



Grant Guidelines and Application Questions

CULTURAL TOURISM: Small Marketing/Research Grants

Deadline 5:00 pm, Friday, April 11, 2025

Grant period: July 1, 2025 – June 30, 2026

- The application is completed and [submitted online](#): Open early February 2025.
- Applicants will be notified of funding decisions in May 2025. Funding will be available on July 1, 2025, though projects that are funded may not occur earlier than September 1, 2025.
- A pre-application is required before submitting a full application. The BCTF Program Administrator will review your pre-application and, if you meet the eligibility requirements, you will receive access to the full grant application within three business days. Plan ahead.
- If this is your first time applying, or if you have any questions, including which grant category to apply under, please contact the BCTF Administrator at 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 tourists to Bend in the shoulder and off seasons. BCTF does not fund July or August activities. The BCTF uses the State Legislature of Oregon definition of "tourist" to differentiate the activity of visitors to Bend from that of local customers: "Tourists travel at least 50 miles from their home community, or they stay overnight at their destination." It is assumed that local residents will also participate in the activities that these grants support. However, the definition of tourist provides the parameters of how and for what these specific grant funds can be used.

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

- **Small Marketing/Research Grants** (formally known as Catalyst Grants) are intended to support newer emerging cultural tourism activities that will have less of a focus on ROI or conduct research for a new project's feasibility. Small Marketing/Research Grant award amounts are typically smaller than the Large Marketing Grants. Historically, the average award is \$9,000. The maximum award is \$10,000. No more than 25% of available grant funds will be allocated to this category in this grant period.
- **Large Marketing 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. The average Large Marketing Grant award is \$26,700. The maximum award for this category is \$40,000. For more detailed information about Large Marketing Grants, see the [guidelines](#).

Applicants may only apply for one BCTF grant each year, regardless of category. Please reach out to the grant administrator well in advance of the deadline if you have any questions about the most appropriate category for your proposed activity. If you received a small marketing/research grant in the previous year, you may apply again for the same project if the scope of work is different.

Basic Criteria for the Pre-Application:

1. Your project/activity fits within Bend Cultural Tourism Fund's arts and culture definitions (see definitions section, below);
2. Your project/activity occurs between September 1, 2025 and June 30, 2026.
3. Your project/activity has a high likelihood of drawing tourists from beyond a 50-mile radius of Bend and the project/activity takes place within the city limits of Bend.
4. Your project/activity does not fall under our do not fund list, below.

Grant Objectives and What We Fund

The BCTF Small Marketing/Research Grants are intended to support the development of new events or products that have potential to attract tourists to Bend from outside of a 50-mile radius. Economic impact and Measurement are less of an emphasis in these grants but are intended to grow into the Large Marketing Grant category after their first year. 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;
- Marketing special events and festivals designed to attract tourists.

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 KZTV, posters, local newspapers such as The Source or Bend Bulletin, etc.)

For Example:

Your organization has a new idea for cultural festival (i.e., a film festival, multi day music festival, lecture series, etc.) that you think has the potential to attract tourists but is currently in its development phase. Small Marketing/Research Grant 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. Funds can also be used to conduct feasibility studies or other professional planning services to determine a target market and if the festival has a would be financially successful. 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.

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 proof of visitors' 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.
- Must be located in the United States.

Other Considerations

- Projects must align with the below arts, heritage and culture definitions.
- Recipients of BCTF grants should demonstrate a track record of responsible management and the resources and expertise to effectively execute the proposed program.
- 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.
- Priority will be given to projects, activities or events that align with the BCTF's values:
 - Advancing the richness of Bend's arts and culture offerings,
 - Integrating diversity, equity and inclusion,
 - Mitigating environmental impacts.

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 5:00 pm on Friday, April 11, 2025**.

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 or 503-803-8260. You may request a review of your application if you inquire at least one week prior to the deadline.

Late applications will not be accepted.

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 volunteer 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.

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.

“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

Definitions of Diversity, Equity and Inclusion:**Diversity:**

Involves different perspectives and backgrounds, including race, ethnicity, gender, sexual orientation, and ability.

Equity:

Creates fair access to opportunities and resources, considering factors such as race, gender, socioeconomic status, or others.

Inclusion:

Cultivates an environment where everyone feels welcome and valued, ensuring all contributions are recognized and appreciated.

- Diversity is where everyone is invited to the party
- Equity means that everyone has the opportunity to dance/experience the music
- Inclusion means that everyone gets to contribute to the playlist

APPLICATION QUESTIONS

The following are the application questions you will find online. Find the scoring model at the end for more information on how the grant review panel will score the answers to your questions.

QUALITY OF BUSINESS PLAN [40 points]

1. Provide a brief summary of the proposed concept, and what makes it well suited to Bend during the shoulder season. Include how your project fits in to the definitions of arts and culture, above, and contributes to advancing the richness of Bend's arts and culture offerings. Please share any strategies for your project and/or organization for mitigation of environmental impact. (3000 characters)
2. Provide a brief summary of the approach you or your organization will take to developing and testing the concept, including the time frame for doing so. (3000 characters)
3. Explain how you see the concept evolving to an actual program or event within the next 1-3 years. (3000 characters)
4. Tell us how your concept will widen tourist access to cultural activities in Bend. (3000 characters)
5. Describe why BCTF should consider funding further development of the concept. (2000 characters)

DIVERSITY, EQUITY, AND INCLUSION [10 points]

6. Describe your organization's diversity, equity and inclusion strategies and how they apply to your project/activity. (2000 characters) Consider:
 - How does your project improve access for those facing barriers to visiting Bend (e.g., mobility, communication, financial, or cultural)?
 - Do you employ diverse staff or performers, include marginalized communities in planning, or offer free programming?
 - How do you ensure communications are accessible (e.g., translations, ADA compliance)?

ORGANIZATIONAL CAPACITY [25 points]

7. How does this concept relate to the mission of your organization or business? (3000 characters)
8. Describe your or your organization's success with similar concept development activities in Bend or elsewhere. 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 effort. (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.

Name, Title, and Relevant Qualifications

RETURN ON INVESTMENT (ROI) MEASUREMENT/EVALUATION [10 points]

Estimate the return on investment (ROI) that the BCTF should expect from its investment in the proposed concept when implemented - particularly regarding measurable economic impact for Bend, e.g. visitors expected, rooms booked, off-season enhancement, etc. (3000 characters)

9. Clearly identify how concept development outcome measures will be taken and reported. Make sure you identify how success will be defined. (3000 characters)

COLLABORATION, PARTNERSHIPS, AND RESOURCE DEVELOPMENT [15 points]

10. Describe the cash and in-kind resources, partnerships and collaborations that have been developed to support and complete the proposed activity. What is the level of confirmed or anticipated cash and/or in-kind contribution? Who are the creative partners? What is the level of collaboration? What are the likely ongoing benefits of partnerships? (3000 characters)

11. If your project requires permits, identify and state where you are in the process of obtaining them. (250 characters)

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, as well as what BCTF funds will cover. There is a narrative field you should use to fully describe the revenue and expenses more fully than the budget form allows.

SUPPORT MATERIAL

Documents will be uploaded into the application in the online grants program 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 Letters of Support
- o Samples of marketing material

TABLES

BUDGET: Income and Revenue, Source

KEY STAFF SUMMARY: Name, Title, Relevant Qualifications

BCTF SCORING MODEL

A scoring model is a tool that allows the grant review panel to 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.

Quality of Business Plan (40 points):

Questions 1-5

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. Does the project fit into the definitions of arts and culture and tourist, listed above. Does the project align with the BCTF's values of advancing the richness of Bend's arts and culture offerings, and have a plan to mitigate environmental impacts.

27-40 points = Summary indicates well thought out plan and the proposal describes an arts & cultural activity that could easily grow to accommodate tourists. Timeline to develop program is adequate. Fits into the Arts and Cultural definitions, advances Bend's cultural tourism offerings, and includes environmental strategies.

14-26 points = Summary is compelling, but does not reflect a comprehensive plan to grow and attract new tourists. May be good activity for locals, but does not make a case for out-of-town visitors. Timeline is rushed or inadequate to grow into an event or program. Does not make a good case for how activity fits into Arts and Cultural definitions. Environmental answers are lacking.

0-13 points = Summary does not address activity's ability to attract new visitors. Will likely only attract local residents. Timeline is not complete. Does not meet arts and cultural definitions. Information on cultural programming lacking or incomplete.

Diversity, Equity, and Inclusion [10 points]

Question 6

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

7-10 points = Project has clear strategies identified for enhancing diversity, equity and inclusion within the applicant's organization and how the strategies are represented in the proposed project.

3-6 points = Organization has strategies for DEI, but they do not pertain to the proposed project or activity.

0-3 points = No DEI strategies listed or organization only lists it's DEI statement or policy.

Organizational Capacity (25 points):

Application Questions 7-8 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?

18-25 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 demonstrate 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 ways in which BCTF funds support the project and are allowed expenses for marketing, promotion and research. There are diverse revenue streams proposed and clearly identified.

8-17 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.

0-7 points = Mission does not tie with proposed activity; new activity without a compelling argument of potential success; staff and volunteer listed qualifications 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.

ROI Measurement/Evaluation (10 points):

Question 9-10

The degree to which applicant clearly states the desired ROI outcomes, and communicates the plan to measure success of the proposed project or activity.

11-15 points = Forecasted numbers positively reflect the overarching goal of bringing multi-day visitors to Bend and is aligned with requested grant award. Clear outcomes are in place to measure progress of establishing project or activity.

6-10 points = The amount of the requested funds does not support forecasted ROI. The plan for measuring outcomes towards progress are not clearly identified.

0-5 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. No sufficient way to measure success of the project or activity.

Collaboration, Partnerships and Resource Development (15 points):

Amount and quality of resources and/or partnerships that have been developed to support and complete the proposed activity.

Application Questions 11-12 + PLUS uploaded support letters and budget

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

11-15 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. Other cash and in-kind resources clearly identified and obtained. If organization is not located in Bend, it has a clear connection to partners in Bend.

6-10 points = Committed partnerships or community buy in is unclear or limited. Letters of support submitted but seem irrelevant to the project or activity. Limited external resources.

0-5 points = No partnerships or proof of community buy in. No letters of support letters of support. Clear need for permits but no mention of them. No other cash or in-kind resources mentioned.