages
- Transfort has highest maintenance cost/mile and cost/vehicle than the other two entities
- Transfort maintenance costs comprise 15% of its total operating budget, compared with 14% for COLT but 4% for BATS
- Consolidated maintenance at Transfort facility would require considerable deadhead miles for COLT and BATS

Transfort, COLT, and BATS Maintenance Data

Comparison of Maintenance Costs				
Cost Item	Transfort Fixed Route	COLT Fixed Route	COLT Paratransit	BATS Paratransit
Personnel Services		\$ -		
Personnel Benefits				
Materials for Revenue Vehicles				
Tires/ Tubes	\$ 57,362	6,740	\$ 1,712	\$ 3,220
Lubricants	\$ 28,241			
Materials for Non-Revenue Vehicles	\$ -	\$ -		
Vehicle Repair Services (incl. preventive maintenance)	\$ 1,006,255	104,989	\$ 33,411	\$ 7,927
Maintenance Contracts (recurring maintenance)	\$ -			
Other Repair & Maintenance Services (one-time maintenance)	\$ 19,987			
Total Maintenance	\$ 1,111,845	\$ 111,729	\$ 35,123	\$ 11,147
Revenue Miles of Service	995,858	168,462	39,888	112,224
Tires/Tubes per mile	\$ 0.06	\$ 0.04	\$ 0.04	\$ 0.03
Lubricants per mile	\$ 0.03	\$ -	\$ -	\$ -
Repair and Maintenance per mile	\$ 1.01	\$ 0.62	\$ 0.84	\$ 0.07
Total Maintenance per mile	\$ 1.10	\$ 0.66	\$ 0.88	\$ 0.10
Number of Revenue Vehicles	39	5	2	4
Total Maintenance per vehicle	\$ 27,996	\$ 22,346	\$ 17,562	\$ 2,787

Evaluation*:

- Increase Operational Efficiency: Low-Medium
 - No opportunity for immediate cost-savings (deadhead miles, cost differential), but longer-term cost savings could be realized through attrition and coordinated capital planning
- Increase Customer Benefits and Ridership: N/A
 - No major direct user benefits through consolidation of maintenance alone
- Standardize Procedures: High

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



- Opportunity for integrated reporting to FTA and other entities and consistency of procedures
- Service Model to Implement Regional Plans:
N/A
 - No current regional plans for maintenance consolidation
- Political, Community and Financial Sustainability: **Medium**
 - No significant issues related to maintenance consolidation found in local communities
 - Costs may increase at least in the short term
- Overall Evaluation: **Low-Medium**

Need Statements/ Evaluation Criteria	MAINTENANCE CONSOLIDATION
Increase operational efficiency (weighted x 2)	LOW-MED (4)
Increase customer benefits and ridership (weighted x 2)	N/A
Standardize procedures	HIGH (5)
Service model to implement regional plans	N/A
Political, community, and financial sustainability (weighted x 2)	MED (6)
Overall Evaluation	LOW-MED (15)

Overall Conclusions:

- Shared maintenance not likely to result in cost savings in short term
- Longer-term cost savings possible if redundant positions are eliminated through attrition, and through coordinated capital planning
- Consolidated maintenance would help standardize policies and improve reporting to FTA

*Evaluation uses a 5 point system, High = 5, Low = 1
 Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Option 6: Consolidate Fares/Passes/Customer Information

Components Consolidated:

- Customer interface (unified fixed-route operations website, fixed-route call-in center, schedules, fares, fare media, etc.)
- Unified branding
- Fixed-route dispatching and scheduling

Key Issues:

- Each entity is currently responsible for fare policies, fare media and printing, customer information including printed schedules websites, and other related information
- Currently there are no opportunities for “one-stop shopping” for customer information, limiting customers’ ability to move between jurisdictions
- Differing fare policies can result in customer confusion

Evaluation:

- Increase Operational Efficiency: Medium
 - Little impact on improving overall operational efficiency
 - Moderate impact on printing costs if all schedule and fare media were consolidated and procured together
- Increase Customer Benefits and Ridership: High
 - Information would be easier to obtain for customers
 - Significant positive impact to users on their ability to navigate the regional system
 - Could have significant positive impacts on ridership
- Standardize Procedures: Medium-High
 - Could result in better reporting of overall operational data to FTA and other entities
 - Could improve overall operator and dispatching procedures
- Service Models to Implement Regional Plans: Low
 - No major regional effort under way related to coordinated fare policies and media
- Political, Community, and Financial Sustainability: High
 - Significant community support for standardized fares and media
- Overall Evaluation: Medium-High

Need Statements/ Evaluation Criteria	FARES/PASSES/ CUSTOMER INFO CONSOLIDATION
Increase operational efficiency (weighted x 2)	MED (6)
Increase customer benefits and ridership (weighted x 2)	HIGH (10)
Standardize procedures	MED-HIGH (4)
Service model to implement regional plans	LOW (1)
Political, community, and financial sustainability (weighted x 2)	HIGH (10)
Overall Evaluation	MED-HIGH (31)

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Overall Conclusions:

- Standardized and consolidated fare policies, media, and customer information could have significant positive impact on the rider experience and could improve ridership overall with little initial or long-term agency cost

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



	Status Quo	Consolidate Fixed-Route Operations	Consolidate Paratransit Operations	Consolidate Fixed Route and Paratransit Operations	Consolidate Maintenance	Consolidate Fares/Passes/Customer Information
Increase operational efficiency (weighted x 2)	LOW (2)	MED (6)	MED-HIGH (8)	MED-HIGH (8)	LOW-MED (4)	MED (6)
Increase customer benefits and ridership (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)	HIGH (10)	N/A	HIGH (10)
Standardize procedures	LOW (1)	MED-HIGH (4)	MED (3)	HIGH (5)	HIGH (5)	MED-HIGH (4)
Service model to implement regional plans	LOW (1)	HIGH (5)	LOW (1)	HIGH (5)	N/A	LOW (1)
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)	MED-HIGH (8)	MED (6)	HIGH (10)
Overall Evaluation	LOW-MED (12)	MED-HIGH (31)	MED (24)	HIGH (36)	LOW-MED (15)	MED-HIGH (31)

*Evaluation uses a 5 point system, High = 5, Low = 1
 Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Governance Options Analysis

Options Explored:

1. Status Quo
2. Intergovernmental Agreement
3. Regional Service Authority
4. Regional Transportation Authority
5. Special District
6. Special Statutory District

Option 1: Status Quo

Key Issues:

- Does not address project purpose and needs

Evaluation*:

- Increase Operational Efficiency: **Low**
 - No change; therefore, no additional efficiency gained
- Increase Customer Benefits and Ridership: **Low**
 - No change; therefore, no additional benefit
- Standardize Procedures: **Low**
 - No change; therefore, no additional benefit
- Service Model to Implement Regional Plans: **Low**
 - No change; therefore, no benefit
- Political, Community and Financial Sustainability: **Medium**
 - No change, but through public outreach, there appears to be some political support for existing governance structure
 - No benefit for financial sustainability
- Overall Evaluation: **Low-Medium**

Need Statements/ Evaluation Criteria	STATUS QUO
Increase operational efficiency (weighted x 2)	LOW (2)
Increase customer benefits and ridership (weighted x 2)	LOW (2)
Standardize procedures	LOW (1)
Service model to implement regional plans	LOW (1)
Political, community, and financial sustainability (weighted x 2)	MED (6)
Overall Evaluation	LOW-MED (12)

Overall Conclusions:

- No additional benefit from maintaining status quo
- No detriment to maintaining status quo

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Option 2: Intergovernmental Agreement (IGA)

Key Issues:

- Easily implemented through administrative agreements between two or more governments to provide specified services
- Allows flexible boundaries and funding options
- Does not necessarily require a new administrative structure
- Maintains local jurisdiction control/authority
- Typically no new funding source; depends on agreed-upon contributions from participating bodies
- Many examples locally and nationwide

Evaluation*:

- Increase Operational Efficiency: Medium-High
 - Provides potential for cost savings through streamlined decision-making and staff coordination
- Increase Customer Benefits and Ridership: High
 - Potential for considerable customer benefit through improved and coordinated service provision, consistent service models
- Standardize Procedures: High
 - Good potential for improving reporting to FTA and other entities and establishing consistent agency policies
- Service Model to Implement Regional Plans: High
 - Allows relatively easy facilitation of regional plans
- Political, Community, and Financial Sustainability: Medium-High
 - High level of community support; no requirement for voter approval but allows jurisdictions to implement changes
 - Reduces legal liability to municipalities
 - No guaranteed funding
- Overall Evaluation: High

Need Statements/ Evaluation Criteria	IGA
Increase operational efficiency (weighted x 2)	MED-HIGH (8)
Increase customer benefits and ridership (weighted x 2)	HIGH (10)
Standardize procedures	HIGH (5)
Service model to implement regional plans	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	MED-HIGH (8)
Overall Evaluation	HIGH (36)

Overall Conclusions:

- Improves overall coordination with high level of political and community viability, though no guarantee of dedicated funding

*Evaluation uses a 5 point system, High = 5, Low = 1
 Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Option 3: Regional Service Authority (RSA)

Key Issues:

- Provides specified services on a regional basis
- Approved by voters
- Follows county boundaries (no more than one RSA allowed in a county)
- Can levy property tax or local service charges if desired (not sales tax)
- Can issue bonds and exercise eminent domain
- Limited local control over decision-making
- Not tested in Colorado as a transit provider

Evaluation*:

- Increase Operational Efficiency: Medium-High
 - Provides potential for cost savings through streamlined decision-making and staff coordination
- Increase Customer Benefits and Ridership: High
 - Potential for considerable customer benefit through improved and coordinated service provision, consistent service models
- Standardize Procedures: High
 - Good potential for improving reporting to FTA and other entities and establishing consistent agency policies
- Service Model to Implement Regional Plans: High
 - Allows relatively easy facilitation of regional plans
- Political, Community, and Financial Sustainability: Low-Medium
 - Requires voter approval to implement; little political viability
 - Taxing authority allows for dedicated funding opportunity
- Overall Evaluation: Medium-High

Need Statements/ Evaluation Criteria	RSA
Increase operational efficiency (weighted x 2)	MED-HIGH (8)
Increase customer benefits and ridership (weighted x 2)	HIGH (10)
Standardize procedures	HIGH (5)
Service model to implement regional plans	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	LOW-MED (4)
Overall Evaluation	MED-HIGH (32)

Overall Conclusions:

- Improves overall coordination with flexible funding options but has little political viability or community support

*Evaluation uses a 5 point system, High = 5, Low = 1
 Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Option 4: Regional Transportation Authority (RTA)

Key Issues:

- Created by participating governing bodies
- Voter approval
- Flexible boundaries
- Can levy sales tax, motor vehicle registration fees, benefit taxes
- Can issue bonds
- Four examples in Colorado
- Limited local control over decision-making

Evaluation*:

- **Increase Operational Efficiency: Medium-High**
 - Provides potential for cost savings through streamlined decision-making and staff coordination

- **Increase Customer Benefits and Ridership: High**
 - Potential for considerable customer benefit through improved and coordinated service provision, consistent service models

- **Standardize Procedures: High**
 - Good potential for improving reporting to FTA and other entities and establishing consistent agency policies

- **Service Model to Implement Regional Plans: High**

- Allows relatively easy facilitation of regional plans

- **Political, Community, and Financial Sustainability: Low-Medium**

- Requires voter approval to implement; little political viability
- Taxing authority allows for dedicated funding opportunity

- **Overall Evaluation: Medium-High**

Need Statements/ Evaluation Criteria	RTA
Increase operational efficiency (weighted x 2)	MED-HIGH (8)
Increase customer benefits and ridership (weighted x 2)	HIGH (10)
Standardize procedures	HIGH (5)
Service model to implement regional plans	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	LOW-MED (4)
Overall Evaluation	MED-HIGH (32)

Overall Conclusions:

- Improves overall coordination with flexible funding options but has little political viability or community support

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Option 5: Special District

Key Issues:

- Provides a service not necessarily provided by a city or county
- Voter approval
- Flexible boundaries
- Can levy property tax and service charges
- Can issue bonds and exercise eminent domain
- Transportation must be part of a multi-purpose metropolitan district
- Limited local control over decision-making

Evaluation*:

- Increase Operational Efficiency: **Medium-High**
 - Provides potential for cost savings through streamlined decision-making and staff coordination
- Increase Customer Benefits and Ridership: **High**
 - Potential for considerable customer benefit through improved and coordinated service provision, consistent service models
- Standardize Procedures: **High**
 - Good potential for improving reporting to FTA and other entities and establishing consistent agency policies
- Service Model to Implement Regional Plans: **High**
 - Allows relatively easy facilitation of regional plans
- Political, Community, and Financial Sustainability: **Low-Medium**
 - Requires voter approval to implement; little political viability
 - Taxing authority allows for dedicated funding opportunity
- Overall Evaluation: **Medium-High**

Need Statements/ Evaluation Criteria	SPECIAL DISTRICT
Increase operational efficiency (weighted x 2)	MED-HIGH (8)
Increase customer benefits and ridership (weighted x 2)	HIGH (10)
Standardize procedures	HIGH (5)
Service model to implement regional plans	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	LOW-MED (4)
Overall Evaluation	MED-HIGH (32)

Overall Conclusions:

- Improves overall coordination with flexible funding options but has little political viability or community support

*Evaluation uses a 5 point system, High = 5, Low = 1

Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



Option 6: Special Statutory District

Key Issues:

- Created by legislature
- Voter approval
- Can build and operate service independently of other agencies
- Flexible boundaries
- Can levy taxes and issue bonds
- Limited local control over decision-making
- Denver RTD is example

Evaluation*:

- Increase Operational Efficiency: **Medium-High**
 - Provides potential for cost savings through streamlined decision-making and staff coordination
- Increase Customer Benefits and Ridership: **High**
 - Potential for considerable customer benefit through improved and coordinated service provision, consistent service models
- Standardize Procedures: **High**
 - Good potential for improving reporting to FTA and other entities and establishing consistent agency policies
- Service Model to Implement Regional Plans: **High**
 - Allows relatively easy facilitation of regional plans
- Political, Community, and Financial Sustainability: **Low-Medium**
 - Requires voter approval to implement; little political viability
 - Taxing authority allows for dedicated funding opportunity
- Overall Evaluation: **Medium-High**

Need Statements/ Evaluation Criteria	SPECIAL STATUTORY DISTRICT
Increase operational efficiency (weighted x 2)	MED-HIGH (8)
Increase customer benefits and ridership (weighted x 2)	HIGH (10)
Standardize procedures	HIGH (5)
Service model to implement regional plans	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	LOW-MED (4)
Overall Evaluation	MED-HIGH (32)

Overall Conclusions:

- Improves overall coordination with flexible funding options but has little political viability or community support

*Evaluation uses a 5 point system, High = 5, Low = 1
 Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



	Status Quo	IGA	RSA	RTA	Special District	Special Statutory District
Increase operational efficiency (weighted x 2)	LOW (2)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)	MED-HIGH (8)
Increase customer benefits and ridership (weighted x 2)	LOW (2)	HIGH (10)	HIGH (10)	HIGH (10)	HIGH (10)	HIGH (10)
Standardize procedures	LOW (1)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)
Service model to implement regional plans	LOW (1)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)	HIGH (5)
Political, community, and financial sustainability (weighted x 2)	MED (6)	MED-HIGH (8)	LOW-MED (4)	LOW-MED (4)	LOW-MED (4)	LOW-MED (4)
Overall Evaluation	LOW-MED (12)	HIGH (36)	MED-HIGH (32)	MED-HIGH (32)	MED-HIGH (32)	MED-HIGH (32)

*Evaluation uses a 5 point system, High = 5, Low = 1
 Three Evaluation Criteria were weighted based on Steering Committee direction, these criteria were given double points



CITY OF LOVELAND
 CULTURAL SERVICES /MUSEUM •ART IN PUBLIC PLACES
 503 N. Lincoln Avenue • Loveland, Colorado 80537
 (970) 962-2410 • FAX (970) 962-2910 • TDD (970) 962-2833

AGENDA ITEM: 2
MEETING DATE: 2/26/2013
TO: City Council
FROM: Susan Ison, Cultural Services Department
PRESENTER: Susan Ison

TITLE:

Scientific and Cultural Facilities District and alternative art district models

RECOMMENDED CITY COUNCIL ACTION:

Consider information presented by City staff, ask questions and provide feedback.

DESCRIPTION:

Presentation and discussion of Denver's Scientific and Cultural Facilities District tax (SCFD) and alternative art district models in use throughout the United States.

BUDGET IMPACT:

- Positive
 Negative
 Neutral or negligible

At this point neutral, but with potential for positive impact in the future.

SUMMARY:

In November, 2012, City Council directed Cultural Services staff to return for a study session on the SCFD and other potential art district models. The goal is to identify dedicated funding for increased operating expenses associated with a museum expansion. No models have been found that direct funds to a single institution, but a number throughout the country are in use to support cultural institutions in general. It is fairly common to see them bundled with other City functions, such as recreation, parks and zoos.

Three types of taxes are predominant, listed here in descending order of occurrence:

- Lodging Tax
- Sales Tax (e.g., SCFD)
- Property Tax

The presentation will present information on tax initiatives for the arts in other cities and on nascent activity elsewhere in Larimer County.

If Council directs staff to move forward with a tax initiative to take to the voters which includes funding for the Museum, a conceptual plan would be essential. In recent months there has been a reconsideration of the current space plan, which could alter the design and size of the Museum. The feasibility of moving the collection storage off site is being discussed. It would not only decrease the square footage of the expansion but provide an opportunity for phasing.

REVIEWED BY CITY MANAGER:

William D. Cahill

LIST OF ATTACHMENTS:

1. SCFD Legislation Article 13: Legislative Statement of Purpose
2. SCFD 2010 Annual Report
3. CPCA Economic Activity Study of Metro Denver
4. Ft Collins/Loveland SCFD Pamphlet
5. UniverCity Connections Information
6. Power Point Presentation

Enabling legislation Article 13, states:



The general assembly hereby funds, determines, and declares that the scientific and cultural facilities located in the state of Colorado are a rich source of knowledge and inspiration to all of the residents of the state, that the preservation and development of such facilities are vital to the cultural and intellectual life of the state, that scientific and cultural facilities are an important factor to the economic well-being of the state, that economic an development and tourism are needed to maintain and to promote such facilities, and that creation of scientific and cultural facilities districts and to promote such facilities, and that creation of scientific and cultural facilities districts will promote the health, safety and welfare of the residents of the state.



S

C

F

D

2

0

1

0



annual report

Letter from the Chairman

Dear citizens of the Scientific & Cultural Facilities District,

August 2011

We are pleased to share this 2010 annual report. The Scientific and Cultural Facilities District (SCFD), created by you in 1988, facilitates the distribution of a one penny on ten dollars sales tax to eligible scientific and cultural organizations in the seven-county metropolitan area. This regional revenue-sharing model currently generates approximately \$38-40 million in annual supplemental support to over 300 scientific and cultural nonprofit organizations. Each recipient must have as its core purpose to enlighten and entertain the public. Since 1989, the SCFD has distributed more than \$660 million to cultural organizations, dramatically reshaping the cultural landscape of the metropolitan area and implementing a successful and nationally envied model of cultural sustainability.

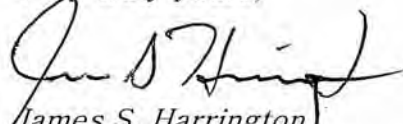
While the SCFD is funded by a locally collected sales tax, the visitors and patrons attracted to the metropolitan area's cultural experiences include not only locals, but also leisure and business travelers from around the country and the world. These out-of-district guests share an interest in cultural experiences and also generate additional sales tax revenue for our region.

In a year when many cities across the country sustained a decline in tourism, the Denver metropolitan area experienced a 10% increase, fueled in part by our arts, science and cultural attractions. In 2010, locals and visitors alike could experience such world-class exhibitions as:

- *BODY WORLDS and the Story of the Heart at the Denver Museum of Nature and Science, attended by 300,000, 25% of whom were from outside Colorado*
- *Henry Moore sculpture exhibition at the Denver Botanic Gardens, which contributed to a 31% increase in attendance over the prior year*
- *Tutankhamun: The Golden King and Great Pharaohs exhibit at the Denver Art Museum, which drew over 400,000 visitors, 40% of whom were from outside Colorado*

For the past 20 years the Colorado Business Committee for the Arts (CBCA) has published a biannual economic activity study of the role that culture plays in metropolitan residents' quality of life and the economic health and development of the region. The CBCA engages Deloitte Consulting LLP and Dual Draw LLC to analyze SCFD revenue distributed to and data collected from recipient organizations. Along the bottom of select pages of this report we've included some benchmarks from the 2010 report, drawn from 2009 data, a year when we were all feeling the effects of the Great Recession. In 2010, because of SCFD, more than 1.2 million residents were able to enjoy SCFD organizations' free days. Also, the citizens of the seven-county Scientific and Cultural Facilities District enjoyed increased access to the arts, sustained rich and diverse cultural opportunities and helped to strengthen the metropolitan economy, all for a few pennies a day. Thank you citizens!

Very truly yours,


James S. Harrington
Chairman of the Board



2010 Board of Directors

County Appointees

Adams County
Bob Grant

Arapahoe County
James S. Harrington,
Chair

Boulder County
Mark P. Addison (January)
Kathy Kucsan (February-
December)

Broomfield County
Joseph Arcese, Treasurer

Denver County
Councilwoman Marcia Johnson,
Secretary

Douglas County
Stevan Strain (January-
February)
Kathryn Spuhler (March-
December)

Jefferson County
Kathleen Stapleton

Governor Appointees
Khadija K. Haynes
James A. Martin, Vice Chair
Dave Montez
Shepard Nevel

2010 SCFD Staff

Executive Director
Marjorie (Peg) Long

Program Managers
Nancy McCamey
Donna E. Smith

Office Administrator
Sheila Mieger

Program Assistant
Cassiope Sydoriak
(February-December)

Intern
Phoebe Coleman

Volunteer
Erica Barclay

Accounting Services
Heidi Messer
Ripple Creek Business
Solutions, Inc.



Denver Art Museum - King Tut

SCFD at a Glance

Since its adoption by metropolitan area voters in 1988, the Scientific & Cultural Facilities District (SCFD) has been considered a national model of regional collaboration and revenue sharing for providing public support to scientific and cultural organizations. The revenue generated by a 1¢ on \$10 retail sales and use tax provides supplemental support to more than 300 eligible organizations based in the seven-county district, which consists of Adams, Arapahoe, Boulder, Broomfield, Denver, Jefferson, and Douglas Counties.

To be eligible, an organization must have a mission dedicated to the enlightenment and entertainment of the public through the production, presentation, exhibition, advancement or preservation of art, music, theater, dance, zoology, botany, natural history or cultural history, and must meet other statutory criteria. Just 0.75% of the revenue collected is allocated for administrative operations. The remaining 99.25% is distributed to eligible organizations through statutory formulas and other differentiating criteria. In 2010, \$40.2 million was distributed to eligible organizations.

DID YOU KNOW?

7.1 million: the number of free or reduced rate visits to arts and cultural activities in 2009. Compare this to the number of paid visits: 4 million.



Balance Sheet*

GOVERNMENTAL FUNDS, DECEMBER 31, 2010

	GENERAL	SPECIAL REVENUE	TOTAL GOVERNMENTAL FUNDS
ASSETS			
Cash and investments	\$ 20,184	\$ 3,158,463	\$ 3,178,647
Cash and investments - Restricted	19,945	-	19,945
Taxes receivable	56,809	7,517,743	7,574,552
Due from other fund	322,139	-	322,139
Deposits	2,825	-	2,825
Prepaid items	2,490	-	2,490
TOTAL ASSETS	\$ 424,392	\$ 10,676,206	\$ 11,100,598
LIABILITIES & FUND BALANCES			
LIABILITIES			
Accounts payable	\$ 9,637	\$ -	\$ 9,637
Due to other fund	-	322,139	322,139
Due to Tier I entities	-	6,986,695	6,986,695
Due to Tier II entities	-	2,273,683	2,273,683
Due to Tier III entities	-	1,093,689	1,093,689
TOTAL LIABILITIES	9,637	10,676,206	10,685,843
FUND BALANCES			
Nonspendable	5,315	-	5,315
Restricted for:			
Emergency reserves (per TABOR)	20,000	-	20,000
Rex Morgan Tribute Project	19,945	-	19,945
Committed	216,302	-	216,302
Unassigned	153,193	-	153,193
TOTAL FUND BALANCES	414,755	-	414,755
TOTAL LIABILITIES & FUND BALANCES	\$ 424,392	\$ 10,676,206	

Amounts reported for governmental activities in the statement of net assets are different because: Long-term liabilities, including compensated absences, are not due and payable in the current period and, therefore, are not reported in the fund balance sheet:

Compensated absences	(5,291)
Net assets of governmental activities	<u>\$ 409,464</u>

* Audit conducted by Clifton Gunderson LLP.



DID YOU KNOW?
9: the number of contacts with arts and cultural events per student in the metro Denver area, a 20% increase from 2007.

Statement of Activities

GOVERNMENTAL FUNDS, DECEMBER 31, 2010

	GENERAL	SPECIAL REVENUE	TOTAL GOVERNMENTAL FUNDS
REVENUES			
Sales tax	\$ 277,391	\$ 36,708,128	\$ 36,985,519
Use tax	24,792	3,280,765	3,305,557
Net investment earnings	-	59,293	59,293
Restricted contributions - Rex Morgan	36,755	-	36,755
Other	5,174	-	5,174
TOTAL REVENUES	344,112	40,048,186	40,392,298
EXPENDITURES			
Salaries and related costs	303,871	-	303,871
Accounting	38,639	-	38,639
Travel and mileage	2,708	-	2,708
Consulting	22,828	-	22,828
Insurance	4,528	-	4,528
Legal	11,522	-	11,522
Office supplies	2,014	-	2,014
Meeting expense	4,000	-	4,000
Other	7,160	-	7,160
Postage	934	-	934
Printing	1,890	-	1,890
Rent	45,463	-	45,463
Repairs and maintenance	200	-	200
Memberships/subscriptions	2,242	-	2,242
Rex Morgan Tribute expense	51,193	-	51,193
Telephone	3,289	-	3,289
Office equipment and furniture	1,470	-	1,470
Tier I allocation	-	25,962,117	25,962,117
Tier II allocation	-	8,357,406	8,357,406
Tier III allocation	-	5,369,370	5,369,370
TOTAL EXPENDITURES	503,951	39,688,893	40,192,844
EXCESS REVENUES OVER (UNDER) EXPENDITURES			
	(159,839)	359,293	199,454
OTHER FINANCING SOURCES (USES)			
Transfer in	359,293	-	359,293
Transfer (out)	-	(359,293)	(359,293)
Total other financing sources (uses)	359,293	(359,293)	-
NET CHANGE IN FUND BALANCES			
	199,454	-	199,454
FUND BALANCE - BEGINNING	215,301	-	215,301
FUND BALANCE - ENDING	\$ 414,755	\$ -	\$ 414,755

Tier I: \$25,962,117*

* Up to and including \$38 million, the Tier I share of distribution is 65.5%
Exceeding \$38 million, the share is 64.0%.

Denver Museum of Nature and Science

\$ 6,490,529

Denver Zoo

\$ 6,293,217

Denver Art Museum

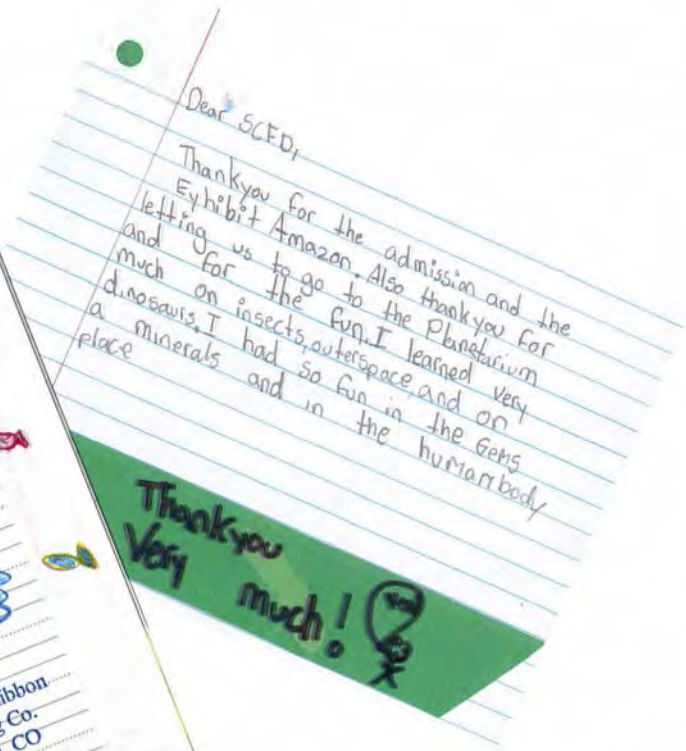
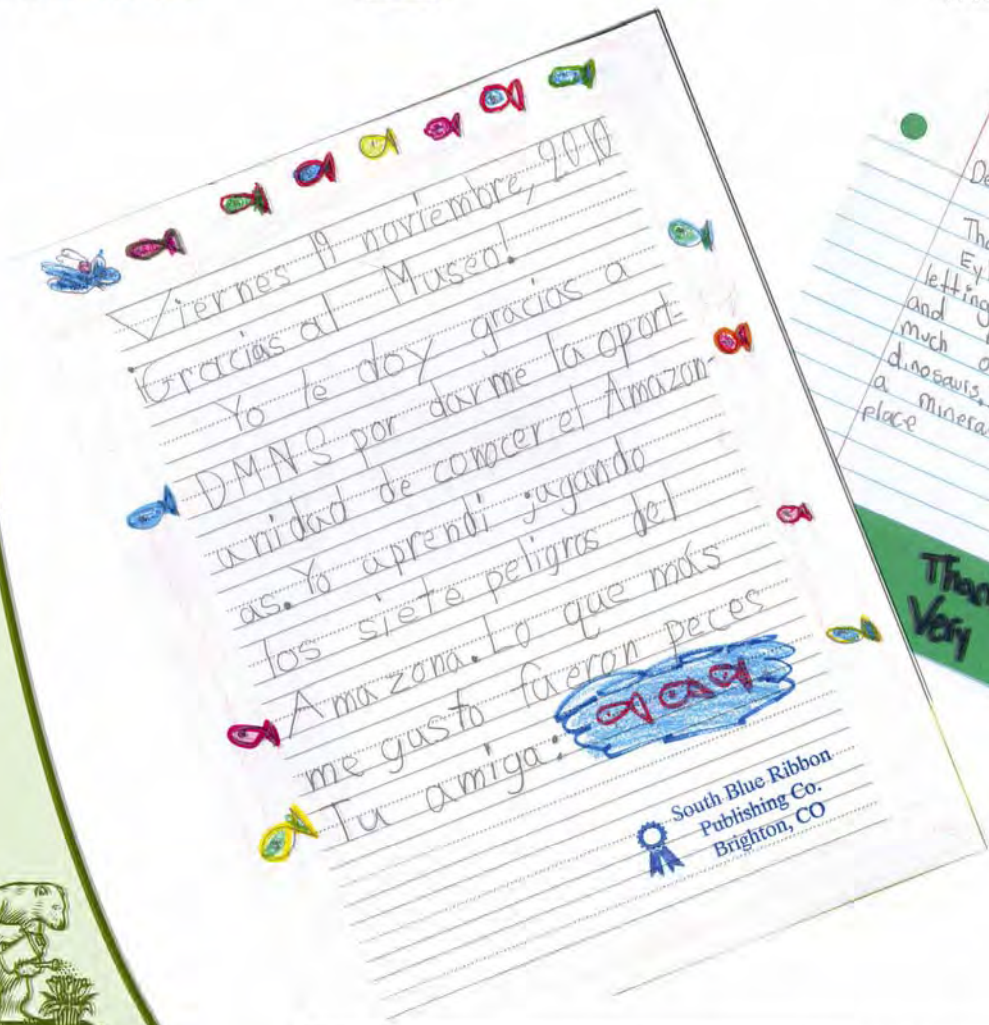
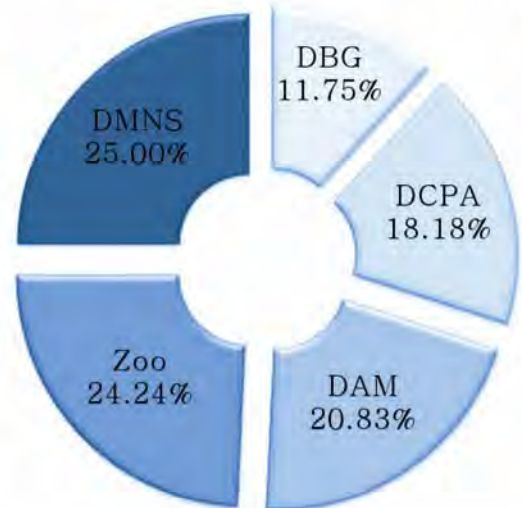
\$ 5,407,909

The Denver Center for the Performing Arts

\$ 4,719,913

Denver Botanic Gardens

\$ 3,050,549



DID YOU KNOW?
 \$387 million: the amount of "new money" coming into our local economy from outside the metro region as a result of cultural attractions. This figure is equal to hosting 1.5 Democratic National Conventions every year.

Tier II: \$8,357,406*

* Up to and including \$38 million, the Tier II share of distribution is 21%.
Exceeding \$38 million, the share is 22%.



Swallow Hill Music Association



Hudson Gardens and Event Center



Denver Film Society

Arvada Center for the Arts and Humanities	\$ 914,484
Aurora, Cultural Services Division	\$ 226,118
Butterfly Pavilion and Insect Center	\$ 559,445
Central City Opera	\$ 238,228
Cherry Creek Arts Festival	\$ 75,860
Children's Museum of Denver	\$ 624,892
Colorado Ballet	\$ 570,986
Colorado Chautauqua Association	\$ 358,132
Colorado Children's Chorale	\$ 148,127
Colorado Mountain Club	\$ 155,155
Colorado Music Festival	\$ 175,297
Colorado Railroad Museum	\$ 217,886
Colorado Symphony Association	\$ 824,216
Denver Film Society	\$ 387,725
Hudson Gardens and Event Center	\$ 313,695
Lakewood Heritage, Culture and the Arts	\$ 231,408
Mizel Arts & Cultural Center	\$ 342,110
Mizel Museum	\$ 121,333
Museum of Contemporary Art, Denver	\$ 211,409
Opera Colorado	\$ 279,689
Rocky Mountain Bird Observatory	\$ 143,463
Swallow Hill Music Association	\$ 229,285
The Wildlife Experience	\$ 772,032
Wings Over the Rockies	\$ 236,431

Tier III: \$5,025,476

Adams	\$ 697,409	13.6%
Arapahoe	\$ 1,038,175	20.2%
Boulder	\$ 520,161	10.1%
Broomfield	\$ 122,395	2.5%
Denver	\$ 1,373,669	29.0%
Douglas*	\$ 374,556	7.3%
* Excludes towns of Castle Rock and Larkspur		
Jefferson	\$ 899,111	17.3%



Mudra Dance Studio



DID YOU KNOW?

8,718: the number of people employed by SCFD organizations in the Denver metro area in 2009. Compare this to the number of people in Denver employed in the health and personal care industry: 6,649.

\$ 48,378.25	Adams County Historical Society	\$ 14,000.00	Boulder International Fringe Festival
27,343.00	Alliance Francaise de Denver	14,520.00	Boulder Museum of Contemporary Art
6,225.00	American Guild of Organists, Denver Chapter	55,813.00	Boulder Philharmonic
3,922.00	Apex Arts and Humanities Agency	3,500.00	Boulder Potters' Guild
66,000.00	Arapahoe Philharmonic	57,323.44	Brighton Cultural Arts Commission
6,440.00	Ars Nova Chamber Singers	3,250.00	Broomfield Choral Festival
3,631.00	Art for the Mountain Community	3,250.00	Broomfield Civic Orchestra
27,222.00	Art from Ashes, Inc.	23,000.00	Broomfield Council on the Arts and Humanities
60,544.00	Art Students League of Denver	13,000.00	Broomfield Dance, Inc. dba Dance Arts Studio
85,020.00	ArtReach	30,598.00	Broomfield, City and County of, Cultural Affairs Division
16,672.00	Arts & Venues Denver (formerly Denver Office of Cultural Affairs)	30,588.00	Buffalo Bill Memorial Museum and Grave
11,000.00	Arts Studio dba The Old Firehouse Art Center	6,947.00	Bug Performance and Media Center
6,350.00	ArtWalk Longmont dba ArtLink Longmont	30,450.00	Buntport Theater
2,035.00	Arvada Chorale	4,147.00	Butterfly Hope
3,872.00	Arvada Historical Society	1,350.00	Cantabile Singers
9,073.00	Asian Art Coordinating Council	8,000.00	Castle Rock Players, Inc. dba Front Range Theatre Company
1,090.00	ASIFA-Colorado	6,600.00	CenterStage Theatre Company
41,069.00	Augustana Arts	19,165.00	Centro Cultural Mexicano dba Mexican Cultural Center Denver
4,000.00	Aurora Singers	7,467.00	Chamber Music Society of Boulder
25,000.00	Aurora Symphony Orchestra	500.00	Chameleon Stage
11,000.00	Aurora, City of - Open Space and Natural Resources Division	50,000.00	Cherokee Ranch & Castle Foundation
14,155.00	Ballet Ariel, Inc.	16,000.00	Cherry Creek Chorale
140,904.00	Ballet Nouveau Colorado	15,187.00	Chicano Humanities and Arts Council
10,765.00	Baroque Chamber Orchestra of Colorado	5,775.00	Christian Youth Theatre Denver, Inc.
3,070.000	BDT Academy dba Boulder Dinner Theatre Academy	5,924.00	City Park Jazz
1,200.00	Blue Moon Dance Company	21,644.00	Clyfford Still Museum
63,502.00	Bluff Lake Nature Center	6,697.00	CMDance
1,200.00	Boulder Art Association	21,239.00	Colorado Chamber Players
2,200.00	Boulder Asian Pacific Alliance	1,590.00	Colorado Choir & Chorus Organization dba The Colorado Choir
7,100.00	Boulder Bach Festival	14,964.00	Colorado Chorale
25,657.00	Boulder Ballet	44,206.00	Colorado Dragon Boat Festival
6,600.00	Boulder Chorale	16,830.17	Colorado Educational Theatre
1,300.00	Boulder Concert Band, Inc.	20,000.00	Colorado Film Society
17,100.00	Boulder County Arts Alliance	7,256.00	Colorado Folk Arts Council
2,500.00	Boulder County Audubon Society	1,428.00	Colorado Friends of Cajun/Zydeco Music & Dance
1,000.00	Boulder Friends of Jazz	9,965.00	Colorado Friends of Old Time Music & Dance
11,000.00	Boulder Historical Society	2,234.00	Colorado Hebrew Chorale
		20,766.00	Colorado Honor Band Association
		57,698.00	Colorado Humanities
		535.00	Colorado Lawyers for the Arts
		7,000.00	Colorado MahlerFest
		3,200.00	Colorado Repertory Singers
		6,000.00	Colorado Stage Company
		3,331.00	Colorado Theatre Producers Guild
		10,760.00	Colorado United Irish Societies, Inc.
		13,820.00	Colorado Wind Ensemble
		4,687.00	Colorado Youth Pipe Band
		27,149.00	Colorado Youth Symphony Orchestras Association
		1,442.00	Columbine Chorale and Chamber Singers
		11,492.28	Commerce City Youth Orchestra
		26,262.00	Conifer's StageDoor Theatre
		20,000.00	Creative Expressions Center
		36,802.00	Curious Theatre Company
		20,000.00	Dairy Center for the Arts
		3,700.00	Danse Etoile Ballet
		57,756.00	David Taylor Dance Theatre
		5,693.00	Denver Architectural Foundation
		27,991.00	Denver Audubon Society dba Audubon Society of Greater Denver
		88,754.00	Denver Brass
		676.00	Denver Chinese Cultural Center
		670.00	Denver Classical Guitar Society
		2,791.00	Denver Concert Band



Thorne Ecological Institute



Tier III
Organizations &
Funds Awarded*

27,186.00	Denver Firefighters Museum
2,279.00	Denver Junior Police Band dba Mile High Community Band
28,950.00	Denver March Pow-Wow
32,840.00	Denver Municipal Band
16,403.00	Denver Museum of Miniatures, Dolls, and Toys
5,254.00	Denver Philharmonic Orchestra
2,961.00	Denver Rail Heritage Society, Inc. dba Platte Valley Trolley
4,921.00	Denver Turnverein Chorus dba One World Singers
51,558.00	Denver Urban Gardens
44,736.00	Denver Young Artist Orchestra
124,090.00	Downtown Aurora Visual Arts (DAVA) eTown
16,500.00	East Boulder County Artists
2,500.00	Edge Gallery
885.00	Edge Gallery
500.00	Egyptian Study Society, Inc.
1,741.00	Empire Lyric Players
10,000.00	Englewood Cultural Arts Center Association
15,000.00	Englewood, City of - Department of Parks & Recreation/Cultural Arts Division
59,628.00	Environmental Learning for Kids
25,483.00	Evergreen Arts Council, Inc. dba Center for the Arts Evergreen
7,687.00	Evergreen Chamber Orchestra
17,307.00	Evergreen Children's Chorale
33,553.00	Evergreen Chorale, Inc.
16,168.00	Evergreen Jazz Festival
3,419.00	Evergreen Music Festival
11,807.00	Evergreen Naturalists Audubon Society
21,555.00	Evergreen Players
15,171.00	Fiesta Colorado
6,796.00	Filipino-American Community of Colorado
58,378.00	Foothills Art Center
21,906.00	Foothills Park & Recreation District - Cultural Arts Agency
32,537.00	Four Mile Historic Park
15,000.00	Frequent Flyers Productions, Inc.
17,119.00	Friends of Arts Street
26,280.00	Friends of Chamber Music
56,270.60	Friends of Dinosaur Ridge
32,660.00	FrontRange Earth Force
7,569.00	Germinal Stage
3,980.00	Golden Chamber Choir
9,067.00	Golden Eagle Concert Band
30,965.00	Golden History Museums
3,554.00	Golden Landmarks Association
17,000.00	Grand Design, Inc.
8,500.00	Greater Boulder Youth Orchestras
7,874.00	Greenway Foundation
26,000.00	Greenwood Village Arts & Humanities Council
19,400.00	Hannah Kahn Dance Company
6,639.00	Harmony: A Colorado Chorale
23,652.00	HawkQuest, Inc.
1,100.00	Helander Dance Theater
3,000.00	Heritage Fine Arts Guild of Arapahoe County
2,410.00	High Country Chorus, Sweet Adelines, Inc.

\$ 4,500.00	Highlands Ranch Community Chorus
4,919.73	Highlands Ranch Concert Band
66,000.00	Highlands Ranch Cultural Affairs Association (CAA)
8,000.00	Historic Boulder, Inc.
47,760.59	Historic Denver, Inc./Molly Brown House
70,731.00	Imagination Makers Theater Company
1,500.00	Interweave Dance Theatre
35,594.00	Jefferson Symphony Association
33,423.00	Junior Symphony Guild
14,000.00	Kantorei
4,077.00	Ken-Caryl Ranch Metropolitan District
450.00	Kim Olson/Sweet Edge
61,428.00	Kim Robards Dance
8,100.00	Lafayette Cultural Arts Commission
1,750.00	Lafayette Historical Society
7,376.00	Lakewood Arts Council
9,743.00	Lakewood Symphony Orchestra
3,500.00	Lamb Spring Archaeological Preserve
14,000.00	Lemon Sponge Cake Contemporary Ballet
41,342.00	Lighthouse Writers Workshop
42,500.00	Littleton Children's Chorale dba Young Voices of Colorado
17,000.00	Littleton Symphony Orchestra
56,293.32	Littleton Town Hall Arts Center
7,000.00	Lone Tree Symphony Orchestra
65,000.00	Lone Tree, City of, Arts Commission
5,100.00	Longmont Chorale, Inc.
18,000.00	Longmont Council for the Arts
1,200.00	Longmont Jazz Association
11,000.00	Longmont Museum
20,000.00	Longmont Symphony Orchestra
5,250.00	Longmont Youth Symphony
4,000.00	Louisville Art Association
2,000.00	Louisville Cultural Council
4,589.00	Lower Downtown Denver Arts Association dba Larimer Arts Association
2,250.00	Lyons Historical Society dba Lyons Redstone Museum
19,000.00	Magic Moments, Inc.
7,376.00	Majestic View Nature Center
10,220.00	Menorah - The Boulder Center for Adult Jewish Education, Inc.
5,212.00	Mercury Ensemble
5,060.00	Metropolitan Jazz Orchestra
2,422.00	Mile High Freedom Band
6,149.00	Modern Muse Theatre Company
23,816.00	Morrison Natural History Museum
40,750.00	Morrison Theatre Company dba Miners Alley Playhouse
958.00	Mostly Strauss Orchestra dba Denver Pops Orchestra
2,580.00	Mountain Chamber Music Society
10,007.00	Mudra Dance Studio
72,105.00	Museo de las Americas
91,000.00	Museum of Outdoor Arts
3,500.00	Nederland Area Historical Society
92,682.00	New Dance Theatre dba Cleo Parker Robinson Dance
3,773.00	New Voices of Colorado dba The Alpine Chorale
37,630.00	Northglenn Arts & Humanities Foundation
11,380.77	Northland Fine Arts Association dba Northland Chorale
12,500.00	OpenArts
3,655.00	Paideia School dba Park Hill Brass



\$ 7,331.75	Paletteers Art Club	\$ 44,910.00	Su Teatro dba El Centro Su Teatro
12,569.00	Paragon Theatre	2,174.95	TEPE Inc. dba The Playground
1,500.00	Parker Area Historical Society	28,204.00	Tesoro Foundation
12,000.00	Parker Arts Council	11,644.00	The "E" Project
56,242.00	Parker Cultural and Scientific Commission	8,233.00	The Harmony Project
24,600.00	Parlando, Inc.	10,949.00	The Littleton Chorale
5,640.00	Peanut Butter Players	3,391.00	The Lutheran Chorale
18,228.00	Performance Now Theatre Company	39,937.00	The Other Side Arts
58,749.00	PHAMALy - Physically Handicapped Actors and Musical Artists League, Inc.	3,000.00	Theater Company of Lafayette
4,000.00	Philippine American Society of Colorado	53,324.00	Think 360 Arts Complete Education, Inc.
987.00	Pirate, A Contemporary Art Oasis	14,091.00	Third Law Dance/Theatre
33,000.00	Plains Conservation Center	41,593.50	Thorne Ecological Institute
28,429.00	PlatteForum	37,121.45	Thornton Arts, Sciences, and Humanities Council (TASHCO)
643.00	Polynesia-Pacifica Foundation of Colorado	7,000.00	Timberline Symphony Orchestra
41,538.00	Rocky Mountain Arts Association	7,600.00	Turning the Wheel Productions
6,085.00	Rocky Mountain Brassworks	19,017.00	Up Close and Musical
29,474.00	Rocky Mountain Children's Choir	3,000.00	Upstart Crow
1,100.00	Rocky Mountain Chorale	40,251.00	Very Special Arts of Colorado dba VSA Arts of Colorado
27,748.00	Rocky Mountain Quilt Museum	18,758.00	Vintage Theatre Productions, Inc.
2,600.00	Rocky Mountain Revels	4,987.00	West Side Live! Presents
1,004.00	Rocky Mountain Ringers, Inc.	3,307.94	Westminster Area Historical Society and Museum
10,590.00	Shaolin Hung Mein Kung Fu Association	39,824.79	Westminster Community Artists Series, Inc. dba North Metro Arts Alliance
8,041.00	South Jefferson Youth Orchestra	2,888.00	Wheat Ridge Community Chorale
2,000.00	South Suburban Community Orchestra	2,205.00	Wheat Ridge Cultural Commission
17,000.00	South Suburban Park & Recreation District Culture and Enrichment Division	19,450.00	Wild Bear Center for Nature Discovery
13,000.00	South Suburban Park & Recreation District Nature and Environment Program	16,444.00	Working with Artists
9,789.00	Spirituals Project	18,100.00	WOW! Children's Museum
5,988.60	St. Andrews Society of Colorado	16,000.00	Younger Generation Players
17,454.00	St. Martin's Chamber Choir		
6,000.00	St. Vrain Historical Society		
30,112.00	Stories on Stage		

* Individual distribution numbers may not match the total Tier III distribution amount due to carry-over funds, returned funds, or project funds reserved per county request for future distribution.

2010 County Cultural Council Members

ADAMS

Joyce Downing, Chair
 Robin O'Dorisio, Vice Chair
 Kathy Imel, Secretary
 Marilyn Elliott
 Maryann Gillespie
 Charlene Jaramillo
 Carol Norberg
 Mary Ellen Schoonover
 County Staff Liaison: Lynne Hydinger,
 Human Resources Technician

ARAPAHOE

Heather Kreider, Chair
 Vicki Harimon, Vice Chair
 Roy M. Bartee, II, M.D., Secretary
 Suzanne Bodis, Assistant Secretary
 Peter Faris
 Anne Feeney
 Ronald E. Kennedy
 Gregory Kinney
 Janel Loud-Mahany
 Katherine McMurray
 Jim Neely
 John Odenheimer
 Rhetta Shead
 County Staff Liaison: Pam DeBoth,
 Management Assistant

BOULDER

Barry Knapp, Chair
 Wendy Phillips, Secretary
 Kay Arnold
 Richard Juday
 Charlotte LaSasso
 Deborah Malden
 Carol Nickell
 Sally Love Phillips
 County Staff Liaison:
 Carrie Haverfield,
 Constituent Services Liaison

BROOMFIELD

Karen Douglass, Chair
 John Beirise, Vice Chair
 Ann Brandt
 Thomas Courant
 Kirsty Lockhart
 Indira Narayan
 Howard Zoufaly
 County Staff Liaisons:
 Karen Gerrity,
 Cultural Affairs Manager
 Chandra Bezzak,
 Administrative Technician

DENVER

Bernard Karshmer, Chair
 Chrissy Deal, Vice Chair
 Harriet Hogue, Secretary
 Erin Bassity
 Jayne Buck
 Capucine Chapman
 Peggy Chiu
 Andrew Hudson
 Steven Reiquam
 Harry Sterling
 Michael Uhlenkamp
 County Staff Liaison: Jane Potts,
 Program Administrator

DOUGLAS

Patricia Braden, Chair
 Chris Eppers, Vice Chair
 Ann Speer, Secretary
 Jack Christensen
 Mary Ann Evans
 Clark Griggs
 Linda Humphrey
 Sheri Kangas
 Diana Wiens
 County Staff Liaisons:
 Holly Carrell, Project Coordinator
 Wendy Holmes, Public Affairs Director

JEFFERSON

Rob Johnson, Chair
 Paul "P.K." Worley, Vice Chair
 Karen Helm, Secretary
 Grace Hernandez Fink

CINDY MILLER

Wendy J. Potthoff
 Jeanette Thrower
 County Staff Liaison: Debbie Quinn,
 Deputy Clerk to the Board



Rex Morgan Award and Tribute

The Rex Morgan Award was initiated in 1998 to thank recipients and inspire leadership and advocacy on behalf of culture. It honors district residents whose civic leadership has made a significant impact on the cultural community. Recipients reflect qualities of Mr. Rex Morgan after whom the award is named. Mr. Morgan served as a leader, volunteer and advocate who pursued a regional vision of public support for culture. Mr. Morgan worked tirelessly over a number of years to accomplish this goal. He enlisted the help and expertise of others and used his knowledge of the legislative process to make SCFD a reality. His work has benefited organizations in the arts and sciences in their service to the community for more than 20 years.



Floyd Ciruli

2010 Award Recipient: Floyd Ciruli

The 2010 recipient was Floyd Ciruli, one of the architects of the SCFD, who worked to facilitate the vision expressed by Rex Morgan and others, ensuring the passage of the legislation. Floyd provided the necessary strategic guidance, training and leadership for both subsequent reauthorizations and has served for over two decades as a volunteer advisor to many SCFD institutions. He frequently convened and advised multiple district entities and transformed diverse voices into an informed, cohesive and unified voice and ultimately into a successful voting block. Floyd's knowledge and strategic thinking combined with his dedication to enabling and sustaining the district are attributes much aligned with the legacy of Rex Morgan.

SCFD Rex Morgan Tribute

In 2009, a committee was formed to commission a public art sculpture to highlight the contributions of the recipients of the Rex Morgan award, to elevate awareness of SCFD and Mr. Morgan's contributions and to thank the public for its support. The committee, with members representing the SCFD Board of Directors and cultural community stakeholders, implemented a selection process, fundraising and oversight of the Tribute project. The committee selected a proposal by Colorado artist Patrick Marold for installation at the Denver Performing Arts Complex in 2011.

With stringent distribution parameters on SCFD tax revenues, the Rex Morgan Tribute is wholly dependent upon outside sources of funding. The SCFD greatly appreciates the individual donors and community organizations whose generosity has been instrumental in making the SCFD Rex Morgan Tribute possible and in sustaining the Award event. A list of committee members, donors, sponsors and past recipients is available on the SCFD website, www.scfd.org.

Photo Credits

Cover: Children's Museum of Denver; Arts & Venues Denver, Five Points Jazz Festival; Boulder Ensemble Theatre Company; Colorado Ballet, photo by Terry Shapiro; Denver Botanic Gardens; Denver Zoo; Denver Museum of Nature and Science; Tesoro Foundation; p. 2 Curious Theatre Company, photo by Michael Ensminger; p. 3 WOW! Children's Museum, photo by Daniel Hirsch, West End Photography; Denver Art Museum; p. 4 Boulder Bach Festival; p. 5 Friends of Dinosaur Ridge; p. 6 Butterfly Pavilion; p. 7 Arvada Center for the Arts and Humanities; Swallow Hill Music Association; Hudson Gardens and Event Center; Denver Film Society, photo by Karen McHugh; Mudra Dance Studio; p. 8 Frequent Flyers Productions, photo by David Andrews; Thorne Ecological Institute; p. 9 Aurora Singers; p. 10 Denver Philharmonic Orchestra; Environmental Learning for Kids; p. 11 Central City Opera

DID YOU KNOW?

\$1.64 billion: the total amount of cultural economic activity generated by SCFD recipients in the Denver metro area in 2009. Economic activity includes the direct operating and capital expenditures of nonprofit cultural organizations and their audiences, as well as the indirect economic activity stimulated in our local economy by cultural spending.





2010 SCFD
Annual Report

Designed by
Cassiope Sydoriak

Annual Report
Printing
Compliments of 

Colorado's performing arts
partner for 35 years

MEANWHILE, IN METRO DENVER...



**A DECADE
OF GROWTH!**

**ARTS, CULTURE
& THE ECONOMY**

NEW & IMPROVED!

- **1,500 JOBS CREATED, PAYROLL NEARLY DOUBLES**
- **VOLUNTEERS TOP 50,000 ANNUALLY**
- **SCFD DELIVERS OVER \$420 MILLION**

READ THE STUDY!



cbca

A DECADE OF GROWTH: 2001-2011

An investment in arts and culture has generated a strong return for the Denver metro area during the past decade, adding more than 1,500 jobs and an additional \$66 million in salaries. The arts boom has seen more than \$200 million in capital projects that produced landmarks ranging from the Lone Tree Arts Center to the Clyfford Still Museum. Here's a snapshot of the decade's highlights, drawn from studies conducted by Colorado Business Committee for the Arts, Deloitte Consulting and DualDraw.

CAPITAL EXPENDITURES

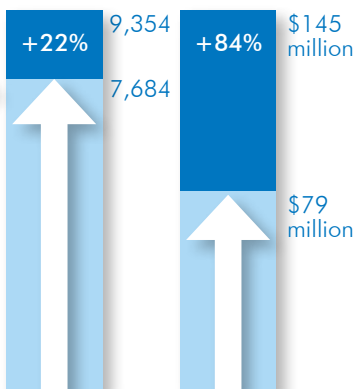
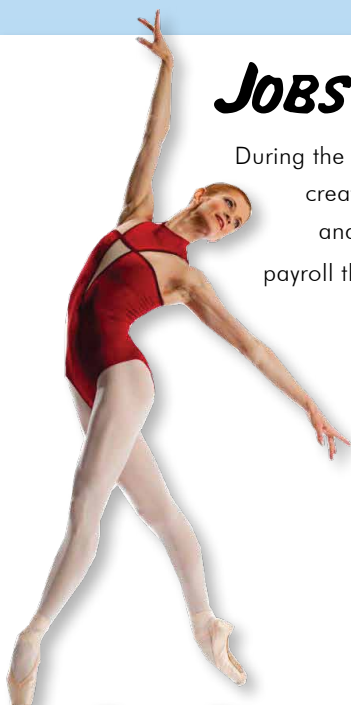
Arts, cultural and scientific organizations invested more than \$200 million in projects, from expansions at the Denver Zoo and Denver Museum of Nature and Science to new homes for the Museum of Contemporary Art Denver and eTown.



\$203 MILLION INVESTED BY ARTS & CULTURE ORGANIZATIONS FROM 2001-2011

JOBS & SALARIES

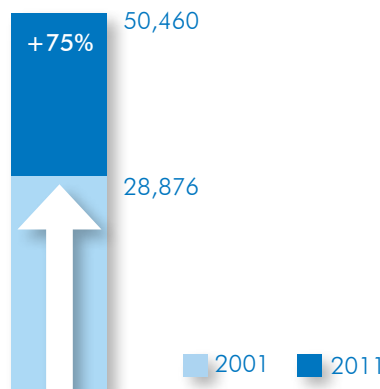
During the decade local organizations have created more than 1,500 jobs in arts and culture while overseeing a total payroll that has risen an impressive 84%.



JOBS PAYROLL

VOLUNTEERS

Individuals and organizations have supported arts and culture in a variety of ways. For example, the decade saw strong growth in those volunteering their time to work for local groups, with more than 50,000 taking part in 2011.



VOLUNTEERS

ARTS, CULTURE & THE ECONOMY 2001-2012

JUNE: 1ST COLORADO DRAGON BOAT FESTIVAL AT SLOAN'S LAKE



2001

DENVER CENTER THEATRE COMPANY'S "TANTALUS" WINS TOURISM STAR AWARD FROM VISIT DENVER FOR ATTRACTING INTERNATIONAL ATTENTION

CENTRAL CITY OPERA STAGES NORTH AMERICAN PREMIERE OF "GLORIANA" BY BENJAMIN BRITTEN



ARVADA CENTER BECOMES FULL EQUITY THEATER



HARMSSEN FOUNDATION DONATES 700+ PAINTINGS TO THE DENVER ART MUSEUM

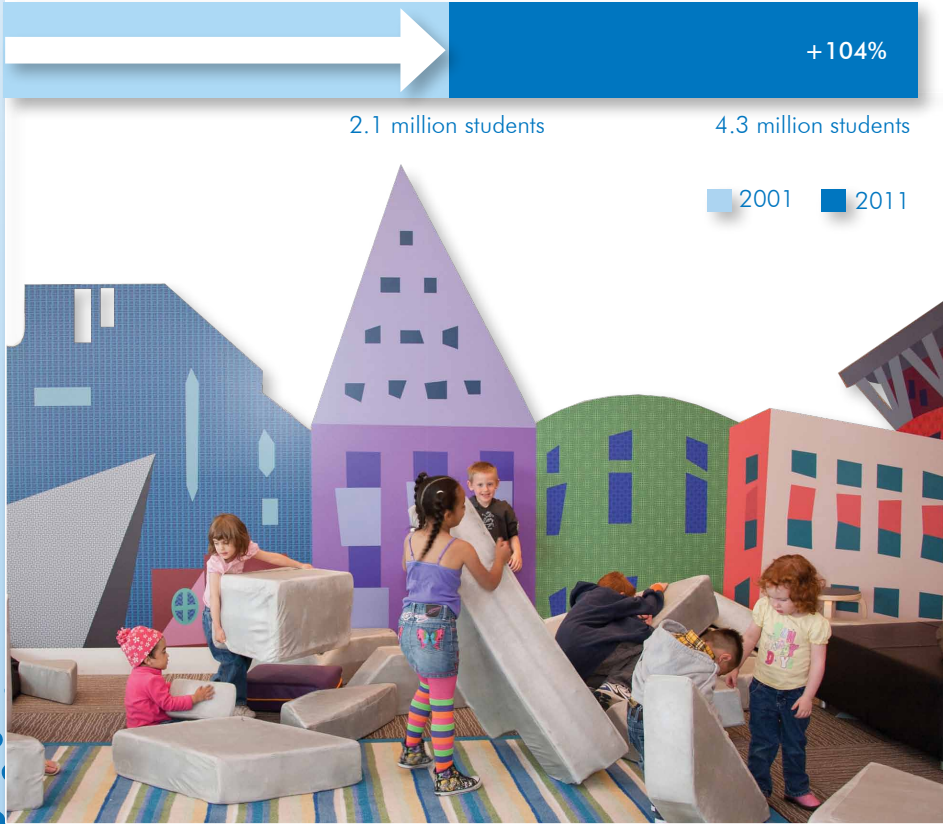
2002

"DIEGO RIVERA: THE BRILLIANCE BEFORE THE BRUSH" AT MUSEO DE LAS AMERICAS



OUTREACH TO STUDENTS

Thanks to support ranging from sources such as individuals and the Scientific and Cultural Facilities District, organizations have increasingly been able to open their doors to metro-area school children, more than doubling the number of students exposed to the arts.



THANKS TO SUPPORT FROM SCFD, METRO-AREA GROUPS OFFERED NEARLY 1,000 FREE ADMISSION DAYS DURING THE PAST DECADE. IN 2012 ALONE THERE ARE MORE THAN 100 FREE DAYS.

The Scientific and Cultural Facilities District has been a national model for community support of arts, culture and scientific groups since 1988, providing funding that allows groups to give back to the metro-area community with hundreds of free admission days annually.

\$424 MILLION

(Total distributions: 2001-2011)

ATTENDANCE

Must-see, blockbuster events such as Body Worlds and King Tut, paired with the opening of new facilities like the Frederic C. Hamilton Building at the Denver Arts Museum, fueled enormous attendance during the decade.

142 MILLION*

(Total: 2001-2011)



CORPORATE SPONSORSHIP

\$102 MILLION*

(Total: 2001-2011)

* Totals derived from extrapolation of CBCA studies since 2001

DENVER CENTER ATTRACTIONS HOSTS NATIONAL TOUR DEBUT OF "THE LION KING"

BUTTERFLY PAVILION PUBLISHES "MORPHA: A RAINFOREST STORY," ENDORSED BY DR. JANE GOODALL

DENVER VOTERS OK BOND ISSUE, PAVING WAY FOR CREATION OF ELLIE CAULKINS OPERA HOUSE



STARZ FILM CENTER OPENS WITH SEVEN SCREENS IN THE TIVOLI STUDENT UNION

DANIEL LIBESKIND SELECTED TO DESIGN NEW WING AT DENVER ART MUSEUM

THE WILDLIFE EXPERIENCE, A 160,433-SQUARE-FOOT FACILITY, OPENS ON 13 ACRES IN DOUGLAS COUNTY

2011: THE BIG PICTURE

The numbers don't lie: In 2011 Denver metro-area arts and cultural organizations continued to rebound from the economic crisis, posting strong gains over 2009 in key categories such as **Economic Impact, Attendance, Jobs** and **Volunteerism**.

For example, **Total Economic Activity** related to arts and cultural activities – a combination of operating expenses, audience spending and capital investment – was \$1.76 billion in 2011. That represents an 18.4% increase over 2009, when many organizations and citizens cut spending in the face of the financial crunch.

Results in the 2012 Colorado Business Committee for the Arts Economic Activity Study of Metro Denver are drawn from 2011 fiscal year data reported by more than 300 organizations that receive distributions from the Scientific and Cultural Facilities District.

See highlights of the report on this page and then take a closer look at several categories on the following pages.

2011 HIGHLIGHTS: INCREASES SINCE 2009

TOTAL ECONOMIC ACTIVITY
\$1.76 BILLION
↑ 18.4%



ECONOMIC IMPACT
\$527 MILLION
↑ 36%



JOBS
9,354
↑ 7%



VOLUNTEERS
50,460
↑ 19%

ATTENDANCE
14.6 MILLION
↑ 30%



CHERRY CREEK ARTS FESTIVAL WINS INTERNATIONAL FESTIVAL AND EVENTS ASSOCIATION'S GOLD GRAND PINNACLE AWARD



2003

APRIL: OPERA COLORADO PRESENTS "SWEENEY TODD"



JULY: CONSTRUCTION BEGINS ON HAMILTON WING AT DENVER ART MUSEUM

NOVEMBER: CENTER FOR THE ARTS EVERGREEN OPENS IN A 3,500-SF FACILITY IN BUCHANAN PARK



FALL: CONSTRUCTION BEGINS ON A 13,000-SF ADDITION AT BUTTERFLY PAVILION

ECONOMIC ACTIVITY

So how do we reach a number like \$1.76 billion in **Total Economic Activity** for 2011? Think of it as a simple, but massive, addition equation:



Confused? We can explain. **Direct Economic Activity** includes three elements:

1. OPERATING EXPENDITURES:

The expenditures of the more-than 300 groups included in the CBCA study can include costumes for a play, food for Denver Zoo animals, salaries for performers.

2. AUDIENCE SPENDING:

Programs, snacks between acts, a souvenir T-shirt, hotel stays, putting gas in the car to reach an event, dining out before a show.

3. CAPITAL EXPENDITURES:

Think new arts centers (Lone Tree and Parker both opened one) and museums (The Clyfford Still Museum leaps to mind).

Indirect Spending is derived by applying RIMS Multipliers* to all three categories of Direct Economic Activity. By doing so, we are able to gauge the effect of an industry on the entire economy in the metro area. Indirect Spending represents a second round of spending: for example, an actor using his or her salary to pay the rent or purchase groceries.

* Regional Input-Output Modeling System (RIMS) benchmark series multipliers are provided by the U.S. Bureau of Economic Analysis, with additional input from the Colorado Division of Local Government, 2008

Now let's add the combined numbers for Direct Economic Activity and Indirect Spending:



**= TOTAL ECONOMIC ACTIVITY:
\$1.76 BILLION**

JANUARY: GEORGE CAULKINS FAMILY PLEDGES \$7 MILLION FOR RENOVATION OF NEWTON AUDITORIUM



AUGUST: CITY OF DENVER SELECTED BY CLYFFORD STILL'S WIFE, PATRICIA, TO RECEIVE HIS COLLECTION



OCTOBER: BUNTPORT THEATRE OPENS "KAFKA ON ICE" ON A SYNTHETIC ICE RINK TO CRITICAL ACCLAIM



2004

JUNE: DENVER ZOO OPENS PREDATOR RIDGE, AN 8-ACRE EXHIBIT MODELED AFTER THE SAMBURU NATIONAL RESERVE IN KENYA

FALL: BUTTERFLY PAVILION WING ADDS 4 CLASSROOMS, EXHIBIT SPACE

NOVEMBER: VOTERS RENEW SCIENTIFIC AND CULTURAL FACILITIES DISTRICT ON ITS 15TH ANNIVERSARY

ECONOMIC IMPACT

Arts and cultural organizations generated significant income during 2011 from those who live in the Denver metro area. Even more importantly, those same organizations generated dollars from many who live outside the metro area.

More than 2.2 million people from outside the metro area took part in events, productions, exhibitions and the like in 2011. Even more impressive: More than 1 million people visited the metro area from outside Colorado in 2011.

More visitors meant a greater Economic Impact on the economy. In all, this "New Money" – dollars that ordinarily would not be spent in the metro area – reached \$527 million in 2011. That represents a 36% increase over 2009 and is by far the largest ever recorded in the history of SCFD.

Not all Economic Impact was generated by visitors. **Capital Expenditures** (investments in new buildings, renovations, etc) added \$114.7 million, up from \$91 million in 2009. And **Federal Government Grants** added \$34.4 million in Economic Impact, up from \$13 million in 2009.

ECONOMIC IMPACT



VISITORS FROM OUTSIDE THE METRO AREA:

2009: 1.81 MILLION

2011: 2.26 MILLION (+25%)



VISITORS FROM OUTSIDE COLORADO:

2009: 771,458

2011: 1.06 MILLION (+37%)



FEBRUARY: DEAN SOBEL APPOINTED DIRECTOR OF THE CLYFFORD STILL MUSEUM

JUNE: LIGHTHOUSE WRITER'S WORKSHOP KICKS OFF INAUGURAL LIT FEST

OCT. 7: "GROSSOLOGY," EXTOLLING "THE (IMPOLITE) SCIENCE OF THE HUMAN BODY," BEGINS AT DENVER MUSEUM OF NATURE AND SCIENCE

2005

OPERA COLORADO COMMISSIONS A BILINGUAL OPERA, "LA CURANDERA," FOR COMMUNITY OUTREACH



SUMMER: BRITISH ARCHITECT DAVID ADJAYE SELECTED TO DESIGN DENVER MUSEUM OF CONTEMPORARY ART



SEPT. 25: FOOTHILLS ART CENTER OPENS CAROL AND DON DICKINSON SCULPTURE GARDEN, FEATURING JESUS MORALES

EMPLOYMENT & PAYROLL

Strong job growth continued at arts, cultural and scientific groups during 2011 as total employment increased by 7% over 2009.

That positions arts and cultural groups among the growth leaders in the metro-area, which saw 2.5% job growth during 2011.*

Full-time jobs grew by 3% in 2011, while contract jobs advanced by a strong 13%. The latter growth mirrors a national trend, illustrated in a recent survey** that showed 67% of U.S. companies use contract workers and expect to employ more. In addition, by 2017 the number of contract workers will jump to 23 million, a 35% hike.***

Thanks to the overall growth in jobs, total payroll at arts and culture groups saw a strong 11% advance.

Studies:

*W.P. Carey School of Business at Arizona State University

** Harris Interactive for Randstad Workforce

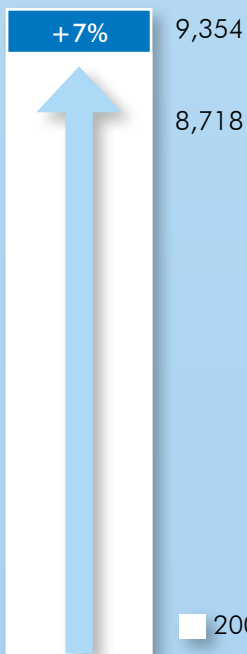
***MBO Partners



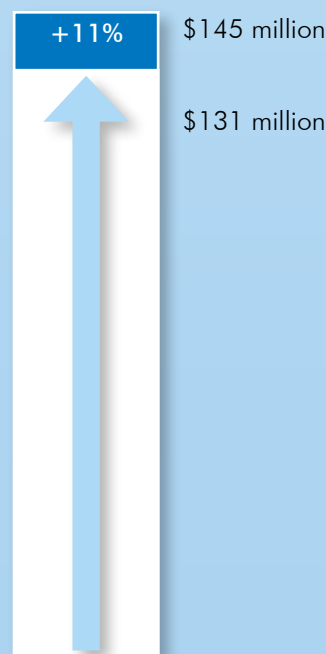
"MY BUSINESS/IT BACKGROUND IS HELPING COLORADO BALLET OPERATE MORE LIKE A FOR-PROFIT BUSINESS BY INCREASING EFFICIENCY."

- MARK CHASE
GENERAL MANAGER,
COLORADO BALLET

EMPLOYMENT



TOTAL PAYROLL



"MY BACKGROUNDS AS A THEATRE COSTUME DIRECTOR AND A FINANCIAL OFFICE MANAGER GIVE ME A COMPETITIVE EDGE IN THE MUSEUM'S DAY-TO-DAY ADMINISTRATION AS WELL AS ITS ARTISTIC MISSION."

- KELLY FITZPATRICK MCKEE
ADMINISTRATIVE AND COMMUNICATION ASSISTANT,
MUSEUM OF CONTEMPORARY ART DENVER

NOVEMBER: DIRECTOR ANG LEE RECEIVES MAYOR'S CAREER ACHIEVEMENT AWARD AT STARZ DENVER FILM FESTIVAL

JULY: PHAMALY'S 10-SHOW RUN OF "THE WIZ" IS A SELL-OUT

FALL: ARVADA CENTER OPENS A 226-SEAT BLACK BOX THEATRE DESIGNED BY FENTRESS BRADBURN ARCHITECTS

NOVEMBER: "BODY WORLDS II" DRAWS A RECORD 687,000 IN A 19-WEEK RUN AT MUSEUM OF NATURE AND SCIENCE

2006



SUMMER: CENTRAL CITY OPERA PRESENTS "THE BALLAD OF BABY DOE" ON 50TH ANNIVERSARY OF ITS PREMIERE



OCTOBER: 33,000+ VISIT NEW HAMILTON BUILDING DURING OPENING WEEKEND AT DENVER ART MUSEUM



SCFD SCIENTIFIC & CULTURAL FACILITIES DISTRICT

SCFD doesn't stage the play, it helps raise the curtain. It doesn't mount the art exhibition, it makes it possible for residents to attend a free day for the show.

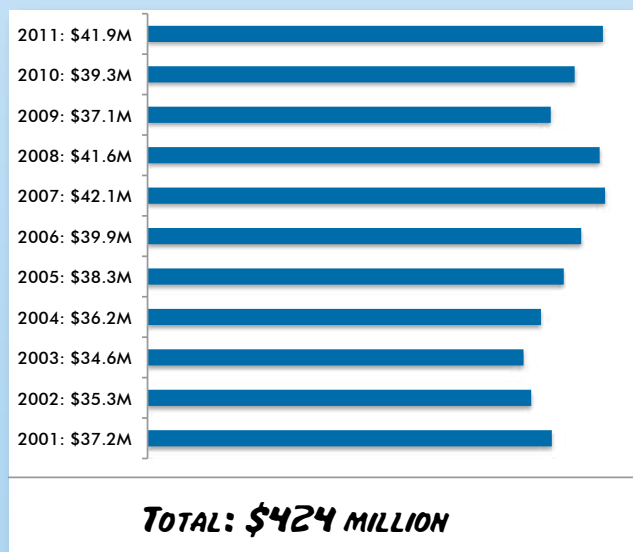
In a world where hyperbole is common, it's not overstatement to say the SCFD is the reason the Denver metro area boasts a cultural community that is a model for the rest of the country.

Metro area voters approved the sales and use tax (1¢ for every \$10 purchase in the 7-county area) in 1988. Since distributions started in 1989, SCFD has distributed nearly \$2 billion.

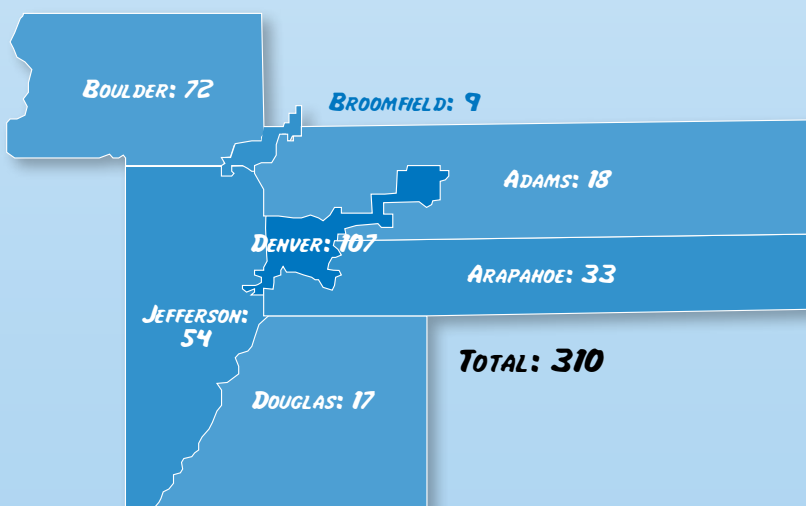
SCFD funds aren't used for capital campaigns – they're dedicated to people. Or as the law states: "Provide for the enlightenment and entertainment of the public through the production, presentation, exhibition, advancement or preservation of art, music, theater, dance, zoology, botany, natural history or cultural history."



SCFD ANNUAL DISTRIBUTION



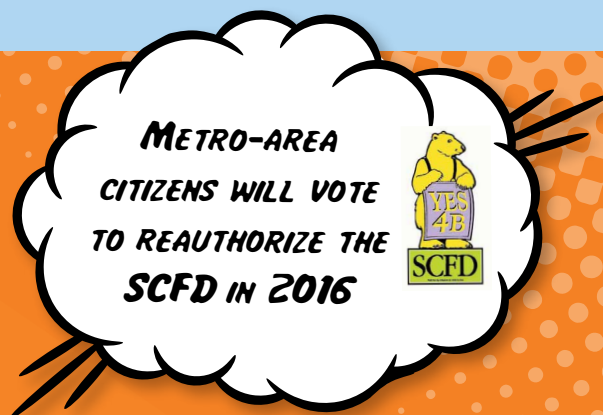
SCFD ORGANIZATIONS BY HOME COUNTY



MEET THE TIERS

The SCFD organizes its recipients into three funding "tiers":

- TIER 1:** Denver Art Museum, Denver Botanic Gardens, Denver Museum of Nature and Science, Denver Zoo, Denver Center for the Performing Arts. Receives 65.5% of funds.
- TIER 2:** Includes 26 regional organizations that qualify for the tier based on annual income and paid attendance. Receives 21% of funds.
- TIER 3:** These range from small theater groups to nature and science offerings made to community groups. Receive 13.5% of funds.



JULY: CENTRAL CITY OPERA STAGES WORLD PREMIERE OF GUO WENJING'S "POET LI BAI"



OCTOBER: MUSEUM OF CONTEMPORARY ART DENVER OPENS IN LOWER DOWNTOWN



RESTORED NUDE SCULPTURE "LINDA," BY JOHN DEANDREA, ON VIEW AGAIN AT DENVER ART MUSEUM



2007

JUNE: BUTTERFLY PAVILION OPENS DEE LIDVALL DISCOVERY GARDEN, WITH AMPHITHEATRE AND XERISCAPE GARDENS

AUGUST: SEMPLÉ BROWN DESIGN SELECTED TO DESIGN PARKER ARTS, CULTURE, AND EVENTS CENTER

NOVEMBER: VOTERS APPROVE \$70 MILLION TO RENOVATE BOETTCHER CONCERT HALL, EXPAND DENVER MUSEUM OF NATURE & SCIENCE

"WE BELIEVE THAT EXTRAORDINARY ARTS ARE KEY TO BUILDING A VIBRANT CITY."

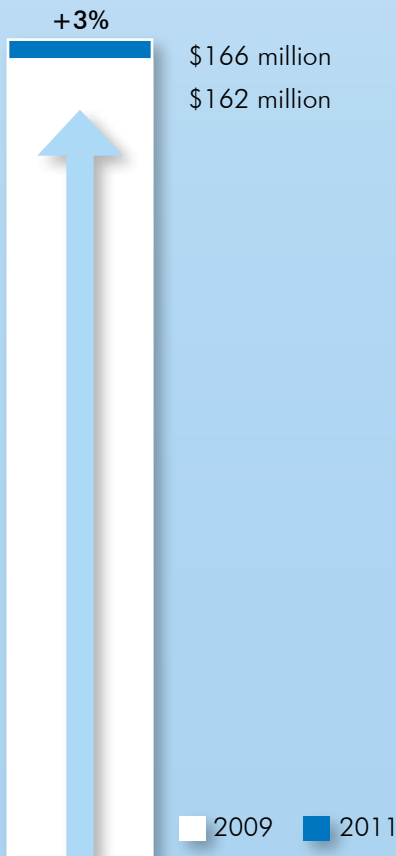
Dorothy Horrell may be speaking for her organization when she says that, but the President and CEO of the Bonfils-Stanton Foundation also seems to speak for the many people, foundations and businesses in the metro area who contribute generously to the arts and cultural community.

That generosity added up to \$166 million in 2011, a 3% increase from 2009. The biggest single element of that giving? Individuals in the metro area, who contributed an impressive \$25.9 million in 2011. Also significant: \$14.3 million from the federal government.

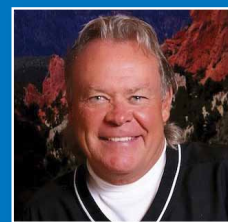
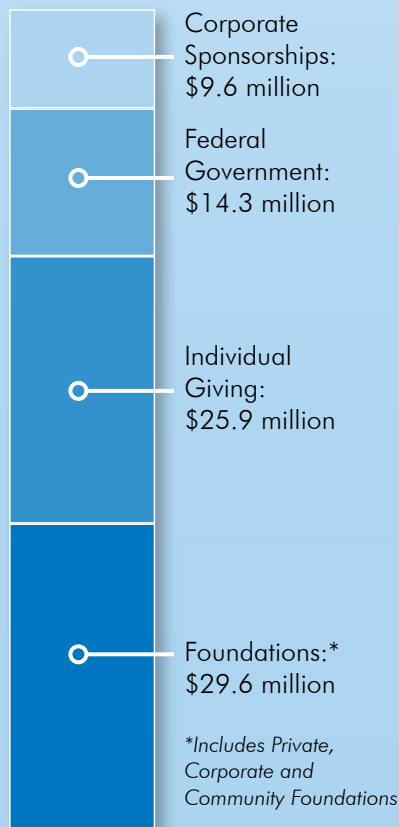


"WE BELIEVE THAT EXTRAORDINARY ARTS ARE KEY TO BUILDING A VIBRANT CITY. WE INVEST IN IMAGINATION AND INNOVATION, BECAUSE CULTIVATING THE CREATIVE SPARK IS VITAL TO MAKING DENVER AN EXCITING PLACE WHERE PEOPLE WANT TO LIVE, WORK AND THRIVE."
 DOROTHY HORRELL
 PRESIDENT AND CEO, BONFILS-STANTON FOUNDATION

TOTAL CONTRIBUTED REVENUE



HIGHLIGHTS OF 2011 GIVING



"WE UNDERSTAND THE IMPORTANCE OF COMMUNITY INVOLVEMENT AS BOTH BUSINESS LEADERS AND INDIVIDUAL CITIZENS. WE WANTED TO MAKE A POSITIVE IMPACT AND COULD NOT BE MORE PROUD OF OUR ROLE IN BRINGING TOYOTA ELEPHANT PASSAGE TO THE COLORADO COMMUNITY."
 - TIM VAN BINSBERGEN
 PRESIDENT, DENVER TOYOTA DEALERS ASSOCIATION

FALL: OPERA COLORADO'S BILINGUAL OPERA, "LA CURANDERA," RECEIVES OPERA AMERICA'S DIVERSITY AWARD



2008

JANUARY: DENVER CENTER THEATRE COMPANY STAGES WORLD PREMIERE OF "PLAINSONG," ADAPTATION OF KENT HARUF'S BEST-SELLER

JUNE: OPERA COLORADO STAGES "NIXON IN CHINA" BY JOHN ADAMS TO CRITICAL ACCLAIM



FALL: MIZEL ARTS & CULTURE CENTER LAUNCHES JEWISH ARTS, AUTHORS, MOVIES, MUSIC FESTIVAL

APRIL: URBAN NATURE EXHIBIT AT DENVER BOTANIC GARDENS FEATURING 10 LOCAL, NATIONAL, AND INTERNATIONAL STREET AND MURAL ARTISTS

SEPTEMBER: "LES MISÉRABLES" SETS RECORDS FOR ATTENDANCE, REVENUE AT ARVADA CENTER

ATTENDANCE

Big events played a major role in the second-biggest year for attendance in the 20 years CBCA has been conducting this study. "King Tut" nearly tripled attendance at **Denver Art Museum**, more than 50,000 attended the **Colorado Ballet** staging of "The Nutcracker," and the first Denver visit by the touring show of "Billy Elliot" packed them in for **Denver Center Attractions**.

But longstanding groups and well-loved annual events also contributed. A remodeled "My Market" exhibit helped **Children's Museum of Denver** above 300,000 attendees, setting a fifth straight attendance record. Routine sell-outs at **Denver Botanic Gardens'** summer music series, along with the usual throngs at **Cherry Creeks Arts Festival**, added mightily.

And openings during 2011 – the **Lone Tree Arts Center**; **Parker Arts, Culture, and Events Center**; **Clyfford Still Museum** in Denver – added to the year's attendance, with greater contributions ahead.

ATTENDANCE



2011 BY THE TICKET



FALL: **BRADFORD WASHBURN AMERICAN MOUNTAINEERING MUSEUM** OPENS IN GOLDEN

NOVEMBER: **DENVER FILM FESTIVAL** SELECTS "PRECIOUS," CO-PRODUCED BY DENVER'S SARAH SIEGEL-MAGNESS, TO OPEN THE FESTIVAL

DECEMBER: **NEW EXHIBITS AT WINGS OVER THE ROCKIES** HELP BOOST ATTENDANCE 17% ANNUALLY, TO NEARLY 80,000 PEOPLE



2008

OCTOBER: **MCA DENVER** SHOWCASES SIGNATURE WORKS OF DAMIEN HIRST, INCLUDING ANIMALS PRESERVED IN FORMALDEHYDE AND DISPLAYED IN GLASS

DINOSAUR RIDGE OPENS TREK THROUGH TIME VISITOR CENTER

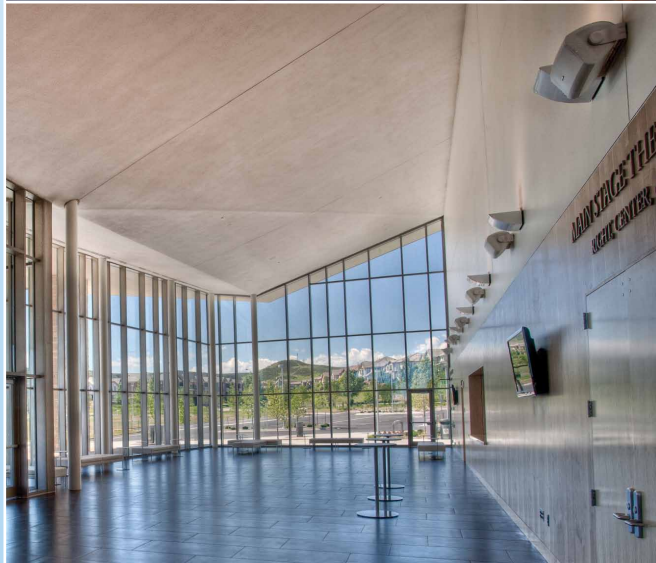
ANNIVERSARY: **FOOTHILLS ART CENTER (40)**

It was a banner year for capital projects in the metro area, with the opening of three significant buildings in the arts and cultural community during 2011.

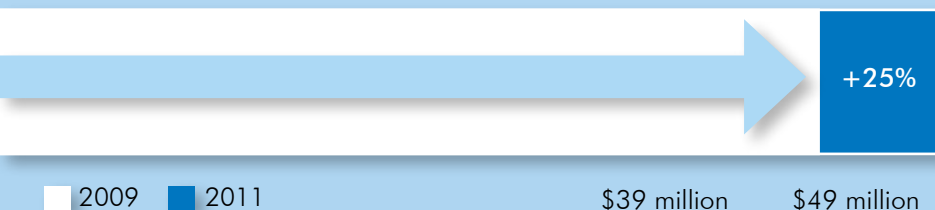
- **Parker Arts, Culture and Events Center:** The \$21.7 million building includes a 536-seat theater, art gallery, dance studio, media lab, catering and teaching kitchen, and 250-seat outdoor amphitheater.
- **Lone Tree Arts Center:** The \$23 million center has a 500-seat theater, adaptable 150-225 seat event hall, a 300-seat outdoor terrace theater and gallery space.
- **Clyfford Still Museum:** Designed by Brad Cloepfil of Allied Works Architecture specifically to display the work of one of the most significant Abstract Expressionists of the 20th century. The 28,500-square-foot building next to the Denver Art Museum cost \$15.5 million to build.

In addition, three other significant projects were in the construction phase:

- **Toyota Elephant Passage, Denver Zoo:** The \$50 million, 10-acre exhibit opened in 2012.
- **eTown Hall:** The remodeled Boulder church became a modern concert hall, recording studio and community center when it opened in 2012.
- **Education & Collections Facility, Denver Museum of Nature and Science:** The 126,000-square-foot, five-level wing will open in 2014.



CAPITAL EXPENDITURES



2009



FEBRUARY: THE CELL, A \$7 MILLION, 6,000-SF SPACE, OPENS IN THE DENVER ART MUSEUM RESIDENCES

ANNIVERSARIES: SCFD (20), PHAMALY (20)



APRIL: "EXPEDITION HEALTH," A PERMANENT 10,000-SF EXHIBIT, OPENS AT DENVER MUSEUM OF NATURE & SCIENCE DRAWING 600,000+ IN ITS FIRST YEAR

COLORADO MUSIC FESTIVAL & ROCKY MOUNTAIN CENTER FOR MUSICAL ARTS MERGE



NOVEMBER: SU TEATRO, DENVER'S ONLY LATINO THEATER COMPANY, BUYS DENVER CIVIC THEATRE

OCTOBER: CHRISTOPH HEINRICH NAMED DIRECTOR OF DENVER ART MUSEUM



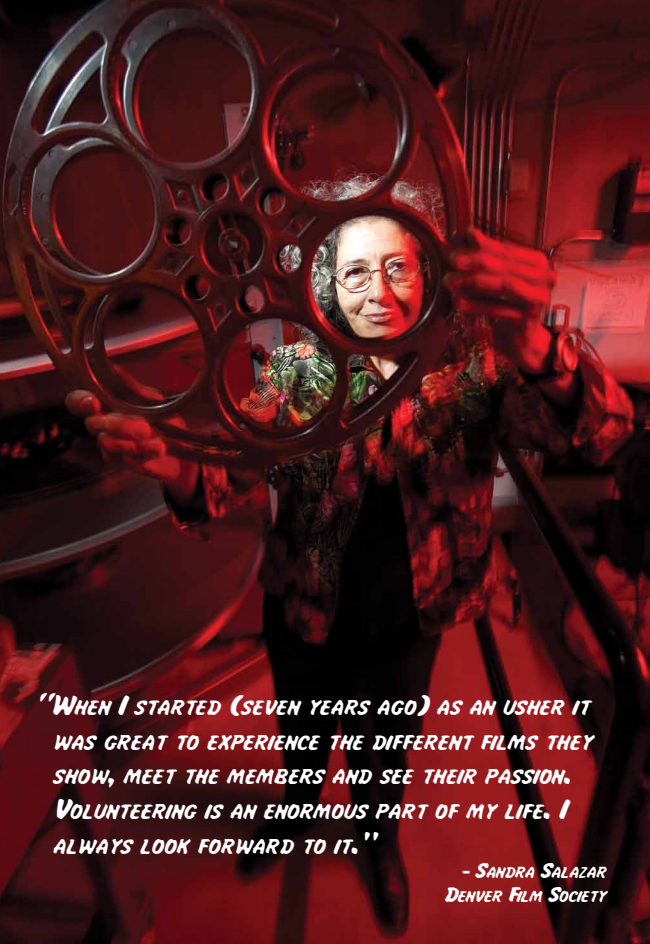
VOLUNTEERISM

The community spirit and generosity of those in the metro area was on full display in 2011, as more than 50,000 stepped forward to volunteer at arts and cultural institutions, a nearly 20% increase over 2009.

Perhaps that's not a big surprise, since Denver ranked 14th for volunteerism among 51 cities surveyed by Volunteering in America. But volunteerism has seen a small decline in Denver and across the country over the past decade, so the growth signals strong local support for arts and cultural institutions.

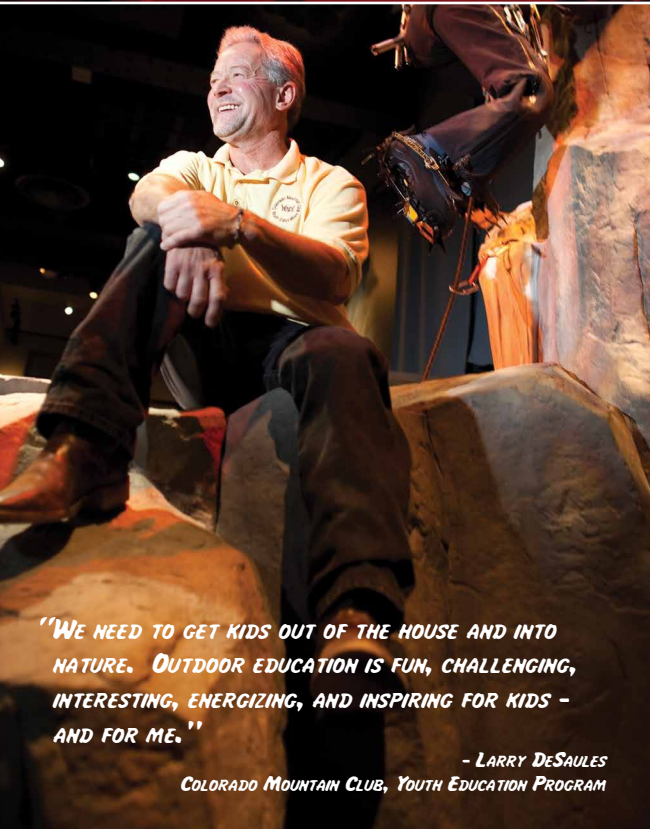
Volunteerism also delivers value to metro-area organizations. In fact, more than \$40 million in value, based on the 2011 total of 1.9 million hours volunteered.*

* 2010 Independent Sector valuation of \$21.36 per hour.



"WHEN I STARTED (SEVEN YEARS AGO) AS AN USHER IT WAS GREAT TO EXPERIENCE THE DIFFERENT FILMS THEY SHOW, MEET THE MEMBERS AND SEE THEIR PASSION. VOLUNTEERING IS AN ENORMOUS PART OF MY LIFE. I ALWAYS LOOK FORWARD TO IT."

- SANDRA SALAZAR
DENVER FILM SOCIETY

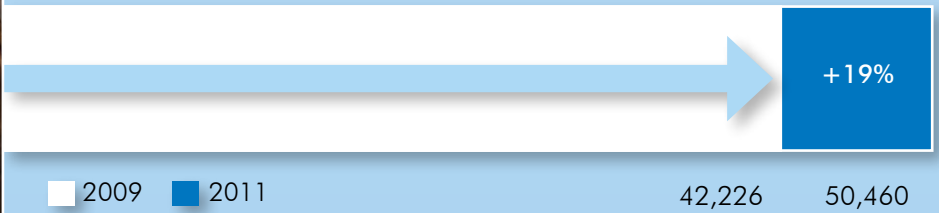


"WE NEED TO GET KIDS OUT OF THE HOUSE AND INTO NATURE. OUTDOOR EDUCATION IS FUN, CHALLENGING, INTERESTING, ENERGIZING, AND INSPIRING FOR KIDS - AND FOR ME."

- LARRY DESAULES
COLORADO MOUNTAIN CLUB, YOUTH EDUCATION PROGRAM

1.9 MILLION TOTAL HOURS VOLUNTEERED (38 HOURS PER VOLUNTEER)

TOTAL VOLUNTEERS



FEBRUARY: DAVID DADONE NAMED EXECUTIVE DIRECTOR, BOULDER MUSEUM OF CONTEMPORARY ART

ANNIVERSARIES: CLEO PARKER ROBINSON DANCE (40); DENVER URBAN GARDENS (25); BUNTPORT THEATRE (10)

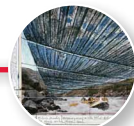
SEPTEMBER: MCA DENVER OPENS "OVER THE RIVER," FEATURING CHRISTO AND JEAN CLAUDE'S ARKANSAS RIVER PROJECT

2010

APRIL: PARKER ARTS, CULTURE, AND EVENTS CENTER GROUNDBREAKING

SUMMER: "MOORE IN THE GARDENS," FEATURING SCULPTOR HENRY MOORE, BOOSTS DENVER BOTANIC GARDENS ATTENDANCE BY 55% TO 820,000

USA/ACCESS GALLERY MERGES WITH KENNEDY CENTER FOR THE PERFORMING ARTS' OFFICE OF ACCESSIBILITY



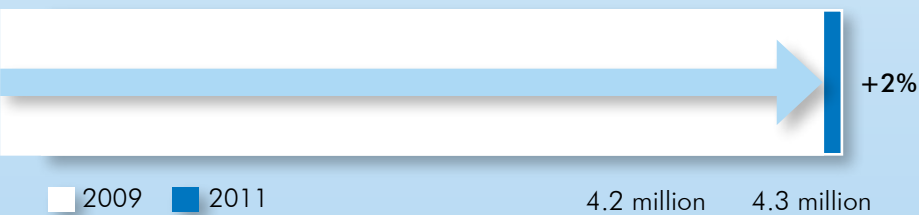
OUTREACH TO STUDENTS

One of the best ways to build an enduring audience for arts and culture is to educate that audience at a young age.

Local arts and cultural organizations have been doing just that for years, making it easy for schools in the metro area to visit and learn by offering a wide variety of programs for students of all ages. The result? More than 4.3 million school children participated in a program or event at one of those destinations in 2011, a 2% increase over 2009.

Local groups get a big helping hand in this outreach, thanks to the support they receive from SCFD. Because of that distribution, organizations can offer free and reduced-price admission to schools, making the experience available to all.

OUTREACH TO STUDENTS



DECEMBER: SCIENTISTS FROM DENVER MUSEUM OF NATURE & SCIENCE UNEARTH 8 AMERICAN MASTODONS, 4 COLUMBIAN MAMMOTHS NEAR SNOWMASS



2011



ANNIVERSARIES: COLORADO BALLET (50); SWALLOW HILL MUSIC ASSOCIATION (40); MUSED DE LAS AMERICAS (20) ARVADA CENTER (35)

PHOTO CREDITS

Page 2: Colorado Ballet, Chandra Kuykendall by Allen Birnbach; Denver Urban Gardens; Denver Performing Arts Complex by Larry Laszlo, CoMedia; Dragon Boat Festival, Kit Williams and Thomas Jackson; Arvada Center for the Arts & Humanities, *Hairspray* by P. Switzer

Page 3: Denver Art Museum; PerformInk Stories, *Tantalus*; Daniel Libeskind Studio, Daniel Libeskind; The Wildlife Experience; Denver Center for the Performing Arts, Ellie Caulkins Opera House by Steve Crecelius

Page 4: Ballet Nouveau Colorado, *Carry On* by Amanda Tipton; Denver Museum of Nature & Science, *T.Rex Encounter*; Arvada Center for the Arts & Humanities, *Legally Blonde*, Hayley Podschun by P. Switzer; Denver Urban Gardens; Denver Art Museum; Cherry Creek Arts Festival by Patricia Penta; Opera Colorado, *Sweeney Todd*; Center for the Arts Evergreen

Page 5: Boulder Asian Festival, Keaka O Kalani by Linx Selby; Cherry Creek Arts Festival, Prints on Wood by Phillip Rubino; Lone Tree Arts Center by Don Casper; Denver Zoo, Predator Ridge by Dave Parsons; Clyfford Still Museum; Buntport Theatre, *Kafka on Ice*

Page 6: Arvada Center for the Arts & Humanities, *Hairspray* by P. Switzer; Ego Design, David Adjaye; Robin Antar, Jesus Morales

Page 7: Mark Chase and Kelly Fitzpatrick McKee by Barry Gutierrez; Central City Opera, *The Ballad of Baby Doe*; Denver Museum of Nature & Science, *Body Worlds II: Story of the Heart*; Denver Art Museum

Page 8: PHAMALY, *The Wiz*, Tin Girl by Bob Webb; Butterfly Pavilion; MCA DENVER, Tim Noble's and Sue Weber's *Toxic Schizophrenia*; Denver Art Museum, John DeAndrea's *Linda* by Sam Scholes

Page 9: Bonfils-Stanton Foundation, Dorothy Horrell; Central City Opera, *Turn of the Screw*, Flora and Peter Quint by Mark Kiryluk; Denver Toyota Dealers Association, Tim Van Binsbergen; Denver Center for the Performing Arts, Philip Pleasants and Mike Hartman in the Denver Center Theatre Company's world premiere of *Plainsong* by Terry Shapiro

Page 10: J.P. Viernes in *Billy Elliot: The Musical* by Joan Marcus; Children's Museum of Denver; Denver Museum of Nature & Science, *Real Pirates* by Chris Schneider; MCA DENVER, Damien Hirst's *Saint Sebastian, Exquisite Pain, 2007* (detail) by Prudence Cuming Associates; Striped Pot, Dinosaur Ridge; Wings Over the Rockies, Serial No. 1 Skynote

Page 11: Parker Arts, Culture & Events Center; Lone Tree Arts Center, Grand Entry Hall by Eric Wolfsberg; Clyfford Still Museum; The Counterterrorism Education Learning Lab (The CELL); Colorado Music Festival & Rocky Mountain Center for Musical Arts, Michael Christie; Denver Museum of Nature & Science, *Expedition Health*; Su Teatro, *Ollin*

Page 12: Sandra Salazar and Larry DeSaules by Barry Gutierrez; Denver Urban Gardens; Denver Botanic Gardens, *Moore in the Gardens*, Henry Moore's *Hill Arches*; MCA Denver, Christo's *Over the River, Project for the Arkansas River, State of Colorado, 2010*, pencil, enamel paint, photograph by Wolfgang Wolz, wax crayon, topographic map, fabric sample and tape, 11" x 8.5" by Andrew Grossman

Page 13: Denver Urban Gardens; Vik Muniz's *Kyber Pass, Self Portrait as an Oriental (After Rembrandt)*, c-print, 84" x 72"; Opera Colorado, *Nixon in China*; Denver Museum of Nature & Science, Mastodon Project, Liz Miller; Mizel Arts & Culture Center, Elaine Wolf Theatre by Eric Stephenson

Page 14: Clyfford Still Museum; Community-Minded Dance, Flash Mob at Denver International Airport; Art Students League of Denver by Kara Primomo

Page 15: Denver Zoo, Mimi the Elephant; Colorado Music Festival & Rocky Mountain Center for Musical Arts, Colcannon; Denver Museum of Nature & Science, Construction Progress; Cleo Parker Robinson Dance by Sara Frances; Swallow Hill Music Association, Uke Fest; POParitaville, *The Book of Mormon*; Denver Botanic Gardens, Stephen Talasnik sculpture from *Kizuna*; Colorado Symphony Orchestra by Steve Peterson 13

MARCH: FOLLOWING A \$2 MILLION RENOVATION, ELAINE WOLF THEATRE OPENS AT MIZEL ARTS AND CULTURE CENTER



JUNE: WINGS OVER THE ROCKIES ANNOUNCES A NEW FACILITY AT CENTENNIAL AIRPORT

NOVEMBER: DENVER FILM CENTER MOVES INTO LOWENSTEIN THEATER REDEVELOPMENT ON COLFAX

2012 ECONOMIC ACTIVITY STUDY

**CULTURE DELIVERS
ECONOMIC IMPACT
WITH PERSONAL TOUCH**

The metro area's cultural infrastructure has exploded in the past 10 years, with myriad openings across the seven counties that CBCA surveys for our Economic Activity Study, including:

- **The Armory at Brighton Cultural Center** in Adams County;
- **Vintage Theater** in Arapahoe County;
- **eTown Hall** in Boulder;
- **Broomfield Auditorium** in Broomfield County;
- **Ellie Caulkins Opera House, Clyfford Still Museum, MCA Denver, Su Teatro at Denver's Civic Theatre, TACTile Textile Arts Center** and more in Denver;
- **The Wildlife Experience, Parker Arts, Culture & Events, and Lone Tree Arts Center** in Douglas County;
- **Bradford Washburn Mountaineering Museum** in Jefferson County.

These state-of-the-art facilities attract visitors from outside the region to see world-class exhibitions, artists, and performances such as *Yves Saint Laurent: The Retrospective*, **Denyce Graves**, *A Day in Pompeii*, **Junot Diaz**, *Henry Moore: Moore in the Gardens*, **Idina Menzel** and *The Book of Mormon*.

Non-SCFD funded organizations have added to the cultural renaissance with openings: **Newman Center for the Performing Arts at the University of Denver** (2002); **CU Art Museum** in Boulder (2010), and **History Colorado Center** in Denver (2012).

It's not just new buildings and big events, though. The 300+ arts, cultural and scientific organizations that receive SCFD support also give back to the community by providing hundreds of free access

days, supporting thousands of jobs, educating and enlightening millions of children, and contributing billions of dollars to the economy.

This support enables the **Colorado Symphony** to open dress rehearsals to thousands of school children. It helps the **Butterfly Pavilion** house 1,600 free-flying butterflies. It lets **Downtown Aurora Visual Arts** teach hundreds of high-risk youth creative skills. It maintains **Rocky Mountain Quilt Museum's** 4,000-item Sandra Dallas Library.

It's important to remember that SCFD will be up for reauthorization on the 2016 ballot. I urge you to share the message that the SCFD and the organizations it supports are vital to the economic and social fabric of the seven counties. Make sure your neighbors, friends, family, co-workers and legislators all know the arts mean business – over \$1.7 billion of business.

Don't stop there. Go to the ballet, see an opera, take a photography class, volunteer as a museum docent, get your hands dirty in an urban garden. Remember: SCFD support is just one slice of the arts revenue pie. Organizations rely primarily on individual donors like you to support their artistic and administrative work.

CBCA has published this biennial study, thanks to longtime support from **Deloitte Consulting** and **DualDraw**, for 20 years, but it's just part of what we do. We also work to advance Colorado's creative economy by connecting business and the arts by advocating for arts education, saluting exemplary business partnerships in the arts, training emerging leaders to serve on nonprofit boards and providing monthly arts engagement opportunities.

Please consider becoming a member of CBCA. We have an exciting future and would love to have you along for the journey.

*Deborah Jordy
Executive Director*



ABOUT THE STUDY

The 2012 Economic Activity Study reflects self-reported information collected in 2012 via SCFD's grant process and reflects the 2011 fiscal year. For the first time in the study's history, 100% of the surveyed groups responded. The resulting information is analyzed by Deloitte Consulting and DualDraw using a data model based on the survey that is modified over time.

LEARN MORE: 303-282-5135 OR WWW.CBCA.ORG

**SEPTEMBER: \$23 MILLION
LONE TREE ARTS CENTER OPENS**

**NOVEMBER: THE 28,500-SF CLYFFORD STILL
MUSEUM, DESIGNED BY BRAD CLOEPFL, OPENS**

**ANNIVERSARIES: CENTRAL CITY OPERA (80); SU TEATRO (40); OPERA COLORADO (30),
MIZEL MUSEUM (30), LITTLETON TOWN HALL ARTS CENTER (30); AURORA FOX (25);
ART STUDENTS LEAGUE OF DENVER'S SUMMER ART MARKET (20)**

2011

**OCT. 29: PARKER ARTS, CULTURE, AND EVENTS
(PACE) OPENS AT A COST OF \$21.7 MILLION**



2012

NOV. 22: COMMUNITY-MINDED DANCE HOSTS FLASH MOB AT DIA



EVENTS AND PROJECTS THAT WILL HAVE AN IMPACT ON FUTURE CBCA REPORTS

Education & Collections Facility, Denver Museum of Nature and Science

Construction is on schedule for this 126,000-square-foot, five-level wing. When it opens in 2014 the building will provide space for world-class traveling exhibitions and an interactive science center for early learners, among other features.

"Becoming Van Gogh," Denver Art Museum

The Mile High City will be the only place to see this exhibition featuring more than 70 paintings and drawings by Vincent Van Gogh, along with works by Henri de Toulouse-Lautrec and Camille Pissarro. It runs through January, 2013.

Toyota Elephant Passage, Denver Zoo

Even though this dazzling \$50 million, 10-acre exhibit opened in 2012, it will boost attendance at the Zoo in the years to come.

Light/The Holocaust & Humanity Project, Colorado Ballet

This three-month-long, community-wide program will use the arts as a catalyst to bring Coloradans together to confront indifference and prejudice. It will conclude with performances March 29-31 in the Newman Center at the University of Denver.

Keep an eye out for these additional events in 2013:

- Opera Colorado: "Don Giovanni" (March)
- Denver Center Attractions: "Sense & Sensibility The Musical" (April)
- Colorado Music Festival (June)
- Central City Opera: "Show Boat" (August)
- Starz Denver Film Festival (November)



PRODUCTION STAFF

Deborah Jordy, CBCA Executive Director
 Deanne Gertner, CBCA Program and Communications Manager
 Corie Flanigan, CBCA Program Assistant
 Editor: Joe Rassenfoss, R&R Media
 Graphic Design: Megan Moye Zacher, Zebra Incorporated

Photography for Employment, Volunteer pages: Barry Gutierrez
 Economic Analytics: Julie Chen, Deloitte Consulting; Tim Davis, Deloitte Consulting; Dan Prather, DualDraw
 Information Manager: Sheila Mieger, SCFD
 Advisor: Peg Long, SCFD Executive Director

15

CLED PARKER ROBINSON DANCE PERFORMS AT LINCOLN CENTER OUT OF DOORS IN NYC

JULY: ROBERT GARNER, WHO BROUGHT BROADWAY SHOWS TO DENVER, DIES

AUGUST: COLORADO SYMPHONY ORCHESTRA ANNOUNCES IT HAS WIPED OUT \$1.2 MILLION BUDGET SHORTFALL AND IS OPERATING IN THE BLACK



MAY: MORE THAN 1,200 ATTEND THE FIFTH ANNUAL "UKEFEST" SPONSORED BY THE SWALLOW HILL MUSIC ASSOCIATION

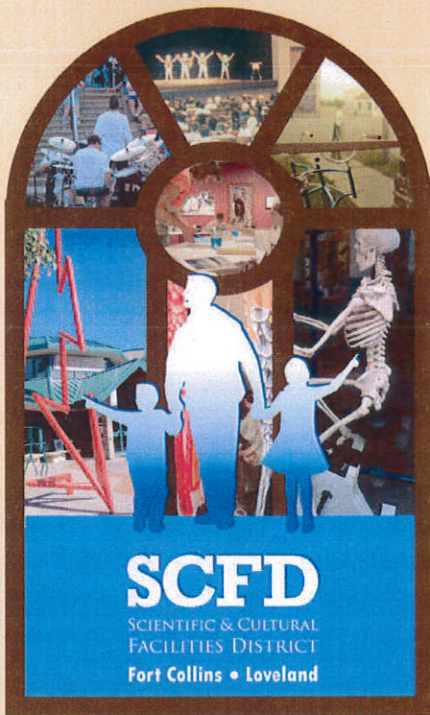
AUGUST: "THE BOOK OF MORMON" NATIONAL TOUR KICKS OFF AT BUELL THEATRE TO SELLOUT CROWDS

DENVER BOTANIC GARDENS' "KIZUNA: WEST MEETS EAST," BY TESTSUNDRI KAWANA & STEPHEN TALASHNIK

THANK YOU TO OUR SPONSORS



COLORADO BUSINESS COMMITTEE FOR THE ARTS



Scientific and Cultural Facilities District



What is an SCFD?

Landmark legislation was enacted to create a Scientific & Cultural Facilities District (SCFD) in Denver and surrounding counties in 1988. Rural, suburban and urban voters came together to support their cultural and scientific organizations by approving a small sales and use tax.

Citizens of Fort Collins and Loveland are exploring creation of an SCFD in northern Colorado based on Denver's successful program. The SCFD would provide a consistent source of funding to a wide and diverse group of cultural, art, historical and scientific organizations in our communities.

"Creativity is an essential part of everyone's humanity and needs to be cultivated."

The Rise of the Creative Class
— Richard Florida

Why create an SCFD?

Education - increase and enhance outreach opportunities for students in our community.

Quality and variety - world-class cultural activities built around the unique personalities of our local communities.

Serving the underserved - reach the underprivileged and children living at or below the poverty level.

Free days - The SCFD will fund free admission days for every District resident.

Economic Force - attract millions in new revenue to our local economy creating a remarkable 10:1 return on investment.

Tourism - to support northern Colorado as a cultural and intellectual tourist destination.

Volunteerism - create more opportunities for participation in science and culture.

The Arts Mean Business

Revenue generated from an SCFD comes from a 0.1% retail sales tax – that's a penny from every \$10 spent – to support recipient organizations. Food and medicine are not included in this sales tax.

For less than \$20/year – or 5 cents a day – you can make sure that everyone in our community, from 2 to 102 will be able to enjoy our wonderful local cultural experiences.

www.SCFDNorth.org

SCFD North

PO Box 270474

Fort Collins, CO 80527-0474

Steering Committee Contacts

Matt Strauch ~ 970.498.8066

Mike Powers ~ 970.223.3530



search



[Home](#) [About Us](#) [Get Connected](#) [Contact Us](#) [Videos](#)

»» Who is UniverCity Connections?

Task Groups

UniverCity Connections originated as an initiative of the [Community Foundation of Northern Colorado](#) focused on convening community and catalyzing opportunities for positive change with a focus on three of Fort Collins' community assets: Colorado State University, Downtown, and the Poudre River.

[Creative Industries - Arts & Culture](#)

Serving as a think tank for community vision and a neutral convener that creates community connections necessary for ideas to evolve into positive change, UniverCity Connections is a catalyst for public participation.

We work to engage volunteer participation by municipal, academic, business, residential and non-profit community stakeholders who collectively identify and tackle big vision opportunities for community improvement, focusing on areas such as economic development, the arts, the environment, community infrastructure and more.

Goals:

- Serve as a neutral convener that creates community connections necessary for ideas to evolve into positive change
- Challenge stakeholders to envision and implement dynamic ideas that make a positive community impact
- Provide a forum for streamlined communication, bringing together individuals, organizations and public and private sectors to jointly develop creative solutions for our community

Connect with UniverCity Connections on [Facebook](#)



© copyright 2008 | UniverCity Connections | all rights reserved | site by A-Train Marketing





[Home](#) [About Us](#) [Get Connected](#) [Contact Us](#) [Videos](#)

»» History

Task Groups

[Creative Industries - Arts & Culture](#)

It all started with a bicycle ride. Former CSU President Dr. Larry Penley and Fort Collins City Manager Darin Atteberry, enjoying a leisurely ride through downtown, talking about creating better connections between the City and the University.

Within months, this conversation had sparked the creation of UniverCity Connections, a collaboration convened by the Community Foundation of Northern Colorado, and driven by the City of Fort Collins, Colorado State University, the Downtown Development Authority, and over 100 Fort Collins citizens. UniverCity Connections challenged the community to come together, imagine a great future and make that future a reality.

The Process

At the beginning of the process, the stakeholders identified the elements of a vision for the future of the study area. These elements became the Vision Statement for UniverCity Connections. All of the work that followed was guided by this vision of the desired future and the products of this work are intended to bring that vision closer to reality.

The Co-Chairs and Coordinating Committee of UniverCity Connections led this effort beginning in August of 2006. (Pictured at right are Co-Chairs of the Coordinator Committee: Joyce Berry, Peggy Reeves, Mark Driscoll and Dave Edwards.) They identified stakeholders, refined the process and schedule, identified the study area, chose the name and logo, and planned the kickoff party. The process followed by the stakeholders was a step by step effort beginning with the development of a vision of the desired future.



The stakeholders, working together identified the elements of their vision and assigned a committee to write the vision statement. Stakeholders assessed the current reality in the area, including identifying the strengths to build on, weaknesses to overcome, opportunities to capture, and threats to avoid.

This preparatory work enabled the stakeholders to identify a manageable number of specific topics to focus on, and to form task groups for each topic. The remainder of the process was carried out by these task groups, mostly working alone, but occasionally coming together to share progress and address overlapping issues.

With the planning work of the task groups finished, the stakeholders brought this phase of their effort to an end. The next phase, implementation of these initiatives, is underway.

The primary steps in this process included:

Organizing - select the stakeholders, refine the strategic planning process
 Assessing the current reality (analyze internal and external factors) strengths, weaknesses, opportunities, and threats
 Articulating a common vision of the desired future
 Identifying key issues, the areas where change is needed
 Developing goals and strategies
 Creating detailed action plans

The next steps in the process included:

Implementing the action plans
 Continuing to convene and be a catalyst for initiatives and ideas August & September 2007
 Phase I - Planning the Process

Milestones

- Identify the key stakeholders and secure their participation
- Clearly define the roles and responsibilities of all participants in the process
- Identify staff and technical team
- Articulate the purpose and refine the process
- Organize a kick-off event to announce the project, introduce the stakeholders, and begin the Planning Phase

October 2007 through April 2008
 Phase II - Strategy Development

- Create a vision of the desired future that captures the values of the entire community
- Assess the current reality - what is our starting place on the road to the desired future
- Identify areas where action is needed in order to achieve the vision
- Develop goals and strategies for each action area
- Create detailed action plans to achieve the goals
 - Steps to be taken
 - Who is responsible
 - What resources are needed and where they will be found
 - Timeline for implementation
 - Measurable indicator of success

April 2008 and Beyond
Phase III - Implementation

- Implement the actions
- Evaluate the impact
- Adjust if necessary and implement again

Downloads (PDF - Adobe Acrobat Reader required to view files):

- [Report from the Stakeholders 05-31-07](#) (32 pgs, 6.2MB)

© copyright 2008 | UniverCity Connections | all rights reserved | site by A-Train Marketing



search



[Home](#) [About Us](#) [Get Connected](#) [Contact Us](#) [Videos](#)

»» Leadership Teams

Task Groups

Creative Industries - Arts & Culture

Executive Committee

Lou Swanson
Ray Caraway
Dave Edwards
Mike Freeman
Matt Robenalt
Cheryl Zimlich

Implementation Committee

Kathleen Bracke
Mike Dellenbach
Annette Geiselman
Bruce Hendee
Victor Holtorf
Blue Hovatter
Blanche Hughes
Mike Jensen
Ryan Keiffer
Chris Kneeland
Jean Lamm
Ben Loeffler
Peggy Reeves
Rich Shannon
Jim Sprout
Mark Wanger

© copyright 2008 | UniverCity Connections | all rights reserved | site by A-Train Marketing



search



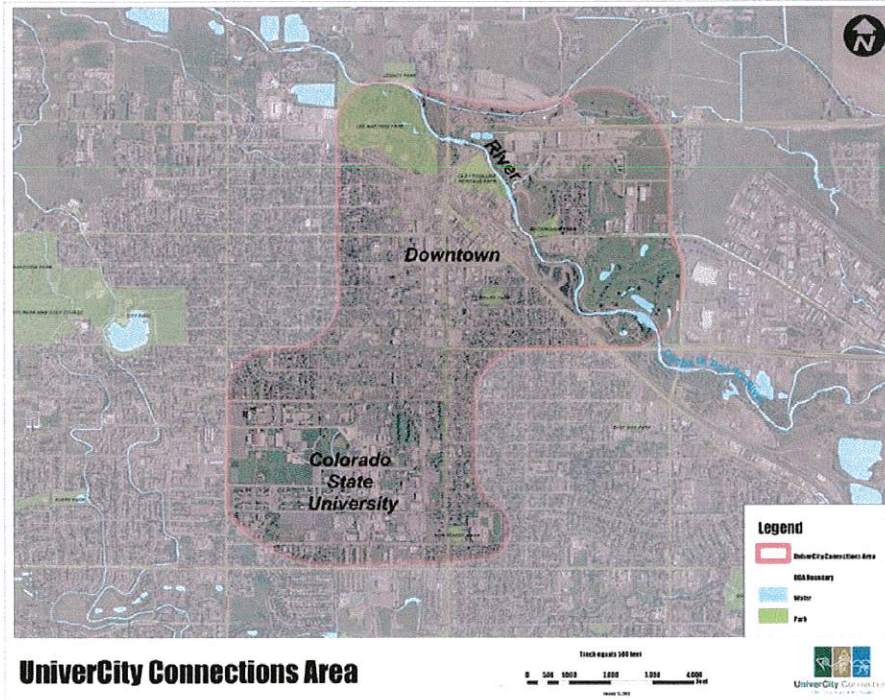
[Home](#) [About Us](#) [Get Connected](#) [Contact Us](#) [Videos](#)

»» UniverCity District

Task Groups

Creative Industries - Arts & Culture

For a high resolution PDF version of the map, [click here](#) (3MB).



© copyright 2008 | UniverCity Connections | all rights reserved | site by A-Train Marketing

UniverCity Connections - Arts & Culture - Creative Industries Task Group

Mission Statement:

To grow audiences, increase community participation and encourage an economically flourishing creative community.

Focus areas/Ideas

- **Encourage full participation and energetic support of the CSU LEAP Institute, Beet Street and the Arts Incubator of the Rockies. (High Impact, High Probability)**
- A three-way partnership of CSU, City and Beet Street led to the 2010 NEA Our Town award, national funding attention, and a ten-state reach.
- AIR will raise the bar for all creative industries by addressing professional development, mentoring, calendaring, collaborations, job creation and more,
- CSU LEAP will offer degrees in arts leadership and administration
- Beet St., AIR and LEAP are well- established ongoing initiatives

Renew exploration into the creation of a Scientific & Cultural Facility District (SCFD) for Northern Colorado. (High Impact, Medium Probability)

- A dedicated revenue stream for non-profit Arts & Cultural agencies will transform the landscape.
- Identify stakeholders and assemble a working taskforce.
- Conduct research on scope and impact, options, and process. Analyze & evaluate the political will, competition, opposition and overall vision.
- Could bolster APP, historic preservation, educational outreach, tourism, agri-tourism, new venues, co-creation, philanthropy and emerging forms.
- Ad-hoc coalition is yet to be formed. A ballot proposal could be brought forward in 1 to 4 years.
- Potential to leverage the agendas of other UCC Work Groups is HUGE!

Align the public, private and non-profit stakeholders to designate or create a sustainable Local Arts Agency. (High Impact, Medium Probability)

- Remains a long-time elusive critical need.
- Must have leadership from all sectors in order to influence regional public policy and to serve as advocate of creative industry development.

- Programs might include collaborative marketing, grant-making, recognition, leadership recruitment, infrastructure, brand building, research, ticket sales and convening, among others.
- Evolution of a workable model will take time. Conversations among principle stakeholders can begin now with a target for completion in 1 to 3 years.
- A properly formulated LAA could be the proof-of-concept of a new value proposition for Arts & Culture in the local economy.

Arts and Culture – Creative Industries

Mission

To grow audiences, increase community participation and encourage an economically flourishing creative community

Goals

Building on the recommendations of the City of Fort Collins Cultural Plan – 2008 and the UCC Arts & Culture Task force- 2007, the 2012/13 UCC Arts and Culture/Creative Industries Task Force advocates for:

- Collaborative support of existing organizations and programs that have resulted from past efforts of CSU and the City of Fort Collins
- Dedicated funding of arts and culture industries
- Establishment of a sustainable, local-arts agency

Strategies

Task group members reviewed the previous recommendations and accomplishments of the City of Fort Collins Cultural Plan – 2008 and the UCC Arts & Culture Task Force- 2007. Common themes from these past efforts were the creation of a local arts council to provide centralized communication and collaboration, build Fort Collins identity as a cultural center and destination city; develop sustainable/dedicated funding for the arts and culture industry; and realize the creative industries as an economic driver.

Accomplishments that have advanced the creative industries since these prior efforts have been impressive:

- City Economic Health office created the Uniquely Fort Collins economic cluster
- Lincoln Center remodel completed
- CVB centralized calendar
- Fort Fund created a new funding tier to encourage innovation
- Citizens endorsed an increased city sales tax
- Beet Street launched as an initiative of the DDA
- Ongoing marketing collaboration among major producing agents
- AIR (Arts Incubator of the Rockies) secured national funding and partnerships



Fort Collins Symphony

- CSU LEAP Institute for the Arts (Leadership, Entrepreneurship, Arts Advocacy and the Public) will offer minor and master interdisciplinary degrees in arts leadership and administration in fall 2013.

During this same period there have been missed opportunities:

- Arts Alive, the local art council ceased operations in 2008
- Centralized ticketing initiative never gained traction
- Citizen petition efforts in 2008 and 2008 to create on the ballot an SCFD (Scientific and Cultural Facilities District) were withdrawn prior to being placed on the ballot for vote.

Initiatives

The 2012/13 UCC Arts and Culture/Creative Industries Task Force has selected the following three initiatives to present to UCC:

Encourage full participation and energetic support of the CSU LEAP Institute, Beet Street and the Arts Incubator of the Rockies (AIR)

These existing organizations and programs grew from continuous efforts of the Arts Alive Fort Collins, informal cultural alliances, initial recommendations of the UCC arts and culture task force to the 2010 National Endowment of the Arts *Our Town* award of \$100,000, resulting in a three-way partnership of CSU, the City of Fort Collins and Beet Street. Both the LEAP Institute and AIR programs have received national attention and a ten-state reach.

Beet Street was created in 2006 by the Downtown Development Authority. Its stated purpose is to add to the economic vibrancy and development of our downtown by building arts and culture

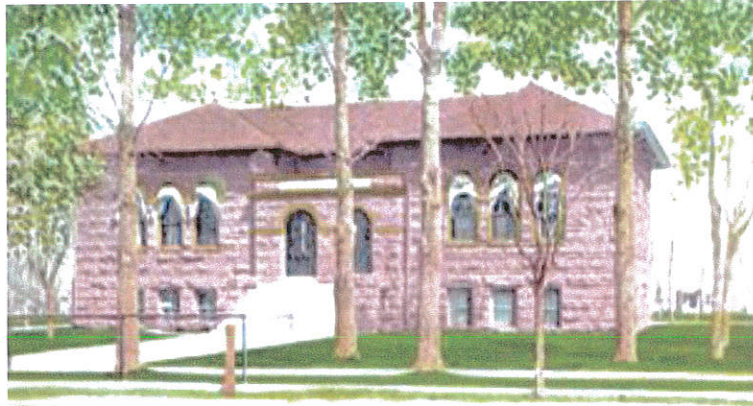


Streetmosphere

as a unique economic engine, and to lead Fort Collins to become a regionally and nationally recognized arts and culture center and destination. It became a separate 501(c)3 in 2007. Streetmosphere, Beet Street's signature cultural program provides high-quality free performances throughout the summer in two locations: Front Range Village and downtown. Beet Street also provides for local arts community development including the monthly Arts &

Drafts gatherings, dissemination of local ROI such as the Americans for the Arts Prosperity study, posting of a weekly electronic newsletter and the launching of the Arts Incubator of the Rockies (AIR).

AIR is a revolutionary partnership between Beet Street, the City of Fort Collins Cultural Services Department, and CSU School of the Arts. The partners are leveraging their assets to create a regional vehicle for serving 280,000 artists and creatives in ten Intermountain West states (CO, ID, MT, ND, NE, NV, NM, SD, UT, WY). AIR uses web-based, Internet, and distance-learning technologies to provide networking, classes, training, and coaching opportunities. The AIR curriculum is designed to



Carnegie Library building – future home of AIR

encourage, model, and ensure systemic change in how our communities and society value the arts, artists, creatives, and creativity. AIR and the Beet Street staff will occupy the Carnegie Library building in Library Park in early 2013. Current Financial Support for Air comes from the National Endowment for the Arts, Emily Hall Tremain Foundation, City of Fort Collins, the Erion Foundation, and individual and organizational memberships.

Colorado State University LEAP Institute for the Arts (Leadership, Entrepreneurship, Arts Advocacy and the Public) will provide interdisciplinary minor and master degrees in arts administration beginning in the fall of 2013. The Department of Music, Theatre and Dance and the Department of Art will integrate an arts-management curriculum into its current programs. Students will have the opportunity to intern with the Arts Incubator of the Rockies (AIR). With collaboration from the College of Business and the Department of Economics, the program will offer students a curriculum that will prepare them for all aspects inherent in the arts professions.

Timeline - Immediate

Promoting awareness of and participation in the two recent initiatives, AIR and LEAP Institute can be an **immediate** goal of UniverCity Connections as both initiatives can propel recognition of CSU and the City of Fort Collins as arts and culture leaders in Northern Colorado. Some immediate activities include:

- Program links and descriptions can be prominently posted on the UCC website
- Feature articles in the Coloradoan and other regional media about the upcoming official launches need to be pursued
- All UCC renewal participants can help spread “the buzz” about AIR and LEAP

- Recognition and support of BEET Street and CSU efforts to develop and launch the initiatives are appropriate
- A coordinated marketing effort on the part of the arts and culture non-profits should be pursued, including a branding campaign incorporating social media, a dedicated website, brochures, a directed email campaign to prospective participants, etc.

Renew an exploration into the creation of a Scientific and Cultural Facility District (SCFD) for Northern Colorado.

A dedicated revenue stream for non-profit arts and cultural agencies will transform the landscape of northern Colorado and help to realize the creative industries as economic drivers. The creation of a Scientific and Cultural Facility District could bolster the City of Fort Collins Arts in Public Places program (APP), historic preservation, educational outreach, tourism, agri-tourism, new venues, co-creation, philanthropy and emerging forms. An SCFD has a great potential of leveraging the agendas of other UCC task forces.

Timeline- Attached to this report is a detailed work plan and timeline for a citizen volunteer committee to champion this initiative with a proposed election date of November 2014.

Align the public, private and non-profit stakeholders for the establishment of a sustainable local arts agency

The establishment of a local arts agency remains a long-time critical need and has been recognized as such in previous arts and culture efforts and reports. A sustainable model must have leadership from government, business and creative sectors to influence regional public policy and to serve as the advocate of creative industry development.

Programs for a local arts agency would include collaborative marketing, grant-making, recognition, leadership recruitment, infrastructure, brand building, research, ticket sales, and convening. A properly formulated local arts agency could be the proof-of-concept of a new value proposition for arts & culture in the local economy. Beet Street may be able to serve the function as the



Openstage Theater

local arts agency after the successful launching of AIR.

Timeline

Development of a workable model for a local arts agency with required significant coordination and conversations among principle stakeholders. The Arts and culture/Creative Industries task group recommends that:

Beet Street is the agency to lead and convene the discussion to define the critical roles and responsibilities of a local arts agency

Potential stakeholders to be invited to the table include representatives from the Cultural Resources Board, City of Fort Collins, CSU, arts non-profits, local artists, and the creative industries.

The conversations should be substantially complete by the end of 2013.

Areas of Overlap with other Task Groups

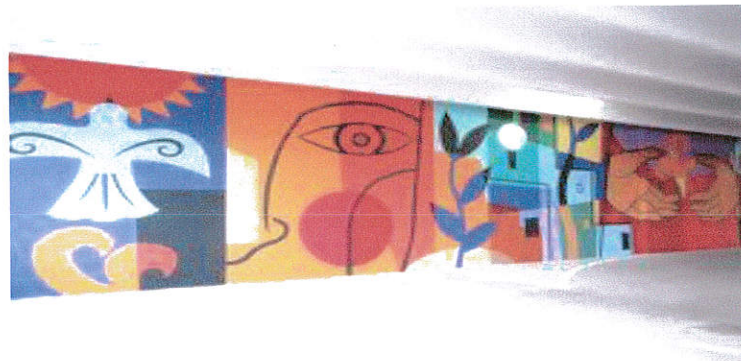
The agenda of the Creative Industries Task group resonates substantially with initiatives put forth by several of the other UCC focus area task groups. Areas of potential interaction or overlap include:

Transit and Mobility – has set the Mason Corridor as a top priority. Under initiative #1, the Ridership Experience, the T&M group has developed detailed goals and objectives which embrace programming, vendors, artworks and events to help motivate maximum ridership. In addition, Initiative #4, regarding CSU, alludes to moving citizens onto campus and students into the community. It is a fair assumption that much of that traffic would be in pursuit of arts and cultural experiences.

The Poudre River – Benches, signage, kiosks and other way-finding infrastructure all provide opportunities for AIPP considerations. The potential for programming arts activity within the built aspects of the river corridor remains to be explored.

Infill & Redevelopment – Consistent with other task groups, an emphasis on the Mason Corridor is primary. The stated goals #5 and 6 refer to a streetscape that includes artistic features and people-friendly spaces. We may presume that activating these neighborhoods would involve arts and cultural events designed for recreation and entertainment. This would support goal #9 which addresses comprehensive options for designing a holistic environment.

Inclusivity and Community – The community dialogue which will address diverse perspectives can be advanced by using arts activities to pose those questions which will help us evaluate ourselves.



Rafael Lopez Community Mural – City of Fort Collins Civic Center Parking Structure

Downtown Experience – The establishment of a Brewery District will invite many new opportunities to program events and festivals designed to optimize our brand and build on our quality-of-life assets.

Conclusions

The three proposed initiatives will build audiences, increased and sustainable revenue for the arts/creative industries and create jobs. We have the opportunity to develop the character of our community by building on existing intellectual vitality and the unique, creative assets that currently exist.

Pairing the regional profile of the AIR program with a sustainable local alliance in the form of a local arts agency will move forward a common agenda for collective planning, branding, policy consensus, funding, relationships and audience growth.

Convening the local creative community to discuss an SCFD initiative and the creation of a local art agency will promote better understanding of the current difficulties and ambitions and can lead to a cohesive, effective roadmap for innovative communication, collaboration and commerce.

Arts and Culture/Creative Industries Task Group

The following individuals attended one or more meetings of our task group:

Holly Carroll – Facilitator

Kate Forgach

Bruce Freestone

Carol Ann Hixon

Brian Hughes

M.L. Johnson

Mary Pat McCurdie

Tim O'Hara

Julie Sutton

Dawn Putney

Hannah Toole

2013-14 Work Plan

To explore the feasibility of a proposed Scientific & Cultural Facilities District For Northern Colorado

This is a proposed plan of work for a volunteer citizen taskforce and as such the dates and activities described herein are subject to constant modification. In 2013 the primary activities will center on **initiating** and **planning** for a proper ballot initiative to be placed before the electorate. These efforts will include, but not be limited to, data collection, stakeholder education, legal research, strategic planning and leadership recruitment. In 2014 the vast majority of our activity will be mounting and managing a ballot initiative campaign to achieve a positive voter response on election day. The timeframe throughout is kept deliberately vague as we will be developing a workable strategy as we go along. Items in italics are significant milestones.

January – March, 2013

- **Ad-hoc calls and interviews with arts leadership**
 - ✓ Include Fort Collins, Loveland and Estes Park to gauge interest and volunteer involvement.
- **Identify Steering Committee membership**
 - ✓ Include City and County government; community opinion makers; arts leadership; marketing expertise, CSU, political and legal advisors.
- *Initial meeting*
- **Schedule regular meetings for actions, decisions and changes**

- **Analyze legal requirements affecting the campaign**
 - ✓ Document and analyze the state enabling legislation.
 - ✓ Document and analyze the County's requirements for ballot eligibility
- **Consult with Denver SCFD leadership and recipients**

- **Research and analyze prior SCFD campaigns**
 - ✓ Include Northern Colorado prior attempts, Grand Junction and Pueblo prior attempts as well as Denver campaign history and strategies.
- **Collect Denver NPO success stories**
- **Compile tax revenue data**
 - ✓ Prior year(s) and projected tax revenue statistics.
 - ✓ A ten-year electoral history of financing requests; what passed and what did not.
- **Compile a list of all eligible 501 (c) (3) NPO within Larimer County**
 - ✓ The primary purpose of the NPO must be to provide for the enlightenment and entertainment of the public through the production, presentation, exhibition, advancement, or preservation of art, music, theater, dance, zoology, botany, or natural history or an agency of local government that has such primary purpose.

2013-14 Work Plan

To explore the feasibility of a proposed Scientific & Cultural Facilities District For Northern Colorado

April – June, 2013

- Continue regular meetings for actions, decisions and changes
- Draft the case statement for the SCFD
- *Draft the SCFD Vision Statement*

- Identify non-arts agencies impacted
 - ✓ Conduct informational interviews with tourism and economic development agencies.
- Research current political climate
 - ✓ Conduct informational interviews with select elected officials.
 - ✓ Identify potential opposition to SCFD.
- Identify any potential strategic alliances within the district
- *Evaluate the efficacy of targeting the 2014 election cycle vs. later date*

- Compile a 1-3 year history of financial data on potential NPO recipients
 - ✓ Include details of revenue, expenses, programming, staffing and audiences.
- Document assumptions and/or expectations for each NPO.
 - ✓ Include the mission and any established goals or objectives.
 - ✓ Invite the NPO to imagine specific enhancements to their organization.
 - ✓ Collect the anecdotal stories.
- Identify and analyze options for SCFD structure
 - ✓ Identify the choices for using an existing boundary for the SCFD.
 - ✓ Examine options for NPO agency eligibility criteria.
 - Institutional tiers versus competitive grants process.
 - ✓ Examine options for distribution criteria.
 - For district as a whole versus a discrete segmentation by municipality.
- Analyze potential economic impact of structure options
 - ✓ Compile a matrix of potential tax revenue estimates and distributions.
 - ✓ Compile projections of roll-over economic impact as a result of anticipated increased activity of NPOs.

- *Draft initial proposed SCFD structure*
- Review by attorney of draft SCFD structure

2013-14 Work Plan

To explore the feasibility of a proposed Scientific & Cultural Facilities District For Northern Colorado

July - September, 2013

- Continue regular meetings for actions, decisions and changes
- Verify the proposed structure with NPO leadership
 - ✓ Conduct in-depth interviews with select NPO agency executives and Board.
 - ✓ Integrate NPO feedback on SCFD structure.
 - ✓ Secure letters of support and/or commitment from NPOs.
- Verify the proposed structure with our strategic partners
 - ✓ Maintain ongoing dialogue with tourism and economic development agencies.
 - ✓ Maintain ongoing dialogue with elected officials.
 - ✓ Integrate strategic partner feedback on SCFD structure.
 - ✓ Secure letters of support and/or commitment from strategic partners.

- *Revise and finalize the SCFD Vision Statement*
- *Revise and finalize the proposed SCFD structure*
- Review by attorney of revised SCFD design and ballot language
- *Draft initial proposed SCFD campaign strategy and budget (est. \$70 – 100K)*
- *Re-evaluate the efficacy of targeting the 2014 election cycle vs. later date*

- Identify and recruit Advisory Board membership
 - ✓ Secure endorsements from community opinion makers.
 - ✓ Define committee roles and responsibilities (including fundraising).
- *Initial meeting*
- Schedule regular meetings for actions, decisions and changes
- *Secure Lead Donor(s) pledge of \$30,000 to fund survey instruments*
 - ✓ Identify who will approach potential Lead Donor(s).

2013-14 Work Plan

To explore the feasibility of a proposed Scientific & Cultural Facilities District For Northern Colorado

October - December, 2013

- Continue regular meetings for actions, decisions and changes
 - ✓ Steering Committee and Advisory Board.
- Contract for Public Opinion Testing Agency
 - ✓ Design the RFP.
 - ✓ *Approve a contract.*
- Design surveys for public opinion testing
 - ✓ Design NPO survey.
 - ✓ Design voter poll questionnaire.
- Approval of final testing instruments

- Recruit campaign volunteers
 - ✓ Establish a communications tree.
- Assemble a tentative calendar of activities for 2014
 - ✓ Events for gathering signatures.
 - ✓ Opportunities for educating voters.
 - ✓ Initial public meetings across the proposed district.
 - ✓ Interviews and engagements for spokespersons
- Conduct telephone sample polling to verify voter sentiments
- Manage public and stakeholder feedback on SCFD proposal
- Draft responses to potential challenges
 - ✓ Organized opposition
 - ✓ Unfavorable citizen response
 - ✓ Slow signature collections
 - ✓ Competing initiatives
 - ✓ Voter rejection at the ballot box
- Determine responses to schedule or budget variances

- *Revise and finalize the SCFD campaign strategy and budget*
- *Revise and finalize the FAQ document and Pro/Con talking points*
- *Confirm the intent to place the initiative on the 2014 ballot*
- **Determine the SCFD share of government cost of ballot initiative**
- *Finalize SCFD design documents and ballot language*
- Final review by attorney of SCFD design and ballot language
- *Approval by County Clerk of final ballot language*

2013-14 Work Plan

To explore the feasibility of a proposed Scientific & Cultural Facilities District For Northern Colorado

January – March, 2014

- *Execute the public opinion testing survey*
- Contract for website design and support
 - ✓ Design the RFP
 - ✓ Approve a contract
- Establish physical office
 - ✓ Establish checking account(s)
 - ✓ Assign administrative support duties
 - ✓ Assign volunteer management duties
- *Campaign Kick-Off event*
- Assemble a working calendar of activities for 2014
 - ✓ Events for gathering signatures.
 - ✓ Opportunities for educating voters.
 - ✓ Initial public meetings across the proposed district.
 - ✓ Interviews and engagements for spokespersons
- Identify potential competing initiatives
 - ✓ All other local ballot initiatives for this election
 - ✓ Any other request for a tax increase in this election
- Establish a procedure for distribution and collection of petitions
- *Secure Donor pledges for remainder of projected budget*

April – June, 2014

- Manage campaign schedule and budget
 - ✓ Modify campaign activity schedule and budget expenditures as needed
 - ✓ Report status of campaign progress bi-weekly to Steering Committee and Advisory Board.
 - ✓ Review progress and communicate with staff and volunteers continuously
 - ✓ Modify the campaign strategy as needed to address changes.
 - ✓ Monitor the performance of sub-contractors
 - ✓ Manage data collection
 - ✓ Track signature collection and projections
- Report from the Public Opinion Testing Agency regarding voter sentiments
 - ✓ Refine the campaign message based on polling results
- Manage petition circulation
 - ✓ Recruitment and training of volunteers
 - ✓ Draft a 'Do's & Don'ts' document for circulators
 - ✓ Establish a Twitter account for petition circulators
 - ✓ Secure interviews and engagements for spokespersons
 - ✓ Volunteer recognition opportunities
- Conduct additional public meetings across the proposed district
- Manage public and stakeholder feedback on SCFD proposal
 - ✓ Conduct additional sample telephone polling to establish voter sentiments

2013-14 Work Plan

To explore the feasibility of a proposed Scientific & Cultural Facilities District For Northern Colorado

- Manage fundraising efforts

July - September, 2014

- Manage advertising and promotions
 - ✓ Manage a Letters-to-the-Editor campaign
 - ✓ Create printed brochures, flyers, handouts
 - ✓ *Contract for television and radio promotions*
 - ✓ Regular press releases promoting the benefits of SCFD
- *Submit completed petitions to the County Clerk's office*
- Conduct periodic straw polls with NPO leadership
- Track progress of competing initiatives
- Test a sample of petitions for County validation criteria
- Recruit potential candidates to serve on the SCFD Governing Board (assuming positive outcome)
- Submit a candidate list to the County Commissioners
- Compile campaign records

October - December, 2014

- *Hold an election eve watch party on November 4, 2014*
- Draft press releases (for both positive and negative result)
- Recognition of Committee members and volunteers
- Report final campaign finances to government agencies as required
- Prepare a Lessons Learned document
- Final combined leadership committee meeting
- Final report to all Donors
- *County Commissioners appoint the initial Governing Board for the SCFD*
- Prepare for initial NPO orientation meetings (assuming positive outcome)
- Prepare for a 'what next' meeting with NPO leadership (if negative outcome)
- *Celebrate Success!*

With a positive citizen vote to establish a SCFD we will have created a mechanism and framework for a dedicated revenue stream for arts and cultural entities in the region. This public investment will have far reaching effects on our municipal institutions, a vast array of not-for-profit arts producers as well as their audiences. Enhancing the 'brand' and the reputation of this critical industry will build on the already strong overall Quality-of-Life enjoyed by citizens and visitors in Northern Colorado.

Scientific and Cultural Facilities District and Alternative Art District Models



**CITY COUNCIL STUDY SESSION
FEBRUARY 26, 2013**



History



What is a Scientific and Cultural Facilities District?

A special district statutorily authorized in 1987 to be used to fund local and regional scientific and cultural organizations.



Purpose of SCFD



The primary purpose is to provide for the enlightenment and entertainment of the public through the production, presentation, exhibition or preservation of art, music, theater, dance, zoology, botany, natural history, or cultural history.



Purpose of SCFD (Denver's SCFD Website)



The goals of the SCFD are to:

- Maintain investment in the metro area's scientific and cultural treasures
- Continue to provide high-quality programs to children, families and residents
- Enhance access to culture and education for all residents, especially underserved audiences
- Strengthen tourism and economic impact derived from the cultural programming and exhibits

The legislation defines organizations eligible for District funds



A scientific facility is...

A non-profit organization (or agency of local government) whose primary purpose is the advancement and preservation of zoology, botany, anthropology, cultural history or natural history.

A cultural facility is...

A non-profit organization (or agency of local government) whose primary purpose is the advancement and preservation of art, music, theater or dance.

The organizations must have their principal office within the district, conduct the majority of its activities in the state and principally benefit district residents. Educational organizations, libraries and the media cannot be cultural facilities.

How is the SCFD funded?



Through a voter approved uniform sales tax. SCFD cannot be funded through a property tax. The amount and duration of the tax is set in the ballot language, but the tax cannot be longer than 10 years and cannot be more than 0.3% (3 cents on a \$10 purchase). Tax revenues are collected and administered by the state and remitted to the SCFD on a monthly basis.

Denver's SCFD tax is 0.1% (1 cent on a \$10 purchase).

How may SCFD funds be used?



The proceeds must be used to assist qualifying scientific and cultural facilities within the district for “operating expenses.” It may not be used for capital construction, endowment, or payment of debt principal or interest. Proceeds are to be distributed in accordance with any formula or criteria contained in the ballot measure.

Current Distribution Structure

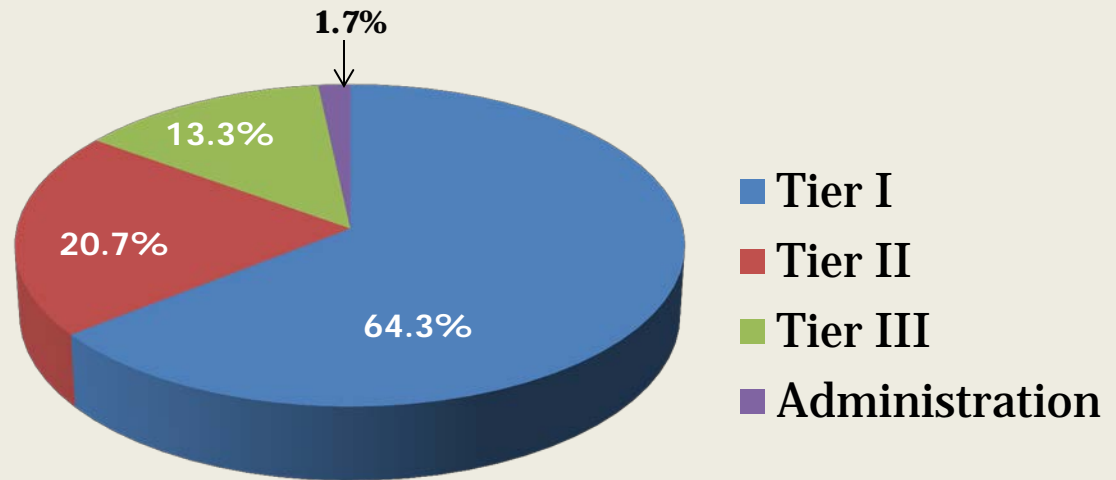
Comprised of three tiers and more than 300 organizations

Regional: Tier I
5 major
institutions

Regional: Tier II
24 institutions,
organizations

Local: Tier III
287 local
organizations

Fund Distribution



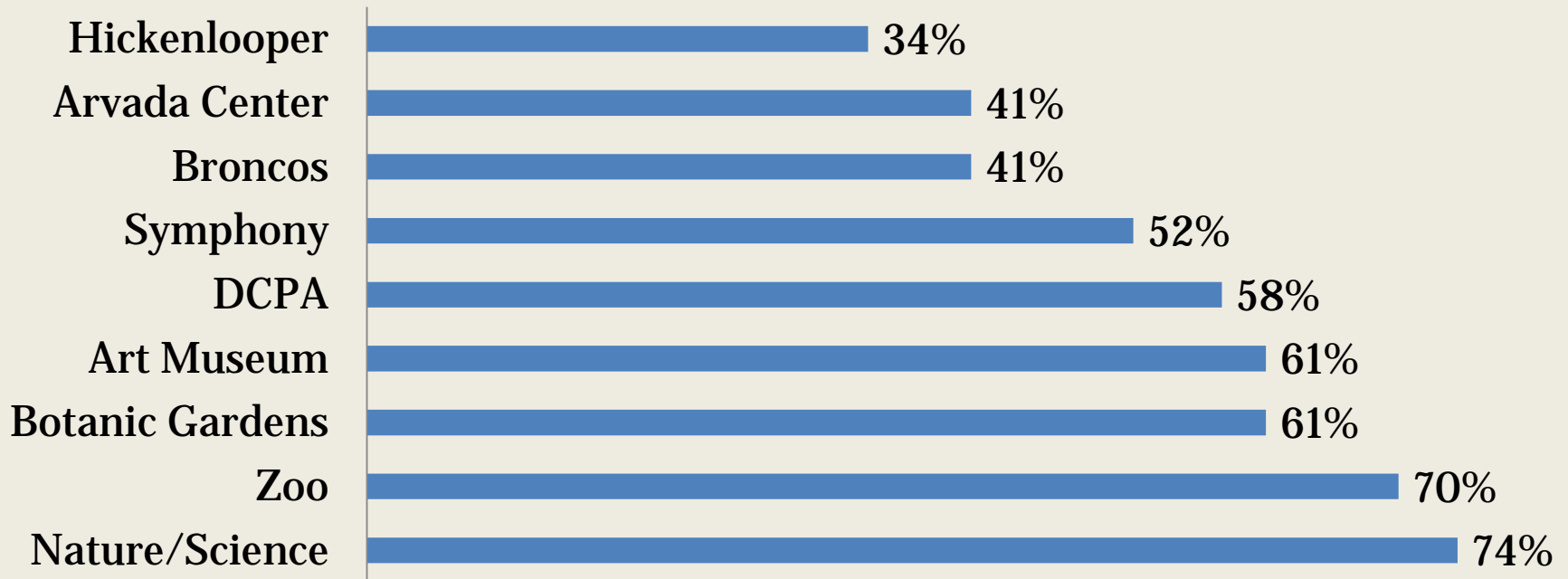
Total: \$38 million

The 2004 Election: Favorability Rating



- In 2004, 66% of voters approved the SCFD sales tax election
- Voters' highest rating of favorability for culture, sports and politicians:

2004 SCFD Favorability Chart



MEANWHILE, IN METRO DENVER...


A DECADE OF GROWTH!

ARTS, CULTURE & THE ECONOMY

NEW & IMPROVED!

- 1,500 JOBS CREATED, PAYROLL NEARLY DOUBLES
- VOLUNTEERS TOP 50,000 ANNUALLY
- SCFD DELIVERS OVER \$420 MILLION

READ THE STUDY!

 **cbca**
COLORADO BUSINESS COMMITTEE FOR THE ARTS

Cost to Citizens

0.1% Sales Tax

- Average per capita tax collection estimated at \$14.55 annually in 2013
 - Less than two movie tickets and popcorn



Starting Another Scientific and Cultural Facilities District



Starting Another SCFD



- ONLY ONE SCFD IS PERMITTED PER COUNTY
- Created by vote of the people within the defined boundary
- May be placed on the ballot by:
 - Vote of county commissioners, or
 - Petition signed by at least 5% of the voters in the last gubernatorial election (within the defined boundary)
- The petition must be filed with the County Clerk at least three months before the November election
- Must be sales tax, not to exceed 0.3% (3 cents on \$10)
- Must sunset in 10 years or less
- May be used for operating (not capital) for qualifying entities as defined in the statute. (Libraries and schools are excluded.)

Starting Another SCFD



The ballot measure must:

- State the name of the district
- Provide a description of its boundaries
(The SCFD can include an entire county, a portion of a county, multiple counties, or areas within multiple counties.)
- The amount and duration of the tax
- Any formula or criteria for distribution of tax proceeds, and
- Any additional criteria for eligibility

Starting Another SCFD



- 0.1% tax in Loveland city limits could generate approximately \$1.1 million annually
- Election cost estimated to be up to \$40,000
- Board(s) appointed by County Commissioners
(The board may hire staff and enter into contracts for administration services.)

Starting Another SCFD



Possible qualifying entities in Loveland as defined by legislation:

Big Thompson Watershed Forum
Dance Theater of Loveland
Loveland Choral Society
Loveland High Plains Arts Council
Loveland Opera Theater
Loveland Performing Arts Association
Rialto Theater Center
Timberlane Farm

High Plains Environmental Center
Loveland Chamber Orchestra
Loveland Historical Society
Loveland Museum/Gallery
Loveland Orchestra
Loveland Sculpture Group
Thompson Valley Art League
Up in Lights!



Alternative Art District Models



Lodging Tax for Arts



Austin, TX
Chicago, IL
Ft. Worth, TX *
Kansas City, MO *
Miami, FL
St. Louis, MO *
San Diego, CA
San Francisco, CA *

Atlanta, GA
Ft. Collins, CO **
Houston, TX
Long Beach, CA
Portland, OR
San Antonio, TX
San Jose, CA
Seattle, WA

* Four combine lodging tax with a property tax

** 30% of lodging tax to Fort Fund

Source: Americans for the Arts

Sales Tax for Arts



Salt Lake County: ZAP (Zoo, Arts and Parks)

Orem, Utah: CARE (Cultural, Arts and Recreation Enrichment)

Cache County, Utah: RAPZ (Recreation, Arts, Parks and Zoo)

Salt Lake County: ZAP



Since 1997, the Zoo, Arts and Parks program has provided funding that enables growth and development of cultural, artistic, zoological, botanical and recreational opportunities within the County.

For the past decade, Sale Lake County has collected one additional penny on every ten dollars spent within Salt Lake County for the Zoo, Arts and Parks program.

Orem, Utah: CARE



In November 2005, the voters approved a 1/10th of 1% local sales and use tax for the purpose of enhancing recreation and cultural arts in the City of Orem.

CARE was authorized for 8 years, so the program must be renewed by a vote of the people in November 2013 to continue to provide funding for cultural arts and recreation opportunities in our community.

Since CARE was authorized, the community has seen tremendous benefit from the CARE Program. Funding has been used to offer new opportunities for Orem residents, to increase the quality of local programs, and to provide for new City-owned facilities.

Cache County, Utah: RAPZ



The Recreation, Arts, Parks and Zoos (RAPZ) tax is a local option sales tax that was approved by the voters and enacted by the Cache County Council in November 2002. The funds generated support a multitude of cultural events throughout the County; the development or improvement of parks, trails, and recreational facilities within 18 of the 19 municipalities and in the unincorporated County; the Willow Park Zoo; and a number of other community interests.

The RAPZ tax is a 0.1% sales tax that is distributed based on the review of qualifying applications by an 8-member board that provide a recommendation for final funding approval to the Cache County Council.

Summary



There are three predominant types of taxes for the Arts:

- **Lodging Tax**
- **Sales Tax (e.g., SCFD)**
- **Property Tax**

Questions and Comments



NEXT STEPS