

**SHERWOOD URBAN RENEWAL AGENCY BOARD OF DIRECTORS  
MEETING AGENDA**

**Joint Work Session with SURPAC**

**Wednesday, May 4, 2011**  
5:15 pm

City of Sherwood City Hall-Executive Meeting Room A  
22560 SW Pine Street  
Sherwood, Oregon

**WORK SESSION**

**1. CALL TO ORDER**

**2. TOPIC**

- A. PARC review of the Business Plan for the proposed Community / Arts Center**  
(Kristen Switzer, Community Services Director and Tom Nelson, Economic Development Manager)

**3. ADJOURN**

URA Board of Directors Meeting

Date: 05.04.11

List of Meeting Attendees: *None*

Request to Speak Forms: *None*

Documents submitted at meeting: ✓

Work Session Only

A.) Cultural Arts Community Center Feasibility Study,

Exh. A, presentation



# SHERWOOD CULTURAL ARTS COMMUNITY CENTER FEASIBILITY STUDY

Presentation to URA Board of Directors and SURPAC  
May 4, 2011

5-4-11  
Date

URA Board of Directors  
Gov. Body

Work Sess.  
Agenda Item

A  
Exhibit #

## GOALS OF THE BUSINESS FEASIBILITY STUDY

- How do comparable facilities in other communities operate, fund operations and keep the doors open?
- What are the relevant market features and conditions that bear on the feasibility of a Cultural Arts Community Center?
- What is the typical cost structure for a cultural center or similar facilities?
- What revenues are associated with a Cultural Arts Community Center?



## GOALS OF THE BUSINESS FEASIBILITY STUDY CONT.

- What is the preferred operating strategy for a Cultural Arts Community Center?
- What unique conditions exist in Sherwood that create opportunities for a Cultural Arts Community Center, including partnerships or that may influence the feasibility of such a center?



# COMMON OPERATING MODELS OF CULTURAL CENTERS

- Many are municipally owned
- Most are operated by a nonprofit organization
- Some operate with paid staff, some with volunteers
- Facilities can operate with or without subsidies
- Subsidies come from municipal budgets, room taxes, special taxing districts



# CONFIGURATIONS BASED ON HISTORY IN THE COMMUNITY

- Single nonprofit
- Municipality
- Coalition of nonprofits that may or may not form an umbrella organization to oversee the operations of the center



# HOW ARE CULTURAL CENTERS SUPPORTED FINANCIALLY?

- Ticket sales
- Gift shop (limited)
- Cash Donations
- City or tax district funds
- Grants
- Rental fees from organizations headquartered in the facility





## HOW ARE CULTURAL CENTERS SUPPORTED FINANCIALLY? CONT.

- Rental fees for use of the facility for a range of purposes
- Tuition / class fees
- Memberships
- Community Fundraisers
- Volunteers and in-kind donations



# SIMILAR CENTERS EVALUATED FOR THIS STUDY

- Facilities and Organizations Reviewed – partial list
  - Columbia Center for the Arts
  - Newport Performing Arts Center and Visual Arts Center
  - Lakewood Center for the Arts
  - Broadway Rose
  - Chehalem Cultural Center
  - City of Hillsboro Walters Cultural Art Center
  - The Washington Center for the Performing Arts Olympia, Washington
  - Center for the Arts, Grass Valley, CA
  - Center for the Arts, Jackson, Wyoming
  - Cultural Arts Center, Columbus Ohio
  - Youngstown Cultural Arts Center, Seattle, Washington
  - The Pentacle Theatre, Salem, Oregon



# COMMUNITY FEEDBACK & PREFERENCES- WHAT YOU TOLD US!



## OPERATING THE CENTER

- City of Sherwood
- Non-Profit Organizations
- Consortium of Non-profits



# TYPE OF EVENTS YOU WANT TO SEE AT THE CENTER

- Art Shows
- Kids events
- Children's Museum
- Performance Arts  
(Theater/Dance)
- Music
- Visual Arts
- Gallery Space
- After school classes  
and programs
- Plays
- Musicals
- Dances
- Recitals



## TYPE OF EVENTS YOU WANT TO SEE AT THE CENTER CONT.

- Lunch events
- Art shows
- Lectures
- Wine tastings
- Wine and Food pairings
- Sports banquets
- “Go beyond the typical”
- Classes for both performing and visual arts, dance and yoga classes, meeting venue, events Wedding receptions



## REASONABLE FEE FOR FACILITY USE

- \$100-\$500
- For a meeting space \$25-\$35 an hour is reasonable
- For larger spaces \$100-\$150
- \$20-\$50 a hour, depends on space used
- night - \$200-\$300
- \$50/hr
- \$25/\$30/hr



## REASONABLE FEE FOR FACILITY USE CONT.

- Large groups should pay more
- \$20/small, \$30 large, Senior Center charges this currently
- Need to calibrate your utility costs, cleaning cost
- At a minimum, at least \$100 ... \$100-\$250, depending on the use





## RENTAL FEE FOR THE ENTIRE FACILITY

- Somewhere between \$250-\$1000
- \$1000
- \$200-\$300 per day
- \$500-\$1,000
- Nonprofits should be charged less
- \$5 – \$6,000



# SINGLE MOST IMPORTANT COMPONENT TO THE CULTURAL CENTER

- Dedicated staff
- Targeted and comprehensive marketing
- Full slate of programs
- Published calendar well in advance
- Personal services
- Full schedule with multiple offerings



# SINGLE MOST IMPORTANT COMPONENT TO THE CULTURAL CENTER CONT.

- Coordinator or person in charge
- A good theater
- Good sound system
- Good lighting system
- Formalized partnerships



## RESTRICTION IN USAGE OF THE FACILITY

- Don't restrict anything ... We all pull together
- No racist or inappropriate programs
- As much broad access as you can
- Yes – Must be a policy decision of the City Council
- No exercise equipment, people must bring their own
- Few restrictions, while trying to raise revenues to meet costs



# RESTRICTION IN USAGE OF THE FACILITY

## CONT.

- Culture takes priority
- Family appropriate
- Balance – A cultural place
- Need mission/vision: what falls within arts/culture
- There should be a mission statement and any use should be in conjunction with the Mission



# RESTRICTION IN USAGE OF THE FACILITY

## CONT.

- **NO RESTRICTIONS** use whatever mix to get it going. If schedule is full with cultural arts... great... but at first we need to make it pencil out... do whatever it takes to make it pencil out



## KEY MATTERS WHICH MUST BE CONSIDERED IN THIS STUDY

- Need staff running the facility
- The center must be accessible to the people of Sherwood
- There needs to be collaboration and not just within the 'art community'
- It is important that the organization has a diverse Board of Directors
- An Endowment should be set up



## KEY MATTERS WHICH MUST BE CONSIDERED IN STUDY CONT.

- Involve school district
- Consider other uses: disaster relief  
(emergency shelter)
- Keep it busy...center is to be a catalyst for  
downtown development
- Develop children's museum
- Build collaboration...also work with groups from  
outside (Tigard, Tualatin, Sherwood triangle)





## KEY MATTERS WHICH MUST BE CONSIDERED IN STUDY CONT.

- Work with YMCA
- Work with Washington County Visitors Association
- Must be a clear partnership between the retail space tenants and the Cultural Arts Community Center operator
- Vision: see building stay, keep the old trusses, old architecture, keep it rustic



## KEY MATTERS WHICH MUST BE CONSIDERED IN STUDY CONT.

- All coming down to economics: extra amenities can happen further down the road.
- Center has to be warm and inviting
- Need to sell the experience of being in that space



# CITY SUPPORT OF THE NON-PROFIT OPERATOR

City Expenses	Start-Up	Year 1	Year 2	Year 3	Year 4	Year 5
Public Restroom Service & Maint.	\$ -	\$ 18,200	\$ 18,655	\$ 19,121	\$ 19,599	\$ 20,089
Grounds	\$ -	\$ 20,000	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500
Reserve	\$ -	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
<b>Total</b>	<b>\$ -</b>	<b>\$ 45,700</b>	<b>\$ 46,655</b>	<b>\$ 47,121</b>	<b>\$ 47,599</b>	<b>\$ 48,089</b>

City Revenues	Start-Up	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Revenue	\$ -	\$ 10,000	\$ 22,250	\$ 35,000	\$ 44,500	\$ 44,500
<b>Total</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 22,250</b>	<b>\$ 35,000</b>	<b>\$ 44,500</b>	<b>\$ 44,500</b>
<i>Profit (Loss)</i>	<i>\$ -</i>	<i>\$(35,700)</i>	<i>\$(24,405)</i>	<i>\$(12,121)</i>	<i>\$(3,099)</i>	<i>\$(3,589)</i>

## \*Note on Calculations

For all of the categories above, dollar figures are rounded to the nearest whole dollar as part of the calculating spreadsheet. Consequently, columns of numbers may be slightly off.



# NON-PROFIT PROJECTED OPERATING EXPENSES

Expenses	Start-Up	Year 1	Year 2	Year 3	Year 4	Year 5
Facility Director	\$ 45,000	\$ 50,000	\$ 51,250	\$ 52,531	\$ 53,845	\$ 55,191
Administrative Assistant	\$ 11,400	\$ 28,500	\$ 29,213	\$ 29,943	\$ 30,691	\$ 31,459
Fringe 33%	\$ 18,612	\$ 25,905	\$ 26,553	\$ 27,216	\$ 27,897	\$ 28,594
Event Staff - contracted	\$ -	\$ 9,000	\$ 9,225	\$ 9,456	\$ 9,692	\$ 9,934
Computers & Software	\$ 1,200	\$ 650	\$ 666	\$ 683	\$ 700	\$ 717
Programming - regular offerings	\$ -	\$ 45,000	\$ 46,125	\$ 47,278	\$ 48,460	\$ 49,672
Utilities	\$ -	\$ 21,600	\$ 22,140	\$ 22,694	\$ 23,261	\$ 23,842
Water & Sewer	\$ -	\$ 1,800	\$ 1,845	\$ 1,891	\$ 1,938	\$ 1,987
Insurance	\$ -	\$ 9,000	\$ 9,225	\$ 9,456	\$ 9,692	\$ 9,934
Postage	\$ 1,500	\$ 1,500	\$ 1,538	\$ 1,576	\$ 1,615	\$ 1,656
Telephone, Internet & Website	\$ 5,700	\$ 5,700	\$ 5,843	\$ 5,989	\$ 6,138	\$ 6,292
Publicity & Marketing	\$ 7,000	\$ 14,000	\$ 14,350	\$ 14,709	\$ 15,076	\$ 15,453
Program & Ticket printing	\$ -	\$ 8,000	\$ 8,200	\$ 8,405	\$ 8,615	\$ 8,831



# NON-PROFIT PROJECTED OPERATING EXPENSES CONT.

Photography	\$ -	\$ 3,200	\$ 3,280	\$ 3,362	\$ 3,446	\$ 3,532
Office Supplies	\$ 1,200	\$ 1,200	\$ 1,230	\$ 1,261	\$ 1,292	\$ 1,325
Facility Supplies	\$ -	\$ 1,440	\$ 1,476	\$ 1,513	\$ 1,551	\$ 1,589
Trash	\$ -	\$ 660	\$ 677	\$ 693	\$ 711	\$ 729
Janitorial	\$ -	\$ 3,000	\$ 3,075	\$ 3,152	\$ 3,231	\$ 3,311
Maintenance	\$ -	\$ 7,500	\$ 7,688	\$ 7,880	\$ 8,077	\$ 8,279
Security	\$ -	\$ 1,950	\$ 1,999	\$ 2,049	\$ 2,100	\$ 2,152
Legal & Professional Fees	\$ -	\$ 3,500	\$ 3,588	\$ 3,677	\$ 3,769	\$ 3,863
Grant writing & Endowment						
Building	\$ 4,500	\$ 9,250	\$ 9,481	\$ 9,718	\$ 9,961	\$ 10,210
Memberships & fees	\$ -	\$ 2,000	\$ 2,050	\$ 2,101	\$ 2,154	\$ 2,208
Training & Development	\$ 2,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
Printing & Copies	\$ -	\$ 7,750	\$ 7,944	\$ 8,142	\$ 8,346	\$ 8,555
Replacement	\$ -	\$ 6,000	\$ 6,150	\$ 6,150	\$ 6,150	\$ 6,150
<b>TOTAL</b>	<b>\$ 98,612</b>	<b>\$273,605</b>	<b>\$280,308</b>	<b>\$287,024</b>	<b>\$293,908</b>	<b>\$300,965</b>



# NON-PROFIT OPERATOR REVENUE PROJECTIONS

Revenues	Start-Up	Year 1	Year 2	Year 3	Year 4	Year 5
Performances 30% of gate - 20/ year	\$ -	\$ 75,660	\$ 87,009	\$100,060	\$110,066	\$112,818
Event staffing fees	\$ -	\$ 7,650	\$ 7,841	\$ 8,037	\$ 8,238	\$ 8,444
Meetings - rental	\$ -	\$ 2,600	\$ 3,250	\$ 4,875	\$ 4,997	\$ 5,122
Facility rental - receptions / parties	\$ -	\$ 12,000	\$ 15,000	\$ 19,200	\$ 22,500	\$ 22,500
Incidental sales	\$ -	\$ 850	\$ 1,950	\$ 2,500	\$ 4,250	\$ 5,500
Forfeited cleaning deposits	\$ -	\$ 800	\$ 800	\$ 1,000	\$ 1,250	\$ 1,500
Annual fundraiser	\$ -	\$ 15,000	\$ 17,500	\$ 20,000	\$ 25,000	\$ 30,000
Donations	\$ -	\$ 9,500	\$ 7,500	\$ 5,000	\$ 4,000	\$ 4,000
Sponsorships	\$ -	\$ 10,000	\$ 15,000	\$ 16,500	\$ 18,000	\$ 22,000



# NON-PROFIT OPERATOR REVENUE PROJECTIONS CONT.

Program advertising	\$ -	\$ 4,500	\$ 7,000	\$ 7,000	\$ 9,000	\$ 12,500
Endowment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program Grants	\$ -	\$ 40,000	\$ 35,000	\$ 30,000	\$ 25,000	\$ 20,000
Program Income	\$ -	\$ 8,000	\$ 10,500	\$ 18,500	\$ 28,000	\$ 36,500
Grants - capacity & development	\$ -	\$ 75,000	\$ 65,000	\$ 50,000	\$ 30,000	\$ 20,000
Volunteer labor	\$ -	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
In-Kind	\$ -	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
<b>Total</b>	\$ -	<b>\$272,560</b>	<b>\$284,350</b>	<b>\$293,673</b>	<b>\$301,301</b>	<b>\$311,884</b>
Profit (Loss)	\$ (98,612)	\$ (1,045)	\$ 4,043	\$ 6,649	\$ 7,393	\$ 10,919



# PERFORMANCE REVENUE PROJECTIONS METHODOLOGY

Performances – 5 shows over 3 days; weekday rehearsals

<b>380 seats x 3 evening shows x 70% capacity x \$10</b>	<b>\$ 7,980</b>
380 seats x 2 matinees x 60% capacity \$5	\$ 2,280
Total Gross	\$ 10,260
30% of gate	\$ 3,078
Concessions \$550 x 3 evening shows	\$ 1,650
Concessions \$100 x 2 matinee shows	\$ 200
On site sales	\$ 500
Total	\$ 2,350
30% of sales	\$ 705
Total per-performance	\$ 3,783

The budget above assumes that there are 380 seats available for a performance and that the facility will host 20 sets of performances a year. The performances will likely vary, but the average is assumed to be five performances, three in the evening and two matinee shows. The evening shows will have an average ticket price of \$10 with houses that presumed 70% of capacity. The matinee tickets will average \$5 per ticket and the house will be half-full.



# CITY OPERATED FACILITY EXPENSE PROJECTIONS

Expenses	Start-Up	Year 1	Year 2	Year 3	Year 4	Year 5
Facility Director	\$ 45,000	\$ 73,739	\$ 75,582	\$ 77,472	\$ 79,409	\$ 81,394
Administrative						
Assistant 0.75 FTE	\$ 11,400	\$ 36,965	\$ 37,889	\$ 38,836	\$ 39,807	\$ 40,802
Fringe 40%	\$ 18,612	\$ 44,281	\$ 45,388	\$ 46,523	\$ 47,686	\$ 48,878
Part-time Staff (event & as needed)	\$ -	\$ 18,000	\$ 18,450	\$ 18,911	\$ 19,384	\$ 19,869
Computers & software	\$ 1,200	\$ 600	\$ 615	\$ 630	\$ 646	\$ 662
Programming - regular offerings	\$ -	\$ 45,000	\$ 46,125	\$ 47,278	\$ 48,460	\$ 49,672
Utilities	\$ -	\$ 21,600	\$ 22,140	\$ 22,694	\$ 23,261	\$ 23,842
Water & Sewer	\$ -	\$ 1,800	\$ 1,845	\$ 1,891	\$ 1,938	\$ 1,987
Insurance	\$ -	\$ 11,000	\$ 11,275	\$ 11,557	\$ 11,846	\$ 12,142



# CITY OPERATED FACILITY EXPENSE PROJECTIONS CONT.

Postage	\$ 1,500	\$ 1,500	\$ 1,538	\$ 1,576	\$ 1,615	\$ 1,656
Telephone, Internet & Website	\$ 5,700	\$ 5,700	\$ 5,843	\$ 5,989	\$ 6,138	\$ 6,292
Publicity & Marketing	\$ 7,000	\$ 19,500	\$ 19,988	\$ 20,487	\$ 20,999	\$ 21,524
Program & Ticket printing	\$ -	\$ 8,000	\$ 8,200	\$ 8,405	\$ 8,615	\$ 8,831
Photography	\$ -	\$ 3,200	\$ 3,280	\$ 3,362	\$ 3,446	\$ 3,532
Office Supplies	\$ 1,200	\$ 1,200	\$ 1,230	\$ 1,261	\$ 1,292	\$ 1,325
Facility Supplies	\$ -	\$ 1,440	\$ 1,476	\$ 1,513	\$ 1,551	\$ 1,589
Trash	\$ -	\$ 660	\$ 677	\$ 693	\$ 711	\$ 729
Janitorial	\$ -	\$ 3,000	\$ 3,075	\$ 3,152	\$ 3,231	\$ 3,311
Maintenance	\$ -	\$ 8,500	\$ 8,713	\$ 8,930	\$ 9,154	\$ 9,382



# CITY OPERATED FACILITY EXPENSE PROJECTIONS CONT.

Security	\$ -	\$ 1,950	\$ 1,999	\$ 2,049	\$ 2,100	\$ 2,152
Legal & Professional Fees	\$ -	\$ 3,500	\$ 3,588	\$ 3,677	\$ 3,769	\$ 3,863
Grant writing & Endowment Building	\$ 4,500	\$ 9,250	\$ 9,481	\$ 9,718	\$ 9,961	\$ 10,210
Memberships & fees	\$ -	\$ 3,500	\$ 3,588	\$ 3,677	\$ 3,769	\$ 3,863
Training & Development	\$ 2,500	\$ 5,500	\$ 5,638	\$ 5,778	\$ 5,923	\$ 6,071
Printing & Copies	\$ -	\$ 8,500	\$ 8,713	\$ 8,930	\$ 9,154	\$ 9,382
Public Restroom Service & Maint.	\$ -	\$ 18,200	\$ 18,655	\$ 19,121	\$ 19,599	\$ 20,089
Reserve	\$ -	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Replacement	\$ -	\$ 6,000	\$ 6,150	\$ 6,150	\$ 6,150	\$ 6,150
Grounds	\$ -	\$ 20,000	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500
<b>TOTAL</b>	<b>\$ 98,612</b>	<b>\$389,585</b>	<b>\$399,137</b>	<b>\$408,262</b>	<b>\$417,614</b>	<b>\$427,201</b>



# CITY OPERATED FACILITY REVENUE PROJECTIONS

Revenues	Start-Up	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Revenue	\$ -	\$ 10,000	\$ 22,250	\$ 35,000	\$ 44,500	\$ 44,500
City - Public Restroom	\$ -	\$ 18,200	\$ 18,655	\$ 19,121	\$ 19,599	\$ 20,089
City - Grounds Performances 30% of gate - 20 per year	\$ -	\$ 20,000	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500
Event staffing fees	\$ -	\$ 75,660	\$ 87,009	\$100,060	\$110,066	\$112,818
Meetings - rental	\$ -	\$ 15,300	\$ 15,683	\$ 16,075	\$ 16,476	\$ 16,888
Facility rental - receptions / parties	\$ -	\$ 2,600	\$ 2,665	\$ 2,732	\$ 2,800	\$ 2,870
Incidental sales	\$ -	\$ 12,000	\$ 15,000	\$ 19,200	\$ 22,500	\$ 22,500
Forfeited cleaning deposits	\$ -	\$ 850	\$ 1,950	\$ 2,500	\$ 3,250	\$ 3,500
Annual fundraiser	\$ -	\$ 800	\$ 800	\$ 1,000	\$ 1,250	\$ 1,500
	\$ -	\$ 15,000	\$ 15,000	\$ 18,500	\$ 22,500	\$ 25,000



# CITY OPERATED FACILITY REVENUE PROJECTIONS CONT.

<b>Donations</b>	<b>\$ -</b>	<b>\$ 6,500</b>	<b>\$ 4,500</b>	<b>\$ 3,000</b>	<b>\$ 2,000</b>	<b>\$ 1,000</b>
Sponsorships	\$ -	\$ 10,000	\$ 15,000	\$ 15,000	\$ 18,000	\$ 22,000
Program advertising	\$ -	\$ 4,500	\$ 7,000	\$ 7,000	\$ 9,000	\$ 12,500
Endowment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program Grants	\$ -	\$ 35,000	\$ 25,000	\$ 20,000	\$ 10,000	\$ -
Program Income	\$ -	\$ 8,000	\$ 10,500	\$ 18,500	\$ 28,000	\$ 36,500
Grants - capacity building & support	\$ -	\$ 35,000	\$ 20,000	\$ 15,000	\$ -	\$ -
Volunteer labor	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
In-Kind	\$ -	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
<b>Total</b>	<b>\$ -</b>	<b>\$275,410</b>	<b>\$287,512</b>	<b>\$319,188</b>	<b>\$336,442</b>	<b>\$348,166</b>
<b>Profit (Loss)</b>	<b>\$(98,612)</b>	<b>\$(114,175)</b>	<b>\$(111,626)</b>	<b>\$(89,074)</b>	<b>\$(81,172)</b>	<b>\$(79,035)</b>



## ONE KEY DIFFERENCE BETWEEN MODELS

### ○ Grants

- The revenue budget in the MUNICIPAL MODEL includes grant funding, but at much lower levels than in the NON-PROFIT OPERATOR MODEL. With the city as the operator, the budget decreases the available grant funding for organizational development and capacity building to reflect the fact that it is a municipality. (The overall socio-economic demographics in Sherwood are relatively high compared to Oregon as a whole.) The city will also likely have to invest more on a per-dollar basis than a nonprofit in order to secure grants.



# Approved Minutes

**SHERWOOD URBAN RENEWAL AGENCY BOARD OF DIRECTORS  
MEETING MINUTES  
May 4, 2011  
22560 SW Pine Street, Sherwood Oregon 97140**

**JOINT WORK SESSION WITH SURPAC**

1. **CALL TO ORDER:** Chair Keith Mays called the URA Board meeting to order at 5:20pm.
2. **URA BOARD PRESENT:** Chair Keith Mays, Dave Grant, Bill Butterfield, Matt Langer, David Luman and Robyn Folsom. Linda Henderson was absent.
3. **SURPAC MEMBERS PRESENT:** Charlie Harbick, Tim Heine and Scott Johnson.
4. **STAFF PRESENT:** City Manager Jim Patterson, Community Services Director Kristen Switzer, Finance Director Craig Gibons, Economic Development Manager Tom Nelson and District Recorder Sylvia Murphy.
5. **OTHERS PRESENT:** Bob Irvine with PARC, Stan Foster with PARC, Murray Jenkins with Ankrom Moisan Architects, Jeff Sacket with Capstone Partners, Doug Pederson with Cultural Arts Community Center Steering Committee, Lee Weislogel with BOOTS, Brain Stecher Parks Board Liaison to Cultural Arts Community Center Steering Committee and Ray Pitz with Sherwood Gazette.
6. **TOPIC DISCUSSED:**
  - A. Sherwood Cultural Arts Community Center Feasibility Study, PARC representatives presented a power point presentation (see record, Exhibit A). Discussion followed.
7. **ADJOURNED:** Chair Mays adjourned the URA Board meeting at 7:08pm.

  
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Sylvia Murphy, CMC, District Recorder

  
\_\_\_\_\_  
Keith S. Mays, Chairman