



Strategic Planning Ad hoc Committee Meeting Minutes

Tuesday June 11, 2019 1:00 – 2:00 PM

549 Congress St

Committee members present: Megan Doane, Dawn Homa, David Packard, Sue-Ellen McClain, Bob Keegan

Board members present: Megan Doane, Dawn Homa, David Packard, Sue-Ellen McClain, Bob Keegan

Staff present: Casey Gilbert, Adam MacDonald, Amy Geren, Taffy Eaton

Minute 1. Welcome, review and approve May 29th meeting minutes: David Packard made a motion to approve the minutes. Sue-Ellen McClain seconded the motion and the vote was unanimous.

- Casey clarified that Liz Hall is an associate at Gary Stearns' organization
- Casey and Liz have updated the strategic plan process timeline
- Casey recommends that Liz be given access to the Board resources section of the website as all the founding documents can be found there. Committee members approved the request.

Minute 2. Strategic Plans from other cities – committee members report out:

1. Megan Doane ---> Tacoma (which is a *city* plan, not a DID): 5-year strategic plan that took them 9 months to write. They did lots of community outreach and had a steering committee involving heads of many organizations. They have 4 guiding principles. The "Process" section is about their timeline and groups they met with. The remainder talks about their focus areas for 2025. It's lofty and not very realistic.
 - a. For committee consideration: **Leveraging partnerships is very important and Section on how "you" can get involved.**
2. Bob Keegan ---> Old Pasadena (a DID/BID): Inclusive, very detailed, 58 pages. It has some similarities to PD and they clearly looked at their competition, which here it could be Biddeford or Freeport. Their methodology is good, they have good information and have metrics. There are some examples we could benefit from. It is worth committee members reviewing Stakeholder and focus groups. David Packard said that the Old Pasadena DID manages the city parking garages. They have up to 15 different assessment levels and are trying to narrow it to 4 levels. They make small improvements as they move along so the community can see progress.
 - a. For committee consideration: **Best practices, Foundation Case Studies is a good format**
3. Amy Geren ----> Monroe (a Main Street Program): They don't currently have a BID and are a collaboration between the Chamber and a Main Street program. They outlined the goals of becoming a DID. Amy liked the detail of "Who to partner with". It is mostly an internally facing Strategic Plan. They want to show their value, prove their track record so they can get funding. An assessment tax would only make up 50% of their revenue.
 - a. For committee consideration: **Casey mentioned adding organizational strategies to PD's plan. Focusing on organizational capacity will be important.**
4. Sue-Ellen McClain ---> DSA/Seattle (a DID/BID): They produced a very intuitive brochure and walked the reader through their process. Sue-Ellen realized what she was reading turned out to be the old Strategic Plan. The new

Strategic Plan was on their website. (Note: this plan has been added to the Google Drive) They identified the roles the DID plays and named Five Transformative Challenges. Sue-Ellen felt frustrated by the lack of follow-up to these challenges. What was the outcome? They had eight strategic initiatives. The new Strategic Plan is for 2016-2020 which she really liked. There are very clear Mission and Vision statements in new Strategic Plan. They break down each strategic direction into an Action Plan and have straight forward and measurable goals.

a. For committee consideration: **The word “catalyst” is interesting. The new plan is a good example.**

5. Dawn Homa ---> DRA/Raleigh (a DID/BID): Dawn liked the tracking process they employed. They executed good outreach with community and neighborhood meetings. Appendix summaries of “Why this matters” were helpful. What are the Objectives of these goals?” David Packard liked “How does the community view us?”.

a. For committee consideration: **Goal 3 would be a good area for this committee to use – “Facilitate strategic partnerships to produce positive, balanced activations across Downtown”.**

6. David Packard ---> Issaquah (a city): David liked that they have specific performance measures and different data collection strategies than PD might employ. David like that they engaged in a lot of public outreach. They define some of their Strategic Plan measures in their plan. Adam mentioned that they have a chart of “Process for applying Strategic Plan to new additions” - committee members liked this. The report is visually appealing also.

a. For committee consideration: **“Process for applying Strategic Plan to new additions” (ie. How do we say ‘yes’ or ‘no’ when a new idea that comes up, which is outside of the scope of the strategic plan?)**

7. Adam MacDonald ---> Telegraph District/Berkeley (a DID/BID): Adam thought the plan was adequate but lacking inspiration. There was no background information on how they accomplished some things in the district. Adam wanted to know about their role as a BID. History and recent accomplishments would be beneficial. They have six overarching Strategic Goals, which is too broad. They had action plans for Strategic Goals and measurable goals. There were some similarities to PD’s current Strategic Plan.

a. For committee consideration: **Including partners in certain strategic goals is a good idea**

Casey summarized that these notes will be shared with Liz Hall.

Minute 3. Review updated timeline – Casey said that Liz would like to schedule another June meeting so she can meet with the committee. Casey reviewed the attached timeline, which the committee members agreed was a good foundation from which to begin the process.

- Liz would like to work with the committee members on establishing 12 to 15 questions, which will be used to help develop surveys, in focus groups and for one-on-one interviews with stakeholders
- Dawn Homa and Megan Doane will take over as Co-Chairs of the Ad hoc committee in July
- Key stakeholder interviews will involve one committee member and the E.D.

Minute 4. Set dates for next meetings: Wednesday June 26th, 3:30PM. Casey will send a Doodle poll for July meeting dates.

Respectfully Submitted,
Taffy Eaton, Recorder