

FY 2024-25 Transient Occupancy Tax (TOT) Grant Application Manual

Contents

Requirements

All Applicants	Page 2
Capital Asset or Improvement Grant	Page 3
Facility Operating Grant	Page 3-4
Event or Project Grant	Page 4

Application Questions

Capital Asset or Improvement Grant	Page 4
Facility Operating Grant	Page 5
Event Grant	Page 7
Project Grant	Page 8

Examples of Measurable Outcomes

Event, Project and Capital Improvement Measures	Page 9
---	--------

Diversity, Equity, and Inclusion Tips

Page 10

Scoring Rubric Valuation

Page 11

Scoring Criteria and Rubric:

Capital Asset or Improvement Grant	Page 12
Facility Operating Grant	Page 14
Event or Project Grant	Page 17

Reporting Form

Capital Project Completion	Page 19
Facility Operations Quarterly & Annual	Page 21
Event or Project Completion	Page 24

Travel Salem's List of Services Flyer

Page 26

Requirements for all Applicants

Compliance with Section 56 of Salem's City Charter

Section 56 of the charter provides that TOT funds may only be used for the following purposes:

- Enhancement and beautification of vehicular and pedestrian entranceways to the city,
- Urban beautification generally,
- Improvements to or operation of major tourist attraction or cultural facilities, or
- Activities performed directly by the city or through contracts that promote use of Salem for conventions, conferences, seminars or for general tourism.

IRS Status

Applicant must be a non-profit corporation having tax-exempt status under section 501(c) (3), 501(c) (4) or 501(c) (6) of the Internal Revenue Code at the time of application submission.

Provide a copy of organization's current 501(c) (3), 501(c) (4) or 501(c) (6) IRS determination letter, **unless the organization is a non-501(c) applying for a small grant of \$2,000 or less.**

Reporting Requirements

As applicable, reporting on the use of TOT funds for the previous fiscal year must be complete.

Application Submittal

Complete the online application by **Monday, November 13, 2023, 5:00 p.m.**

Online Application: [Grants for Promotion of Culture and Tourism \(cityofsalem.net\)](https://cityofsalem.net/grants)

Disqualification Notice

An otherwise eligible applicant could be disqualified for this grant for failure to comply with Section 56 of the City Charter, failure to meet reporting requirements and deadlines, supplying the Salem Cultural and Tourism Promotion Advisory Board (CTPAB) with inaccurate information or other non-compliance with city contracts.

The board reserves the right to alter the funding amount requested.

Note to all applicants: The Cultural and Tourism Promotion Advisory Board's recommendations on funding and grant awards are advisory. The Salem City Council makes the final award decision through the budget adoption process.

Requirements for Capital Asset or Improvement Project Grant Applicants

1. One application per organization/applicant for a capital asset or improvement project.
2. A TOT grant request not to exceed \$10,000 and represent not more than 50 percent of the project budget. The remaining 50 percent of the project budget, which is the grant match, must be at least 60 percent cash and 40 percent in-kind. The value of the in-kind match

may exceed the amount equivalent to 40 percent of the total grant match. However, the budget must detail a cash contribution equivalent to not less than 60 percent of the grant match necessary for the project budget. The cash contribution may be provided by multiple sources. **TOT grant may not reimburse more than 50 percent of actual costs.**

3. Capital asset must be necessary for the continued operation of the facility and a capital improvement must increase the useful life of the facility or increase the types of uses for the building or structure upon which it is installed.
4. For city owned facilities: Provide statement from the city's contract administrator acknowledging application and operator's responsibility for project under operating agreement.

Requirements for Facility Operating Grant Applicants

Facility Operator - A building, structure, or premises, or other similar structure having its primary purpose be the advancement or preservation of cultural aspects of human activity. As used in this definition, cultural aspects of human activity include heritage, museum, visual art, literature, music, theatre, and dance.

1. The facility must provide programs and services 12 months per year and a minimum annual attendance of 3,600 patrons to all programs and events offered by an organization. Facility must be open to the public or provide programs and services a minimum of 800 hours per year and occupy a minimum of 1,000 square feet. (Major Performing Arts Facilities must only be open for a minimum of 100 performances per year.)
2. Facility operators must invest a **minimum of 3% of their annual operating budget** on marketing via direct costs, radio, Facebook, mailings, and can include marketing staffing costs.
3. Facility operators are limited to a maximum of three TOT grants per year.
4. Copy of **financial statements** for most recently completed fiscal year.
5. Copy of lease or rental agreement for non-owner-occupied facilities (excludes city-owned facilities).
6. New Facility operators must have executed a minimum of three successful Special Event/Project or Capital Improvement grants or combination of the two types of grants.

7. All Facility Operator applicants must meet or exceed the minimum allowed score required to be considered for Facility Operator Grant funding each year.

***Existing Facility operators, all above criteria should be met to be considered for Operating Grant Funding. New applicants, having satisfied the above criteria, should provide a letter of intent in July each year, prior to applying as a Facility Operator.**

Requirements for Event and Project Grant Applicants

1. An organization may apply for event or project grant funding for a maximum of two grants.
2. Limitation – an event with the primary focus to raise funds for purposes which are not in compliance with Chapter 56 of the Salem City Charter is ineligible to receive funding.
3. A non-501(c) group without official IRS non-profit status, as required above, may apply for one small event grant or project for up to \$2,000.

Application Questions:

Capital Asset/Improvement Grant Application Questions:

1. Project Title
2. Funding request, e.g. \$1,500
3. Name of the non-profit applicant
4. Tax ID
5. Contract Information First and Last Name, Contact Title, Address, Phone, Web Address, Other Social Media **Links: Facebook, Tik Tok, Instagram, YouTube**, Email Address. **NEW**
6. Statement of eligibility under Salem City.
7. Does the TOT grant request amount to 50% or less of the total cost of the project? Y/N
8. **What is your project?**
9. **What problem does your project intend to solve (i.e. structural integrity, enhancing operations, maintaining viability of the faculty)?** **NEW**
10. **How will the community benefit from the completion of this project?**
11. Select how TOT funding will be used to meet the following Cultural and Tourism Promotion Advisory Board's (CTPAB) goals, all CTPAB goals are equally valued.: (must check at least one)
 - a. Increasing the estimated economic impact of tourism in Salem
 - b. Enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents
 - c. Increasing room nights/tax revenues
12. Describe how TOT funding will be used to meet the Cultural and Tourism Promotion Advisory Board's (CTPAB) goals marked above.

13. Past Performance question: List two events and/or projects (which may include capital asset improvement projects) that have been completed by your organization within the past three years. If you have received TOT funding in the past, include at least one TOT – supported event or project below.
14. If your expectations were not met in any of the above categories, explain why.
15. Identify the specific use for TOT funds.
16. Describe how TOT funds will assist your organization to obtain other financial support for the project.
17. **List and describe** any in-kind donations included in the project budget. In-kind donations are donations that are goods or services rather cash. **Does this match your budget sheet?**
18. Summarize planned maintenance requirements for the completed project, including any estimated cost(s).
19. Provide a budget summary – Cash or Payment + In-kind (non-cash donation or free service) = Total Revenue or Total Expense. (Please include \$ and commas as needed, e.g. \$1,200)
20. If a capital project is proposed for a city-owned facility, provide written confirmation (attachment) from the city's contract administrator that the project is not a city responsibility.
21. If a capital project is proposed for a non-owner-occupied facility, provide a copy of the lease or rental agreement (attachment).
22. Upload a completed grant budget document
23. Upload cost estimates (on letterhead) from three qualified professionals/businesses, who are licensed, bonded and insured. If you are unable to supply estimates, explain why. Please combine the 3 cost estimates into one file and upload.
24. Upload a copy of current IRS determination letter

Facility Operating Grant Application Questions

1. Facility name
2. Year established
3. Name of non-profit applicant
4. Tax ID
5. Contract Information First and Last Name, Contact Title, Address, Phone, Web Address, Other Social Media **Links: Facebook, Tik Tok, Instagram, YouTube**, Email Address.
6. Identify if you are a new/first time facility operator applicant.
7. Provide a **list** of your organization's Board Member's **names and title/position**.
8. Provide your organization's mission statement.
9. Provide the total square feet open to the public (ex. 1,200 sq feet)
10. Total number of hours open to the public annually (ex. 2,080 hours)
11. Describe your facility.
12. **Provide the number of Full-Time Staff and Part-Time Staff.**
13. Describe your organization's programs, services, activities, and staffing.
14. Select the length of your organization's programs and services.
 - a. 12 months of programs
 - b. Less than 12 months of programs

NEW

NEW

NEW

15. Annual attendance at facility or annual number of performances (ex. 34,504 visitors or 345 performances)
16. Describe the role of volunteers in the success of your organization. Fill in the number of volunteers and the annual contribution hours. NEW
17. Select which CTPAB Goals your Event or Project will impact:
 - a. Increasing the estimated economic impact of tourism in Salem
 - b. Enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents
 - c. Increasing room nights/tax revenues
18. Describe how TOT funding will be used to meet the Cultural and Tourism Promotion Advisory Board's (CTPAB) goals marked above.
19. Identify two measurable outcomes for your facility related to the CTPAB funding goals. Provide a target for each outcome and the methodology to achieve each outcome. (Examples below on page 9)
20. Describe your organization's partnership with other organizations and businesses as it relates to increasing tourism in Salem.
21. Describe one to three accomplishments related to CTPAB funding goals made by your organization in the past year.
22. Provide a Budget Summary (Total Revenues and Total Expenditures) for last year, current year and upcoming if available.
23. Explain how your organization has developed diversified funding sources to support your facility's operation.
24. If, in the last two years, expenditures exceeded revenues, please explain the deficit. You may also provide additional information about new or on-going financial challenges.
25. Upload a completed Facility Grant Budget Spreadsheet (link to form is provided)
26. Upload a completed audit reporting worksheet (link to form is provided)
27. Upload a copy of current IRS determination letter.
28. Upload a current strategic plan or business plan.
29. Upload a copy of lease or rental agreement for non-owner-occupied facilities (excludes city-owned facilities)
30. Upload a single file containing Financial Statements for the most recently completed fiscal year.

Event Grant Application Questions

1. Event or Project Title
2. Funding request, e.g. \$1,500
3. Grant Type select either Small Grant or Large Grant based on funding/dollar amount requested.
(This question does not exist for non-501c applicants and shifts the numbering for the project portion of the non-501c applications.)
4. Name of the 501c applicant
5. Tax ID
6. Contract Information First and Last Name, Contact Title, Address, Phone, Web Address, Other Social Media Links: Facebook, Tik Tok, Instagram, YouTube, Email Address. **NEW**
7. Select what type of application: Event or Project
8. If Event is selected answer, "Tell us about your organization, including Board Member's names and titles/position." **NEW**
9. What is the date(s) of the event? added a box for the Date(s). **NEW**
10. What is the address/location of the event? added a box for the location.
11. Provide a description of the event.
12. Describe in detail marketing and promotion plans. For each marketing tactic, list the type of marketing you will use, the demographic/audience you will target, and the estimated audience size. Include how you would recognize the City of Salem for its funding support. We encourage using Travel Salem's free marketing services. (click link to be taken to Travel Salem's "add an event" web page.) **NEW**
13. Select which CTPAB Goals your Event or Project will impact:
 - a. Increasing the estimated economic impact of tourism in Salem
 - b. Enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents
 - c. Increasing room nights/tax revenues
14. Describe how TOT funding will be used to meet the Cultural and Tourism Promotion Advisory Board's (CTPAB) goals marked above.
15. Event Measurable Outcome #1 is Anticipated attendance and the method used to measure it.
16. Provide an estimated breakdown of how many attendees would be Salem Resident versus Out-of-Town tourists and how many of the Out-of-Town tourists would be staying overnight.
17. Event Measurable Outcome #2 provide your second measurable outcome, goal/target, and the method to measure it.
18. Past Performance question: Highlight your organization's qualifications for putting on this event or project.
19. List any other financial support. (Sponsorship, grants, ticket revenue, donations) This should match your budget sheet.
20. List any in-kind donations included in the budget. In-kind donations are donations that are goods or services rather cash. This should match your budget sheet.
21. Provide a budget summary – Cash or Payment + In-kind (non-cash donation or free service) = Total Revenue or Total Expense. (Please include \$ and commas as needed, e.g. \$1,200) This should match your budget sheet.
22. Upload a completed grant budget spreadsheet.
23. Upload a copy of current IRS determination letter.

Project Grant Application Questions

1. Event or Project Title
2. Funding request, e.g. \$1,500
3. Grant Type select either Small Grant or Large Grant based on funding/dollar amount requested.
(This question does not exist for non-501c applicants and shifts the numbering for the project portion of the non-501c applications.)
4. Name of the 501c applicant
5. Tax ID
6. Contract Information First and Last Name, Contact Title, Address, Phone, Web Address, Other Social Media Links: Facebook, Tik Tok, Instagram, YouTube, Email Address. **NEW**
7. Select what type of application: Event or Project
8. If Project is selected then answer, "Tell us about your organization, including Board Member's names and titles/position." **NEW**
9. Project question: "What is the project's timeline? (Include the date the project will be completed.)" added a box for the Date project will be completed. **NEW**
10. Provide a description of the project.
11. Project question: "What is the project's primary goals and objectives?"
12. Project question: "Describe the need for the project."
13. Select which CTPAB Goals your Event or Project will impact:
 - a. Increasing the estimated economic impact of tourism in Salem
 - b. Enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents
 - c. Increasing room nights/tax revenues
14. Describe how TOT funding will be used to meet the Cultural and Tourism Promotion Advisory Board's (CTPAB) goals marked above.
15. Project Measurable Outcomes #1 and #2 answer the questions about what the projects primary goals or outcomes is and how will you measure each anticipated outcome.
16. Past Performance question: Highlight your organization's qualifications for putting on this event or project.
17. List any other financial support. (Sponsorship, grants, ticket revenue, donations) This should match your budget sheet.
18. List any in-kind donations included in the budget. In-kind donations are donations that are goods or services rather cash.
19. Provide a budget summary – Cash or Payment + In-kind (non-cash donation or free service) = Total Revenue or Total Expense. (Please include \$ and commas as needed, e.g. \$1,200) This should match your budget sheet.
20. Upload a completed grant budget spreadsheet.
21. Upload a copy of current IRS determination letter.

Examples of Measurable Outcomes for Event or Project Grants and Capital Asset or Improvement Project Grants

Examples:

Event Measures

1. Attendance at event
2. Gate receipts for event
3. Donations received at event
4. Number of community partners
5. Lodging nights attributable to event (Overnight tourists are defined as guest traveling greater than 50 miles for an event)
6. Other: provided by applicant

Project Measures

1. Increased Market Share
2. Outreach
3. Social Media Activity (number of “likes” or re-tweets)

Capital Project Measures

1. Diversified project funding – number of funding sources accessed
2. Volunteer hours used to complete project
3. Amount of time from project implementation to project completion
4. Anticipated reduction in operating costs resulting from project
5. Anticipated improvement in operating efficiency resulting from project
6. Other: provided by applicant

CTPAB Recommended Diversity, Equity, and Inclusion Tips:

Harvard University Tip Sheet: <https://cdn1.sph.harvard.edu/wp-content/uploads/sites/2102/2020/04/ORARC-Tip-Sheet-Inclusive-Demographic-Data-Collection.pdf>

Best practices for measuring / collecting demographic data: <https://blog.submittable.com/best-practices-for-collecting-demographic-data/> (age, race, ethnicity, gender, marital status, income, education, employment)

1. Determine what you need to know, and why?
2. How will you use this data?
3. How will it influence your marketing, decision-making, or actions?
4. Keep surveys as short as possible to get a greater number of responses. (survey your patrons via email)
5. Provide incentives for participation. (discounted tickets, free drinks or food, or any other form of compensation, gift cards, etc.)
6. Ask people from a wide range of demographic groups to help you.
7. Network and leverage cultural aspects, artists, musicians, schools (elementary through college), churches, influencers and groups. (Latino Business Alliance, Mano-a-Mano, Center for Hope & Safety, LGBTQ, etc.)

Tips:

1. Always provide/explain your “**why**” to others, help them understand why you want the information and how it will be used and who will see it.
2. Start with a short survey of existing patrons, this is your baseline and starting point upon which, you will improve.
3. Always send out an announcement prior to sending the actual survey and include basic facts about the survey, like when it will be sent and from whom, and explain why it is being sent and encourage participation.
4. Allow multiple choice options/answers and a fill-in box for every question, in case you have overlooked a possible response/answer and allow survey responses to be anonymous.
5. Search out and work with or “network” with local community partners that work with or have diversity, equality, and inclusion specialists.
6. Show up in person to committee meetings or projects/events.

Best practices for Diversity, Equity and Inclusion surveys:

<https://start.askwonder.com/insights/best-practices-developing-implementing-diversity-equity-inclusion-surveys-738u1fv8j>

1. Create two separate surveys: one focusing on diversity and one for inclusion.
2. These types of surveys are primarily focused on employees and not on visitors but can be adapted.

Scoring Criteria and Rubric

Rubric Valuation for All Applicants (Bonus points will only increase scores, average 25-point total scores remains the highest score possible)

Value	Description	Avg. Score
Excellent	Clearly demonstrates compliance with Chapter 56 of the Salem City Charter through the operation of, or improvement to, a major tourist attraction or cultural facility and/or by promoting use of Salem for general tourism. Strongly contributes to the Cultural and Tourism Promotion Advisory Board goals of increasing revenues/room nights, increasing the overall estimated economic impact of tourism and enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents. Merits investment of transient occupancy tax revenues.	22 – 25
Satisfactory	Demonstrates compliance with Chapter 56 of the Salem City Charter through the operation of, or improvement to, a major tourist attraction or cultural facility and/or by promoting use of Salem for general tourism. Contributes to the Cultural and Tourism Promotion Advisory Board goals of increasing revenues/room nights, increasing the overall estimated economic impact of tourism and enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem's residents. Merits investment of transient occupancy tax revenues.	18.75 – 21.99
Unsatisfactory	Makes an incomplete or inadequate demonstration of compliance with Chapter 56 of the Salem City Charter through the operation of, or improvement to, a major tourist attraction or cultural facility and/or by promoting use of Salem for general tourism. Makes an insignificant contribution to the Cultural and Tourism Promotion Advisory Board goals of increasing revenues/room nights, increasing the overall estimated economic impact of tourism and enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents. Does not merit investment of transient occupancy tax revenues. A disqualification or score of zero will trigger Board discussion for understanding and justifying of the score.	0 – 18.74

* Second Tier Scoring Allocation: Any unallocated Special Event grant funding left after all passing scored application awards are met, may be allocated at the Board's discretion and according to the next highest score until all available funds are awarded or the Board determines no further allocations are warranted.

Capital Asset/Improvement Grant Scoring Criteria

Description of the Need (6 points)

Each question is worth 3 points.

Q: Is there a significant need for this project?

- Critical Infrastructure (i.e. roof repair, safety enhancement, etc) (3 points)
- Enhances Viability (i.e. ADA enhancement, revenue generating addition, etc) (2 points)
- Wish List, not necessary, but nice (i.e. cosmetic improvements, etc) (1 point)
- No clear significance (0 points)

Q: Does the improvement preserve the structural integrity or enhance the viability of the facility?

- Critical Infrastructure (3 points)
- Enhances Viability (2 points)
- Requires Regular Maintenance (1 point)
- Does not meet criteria. See explanation. (0 points)

CTPAB Funding Goals (9 points)

Q: How does your facility increase the economic impact of tourism in Salem? Is there a measurement of success?

- Provides strong evidence of measurable increase in economic impact (i.e. food and beverage spending, etc) (3 points)
- Provides partial evidence for an economic impact of tourism in Salem (1.5 points)
- Unverifiable or Unreasonable (0 points. Explain.)

Q: How is your facility enhancing the quality of life and embracing a culture of inclusiveness and diversity? Is there a measurement of success? 1pt each for accessibility, inclusivity, and content.

- Provides strong evidence that your facility is accessible to diverse populations in Salem (income levels, non-english languages, disabilities, LGBTQ friendly, etc) (1 point)
- Provides strong evidence that facility is making a marketing effort to be more inclusive to diverse populations in Salem (i.e. marketing materials in another language, etc) (1 point)
- Provides evidence that facility generates **quality of life enhancing** content that promotes diversity, equity and inclusiveness (1 point)

Q: How does your facility increase room nights or tax revenues? Is there a measurement of success?

- Provides evidence of a measured increase in rooms nights or tax revenue reflective of the scope and size of your facility (3 points)
- Provides partial evidence that there could be an increase in visitors over 50+ miles reflective of the scope and size of your facility (1.5 points)
- Unverifiable or Unreasonable (0 points. Explain.)

CTPAB Funding Goals **Bonus (1 point)**

Q: How well do the measurable outcomes selected support CTPAB goals? (2. b.)

- **Both measurable outcomes and targets seem reasonable and attainable (1 point)**

Past Performance (4 points)

Q: Provide evidence of successful past projects completed that are related to CTPAB Funding Goals. If past projects did not meet goals, please explain why not (2 min.) including:

- Is there evidence of successful past projects. Was success measured? (1 points)
- Were prior project goals met? (1 point)
- Were revenue goals met? (1 point)
- We're anticipated sources of support secured? (1 point)

Budget (6 points)

Q: Please provide a balanced budget with supporting documentation. 2 points

- Balanced and realistic (expenses equal to expected revenue) (2 points)
- Some errors, but reasonable (1 point)
- Unreasonable (0 points. Explain.)

Q: Will this project increase volunteer hours or donations to the organization? How will you measure that? 2 points

- Increases to both (2 points)
- Increase to one (1 point)
- Unverifiable or unreasonable (0 points)

Q: Does the TOT grant request amount to 50% or less of the total cost of the project? 2 points

- Yes (2 points)
- No (0 points)

Total Points Possible = 25

Facility Operating Grant Scoring Criteria

Organizational Structure (6 points)

Each question is worth 2 points.

Q: Does the organization deliver quality programming and services? (2 points)

- Provided evidence of quality programming including a mission statement that aligns with TOT goals (i.e. positive online reviews, awards, increases in attendance, annual memberships, etc), with clear key performance indicators. (2 point)
- Provided a clear mission statement, description, goals of their programs, and how they intend to meet those goals. (1 point)
- Goals and mission statements do not align with TOT goals. (0 points. Explain.)

Q: Is the staffing sufficient for administration and program delivery? Full and part time equivalencies, active community participation (i.e. number of volunteers and hours donated) and other supporting documentation provided. (2 points)

- Staffing is sufficient to support their facility, including full and part time equivalent staff, active community participation (i.e. number of volunteers, volunteer hours donated, etc) and more. (2 points)
- Staffing is sufficient to support their facility, but heavily relies on paid staff to administer and deliver programming. (1 point)
- Staffing is insufficient for administration and program delivery. (0 points. Explain.)

Q: Does the organization attract volunteers as evidence of community support? (2 points)

- Volunteer recruitment efforts are successful, organized, and responsibilities are aligned with the mission of the facility operator. Measured by a healthy ratio of paid to volunteer hours worked. (2 points)
- Recruitment efforts are modest, organized, and responsibilities are aligned with the mission of the facility operator. Measured by a modest ratio of paid to volunteer hours worked. (1 point)
- No evidence of volunteer support (0 points)

CTPAB Funding Goals (9 points)

Q: How does your facility increase the economic impact of tourism in Salem? Is there a measurement of success?

- Provides strong evidence of measurable increase in economic impact (i.e. food and beverage spending, etc) (3 points)
- Provides partial evidence for an economic impact of tourism in Salem (1.5 points)

- Unverifiable or Unreasonable (0 points. Explain.)

Q: How is your facility enhancing the quality of life and embracing a culture of inclusiveness and diversity? Is there a measurement of success? (i.e.) 1pt each for accessibility, inclusivity, and content.

- Provides strong evidence that your facility is accessible to diverse populations in Salem (income levels, non-english languages, disabilities, LGBTQ friendly, etc) (1 point)
- Provides strong evidence that facility is making a marketing effort to be more inclusive to diverse populations in Salem (i.e. marketing materials in another language, etc) (1 point)
- Provides evidence that facility generates **quality of life enhancing** content that promotes diversity, equity and inclusiveness (1 point)

Q: How does your facility increase room nights or tax revenues? Is there a measurement of success?

- Provides evidence of a measured increase in rooms nights or tax revenue reflective of the scope and size of your facility (3 points)
- Provides partial evidence that there could be an increase in visitors over 50+ miles reflective of the scope and size of your facility (1.5 points)
- Unverifiable or Unreasonable (0 points. Explain.)

CTPAB Funding Goals Bonus (2 points)

Q: How well do the measurable impacts selected support CTPAB goals? (2. b.)

- Both measurable outcomes and targets seem reasonable and attainable (1 point)

Q: How well does this organization's partnership(s) promote cultural tourism? (2. c.)

- Provides strong evidence of collaboration with organizations and businesses dedicated to promoting tourism in Salem (1 point)

Past Performance (4 points)

Q: Provide evidence of successful past projects completed that are related to CTPAB Funding Goals. If past projects did not meet goals, please explain why not (2 min.) including:

- Is there evidence of successful past projects. Was success measured? (1 points)
- Were prior project goals met? (1 point)
- Were revenue goals met? (1 point)
- Were anticipated sources of support secured? (1 point)

Budget (6 points)

Each question is worth 3 points.

Q: Please provide a balanced budget with supporting documentation.

- Balanced and realistic (expenses equal to expected revenue) (3 points)
- Some errors, but reasonable (2 point)
- Unreasonable (0 points. Explain.)

Q: Does the budget show evidence of diversified funding sources? (The Budget and Audit Sheets auto calculates the percent of TOT funding. Percent is found in lower right corner of the form.)

- Grant is 40% or less of total budget (3 points)
- Grant is 60% or less of total budget (2 points)
- Grant is 75% or more of total budget (1 points)
- Grant is 90% or more of total budget (0 points)

Budget Bonus (1 point)

Q: Does the explanation for expenditures exceeding revenues seem reasonable or does it show evidence of financial weakness? (4. c.)

- Provided additional information about past or future financial challenges and how the organization will move forward addressing these issues. (1 point)

Total Points Possible = 25

Event or Project Grant Scoring Criteria

Event/Project Description (6 points)

Each question is worth 3 points.

Q: Is it a high-quality event/project?

- Provides evidence that the event content is proactively inclusive and high-quality (1 point)
- Provides evidence that the event appeals to a culturally diverse community (1 point)
- Provides evidence the event significantly and positively impacts tourism/economy (1 point)

Q: Is there evidence of a strong marketing and promotion plan with a budget, channels, and a fiscally responsible strategy? Is the marketing expense as a percentage of revenue over 1%?

- Marketing expense >3% (3 points)
- Marketing expense >2% (2 points)
- Marketing expense >1% (1 point)
- Does not meet criteria. See explanation. (0 points. Explain.)

CTPAB Funding Goals (9 points)

Q: How does your event increase the economic impact of tourism in Salem? Is there a measurement of success?

- Provides strong evidence of measurable increase in economic impact (i.e. food and beverage spending, etc) (3 points)
- Provides partial evidence for an economic impact of tourism in Salem (1.5 points)
- Unverifiable or Unreasonable (0 points. Explain.)

Q: How is your event enhancing the quality of life and embracing a culture of inclusiveness and diversity? Is there a measurement of success? (i.e.) 1pt each for accessibility, inclusivity, and content.

- Provides strong evidence that your **event/project** is accessible to diverse populations in Salem (income levels, non-English languages, disabilities, LGBTQ friendly, etc) (1 point)
- Provides strong evidence that **the event/project** is making a marketing effort to be more inclusive to diverse populations in Salem (i.e. marketing materials in another language, etc) (1 point)
- Provides evidence that the **event/project** generates **quality of life enhancing** content that promotes diversity, equity and inclusiveness (1 point)

Q: How does your event increase room nights or tax revenues? Is there a measurement of success?

- Provides evidence of a measured increase in rooms nights or tax revenue reflective of the scope and size of your event/project (3 points)
- Provides partial evidence that there could be an increase in visitors over 50+ miles reflective of the scope and size of your event/project (1.5 points)
- Unverifiable or Unreasonable (0 points. Explain.)

CTPAB Funding Goals **Bonus (1 point)**

Q: How well do the measurable outcomes selected support CTPAB goals? (2. b.)

- Both measurable outcomes and targets seem reasonable and attainable (1 point)

Past Performance (4 points)

Q: Provide evidence of successful past projects completed that are related to CTPAB Funding Goals. If past projects did not meet goals, please explain why not (2 min.) including:

- Is there evidence of successful past projects. Was success measured? (1 points)
- Were prior project goals met? (1 point)
- Were revenue goals met? (1 point)
- We're anticipated sources of support secured? (1 point)

Budget (6 points)

Q: Please provide a balanced budget with supporting documentation. 2 points

- Balanced and realistic (expenses equal to expected revenue)(2 points)
- Some errors, but reasonable (1 point)
- Unreasonable (0 points. Explain.)

Q: Is the percentage of the grant request appropriate for the overall budget? 2 points

- Grant cost per attendee is less than \$10 (2 points)
- Grant cost per attendee is between \$11 and \$30 (1 point)
- Grant cost per attendee is greater than \$30 (0 points. Explain.)

Q: Does it show diversified sources of funding? (The Budget Sheet auto calculates the percent of TOT funding for each Event and CIP. Percent is found in lower right corner of the form.) 2 points

- Grant is 40% or less of total event budget (2 points)
- Grant is 70% or less of total event budget (1 point)
- Grant is 70% or more of total event budget (0 points)

Total Points Possible = 25

CTPAB Completion Report
TOT Funds Supporting Salem Tourism
Capital Asset or Improvement Grant

Please use this form to report how capital project has enhanced Salem tourism or cultural opportunities for residents.

Organization:

Location of project:

Description of project:

Date completed:

1st __ 2nd __ 3rd __ or 4th __ Quarter

Staff to administer project (estimate number):

Professional/staff hours _____

Volunteer hours _____

The amount of funds provided by TOT, \$_____, and by other sources, \$_____.

How many local businesses or organizations assisted with this project?

How does this completed project increase opportunities for tourists in Salem?

How does this completed project preserve the structural integrity of the building?

How does this completed project enhance operations and contribute to the viability of the facility as a major tourist attraction or cultural facility?

Describe any planned maintenance requirements for the completed project, including estimated cost.

Report on two measurable outcomes (*the same measurable outcomes described in grant application*).

Outcome #1:

Goal/Target #1:

Method used to track/record #1:

Outcome #2:

Goal/Target #2:

Method used to track/record #2:

Submitted by:

Date:

CTPAB Completion Report

TOT Funds Supporting Salem Tourism

Facility Operating Grant - Quarterly Report

Please use this form to report how your facility has enhanced Salem tourism or cultural opportunities for our residents.

Organization:

Name and location of facility:

Reporting period: 1st __ 2nd __ 3rd __ or 4th __ Quarter

Total number of days open: _____

Total hours of operation: _____

Volunteer hours for period: _____

Total attendance at facility: _____

ATTENDANCE AT ACTIVITIES	NUMBER
Museum tours / gallery visits	
Films / performances	
Student attendance	
Children's Entertainment	
Classes, Workshops, Camps	
Events, Festivals, Experiences, Other Programs	
Off site activities / events	
Rentals	
TOTAL	

CTPAB Completion Report

TOT Funds Supporting Salem Tourism

Facility Operating Grant - Annual Report

Please use this form to report how your facility has enhanced Salem tourism or cultural opportunities for our residents.

Organization:

Name and location of facility:

Reporting period: **Annual**

Total number of days open: _____

Total hours of operation: _____

Volunteer hours for period: _____

Total attendance at facility: _____

ATTENDANCE AT ACTIVITIES	NUMBER
Museum tours / gallery visits	
Films / performances	
Student attendance	
Children's Entertainment	
Classes, Workshops, Camps	
Events, Festivals, Experiences, Other Programs	
Off site activities / events	
Rentals	
TOTAL	

Operating expenses funded by TOT, \$_____, and special project expenses funded by TOT, \$_____ (i.e., one-time events, brochures, unanticipated repairs) for the period.

Total income from other sources: _____

**What did your organization do to contribute to Salem's appeal as a tourist destination?
Highlight one activity that occurred during the period.**

Report on one of the benchmarks or performance measures used by your organization.

Outcome:

Goal/Target:

Method used to track:

Submitted by:

Date:

CTPAB Completion Report
TOT Funds Supporting Salem Tourism
Special Event or Project Grant

Please use this form to report how your special event has enhanced Salem tourism or cultural opportunities for our residents.

Organization:

Name of Program or Event:

Location of Program or Event:

Description of Activity:

Completion Date(s):

1st __ 2nd __ 3rd __ or 4th __ Quarter

Staff to administer program or event (*estimate number*):

Professional/staff hours _____ Volunteer hours _____

Amount of funds provided by TOT, \$ _____, and by other sources, \$ _____

Admission (checks or give amount): **Free** _____ **Admission** _____

How did local businesses or organizations assist in this activity?

How did you acknowledge the City of Salem's TOT funding during your event?

How did this event contribute to the CTPAB's goal of enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem's residents?

How did this event contribute to the CTPAB's goal of increasing room nights/revenue and increasing the overall economic impact of tourism in Salem?

How many attendees did your activity attract? How were attendees counted?

(Example: ticket sales, count at gate or estimate)

Estimated percentage of:

Salem residents and/or guests _____

Out-of-town tourists (less than 50 miles) _____

Overnight tourists (hotel/motel) _____

(Overnight tourists are defined as guests traveling greater than 50 miles for an event)

What method was used to arrive at this percentage? (Example: survey, estimate)

Report on the other measurable outcome documented in your application.

Outcome #2:

Goal/Target #2:

Method used #2:

What was the most effective resource used for marketing and promotion? Did you target any Spanish language or underrepresented population groups? (Explain)

Submitted by:

Date: