

**Bend Cultural Tourism Fund  
Commission Meeting  
Approved Minutes  
November 29, 2023  
1:00pm-3:00pm  
Waypoint Hotel, Jefferson Room  
1415 NE 3<sup>rd</sup> Street, Bend OR**

**Commission Attendance:** Amy Reynolds; Eli Ashley; Leah Rutz; Michael Gesme; Rika Ayotte; Sandy Anderson; Miguel Edwards; Liora Sponko; Valerie Wilson, nonvoting Visit Bend Staff Member; Laurel MacMillan, Administrator; Shari Crandall, Minutes.

**Absent:** Steven Arrasmith.

**Guest Attendance:** Serena Bishop Gordon, Visit Bend Sustainability Director.

The meeting was called to order at 1:00pm.

**I. Welcome and Introductions**

MacMillan opened the meeting and introductions were made, including Serena Bishop Gordon, Visit Bend Sustainability Director and Bend Sustainability Fund Administrator. MacMillan then provided a brief overview of the agenda.

**II. Minutes**

**Action:** Edwards moved, Anderson seconded, the Minutes dated November 1, 2023 to be approved as written.

**Vote:** The Commission unanimously approved the motion.

**III. Budget**

Wilson reported on the October 2023 BCTF Financial Report. With respect to City funding through Transient Room Tax collection, the total revenue for October is 11.8% under budget; whereas, the collections for the previous two months were more favorable. Visit Bend projects a flattening of revenue. Nonetheless, BCTF is still in good shape. With respect to operating expenses, BCTF has paid one-half of the annual subscription for the grant management system, Zoom grants, in the amount of \$3,500. The remaining \$3,500 will be paid prior to commencement of the FY24 grant cycle.

MacMillan reminded Commissioners she had done detailed research last year to identify the best online platform for BCTF. One of the selling factors included the ability to separate the two programs (Market/Large and Catalyst/Small) at no extra cost. Several commissioners provided positive feedback to the Zoom platform.

MacMillan further reported BCTF has received the final reports from last funding cycle and those awardees will be paid.

**IV. Updates to Grant Application and Policies for 2024**

**A. Review New Marketing Grant Draft** (Catalyst/Small Grant changes will be made following, and consistent with, Marketing Grant changes)

MacMillan explained her goals in the submitted draft, see immediately below, were to: change the name of the grant from Marketing to Large, clean up language, include ORS 320, define tourist/tourism, list what is not funded, move definitions for Art/Culture to the end of the Guidelines in order to make the application easier to read for the applicant and insert the scoring rubric (originally used by reviewers) in an attempt to aid applicants in their answer to questions. She reported the existing typos in the submitted draft will be revised once the changes in Application text are made. In answer to Commissioner questions, she explained the first checks will be issued in July when awardees' marketing costs are incurred for events/projects/activities, many of which begin in the fall. Gesme had provided a list of edits for clarity and to clean up the language, but his edits did not change the substance; MacMillan has not included those edits but will focus on them in the next round.

For commissioners' ease of reference, MacMillan made the suggested changes in red. (Note, the revisions regarding Commissioners' desired text changes are green in these Minutes; see also the associated sectional comments under "Discussion.")

**Grant Guidelines and Application Questions**  
**CULTURAL TOURISM: Large Marketing Grant**  
**Deadline 5:00 pm, Friday, March 29, 2024**  
**Grant period: July 1, 2024 – June 30, 2025**

- The application is completed and submitted online: Open early January, 2024.
- Applicants will be notified of funding decision the in May 2024 for funding available starting July 1, 2024 (projects to start no earlier than September 2024).
- A pre-application is required before you are able to submit a full application. After you submit your pre-application, the BCTF Program Administrator will review your answers. If you meet the eligibility, the Administrator will grant access to the full application within 24-72 hours. Plan ahead.
- If it is your first time applying, please contact the BCTF Administrator for guidance. For any questions, including which grant category to apply under, please contact the BCTF Administrator at [laurel@laurelmacmillan.com](mailto:laurel@laurelmacmillan.com) or 503-803-8260.

The Bend Cultural Tourism Fund (BCTF) is a grant program created to enhance Bend's economy through the promotion of cultural tourism activities. From musical productions to art exhibits to film festivals and more, the BCTF supports the marketing and promotion of cultural opportunities that draw visitors to Bend in the shoulder and off seasons. BCTF does not fund July or August activities.

BCTF has two grant categories: Large and Small Marketing/Research grants.

- Large Grants are intended to support high quality cultural tourism activities that demonstrate a clear and measurable economic benefit in Bend. These grants are usually for established programs and activities that need a little help to draw in additional tourists and can demonstrate measurable return on investment (ROI).
- Small Marketing/Research Grants are intended to support newer emerging cultural tourism activities that will have less focus on ROI.

Discussion

MacMillan's ultimate goal is for first time applicants to contact her to discuss their event.

Commissioners also want to insert the definition of "Small Grants" here. They asked the two be placed in bullet point to draw applicants' attention. But: What is the Small Grant as compared to Large Grant? And, what examples can be used to help applicants understand the difference?

Commissioners appeared to be in consensus: Small Grants are best suited for newer emerging events that will have less focus on Return on Investment (ROI). Whereas, Large Grants are for established events with more extensive marketing resulting in higher marketing budgets. During their discussion, Commissioners identified OUT Central Oregon as a prototypical example: OUT began as a Catalyst/Small grant and started with paid FaceBook ads focused on the Portland market; due to their first-year success, they then applied for and received a Marketing/Large Grant for expanded marketing costs.

Commissioners then addressed the budget amounts: they would like to include "average" and "maximum" amounts in the Guidelines for the separate grant categories.

**Basic Criteria for the Pre-Application:**

1. Your project/activity fit within Bend Cultural Tourism Fund's arts and culture definitions (see definitions section, below);
2. Your project/activity occurs between September 1 and June 30.
3. Your project/activity draws tourists from beyond a 50-mile radius of Bend and takes place in Bend. (possibly include definition of "Tourist" within this category – see, discussion "Which grant to apply for" p4)
4. Your project/activity does not fall within any of the following-[Do Not Funds list].

Discussion

Commissioners suggested a 4<sup>th</sup>-criteria be included in the Pre-Application questions: The list of Do Not Funds, with a check box – i.e. Q4. Applicant's event does not fall within any of the Do Not Funds.

On aside, one commissioner asked whether applicants may include staff time for marketing in their budget: Yes.

### **Grant Objectives and What We Fund**

The BCTF Large Marketing grants are intended to attract tourists from outside of a 50-mile radius to regionally based arts and culture projects, activities or events with a measurable and positive economic and cultural impact on the community of Bend. Grants are limited to definitions within Oregon State Statute 320.300 and can include any of the following activities:

- Advertising, publicizing, or distributing information for the purpose of attracting and welcoming tourists;
- Conducting strategic planning and research necessary to stimulate future tourism development (this bullet point will be removed from Large Grant and placed in Small Grant);
- Operating tourism promotion agencies (this bullet point will be removed and not included under either application portal);
- Marketing special events and festivals designed to attract tourists

#### Discussion

For more clarity, Commissioners had previously requested Oregon State Statute ORS 320 be included in the Guidelines. Commissioners noted, however, the current definition for Large Grants does not include funding for “Conducting strategic planning and research” but Small Grants does. Because this bullet point may create confusion for those applying for Large Marketing grants, Commissioners request this bullet point be removed and placed in Small Grant.

On an aside regarding Oregon Center for the Arts, which has applied for more than one Catalyst/Small Grant for strategic planning and research: When it has completed the different stages of strategic planning and research, it will be directed to Bend Sustainability Fund which, unlike BCTF, fund structures.

With respect to “Operating tourism promotion agencies,” because these agencies are not included under either grant, this bullet point will be removed.

### **What We Do Not Fund:**

- Buying equipment or supplies for a project/program
- Construction or Capital Investments
- Operations
- Overhead
- Local advertising (including TV such as KTVZ, posters, local papers, etc.)

For Example:

Your organization runs a cultural festival (i.e., a film festival, multi day music festival, lecture series, etc.) that currently attracts tourists (or has the potential to attract tourists). BCTF funds could help cover marketing expenses such as social media, print, digital, email, TV and radio ads; internal or contracted services for the creation of the marketing materials; video or other production. BCTF funds cannot be used for paying the artists or performers, building sets, rental or purchasing equipment for the performance, or placing ads in local newspapers or TV stations.

#### Discussion

Commissioners like the “Do Nots” and “For Example.” However, they desire to include, with some specificity, an example of local TV station KTVZ.

### **Eligibility**

- For-profit businesses, not-for-profit organizations, government agencies, or individuals engaged in cultural tourism activities that physically occur in Bend may apply for BCTF funding. If the activity takes place outside of the city limits, applicant must demonstrate lodging in Bend over other locations.
- Completion of all required steps of the BCTF application process.
- Compliance with prior grant agreements with the BCTF Commission and no outstanding grant agreements.

### **Other Considerations**

- All BCTF projects must have the ability to measure the project’s economic impact in Bend.
- Projects must align with the below arts, heritage and humanities definitions.

- Projects must occur in the winter and shoulder seasons, September 1 through June 30. Projects that take place in July or August will be disqualified.
- Recipients of BCTF grants should demonstrate a track record of responsible management and the resources and expertise to effectively execute the proposed program.
- Priority will be given to projects, activities or events that align with the BCTF's values of advancing the richness of Bend's arts and culture offerings, integrate diversity, equity and inclusion, and have a plan to mitigate environmental impacts. (Revise this bullet point, see discussion below.)

#### Discussion

At least one commissioner would like bullet point 5 to be read a bit more clearly. The discussion then turned to whether to bold "diversity, equity and inclusion (DEI)." The Commissioners seemed to feel DEI has been sufficiently highlighted with placement in its own category.

### **Matching Requirements**

Matching grants and/or funding may strengthen an application. However, no match is required.

### **Application Process**

The application, including a project budget, must be completed and submitted in the online grant program no later than no later than 5:00 pm on March 29, 2024.

It is best to prepare your responses in a word processing program, and save it, so that if you lose anything in the application process you do not have to recreate it. Keep in mind that character counts (including spaces) vary from program to program, and it is the count in the online system that applies.

Do not delay the application process in case there are technical difficulties. Assistance from the grant administrator is available prior to the application deadline: email [laurel@laurelmacmillan.com](mailto:laurel@laurelmacmillan.com) or 503-803-8260. You may request a review of your application if you request it at least one week prior to the deadline.

Late applications will not be accepted.

#### Discussion

Before an interested party has to enter the online portal, Commissioners suggested making available other options to provide the Guidelines/Questions, for example: a printable PDF; save the application packet to computer or in a Google Doc; utilize a program like grantinterface.com; and/or retain last year's guidelines/questions on BCTF website with a note stating that while the FY24 Guidelines and Questions will have some changes, a potential applicant may refer to last cycle's requirements and questions to get a sense of what will be included in the coming cycle.

### **Review Process and Criteria**

The grant administrator will review each grant application prior to submission to the BCTF Commission for its full review. This initial review serves as a pre-qualification process to ensure an application meets the general requirements of the BCTF. This initial review is not a qualitative review, but rather an administrative review to ensure the application meets the eligibility requirements and has accomplished all procedural requirements.

Each qualified application will be reviewed and scored by a panel made up of Commissioners as well as appointed external panelists. The criteria and point value are noted below. Applications can receive a maximum of 100 points. Applications that receive less than 80 points will not be considered for funding. Again, funding resources are limited and not all eligible applications will necessarily receive funding, or full funding. Projects that take place in July or August are automatically disqualified. Grant award amounts are recommended by the Commission and approved by Visit Bend.

### **Which Grant to Apply For**

Applicants may only apply for one grant in either category. If this is a new activity, please review the guidelines for the Small Marketing/Research grant and reach out to the grant administrator well in advance of the deadline.

#### Discussion

One Commissioner recommended this section be moved to "BCTF has two grant categories: Large and Small Marketing/Research grants" (see page 2).

## Definitions

Culture is defined as “activities, projects or programs that are primarily organized for the purpose of producing, promoting or presenting the arts, heritage or humanities to the public.”

The BCTF uses the following public agencies’ definitions of Arts, Heritage and Humanities:

### National Endowment for the Arts Definition of “Arts”:

The term "the arts" includes, but is not limited to, music (instrumental and vocal), dance, drama, folk art, creative writing, architecture and allied fields, painting, sculpture, photography, graphic and craft arts, industrial design, costume and fashion design, motion pictures, television, radio, film, video, tape and sound recording, the arts related to the presentation, performance, execution, and exhibition of such major art forms, all those traditional arts practiced by the diverse peoples of this country. [,] and the study and application of the arts to the human environment.

--National Foundation on the Arts and the Humanities Act, 1965, as amended

### The Oregon Arts Commission uses these categories:

- Visual Arts (crafts, drawing, painting, photography, printmaking, sculpture, mixed media, new media)
- Literature (creative non-fiction, fiction, play writing, poetry)
- Dance (including choreography)
- Music (composition, performance)
- Theatre and Performance Art
- Design Arts
- Media Arts
- Folk and Traditional Arts

### Oregon Administrative Rule definition for Oregon Heritage:

- Heritage is the array of significant things, thoughts, and activities associated with the human experience in Oregon.
- Oregon’s heritage resources include artifacts and other manifestations of material culture, documents, publications, photographs and films, prehistoric and historic sites, historic buildings and other structures, cultural landscapes, heritage celebrations, festivals and fairs, and songs, stories, and recordings associated with the human experience in Oregon.

### National Endowment for the Humanities Definition of “Humanities”:

"The term 'humanities' includes, but is not limited to, the study and interpretation of the following: language, both modern and classical; linguistics; literature; history; jurisprudence; philosophy; archaeology; comparative religion; ethics; the history, criticism and theory of the arts; those aspects of the social sciences which have humanistic content and employ humanistic methods; and the study and application of the humanities to the human environment with particular attention to reflecting our diverse heritage, traditions, and history and to the relevance of the humanities to the current conditions of national life."

--National Foundation on the Arts and the Humanities Act, 1965, as amended

### Definitions of Tourist:

BCTF uses the state definition of “tourist” to differentiate their activity from that of local customers: Tourists travel at least 50 miles from home, or they stay overnight at their destination. That’s not to say that local residents don’t participate in the festivals, plays, and music these grants support.

**OR**

“Tourist” means a person who, for business, pleasure, recreation or participation in events related to the arts, heritage or culture, travels from the community in which that person is a resident to a different community that is separate, distinct from and unrelated to the person’s community of residence, and that trip:

- a. Requires the person to travel more than 50 miles from the community of residence; or
- b. Includes an overnight stay

### Discussion

Commissioners also suggested placing the definition of “Tourist” near the heading “Basic Criteria for the Pre-Application” (see page 2). But, to also include the definition here.

## APPLICATION QUESTIONS

The following are the application questions you will find online. Find the scoring rubric (edit “Scoring Rubric” to read “Scoring Model,” but see Discussion on Page 8, Commissioners used “Scoring Process”) at the end for more information on how the grant review panel will score the answers to your questions.

### Discussion

Rubric is an academic term; several Commissioners preferred editing “Scoring Rubric” to “Scoring Model.”

## QUALITY OF CULTURAL PROGRAMMING [30 points]

1. Provide a summary, including the dates, of the proposed cultural tourism activity. (3000 characters)
  - a. Include how your project fits in to the definitions of arts and culture, above;
  - b. Why it will attract tourists;
  - c. Contributes to advancing the richness of Bend’s arts and culture offerings;
  - d. Please share any strategies for mitigation of environmental impact.
2. Is this a new activity? [yes or no] (250 characters)
  - a. If no, please describe changes, if any, that are planned for this activity.
  - b. Did you receive a grant from the Bend Cultural Tourism Fund for this activity last year?
3. If known, provide a brief description of the artists involved. (2000 characters)

## DIVERSITY, EQUITY, AND INCLUSION [10 points]

4. Please share any strategies for your organization related to diversity, equity, and inclusion; and, how these strategies are represented in the project.

### Discussion

Last funding cycle applicants were asked to include diversity, equity and inclusion (DEI) in their application submittals. This cycle, Commissioners had requested a separate question to highlight the importance BCTF places on DEI. Commissioners desire applicants address DEI more specifically to include the applicant’s strategies within the organization and the project.

The Commissioners identified High Desert Museum as an example: while its staff have historically been classified as a “white,” the last two years the Museum has employed Native Americans, subsidized students, and created events highlighting Central Oregon indigenous culture.

Commissioners agreed, the DEI issue addressed in this question is important. The Scoring Model will need to correlate with the Guidelines/Questions; it will be helpful for applicants to tease out and explain how DEI shows up in their organization and the event. When asked, Sponko reported Oregon Arts Commission embeds DEI in every question and asks applicant how it incorporates DEI.

To emphasize the importance of DEI to BCTF, the Commissioners discussed the number of points they wished to assign this question and from what other question they could cut points. They agreed, the DEI question deserves more than the maximum 5 points awarded for a category like “Collaboration/Partnerships/Resource development”; they eventually settled on 10 points this year, and agreed to reassess the maximum points to be awarded to DEI next funding cycle. They then explored the different Topics from which they could decrease the points by 5.

The first 5 points for this question came from “Quality of Cultural Programming” (Quality); thereby, decreasing Quality from 35 to 30 maximum points. After looking at and ruling out several options, they agreed to take 5 points from “Return on Investment.” Thus, DEI will have 10 maximum available points and ROI will have 20 (see page 7).

MacMillan reported that each structural change made to Large/Marketing will be reflected in Small/Catalyst grants. She noted ROI will read differently in the Small/Catalyst grant application. She will make the changes to both grant forms and email them to the Commissioners for review and comment.

In response to a query, Wilson stated that approximately 60% of visitors stay overnight in hotel/motels and 40% with family/friends. Notes: Overall more people stay with friends/family, approx. 60%overnight stays at trt level

Of note, MacMillan reported Visit Bend will be hiring a consultant to review the DEI within the entire program; however, this will not occur before the application portal goes live. Visit Bend and BCTF will address both the inward and outward application of DEI. In the interim, BCTF is taking baby steps toward the changes envisioned by the Commissioners.

### **ORGANIZATIONAL CAPACITY [15 points]**

5. What is the mission/purpose of your organization? (250 characters)
6. How is the proposed activity related to the mission of your organization or business? (3000 characters)
7. Describe your or your organizations' success with similar activities. If you or your organization does not have a track record of similar activities, explain why you are confident that you will succeed at this activity. (3000 characters)

Additional Information **Required** from Applicants (complete in TABLES tab):

Provide a brief summary regarding key staff and/or volunteers who are responsible for organizing and completing the project, to include:

Name, Title, and Relevant Qualifications

### **Budget**

Complete the online budget form for the project described under the TABLES tab. Identify all media tactics and costs (cash & in-kind). Identify which you will use and the amount of money you have budgeted for each tactic. There is a narrative field you should use to fully describe the revenue and expenses more fully than the budget form allows.

8. How much money are you requesting?
9. What is your total project budget?
10. What percentage of your total operating budget is this request?
11. Identify the cash and in-kind resources secured for this project. (250 characters)

### **QUALITY AND THOROUGHNESS OF BUSINESS AND MARKETING PLAN [20 points]**

12. Who is the target market for this activity? (250 characters)
13. Explain why this activity is compelling to this target market. (3000 characters)
14. What geographic areas will you target for this activity? (250 characters)
15. What is your proposed media plan? (3000 characters)

Additional Information **Required** from Applicants (complete in **TABLES** tab):

Provide a timeline for all marketing activities. Month/Description.

Additional Information **Required** from Applicants (complete in **TABLES** tab):

How will the marketing activities be measured? Marketing Activity/ Description of measurement

16. What will change with your media plan if your activity does not receive the full funding? (2000 characters)

### **RETURN ON INVESTMENT (ROI) MEASUREMENT/EVALUATION [20 points]**

17. Explain why the BCTF should invest in your activity, including expected economic impact. How will your project generate overnight stays, increase tourism activity, or entice visitors to linger longer in Bend? (character count points)
18. Number of visitors expected (x \$120 per night).
19. Number of nights visitors are expected to stay.
20. Enter any additional comments regarding ROI here.
21. Clearly identify how you will measure the tourist participation (visitors from outside a 50-mile radius). (2000 characters)

#### Discussion

Upon a commissioner's inquiry, Wilson explained \$120 per night is based upon an industry average, per person, per trip, calculated by Visit Bend – some people pay for an overnight stay, others do not; the statistics are based upon self-reported stays. Another noted the character count for Q17 needs to be included.

**COLLABORATION, PARTNERSHIPS, AND RESOURCE DEVELOPMENT [5 points]**

- 22. Describe the resources, partnerships and collaborations that have been developed to support and complete the proposed activity. Clearly describe what the partners or collaborators will be doing to help the activity succeed. If partnering with another BCTF grant applicant beyond venue rental, clearly explain roles and division of labor/proceeds. [Upload no more than 3 letters of collaborative or partner support.] (3000 characters)
- 23. If your project requires permits, identify and state where are you in the process of obtaining them.

**SUPPORT MATERIAL**

Documents will be uploaded into the application in the application portal under the DOCUMENTS tab. Applicants should not send in hard copies of their attachment materials.

Optional Supplementary material:

- o Copies of relevant, recent (within two years) press clippings or art reviews.
- o If available, a copy of the business plan and/or marketing plan.
- o Samples of marketing material
- o Letters of Support

**TABLES**

- o BUDGET: Income and Revenue, Source

Discussion

Commissioners would like to know specifically how BCTF funds are to be spent. Suggestions included: incorporating a third column in which applicant would show break down of BCTF funds to be applied to allowed marketing budget line items; and/or require applicant to provide a narrative that breaks down its planned expenditure of BCTF funds.

- o KEY STAFF SUMMARY: Name, Title,

Discussion

Commissioners agree they prefer the submittal include staffs’ relevant qualifications rather than bio/resumes.

- o MARKETING TIMELINE: Date, Description

Discussion

Commissioners reported the Timeline is helpful, it shows applicant thought out its marketing plan.

- o MARKETING MEASUREMENT: Marketing Activity, Description of Measurement (Remove)

Discussion

Commissioners noted this table duplicates information already provided under ROI and Scoring Model. They recommend this table be removed.

**Comments:**

Ayotte reported the Application Process has improved over the six years she has served on the Commission.

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**BCTF Scoring Process**

A scoring rubric is a tool that allows the grant review panel to [objectively-removed] measure applicants’ responses compared to the questions asked in the application. BCTF uses the following questions when scoring applications. Applications with fewer than 80 points do not qualify for funding.

Discussion

The scoring rubric was created to aid reviewers in analysis and scoring; the rubric was not amended to correlate with the changes made to the Application Questions three years ago. Commissioners agreed: before the Guidelines/Application go live in January, the rubric must be changed to align with the current questions.

Providing the scoring rubric to applicants provides a “best practice” procedure that can lead to optimal results and, also, aid in scoring transparency.



A Commissioner noted: using a scoring range, which requires subjective analysis and application, and the word “objective” are mutually exclusive. Commissioners agreed to remove “objective” from the explanatory paragraph. In addition, following discussion regarding the meaning of “lesser” and “fewer,” “fewer” will replace “lesser.”

Quality of Cultural Programming (30 points): Change to align with the current Application Questions 1-3

Application Questions 1-3

The proposal’s ability to generate incremental tourism revenue for Bend businesses, and its potential to attract incremental tourists from outside a 50-mile radius of the City of Bend, fits into the definitions of Arts and Culture, contributes to advancing the richness of Bend’s arts and culture offerings, included environmental impact strategies.

\_\_\_-30 points = Summary indicates well thought out plan and the proposal describes an arts & cultural activity that could easily grow to accommodate new visitors and generate incremental revenue for Bend businesses, and improves the capacity of the organization. Summary information on proposed artists is useful to the review. Fits into the definitions and includes environmental strategies.

\_\_\_-\_\_ points = Summary is compelling, but does not reflect a comprehensive plan to grow and attract new visitors, add revenue for businesses. May be good activity for locals, but does not make a case for out of town visitors. Does not make a good case for how activity fits into Arts and Cultural definitions. Environmental answers are lacking.

0-\_\_ points = Summary does not speak address activity’s ability to attract new visitors or add revenue for Bend businesses. May only attract local residents. May speak generally about new visitors or added revenue, but does not adequately connect these metrics to the activity. Does not meet arts and cultural definitions.

Discussion

Commissioners voiced concern that these scores do not align with “Quality of Cultural Programming” and related questions 1-3, see page 6. The scoring breakdown needs to not only include how project fits and contributes to Bend’s arts/culture, as defined by BCTF, but also why the event will attract tourists and lists the strategies regarding the mitigation of environmental impact.

Another concern: How does the “Quality” scoring align with ROI Measurement/Evaluation below? Is there any duplication? For example, the rubric question “May only attract local residents. May speak generally about new visitors or added revenue . . .” - should this fall under ROI?

DIVERSITY, EQUITY, AND INCLUSION [10 points]

Application Question 4

The proposal’s/organization’s strategies will actively enhance diversity, equity and inclusion within our community.

\_\_\_-10 points = Project has clear strategies identified for enhancing diversity, equity and inclusion within the applicant’s organization and how these strategies are represented in its project.

\_\_\_-\_\_ points = Organization has strategies for DEI, but they do not pertain to project or activity.

0=\_\_ points = No DEI strategies listed or organization only lists it’s DEI statement or policy.

Discussion

Commissioners noted since DEI now has its own question with a maximum of 10 points, applicant’s answer needs to provide meaningful/thoughtful commentary. An applicant will get more points if it lists clear strategies within the organization and its project.

Organizational Capacity (15 points):

Application Questions 5-11 PLUS uploaded budget and supplementary materials

Applicant’s ability to initiate, manage, and sustain the proposed activities. What are the key pertinent accomplishments in the applicant’s history? What are the applicant’s skills, capacity, and resources?

11-15 points = Mission statement is provided; the relationship between the proposed activity and mission demonstrates a clear link; prior success is an indication of future success; summary of staff and volunteers’ relevant qualifications demonstrates experienced project management. All required uploaded information is included. Proposed budget is reasonable and budget narrative provides thorough information on sources of revenue. Budget delineates way in which grant monies support the project. Budgeted items are for marketing and promotion. There are diverse revenue streams proposed and clearly identified.

6-10 points = The relationship between the mission and the proposed project is less clear; the prior success of similar activities is not clearly identified; limited other funds proposed for the project or sources of other funds not clearly identified. Budget is unclear and or it is not mentioned how BCTF Funds will be used.

0-5 points = Mission does not tie with proposed activity; new activity without a compelling argument of potential success; biographical summaries reflect limited experienced project management in relation to the proposed activity. Limited or no other resources proposed. Budget asks for BCTF funds for line items that are prohibited. Success of event is overly or exclusively reliant on grant funding.

#### Quality and thoroughness of business and marketing plan (20 points):

##### Application Questions 12-16

Does the quality and thoroughness of the applicant's proposal and plan instill a high degree of confidence it will be executed as promised, and achieve its intended results?

15-20 points = Complete business and marketing plan are provided; the relationship between the budget and mission demonstrates a strong correlation and likelihood for success; marketing plan demonstrates a strong understanding of how to allocate funds based on market and reach. Geographic area is outside of a 50-mile radius. All required uploaded information is included.

6-10 points = The relationship between the mission and the proposed project is less clear; the marketing plan outlines an array of sources but not a clear understanding of the medium's limitations. Marketing plan priorities local media and audiences. Grant monies may not adequately support extensive promotion of event.

0-5 points = The relationship between the event goals, the marketing plan and the budget are not clear. Marketing plan does not support event goals and misunderstands the limitations of the proposed ad spend. Marketing only focuses on local spend. A cohesive vision for bringing cultural tourists to Bend has not been communicated.

#### ROI Measurement/Evaluation (25 points):

##### Application Questions 17-21

Does the applicant clearly forecast a plan for a significant return on investment (ROI)? Is there a viable plan to measure the ROI of the proposed activity that reflects the provided calculation? Are there any co-factors that should be taken into consideration?

17-25 points = Metrics calculating participation results and the economic impact of the proposed activity are established and executable. Forecasted numbers positively reflect the overarching goal of bringing multi-day visitors to Bend.

9-16 points = The plan for measuring results is not clearly identified. The amount of the requested funds does not support forecasted ROI.

0-8 points = A plan for the determination of ROI is not sufficiently established. Or the metrics appear to be inflated compared to the all-other factors of the application.

#### Discussion

A recurring topic regarding funding large highly-profitable organizations, such as Old Mill District (OMD), arose. Does BCTF want to exclude organizations who have an annual budget that exceeds a certain dollar amount? Commissioners noted: OMD brings in tourists. Creating such an exclusion would open a can of worms; BCTF does not want to delve into which organization can afford what. There are just too many scenarios making such analysis murky, at best. The spirit of the grant is to bring arts/culture tourism to Bend. One of the anticipated goals in changing Marketing/Catalyst grant to Large/Small grants is to provide a funding path for smaller organizations.

#### Collaboration, Partnerships and Resource Development (5 points):

##### Application Questions 22-23 + PLUS uploaded support letters

Does the description and support materials clearly identify what the partners or collaborators will be doing to help the activity succeed?

4-5 points = Identifies committed partners and collaborators, identifies specific rolls, states knowledge of permits needed and where they are in the process of obtaining them (if applicable). Letters of support submitted from partners clearly stating backing of the project or activity.

0-3 points = Limited to no partnerships or proof of community buy in. No letters of support or irrelevant letters of support

MacMillan will make the requisite edits/changes to the “Guidelines/Application Questions” and “Scoring Model” and forward the amended document to the Executive Committee for their review. Upon approval of the draft, she will email the document to the Commissioners for vote.

Commissioners asked whether a short paragraph could be included in the Guideline/Questions and/or on the website which explains the Commission is comprised of community members drawn from diverse backgrounds who volunteer their skills, talents and time to responsibly review applications and recommend BCTF funds. One commissioner asked why the Commissioners are not listed on the website. MacMillan explained: the list of Commissioners can be found in PDF format and in the Minutes. However, there was a need to protect commissioners after instances in which applicants approached individual commissioners to lobby for funding or to complain of the Commissions’ scoring/recommendations.

Wilson suggested BCTF revise its go-live date of January 7, 2024. Visit Central Oregon Future Fund is going live on January 8, 2024 (with the application window open to February 16, 2024), and Visit Bend will be doing an associated public relations promotion. MacMillan agreed to push back the BCTF go-live date.

**B. DEI Review**

As reported above, Visit Bend will be hiring a consultant to review DEI; the results will be available later next year.

**C. Funding for Grant Writer?**

After some consideration, rather than provide a grant writer, MacMillan’s availability/assistance will be emphasized. Commissioners are in agreement: MacMillan’s assistance is much appreciated and tremendously valuable. To give the Commissioners a better idea of the time she has allocated to applicants, MacMillan will calculate the number of hours for which she has provided assistance.

MacMillan has already done an informational video placed on BCTF’s website. With respect to online educational resources, a commissioner noted other funding organizations offer a pre-recorded video which goes through each question and provides explanations for what the funder hopes to see. MacMillan said she could possibly do such a video in the spring.

Given the feedback from the last meeting, BCTF outreach continues. MacMillan plans to reach out to other organizations, “get in front of,” and present information about BCTF. Visit Bend will again market BCTF but will be based upon comments from the Commission and community, and through reassessment of last year’s strategies.

**V. Commissioner Terms and Fall Recruitment to start in January**

MacMillan reported: Commissioner recruitment is open to the public. In the past, BCTF has advertised openings online, in the local papers and social media, and through Commissioners’ recommendations.

MacMillan presented the following table of the Current Commissioners:

	Position	First Name	Last Name	Executive Committee	End of Term*	Term Year
1	Visit Bend Board or Staff Member (nonvoting)	Valerie	Wilson			
2	At Large	Sandy	Anderson		2023	Second
3	At Large	Rika	Ayotte		2023	Third
4	At Large	Liora	Sponko	Member	2024	Third
5	At Large	Leah	Rutz	Co-Chair	2023	First
6	At Large	Michael	Gesme		2023	First
7	At Large	Miguel	Edwards	Co-Chair	2023	First
8	At Large	Eli	Ashley		2024	First
9	At Large	Amy	Renalds	Co-Chair	2024	First
10	At Large	Steven	Arrasmith		2024	First

\*Commissioner terms end in December

With exception of Ayotte who is terming off at the end of December this year, MacMillan has asked those whose terms are expiring in December 2023 whether they want to renew their terms. Currently, Rutz and Gesme will be extending their terms; Edwards is unsure, he will need to look closely at his time commitments.

MacMillan asked Commissioners to think of strategies to recruit one to two new commissioners; she would like them on board by February to assure they receive training before the grant review. It would be helpful to include people with marketing skills and/or tourism expertise. MacMillan will provide a copy of job description, if requested.

Upon query, Gordon explained Bend Sustainability Fund Advisory Council (AC) members have typically been recruited via word of mouth. AC terms run two to three years, and may be extended through a second term; at the end of the second term the member must term off. There were four new people this year. To ascertain commitment, Gordon requires those who are interested to complete and sign a google form which asks related questions. MacMillan liked the form and will put one on the website.

Suggestions for potential commissioners included: Tara Pinto, who has a local event catering business; and, Adam Foster, marketing director of Puffin, formerly with Worthy. Edwards texted Foster at the end of the meeting; Foster replied he was interested – his name and contact information were provided to MacMillan.

Arrasmith has missed the last BCTF meetings, MacMillan will contact him to determine whether he wishes to remain on the Commission.

#### **VI. Thank Adjourning Commissioners/Thank Sitting Commissioners**

MacMillan thanked Ayotte for her commitment, insight, and valuable contribution; she will be missed.

Wilson thanked each of the Commissioners and administrative staff; she handed out thank you cards and cloth Bend shopping bags.

#### **VII. Cultural Happenings Around Town**

Reynolds reminded Commissioners of First Friday; Ayotte shared the joy of watching the Tower Theatre's Nutcracker; Edwards encouraged attendance at Deschutes River Woods Christmas Parade beginning about 5:30-6:00pm on December 2, 2023 for which he welded the train cauldron on one of the floats; Downtown Holiday tree lighting ceremony will happen about 5:30pm on December 1. Another note: Deschutes Cultural Coalition has about \$50,000 available for Arts/Cultural grants (maximum award amount per grantee, \$4,000). MacMillan reported Visit Bend photographer and PR staff will be going to each BCTF grantee's event; OUT Central Oregon and Bend Yoga have already contacted Visit Bend.

#### **VIII. Adjourn**

The meeting was adjourned at 2:58pm.