MEETING NOTES

Group: Portland Downtown Board Retreat

Date: March 1, 2017

Time: 8:00 AM – 11:30 AM

Location: Hyatt

Attendees: Kim Volk, Denine Leeman, Amy Geren, Anastasia Contos, Alen Saric, Suzie Rephan, Taffy Eaton, Adam MacDonald, Mike McDonald, Ken Cianchette, Josh Benthien, Matt Veith, Phil Haughey, Robyn Violette, David Packard, Casey GIlbert, Trish McLellan

Facilitator: Lisa Whited

OPENING ROUND – why are you doing/connected to this work?

Kim – tourism/guidance – help people enjoy the city; visitors; what our tax money does

Denine – complements primary work; passion for Portland – connections

Amy- freedom to dive into different aspects; self-directed work – all aspects and see things come to fruition – grant money for parking; challenge: limitations of what we can do – frustration with restrictions; has energy

Anastasia – work with city – potential

Alen – learn and influence – strive to make city better

Suzie – strong retail presence (Old Port Fest weekend) improve impact on retailers

Taffy – likes people and job "braintrust" – creativity, support and anchor to help make things happen; steady; technology challenges

Adam – rebranding and logo – expand audience of Portland Downtown; staff passion; frustrations – too many issues at first/not focused

Mike – Board change – healthier now – positive – goals, property owners, ROI

Ken – questions on tax and effective change; positive change – energized by group

Josh – new to Portland – get engaged and connected; speak up for constituency; effecting change; seeing real change happen – great staff

Matt – bring efficiencies to Portland (back ground in Coast Guard) – saw inefficiencies with government

Phil – private sector taking ownership – do better than government - impact agenda for his business

Robyn – bar and restaurant community – meet new people, be in the "know" – events, reflect energy and joy

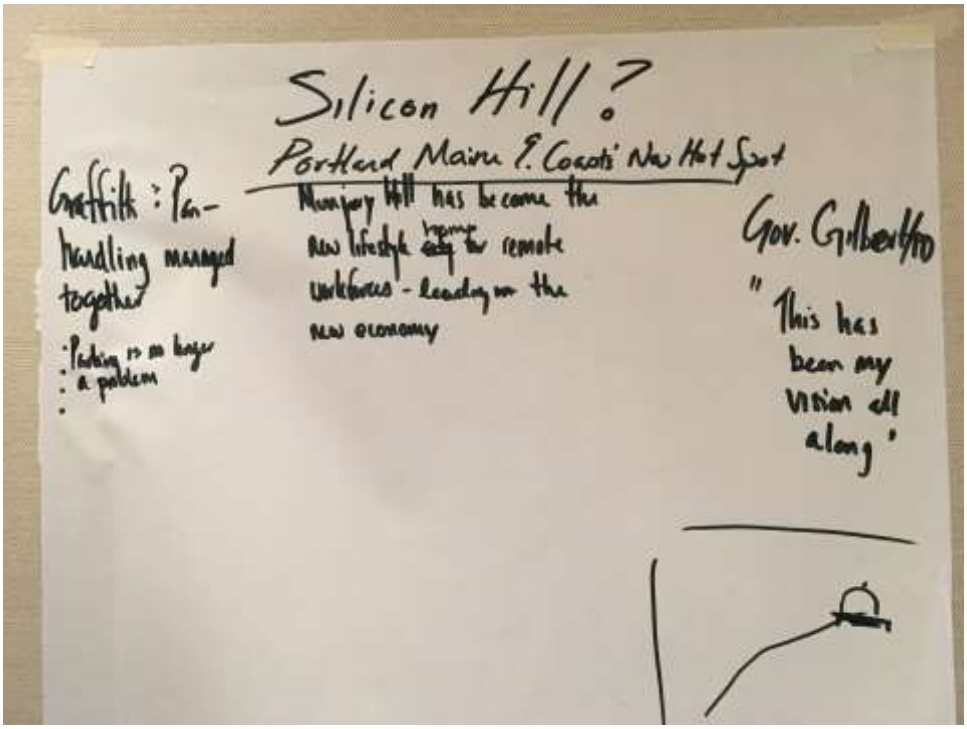
David – mobile device forensics attorney – engage in community – leaders – information about city – assist in promoting city's value

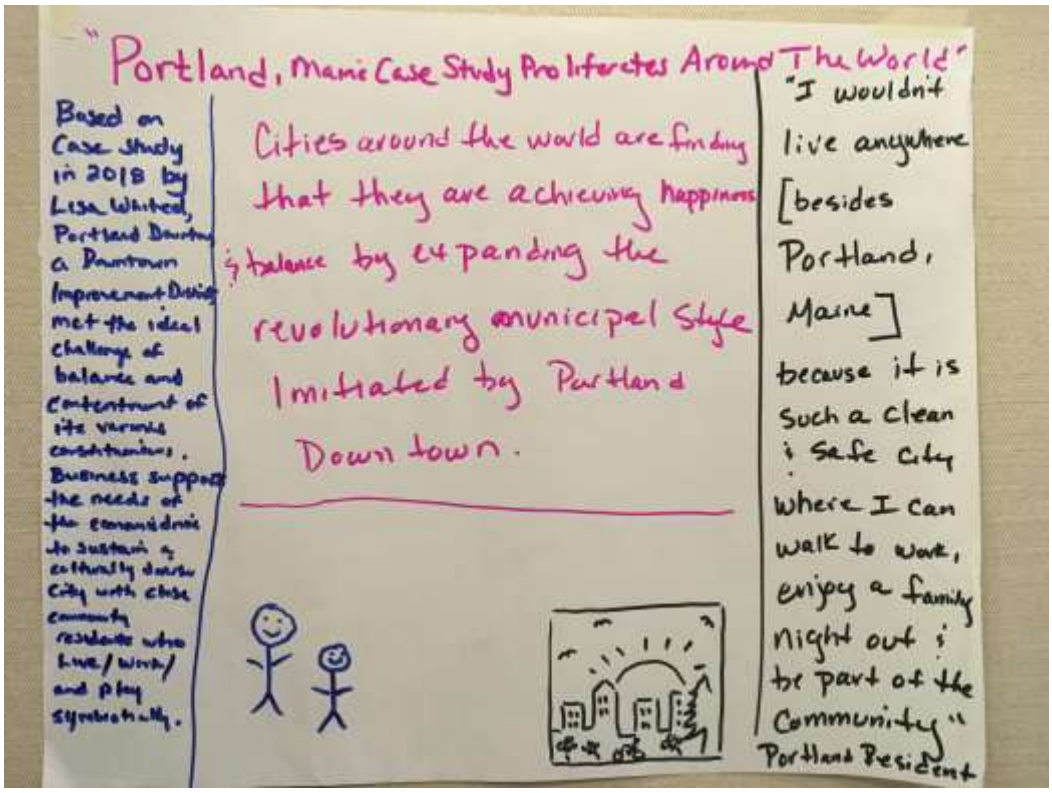
Casey – loves her job; problem solving; growth opportunity – caviar dreams on beer budget

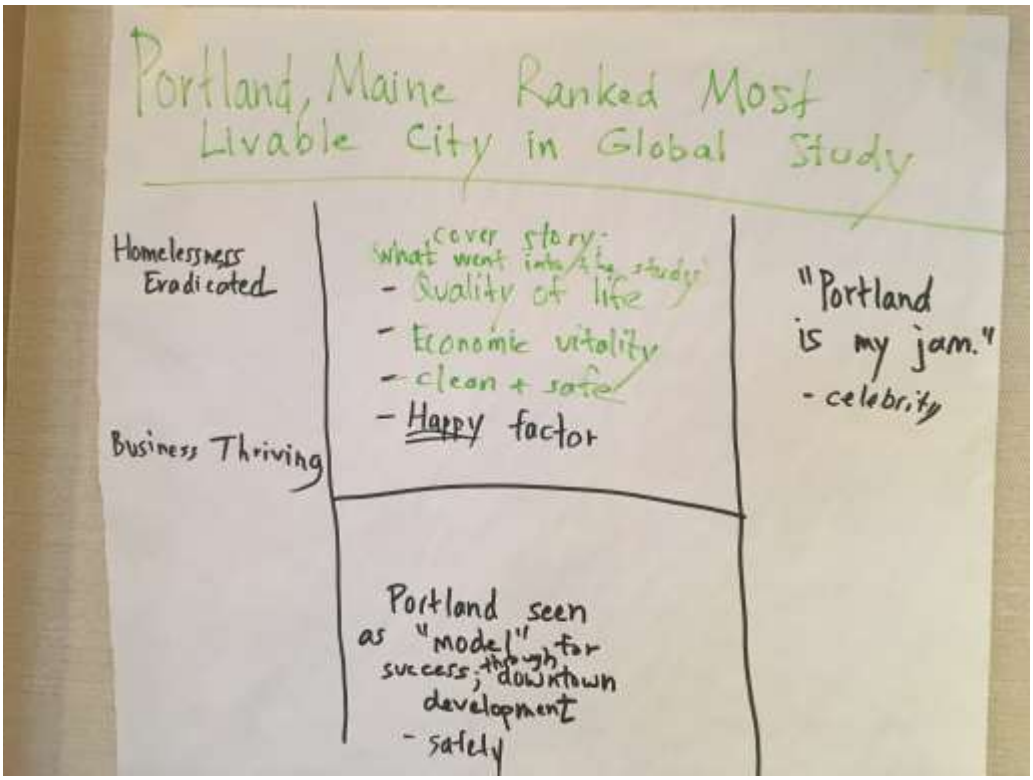
Trish – legal affairs – problem solving; organizational skills; in service to organization (legal affairs committee); board colleagues – helpful, interesting- share same goals (can I do good work and am I needed?)

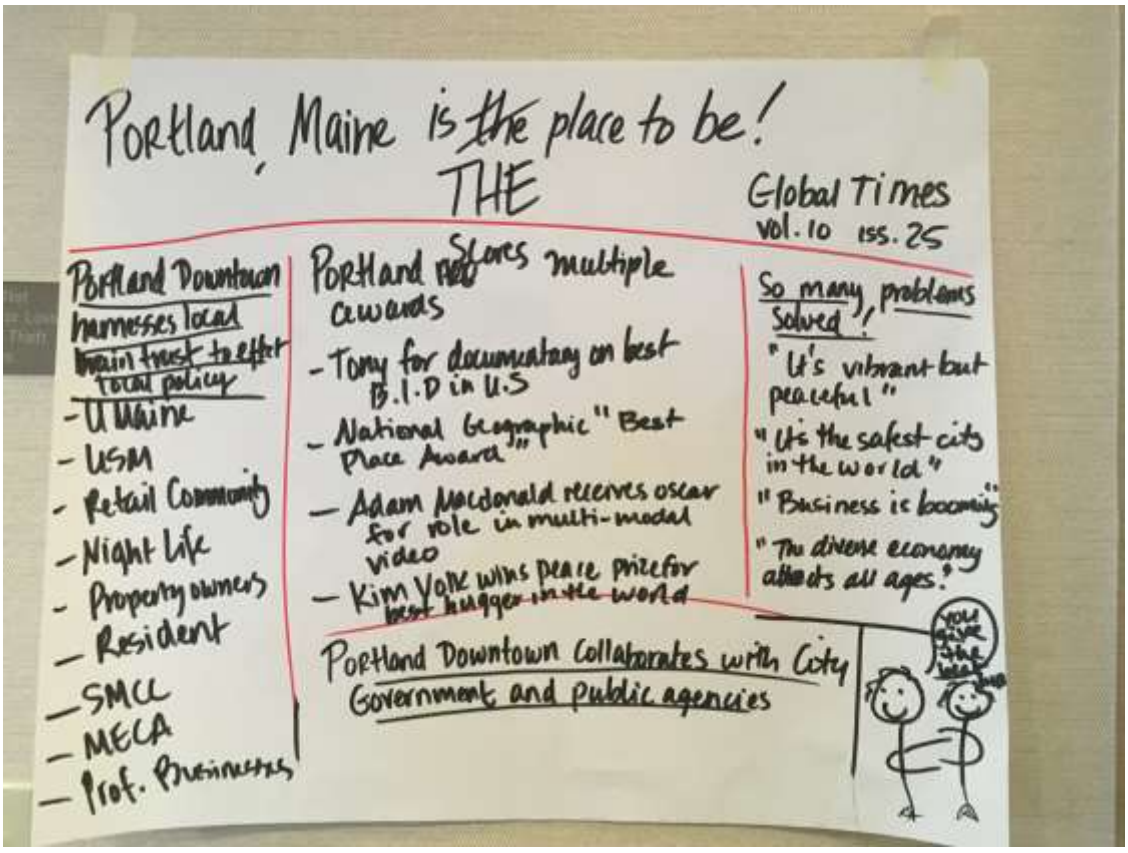
VISION HEADLINE EXERCISE

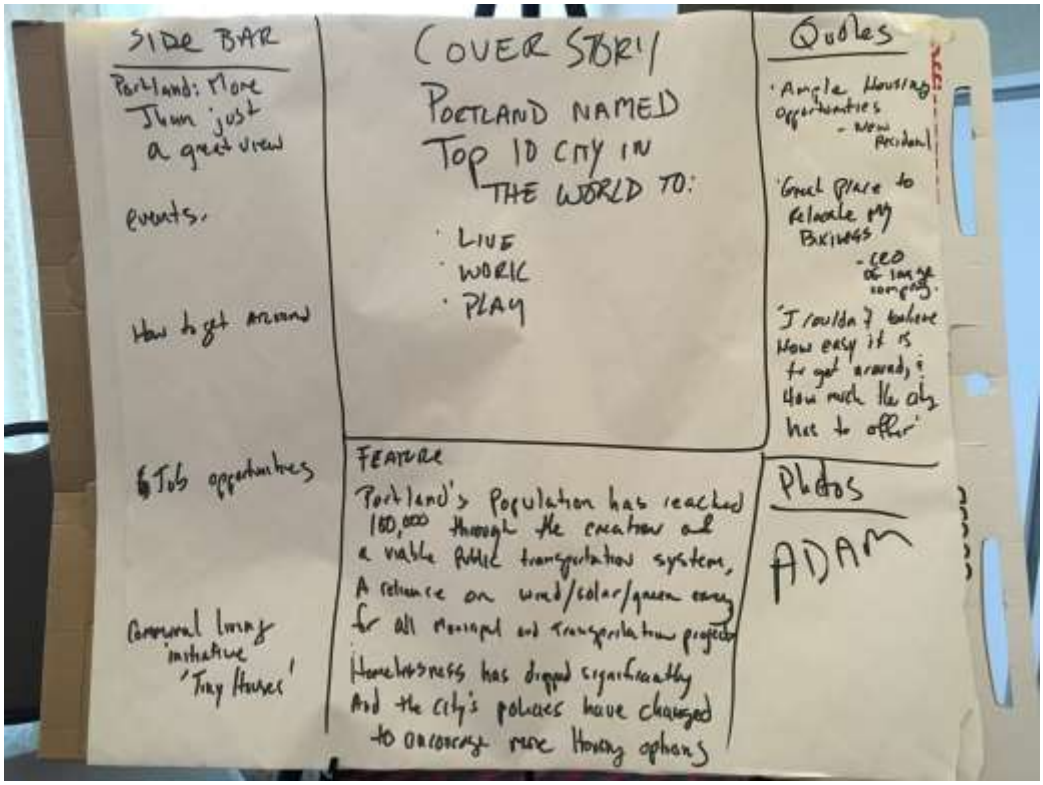
It is 2037. There is an international news publication that has a front-page story about the impact Portland Downtown has made. What is the headline? What is the feature story, side bar, quotes, photos? Think about what resonates with your own values and why you would feel proud to know that it was because of your work 20 years prior that led to this wonderful positive impact on the world.

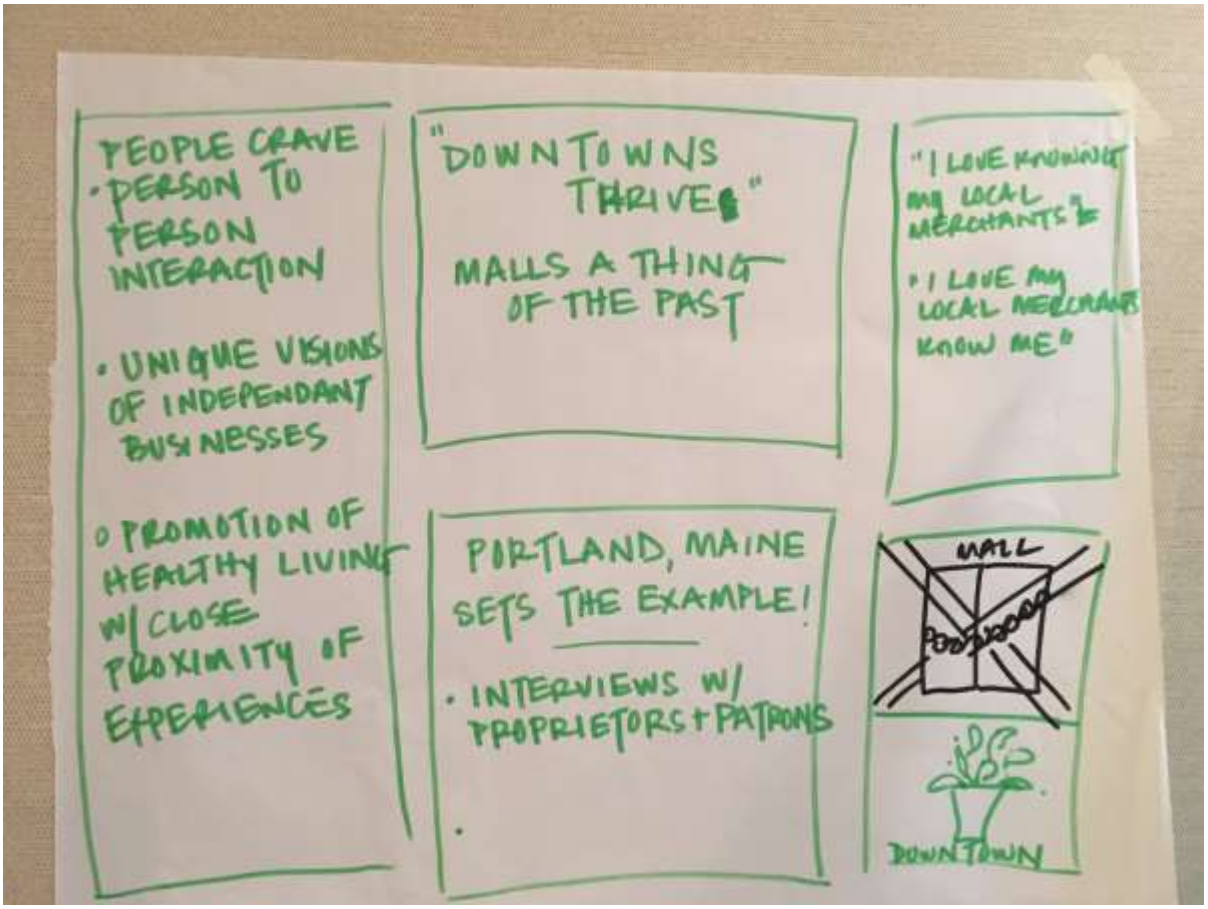





Portland, Maine Ranked Most Livable City in Global Study
Homelessness Eradicated
Business Thriving
cover story: what went into the study
- Quality of life
- Economic vitality
- clean + safe
- Happy factor
"Portland is my jam."
- celebrity
Portland seen as "model" for success, through downtown development
- safety


Portland, Maine is the place to be!
THE
Global Times
vol. 10 iss. 25
Portland Downtown harnesses local brain trust to effect local policy
- U Maine
- USM
- Retail Community
- Night Life
- Property owners
- Resident
- SMCC
- MECA
- Prof. Businesses
Portland has scores multiple awards
- Tony for documentary on best B.I.D in U.S
- National Geographic "Best Place Award"
- Adam Macdonald receives oscar for role in multi-modal video
- Kim Yore wins peace prize for best hugger in the world
So many problems solved!
"It's vibrant but peaceful"
"It's the safest city in the world"
"Business is booming"
"The diverse economy attracts all ages"
Portland Downtown Collaborates with City Government and public agencies


SIDE BAR
Portland: More than just a great view
events.
How to get around
Job opportunities
Cultural living initiative 'Tiny Houses'
COVER STORY
PORTLAND NAMED TOP 10 CITY IN THE WORLD TO:
· LIVE
· WORK
· PLAY
FEATURE
Portland's Population has reached 100,000 through the creation of a viable Public transportation system, A reliance on wind/solar/green energy for all Municipal and transportation projects
Homelessness has dipped significantly And the city's policies have changed to encourage more Housing options
Quotes
· Ample Housing opportunities - New Resident
'Great place to relocate my business' - CEO of large company.
'I couldn't believe how easy it is to get around & how much the city has to offer'
Photos
ADAM


PEOPLE CRAVE
· PERSON TO PERSON INTERACTION
· UNIQUE VISIONS OF INDEPENDANT BUSINESSES
· PROMOTION OF HEALTHY LIVING W/ CLOSE PROXIMITY OF EXPERIENCES
"DOWNTOWNS THRIVE"
MALLS A THING OF THE PAST
PORTLAND, MAINE SETS THE EXAMPLE!
· INTERVIEWS W/ PROPRIETORS + PATRONS
"I LOVE KNOWING MY LOCAL MERCHANTS"
· "I LOVE MY LOCAL MERCHANTS KNOW ME"
MALL
DOWNTOWN

VISION THEMES

- Love for Portland – national and global
- Safe place to be
- Residents
- Green
- Livability
- Happiness
- Thriving businesses – friendly
- Vibrant active community
- Model
- Leader
- Destination
- Creative solutions
- Easy to get around
- Strong identity
- Family-friendly
- Multi-modal
- Balanced
- Peaceful
- Government works
- People want to be here
- Activities/things to do
- Personal and independent

SUGGESTED VISION STATEMENTS FOR PORTLAND DOWNTOWN:

1. A peaceful, safe, thriving city that is a model for living in the 22nd century.
2. A livable, business-friendly and vibrant city.

FY 2017-18 PRIORITIES - # in parentheses indicates number of votes

1. Discussion about future footprint – what do we want; what does it look like? USM student study – at current rate (.92) cannot expand; inclusion of properties in district that are not paying; define different types of non-profits/in-kind giving? (17)
2. Business Data (MEREDA, CVB, MR+H) – trends, occupancy, etc.; analytics/metrics (create dashboard); research and monitor health of downtown businesses (1st floor tenants; anonymous survey - % growth, etc.) (10)
3. Old Port Festival – look at critically – does it support our mission? (Time/resource-heavy for one day) (8)

Downtown cadet program (safety) – grow program, adds value (6)

Educate businesses and greater community about what Portland Downtown does, about safety ("Downtown U") (5)

Lighting – city sensors; traffic already in place) – do more (3)

Free events (music) – sense of community; consider shark tank grants; help businesses grow profit (2)

CLOSING ROUND – one word to describe how you are feeling about work for next 12 months

- Engaged
- Enthusiastic
- Diligent
- Focused
- Energized
- Confident
- Confirmation
- Optimistic
- Excited
- Anxious
- Unclear
- Execution
- Challenged
- Work load
- Inspired

BIKE RACK

- Board member conversation (chair to have this conversation)
- Performance indicators
- City – costs of Old Port Festival and other events

MEETING FEEDBACK

Thumbs Up

- Giving form and structure to strategies for improving the effectiveness of the board
- Breaking into groups allowed more ideas to be shared and considered
- Conversing preliminary ideas on how to achieve goals
- Voting on goals
- Love forms to be able to replicate the objective process
- Red/green/yellow is helpful to refocus
- Streamlined and detailed goal processes
- Small group work because it is reflective of how our organization works with committees and partners (i.e., compromised results)
- Smart goals

- Goals
- Newspaper
- Provided clarity of purpose
- Goal setting – smart objectives
- Productive and concrete
- Active participation of group
- Great job, Lisa. Very helpful
- Felt like we really got things accomplished in a concrete way with specific next step actions
- Good interactive workshop
- Helped get to know other members better
- Small group breakouts very successful
- Was not "corny" – well done!
- Felt that something was accomplished (not sure what, but enjoyed the deep dive)
- Headline exercise was great! (vision)

Thumbs Down

- Nothing comes to mind
- Time commitment
- Would save time to have all groups formed rather than peole searching for "partners"
- In some ways, the session opened up more questions than it answered – which is exciting but also scary!

RECOMMENDATIONS FOR NEXT STEPS

1. Create two adhoc groups to focus on Growth and the Old Port Festival. Establish a deadline in the FY 2017-18 year for these two groups to make recommendations to the board.
2. Adopt agendas for your regular board meetings that include small-group conversations and large-group sharing.
3. Have staff review the two proposed vision statements, make edits, present to Board and ask for adoption at an upcoming board meeting. Remember – goal of the vision statement is to be simple, inspiring, forward-looking and easy-to-remember. Your mission statement includes all of the work you do to get to your Vision statement.
4. Suggest training for all Board members through the Maine Association of Non-Profits. Consider adding an annual orientation for ALL board members (new and existing) every year. Try a By-law pop quiz and other ways to educate board members.
5. Continue to use the Red/Yellow/Green status sheet at each board meeting to check status on initatives. Make important decisions regarding prioritizing, letting certain work go, and/or deferring to a later date. Focus on what you can do well and do not spread yourselves too thin.

6. Use the Program Assessment Sheet to analyze any new initiatives or programs prior to implementing them. Use these same sheets to analyze any programs you are currently offering. Make sure you know the true costs – including staff time and volunteer time, alignment with vision and mission – before deciding that something is turning a profit.

Portland Downtown
Board/Staff Retreat Agenda

Date: March 1, 2017

Time: 8:00 Arrival – 11:30 Adjourn

Location: Hyatt Hotel

Objectives: Team building, vision clarification, setting priorities for 2017.

8:00 Arrival and breakfast (10 minutes)

8:10 Opening Remarks, Meeting Norms, Objectives, Bike Rack (10 minutes)

8:20 What might get in the way of your full participation today? (personal writing reflection) 5 minutes

8:25 Ice Breaker/Think-Pair-Share: Board members will be partnered up with staff or other board members. They will each think about the following questions, jot down some thoughts, and then have a conversation with their partner. *Each person will report out what their partner had to say*.

Board Members: Think for a minute about why you do this work – what is it about Portland Downtown's work that compels you to volunteer your time and talent? Jot down your thoughts and then share your response with your staff partner.

Staff: Think for a minute about your work – what is it about the organization's work that keeps you here? What is most rewarding about your work and what is your biggest challenge? Jot down your thoughts and then share your response with your partner.

Report out what your partner had to say. Discussion Reflection: Reactions, surprises, new information? (15 minutes)

8:40 Vision and Mission – what is the difference? Share Portland Downtown's mission. (10 minutes)

8:50 Vision Clarification Exercise – it is 20 years in the future, you are walking down a street in NYC and see a row of international publications. The headline and entire top half of the newspaper is about a shift that has occurred in the world – something major and wonderful and you know that you were a part of making that transformation come about because of your work with Portland Downtown in 2017.

In small groups of 3 people per group, using a piece of flip chart paper, write the headline, the sidebar article, show photos and sub-headlines about what this positive change is. Look back to the reflections you wrote earlier - what gets you excited and inspired about the work and is something you want to be a part of. – 20 minutes

9:10 Share Visions **–** 20 minutes

9:30 Identifiy common themes in Visions – 10 minutes

9:40 Keeping in mind the Vision Clarification exercise you just did, review the Red/Yellow/Green assessment form – look at the status of each of the initiatives from the 2015 strategic plan and review results of pre-meeting survey. (20 minutes)

10:00 In small groups of 3, discuss the strategies and their red/yellow/green status and discuss the pre-meeting survey results. Determine and agree upon which should be the top two priorities in 2017. (15 minutes)

10:15 Share results of your discussions. These will be captured on a flip chart. (15 minutes)

10:30 Each person receives three dots to vote on the priorities. You can use the votes however you wish – all 3 on one item, or split them up. (10 minutes)

10:40 Review and tally the votes to determine priorities (5 minutes)

10:45 Begin drafting workplans for achieving the priorities. Are committees or new volunteers needed? What are metrics you could establish? Are other resources needed? What are deadlines and who will be accountable? Working in small groups, use the Goal Statement Work Sheets to draft work plans. (15 minutes)

11:00 Report out **highlights** of your discussions (10 minutes)

11:10 Review the red/yellow/green tracking form and how you can use this to track process on your initiatives on a regular basis during board meetings. (5 minutes)

11:15 Closing Round - What is one word to summarize how you are feeling about the work in 2017? (5 minutes)

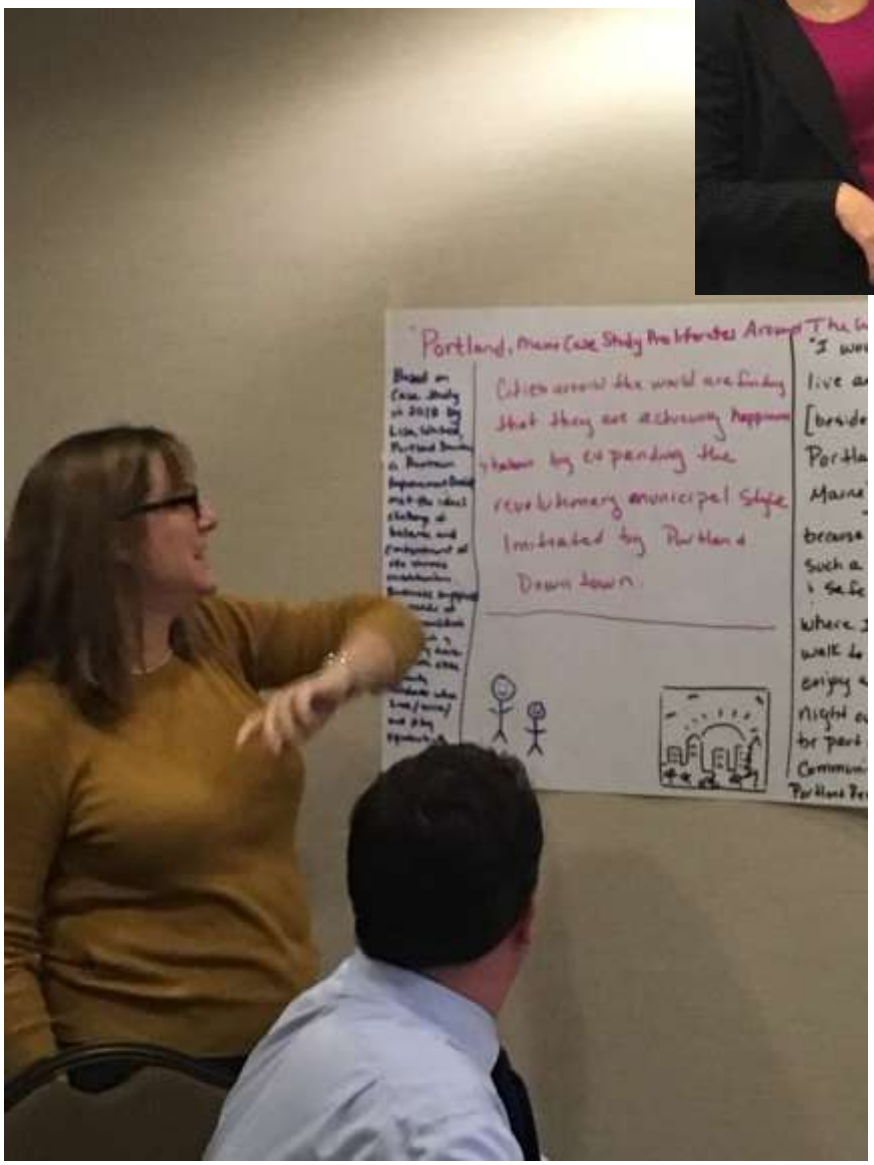
11:25 Distribute thumbs up/down cards for feedback on day (5 minutes)

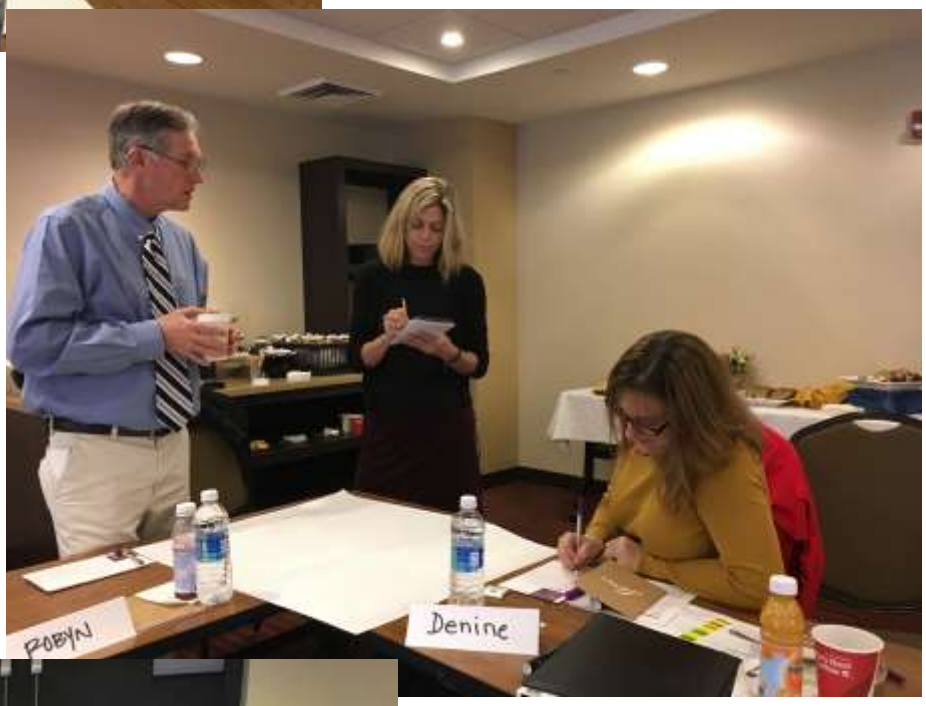
11:30 Adjourn

PHOTOGRAPHS FROM THE RETREAT

Silicon Hill?
Portland Maine & Could Also Not Start
Gov Gridlock

Portland, Maine is the place
THE


"Portland, Maine Case Study Pre Interview Assumptions
Cities around the world are finding
that they are achieving happiness
by expanding the
revolutionary municipal style
initiated by Portland
Down town.


ROBYN
Denine

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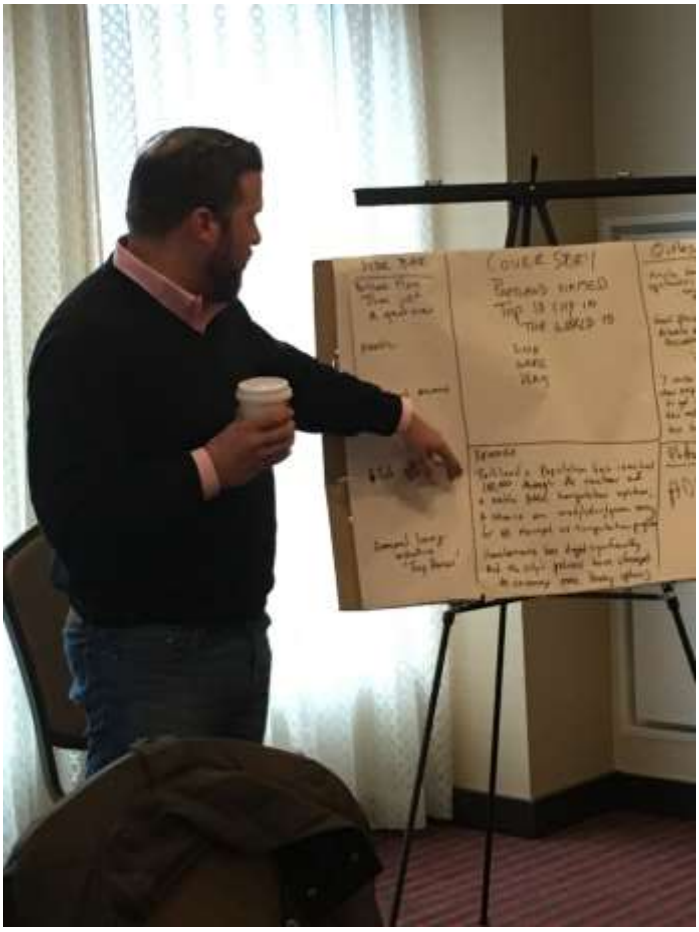
Amy