

City of Wilsonville Arts, Culture and Heritage Commission
(ACHC):

Summary of 2021 Municipalities Research and Draft Recommendations

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For the Implementation Plan for the City of Wilsonville Arts, Culture and Heritage
Strategy (ACHS): Formation of the Arts and Culture Commission, July 2021



RECOMMENDATIONS below for City of Wilsonville consideration boxed off.

1. Municipalities Surveyed

A total of 15 municipalities were surveyed: Beaverton, Forest Grove, Gresham, Hillsboro, Hood River, Lake Oswego, McMinnville, Milwaukie, Newport, Oregon City, Sherwood, Tigard, Tualatin, Vancouver and West Linn.

These communities were selected during the 2020 ACHS process based on regional proximity and known arts and cultural programs and/or facilities. See [ACHS Section D: Data—Results of Interviews, Surveys, and Meetings – Survey of 15 Communities](#).

Each community had a unique municipal public and/or nonprofit method of organizing to produce and operate public arts, culture and heritage programming and/or facility utilization.

For purposes of scale, following is a listing of the relative population size of the 15 municipalities surveyed.

2021 Population of Municipalities Researched

- 187,615 Vancouver
- 110,982 Hillsboro
- 108,527 Gresham
- 99,561 Beaverton
- 57,238 Tigard
- 40,418 Lake Oswego
- 37,769 Oregon City
- 35,427 McMinnville
- 28,287 Tualatin
- 26,835 Forest Grove
- 26,680 West Linn
- 25,915 Wilsonville
- 24,188 Newberg
- 23,621 Hood River
- 20,924 Milwaukie
- 20,115 Sherwood

2. Type of Arts-Culture-Heritage Organization in Each Community

Summary of research: 10 municipal bodies, 3 nonprofits, and 2 committees associated with downtown development:

- Municipal – Beaverton Arts Commission
- Municipal – Forest Grove Public Arts Commission
- Municipal – Gresham Arts Committee (appointed by Mayor, but a somewhat stand-alone body)
- Municipal – Hillsboro Arts and Culture Council
- Municipal – Milwaukie Arts Committee
- Municipal – Oregon City Arts Commission
- Municipal – Sherwood Cultural Arts Commission
- Municipal – Tualatin Arts Advisory Committee
- Municipal – Vancouver Culture, Arts, and Heritage Commission
- Municipal – West Linn Arts and Culture Commission
- 501c3 Nonprofit - cultural center – Chehalem Cultural Center (Newberg)
- 501c3 Nonprofit - cultural center – Columbia Center for the Arts (Hood River)
- 501c3 Nonprofit - public arts contractor – Arts Council of Lake Oswego contracts with City of Lake Oswego to deliver public art
- 501c3 Nonprofit - Volunteer committee associated with downtown development – Committee for Public Art (McMinnville)
- 501c3 Nonprofit - Volunteer committee associated with downtown development – Tigard Arts Council

Note: some communities also have committees associated with heritage and historic landmarks.

RECOMMENDATION: Per the [2020 ACHS](#), form a municipal Arts, Culture and Heritage Commission:

Most municipal bodies that oversee arts and cultural activities and events are named a “Commission” and often include “Arts” and “Culture” as part of the name.

To avoid confusion with the Wilsonville Arts & Cultural Council (WA&CC), recognize the importance of heritage and provide a direct tie to the guiding document ACHS, recommend to name the City of Wilsonville body as the Arts, Culture and Heritage Commission (ACHC).

Additionally, recommend that the current but inactive City Heritage Tree Committee be made a subcommittee of the Arts, Culture and Heritage Commission. Related, the bylaws would allow the Commission to form subcommittees that may focus on particular issue or topic.

3. Purpose/Authority/Mission and Duties/Tasks

Highlights from research: Examples of the mission statement or charge provided to commissions by City Councils or nonprofit boards of directors.

- The Arts and Culture Commission of the City of West Linn promotes arts and culture as a vital element in the quality of life for all residents of and visitors to the City.
- The purpose of the Culture, Arts, and Heritage Commission is to undertake, assist with and otherwise facilitate the development and promotion of a thriving cultural, arts, and heritage environment in the City of Vancouver through programs, ownership of physical assets including buildings and public art and through community partnerships.
- The Tualatin Arts Advisory Committee is created within the City of Tualatin to encourage greater opportunities for recognition of arts in Tualatin; to stimulate private and public support for programs and activities in the arts; and to strive to ensure excellence in the public arts collection. Mission is to support and inspire the creation and integration of all art forms into our city’s rich cultural heritage and vibrant future.
- Advising the city council and city administration on arts and cultural programming, policies, planning, and management.
- To ensure the arts continue to be of value as an integral part of Oregon City.
- To enrich lives by connecting community and culture.
- Guide the development of arts and culture in the Milwaukie community. Review and approve public art projects, as well as art-related components of construction projects.
- To support and promote the growth of arts and culture as assets for a vital, prosperous and livable city.
- To exhibit and promote local art/artists, to provide opportunities for education.
- To advise the City on opportunities that enrich lives and build community through arts and culture.
- To enhance the cultural and aesthetic quality of life by serving to preserve, promote, and develop public access to the arts.
- To cultivate the arts in the Columbia River Gorge by providing experiences that touch the heart, challenge the intellect, and spark conversation.

RECOMMENDATION: Per the [2020 ACHS](#), use concepts and terms in the ACHS to describe the purpose or mission of the new Commission. The proposed Purpose below is modeled after the Tourism Promotion Committee bylaws. Note that the ACHS p. 47 recommended that the current Community Tourism Matching Grant Program be transferred from the Tourism Promotion Committee to the new Commission that better aligns the grant program with the actual usage. Proposed language follows:

“Purpose: The Arts, Culture and Heritage Commission has three primary purposes:

“A. The Commission oversees implementation of the Arts, Culture and Heritage Strategy

(ACHS) and is charged specifically to develop a larger Five-Year Action Plan and annual One-Year Implementation Plans for prioritizing and fulfilling recommendations of the ACHS to the City Council for approval.

“B. The Commission makes recommendations to the City Council to provide public-sector leadership and coordination to support arts, culture and heritage facilities, programs and events; to improve inter-governmental collaboration and coordination to advance arts, culture and heritage; to work with partners to advance an arts and cultural center/facility; to develop a long-term, sustainable public-arts program; to suggest ways to make cultural diversity and ethnic inclusivity a priority for cultural programs; to provide strategic assistance with Wilsonville cultural non-profits in order to build organizational capacity; and to identify sustainable funding mechanisms to support arts, culture and heritage.

“C. The Commission makes recommendations to the City Council concerning the selection and disbursement funds of the former Community Tourism Matching Grant Program to a renamed Community Cultural Events Matching Grant Program that supports programs and events featuring arts, culture and heritage benefiting the community.”

NOTES on Purpose Recommendations:

Item A is designed to help keep the Commission focused on implementing the Council-adopted goals and objectives of the ACHS.

Item B provides an itemization of the actual Recommendations listed near verbatim in the ACHS.

Item C addresses the ACHS Recommendation p. 47 that the new Commission oversee administration of the current Community Tourism Matching Grant Program to the Commission as the Community Cultural Events Matching Grant Program. The recommendation is to better align the name of the grant program and the actual purpose and usage, which historically has been to fund community cultural events and programs. See also below item 11. Grant-making Programs.

4. Number of Members of Municipal Arts/Culture Commissions

Range Summary: The number of voting members of municipal commissions varied between 7 and 15; 9 members was the most common number of members. Some commissions could have a flexible number of members. Ex-officio or members-in-training were also sometimes included.

- 15 members maximum
- 15 members, but also have maximum of 2 alternates (Commission members in training)
- 11-17 members
- 9 members (4 responses)
- 7- 9 members
- 7 members

RECOMMENDATION: A 9-member Commission would provide for a 5-member quorum to conduct business, and while a somewhat large number of commission members by City board-and-commission standards (5-7 being the average number of members), this size of commission allows City Council to appoint members with a wide range of skills, background and interests, including non-residents who view Wilsonville as their “home” community.

Since this body will be a funding-recommendation body to the City Council, a majority of members would be required to be City residents (see Recommendation 7).

Do not recommend having members that are to represent constituencies such as particular arts discipline or other specific groups; rather encourage a diverse set of members who advocate for what is best for the community as a whole in a way that recognizes and honors diversity. Such a structure provides Mayor and City Council with maximum flexibility to appoint members whom the City’s leadership believe can serve the community best.

Based upon the significant community interest in the ACHS process that resulted in the largest volunteer task force in City history with 42 members, the Commission likely will be popular to serve on. Allowing non-residents to serve further widens the pool of potential volunteers who may serve.

See Item 9. Commission Members Requirements/Qualifications below for additional considerations in recommending desired qualities of commissioners.

5. Commission Members Terms of Office

Summary of Research: All seven city responses received are for 3-year terms, staggered at outset to prevent mass turn-over all at once.

RECOMMENDATION: Terms of 3 years per commissioner, with the initial set of commission positions having staggered term lengths: 3 members with 1-year term, 3 members with 2-year terms, and 3 members with 3-year terms.

6. Commission Members Term Limits

Summary of Research: there are solid reasons to have term limits.

- Maximum of two consecutive terms
- No member may serve more than three terms (HACC). Following a break of two years, a person may reapply.

RECOMMENDATION: Term limits of 2 consecutive terms that would equate to 6 years of public service. A commissioner would need to wait 1 year prior to being appointed again to the Commission.

7. Commission Members Residency Requirement

Summary of Research: A majority of municipalities allow non-residents to serve.

- Beaverton residency required, unless waived by Council.
- Up to two members may reside outside the city limits (Forest Grove).
- Residency not required.
- Majority of members shall be residents of Milwaukie.
- At least five of the nine members of the commission shall reside inside the city limits (Oregon City).
- Eight of the nine must be residents of the city. One commission member must reside within the 97140 zipcode, but need not be a resident of the city (Sherwood).
- No fewer than five (of seven) shall reside within the corporate city limits of Tualatin and no more than two may reside outside the City.

RECOMMENDATION: At least 5 of the 9 members of the commission shall reside inside the city limits. As a body that recommends the expenditure of City-collected taxpayer funds, a majority of city residents is recommended.

However, many area residents who may live (currently) outside of Wilsonville view Wilsonville as their “home” community for socializing, shopping, conducting business, etc. The community benefits when engaged and motivated supporters seek to improve arts, culture and heritage programming and events. Many of Wilsonville’s primary arts, culture and heritage supporters and organizers/producers live outside of Wilsonville; however, their time and talents benefit the Wilsonville community.

Note that the Planning Commission may have two nonresidents, and the Tourism Promotion Committee does not have a residency requirement; only a nexus with Wilsonville through residency or business affiliation.

8. Commission Membership type (voting or ex-officio)

Some commissions had ex-officio members or alternates in training that include youth. Note that ex-officio members do not vote and do not count towards a quorum.

RECOMMENDATION: Similar to the Tourism Promotion Committee, recommend that a City Council member and a City Director or designee of each key City department be appointed to serve in an ex-officio fashion to advise the Commission. The City has found this kind of ex-officio structure has worked well for the somewhat new Tourism Promotion Committee to provide advice on what is realistic before the Council or capable of staff to produce.

The ACHS identifies 3 primary City departments engaged in arts, culture and heritage activities. The ACHS also recommends advancing a public-arts program that implies public installations of significant artworks. Thus, the implementation of a public-arts program that could require City planning activities and occupy public right-of-way provides for consideration of 2 additional City departments to be named as ex-officio members. In lieu of naming these 2 additional departments, City staff would seek advice from the relative department when needed.

Thus, the Commission would have 4 or 6 ex-officio members whose purpose is to advise the Commission:

Recommended:

- A City Councilor, appointed by the Mayor with Council confirmation
- City Manager or designee (Administration Dept.)
- Library Director or designee
- Parks and Recreation Director or designee

Additional Consideration:

- Community Development Director or designee
- Public Works Director or designee

9. Commission Members Requirements/Qualifications

Highlights from Research: Various municipalities sometime provide for commission member requirements to varying degrees.

- Members shall be leaders in cultural, heritage, arts or business community with experience relevant to the purpose of the Commission. One seat on the Commission shall be reserved for the City of Vancouver's representative on the Clark County Arts Commission.
- A student from a local high school or Pacific University will be appointed as a non-voting member (Forest Grove).
- Maximum 15 people, 8 must have an arts/background.
- Young people under the age of 18 including members of the youth advisory council are encouraged to apply.
- Members are not appointed to specific constituencies but to act on behalf of the entire community (HACC).
- Such members may include a representative of the following entities: Carnegie Center, Clackamas Community College, Oregon City schools, Arts Action Alliance of Clackamas County.
- No special background is required to serve on this committee, although artists of all kinds are encouraged to apply. At least two members shall have arts professional backgrounds.
- One member may be less than 18 years of age. A member who is appointed under this subsection shall serve a one-year term that may be renewed for one additional year.

Beaverton (from Commission handbook):

Demonstrated interest/experience/competency in the following areas: activism/advocacy, planning, architecture, design, film, performing arts, visual arts, culinary arts, art and cultural property law, engineering, curatorial practice, social practice, public art, public policy, event production, arts education, arts participation, or a generalized connector and bridge-builder between sectors.

- Demonstrated interest in community service
- Previous experience in a collaborative or team environment preferred
- Demonstrated interest in public and community-focused artistic and cultural events desired
- Previous community, volunteer or non-profit service desired
- Excellent communication skills required; public speaking experience desired
- Beaverton resident or business owner preferred

Beaverton (from City Charter)

- Demonstrated interest in community service required
- Demonstrated interest in public and community focused Artistic and Cultural events desired
- Excellent communication skills required; public speaking experience desired
- Previous community, volunteer or non-profit service desired

- Previous event planning, public event organization or fundraising experience desired
- Previous experience in a collaborative or team environment preferred

RECOMMENDATION: Based on experience from Hillsboro and Beaverton, seek to guarantee youth voices, a good spread across culture/arts/heritage stakeholders, and representatives from under-represented groups (people of color, perhaps lgbqt, etc.) that is in-line with Wilsonville’s DEI direction/committee.

Recommend listing the kinds of qualities desired of Commission members. Suggest language similar to the following for the Commission by-laws:

“Commissioners shall be community members with knowledge and experience in arts, culture and heritage who participate in or support arts, culture or heritage activities, and includes artists, business professionals, youth, and those with experience relevant to the purpose of the Commission. Members are not appointed to represent specific constituencies, but to act on behalf of the entire community.”

10. Selection of Commission Members and Chair/Vice-Chair

Highlights from Research: Most cities follow a standard procedure of the Mayor appoints commissioners and the City Council confirms. The commission Chair and Vice-Chair are usually elected by the commission members, typically at the start of a new calendar year. The City’s Tourism Promotion Committee elects Chair/Vice-Chair positions at the start of the new fiscal year; however, most City boards and commissions elect leadership at the start of the calendar year.

Electing Commission leadership after the start of the fiscal year may provide for a better level of continuity of leadership and workflow for the Community Cultural Events Matching Grants Program, where applications are taken at the end of the calendar year and funds awarded just after the start of the calendar year.

Filing a Commission vacancy usually follows same procedure for appointment. Commissioners are generally deemed to have effectively resigned from the Commission when missing three consecutive meetings without a prior-arranged excuse. It was pointed out during research that there may be occasions when a commissioner may need to be removed; in these rare cases, the removal process is similar to appointment, with Mayor recommending removal and City Council concurring.

RECOMMENDATION: For Commission members’ appointment, follow the standard City procedure of Mayor appoints commissioners and City Council confirms appointment. The Commission elects Chair and Vice Chair at the first meeting the fiscal year.

Commissioners are generally deemed to have effectively resigned from the Commission when missing three consecutive meetings without a prior-arranged excuse with the Chair or Vice-Chair. The Mayor may remove a Commission member with City Council concurrence.

11. Grant-making Programs

Summary from research: At least 5 of the municipalities have arts/culture/heritage grant programs:

- Culture, Arts and Heritage Grant Program (serving non-profits, individuals, government agencies). Program may be on hold because of COVID and lack of Admissions Tax revenue. (Vancouver)
- 2 grant programs: arts and culture grants to non-profits, community enhancement grants (Gresham)
- 3 grant programs: neighborhood-based, project-based, emerging opportunities (Beaverton)
- Annual general operating grants/competitive, annual general operating grants/noncompetitive, annual event/project grants/competitive (Hillsboro)
- Annual general operating grants/noncompetitive (Tigard)
- Arts Agency Contribution Fund -- \$1,000 to cover arts related programming (Tualatin)

RECOMMENDATION: Above Item 3. Purpose/Authority/Mission and Duties/Tasks, recommended, based on ACHS Recommendation p. 47, that the new Commission oversee administration of the Community Tourism Matching Grant Program currently overseen by the Tourism Promotion Committee. The recommendation is to transfer oversight of the grant program from the Tourism Promotion Committee to the Commission and to rename as the Community Cultural Events Matching Grant Program to better align the name of the grant program and the actual purpose and usage, which historically has been to fund community cultural events and programs.

The Tourism Promotion Committee is fine with this recommendation since the committee's focus is marketing Wilsonville as a destination to visitors over 50 miles away (per Oregon law), rather than focusing on community events, which are one component of many attractions marketed to visitors. Thus, the Tourism Promotion Committee's primary attention is on the three-year-long tourism promotion and destination marketing agency contract.

The ACHS recommends that the 25-year-old Community Tourism Matching Grant Program be reexamined and updated as may be needed, including consideration of a potential increase in the amount of the grant fund that has remained constant since inception. This task would be left for the Commission to undertake as a priority ACHS recommendation to consider and advance to the City Council.

The ACHS also envisions a new public-art program of an undefined nature, but often includes acquisition of art for public display and support for performing arts.

The Commission Bylaws would need to provide for a conflict-of-interest provision that requires commissioners who may personally benefit or professionally benefit as a board member or staff member of a party applying for a grant to recuse that commissioner from voting on the grant application. However, this provision would not infringe on the rights of the commissioner to address aspects of the grant application to the Commission.

12. Frequency of Commission Meetings

Summary from Research: 7 municipalities hold monthly meetings.

RECOMMENDATION: Rather than dictate a schedule or quantity of meetings for the Commission, the recommendation is to set a floor for the number of meetings to be held during the course of the fiscal year, similar to the Tourism Promotion Committee. Like the Tourism Promotion Committee members, the Commission may find that certain times of the year, such as the Thanksgiving-New Year's holidays period and eventful summer months, preclude the ability for members to meet. The Tourism Promotion Committee, which is to meet a minimum of 4 times per fiscal year (quarterly meetings), has on average conducted 5 meetings per fiscal year. The recommendation is to use language such as (assuming 9 voting commission members):

“The Commission shall meet a minimum of four (4) meetings per fiscal year. A meeting of the Commission may be held without a quorum; however, a quorum of at least five (5) voting members is required in order for the Committee to vote on any matter.”

13. Annual Budget and Revenue Sources

Summary from research: A wide range of municipal budgets for arts and culture programming that may include staff expenses and professional service contracts:

- \$1.5 million (Hillsboro)
- \$560,000 (Beaverton)
- \$530,000 (Vancouver)
- \$450,000 (Hood River)
- \$388,000 (Sherwood)
- \$338,355 (Lake Oswego)
- \$20,000 (Tualatin) plus 10-15% of staff salary, plus Historical Society has a ½ or ¾ time staff person
- \$7,000 (Gresham)
- 0...funds made available as needed (Forest Grove)
- 0 ...but access to the Tourism Art Treasure Trove (\$40,000) (Oregon City)

Summary from research: Most common municipal source for arts and culture programming is general fund, with some having project funds coming from Transient Lodging Tax (TLT), which is also a general fund source but has state-mandated minimums to be spent on tourism promotion.

At least 4 communities have Percent-for-Art ordinances that impose a fee (usually 1%) on the total cost of certain public-works projects: Beaverton, Lake Oswego, Milwaukie and West Linn.

RECOMMENDATION: The Commission is charged by the [2020 ACHS Recommendation 8](#). *Improve and create sustainable funding mechanisms to support cultural activities, events and programs.* ACHS pp. 64-67 lists a number of potential public and private sources of funds to support arts, culture and heritage activities that could be examined by the Commission. As indicated in proposed Purpose language above in 3. Purpose/Authority/Mission and Duties/Tasks, the Commission would examine potential funding sources and make a recommendation to City Council for consideration.

14. Scope of Arts and Culture Programming and Operations

Summary from research: Most common program areas for municipal operations include:

- Public art (11)
- Presenting performances, events (10)
- Exhibits (7)
- Grants programs (4)
- Providing meeting space (4)
- Classes (3)
- Rental venue (3)
- Technical assistance (2)
- Partnering on lectures, demonstrations (2)
- Other: touring performances, grant programs, growing temporary and permanent art collection, festivals, historic properties, working with local history and cultural groups

Working in PARTNERSHIP with other groups/organizations/sectors was mentioned consistently.

The Commission may also seek to periodically consult with the other City boards pertaining to arts and culture, including Parks and Recreation Advisory Board, Tourism Promotion Committee, Kitakata Sister City Advisory Board and the Library Board; see 2020 ACHS p. 56.

RECOMMENDATION: The Commission is charged by several 2020 ACHS recommendations to advise the City Council on arts and culture programming and operations:

Recommendation 3. Provide strategic assistance to Wilsonville cultural nonprofits in order to build organizational capacity.

Recommendation 5. Improve inter-governmental collaboration and coordination to advance arts, culture, and heritage.

Recommendation 6. Develop a long-term, sustainable public art program.

Recommendation 7. The City works with partners to advance an arts and cultural center/facility.

As indicated in proposed Purpose language above in 3. Purpose/Authority/Mission and Duties/Tasks, the Commission would examine potential arts and culture programming and operations options and make recommendations to City Council for consideration.

15. Primary City Departments Engaged in Arts and Culture Programming, Events and Facilities

Summary from research: Cities vary as to which department is primarily responsible for municipal arts and culture programming, events and facilities. Following is a listing of the number of cities and which City department is primarily responsible for arts and culture programming. The 2020 ACHS recognizes that the City Library and Parks and Recreation Department are the primary City departments actively engaged in arts and culture programming, events and facilities, with staff support from the Administration Department.

- Parks and Recreation (7)
- Library (4)
- Planning Department
- Economic/Community Development

16. Department that Commission Resides In

Summary from research: Cities vary as to which department houses the arts and culture commission. Occasionally as noted below in Item 17. Department Staff that Support the Commission, sometimes staff of another department act as support staff for the commission.

- Community Services and Community Services and Engagement (2)
- Admin/City Manager's Office, Library, Parks and Rec (2)
- Parks and Recreation
- Library and Parks and Recreation
- Parks, Recreation, Cultural Services
- Admin/City Manager's Office and Parks and Rec
- Economic Development

RECOMMENDATION: The [2020 ACHS Recommendation 4](#). *City forms an Arts and Culture Commission and provides supporting staffing resource*, p. 59, notes that Library, Parks and Recreation Department and the Administration Department could be the primary department overseeing arts and culture programming, events and facilities.

Given that the Parks and Recreation Advisory Board, Tourism Promotion Committee, Kitakata Sister City Advisory Board and the nonprofit Korean War Memorial Foundation of Oregon are all part of or affiliated with the Parks and Recreation Department, the recommendation is to house the Commission in the Parks and Recreation Department.

Most of the community's primary arts and cultural events occur in City parks and facilities, especially Town Center Park, that are operated by the Parks and Recreation Department. Additionally, the Parks and Recreation Department has overseen the Community Tourism Matching Grant Program (proposed to be modified as the Community Cultural Events Matching Grant Program) for the past 25 years, first under the supervision of the Parks and Recreation Advisory Board and later for the past 5 years by the Tourism Promotion Committee.

17. Department Staff that Support the Commission

Summary from research: As noted above in 16. Department that Commission Resides In, periodically staff from one department support the commission that resides in a different department. For example, the City's Tourism Promotion Committee is housed in the Parks and Recreation Department but receives primary staff support from the Administration Department.

- Parks and Recreation Department (3)
- Library (2)
- Parks, Recreation, Cultural Services staff
- City of Beaverton Arts Program
- City Manager/Library/Parks and Rec
- Tourism Program Specialist within Economic Development within City Manager Office

RECOMMENDATION: The [2020 ACHS Recommendation 4](#). City forms an Arts and Culture Commission and provides supporting staffing resource, ACHS pp. 56-58, notes:

In order to propel the work of the Arts and Culture Commission, the City should consider creating a fulltime position that could also work with the City's Tourism Promotion Committee and program... A full-time staff person dedicated to tourism and cultural affairs would allow the City to develop greater expertise, networking connections and dedicated work product to advance an integrated tourism and cultural affairs program. Thus, the Tourism and Cultural Affairs Coordinator would staff both the Tourism Promotion Committee and the Arts and Culture Commission.

Thus, the recommendation is for existing staff of the Parks and Recreation Department to support the Commission with assistance from Library and Administration Department staff during the initial formation period. Additionally, recommend to consider budgeting for subsequent fiscal year for Tourism and Cultural Affairs Coordinator position in the Parks and Recreation Department, per ACHS Recommendation 4, to staff the Commission, Tourism Promotion Committee and Kitakata Sister City Advisory Board and work with the Korean War Memorial Foundation of Oregon.