



April 2, 2015 Board of Directors Meeting

GE Aviation Learning Centre, 1 Neumann Way, Cincinnati, OH 45215

1. CALL TO ORDER

Lydia Jacobs-Horton called the Port of Greater Cincinnati Development Authority Board of Directors meeting to order at 1:35 p.m.

Board Members Present:

Robertson, Scott	Jacobs-Horton, Lydia
Luken, Charlie	San Marco, Mario
Jackson, Ed	Fisher, Bobby
Smith, David	Wright, Shane

Staff Present:

Brunner, Laura	Recht, Chris
Thomas, Susan	

Guests:

Scallan, Bob – Pathway Guidance	Hall, Sonya – Pathway Guidance
Holwadel, Kathy – Cincyopolis	

2. WELCOME AND INTRODUCTIONS

Ms. Jacobs-Horton welcomed the board members and guests.

3. SAFETY & SECURITY

Mr. Wright said a few words regarding safety and security protocol for the facility.

4. STRATEGIC PLANNING OVERVIEW & FACILITATION

Pathway Guidance

Ms. Hall introduced herself and Mr. Scallan to the Board, and provided an overview of the strategic planning process, including the day's goal of building a Strategy Foundation. The Strategy Foundation includes defining the organization's Core Values and Beliefs, Purpose, Core Strength, Competencies, Operating Model, Core Customer, and a "Big Hairy Audacious Goal."

Ms. Brunner shared the current list of the Port Authority's Core Values and Beliefs: Collaboration; Community; Diversity; Sustainability; Value (highest and best use); and Legacy. Discussion ensued regarding definitions of these values, as well as potential inclusion of additional values.

Ms. Hall shifted the discussion to the Purpose of the organization and introduced the Golden Circle framework, which addresses Why, How, and What as they pertain to the Port Authority's mission. After significant discussion regarding potential Purposes, the group determined "Transforming for Prosperity" to be the Port Authority's Purpose.

Ms. Hall then circled the group back to Core Values and Beliefs in order to marry these values to the Purpose of the organization. After further discussion, the group replaced "Legacy" and "Value" as Core Values with "Integrity." Value became a component of the definition of Sustainability, and the organization's definition of Integrity includes both stewardship and competency.

Ms. Hall then introduced Jim Collins' Hedgehog Concept for the purposes of defining the Port Authority's Core Strength, and significant discussion ensued. In answering the question, "What are we passionate about?" the group determined that Economic Development (growth and jobs; making Cincinnati the most sought after location for new business investment and millennials), Revitalizing Neighborhoods (to create community pride), and Eliminating/Reducing Blight and Fixing Broken Sites to be the best responses. In answering the question, "What can we be the best in the world at?" the group landed on "Being the best revitalizer in the country" tied in with "Enabling and executing projects that otherwise might not be done" as the best response. Lastly, as to the final question of the Hedgehog framework, "What is our economic engine?" Ms. Hall indicated that this question is less appropriate for the Port Authority than it is for other types of organizations. Finally, the group constructed the Port Authority's Hedgehog/Core Strength statement as the following: "Leveraging our unique tools and regional collaboration to drive revitalization."

Ms. Hall then opened discussion regarding defining the organization's Core Customer. In-depth discussion took place, and Neighborhoods, Purchasers of Once-Blighted Property, Taxpayers, the City of Cincinnati, Hamilton County, and Elected City and County Officials were all discussed as potential Customers and Investors. Ultimately, the group did not come to a resolution on defining its Core Customer, and plans to revisit this issue at the next Strategic Planning meeting.

5. ADJOURNMENT

The April 2, 2015 Board of Directors meeting adjourned at 5:33 p.m.

Respectfully,



Laura N. Brunner
Secretary