



City of Salem, Oregon
Salem Cultural and Tourism Promotion Advisory Board

February 13, 2024

6 PM – 8 PM, **In PERSON Library Anderson Room B**
and via Zoom
&

City of Salem Planning Division YouTube Channel

Link: <https://www.youtube.com/channel/UCUsS60lpf8AGI1u24Yg248Q/>

Si necesita ayuda para comprender esta información, por favor llame 503-588-6173

PARTICIPANTS

Board Members

Scott Snyder -Chair; Ryan Gail -Vice-Chair; Gaelen McAllister; Omar Alvarado; Carlee Wright; Geoffrey Tiffany; Roger Williams; Erin Zysett; Vacant

Staff

Chris Neider, Staff Liaison; Kelly Kelly, Staff Support

AGENDA

1. Welcome and call to order
2. Approval of Agenda for February 13, 2024
3. Typical CTPAB Year
4. Approval of Minutes from January 9, 2024
5. Public Comment - Appearance of persons wishing to address the Board on any matter other than those which appear on this Agenda
6. Items Requiring Action –

1. Declaration by CTPAB members for Conflict of Interest.

2. CTPAB Scores due February 20, 2024

3. Review the second half of TOT Event Grant Applications:

B-17 Alliance – Honoring the American Spirit of our Veterans

Capital City Classic (Sasquatch Sports) – Capital City Classic 2024

ENLACE – Hispanic Heritage Closing Celebration

Hoopla – Hoopla Spring Indoor Event and Hoopla XXV events

Make Music Day Salem, Salem Foundation – Make Music Day Salem

Odyssey – Halloween In Salem 2024

Oregon Artists Series – Level 2 Gallery – Programing and Promotion

Oregon State Capitol Foundation – Cherry Blossom Day

Oregon Symphony Association in Salem – Concert Series

Press Play Salem, LLC – Press Play Salem Magazine and website

Rivers of Life Center – Celebrating Our Region on a Real Sternwheeler
Salem Main Street Association – Downtown Salem Winter Celebration
Salem Orchestra – Orchestra & Youth Symphony Concert and The Snowman Concert
Salem Public Library Foundation – Salem Reads: One Book, One Community
Salem Seekers – Salem Seekers 2024 hand-blown glass birds treasure hunts
Salem Symphonic Winds – The Princess and the Wind
Vietnam War Memorial Fund – Vietnam Veterans Honored at the Oregon Vietnam War Memorial
Willamette Master Chorus – 20th Annual Veterans Concert and Choral Music from Latin America
Willamette University's Theatre 33 – New Play Summer Festival 2024

7. Cultural Tourism Fund Report – January 2024
8. Facility Operating Grant Reports –2nd Qtr Reports – A.C. Gilbert's, Deepwood Museum and Gardens, Elsinore Theatre, Salem Riverfront Carousel, Willamette Art Center, Willamette Heritage Center
9. Event Grant Reports – Englewood Forest Festival 2023, Santa at the Carousel, Magic at the Mill, Willamette Master Chorus 19th Annual Veterans Concert
10. Capital Improvement Reports – None
11. Roundtable discussion and Appearance of Interested Citizens – Opportunity for those attending the meeting to address the Board and share **upcoming events**. (All)
12. Other Business & Parking Lot items for future discussions (All) - None
13. Adjournment

Next Meeting: will be March, 12th

This meeting is being conducted in person with remote attendance available to the public. Interested persons may view the meeting online on [YouTube](#). Please submit written comments on agenda items, or pre-register to provide Public Comment on items not on the agenda, by 5 p.m. or earlier one day prior to the day of the meeting at cneider@cityofsalem.net

Special accommodations are available, upon request, for persons with disabilities or those needing sign language interpretation, or languages other than English. To request accommodations or services, please call 503-540-2371 (TTD/TTY 503-588-6439) at least two business days in advance.

It is the City of Salem's policy to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity, and source of income, as provided by Salem Revised Code 97. The City of Salem also fully complies with Title VI of the Civil Rights Act of 1964, Americans with Disabilities Act of 1990, and related statutes and regulations, in all programs and activities.

A “Typical” Year for the CTPAB

July – Election of CTPAB Officers and begin of new 3-year Board member terms

August and September – Final revisions and changes for the new TOT Grant cycle

October – Annual **mandatory** TOT Grant Orientation (overview of any changes made to the TOT Grant Applications and Manual) and release of online applications

November – TOT Grant Applications Due

December – Start of TOT Grant Reviews (**Facility and CIP applications**) **Mandatory** attendance for those organizations whose applications will be discussed/reviewed.

January – TOT **Event Grant Application** Review **Mandatory** attendance for those organizations whose applications will be discussed/reviewed.

February – Final TOT **Event Grant Application** Review meeting. **Mandatory** attendance for those organizations whose applications will be discussed/reviewed.

March – Review of CTPAB member grant applications scores and recommendation of final TOT Grant funding for passing applications. Approval of City Manager’s recommended Cultural Tourism Fund budget, inclusive of the recommended grant awards.

April and May – City Budget hearings and initial review of the most recent Grant Approval Process. (How did things go?)

June – City Council Budget adoption, CTPAB review of grant application criteria for the next cycle and any recommended revisions. Distribution of TOT Grant Award Letters and Contracts with Awardees.

All CTPAB Meetings are open to the public. **Mandatory meetings** for **TOT Grant Applicants** are **October** and which ever month your application is reviewed **December, January, or February**.

MINUTES
CULTURAL AND TOURISM PROMOTION ADVISORY BOARD
Tuesday, January 9, 2024
Live and Remote (Hybrid) Meeting,
In Library Anderson Room B, and via ZOOM
<https://www.youtube.com/watch?v=PLiCD7P1gHw>

MEMBERS PRESENT

Scott Snyder-Chair
 Ryan Gail - Vice Chair
 Carlee Wright
 Omar Alvarado
 Roger Williams
 Erin Zysett
 Vacancy

STAFF PRESENT

Chris Neider, CS Program Manager III
 Kelly Kelly, CS Staff Assistant

MEMBERS ABSENT

Gaelen McAllister

GUESTS

Live Meeting held in Library Anderson Room B. Guests were allowed to attend via Zoom for this meeting. Guests were also able to view via YouTube Live. (**This meeting had Technical Difficulties – no YouTube Live Recording)

GUESTS

Yvonne Putze - Deepwood Museum & Gardens
 Michelle Cordova – Willamette Heritage Center
 Derek Gilbert – Salem Main Street Association
 Genoa Ingram – OR State Capital Foundation
 Bryan Gonzales, Festival Chorale
 Matthew Bouley – Salem Art Association
 Zachary Cardoso – Salem Pride
 Paola Sumoza – Casa de la Tlanese
 Karen Green – Make Music Salem
 Karin Putnam – Helping Hands Resources
 Beth Nevue – Ceili of the Valley
 Christine Whiteside – Willamette Master Chorus
 Roanna Gingrich – CreativiTEE
 Julie Duran – Family Building Blocks
 Mark Green – Make Music Salem
 Chris Darcy – Salem Artists Foundation

1. WELCOME AND CALL TO ORDER

Chris Neider began the meeting at approximately 6:05 p.m. with a quorum of 6 members present.

Chair, Scott Snyder opened and administered the meeting. Chris Neider took attendance.

Members Present: Scott Snyder, Ryan Gail, Carlee Wright, Omar Alvarado, Roger Williams, Erin Zysett

Members Absent: Gaelen McAllister

Staff Present: Chris Neider, Kelly Kelly,

2. APPROVAL OF AGENDA FOR JANUARY 9, 2024 AND MINUTES FROM DECEMBER 12, 2023

Motion: To approve the January 9, 2024, CTPAB meeting agenda and the approval of the December 12, 2023 minutes.

Motion by: Carlee Wright

Seconded by: Erin Zysett

ACTION: APPROVED

Vote: 6-0

Aye: 6

Nay: 0

Abstentions: 0

3. TYPICAL CTPAB YEAR

4. PUBLIC COMMENT – limited to three minutes per organization and pertaining to items on the agenda.

Matthew Boulay noted he flew from Salem Airport and that it was a wonderful experience, and wonderfully convenient. Matthew thanks all involved in bringing flight back to Salem, Oregon and encouraged all to give it a try.

5. ITEMS REQUIRING ACTION -

1. Declaration by CTPAB Members for Conflicts of Interest.

Carlee Wright recused herself from the grading of Salem Art Association and Ceili of the Valley grants.

2. Review the first half of TOT Event Grant Applications for 24/25:

Salem Art Association – Facility Grant and Art Fair Event Grant

Matthew Boulay was present to answer questions.

Q: Scott asked if Bush House was open for public events again?

A: Matthew noted it is open again for tours, and is now free for most events. He noted they have 2 wonderful music rooms and a concert series. Also, the Black Pioneer story and portraits display is available in a new gallery upstairs. Matt noted last year was the

first year Bush House and SAA Art Gallery received a single facilities grant.

Q: What is the difference between Bush House Museum and the Bush House Art Gallery? (Ryan Gail)

A: Small Music Rooms hold about 40 each for events at the Bush House Museum. Bush House Art Gallery holds about 150 for events at the Gallery.

Q: Scott asked about the Art Fair date change from July to September?

A: Matt noted they will move from July to September for the 75th Annual Art Fair, due to the hot weather they often get in July. Sometimes it has just been too hot and hard to mitigate. A survey of over 500 proved 70% supported moving to Sept. Comment: Omar Alvarez. Great application. Well written. Loves the goal to facilitate diversity and inclusion intentionally. Omar appreciates that. Wants to see the diversity represented more in music as well.

A: Fair Art Pledge/Initiative. Matthew noted they support and incorporate this pledge to diversity and inclusion. This transforms how they market, build collections, invite artists, target audiences, etc.

Capital Pride – Pride in the Park and Block Party Events

Zachary Cardoso was present to answer questions.

Q: Scott. This will be your 3rd year?

A: Zach noted this is their 3rd year for Salem Pride in the Park and the 2nd year for the block party.

Q: Carlee: How long has pride in the park happened in Salem?

A: 1978 was their first year in Salem.

In 2008 it moved to Riverfront Park. This will be their 46th year.

Q: Scott, does the TOT funding increase your bandwidth to market additionally and increase your event?

A: Yes. This past year we had around 8000 attend. That is up from 2000 to 3000 in previous years. Also we have grown from 40 vendor booths to 170. Grant funds pay the City fees for their vendors, improve the entertainment quality and help alleviate ADA difficulties.

Q: Omar: Supporting ADA challenged attendees is great. Do you also facilitate with translation services?

A: ASL only in past. We use peer network of certified and passionate people to assist with translation services.

Q: Scott- Regarding sponsorships, is \$11,000 expected again?

A: We hope it will increase. Every year.

Q: Scott: regarding Parade/Block Party. Is that a newer event?

A: Yes. It has been unfunded as a trial, as a march on the sidewalk with one-block closed for the event. About 500 marchers

and about 2000 folks attended throughout the day for last year's unfunded event. We hope for a greater turnout with the funding and greater promotion and marketing planned for this year.

Q: Erin, Do you expect the same donors and sponsors?

A: Zach noted many will be the same, but they are contacted and reached out to annually to confirm and assess.

Q: How far apart are the two events?

A: 1st Saturday in June. 3rd Saturday in Sept.

Q: Do you have a contingency if not funded?

A: We don't want to go to the contingency plan, but we could if needed, it would just be smaller and simpler. It would be a very different event.

Casa de la Cultura Tlanese – Huapango Huasteco Contest and Dia de la Muertos

Paola Sumosa was present to answer questions.

Q: How long have you been doing this event in your history?

A: We have held annual celebrations of a variety of sorts for over 20 years. Dia de la Muertos is biggest event. We like use of McKay High School for this event.

Q: Do you have a date for the Contest? When was the Contest last year?

A: Last year's contest was in August. It was a bit of a struggle to find a location. This year's contest will be in May.

Q: Do you know where yet?

A: We like McKay for a variety of reasons. So May works better for that reason also (during their school year).

Q: Scott – how are you coming up with the budget of \$30,000 in volunteer support?

A: Lots of businesses and volunteers are involved with donation and volunteer support.

Q: Do you calculate with a \$ amt per hour?

A: We count the planning and volunteering that is involved the whole year of planning the event. It was not meant to be a day-of figure.

Comment: Omar. Great event. Wanted to understand more about how survey information was collected.

A: All come through one entrance and all are surveyed when they come through the doors.

Q: 2nd year?

A: Yes, 2nd year.

Q: Scott- what lessons did you learn to improve and advance next years event?

A: We collaborated with another non-profit in Mexico for the 1st year. We are collaborating with groups from other states to make it grow.

Q: Roger – question about security – none listed.

A: We just used volunteers. This year there will also be school security as part of the contract and that will be an improvement.

Ceili of the Valley – Samhain Celtic New Years Festival
Beth Nevue was present to answer questions and thanked the group for previous support.

Q: Scott, has the attendance factor returned after COVID?. Are folks eager to return and participate?

A: In 2022 we were back full force. People seemed hungry to attend, so numbers were great. Some people thought the parking at WHC was too full, so we are working to make sure that doesn't happen again.

Q: Where is your in-kind marketing coming from?

A: A large variety of in-kind marketing. CC Media, Salem Reporter, Travel Salem, KMUZ radio, Main Street Assoc., Salem Downtown and collaboration with other cultural societies from other towns. We utilize volunteer photography and any other offers we can imagine and coordinate.

Q: Scott – have you used the same facility for recognition?

A: Yes, for 5 years now, and it is a well-recognized location in and of itself. It has worked well for us. All experiences once in the door are free.

Q: Ryan – Tell us about your marketing outreach? Is there effort to reach out to diverse populations?

A: This is open to everybody, all cultures, families. Our access to cultural festivals also helps advertise our organization and event to broader cultural groups.

CreativiTee and Rofe designs – Have Fun Downtown

Roanna Gingrich was present to answer questions. She has a space downtown where groups, individuals or families can come to make a t-shirt. Her passion is to get people to downtown to have fun and be creative.

Q: Scott – how did you identify your location?

A: She wanted it downtown and walkable. Not kid-only, not adult-only.

Q: Ryan – what is your expectation of attendance for this grant?

A: She doesn't really know, since this is a first season. She would expect at least 500 will attend, and maybe more, but this is a hoped for number for the first trial season.

Q: Marketing outlets?

A: Social media, word of mouth, signage downtown.

Q: Scott – passports - unique family friendly benefits. Do you have other businesses committed to collaborate yet?

A: Not lined up yet but loves the idea and wants to make her event collaborative with other businesses.

Q: Scott – More focused on local community?

A: Mostly yes, but also wants to focus on the closer out-of-town people, like from Independence. Is exploring Travel Salem and other local advertising.

Englewood Forest Festival – Englewood Forest Festival – asked to be next meeting.

ENLACE – Hispanic Heritage Closing Celebration – not represented.

Board asked if we could reach out to Enlace and have grant redone with translation services.

Action Chris: Request application be resubmitted with translation assistance offered for the grant application.

Family Building Blocks – Riverfront Family Festival

Julie Duran from Family Building Blocks was present to respond to questions. 15th year of hosting Family Fest. Health and Safety event focused on families with young children. About 4000 attended. Have grown from 40 to 80 vendors. We have business sponsors that help support the event. We know we have families that come from close towns like Woodburn. The Helicopter landing is always a highlight.

Q: Erin, how do you want to improve your event with TOT money?

A: The marketing is stagnant. We want to market further and wider. We want to offer outside translation services if wanted. Better marketing to Hispanic community.

Q: Erin – do you have marketing strategies?

A: Things like adding banner on parkade and doing more with social media to greater audience. More printed materials.

Q: Scott – what number would you want with TOT \$ to consider it a success?

A: I'd say an additional 1000.

Omar – comment about marketing. Wants to see marketing to different targeted types of communities. IE, the Lancaster area people vs just to downtown. Focus on different areas with additional TOT funds.

Q: Carlee. What is contingency plan?

A: Not increasing marketing or printed materials. Won't grow or add vendors.

Festival Chorale – Magnificat (Bach) and Requiem (Mozart)

Bryan Gonzalez was present to answer questions.

Q: Willamette or Elsinore?

A: Elsinore is typical venue.

Q: In kind funds or services? Any free ticket sales?

A: We participate with Salem for All program, which allows those with Oregon Trail Cards to attend. In-kinds are not listed, but there is some add trading and collaboration between groups, and there is a number of volunteers supporting each event, but we don't track it for the budget.

Q: About selection of music?

A: Balance of classics and well-known works, vs newer works that might attract a different audience. Popular works draw back our audience and newer works might bring new audience – it is a balancing act.

Q: Measurable outcomes – quality of life and cultural enhancement noted, but wants to see diversity and inclusion efforts, in marketing.

A: Email campaigns and marketing reach out to Salem for All. Discounts for students and seniors, as well as advertising in the schools helps with diversity and equity for all. Outreach to seniors in last year's programming (Alzheimer's stories). Programming is always a challenge to balance, selection of classics and who is attracted to that, vs selection of new works.

Helping Hands – Quiltopia Oregon 2024

Karin Putnam was present to respond to questions. Karin is excited to combine an author and quilter as featured guest presenter in this year's event. Erica Jackman, Author and quilter, will help draw more guests to the event.

Q: Erin, noted budget sheet was messed up – not in balance.

A: Karin will work with Chris and get the budget sheet so expenses and revenues are in balance.

Q: Scott noted quilt display at The Grand hotel.

A: Number of quilts on display has grown to max capacity and numbers doubled last year, from 300 to 600.

Q: Carlee noted you only ask for \$2,000 and thanked Karin.

A: Karin noted there are many in kind and volunteers. Noone is paid. TOT funds keep the event at WHC, a quality venue, and that's all they ask.

Q: How are you reaching out for diversity and inclusion?

A: It is by community. Diverse communities are targeted, IE, Woodburn community reaches a more diverse community. We reach out to kids via 4-H programming. There is a focused outreach to immigrants, currently Ukranian refugees. Zip codes are tracked to know their audience.

Make Music Salem – Salem Make Music Day (will be next meeting)

6. CULTURAL TOURISM FUND REPORT – December 2023

7. FACILITY OPERATOR GRANT REPORTS – 1st Qtr Reports – Salem Multicultural Institute
8. EVENT GRANT REPORTS – Enlightened Theatrics – James and the Giant Peach, Helping Hands – Quiltopia, Willamette Art Center – Artisan's Village
9. Capital Improvement Reports – None

10. **ROUNDTABLE DISCUSSION & APPEARANCE OF INTERESTED CITIZENS-**

Opportunity for those attending the meeting to address the Board and share upcoming events.

Paola Sumoza, Open Enrollment for Dancers in preparation for the year. Dancers are aged 6-64. Beth Nevue – Tuesdays nights are the usual dance class night at the VFW Hall, 6:30-8 PM. 2nd Friday's are live music and dance. Walkabout St Patrick's Day. Karin Putnam, Helping Hands resources are stretched thin with doubled numbers needing the supplies and services they offer. 2-3 families per week now looks like 11-2 families per week coming in and needing help. Press Play next addition will be out in February. Yvonne, Deepwood, had an amazing December. Over 900 passed through the home – very busy with Holiday Open Houses, Teas, Tours and MBA class from Willamette in the home over the holiday. Fund raising tea this Sunday. Exhibit up through February. Late March Native Plant Event with more family focused events this year.

11. OTHER BUSINESS & PARKING LOT ITEMS FOR FURTHER DISCUSSION (All) - Carlee Wright asked that Grant Application Review for future cycles be added.
12. ADJOURNMENT-

With no further business, the meeting was adjourned at approximately 7:55 PM.

Next Meeting: Next Meeting will be Tuesday, February 13th, 6 PM, in Library Anderson Room B, as well as via Zoom.

Tonight's meeting is being conducted in person, with remote attendance via Zoom as an option and possibility. Please submit written comments on agenda items, or pre-register to provide Public Comment on items not on the agenda, by 5 p.m. or earlier one day prior to the day of the meeting at cneider@cityofsalem.net .

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Respectfully Submitted,

Kelly Kelly, Board Staff Support

Cultural and Tourism Fund
Fund Status Report - For the Period Ending January 31, 2024

Item 7.a.

DRAFT	FY 2023-24		FY 2022-23		FY 22-23 to FY 23-24	% Difference
	Budget	Actual Thru	Budget	Actual Thru		
	FY 2023-24	31-Jan	FY 2022-23	31-Jan		
Resources						
Beginning fund balance	3,881,480	4,448,476	2,047,540	4,027,727	420,749	10.45%
Tax collections	5,470,140	2,448,764	4,191,730	2,403,588	45,176	1.88%
Other agencies	5,400	2,530	5,400	1,762	768	43.59%
Interest earnings	16,800	67,285	7,000	32,038	35,247	110.02%
Loan principle	-	-	-	-	-	0.00%
Loan interest	-	-	-	-	-	0.00%
Other revenue	12,000	7,000	12,000	10,500	(3,500)	-33.33%
US Treasury ARPA	-	-	-	-	-	0.00%
Intrafund Budgeted Transfers	-	-	-	-	-	0.00%
Transfers	-	-	-	-	-	0.00%
Total Resources	9,385,820	6,974,055	6,263,670	6,475,615	498,440	7.70%
Expenditures by Division						
Conference Center Marketing	477,020	278,250	419,170	209,585	68,665	32.76%
Tourism Promotion - Travel Salem	1,192,540	542,185	1,047,930	535,986	6,199	1.16%
City Programs/Parks/CIP	2,037,030	1,440,487	1,912,390	1,295,118	145,369	11.22%
Administration	364,300	392,425	495,380	282,006	110,419	39.15%
Major Tourist Attractions and Cultural Facilities	785,520	358,515	557,750	299,710	58,805	19.62%
Contingency	240,280	21,626	231,540	6,552	15,074	230.07%
Total Expenditures	5,096,690	3,033,488	4,664,160	2,628,957	404,531	15.39%
Total Resources Less Expenditures	4,289,130	3,940,567	1,599,510	3,846,658	93,909	2.44%

Item 7.b.

Transient Occupancy Tax - Actual Tax Revenue

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL	Annual Budget
2019-20	-	521,252	532,890	348,253	363,399	283,123	227,425	236,482	287,341	204,371	79,478	290,940	3,374,954	4,137,870
2020-21	-	214,117	238,457	323,419	287,170	186,529	165,617	145,527	242,655	239,423	308,353	743,853	3,095,121	3,180,370
2021-22	-	442,382	452,411	500,380	329,491	292,454	293,911	192,287	297,030	341,728	419,502	765,084	4,326,660	3,582,120
2022-23	-	525,418	500,915	463,249	362,096	299,411	252,499	258,434	319,851	360,554	365,633	960,785	4,668,844	4,191,730
2023-24	-	572,372	475,634	426,730	393,630	310,464	269,934	258,434	319,851	360,554	365,633	960,785	4,714,020	5,470,140
% Chg		8.94%	-5.05%	-7.88%	8.71%	3.69%	6.90%	0.00%	0.00%	0.00%	0.00%	0.00%	0.97%	-13.82%

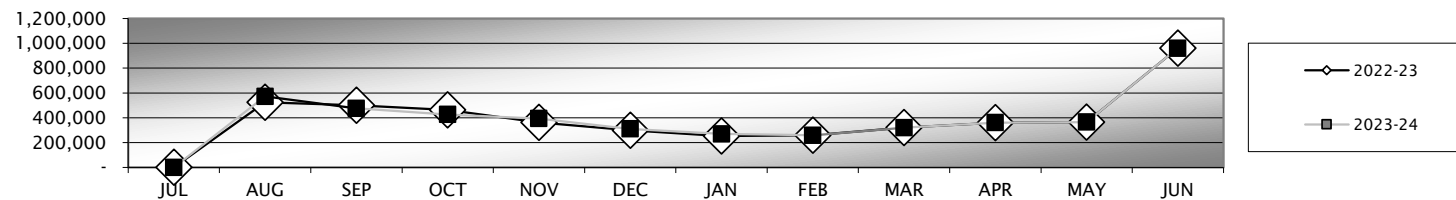


Chart and graph demonstrate actual revenue for FY 2019-2020, FY 2020-2021 and FY 2021-2022 compared to FY 2022-2023.

This revised hotel tax revenue chart - which is a fiscal year to fiscal year comparison rather than a "running year" comparison - reconciles to the City's general ledger. Tax receipts are recorded on a cash basis throughout the fiscal year and modified in June to record revenues earned in June and received in July. As the result, general ledger reports reflect no cash receipts in July of each fiscal year and two months of cash receipts in June.

YTD January FY 2022-23	2,403,588
YTD January FY 2023-24	2,448,764
Variance FY 22-23 to FY 23-24	1.88%

CTAB Completion Report-Facility-Quarterly

1. (untitled)

CTPAB Quarterly Completion Report TOT Funds Supporting Salem Tourism

Facility Operating Grant

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

1. Organization name

Gilbert House Children's Museum

2. Name and location of facility

Gilbert House Children's Museum

3. Reporting period

2nd quarter

4. Total number of days open

72

5. Total hours of operation

504

6. Volunteer hours for period

350

7. Total attendance at facility

19246

8. List the attendance and each type of activity

Museum tours / gallery visits : 17373

Student attendance : 265

Classes, Workshops, Camps : 284

Events, Festivals, Experiences, Other Programs : 914

Rentals : 410

9. Submitted by

Alicia Bay

10. Email address of person to receive confirmation email message.

executivedirector@acgilbert.org

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility-Quarterly

1. (untitled)

CTPAB Quarterly Completion Report TOT Funds Supporting Salem Tourism

Facility Operating Grant

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

1. Organization name

Friends of Deepwood

2. Name and location of facility

Deepwood Museum & Gardens, 1116 Mission st

3. Reporting period

2nd quarter

4. Total number of days open

92

5. Total hours of operation

966

6. Volunteer hours for period

502

7. Total attendance at facility

4758

8. List the attendance and each type of activity

Museum tours / gallery visits : 276

Events, Festivals, Experiences, Other Programs : 4102

Rentals : 373

9. Submitted by

yvonne putze

10. Email address of person to receive confirmation email message.

yvonne@deepwoodmuseum.org

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility-Quarterly

1. (untitled)

CTPAB Quarterly Completion Report TOT Funds Supporting Salem Tourism

Facility Operating Grant

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

1. Organization name

The Historic Elsinore Theatre

2. Name and location of facility

Elsinore Theatre 170 High St SE

3. Reporting period

2nd quarter

4. Total number of days open

36

5. Total hours of operation

144

6. Volunteer hours for period

2803

7. Total attendance at facility

24663

8. List the attendance and each type of activity

Museum tours / gallery visits : 1

Films / performances : 36

Events, Festivals, Experiences, Other Programs : 1

Rentals : 2

9. Submitted by

Sally Litchfield

10. Email address of person to receive confirmation email message.

Sally@ElsinoreTheatre.com

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility-Quarterly

1. (untitled)

CTPAB Quarterly Completion Report TOT Funds Supporting Salem Tourism

Facility Operating Grant

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

1. Organization name

Salem's Riverfront Carousel

2. Name and location of facility

SRC 101 Front St. NE

3. Reporting period

3rd quarter

4. Total number of days open

86

5. Total hours of operation

712

6. Volunteer hours for period

225

7. Total attendance at facility

38745

8. List the attendance and each type of activity

Children's Entertainment : 33628

Events, Festivals, Experiences, Other Programs : 4965

Rentals : 152

9. Submitted by

Marie Bradford Blevins

10. Email address of person to receive confirmation email message.

mariebradford@hotmail.com

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility-Quarterly

1. (untitled)

CTPAB Quarterly Completion Report TOT Funds Supporting Salem Tourism

Facility Operating Grant

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

1. Organization name

Friends of the Visual Arts dba Willamette Art Center

2. Name and location of facility

c/o Oregon State Fair & Exposition Center, 2330 17th St. NE Salem Or 97301

3. Reporting period

2nd quarter

4. Total number of days open

79

5. Total hours of operation

716

6. Volunteer hours for period

1511.75

7. Total attendance at facility

2421

8. List the attendance and each type of activity

Student attendance : 218

Children's Entertainment : 94

Events, Festivals, Experiences, Other Programs : 800

9. Submitted by

Lisa Joyce

10. Email address of person to receive confirmation email message.

lisa@willametteartcenter.com

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility-Quarterly

1. (untitled)

CTPAB Quarterly Completion Report TOT Funds Supporting Salem Tourism

Facility Operating Grant

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

1. Organization name

Willamette Heritage Center

2. Name and location of facility

1313 Mill St. SE, Salem OR 97301

3. Reporting period

2nd quarter

4. Total number of days open

65

5. Total hours of operation

390

6. Volunteer hours for period

3525

7. Total attendance at facility

26431

8. List the attendance and each type of activity

Museum tours / gallery visits : 4091

Student attendance : 376

Classes, Workshops, Camps : 24

Events, Festivals, Experiences, Other Programs : 11153

Rentals : 10787

9. Submitted by

Michelle Cordova

10. Email address of person to receive confirmation email message.

michellec@willametteheritage.org

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Event

1. (untitled)

CTPAB Completion Report TOT Funds Supporting Salem Tourism

Special Event or Project Grant

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

1. Organization name

Englewood Forest Festival

2. Name of program or event

Englewood Forest Festival

3. Location of program or event

Englewood Park, 1260 19th St. NE, Salem 97301

4. Description of activity

The Englewood Forest Festival is a free family-friendly annual art, music, and environmental celebration held in Englewood Park. The historic 6.5-acre park, purchased in 1926, was designed by renowned female landscape architects Lord & Schryver. The park is home to over 200 mature Oregon white oak and Douglas fir trees and includes a spray pool and two playgrounds, making it a perfect shady setting for a family oriented summer festival. The festival includes a wide variety of diverse local art vendors, a full day of multicultural music and dance performances on two stages, free family-friendly art and environmental workshops about the habitat of Englewood Park, and wonderful local food trucks from northeast Salem. Our mission is to promote local artists and musicians representing the rich cultural diversity of Salem, highlight environmental nonprofits, engage the community in learning more about the park habitat and environment, and to mentor and support youth and emerging artists. The connections made at the festival have been a catalyst for new programs and collaborations that benefit the liveability and vibrancy of Salem. We are pleased to support and mentor diverse businesses, artists, musicians, and nonprofits bringing together our community and supporting inclusivity, culture, and beauty. The festival in northeast Salem includes emerging and experienced artists and performers sharing their creativity in a beautiful historic woodland park, highlighting an historic gem in the city of Salem.

5. Completion date(s)

4th quarter

6. Estimated professional/staff hours to administer program or event

27

7. Estimated volunteer hours to administer program or event

1600

8. Amount of funds provided by TOT

\$3,600.00

9. Amount of funds provided by other sources

\$9,250.00

10. Was the event free?

Yes

11. Amount of admission ticket, if any

12. How did local businesses or organizations assist in this activity?

This year, the Englewood Forest Festival (EFF) increased the number and variety of sponsors including businesses and grantors from 5 in 2022 to 13 in 2023: Unitus Community Credit Union, Uptown Music, Duncan Construction, the City of Salem, Marion County Cultural Development Corporation, City of Salem Neighborhood Services, Salem Cinema, Storyteller for Good, N2 Community Partnership Team, Heritage Seedlings, KМУZ, ENLACE Cross-Cultural Community Development, and Don Froylan. As an emerging festival, we strive to grow and garner diverse support. Twenty-five businesses and organizations provided free family-oriented art and environmental workshops throughout the festival to engage and delight festival goers. Their participation also helped grow their nonprofit membership and community outreach.

13. 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?

We estimate the festival brought in approximately 80 out of town guests to Salem. Our survey of vendors showed that the economic impact of sales made by vendors was approximately \$30,000 this year. The highest sale in the festival's history, \$2,000, occurred this year. As prices of the art sold continue to increase as the festival grows, some vendors made over \$1,000 in sales by selling a large volume of lower cost items. We also love to have some very affordable (free or \$5 items) so everyone can afford to buy and take home an original piece of art!

Art is a business, and we are pleased to support our local artists and food trucks and to be the first venue for a new local coffee truck. A past vendor at EFF, Jude Stevens, now has a brick-and-mortar store on Commercial, Green Space Design. She participated at the first several EFF festivals selling plants, often in recycled containers. We mentor artists and businesses to support economic development in Salem as well as providing a venue for experienced artists, businesses, and food trucks. The festival supported 3 food trucks in acquiring their licenses through the city.

14. 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?

Our free inclusive festival is a magical joyous event that brings together a diverse community celebrating culture, the arts, environment, and community. Festival volunteers spend a great deal of time in outreach by inviting and encouraging minority and marginalized participants of all ages. Approximately half of the vendors had never participated in a festival which required more time for festival volunteers to support amazing artists trying a new venue for sales. 40% of our local musicians and dancers performed multicultural dancing and music. Performers included Guelaguetza Ballet Folklorico, Colores de America, the Aztec Dancers, Bollywood, the Handbell Choir of the Salem Baptist Church, spoken word poetry to music by Carolyn Holm, Jon Deshler, the PAPAs Dancers (youth performances), and Ty Curtis Band. A festival goal also includes supporting emerging and young artists. Being able to share cultural traditions of youth performing with adults is something we love to support and find to be inspirational for many attendees. The festival also supported the Marion County Detention Center's Alternative Program that trains youth in artistic woodworking and welding by paying for their participation and helping collect funds. The festival prioritizes local artists, musicians, and performers. EFF works to provide opportunities for our diverse community and mentor vendors in how to display, photograph, and promote their artwork. We also supported several minority owned food trucks and one new coffee cart in getting licenses and registration through the city. We were pleased to increase art vendor diversity at the EFF to 24% in 2023 and will continue to do more outreach next year. Half of the food trucks at the festival were Northeast Salem minority owned businesses. We have a different model than many festivals which requires more staff time as we work to support the community.

15. How many attendees did your activity attract?

4000

16. How were attendees counted (Example: ticket sales, count at gate or estimate)?

We estimate attendance at the 2023 Englewood Forest Festival was about 4,000 which was calculated by several methods. The festival is free and has multiple entry points for the public. ● A survey of vendors attending all five festivals regarding their sales, and their counts of visitors. Several regular vendors at other EFF festivals reported running out of materials and/or literature very early during the 2023 event. ● Vendor sales by some regular returning vendors increased by about 50%. ● A consensus by returning vendors was that the attendance had increased by about 50%. ● Aerial and other photos showed a greater density of crowds and participants at performances and on pathways.

17. Estimated percentage of Salem residents and/or guests

80%

18. Estimated percentage of out-of-town tourists (less than 50 miles)

18%

19. Estimated percentage of overnight tourists (hotel/motel)
(Overnight tourists are defined as guests traveling greater than 50 miles for an event)

2%

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

As the festival is free and has several entrances into the park including along several blocks of 19th St. NE, we utilized several methods to estimate attendance from local, out of town, and overnight guests: ● A free raffle collected attendee zip codes. ● Anecdotal reports from vendors making sales from customers from Canada, Washington, and California.

21. Report on the other measurable outcome documented in your application. Include the outcome, goal and method used to track.

Outcome #1: Goal/Target was attendance, an increase from 2,700 in 2022 to 4,000 in 2023.

Outcome #2: Goal/Target #2: Increase minority art vendors to represent the community diversity to 20%.

Method used #2: Survey of vendors.

EFF met our target goal of increasing minority art vendors by 24%.

22. What was the most effective resource used for marketing and promotion?

It is hard to quantify what was the most effective. For bringing out of town attendees to the festival, the best marketing may have been that EFF was included in two online "Best Festivals in Oregon" lists and through marketing by Travel Salem. For the Mid-Willamette Valley, Corvallis, and Silverton, we believe that social media, posters, paid advertising, and word of mouth were effective in that order. EFF had festival posters in Corvallis, Eugene, Silverton, Stayton, and Portland.

23. Did you target any Spanish language or underrepresented population groups? (Explain)

Our art, performance, and nonprofit applications, posters, and flyers were printed in Spanish and English. Announcements were made and flyers were handed out at multicultural events where Spanish was spoken, and at art and music classes for farm workers in Gervais, Woodburn, and Hillsboro. EFF's board member Amador Aguilar was interviewed on Radio Poder's Spanish station which ran PSAs about the festival. Spanish links for applications were included on the website. The City of Salem shared our Spanish posters on the city's website.

24. Submitted by

Lynn Takata

Attach up to 10 additional files as needed. Each file must be 1 megabyte or less in size.

25. Email address of person to receive confirmation email message.

englewoodforestfestival@gmail.com

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Event

1. (untitled)

CTPAB Completion Report TOT Funds Supporting Salem Tourism

Special Event or Project Grant

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

1. Organization name

Salem's Riverfront Carousel

2. Name of program or event

Santa at the Carousel

3. Location of program or event

101 Front St. NE

4. Description of activity

Santa arrived to the Carousel aboard the P&W Railroad to kick off all of our holiday events. Visits w/Santa, Santa's PJ Party, Santa Breakfast and our Princess teas. We had three days of RSVP for private time/pictures with Santa along with nine walk-in day visits with Santa. We offered a free craft day for children to create reindeer goodies and had Santa's mail box available for kids to write letters tell Santa their wishes. On Christmas eve & New Years eve day we offered free ride

5. Completion date(s)

2nd quarter

6. Estimated professional/staff hours to administer program or event

508

7. Estimated volunteer hours to administer program or event

60

8. Amount of funds provided by TOT

\$10,000.00

9. Amount of funds provided by other sources

\$2,000.00

10. Was the event free?

No

11. Amount of admission ticket, if any

35.00

12. How did local businesses or organizations assist in this activity?

We could not kick off our holiday events without the support of Portland & Western Railroads delivering Santa to the Carousel the day after Thanksgiving. Not only do they deliver Santa, but they also set up a station outside the Carousel and provide train safety to families waiting for Santa's arrival. Electric Motors assists the Carousel each year by tuning the Carousel motor to ensure that it is running properly before we kick off our holiday events. This year we worked with the Salvation Army by providing them with a "Giving Tree" for our customers to support families in need, along with Marion Polk Food Share who provided us with food barrels.

13. 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?

Our holiday events continue to attract families from across the Pacific Northwest and beyond! Our out-of-state visitors and those who traveled 50 miles or more (294), ask for recommendations on where to dine, shop, explore, and inquire about local entertainment. We had visitors from Alaska, Florida, Georgia, Montana, Nevada Tennessee, and Washington.

14. 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?

Our Santa events are always a big success with our Salem community and beyond. We have created a family-friendly destination to enjoy our holiday events. Our venue is available to those of diverse backgrounds, ages, and abilities. We offer Santa's mailbox where children can fill out our Santa form that is in English & Spanish along with Santa's return letters to the children. We offered a free craft day for the children to make graham cracker reindeer. We keep our "Free Little Library" stocked with holiday storybooks.

15. How many attendees did your activity attract?

2702

16. How were attendees counted (Example: ticket sales, count at gate or estimate)?

Ticket sales/RSVP

17. Estimated percentage of Salem residents and/or guests

81%

18. Estimated percentage of out-of-town tourists (less than 50 miles)

11%

**19. Estimated percentage of overnight tourists (hotel/motel)
(Overnight tourists are defined as guests traveling greater than 50 miles for an event)**

7%

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

RSVP check ins/survey

21. Report on the other measurable outcome documented in your application. Include the outcome, goal and method used to track.

Increase in token sales 2023 over 2022 Method used Profit & Loss report
2022 sales \$14,328
2023 sales \$21,715

22. What was the most effective resource used for marketing and promotion?

Our most effective marketing is LAMAR digital billboards that run for one month starting mid-November through mid-December and rotate weekly at the busiest intersections throughout Salem. Second, is our website and our Facebook page.

23. Did you target any Spanish language or underrepresented population groups? (Explain)

Yes. Our Santa mailbox form letters for the children to tell Santa what they wanted for Christmas were in English & Spanish along with Santa's reply letter. We also had some of our digital billboard ads in Spanish promoting our holiday events. We also provide complimentary carousel rides to those with disabilities and their caregivers and offer Sensory Mondays (twice in December) when we don't play the Carousel music. for two hours.

24. Submitted by

Marie Bradford Blevins

Attach up to 10 additional files as needed. Each file must be 1 megabyte or less in size.

[SKM_C250i24013014320.pdf](#)

[SKM_C250i24013111130.pdf](#)

[SKM_C250i24013111131.pdf](#)

[SKM_C250i24013111140.pdf](#)

[SKM_C250i24013111150.pdf](#)

[SKM_C250i24013111151.pdf](#)

[transient-occupancy-tax-grant-report-form-events-budget-sheet_\(12\).xlsx](#)

25. Email address of person to receive confirmation email message.

marieb@salemcarousel.org

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Event

1. (untitled)

CTPAB Completion Report TOT Funds Supporting Salem Tourism

Special Event or Project Grant

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

1. Organization name

Willamette Heritage Center

2. Name of program or event

2023 Magic at the Mill

3. Location of program or event

1313 Mill St. SE, Salem OR - Willamette Heritage Center

4. Description of activity

Annual, family friendly holiday and lights festival

5. Completion date(s)

2nd quarter

6. Estimated professional/staff hours to administer program or event

1155

7. Estimated volunteer hours to administer program or event

514

8. Amount of funds provided by TOT

\$10,000.00

9. Amount of funds provided by other sources

\$49,538.00

10. Was the event free?

No

11. Amount of admission ticket, if any

12

12. How did local businesses or organizations assist in this activity?

We had several local businesses partner with us as sponsors - Danner & Soli, MAPS Credit Union Foundation, and Seguridad Security. We also had seven local vendors set up booths to sell their items to our visitors and our in-house retail partners also participated. Several non-profits, individuals, and other music and performance groups participated as our entertainment for the event.

13. 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?

With additional funds available to us through this grant, we were able to market the program throughout the area which allowed us to host patrons from all over the state as well as visitors from out of town. Utilizing the estimate of the average expenditures for overnight tourists from the Economic Impact Report by Dean Runyan Associates for the Oregon Tourism Commission, visitors in Marion County spend from \$85 for a stay in a private home to \$367 per day for a hotel/motel stay (p.10). Conservatively estimating that those counted event attendees cited above (even those from out of state) stayed just one night, they spent between \$3,485 and \$15,047 on lodging alone.

14. 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?

Magic at the Mill allows families, friends, and individuals of all generations to interact with one another while experiencing and enjoying a blend of local history and holiday festivities. With few Mid-Willamette Valley holiday events located in Salem itself, Magic is a key resource for local residents looking for a holiday-themed event that is both affordable and fun for all ages.

15. How many attendees did your activity attract?

8000

16. How were attendees counted (Example: ticket sales, count at gate or estimate)?

ticket sales online and in person, counting at entrance

17. Estimated percentage of Salem residents and/or guests

70%

18. Estimated percentage of out-of-town tourists (less than 50 miles)

20%

19. Estimated percentage of overnight tourists (hotel/motel)

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

10%

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

estimate and ticket sale zip codes

21. Report on the other measurable outcome documented in your application. Include the outcome, goal and method used to track.

We estimated in our grant application we would have 5,500 attendees at the event. We counted 8,000 attendees for the five-night event. We tracked this number based on the number of on-line tickets sold, the number of tickets sold in person, and the number of volunteers and performers that utilized their "free tickets" (each received two complimentary tickets for helping with the event).

22. What was the most effective resource used for marketing and promotion?

Social media (Facebook and other social media resources). We also got some attendees who saw it advertised on Press Play Salem, through Travel Salem, and having attended in past years.

23. Did you target any Spanish language or underrepresented population groups? (Explain)

We tagged Hispanic radio stations and Telmundo on line. That did get some responses from visitors to their sites to tag their friends.

24. Submitted by

Michelle Cordova

Attach up to 10 additional files as needed. Each file must be 1 megabyte or less in size.

[WHC Magic2023 Receipt Summary.pdf](#)

[Receipts #1 Marketing.pdf](#)

[Receipts #2 Lights & Decorations.pdf](#)

[Receipts #3 Childrens Activities & Supplies.pdf](#)

[Receipts #4 General Supplies & Volunteer Support.pdf](#)

[Receipts #5 Payroll & Contractors.pdf](#)

25. Email address of person to receive confirmation email message.

michellec@willametteheritage.org

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Event

1. (untitled)

CTPAB Completion Report TOT Funds Supporting Salem Tourism

Special Event or Project Grant

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

1. Organization name

Willamette Master Chorus

2. Name of program or event

19th Annual Willamette Master Chorus Veterans Concert

3. Location of program or event

Smith Auditorium, Willamette University

4. Description of activity

Live Music Concert

5. Completion date(s)

2nd quarter

6. Estimated professional/staff hours to administer program or event

180

7. Estimated volunteer hours to administer program or event

340

8. Amount of funds provided by TOT

\$10,000.00

9. Amount of funds provided by other sources

\$22,500.00

10. Was the event free?

No

11. Amount of admission ticket, if any

27.00

12. How did local businesses or organizations assist in this activity?

We work with Willamette University for in-kind venue space, paid student stage and sound techs and printing services. Local and state veterans organizations assisted by helping us market this concert.

13. 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?

Willamette Master Chorus hired the Trail Sextet from Portland, and they draw audience members from outside the Salem area. WMC partnered with many local and statewide Veterans organization to spread the word about this concert. Offering free tickets to Veterans and Gold Star parents attracted out of area Veterans and their families to stay overnight in Salem.

14. 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?

We had many opportunities to reach this goal. We included an honor choir of local high school student from Salem/Keizer, Silverton and Stayton in this concert. They were selected on merit alone by their teachers. We gave one, complimentary and reduced cost tickets to all the students and their family members. This event was offered free to Veterans and Gold Star parents.

15. How many attendees did your activity attract?

898

16. How were attendees counted (Example: ticket sales, count at gate or estimate)?

ticket count (free and paid)

17. Estimated percentage of Salem residents and/or guests

80%

18. Estimated percentage of out-of-town tourists (less than 50 miles)

20%

19. Estimated percentage of overnight tourists (hotel/motel)

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

2%

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

estimate, based on address of ticket purchasers

21. Report on the other measurable outcome documented in your application. Include the outcome, goal and method used to track.

This was the largest audience that has attended a Willamette Master Chorus Veterans concert in many years. We exceeded the attendance goal by targeting the Veterans organizations and the program content popular of music of the '70s and '80.

We reached this goal by marketing the inclusion of the High School Honor Choir, Trail Sextet and Veterans benefits. We also emailed activity directors at Senior Living and Assisted Living Facilities in the Willamette Valley with an offer of discounted tickets. Three facilities used a van to transport their residents. This was a bonus but still measurable outcome. This was all tracked through ticket sales and ticket collection at the door.

22. What was the most effective resource used for marketing and promotion?

We used a variety of marketing methods and for this concert and they each reached a different group. The most effective for this concert was shared between targeted Facebook, Community Calendars and flyers and posters directed to community members that are not our traditional audience (popular not classical music listeners).

We also used radio ads.

23. Did you target any Spanish language or underrepresented population groups? (Explain)

We did not target any Spanish language groups for this concert. There was a representation in the audience due to the diversity of the Honor Choir students. We did target senior citizens and Veterans because of the program focus of the '70s and 80's with a live combo of jazz musicians involved.

24. Submitted by

Christine Whiteside, Executive Director

Attach up to 10 additional files as needed. Each file must be 1 megabyte or less in size.

[Honor Choir Roster.docx](#)

[2023 WMC Veterans Concert Press Release.docx](#)

25. Email address of person to receive confirmation email message.

christine@willamettmasterchorus.org

2. Thank You!

Thank you for submitting your report.