



*Portland Downtown is in the business of maintaining a clean and safe downtown while building and promoting a vibrant business, residential and tourism destination.*

**Board of Directors Meeting  
Thursday August 18, 2016 9:00 am  
549 Congress Street**

**A. Welcome**

- Jeff Packard, Vice Chair running meeting in Chair's absence

**B. Motion to accept:**

- July 21<sup>st</sup> Board Meeting minutes
- July Treasurer's Report and discussion

**C. Committee Minutes:**

- Motion to Acknowledge as Printed: Merchant, Events, Marketing, NLOC, District & Community Services, Parking & Transportation

RESOLVED: that the following Minutes of recent Committee Meetings be and hereby are acknowledged:

- Merchant (Retail) Committee (7/5/16)
- Events Committee (7/6/16)
- Marketing Committee (7/12/16)
- Night Life Oversight Committee (NLOC) (7/13/16)
- District & Community Services Committee (7/21/16)
- Parking & Transportation Committee (7/27/16)

**D. Other Committee Reports:**

- Advocacy
  - Proposed Benchmarking Ordinance by City for Building Owners
- Legal Affairs Committee
  - Advocacy Policy- Revised Draft of proposed policy attached submitted by Legal Affairs for discussion and potential vote for acceptance.
  - Conflict of Interest Policy – Revised Draft of proposed policy attached submitted by Legal Affairs for discussion and potential vote for acceptance

**E. Executive Directors update**

**F. Other Business:**

- Committee service selection for year by Board Members to be formalized by Board Chair by August 31
- Proposed considerations for written policies and procedures for future Elections
- Update to Board on NLOC by-law status discussion – Erik, Sarah

\*\*\*DRAFT\*\*\*

**Portland Downtown Board of Directors**  
**Board Meeting minutes**  
**Thursday July 21, 2016**  
**549 Congress St**



**Present:** Denine Leeman, Jeffrey Packard, Josh Benthien, Ken Cianchette, Anastasia Contos (on phone), Phil Haughey, Sarah Martin, Mike McDonald, Greg Mitchell, Suzie Rephan, Alen Saric, Penny St. Louis (on phone), Robyn Violette, Kim Volk, Trish Weimer

**Absent with notice:** Max Bangs, Erik Urbanek, June Usher

**Staff:** Casey Gilbert, Taffy Eaton

**Minute 1.** Chair Leeman called the meeting to order, welcomed new Board members Anastasia Contos and Brad McCurtain and thanked returning Board members Mike McDonald, Penny St. Louis and Trish Weimer.

**Minute 2.** Motion to accept

- a) **June 9<sup>th</sup> Board meeting minutes:** On a motion made by Trish Weimer, seconded by Josh Benthien and unanimously adopted, it was

**RESOLVED:** That the minutes of the Board Meeting of June 9<sup>th</sup> be and hereby are accepted as proposed.

- b) **June Treasurer's Report:** On a motion made by Phil Haughey, seconded by Alen Saric and unanimously adopted following a discussion in which the following points were raised:

- Mike noted that budget numbers were not met due to aggressive Old Port Festival numbers and costs associated with the new brand launch and updated website.
- Final numbers were about what they have been in past years. Note that this report has not been finalized with year-end accountant work.
- Over-budget items should be looked at
- Individual reports for events will be created going forward
- In a new budget year, it will be easier for Casey to work with the budget she created. There will be no brand launch so it should be easier to meet.
- Adam will give the board a tour of the updated website

it was

**RESOLVED:** That the June financial reports are accepted as presented.

**Minute 3.** The Chair requested acknowledgement of the enclosed committee reports: Merchant Meeting, Events Committee, Night Life Oversight Committee, Marketing Committee, District & Community Services Committee, Cultural Affairs Committee and Parking & Transportation Committee. On a motion made by Josh Benthien, seconded by Mike McDonald and unanimously acknowledged following a discussion in which the following points were made:

- NLOC meeting minutes –
  - Correct name is Sibyl Pitcock
  - Sound Oversight Committee will meet to confirm the purpose of the committee
  - Section 2 – typo's on dates? Taffy reviewed the notes and determined that the dates are correct.
- DCS Committee minutes –
  - Brad would like an update of Learning Works today or at another moment

On an amended motion made by Josh Benthien, seconded by Phil Haughey and unanimously acknowledged,

it was

**RESOLVED:** that the following Minutes of recent Committee Meetings be and hereby are acknowledged:

- Merchant (Retail) Committee (6/7/16)
- Events Committee (6/1/16 and 6/8/16)
- Night Life Oversight Committee (NLOC) (6/8/16)
- Marketing Committee (6/14/16)
- District & Community Services Committee (6/16/16)
- Cultural Affairs Committee (6/21/16)
- Parking & Transportation Committee (6/22/16)

**Minute 4.** Other committee Reports:

- **Advocacy** - Proposed Benchmarking Ordinance by City for Building Owners: Denine said that Trish heard about this proposal from another property owner and brought it to her attention.
  - **Benchmarking** requires that any residential building over 20,000 sq ft do mandatory annual reporting of all energy use. The same will be required by commercial buildings in the future. The 2030 District is already involved. Does this board want to assign delegates to this? Yes - Denine will form a task force. Some of the issues discussed today are:
    - Landlords have no legal right to get this information from tenants
    - It is very difficult to find the right person to report the data. It is often several people within one company.
    - Jeff encourages Board members to be on top of the City's Comprehensive Plan
- **Legal Committee** –
  - **Advocacy policy:** Casey has proposed a policy to Legal Affairs for review and recommendation to the Board (draft proposed policy included in packet). Denine said the Legal Affairs Committee proposes the draft as presented. This policy will allow Portland Downtown to vet issues methodically by the Board. Discussion and process:
    - Brad encouraged the Board to continue the discussing before voting
    - Add an expiration date to each position on the policy to keep it current
    - Keep a log of advocacy positions. This could be a good tool for attracting new Board members and could be added to the Board binder.
    - Casey will distribute the draft proposed policy to the Board in a Google doc. Board members should submit proposed changes to the Legal Affairs Committee (Trish, Penny and Josh) with an August 5<sup>th</sup> deadline.
    - It will be reviewed by the Executive Committee and presented to the Board for a vote in August. Board members will receive the finalized draft prior to the Board meeting.
  - **Conflict of Interest policy:** Casey will circulate it to the Board as a Google doc with the same August 5<sup>th</sup> deadline. The question of whether the policy will be updated each year was asked.

**Minute 5.** Executive Directors update – Casey

- This is the final update for 2015-2016. Casey provides these in an effort to keep the Board informed of meetings she's attending, etc.
- Committee reporting may be brief in the future as she will not be attending Committee meetings regularly for a while.
- Casey mentioned that she will start a "behind the scenes feature" in the monthly newsletter and might include parts of her report
- End of year survey results: Casey thanked Board members for completing the survey. It will help her refocus her energies for 2016-2017. She will send a survey at the end of each year.
- Denine and Casey will attend a MANP conference addressing the relationship between the Board Chair and the Executive Director. There is also a Board member boot-camp workshop available – we need 4 board members attend.

**Minute 6.** Other business:

- Committee service selection for year by Board Members: Denine circulated the sign-up sheet to those present. Each Board member must serve on 2 committees. Email Denine or Taffy your choices if don't sign up today, then Denine will finalize the list.
- Proposed considerations for written policies for Elections: Brad provided suggestions that were distributed in the packet. The Legal Affairs Committee will consider these when writing policy and procedures.
- Learning Works update: Josh and Casey described the past practices and financial involvement by Portland Downtown and the City. Portland Downtown's contribution is \$6,000 for FY2016-2017.
- NLOC Bylaws status discussion: Denine will meet with Doug Fuss but she has some questions on the Bylaws. Sarah told the Board that because the Board voted against one of NLOC's recommendations in the Sound Ordinance recommendations, Doug commented that they have their own Bylaws and could work with the City independently from Portland Downtown. Denine is aware of how much work Doug put into the writing of these bylaws and will thank Doug for his work but maintains that a Board member must chair the committee. She will ask him how NLOC sees themselves as an entity. Is there any Board input? Denine wants to be sure Board members want to keep NLOC part of Portland Downtown to keep a strong voice. Discussion:
  - Doug jumped in as chair of the NLOC while he was actively improving the customer experience in the Night Life community
  - It is important to get everyone on the same page in order to keep NLOC involved with Portland Downtown. Entertainment license holders are a constituency of Portland Downtown.
  - Board chair, Legal Affairs Committee rep and NLOC chair should be present at a meeting
  - We should get an opinion from Mike Murray at the City as to whether NLOC or individual bar owners are better to work with before calling a meeting.
  - The discussion will be continued
  - Sarah has a list of all bars in the city and hopes to use it to boost attendance at meetings. New/ more attendees could help balance the committee.
  - Casey offered Portland Downtown staff or volunteers to distribute meeting invitations to bar and restaurant owners.
- The cadets were observed doing good work defusing a situation on the street. They were also seen in a store introducing themselves.
- Casey mentioned that staff has submitted entries for 2 International Downtown Association awards – one for our rebranding and one for the cadet program.

There being no further business to come before the meeting, the Chair adjourned the meeting at 10:25am.

Respectfully submitted,  
Taffy Eaton, Recorder



**Merchants Meeting  
July 5, 2016 at 8:30am  
Westin Hotel, 157 High St.**

*Staff present:* Taffy Eaton, Amy Geren

*Board members:* Suzie Rephan, Max Bangs

*Others present:* Susan Driscoll, Steve Corman, Jeffery Burrell, Sophie Sarno, Lori Dorr, Lydia Finn

**Minute 1. Welcome and Introductions**

- Suzie Rephan welcomed everyone present and thanked Jeff Burrell for the use of the Top of the East

**Minute 2. Old Port Festival/Shop for A Cause Summer Edition recap**

- Shop for A Cause recap:
  - Amy mentioned that the merchants she talked to felt sales were at a normal level that day
  - Adam found that there was no confusion with Old Port Festival this year so we met the goal of separating Shop for A Cause Saturday and Old Port Festival Sunday.
  - Some retailers experienced a lot of theft during Old Port Festival
  - Vendor space taping replaced chalk and paint and was successful
  - Merchants said they did good business during the Old Port Festival
  - No parking signs going up afternoon on Saturday helped businesses. Suzie suggested having a special No Parking sign actually saying "Old Port Festival".
  - We will try using a Yellow Ban press release in 2017 to alert residents

**Minute 3. Summer business**

- Suzie asked the merchants present how business is going this summer:
  - Steve Corman reports that Vena's Fizz House is doing well and growing. Their 3<sup>rd</sup> birthday is on Saturday. Lots more new things coming by Christmas.
  - Suzie suggested having a non-alcoholic Vena's concoction in the Merry Madness tent – Steve said yes!
  - Sophie Sarno reports that Fish & Bone is doing great, especially over the last month
  - Lori Dorr said the Sock Shack is doing well. They will celebrate one year in August in the Congress St location.

**Minute 4. Holiday planning**

- Due to low attendance numbers at this meeting, Suzie quickly reviewed the events and said we will continue the discussion. We need to finalize holiday plans at the August meeting. One suggested change is to have Elfternoon Lunch start at noon rather than 11:00. Adam's Light up Your Holiday's event summary will be sent out with the August Merchant Meeting email.

**Minutes 5. Other business**

- Cadets: Amy is receiving reports from the PPD will compare them to 2015. The statistics will be available at the end of the summer. The cadets should be checking in with businesses.
- Suzie mentioned how easy it was to get a sidewalk sale permit which allows Leroux to set up tables outside. Be creative with getting around situations that are a problem to your business.
- Fewer vendors are setting up on the water side of Commercial Street now. Chuck Fagone is working on enforcement of Maine-made products.
- There are 6 new porta-potties in place on Long Wharf thanks to Steve DiMillo. He and Bill Frappier worked together on putting them in place.
- Suzie encouraged merchants to tell their employees and others about the new parking lot on Commercial Street. It costs \$5 for 24 hours. Spread the word.
- Suzie asked how late shops are staying open: 11:00pm, 7:00pm, 9:00pm
- Suzie encouraged those present to bring neighbors to a meeting
- Suzie would like to have a survey sent about changing the meeting date to the first Thursday of each month

Respectfully submitted,  
Taffy Eaton, Recorder



**Events Committee Meeting  
July 6, 2016 at 9:00am  
549 Congress St**

*Board members present:* Max Bangs, Robyn Violette

*Others present:* Sally Newhall, John Spritz

*Staff present:* Adam MacDonald, Taffy Eaton

**Minute 1. Summer Kickoff Weekend event recap**

- a. Walk the Working Waterfront – John Spritz
  - i. John estimates there were close to 1,000 attendees
  - ii. The event is 3 years old. This was the first year that the weather was not beautiful, but it was still a great event.
  - iii. The more that it is centered around fish and boats, the more successful the event is. Attendees want to stay on the waterfront, not leave on a tour.
  - iv. Tugboat tours will hopefully join the event in 2017
  - v. Bristol Seafood gave away mussels and was one of the most popular business
  - vi. El Galeon was a huge draw
  - vii. Placing eye catching things like lobster traps on Commercial St, help attract people to that wharf
  - viii. Flags vs balloons were great
  - ix. A great tour guide, Turner Kruysman, who does tours for Portland Trails, donated his time to walking on Commercial Street answering questions
  - x. A few businesses that did not have a great turnout had offers that were not especially attractive to attendees.
  - xi. John felt that the Atlantic Cup event did not draw too many people away from this event
  - xii. The event will continue to grow, possibly under Portland Downtown or another organizations management.
- b. Shop for A Cause – Adam
  - i. This was the first summer event with 20 participating retailers. Portland Trails was the beneficiary. \$3,000 has been raised to date, with some donations still outstanding.
  - ii. There will be a press release indicating the participating
  - iii. There will be a Shop for A Cause November event again, which raised over \$8,000 for Preble Street in 2015.
- c. Old Port Festival –
  - i. Sally suggests putting up semi-permanent official no parking signs a week in advance
  - ii. 17 cars were towed and Sally would like to lessen that amount in 2017
  - iii. Thoughts for getting the word out about Sunday towing:
    1. Will do a press release (like a Yellow Zone parking ban) in 2017 to try and get the word out
    2. Use social media
  - iv. There were 6 arrests in the Fore Street area, mostly due to incidents starting in bars
  - v. The Dispatch stage will be moved from Fore Street to Moulton Street which should help with crowd control in the area
  - vi. Public Works did a terrific job cleaning up
  - vii. We need better stage security. Discussions between the radio stations and Portland Downtown will continue.

- viii. Swapping of kiddie rides and artists on Federal Street got some complaints from the artists at the beginning of the event but they were seen doing business.
- ix. Portland Fire Dept says we can put artists on both sides of Federal Street in 2017 so we can increase the number of artists.
- x. Online registration went smoothly and should be continued next year
- xi. Flow was better this year
- xii. We hired Sarah Beard Buckley and will use her photos for sponsorship sales in 2017
- xiii. We hired Filipp K as a videographer and now have footage as well as the end product video
- xiv. WGME & Fox are interested in partnering again
- xv. We need to get more feedback from the merchants – attendance was low at the July Merchant meeting so it will be on the August agenda.
- xvi. The vendor price increase kept some food vendors away and allowed Sally to be more creative with booth spacing in general.
- xvii. John asked whether 50,000 is about the maximum number of attendees we want.

## Minute 2. Holiday Events

### a. Adam described the sequence of events:

- i. Tree Lighting: if we continue with 2 bands in 2016, hire an emcee to entertain the crowd so there's no downtime as sets are changed. Maybe do a t-shirt toss or something similar.
- ii. Shop for A Cause Day: the Merchant group decides on the non-profit recipient
- iii. Horse & wagon rides: they run throughout the holiday season and are very popular. They provide a good sponsorship opportunity
- iv. Window display contest
- v. Elternoon Lunch: retailers provide snacks to downtown workers and others doing lunchtime holiday shopping.
- vi. Merry Madness:
  - 1. Consider other venues, maybe kickoff at Port City Music Hall in 2016?
  - 2. Need a food sponsor and more food
  - 3. Perhaps add: "Admission cost gets you 1 slice of pizza, your filled wine glass and your swag bag, then go shop and eat". Have food servers and tickets for wine glasses.
  - 4. ID checking could be smoother

## Minute 3. Other business

- Adam is working on building a volunteer base
- Did the Summer Kickoff Weekend theme work?
  - Yes, it seemed to, with OPF as the finale event
  - 3 core events seemed to work well
  - Maybe add a Saturday night something, maybe with bars and restaurants. "Shop & Eat for A Cause" takes it into the evening and involves restaurants.
  - We might consider promoting an event that Friends of Congress Square

## Minute 4. Next meeting: August 3<sup>rd</sup> at 9:00am

Respectfully submitted,  
Taffy Eaton, Recorder





\*\*\*DRAFT\*\*\*

## Marketing Committee Meeting Minutes

July 12, 2016  
8:30 AM.

Portland Downtown  
549 Congress Street, Portland, Maine

Present:  
Susan Driscoll  
Jeff Packard

Absent:  
Robyn Violette  
Robin Woodcock  
Alen Saric  
Gerard Kiladjian  
Jean Berg

Staff:  
Adam MacDonald  
Taffy Eaton

**Minute 1.** Jeff called the meeting to order.

**Minute 2.** Susan made a motion to accept the June 14<sup>th</sup> meeting minutes. Jeff seconded the motion. The vote was unanimous.

Jeff would be interested in digging deeper into the Instagram statistics and determining what the most widely used hashtag is. #oldportfest seems to have the largest numbers.

**Minute 3.** Summer Kickoff Weekend recap – Adam

- a) Walk the Working Waterfront attendance was estimated at 1,000. Visitors and locals attended.
- b) Shop for a Cause: had 20 participating retailers for the first Summer Edition. We have collected \$3,100 for Portland Trails to date, with a few checks outstanding. We will do a press release shortly.
- c) Old Port Festival:
  - o Adam showed the video. Jeff suggested asking Phillip K to produce a 20 to 30 second video for other uses. Fox and WGME are interested in partnering with Portland Downtown. Jeff suggested perhaps finding out about property owners who might be leasing around OPF time in 2017 and have them use the video in their marketing material.
  - o Adam also showed Sarah Beard Buckley's photos
  - o There is some discussion involving limiting vendors to those from Maine only

Adam is looking forward to using the media products for future sponsorship opportunities.

**Minute 4.** Website tour –

- a) Adam showed the new Programs tab. The intent is to let people know that Portland Downtown is active in areas other than events. Programs included Cadets, Clean & Safe, Banners, Winter Lights, Park & Work, Downtown Ambassadors and the Directory. Susan thanked Adam for completing one of the committee goals.
- b) About Us tab has staff and Board – Jeff suggested adding the Board members' sector representation, their term and a way to contact Board members.
- c) Committees – overview of each. People can sign up for committee involvement there (it's linked to Constant Contact).
- d) Volunteering – description of opportunities, benefits and Adam will add an online volunteer application

**Minute 5.** Social Media update – Adam circulated his summary sheet (I will attach it to the final minutes for circulation to the committee). Photos and videos are very popular. This information helps Adam decide what posts people like and what the best type of posts are.

- Adam will look into the physical location of our followers

**Minute 6.** Review of Committee Goals will be postponed to the August meeting.

Jeff adjourned the meeting at 9:35.

Respectfully submitted,  
Taffy Eaton, Recorder.



**NLOC Meeting**  
**Wednesday July 13, 2016 at 3:30 PM**  
**Portland Downtown – 549 Congress Street**

**Present:** Gary Hutcheson (PPD), Doug Fuss (Bull Feeney's), Tim Sweeton (State Theatre & Port City Music Hall), Janice Gardner and Melissa Caiazzo (Business Licensing), Mark Deane (Pearl), Tanner Herget (51 Wharf, Bonfire, Drink Exchange),

**Board members:** Sarah Martin

**Staff:** Taffy Eaton

1. **Introductions:** Sarah opened the meeting by welcoming everyone. Introductions were made.
2. **Minutes:** Doug made a motion to approve the June 8, 2016 meeting minutes. Tanner seconded the motion. The vote was unanimous.
3. **Review Night Life Issues/Calls for Service/License for August renewals (sent with the agenda):**
  - Gary reviewed the August calls for service in the packet
  - 51 Wharf "Provided Service" violation was explained by Tanner. It is the house policy to not admit anyone under 21 after 9:00pm and someone snuck in. They received a write-up by PPD but the State did not pursue the charge.
4. **Noise complaint reports:** Maj. Krier asked Gary to discuss Portland Harbor Hotel noise complaints. Gary explained how noise issues are evaluated. The Portland Harbor Hotel had 2 noise complaints in 7 days but neither a name or room number were provided at the time of the complaint. If PPD doesn't get a room number or a guest name, it rarely results in a charge so the complaints were not pursued and a meeting of the Sound Oversight Committee was not called.
  - Gary gets these reports weekly and monthly. He reviewed sheets and explained the complaints.
  - Gary met with Thirsty Pig and Slab. They are getting their own noise meters to better monitor their own sound.
  - Chief Sauschuck will call for a meeting of the Sound Oversight Committee to discuss the process. These are public meetings so notices will go out. Gary will be sure that NLOC members receive the notice.
5. **New and pending Liquor Licenses:** The July 6<sup>th</sup> and Aug 1<sup>st</sup> Council Orders are attached: Janice
  - July 6<sup>th</sup> applications were all approved
  - August 1<sup>st</sup> were reviewed with no comments from this committee
6. **Other:**
  - Business Licensing is moving into Permitting and Inspections, Room 307. This should improve functionality of the Business Licensing office, without interruptions for elections and other events.
  - Tanner mentioned a tall black man who repeatedly comes into Bonfire. He seems suspicious but had not done anything wrong until they recently caught him with a fake ID. He has been banned from Bonfire and from all of Mark Deane's establishments.
7. **Next meeting August 10<sup>th</sup>, 2016, 3:30pm**

*Sarah adjourned the meeting at 4:00pm.*

## **July 6, 2016 applications**

### **Bramhall Pub LLC d/b/a The Bramhall Pub. Application to add Outdoor Dining on Private Property at 769 Congress St.**

Application submitted on 5/31/16. Applicant holds a current Class XI Restaurant/Lounge License with Entertainment with Dance.

### **Oxbow Brewing Company d/b/a Oxbow Brewing Company. Application to add Outdoor Dining on Private Property at 49 Washington Ave.**

Application submitted on 5/31/16. Applicant holds a current Class A Lounge License with Entertainment with Dance at 49 Washington Ave.

### **The Portland Meatball Co. d/b/a The Portland Meatball Co. Application for a Class I FSE at 104 Exchange St.**

Application submitted on 6/2/16. New City and State applications. Current location of Pierre's Electronics Store.

### **Waterfront Concerts LLC d/b/a Waterfront Concerts LLC. Application for a Class I Qualified Catering License with Entertainment with Dance at 1 Maine State Pier.**

Application submitted on 6/3/16. New City and State applications.

### **Chez Okapi, LLC d/b/a Chez Okapi. Application to add Outdoor Dining on Private Property at 249 Saint John St.**

Application submitted on 6/14/16. Applicant holds a current Class XI Restaurant/Lounge License with Entertainment with Dance.

### **BBS Enterprise, Inc d/b/a 66S Fusion. Application for a Class I FSE with Outdoor Dining on Private Property at 425 Fore St.**

Application submitted on 6/16/16. New City and State applications. Current location of Twist retail store.

### **Sol Food Group, LLC d/b/a El Rayo Taqueria. Application for a Class I FSE with Entertainment with Dance and Outdoor Dining on Private Property at 26 Free St.**

Application submitted on 6/17/16. New City and State applications. Current location of a stationery store.

**August 1, 2016 applications**

**One Eye Open Brewing Company, LLC d/b/a One Eye Open Brewing Company. Application for a Brewery Alcohol Service License with Outdoor Dining on Private Property at 41 Fox Street.**

Application submitted on 7/1/16. New City and State applications. Current location of a commercial garage.

**Mark's Sports, LLC d/b/a Mark's Sports. Application for a Class XI Restaurant/Lounge with Outdoor Dining on Private Property at 50 Wharfs St.**

Application submitted on 7/6/16. New City and State applications. Current location of Buck's Naked BBQ.



**District and Community Services Meeting Minutes**  
**Thursday, July 21, 2016 at 1:30pm**  
**549 Congress St.**

**Board members present:** Josh Benthien (Northland Enterprises LLC), Ken Cianchette (ELC Management Inc.), Jeff Packard (Alodyne), Phil Haughey (MHR Management)

**Others:** Bill Daly (Westin), Nathaniel Baldwin and Erin Kiley (Portland Flea-for-All), Megan Doane (Portland Stage), Steven Landry (Maine Historical Society), Joan Grant (Friends of Congress Sq Park), Matt Stone (Portland Science Center), Mackenzie McHatton (Ri Ra)

**Staff present:** Amy Geren, Adam MacDonald, Taffy Eaton

**Minute 1.** On a motion by Ken Cianchette, seconded by Jeff Packard, the committee unanimously accepted the June 16<sup>th</sup> meeting minutes.

**Minute 2.** Potential panhandling action plan: Amy let the committee know that the City has decided not to pursue any further action towards a creating a panhandling ordinance. Committee input for alternatives:

- Beautification, plantings, education
- Prohibiting the handing out of anything out of your car window
- Work with DOT versus the City
- Look at other programs in other cities that can deter panhandling
- Preble Street is not behind pursuing a new ordinance
- Our constituents want something to be done and Portland Downtown needs to pursue. We need to brainstorm alternative ideas and need Preble Street to be part of the conversation. Maybe hold a meeting like the Sound Ordinance meetings. Josh will recommend a meeting to the Board.

**Minute 3.** Love Locks fence update – Amy had a conversation with City of Portland’s Safety Program Manager, Chuck Kamilewicz.

- The City is taking care of taking it down and replacing the fence with a wrought iron fence.
- Going forward, the Public Works crew will remove any lock placed on the fence
- The fence gate is being displayed on Long Wharf and the rest is being stored at Maine State Pier
- There was a favorable article in the PPH about the fence

**Minute 4.** DEL update – Amy

**Minute 4. DEL update – Amy**

- Newspaper boxes – it is a long term process to replace them with condo boxes
- The Neighborhood prosecutor is taking charge of being in touch with the box owner when it's got graffiti on it
- Any coating or paint that discourages graffiti needs to be approved by Portland Landmarks (?)
- Learning Works – they still have \$2,700 from Portland Downtown's 2015-2016 donation. They will combine it with the current \$6,000 contribution.
- Asylum will continue to have a blank wall for graffiti and murals. Murals discourage taggers.
- There are 6 new porta-potties on Long Wharf which is a short term solution. They are well maintained.
- Bathrooms in garages are in tough shape. Open and visible bathrooms would be better for tourism. Maybe work for sponsorships. Talk to Unified Parking – maybe install in parking lots.
- Plantings and trees have been replaced. Some trees are not being replaced for practical reasons. We should know by 2020 what streets will have new trees. Jeff Tarling should meet with the committee again.
- Amy met with Troy Moon, Sustainability Head with the City. Curbside composting is being discussed. Jeff Packard mentioned that there is no recycling on Congress St and would like to see it added.

**Minute 5. Cadet update:** Amy gets weekly activity reports from the Portland Police Department. They are trying to be a positive information source.

- Amy also met with some asylum seekers to inform them about the Portland Police Department's role versus police in their home countries.

**Minute 6. Other business – Suggestions:**

- Highlight people doing gardening in front of their businesses like John at Emilitsa
- Maine Historical will include a Pokemon charging station - the game has been positive for Ri Ra, bringing paying customers in.
- Park & Shop program: Send any ideas you have to Amy Geren

Respectfully submitted,  
Taffy Eaton, recorder



**Parking & Transportation Committee meeting minutes  
July 27, 2016 at 9:00am  
549 Congress St.**

**Board members Present:** Kim Volk (Aurora Financial), Phil Haughey (MHR Management)

**Others:** Megan Doane (Portland Stage), John Peverada (City Parking Div.), Todd Dominsky (East Brown Cow), Meredith Healey (Planned Parenthood), Dawn Tully (volunteer)

**Staff present:** Casey Gilbert, Taffy Eaton, Amy Geren

**Minute 1.** Phil Haughey opened the meeting, welcomed everyone and asked for introductions.

**Minute 2.** Review and approve June 22, 2016 minutes: Kim made a motion to approve the minutes. The motion was seconded and unanimously approved.

**Minute 3.** Park & Shop program suspension, update on signage:

- Amy is continuing to gather feedback about the program suspension and will present it at the September meeting.
- We will do a final email push mid-August to remind the public that 8/31 is the final day for returning stamps for a refund (please include the Committee members on this email)
- Fore Street Garage and Temple Street Garage have made parking validation available to interested businesses. They have each had only a few requests. (Actually, Temple has been approached by about six businesses looking into validation programs where they would pay for their customers parking)
- John Peverada has received only a handful of complaints about the program suspension
- Planned Parenthood is working on validation programs with Elm Street Garage and the Public Market Garage. Their call center has instructions for telling clients where to park. Meredith would like a garage to be able to cap the validation at 2 hours so Planned Parenthood doesn't end up paying for their clients' time spent in town after their appointment. John thinks it will be possible to do so and will talk to Meredith individually.
- The Transportation Department is delayed but the new parking signs will be hung soon
- Park & Shop refund checks are being processed as the tickets are returned

**Minute 4.** Review response by the City to the Parking Advocacy Letter: Casey

Casey presented Portland Downtown's original letter to the City Economic Development Committee about a month ago. They referred the letter to City staff. Recommendations were approved last night at the Economic Development Committee meeting. Casey distributed the City staff's responses (attached).

1. **Motion:** Kim made a motion to defer spending money on a marketing campaign pending discussion with the accountant. The motion was seconded and unanimously approved.
2. The City has committed to doing a parking supply and demand study, with the concentration being the Old Port and East End where parking in the City is the tightest. Portland Downtown might need to commit \$10,000 to \$15,000 to make sure the whole downtown is studied. Can we tap into other orgs to contribute? **Motion:** Kim made a motion to allocate a maximum of \$15,000 of Park & Shop



funds towards a study pending the cost of the study to include all of Downtown. Phil seconded the motion and the vote was unanimous.

3. The City will collaborate with Portland Downtown and hold forums at milestones of the parking study and to discuss the reestablishment of a Transportation Management Association.
4. The City will seek clarification regarding the definition of low wage earners concerning alternative transportation solutions. Casey thanked John and the Parking Department for adding the \$5 a day lot on Commercial St. Hopefully METRO service will expand to assist here.
5. Bike Share support – the City supports a program and will help where they can to find an organization to start one.

Casey is very pleased that the City is willing to engage.

Implementation and multi-modal – the City is putting in bike corrals which companies can sponsor. Maybe Portland Downtown should sponsor some as a good use of the Park & Shop funds?

**Minute 5.** City's technological updates to parking meters/ticketing and impact on PD: the Parking Department will be adding new hand-held technology within 2 months that will help the parking control staff more efficiently manage meter and pay station violations. Parkers will also be able to pay for parking with an app. It will be in real time – violators can pay a ticket on their phone within a minute of receiving it. It will be an additional \$3.00 per ticket to pay online.

**Minute 6.** Other business –

- Transportation info network – “Roadify”. Kiosk shows all available parking nearby as well as other modes of transportation. Kim will share with the committee (information is attached).
- Casco Bay Lines parking trouble: John is telling people trying to park for Casco Bay Lines to take a cab in rather than leave their car somewhere. It will be much more cost effective for them.

**Next meeting:** Wednesday August 24<sup>th</sup>, 9:00am

Kim adjourned the meeting at 9:55 am.

Respectfully submitted,  
Taffy Eaton, Recorder



Economic Development Department  
Gregory A. Mitchell, Director

## MEMORANDUM

**TO:** Economic Development Committee  
**FROM:** Greg Mitchell, Economic Development Director  
**DATE:** July 19, 2016  
**SUBJECT:** City Response to Portland Downtown Parking & Transportation Recommendations

The Memorandum will outline the city response to the five (5) Portland Downtown (PD) Parking & Transportation Recommendations (copy attached). Each PD Recommendation and city response is provided below.

### **PD Recommendation #1**

The City of Portland prioritizes the funding of a public marketing/advertising campaign (print/digital/social) in the next budget cycle – in partnership with Portland Downtown – to highlight multi-modal access to the Downtown. Emphasis would be on: available parking in municipal lots and garages, on-street parking, parking in private lots and garages, electric vehicle parking, METRO Bus routes, commuting by bicycle and available bicycle parking, walking, etc.

### **City Response**

The City will commit to discuss approaches to create and maintain a public marketing/advertising campaign to highlight a multi-modal approach to access Portland's downtown. Over 2016/2017, the City will commit to lead discussions with PD and other possible partner organizations (METRO, CVB, GPCOG/PACTS and interested parties) to create a campaign. The City will consider future funding commitments to support this campaign.

### **PD Recommendation #2**

The City of Portland immediately prioritizes an update to its 1988 Parking Master Plan for Downtown Portland and/or the 1992 Transportation Plan in the next budget cycle. The priority of this plan would focus upon Downtown Portland and include a study of the supply and demand for parking. If feasible, the City undertakes an update on a Master Plan and Transportation Plan for the entire city that would incorporate recommendations for parking management and rates and would focus on multi-modal transportation. The City also begins implementing key recommendations from the 2008 Peninsula Transit Study.

### **City Response**

Over fiscal year 2016/2017, the City will commit to lead and invest up to \$25,000 to complete a parking demand and supply study for the Old Port and Portland East End, along with revisiting existing plan recommendations for implementation. Should PD provide some of its proposed implementation funds (\$25,000) to the study, the City will consider expanding the study area to the entire PD District.

### **PD Recommendation #3**

The City, in partnership with the Portland Downtown, hosts a public forum to address parking and transportation issues. Ideally, the forum would focus upon Downtown/the Peninsula, but we would recommend expanding it city-wide as time and resources allow.

### **City Response**

Over 2016/2017, the City will commit to hold forums(s) connected to data gathering efforts at the appropriate milestone(s) of the parking study and associated with recent discussion related to the possible reestablishment of a Transportation Management Association (TMA) to oversee employer Transportation Demand Management (TDM) plans.

### **PD Recommendation #4**

The City identifies parking and alternative transportation solutions for Downtown employees, with special consideration for low wage earners.

### **City Response**

Need to seek clarification regarding the definition of low wage earners.

Approaches to address this need will be coordinated with the above referenced TMA work. We also see this as an inter-related part of the marketing/advertising campaign (Recommendation #1).

### **PD Recommendation #5**

The City would further support the latest efforts for a bike share program.

### **City Response**

The City is on record supporting the development of a bike share program. See attached letter.

Please note that these recommendations have been shared with PD. City staff looks forward to discussing the City staff recommendations with you for your endorsement at your July 26<sup>th</sup> EDC meeting.

**To:** City of Portland: Jon Jennings, City Manager; Ethan Strimling, Mayor; and City Council

**From:** Casey Gilbert, Executive Director, Portland Downtown

**Date:** March 23, 2016

**Subject:** Parking & Transportation Recommendations



**Portland Downtown** has a vested interest in the overall economic health and well-being of Downtown. The formula for a vibrant Downtown is complicated, but we believe that strategy, mission and initiative has been a winning algorithm for us since 1992. Portland Downtown has a board of active, invested stakeholders and a variety of committees that deal with topics which are essential to Downtown's continued growth and development. Among those committees is our **Parking and Transportation Committee, which has been hard at work - gathering information, bringing together a diverse group of stakeholders and looking at best practices across the nation and the globe.** In the fall of 2015, our Committee set out on a mission to analyze our parking landscape, inventory the current supply and demand, gather user feedback, and present recommendations to the City. After several meetings, with a variety of stakeholders (garage owners, retail merchants, bicycle/pedestrian advocates, City staff and Portland Downtown board members) we came to the conclusion that the task was simply too large for our small group and that **what we truly need is the collective resources of the city to help us forge a path for best practices and strategic management of our public and private parking assets.**

Following are (A) our **recommendations** for how the City of Portland can turn thoughtful parking and transportation planning into economic development with major ROI, (B) how Portland Downtown plans to **partner with the City** to implement the recommendations, (C) **how thoughtful parking and transportation planning and economic development are intrinsically linked**, (D) a brief **history** of how the Parking & Transportation Committee came together with the City of Portland's Bicycle & Pedestrian Committee and developed the recommendations and (E) a list of other **stakeholders** who support our recommendations.

#### **A. Recommendations**

1. The City of Portland prioritizes the funding of a public marketing/advertising campaign (print/digital/social) in the next budget cycle - in partnership with Portland Downtown - to highlight multi-modal access to Downtown. Emphasis would be on: available parking in municipal lots and garages, on-street parking, parking in private lots and garages, electric vehicle parking, METRO Bus routes, commuting by bicycle and available bicycle parking, walking, etc.

2. The City of Portland immediately prioritizes an update to its 1988 Parking Master Plan for Downtown Portland and/or the 1992 Transportation Plan in the next budget cycle. The priority of this plan would be a focus on Downtown Portland and would include a study of the supply and demand for parking. If feasible, the City undertakes an update on a Master Parking and Transportation Plan for the entire city that would incorporate recommendations for parking management and rates and would focus on multi-modal transportation. The City also begins implementing key recommendations from the 2008 Peninsula Transit Study.

3. The City, in partnership with Portland Downtown, hosts a public forum to address parking and transportation issues. Ideally, the forum would focus on Downtown/ the Peninsula, but we would recommend expanding it city-wide as time and resources allow.

4. The City identifies parking and alternative transportation solutions for Downtown employees, with special consideration for low-wage earners.

5. The City would further support the latest efforts for a bike share program.

#### **B. How Portland Downtown will partner with the City on our recommendations**

We realize that we cannot ask the City to contribute time and resources to finding solutions, if we are not willing to do so ourselves. We will partner with the City of Portland in the following ways:

1. Portland Downtown is willing to contribute up to \$15,000 to help fund a marketing campaign to educate the public about parking and transportation in/to Downtown.

2. Portland Downtown will contribute up to \$25,000 towards the implementation of strategies that will have a direct and positive impact on the parking and transportation landscape in Downtown.

3. Portland Downtown will help host public forums, circulate surveys, participate in Committees, or in any other way to help add value to the process.

#### **C. How thoughtful parking and transportation planning and positive economic development are intrinsically linked**

Findings from a white paper prepared for the U.S. Department of Transportation - Office of Planning, Environment, and Realty and the Federal Highway Administration by the U.S. Department of Transportation and John A. Volpe National Transportation Systems, titled "A multi-modal approach to economic development in the metropolitan area transportation planning process" concludes that:

*"Cities and towns across the U.S. have benefited in many ways by improving their parking policies, practices, and management. Cities that follow best practices for parking and transportation see a return on investment through economic growth and prosperity and thriving downtowns and local businesses."*

*Land use, transportation, and economic development are integrally related. Several of the case studies underscore the importance of the spatial dimension of economic development in terms of location. MRMPO in the Albuquerque area gives priority to High Activity Areas for transportation system investments, illustrating the importance of location. The Sacramento area planning process emphasizes the relevance of compact land use patterns to economic development. Potential benefits of promoting higher-density, transit-oriented development as an element of economic development strategy include:*

- *Increased land value and return on investment by real estate developers;*
- *More face-to-face contact, i.e. spatial “agglomeration,” which may help to incubate growth in business activity, particularly in innovative, knowledge-based industries;*
- *Improved employment opportunities and higher incomes for low-income and economically disadvantaged population groups who are disproportionately transit-dependent and concentrated in urban neighborhoods; and*
- *Shifting a greater share of person trips to alternative modes and reducing travel distances between many trip origins and destinations, freeing capacity on area roadways for truck trips vital to business operations.”*

There are hundreds of other sources that we could cite, but this seemed to sum up the case perfectly. Following is a link to the full report:  
[https://www.planning.dot.gov/documents/EconDevelopmentFinal\\_8-11-14.pdf](https://www.planning.dot.gov/documents/EconDevelopmentFinal_8-11-14.pdf)

#### **D. Portland Downtown’s Parking & Transportation Committee**

**Portland Downtown’s mission is to maintain a clean and safe downtown while building and promoting a vibrant business, residential and tourism destination.**

In 2014, Portland Downtown’s Parking and Transportation Committee began to research the most recent parking and transportation studies conducted by the City of Portland. To our knowledge, there were a few major studies in recent decades: the 1988 Parking Master Plan for Downtown Portland, the 1992 Transportation Plan, and most recently, the 2008 Peninsula Transit Committee Report. After carefully following current development trends, and combined with feedback from our constituents; we concluded that it was time for the City of Portland to update the plans and/or revisit some of the recommendations that had not been implemented. Around the same time that we were looking for ways that we could make an impact on the current parking and transportation landscape in Downtown, we were contacted by the City of Portland’s Bicycle & Pedestrian Advisory Committee. At the time, they were considering forming a Downtown Parking Task Force. It seemed like a logical partnership, to incorporate stakeholders from all transportation modalities – parking garage owners, METRO, bicycle/pedestrian advocate groups, retail/business owners – to discuss the parking and transportation landscape in downtown. Additionally, we received feedback from the city that forming another task force could be unwieldy and a burden on their already stretched staff and council resources. Thus, the Parking and Transportation Committee of Portland Downtown enacted a subcommittee to look at how to bring forth positive changes in the management of the parking and transportation landscape.

The subcommittee has met regularly and explored options ranging from hiring an independent consultant to conduct a parking inventory, to doing it ourselves with volunteers. Public forums, surveys, and focus groups were pitched. Estimates on transportation studies were presented. We discussed the wide range of resources and costs that might be involved in finding the solutions that we seek. The end result was that this puzzle was far too complex for us to solve on our own. The conclusion was that the best way to move forward would be with a list of recommendations (see Section A) to the City Council, based on research, feedback and best practices and to find a way that we could work in partnership towards achieving these lofty goals.

**E. Joining in support of our recommendations: community stakeholders**

Portland Downtown is not alone in its desire to see the City put resources toward best parking and transportation management practices. Attached is a list of those who stand with us as advocates for this request.

We thank you in advance for your consideration. As a nonprofit organization whose focus is on the betterment of Downtown, we truly have a tremendous stake in our parking and transportation landscape. We stand beside you and want to help in any way that we can to ensure the viability of our city for decades to come.

Sincerely,

Casey T Gilbert - Executive Director

Portland, Maine



Yes. Life's good here.

Jeff Levine, AICP  
Director, Planning & Urban Development Department

Dear Leaders in the Community,

The City of Portland staff (hereinafter the "City") is enthusiastic about the recent movement to create a bike share system in the Portland area. Bike share is a healthy, sustainable form of transit that will benefit our residents and tourists alike. Bike share has been shown to boost economic development, mitigate traffic and parking problems, and provide a low cost transportation option convenient for all sectors of our population. It can produce health benefits for people and for the environment. Not only is bike share successful in large cities across the US, it has also been successful in cities such as Buffalo, NY, and Madison, WI that share our harsh winters, and in small cities like Boulder and Aspen, CO, Birmingham, AL, and Chattanooga, TN.

The City has had an interest in Bike Share since 2012. In fact, in 2013 we applied and received an Environmental Protection Agency ("EPA") technical assistance grant to investigate the feasibility of bike share in our community. We concluded that bike share was feasible, but that the ideal business model would be for a non-profit provider to launch and manage the system with City support. The City is excited to see bike share begin to come to fruition in our community through the work of Samantha Herr and the newly formed non-profit organization, Portland Bike Share, Inc.

The City has, and continues to be, supportive of Portland Bike Share, Inc., and its goal to make bikesharing a reality for our City. We have been involved in the planning stages led by Ms. Herr, including logistics, site selection, and participating in an ad hoc advisory committee. We will continue to do what we can to ensure the smooth implementation of bike share in Portland, and are committed to help with permitting, installation of stations, and other crucial details of planning and implementation. While we are not in a position to offer funding for a system at present, we are exploring possible amendments to our zoning ordinance that would encourage bike share, similar to the parking relief incentives currently in our zoning to encourage car share.

On a more personal note, I have previously been directly involved in the launch of a bike share system and seen how successful a well-designed and sustainable program can be to meet public health, economic development, and livability goals. I look forward to using my experience to continue to aid the community in moving forward with a bike share system.

Overall, we are an enthusiastic supporter of Portland Bike Share and the benefits it will bring to the City of Portland and the region.

Sincerely,

Jeff Levine  
Planning & Urban Development Director  
City of Portland



## Taffy Eaton

---

**From:** Kim Volk  
**Sent:** Wednesday, July 27, 2016 11:13 AM  
**To:** Taffy Eaton (taffy@portlandmaine.com)  
**Subject:** FW: Transportation Information Network for Portland-- let's discuss (per meeting last week)

Here is the email string we wanted to include with the minutes. Maybe check with Casey first.

Kimberly L. Volk, CTEA, SPHR, MBA  
Investment Advisor  
Vice President & Chief Compliance Officer  
Aurora Financial Group, LLC  
85 Exchange Street, Suite 202  
Portland, ME 04101  
207-553-2343  
207-553-2344 Fax  
[kvolk@aurorafinancial.info](mailto:kvolk@aurorafinancial.info)

**From:** Jeffrey Packard [mailto:[jeffrey.packard@alodyne.com](mailto:jeffrey.packard@alodyne.com)]  
**Sent:** Tuesday, July 26, 2016 9:34 AM  
**To:** Casey Gilbert  
**Cc:** Kim Volk; Phil Haughey, Jr.; Denine Leeman  
**Subject:** Re: Transportation Information Network for Portland-- let's discuss (per meeting last week)

No clue about METRO, but definitely worth the outreach. It would work with all forms of public transport; buses (local and I believe Concord Coachlines as well), ferries, and trains.

On Tue, Jul 26, 2016 at 9:25 AM Casey Gilbert <[casey@portlandmaine.com](mailto:casey@portlandmaine.com)> wrote:

Jeff,

That would certainly be a welcome upgrade. Do you have a sense from METRO if this is on their radar or in their future budget?

On Thu, Jul 21, 2016 at 3:33 PM, Jeffrey Packard <[jeffrey.packard@alodyne.com](mailto:jeffrey.packard@alodyne.com)> wrote:  
Dear Kim and Phil,

Please see the following message from Scott Kolber of Roadify. With Metro and other services now generating real time data, it is possible to have real time updates available for users of mass transit. This is one solution. I believe we touched on this at the last Parking meeting, but wanted to give you more information and hopefully have an opportunity to discuss it as an agenda item during the next meeting.

This is certainly not the only option for this kind of solution, but it does seem to be quite a good one that will not cost "an arm and a leg" to implement (note its use of retail windows and widely available LCD screens instead of custom installs above bus stops.)

Pending the Committee's interest, it may be possible to work together with both the City of Portland and the City of South Portland (which has already expressed some level of interest) in implementing something like this.

Best regards,

Jeff

----- Forwarded message -----

From: Scott Kolber <[scott@roadify.com](mailto:scott@roadify.com)>

Date: Tue, Jun 28, 2016 at 12:01 PM

Subject: Transportation Information Network for Portland-- let's discuss (per meeting last week)

To: <[jeffrey.packard@alodyne.com](mailto:jeffrey.packard@alodyne.com)>, <[jreny@southportland.org](mailto:jreny@southportland.org)>

Cc: Nick Kaufmann <[nkauf87@gmail.com](mailto:nkauf87@gmail.com)>, Adam Nyhan <[adam@opticliff.com](mailto:adam@opticliff.com)>

Jeff, Josh- great to meet last week at Maine Start-up and Create Week. I really appreciated your interest in having further discussions about the possibility of deploying a Transportation Information Network (TIN) throughout Portland that displays bus, ferry, bike share, etc information on existing and new screens at local venues—stores, coffee shops, hotels, schools, offices, condo lobbies, etc—along the lines of what I describe in the OpEd piece that ran last week in the Portland Press Herald.

(<http://www.pressherald.com/2016/06/22/maine-voices-bus-information-at-a-glance-would-benefit-business-environment-health/>).

In the meantime, attached are some photos of the work-in-progress we're doing with the City of New Haven where they've deployed a Roadify display in a frame alongside other local proprietary and promotional content in a bus shelter at Union Station where many transit systems converge (CT Transit, local shuttles, Amtrak, Shoreline East, Metro North) and in a few other locations in the city. Reaction thus far has been very appreciative! This type of content can also be deployed on smaller, lower cost screens in the windows of local venues—doesn't have to be only in bus shelters.

Here's a prototype of what a Roadify display might look like for the Casco Bay Terminal. The bus information is real time as is the Peak Islands data: <https://roadify.tv/screens/3gkjid9qqmfp/preview.html>

Can we schedule a call to discuss this idea for late next week when I can bring one of our integration partners into the discussion? Are there any times next Thursday or Friday when you're available? Best, Scott

**Scott Kolber**

Roadify, CEO

[646 734-8388](tel:6467348388)

--

Jeffrey Packard (COO)

M | 207.329.4192

**Alodyne, LLC**

408 Fore Street

Portland, ME 04101

--

Casey T Gilbert

Executive Director

**PORTLAND DOWNTOWN**

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**Jeffrey Packard | CEO**

M | 207.329.4192

**Alodyne, LLC**

408 Fore Street

Portland, ME 04101

# Portland Downtown

## Advocacy Policy

*Our purpose, according to our organizational by-laws:*

*To represent the business, cultural and residential community within the District in the on-going development and management of downtown Portland;*

*To create a safer, cleaner, well-managed downtown area within the District so that Portland can successfully compete as an environment in which to live, do business, shop and visit;*

*To stimulate commercial, retail, tourist and cultural activities within the District through improved marketing and promotional initiatives, which enhance the image of downtown Portland.*

*Guiding Principles to Advocate:*

- Does the issue to be addressed significantly affect the majority of property owners and/or stakeholders (e.g. businesses within downtown)?
- Does the issue significantly affect downtown Portland's unique character?
- Are other organizations involved in advocating and do their missions or goals complement and/or parallel those of Portland Downtown?
- Will the proposed position have a favorable effect on the majority of property owners and/or stakeholders?
- Would advocating require significant financial commitments other than staff time?
- Would the proposed position entail significant reputational, funding, or legal risks for Portland Downtown?

*Process:*

- The principal spokesperson for advocacy shall be, in the following sequential order, the Portland Downtown's Chair; if Chair is unavailable, the Vice Chair; if the Vice Chair is unavailable, then a representative of the Board as delegated by the Chair
- Portland Downtown's position should be stated in writing, and all communication will be delivered from this statement
- Portland Downtown's representatives, staff or volunteers may attend City workshops or hearings to gather information and to ask questions but should only state opinions or provide advice consistent with the Portland Downtown's written position
- Before publicly advocating a position, and to the extent time permits, the Portland Downtown Board of Directors will inform Committees of its potential advocacy on an issue and seek input from Committee participants. All such input will be shared with the Board
- Portland Downtown will develop a communication plan for Committee agendas, even if it's only a few sentences. The purpose is to make Constituents and Stakeholders aware of Portland Downtown's advocacy efforts in order to educate the membership and encourage engagement
- Initial recommendation on whether to undertake advocacy on any issue shall be presented to the Executive Committee and thereafter shall be presented to the full Board of Directors for a

final vote at the next regular meeting. (Affirmative vote of more than fifty percent of members in attendance needed).

- For time sensitive issues which require immediate action, the Portland Downtown Executive Committee shall be empowered to proceed with an advocacy position provided the Executive Committee solicits input from the Board (via e-mail or otherwise) no less than three days prior to acting. In any event, any time sensitive advocacy action authorized by the Executive Committee shall be communicated to the full Board at the next regularly scheduled meeting
- Any member of the Board of Directors may propose an advocacy position at any regular Board meeting and it shall come before the full Board of Directors for consideration at the next regularly scheduled Board meeting following the Board meeting at which it was proposed
- Directors who speak publically on an item that conflicts with a Portland Downtown position must disclose to the public they are exclusively representing their personal viewpoint

**CONFLICTS OF INTEREST RE OF CERTAIN INTERESTS  
BY GOVERNING BOARD POLICY AND  
DISCLOSURE BY MEMBERS**

(Expanded to include officers, employees, and  
Others with administrative responsibility)

*Background: The IRS Form 990 asks the question whether the organization has a written conflict of interest policy and if the answer is 'yes' the IRS asks whether board members, officers and key employees are asked annually to disclose potential conflicts, as well as whether the organization "regularly and consistently monitors and enforces" compliance with the policy? See Part VI, Section B of the new 990.*

The proper governance of the Portland Downtown depends on its directors and officers who give of their time and talent for the benefit of the community. Because of their varied interests and occupations, situations of dual interest may result that could be interpreted as a conflict of interest.

This service should not be rendered impossible solely by reason of this duality of interest. Therefore, the Directors of Portland Downtown adopt the following policy which would require full disclosure of a duality of interest and nonparticipation in any discussions and vote where the interest is involved.

**What is a conflict of interest?** A conflict of interest arises when a staff or board member of Portland Downtown identifies a personal interest that conflicts with (and sometimes, merely appears to conflict with) the interests of Portland Downtown or its stakeholders, or may arise in situations where a member of a Portland Downtown board or staff member has divided loyalties (also known as a "duality of interest"). The former can result in situations that result in inappropriate financial or other personal gain to persons in authority at Portland, Downtown. That, in turn, can lead to financial penalties and violations of IRS regulations. Similarly, situations or transactions arising out of a conflict of interest can result in either inappropriate financial gain or the appearance of compromised integrity in the Portland Downtown decision-making process. Both results are potentially damaging to Portland Downtown and are to be avoided.

The following policy of duality and conflict of interest is hereby adopted:

1. Any duality of interest or possible conflict of interest on the part of a Director of a committee with board delegated powers shall be disclosed to the entire Board or Committee and made a matter of record. This process shall be an annual occurrence or when the interest becomes a matter for Board or Committee action.
2. Any Director having a duality of interest or possible conflict of interest on any matter shall disclose the possible conflict of interest to the Board, shall leave the meeting during any discussions concerning the matter, shall not vote or use his personal influence, and he shall not be counted in determining the quorum for the meeting. The remaining Board members shall decide after disclosure, if a conflict of interest exists.

3. If it is determined that a conflict of interest exists with regard to a Director, the chairperson of the Board or Committee, shall when appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction.
4. After exercising due diligence, the Board or Committee shall determine whether Portland Downtown can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.
5. If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the Board or Committee shall determine by a majority vote of the disinterested Directors or Committee members present, whether the transaction or arrangement is in the best interest and for the benefit of Portland Downtown, whether the transaction or arrangement is fair and reasonable and shall decide whether to enter into such transaction or arrangement.
6. The minutes of the Board and Committees with board-delegated powers meetings shall include:
  - a. The names of persons who disclosed financial or other duality of interests, the nature of the duality interest(s) and whether the board determined that there was a conflict of interest; and
  - b. The names of all persons present for discussions and/or votes relating to the transaction or arrangement; the content of these discussions, including any alternatives to the proposed transaction or arrangement; and a record of the vote, including the quorum situation and any abstention from voting.
7. Each Director, Officer and Committee member with board delegated powers shall sign an annual statement which affirms that such person has received a copy of the conflicts of interest policy; has read and understands the policy, has agreed to comply with the policy; understands that the policy applies to all Committees and subcommittees with board delegated powers; and understands that Portland Downtown is a charitable corporations and in order to maintain its federal tax exemption they must engage primarily in activities that accomplish one or more of its tax-exempt purposes.
8. The responsibility for monitoring such disclosure shall rest with the Officers of the Board. They will report annually to the full Board and make recommendations regarding specific disclosures.
9. The Board or Committee shall take appropriate disciplinary and corrective action with respect to a Director who violates the conflicts of interest policy.

### **Guidelines**

A conflict of interest may be considered to exist in those instances where the actions or activities of an individual on behalf of Portland Downtown would result in:

- A. personal gain or advantage;
- B. an adverse effect on Portland Downtown's interests;
- C. achievement through a third party (or otherwise) of personal gain or advantage.

The following guidelines should be used in your review for identifying potential conflicts:

**I. Financial Interests:**

Any Director, member of a Committee with Board delegated powers or Officer directly or indirectly through business or family, holding a position or having material financial interest (actual or potential ownership, investment, compensation arrangement) in an outside concern from which Portland Downtown secures goods or services;

**II. Gifts, Gratuities, and Entertainment:**

Acceptance of gifts, excessive or unusual entertainment or other favors from any concern outside that does or is seeking to do business with or is a competitor of Portland Downtown.

This does not include the acceptance of items of nominal or minor value that are of such a nature as to indicate that they are merely taken out of respect or friendship and not related to any particular transactions of Portland Downtown.

**III. Inside Information:**

Disclosure or use of Portland Downtown's information for the personal profit or advantage of individuals or organizations. In most instances, the affected individual(s) should recuse himself from participating in, attempting to influence, and/or in being present during any related discussions

**IV. Other:**

Full disclosure of any situation in doubt should be made to permit an impartial determination. It should be particularly noted that this disclosure relates not only to you, but also to your immediate family.