

**Bend Cultural Tourism Fund
Commission Meeting Minutes
(Approved at 9/29/16 Meeting)
June 10, 2016 – 9:15 a.m. to 3:00 p.m.
The Environmental Center, Audubon Room
16 NW Kansas, Bend OR 97701**

In attendance: Brian Wagner; Kevin Barclay; Noelle Fredland; Marsha Stout; Julie Gregory; Cassondra Schindler; Aaron Switzer; Amy Mentuck; Rene' Mitchell; John Flannery; Matt Schiffman; Rod Porsche; Jaime Aguirre; Shannon Planchon; Shari Crandall, minutes.

Absent: None

Guests: Scott Greenstone; Doug LaPlaca, Visit Bend; Kevney Dugan, Visit Bend; Valerie Warren, Visit Bend; Todd Looby, BendFilm; Amanda Stoermer, World Muse; Louise Shirley, High Desert Museum; Jodie Barram, Tower Theatre; Pam Beezley, Sun River Music Festival; Martha Murray, Martha Murray Design; Ray Solley, Tower Theatre.

The meeting was called to order: 9:17a.m.

I. Welcome/Introductions:

Wagner opened the meeting. Planchon reviewed the day's itinerary. Introductions were made.

II. Approval of the minutes from the April 14, 2016 meeting:

The minutes were approved as written.

III. Update on Visit Bend – Doug LaPlaca

Doug LaPlaca will be leaving Visit Bend at the end of the month. He introduced Kevney Dugan, who will be the new CEO, and Valerie Warren, who is Visit Bend's vice president in charge of operations and policy.

LaPlaca reported that there are no threats to Bend Cultural Tourism Fund program. Visit Bend is conservatively forecasting \$180,000 for FY2016 grant cycle; Visit Bend is projecting \$200,000 for FY2017 grant cycle and \$500,000 by 2020. He clarified the confusion regarding the funding of Visit Bend and BCTF: Visit Bend funds BCTF with 7.5% of the total annual funds Visit Bend receives from the City of Bend. He encouraged the Commission to reexamine and possibly broaden the definition for individuals and organizations who would qualify for future BCTF grants. In closing, LaPlaca noted BCTF is all he had hoped; he would like to see the art community and BCTF continue to work together.

IV. Budget Report-Scott Greenstone: Amount Available for Grant Awards

Greenstone presented the "Cultural Tourism Fund Financial Reporting Package, April 2016" and provided an update on the financial status of the fund. With two months remaining in the fiscal year, there is an unpaid balance for four FY2015 grantees: High Desert Museum, Deschutes River Amphitheater, Deschutes County Historical Society, and Deschutes Public Library Foundation. Per Planchon, the remaining FY2015 funds will be distributed to the four organizations by the end of the month.

Greenstone advised that due to favorable Visit Bend City Funding revenue from higher than forecasted TRT Room Collections, the revenue for BCTF is \$150,500 ahead of budget and another \$20,000 revenue is projected for the remaining two months of the fiscal year. Visit Bend has currently earmarked \$175,000 for FY2016 grants. Because the fund will always be capitalized before distribution of grants, the Commission may wish to consider awarding up to \$190,000 for FY2016, particularly if the Commission identifies a deserving project. While awarding \$190,000 in FY2016 may slightly reduce the FY2017 overall budget, the newest projection is there will be \$200,000 available for FY2017 and the two award allocations would then average out.

Addressing again the concern of whether funds for the program will be diverted to other City needs: given the law approved by the voters, re-diversion of funds going to BCTF is remote. Further, Visit Bend continues to provide pertinent and timely information to BCTF from which the Commission may plan, accordingly. The Commission discussed whether

some funds could be withheld from allocation in one grant cycle and whether the Commission could allocate funds earmarked for the following cycle. BCTF "Policies, Procedures & Guidelines" ("Policies") are silent as to whether the Commission is to grant the exact amount set in the BCTF budget.

The Commissioners noted, however, that if BCTF did not allocate all funds budgeted in the respective fiscal year, the community's perception may be there are funds available that could go to other important city/community needs. Commissioners agreed there is a need to provide more outreach to inform the community of the program and the dynamic changes occurring within the community due to BCTF funds.

A question arose: do the funds directed by Visit Bend to BCTF include a portion that may be used for marketing, paying contract labor, and expanding the definition of "culture" for future allocations? The Policies are silent specifically regarding use of funds to promote BCTF.

V. Marketing Committee Report

Schindler presented highlights of the Marketing Committee's ("Committee") May meeting, which addressed the following.

The purpose for marketing BCTF: To raise awareness of the fund and what has been accomplished; to get more entities to apply for funds, including for-profit entities; and, to attract a big project, something like SXSW, that could launch Bend as a shoulder season phenomenon. The Committee's concern was that BCTF will slip into "just another fund" to which entities would apply for funds.

Marketing strategies: With the intent to tell and leverage success stories, the Committee proposed identifying a local videographer to develop a digital video to be used as promotional material in a variety of ways, such as: the Visit Bend platform; other online platforms; commercial promoters; and, tourism conferences.

Resources: BCTF currently has budgeted \$900 for marketing. Hiring a videographer to create new product would cost more than \$900. The cost might be defrayed, in part, using pre-existing canned product. A possibility would be to do an RFP for the services of a commercial promoter to support the launch of the "big project." Another possibility, expand the marketing line item to cover the cost of hiring a videographer to produce the video.

The Commissioners agreed on the need for a promotional video to be widely distributed to different venues to tell the success story of the fund.

The Commissioners questioned the cost for a promotional digital Video production, staffing and editing. It also questioned the length of the video. The Commission asked Todd Looby, BendFilm, if he had suggestions. Looby suggested the video be 3-5 minutes in length. The cost might be \$4000, or more, if the videographer used info graphic, animation, video of activities, and/or used existing materials to make the story visually interesting. He offered to check with local videographers; the Commissioners concurred.

After further discussion, Gregory moved and Mentuck seconded:

"As a group, it is agreed it is important to develop a marketing video to promote Bend's off season, to tell the BCTF story including its impact and successes; BCTF is prepared to pay up to \$5000 but will consider a larger amount, if necessary; the Marketing Committee will develop an RFP, to be publicly distributed, for a videographer to produce the video; the Marketing Committee will report back to the Commission if the video costs more than \$5000.

Discussion on the motion.

\$5000 may not be sufficient to cover the costs of a good videographer and final product. Perhaps \$6000 would be a better figure. BCTF may want to research what videographers might charge for the project. If the cost is higher, BCTF will want to be aware of public perception.

A point of clarification was raised: does BCTF need to target more than one audience and will there subsequently be a need for more than one video? The Committee agreed to take into consideration whether there would be a need for more than one video.

Motion amended, moved and seconded:

"It is agreed, as a group, that it is important to develop a marketing video to promote Bend's off season, to tell the BCTF story including its impact and successes; BCTF is prepared to pay up to \$6000 but will consider a larger amount, if necessary; the Marketing Committee will develop an RFP, to be publicly distributed, for a videographer to produce the video; the Marketing Committee will report back to the Commission if the video costs more than \$6000.

Amended Motion passed: Unanimous among those present (Aguirre and Fredland had temporarily stepped away from the meeting).

VI. Public Comment – 3 minutes per person

Wagner gave those present an opportunity to comment about BCTF but asked the comment not be specifically related to individual grant applications. Those who spoke:

- Todd Looby, BendFilm, thanked the Commissioners and BCTF for their investment of time, the support of the art community, and the contribution to a robust cultural scene.
- Amanda Stoermer, World Muse, appreciated what BCTF is creating. World Muse is excited to see the tourism base increase due to arts and culture. Last year, the organization saw an uptick of people from Seattle, San Francisco, and other regions. They also experienced an increased number of outside partnerships because Bend is becoming a destination for the arts.
- Louise Shirley, High Desert Museum, thanked the Commission for last year's funding. They, too, saw an increase in tourism from outside Central Oregon.

VII. Grant Awards Discussion

The procedure regarding the grant award discussion and commissioners' conflicts of interest will be handled differently than last year where any commissioner who declared a conflict was required to step outside the meeting room while the Commission discussed the respective application and funding allocation. This year the declared commissioner will remain in the conference room but not participate in the respective application discussion or scoring.

Planchon noted the "improved" scoring software had not operated correctly with respect to those declaring conflicts of interest and advised that she has manually entered those with conflicts to assure accurate scoring.

Planchon reminded the commissioners that following the Commission's discussion of an applicant, a commissioner could choose to re-score the grant proposal but the commissioner must resubmit the change to accurately reflect the new score. Given another software glitch, the commissioners are not to lower their scores for applicants' apparent punctuation errors.

With respect to Flannery's question regarding scoring "Capacity," Wagner noted: if the entity has a return on investment and is already at capacity, the commissioners are to look at the specific circumstances of the entity's proposal.

VIII. Conflicts of Interest Declared

- Commissioners Switzer, Mentuk, Schiffman, Stout, Fredland, Wagner, Gregory, Barclay, Flannery, and Aguirre reported no conflict of interest.
- Porsche reported that his business creates banners for some of the grant applicants. The Commissioners determined he did not have a conflict of interest.
- Schindler declared conflict of interest for: BendFilm; ScaleHouse; World Muse.
- Mitchell declared conflict of interest for: BendFilm; ScaleHouse.

IX. Grant Review Process/Discussion Grant Applications

This grant cycle includes ten grant applications requesting a total of \$258,816.

After confirming the commissioners had entered their scores, Planchon reported the averaged original score percentages for the ten grant applicants were: 63.07%; 67.54%; 76%; 85.54%; 86.45%; 87.77%; 88.67%; 90.08%;

90.77%; and, 93.55%. The average for each applicant reflected only those scores from commissioners who did not have a conflict of interest. Grant review process proceeded as follows:

- A. By virtue of their low scores, the two applicants in the 60s were deemed non-competitive. However, the commissioners were given an opportunity to address these applicants: High Desert Mural Festival and SledFilm.

High Desert Mural Festival: Requested \$35,000. Conflict of Interest: None. Average Score 63.07%. Not Funded: Inaugural mural festival, October, 2016.

The Commissioners asked Planchon to provide the following feedback: High Desert Mural Festival (HDMF) will not receive funds for FY2016 but the Commission encourages HDMF to go forward with the Festival this year and apply for FY2017 funds. In that application, the Commission suggests HDMF provide clarity regarding its partnerships and a plan that will bring a greater number of participants who reside outside Bend.

SledFilm: Requested \$10,000. Conflict of Interest: None. Average Score 67.54%. Not Funded: Annual backcountry film festival and awards show, November, 2016.

The Commissioners asked Planchon to provide the following feedback: Since the festival is already sold out, the score would have been higher had SledFilm addressed the capacity issue. SledFilm will not receive funds for FY2016 but the Commission encourages SledFilm to reapply for FY2017. In that application, the Commission suggests SledFilm address how it would expand the event, possibly by including an additional venue or adding another night; provide a plan how it would bring in a greater number of participants who reside outside Bend; and, if applicable, identify local collaborators.

- B. After discussing the two lowest scored applications, the Commissioners discussed the three highest scored applications:

BendFilm, Inc: Requested \$40,000. Conflicts of Interest: Mitchell; Schindler. Average Score 93.55%. Fully Funded \$40,000: 13th annual, four-day film festival, October 6-9, 2016.

Atelier 6000: Requested \$21,066. Conflict of Interest: None. Average Score 90.77%. Fully Funded \$21,066: Art exhibit "Opening Japan: Three Centuries of Woodblock Prints," September 2 through November 20, 2016.

High Desert Museum: Requested \$40,000. Conflict of Interest: None. Average Score 90.08%. Fully Funded \$40,000: Exhibit and programs "World War II High Desert Homefront," February, 2017.

The Commissioners agreed that these three grant applications best aligned with the Fund's goals; including, in part: high quality event in the targeted period that would have a lasting impact; delineated budget with an understanding of related costs; clear marketing goals; addressed capacity; and, identified strong collaborations.

The Commissioners unanimously agreed to fully fund each of these three requests for a total of \$101,056.

- C. The Commissioners discussed the remaining grant applications which received mid-range average scores: World Muse; Tower Theatre Foundation; ScaleHouse; Sunriver Music Festival; and OperaBend.

World Muse: Requested \$20,000. Conflict of Interest: Schindler. Average Score 88.67%. Fully Funded \$20,000: Muse Conference, March 3-5, 2017.

The Commissioners asked Planchon to provide the following feedback: World Muse is an excellent program which will be fully funded for FY2016. If World Muse applies for funds in FY2017, the Commission suggests World Muse better address demographics, particularly numbers and who attended; capacity (larger venue?); and, return on investment.

Tower Theatre: Requested \$43,500. Conflict of Interest: None. Average Score 87.77%. Partially funded \$25,000: A Cappella Festival, February, 2017.

The application appeared to be bifurcated: requesting funds for the A Cappella Festival and funds for marketing, including a second seasonal brochure, that appeared to cover all of the Tower's events. Because the budget did not delineate costs, the Commission chose to fund \$25,000 to go toward the highly regarded A Cappella Festival.

ScaleHouse: Requested \$25,000. Conflicts of Interest: Mitchell, Schindler. Average Score 86.45%. Fully Funded \$25,000: BEND DESIGN CONFERENCE 2016, October 20-21, 2016.

Other than the need for more data regarding return on investment, the application for the Bend Design Conference is in alignment with BCTF funding.

Sunriver Music Festival: Requested \$14,250. Conflict of Interest: None. Average Score 85.54%. Fully Funded \$14,250: Steinway Artist Showcase, March 24-25, 2017.

The application for the Steinway event is in alignment with BCTF funding. For future application of BCTF funds, the Commission suggests that Sunriver Music Festival may wish to obtain additional letters of support.

OperaBend: Requested \$10,000. Conflict of Interest: None. Average Score 76%. Not Funded: Puccini's "La boheme," March, 2017.

Commissioners asked Planchon to provide the following feedback: The Commission believes in the work of OperaBend. With respect to future applications, the Commission suggests that OperaBend provide a marketing budget that aligns with the proposed event; provide demographic data; and, given its competition with other well-known markets, address how it will build capacity and return on investment.

The Commissioners agreed to fund an additional \$84,260, for a total of \$185,316.

X. Grant Awards

The Commission recommends the FY 2016 Bend Cultural Tourism Fund be allocated as follows:

<i>Applicant (\$ Amount Requested)</i>	<i>Fund Amount Recommended</i>
BendFilm, Inc. (\$40,000)	\$40,000
Atelier 6 (\$21,066)	\$21,066
High Desert Museum (\$40,000)	\$40,000
World Muse (\$20,000)	\$20,000
Tower Theatre (\$43,500)	\$25,000
ScaleHouse (\$25,000)	\$25,000
Sunriver Music Festival (\$14,250)	\$14,250
OperaBend (\$10,000)	\$0
SledFilm (\$10,000)	\$0
High Desert Mural Festival (\$35,000)	\$0
Total Fund Allocation for FY2016 (\$258,816)	\$185,316

XI. Next Steps/Commissioner Comments

The Commissioners were pleased to see the high quality of applications for the FY2016 grant cycle.

The Commissioners asked Planchon to provide feedback to GrantsOnline: as the scores are built, scorers want the ability to see the average scores for all applications at one time.

During the meeting, the Commissioners raised several topics/issues (many of which may be incorporated within one conversation) it wished to discuss in future meetings. Not necessarily in the order raised, these include:

- Expand the number of applicants – concern expressed that this second grant cycle saw fewer applicants than the first cycle and this cycle's fewer applicants asked for more money/discuss whether this is the desired trajectory;
- Determine ways in which BCTF could serve the broader community;

- Broaden the definition for those who may receive BCTF funds;
- Redefine/expand “Cultural Tourism” from how it is currently used;
- Goal of BCTF investment: short-term vs long-term;
- BCTF’s return on investment: how to measure whether an applicant is a good investment, qualitatively/quantitatively over the short-term, over the long-term;
- Provide a specified percentage of BCTF funds to go toward long-term investment in the form of “seed money” for marketing to a locally-based organization(s) with the potential to develop high quality events during the targeted period that will eventually show an increased return on investment and number of visitors from outside Bend;
- If provide “seed money,” address the need for a separate grant with related criteria versus the same grant but award extra points for long-term investment for applicants who meet certain criteria;
- Policy inclusion / budget line item that provides for realistic BCTF marketing costs;
- Conversation on occupancy and readdress “seasonality” points. Visit Bend data shows occupancy: September (2015) 80.9%; October (2015) 66.3%; November (2014) 47.15%; December (2014) 51.3%; January (2015) 50.0%; February (2015) 57.9%; March (2015) 65.3%; April (2015) 68.3%; May (2015) 72.3%; June (2015) 82.9%; July (2015) 91%; August (2015) 85.3%. Within the targeted period, address month of event, straddle periods, school breaks/holidays/increased travel periods;
- Allocation amount of funds: allocate all funds each cycle, withhold some funds, and/or tap into the following cycle’s funds;
- Procedure on granting funds each cycle: be flexible as to each particular cycle or apply a set formula; award percentage of applicant’s request versus all of applicant’s request.
- Require applicants to address both capacity of organization and venue capacity when the program is already near or at full capacity;
- As part of ROI, ask applicants to address separately who they are bringing to Bend as audience and bringing as presenters;

XII. Next Commission Meeting: September 29, 2016 1pm-3pm; Barclay will reserve the Library Administration conference room. Vice Chairman Fredland will chair the meeting in place of Wagner who will not be able to attend.

Meeting adjourned: 2:45pm