



Policies & Procedures

Purpose of the Bend Cultural Tourism Fund

The Bend Cultural Tourism Fund (BCTF) is a fund dedicated to enhancing the local economy through the promotion and cultivation of Bend's cultural tourism programs. Funds allocated through the BCTF will support art and culture based activities, projects and programs that attract tourists to the City of Bend.

Visit Bend established the BCTF with the goal of attracting cultural tourists during the shoulder seasons and winter months – a time of year when the city's tourism industry struggles, yet a time when cultural tourism programs are most active.

Through a stable source of funding for cultural tourism program development, expansion, and marketing, the BCTF will:

- Enrich and cultivate Bend's arts and cultural assets
- Establish Bend as a premier cultural tourism destination
- Attract tourists to Bend during the shoulder seasons and winter months
- Diversify Bend's tourism offerings
- Enhance Bend's quality of life
- Increase Bend's appeal to attract new long-term investment into the community

Visit Bend funds the BCTF with 7.5% of Visit Bend's total annual public funding received from the City of Bend. As a tourism development program, the BCTF is managed in strict accordance with Visit Bend's mission, values, purpose, and public accountability. (ORS320.300-320.350) Similar to all Visit Bend programs, the BCTF is subject to the highest standards of public accountability, transparency, and financial management.

Leadership, Management, and Community Representation

The BCTF Commission, a broad and diverse group of 13 appointed leaders manages the BCTF. The Commission is responsible for the long-term success, evolution, and overall leadership of the BCTF. The BCTF Commission has sole authority on application evaluations, grant allocations, and policy changes. The BCTF Commission reports to and is accountable to the Visit Bend board of directors. All Commission appointments are subject to approval by a majority vote of the Visit Bend board of directors.

The composition of the BCTF Commission is based on the following principles and objectives:

- Maximize transparency, fairness, and effectiveness, while mitigating conflicts of interest

- Diversify control of Commission appointments
- Create a diverse and independent leadership group of direct stakeholders
- Weight representation toward tourism industry
- Representation from arts community aggregators, while ensuring representation for all segments of Bend's arts and culture community
- Commissioners serve on behalf of the entire community, not any specific interest or segment of the community

The BCTF Commission will have a minimum of four meetings per year (quarterly). Commission meetings will be open to the public. The Commission may have working sessions as needed throughout the year. A quorum of the Commission is one half of the filled positions, plus one. The BCTF will elect an Executive Committee consisting of a Commission Chair, Vice Chair, and two other Commissioners. Each Commission member is required to sign a code of ethics and agreement to accept the public responsibilities and expectations associated with their Commission position. Commission members serve two- year terms, with a maximum of three consecutive terms (staggered terms to start). If a Commissioner serves for three (3) consecutive terms, they must take one term off (2 years), prior to being appointed to the Commission again. Additionally, if the Commissioner no longer represents the identified organization either due to an employment or volunteer change, the Commissioner will complete their current BCTF term, unless the appointing organization wishes to make a different appointment.

The composition of the BCTF Commission consists of the following positions:

- 1 member Appointed by the Mayor of Bend
- 1 Arts & Culture Alliance board member (appointed by ACA board of directors)
- 1 Scalehouse board member (appointed by the Scalehouse board of directors)
- 1 Creative Community Representative (appointed by the Visit Bend board of directors)
- 1 representative from a Regional or State Arts Organization (appointed by the Visit Bend board of directors)
- 1 restaurant/shopping/entertainment representative (appointed by the Old Mill District)
- 1 restaurant/shopping/entertainment representative (appointed by the Downtown Bend Business Association board of directors)
- 2 tourism industry representatives (appointed by the Visit Bend board of directors – not Visit Bend board members)
- 3 Bend citizen representatives (appointed by the BCTF Commission, and can be from any segment of the community: education, media, cultural, etc.)
- 1 Visit Bend Board or Staff Member (non-voting, appointed by the Visit Bend board of directors)

The BCTF Commission will:

- Determine the timing, frequency, and available funds for each granting cycle. Once determined, the Commission will communicate the details to the public;
- Meet a minimum of 4 times per year;
- Evaluate and score applications based on the specified criteria;
- The Commission may add up to 3 external grant reviewers to augment the expertise of the Commission;
- Work closely and support the BCTF grant administrator;
- Work with the grant administrator to provide and present an annual ROI analysis to the Visit Bend board of directors;
- Confirm executive committee members and (3) Bend Citizen Representatives;
- Work with the BCTF financial management contractors to ensure the highest levels of financial management, reporting, and accountability.

BCTF Conflict of Interest and Transparency policy

The BCTF has adopted the following Conflict of Interest policy governing its commissioners, staff, administrators, and all others associated with operations.

- Commissioners, administrators, and staff members associated with an organization submitting a grant application will publicly recuse themselves from the evaluation and commission discussions regarding that grant.
- Commissioners and staff may take part in travel, meetings, conferences, and activities funded by the BCTF only with written approval of the expenses by the BCTF Executive Committee.
- Commission members will declare a conflict of interest and will abstain from voting on grant applications involving organizations with which they or their immediate family members are involved as employees or members of the governing board.
- Grant evaluation scoring will be calculated as an average of all submitted scores. This will eliminate the possibility of an application being disadvantaged because of recused votes.
- Commissioners and staff (including relatives and members of the household) may not accept gifts or entertainment from persons associated with a grant application.
- Quarterly Commission meetings attended are open to the public and subject to public meeting laws.
- The Commissioners' evaluations and related written comments are matters of public record.

Financial Management/Grant Awards

Visit Bend's financial management contractor manages and reports the BCTF finances. A complete set of monthly reports for the BCTF are presented to the BCTF Commission, the Visit Bend board of directors, and the City of Bend. The BCTF Commission reviews the finances at their quarterly meetings and circulates the financial reports publicly. Visit Bend pays for the financial management of the BCTF and the Visit Bend board of directors has sole discretion on choosing the independent contractor to manage the BCTF finances.

With consultation from the contracted financial management firm for the BCTF, the Commission will determine and communicate the amount of the annual granting budget, the

timing and pertinent dates of the upcoming granting cycles. The BCTF will conduct at least one granting cycle annually, and may conduct more frequent granting cycles at the Commission's discretion. Each granting cycle will include both large and small grants to enable the BCTF to enhance large-scale cultural tourism programs, and encourage/stimulate new cultural tourism programs. The BCTF will not maintain a cash reserve of more than \$100,000. Any dollars in the BCTF following a granting cycle above the \$100,000 cash reserve will be transferred to Visit Bend's general marketing budget.

Administrative Support

A paid grant administrator will support the BCTF. The organization or individual contracted to serve as the grant administrator will be paid for with funds from the BCTF and will be hired by the Visit Bend board of directors. The grant administrator will work closely with both the Visit Bend board of directors and the BCTF Commission. The BCTF grant administrator will:

- Produce and circulate grant applications and associated information
- Manage the grant application and review process
- Oversee all communications, marketing, and public relations related to the BCTF
- Coordination and administration of Commission meetings and evaluation process
- Coach and advise applicants
- Receive and manage community input, complaints, media inquiries, etc.
- Serve as the administrative support for the Commissioners
- Prepare an annual report for the BCTF that will include an ROI analysis
- Facilitate tutorials and continuing education regarding cultural tourism and the BCTF
- Serve as a liaison between the BCTF and other state and regional cultural tourism programs