

**Bend Cultural Tourism Fund  
Commission Work Session  
Approved Minutes  
9am-12pm and 3pm-5pm  
May 1, 2019  
Oxford Hotel, Lower Level  
10 W Minnesota Ave, Bend, OR 97703**

**In Attendance:** Aaron Switzer; Kevin Barclay; John Flannery; Erin Felder; Zak Boone; Cari Brown; Mindy Aisling; Rika Ayotte; Jenny Malone; Liora Sponko; Kiel Fletcher; Jenny Green; Valerie Warren, Nonvoting Member; Brian Wagner, External Reviewer; Laurel MacMillan, Administrator; Shari Crandall, Minutes.

**Absent:** None

**I. Welcome/Introductions**

The Commission Work Session was called to order at 9:05 am. Introductions were made of those present, including the external grant reviewer Brian Wagner from the Oregon Arts Commission and former BCTF Commissioner.

**II. General Information regarding the Morning Work Session**

MacMillan outlined the BCTF grant application review process:

- Reviewers will address the Marketing and Catalyst grant applications.
- Those reviewers with Conflicts of Interest will be identified at this Work Session and also during the Commission Meeting; those with Conflicts of Interest may not discuss the respective grant applications, nor will they participate at any time during the award discussion during the afternoon work session.
- During the grant application discussion at the morning work session, reviewers will determine whether they would like to ask specific questions of the applicants at the Commission Meeting.
- To demonstrate a united group process, MacMillan, rather than individual reviewers, will ask these questions of the specified applicants at the Commission Meeting.
- Reviewers will not make final decisions during morning work session.
- While the work session is closed, the minutes of this session will be posted online; MacMillan will also be available to provide feedback to applicants, upon request.
- The Commission Meeting will follow the lunch break.
- Scott Greenstone will provide the grant award range at that meeting.
- At the Commission Meeting, review of each grant application will occur and non-conflict reviewers will submit their final scores.
- Following the Commission Meeting, reviewers without conflicts will discuss funding recommendations for the qualifying grant applications. If a reviewer has a conflict of interest within one grant form, s/he will be precluded from discussing award distribution for both marketing and catalyst grant forms.
- If a new procedural issue arises during either work session, the issue will be captured in the minutes to discuss at the October meeting.

The Reviewers with Conflicts of Interest for the FY19 grant applications include:

**Marketing/Program Grants**

- BendFilm Inc. - Green, Switzer
- Cascadia Adventure Film Festival (Jason Bagby Productions) - None
- High Desert Museum - None
- Oregon Winterfest - Felder, Switzer
- Out Central Oregon - None
- ScaleHouse (BEND DESIGN) - Green, Fletcher, Switzer
- Sunriver Music Festival - None
- The Night Light Show with Shanan Kelley & Magnificent Guests - Green

- Tower Theatre Foundation (Bend A Cappella Festival) - Green
- World Muse - Green, Switzer

### Catalyst Grants

- At Liberty Arts Collaborative - Green
- Bend Photo Tours - Flannery
- Central Oregon Film Office - None
- DIYcave - None

## III. Review/Discussion Grant Applications

### A. Marketing Grant Applications

#### 1. BendFilm Inc. (\$36,150). Conflicts of Interest: Green, Switzer; Number of Reviewers: 13; Average Score: 94

The 16th Annual BendFilm Festival will be held October 10 - 13, 2019. Each year the Festival is Bend's premiere fall shoulder season event drawing thousands of visitors from across the region, nation, and world to Bend.

This is a strong application that addresses sponsorships, marketing plan, and high-quality artists. BendFilm has a proven track record for its quality cultural programming. Reviewers appreciated applicant's: depth of explanation regarding its ROI metrics; identification of cost efficiency by creating a staff from consultant position; detailed budget; and, commitment to the deeper aspects of culture.

Some concerns voiced included: a query regarding plan B if the applicant does not receive the requested funding and the 16-year-old organization's reliance upon a BCTF grant. However, these concerns were countered with other reviewers noting applicant's past flexibility when it didn't receive full funding in previous years and the difficulty of finding funding elsewhere.

The reviewers would like applicant to answer the following question at the Commission Meeting:

- **In your Marketing grant application you have identified out-of-state targets, what are you doing for in-state marketing?**

#### 2. Cascadia Adventure Film Festival (Jason Bagby Productions) (\$ 40,000). Conflicts of Interest: None; Number of Reviewers: 15; Average Score: 74

The inaugural Cascadia Adventure Film Festival (CAFF) will run September 5-8, 2019. It will feature adventure films from around the world that promote the philosophy of adventure and community that draw so many of us to the region known as Cascadia.

Reviewers liked the concept of Cascadia Adventure Film Festival. They saw this as an appealing opportunity to build upon other film events scheduled in Bend to ultimately establish Bend as a "film town." Cascadia Adventure Film Festival could attract a different demographic than other established film events, such as BendFilm.

During the application process, MacMillan provided information to the applicant regarding both the marketing and catalyst grants. In addition, she explained the immediate loss of 10 points for a September event. The applicant chose to go with a September event and to apply for the marketing grant because it desired a higher award amount than the lower amount typically awarded in the catalyst grant.

Strengths of the grant application included applicant's vision and the inclusion of staff costs and in-state marketing plan.

However, the reviewers saw several challenges to the event and to the grant application. The applicant's \$40,000 ask was high for a proven event, but this request is particularly high for an unproven first-time event. They saw this first-time event as aspirational and overly ambitious. They discussed their concern whether the applicant could pull off an event of this magnitude in its first year.

Many reviewers felt the application would have fit better under the lower funded Catalyst Grant to allow further development of the program and establish metrics to support a larger marketing grant request the second year. Further, the applicant lost an

immediate 10 points because the event will be held in September. The applicant, therefore, would have had to hit the remainder of the application out of the park to meet the required 80 points funding line.

Other application challenges include: lack of specificity of what applicant would do with the awarded funds; unclear what applicant would do if it doesn't receive BCTF funds/plan B; underdevelopment of social media; difficulty in providing accurate ROI and metrics as a new event; provision of aspirational sponsors and participants at time of application (e.g. Chris Burkard); and marketing and demographics focused only on Oregon, but not out-of-state visitors.

The reviewers would like applicant to answer the following questions at the Commission Meeting:

- **Do you have any confirmed commitments that you weren't able to provide at the time of submission?**
- **In your application, you have in-state marketing, do you have out-of-state marketing plans?**

3. High Desert Museum (\$ 45,000). Conflicts of Interest: None; Number of Reviewers: 15; Average Score: 93

To support Vast, Loud and on Fire: Art at Burning Man exhibition and associated programs will recreate the art, community and environment of Burning Man at the High Desert Museum.

Applicant has requested and received grant awards every year since the inception of BCTF. Rather on relying upon the same event, reviewers admired applicant's ability to invent something new every year. Several reviewers appreciated applicant's creativity around the Burning Man theme.

Reviewers felt the application was well-written and highly responsive to the BCTF questions. It is a new event that could elevate Bend culture and bring in new audiences. The event is well staffed and provides "free" attendance days that could provide a "massive impact" on the community.

The reviewers discussed the percentage and amount of the fund request. It was noted that the ask was 1% of the total operating budget and 34% of the project budget. A reviewer pointed out the museum is open daily and has significant costs (e.g. other exhibit) other than this project. Furthermore, the \$45,000 ask is not associated with applicant's operating budget; it is applied specifically to the project.

Reviewers also discussed the ROI. Some felt the numbers for March were well-supported based upon previous years' attendance; others felt the numbers could have been massaged and/or attendance was not based primarily due to its prior BCTF-funded programs. However, consensus appeared among the reviewers that the application would have been stronger if applicant could have stated visitor attendance was based on the funded exhibit.

Therefore, the reviewers would like applicant to answer the following question at the Commission Meeting:

- **How will the applicant determine an attendee has traveled specifically for this exhibit?**

4. Oregon Winterfest (\$ 25,000). Conflicts of Interest: Felder, Switzer; Number of Reviewers: 13; Average Score: 89

The Light Ice & Fire Exposition serves as a major artistic statement at the entrance of Oregon Winterfest featuring pyrotechnics in the form of the Fire Pit & Fire Sculpture event, showy ice carving by skilled artists, mystical light art creations created by the Central Oregon Light Artists and the large Gallery and Gathering heated tent.

Reviewers like the annual Fire Pit & Fire Sculpture project. While the applicant had a methodology for calculating its ROI, there was still some guess work particularly since the project is just one aspect within the larger Winterfest event. Another reviewer thought having a larger tent will enhance this year's program but queried whether the size of the tent would bring in more out-of-town visitors. Also, the project relies heavily on the local community for its artists. Would having an out-of-area artist bring in more visitors from outside Central Oregon? Another reviewer thought applicant could better describe the different demographics.

A question arose whether funding was specific to the marketing costs of the project rather than the marketing the costs for the overall Winterfest event. Therefore, the reviewers would like applicant to answer at the Commission meeting:

- **What is the total marketing budget for the entire Oregon Winterfest event?**

5. Out Central Oregon (\$ 24,675). Conflicts of Interest: None; Number of Reviewers: 15; Average Score: 85

Winter PrideFest is a multi-day event celebrating diversity and inclusivity through various winter activities, social gatherings, and fun.

Last grant cycle, BCTF awarded applicant a catalyst grant in the amount of \$10,000. Grantee has submitted its final report and provided specific numbers and dollars. Applicant is a volunteer organization and eager to grow. It requested BCTF feedback; it listened and applied that feedback to this year's marketing grant application.

Reviewers like this event; the programming is great. Reviewers would like to see it enlarge cultural programming and grow over time.

All revenue earned at the event last year went to the vendors. Applicant has received a \$1,500 cash sponsorship. The revenue for the event is low, reviewers would like to see applicant expand and diversify its income stream.

Applicant's expenses go to marketing the event. It has hired a marketing consultant for \$5,000, reviewers thought this a good idea, a great start. However, some reviewers questioned whether the budgeted \$4,800 for neck scarves is a good marketing tool and good use of BCTF marketing funds. In addition, reviewers would like to see applicant improve its metrics; Face Book "likes" do not transfer to the number who attended.

The reviewers did not need to ask any further questions of the applicant.

6. ScaleHouse (BEND DESIGN) (\$ 28,000). Conflicts of Interest: Green, Fletcher, Switzer; Number of Reviewers: 12; Average Score: 95

BEND DESIGN is a series of talks, conversations, workshops, films and exhibits by and for creative innovators everywhere. This is not a conference just for designers -- it is for entrepreneurs, educators, civic leaders, students, trade professionals, and everyone curious about how we can apply creative problem solving to better connect people to ideas and each other.

This application was stronger than last year's grant request. Of note: applicant has increased its focus on Oregon State University students residing outside the local community. This workshop-based programming has demonstrated growth year after year with an increasing number of visitors coming to Bend for enrichment. Applicant laid a good case for increasing funding this year.

The reviewers did not need to ask any further questions of the applicant.

7. Sunriver Music Festival (\$ 15,000). Conflicts of Interest: None; Number of Reviewers: 15; Average Score: 88

The Sunriver Music Festival is teaming up with the Tower Theatre to present the 4th Annual Piano Showcase on March 27 & 28, 2020 at the Tower Theatre in downtown Bend. The showcase will feature three acclaimed pianists performing on two Steinway grand pianos over two days of performances, master classes, workshops, recitals and panel discussions.

This is an established organization and is well known by its audience. The festival provides diverse programming; pianists play classical and non-classical music. Applicant's ROI is very strong. It reliably brings in visitors from outside the area and has the metrics to back up its numbers. Teachers and students attend the workshops, others come for the music.

Since applicant is bringing back the same artists and using the same marketing materials as last year, a reviewer raised a concern whether this program would bring in more visitors. In reply, another reviewer noted the artists were so well received, applicant asked the artists to return and noted the artists will be playing different music. Another stated that while growth is a nice component, if an applicant can bring in the same amount of people from outside the Bend area, that is good.

When a query was asked whether the print budget was underfunded, a reviewer noted applicant uses quite a bit of "in-kind" print.

The reviewers did not need to ask any further questions of the applicant.

8. The Night Light Show (\$ 23,700). Conflicts of Interest: Green; Number of Reviewers: 14; Average Score: 72

The Night Light Show is a monthly variety style comedy show highlighting exceptional artists, musicians, business owners, not for profit organizations and other community stars. Our show provides the perfect platform to celebrate and build what is great about our local community and appeals to both a local and visiting audience. The Night Light Show celebrates all things Bend, and also offers a welcoming community environment for those new to or visiting the area.

During the application season, MacMillan explained the availability of the catalyst grant to applicant.

Reviewers note the program explanation within the application was not clear: the application was not tied to a month within the shoulder/winter season; it appeared the marketing was for the whole year, rather than one month; and, the detail regarding marketing was "flat." Reviewers expressed concern the applicants asked for a lot of money, \$23,700, to bring in 6 out of towners with a hope for 9.

One reviewer, who has attended the show, noted it has a very Bend theme that is fun for people who live in Bend but may not resonate with people who reside outside Bend. To appeal to and attract visitors, applicant may want to change its theme.

The reviewers did not need to ask any further questions of the applicant.

9. Tower Theatre Foundation (Bend A Cappella Festival) (\$ 23,000). Conflicts of Interest: Green; Number of Reviewers: 14; Average Score: 90

The Tower Theatre Foundation will hold the fifth annual "Bend A Cappella Festival" February 21-23, 2020. The Festival is designed to provide a cappella groups with personal access to the highest level of performers, group coaching from industry icon, Deke Sharon, and opportunities to perform.

This is the third grant request for Bend A Cappella. Reviewers appreciate this whole project. It brings in a lot of people every year; it is a solid program; it is newsworthy; it provides outreach that supports kids; it locks into schools, teams, and families as a recognized festival; and, applicant has added an additional day for workshops. The majority of funding includes staffing not collaterally paid marketing costs.

The reviewers did not need to ask any further questions of the applicant.

10. World Muse (\$ 20,000). Conflicts of Interest: Green, Switzer; Number of Reviewers: 13; Average Score: 92

Muse Conference is a four-day event hosted by World Muse, a non-profit that believes women and youth can be powerful catalysts for change in our community and in our world. Muse Conference connects attendees from near and far with locally and internationally recognized artists, activists, authors, athletes & social change leaders of all ages to celebrate International Women's Day and kick-off Women's History Month.

This is a great event run by an all-volunteer staff; it has very little in personnel costs. The reviewers would like to see the use of more robust measurement tools rather than relying on "nationwide women attending." The organization should look at its generated attendance; it could learn from the smaller Sunriver Music Festival to better understand its attendees and market to them. A final note: last year's event occurred during the big snow fall, and while it lost attendees overall, 24% attendees were from out of town.

The reviewers did not need to ask any further questions of the applicant.

### **Catalyst Grant Applications**

1. At Liberty Arts Collaborative (\$ 11,700). Conflicts of Interest: Green; Number of Reviewers: 14; Average Score: 78

At Liberty is proposing an integrated-marketing campaign promoting arts and cultural events in Bend throughout the year, with printed materials and a social media campaign.

Currently people must access several sources (e.g. *Source Weekly*, *Go!*, *Cascade A&E*, etc.) to obtain arts and cultural event information. The reviewers concurred: Bend needs an arts and cultural events hub, one source to which to go to get that information. However, many felt this grant application may have missed an opportunity to fill this need.

Reviewers identified several challenges within the application which include: the event information would be captured under At Liberty's brand and added to its own programming, instead of through a neutral administrator (e.g. Arts and Culture Alliance);

the shoulder/winter season proposal didn't fit well within a year-long time frame; the application didn't address how the applicant would manage information and keep it timely and up-to-date.

Further, while the social media part of the application was stronger, the printed materials section needed to address several aspects: printed materials are quickly out of date and cost more if printed and distributed more frequently; how the printed materials would be distributed and who would timely distribute the materials; the application didn't include the cost of distribution of the printed materials, especially out of town (entities pay a lot of money to distribute guides outside of Bend); and, consumption of printed material is decreasing - old brochures collect on shelves.

The hub idea is valuable and an applicant may wish to address the best model for collaboration, capacity, and sustainability. In other words, perhaps the catalyst grant application might have been better as a request for funds to research best practices and how to apply this information.

The reviewers did not need to ask any further questions of the applicant.

2. Bend Photo Tours (\$ 12,000). Conflicts of Interest: Flannery; Number of Reviewers: 14; Average Score: 86

Bend Photo Tours is looking to launch a Pacific Northwest (PNW) Photo Summit in October 2020 at The Riverhouse on the Deschutes in Bend, Oregon. The 3-day conference would be comprised of a 2-day speaker series, tradeshow floor, photo portfolio reviews, product launches and photo contests.

Recognizing this event would occur in 2020, the Executive Committee approved this catalyst grant application that would build the seed idea in FY19, with the intent for applicant to apply for a marketing grant for FY20.

The application was well written with defined goals that could bring people from outside the Bend area. It is an appealing event, with several unknowns but that also contains a lot of potential. Applicant's timeline is well-developed. Under a catalyst grant, one person can grow the idea and build a strong team. He can take the starter funds and expand the idea. If applicant receives this catalyst grant, BCTF requires that Bend Photo Tours submit quarterly reports.

If applicant applies for a future marketing grant, applicant will need to flesh out the seed idea and fully respond to the required fields in its marketing application.

The reviewers did not need to ask any further questions of the applicant.

3. Central Oregon Film Office (\$ 11,850). Conflicts of Interest: None; Number of Reviewers: 15; Average Score: 80

Central Oregon Film Office is researching and developing a new program to bring in approximately six to eight leading location scouts who focus on the West coast. In turn, their awareness of Bend as an alternate destination to the East Coast, Colorado, Northern California or Washington may be the impetus for a production crew to choose to film in Bend.

There are pros and cons to this application. Because this is a catalyst grant, there is some inherent risk. If BCTF funded scouts to come to Bend, the scouts could choose to eventually film outside the Bend area. If they did film in the Bend area, would the film companies hire local artists and technicians to do the job or would they bring people with them. How would this catalyst grant enhance arts and culture, enrich the community, enhance the film culture of the area? Would filming the area bring tourists? Would funding of this application create community partnerships and positively impact culture? In scoring, each reviewer had to determine whether this application is a cultural endeavor worthy of BCTF investment.

The reviewers did not need to ask any further questions of the applicant.

4. DIYcave (\$ 5,000). Conflicts of Interest: None; Number of Reviewers: 15; Average Score: 67

To host Mini Maker Faire at the 9th Street Village/DIYcave venue in Bend on October 26, 2019. To fund support for marketing, event licenses/insurance, rental equipment, and branded event materials. Commitment of these grant funds will allow us to run the event as a licensed Mini Maker Faire and be the catalyst to other grants and supporters.

Applicant submitted a significantly incomplete application just before the 5:00pm deadline. The applicant did not complete sections that address: ROI, collaboration, budget clarifications, key staff biographical summaries. Rather than provided specific information within the application, applicant directed reviewers to outside source links to get relevant information. Further, there

appeared no need for the \$5,000 request. Failure to complete the application gave a bad impression and was a red flag to how applicant would do overall.

Not one reviewer gave the applicant an 80 or above. The application was rejected for further funding consideration.

The reviewers did not need to ask any further questions of the applicant.

#### **IV. Feedback to be shared with Applicants at the Commission Meeting.**

In past years, the applicants were able to hear comments made by the reviewers and observe the scoring process. This year the Commissioners established a new procedure in which the reviewers would discuss the applications in a work session and then ask clarifying questions of the applicants during the Commission Meeting.

To meet applicant expectations and provide procedural transparency, MacMillan had initially hoped to provide each applicant in attendance with a few bullet points highlighting what the reviewers liked, what they thought could have been stronger, and then ask the clarifying questions identified during the morning work session.

However, given the short period between the work session and the Commission Meeting, it would be difficult to quickly distill this information for each applicant in time. MacMillan asked the reviewers what information should be shared with the applicants at the Commission Meeting.

The reviewers' discussion centered on the role of the reviewers, transparency, the purpose of applicant's attendance at the Commission Meeting, reviewers need to ask clarifying questions, and engaging and redefining applicant expectations.

They determined the comprehensive minutes of the day's work sessions posted on the Visit Bend website and applicants' ability to contact MacMillan for further feedback, including unnamed reviewer comments, would provide a transparent and public forum in which applicants would be able to understand the reviewers' process in making its recommendations to the Visit Bend board.

The reviewers concluded that at the Commission Meeting, MacMillan would:

- Acknowledge, honor, and thank the Applicants for their attendance and grant application submissions;
- Notify Applicants the reviewers will ask clarifying questions;
- Applicants will be able to read the minutes on the Visit Bend website and contact MacMillan for feedback at a later date.

#### **IV. Adjourn for Lunch**

#### **V. Commission Meeting**

The Minutes for the Commission Meeting is a separate document. See "Bend Cultural Tourism Fund, Commission Meeting, Draft Minutes, 12:30 - 2:30pm, May 1, 2019"

#### **VII. Afternoon Work Session - Funding Discussion**

MacMillan reiterated:

- Commissioners with a conflict of interest for any application were excused from this segment of the work session. Those with Conflicts of Interest include: Felder; Flannery; Fletcher; Green; and, Switzer.
- The FY19 BCTF total target amount is \$200,000.
- Any applicant with the score of 79 points or below is not funded.
- The reviewers without any conflicts of interest will first address funding for the Catalyst Grants, up to \$50,000, and then the Marketing Grants.

Reviewers' averaged scores, initial recommended funding amounts, and Round 1 for the Catalyst Grant Applications:

Catalyst Grant Applicant	Applicant Fund Request	Reviewers' Average Score (rounded), Listed Highest to Lowest	Reviewers' Average Recommended Funding Amount	Round 1 - Rounded-up from Previous Column	Percentage of Fund Request
Bend Photo Tours	\$12,000	86	\$8,836	<b>\$9,000</b>	<b>74%</b>
Central Oregon Film Office	\$11,850	80	\$5,938	<b>\$6,000</b>	<b>50%</b>
<b>Total</b>	<b>\$40,550</b>		<b>\$14,775</b>	<b>\$15,000</b>	

Note: At Liberty Arts Collective (Score 78) and DIYcave (Score 67) were not included in the discussion for funding.

Reviewer's averaged scores and initial recommended funding amounts for the Marketing Grant Applications:

Marketing Grant Application	Applicant Fund Request	Reviewers' Average Score (rounded), Listed Highest to Lowest	Reviewers' Initial Average Recommended Funding Amount	Percent of Initial Recommended Funding to Applicant Request
ScaleHouse	\$28,000	95	\$24,800	89%
BendFilm Inc	\$36,150	94	\$33,509	93%
High Desert Museum	\$45,000	93	\$35,923	80%
World Muse	\$20,000	92	\$17,000	85%
Tower Theatre Foundation	\$23,000	90	\$17,708	77%
Oregon Winterfest	\$25,000	89	\$17,500	70%
Sunriver Music Fest	\$25,000	88	\$11,615	77%
Out Central Oregon	\$24,675	85	\$14,335	58%
<b>Total</b>	<b>\$280,525</b>		<b>\$172,391</b>	

Note: Cascadia Adventure Film Festival (Score 74) and The Night Light Show (Score 72) were not included in the discussion for funding.

Marketing Grant scoring and funding data for Rounds 1, 2, and 3 to achieve a \$185,000 funding Marketing Grant distribution:

Marketing Grant Applicant	Round 1 Funding Amounts	Round 2 Funding Amounts	Percentage of Recommended Funding Round 2 to Applicant Request	Round 3 Recommended Funding Amounts	Percent of Recommended Funding #3 to Applicant Request
ScaleHouse	\$26,628	\$26,628	95%	<b>\$27,000</b>	<b>96%</b>
BendFilm Inc	\$34,145	\$34,145	94%	<b>\$33,500</b>	<b>93%</b>
High Desert Museum	\$41,919	\$41,919	93%	<b>\$39,000</b>	<b>87%</b>
World Muse	\$18,418	\$18,418	92%	<b>\$17,000</b>	<b>85%</b>
Tower Theatre Foundation	\$20,738	\$20,738	90%	<b>\$19,000</b>	<b>83%</b>
Oregon Winterfest	\$22,182	\$17,500	70%	<b>\$20,000</b>	<b>80%</b>
Sunriver Music Fest	\$13,235	\$11,615	77%	<b>\$12,000</b>	<b>80%</b>
Out Central Oregon	\$21,088	14,335	58%	<b>\$17,500</b>	<b>71%</b>
<b>Total</b>	<b>\$198,353</b>	<b>185,299</b>		<b>\$185,00</b>	

Note: Explanation of each round is described immediately below.

The initial recommended funding amount is a starting place for what will eventually be awarded. Because it is based upon the reviewer's opinion, the initial amount can be fairly arbitrary. Some reviewers reported a conservative approach, others less so.

The sum of each reviewer's initial recommended funding amount for Marketing equaled \$172,391. The reviewers chose to target \$185,000 to fund FY19 Marketing Grants, for a total FY19 grant funding equal to \$200,000.

Marketing Grants Round 1: Funding amounts were based solely upon the Average Score to the requested amount, resulting in a funding amount equal to \$198,353.

Marketing Grants Round 2: Funding amounts remained the same from Round 1 for applicants who had a score of 90 or above; those below 90 would receive funding based upon the reviewers' funding percentage, resulting in funding amount equal to \$185,229.

Marketing Grants Round 3: Reviewers began with the initial recommended award amount, then obtained the total award amount based upon comparison of that initial recommended amount to the ranking score of the applications, thereby creating a more equitable percentage/funding distribution from highest to lowest average score.

**Action:** Boone moved, and the remaining reviewers seconded, to approve and recommend to the Visit Bend Board the BCTF FY19 funding amounts listed under Catalyst Grant Round 1 and Marketing Grant Round 3. (See charts, p8)

**Vote:** The reviewers unanimously agreed.

### **VIII. Next Steps**

MacMillan noted:

- Final scores and recommended funding will be forwarded to the Visit Bend Board within the next 24 hours.
- Warren and/or MacMillan, and possibly other commissioners, will meet with Visit Bend Board members on May 10, 2019 at 10:30am for a pre-board meeting to provide an overview and answer questions on certain applications/funds before the Board meeting.
- The Visit Bend Board will vote on the reviewers' recommendations at its May 14, 2019 meeting.

Warren reported the Visit Bend Board is pleased with the work the previous reviewers have done.

Regarding FY19 process, MacMillan asked the reviewers for feedback: what the commissioners would like to retain, what the commissioners would like to see done differently.

As a former commissioner and external reviewer this year, Wagner liked the changes: the reviewers provided more feedback on the grants and could discuss how they wished to communicate with the applicants.

Malone thanked MacMillan for the work she has done.

During the meeting, the reviewers noted potential topics or procedural issues it may wish to discuss at a later date. These included:

- Based upon the topic of reviewers' conflicts of interest and subsequent recusal from discussing grants and the final award, it may be time to readdress and possibly refine the recusal requirements for next year.
- The month of October appears to be getting busier; is it time to address whether events in October will continue to receive the full point allocation. Warren reported that while there are many cultural events in October, Visit Bend research shows there is still lack of full occupancy and has determined that October, for now, will still be included in the shoulder season.
- With respect to the topic in which applicants calculate visitors per night as a single number: MacMillan explained this has been previously addressed. Before this calculation was included, the applicants were inconsistent in their application and calculations. The current format provides a starting point estimate at \$120 per number of visitors. Does the Commission want to revisit this?

- Events that occur over several months continue to be a challenge for the applicants and the reviewers. (Note: this funding cycle, MacMillan spoke with different applicants who have this issue to help identify which month the applicant might choose, but there were still challenges). Does this need to be clarified for future grant cycles?
- A rub continues to arise in which more established and/or larger organizations ask for a larger pot of the available funds versus the possibly less established, less sophisticated, newer and/or smaller organizations that may request a smaller amount of the funds. Currently, BCTF does not limit the budget size nor the amount of funds requested. How does BCTF assure these smaller organizations qualify for and receive funds? Does BCTF want to adjust how it allocates funds in the future? In an attempt to get beyond the dollar amount requested, one reviewer stated she doesn't look at the requested fund amount until after she has read and scored the application. Another reviewer has a mechanism in place for applicants who request a large fund amount by applying a more stringent, or higher, standard.
- Does BCTF want to create a procedure that would disqualify an applicant if applicant hasn't done the necessary work and has submitted an application that is significantly incomplete on its face?
- The Catalyst Grant needs to be reviewed and possibly redefined. What does it cover: Phase 1 of a later event? research for new event not yet started? smaller grant requests? Other? All?
- With the procedural changes this year, concerns arose: was there enough transparency in the allocation of funds, how to deal with applicants' expectations, and how to best communicate with and engage the applicants. MacMillan has requested commissioner feedback to facilitate this conversation.

### **VIII. Adjourn**

The afternoon Work Session adjourned at 2:35pm.