Pioneer Courthouse Square
April 7, 1990 Board Retreat
Summary

Accomplishments: Participants were asked to brainstorm accomplishments of PCS since its inception:

- Humanized downtown
- Successful negotiations with restaurants
- Successful security
- Living up to its initial "promise"
- "Heart of the City"
- Financial stability
- Good for business
- Stage for activities
- Furnished "living room"
- Community Pride
- Melting pot of "users"
- Exceeded possibilities—identified by promoters as a good place for events
- Different elements using the Square are comfortable with each other

Mission Statement: In small groups participants were asked to draft ideas for a Mission Statement. The group felt that the Mission Statement should be such that it could be used not only internally but in external promotions as well. There was consensus that the Statement should be kept brief. The following words and phrases were mentioned repeatedly in the discussions:

- spirit
- human
- gathering place
- core
- further
- represent
- heart
- enrich
- potential (maximize)
- nourish
- encourage
- facilitate
- steward
- champion (verb)
- focus
- advocate
- renew
- stimulate

From discussions the following question was answered:

"The Mission of the Pioneer Courthouse Square organization is...":

- "To enrich the spirit of our city"
- "To nourish and enrich the heart of the city"
- "__* the heart and spirit of the city"
- "To champion the spirit (and heart)** of the city"
- "Focus the spirit of the city in a gathering place"

After a great deal of discussion, two statement seemed to reflect most participants idea of the essence of the Square's mission, although neither was satisfactory to all.

1) "To enrich (the heart)** and champion the spirit of the city"
2) "To champion the spirit (and heart)** of the city"

The participants decided that these "working statements" should be massaged further and assigned Mike Lindberg, Karen Whitman, and Barbara Walker to spearhead the effort. In addition, it was suggested that the statement be "posted" at Board meetings so that members would continue to think about the development of the Mission Statement.

* Seeking an proactive verb (e.g. champion, advocate, further)
** debate about whether heart should be in the state and if it would need its own proactive verb.
PCS Goals: To help in the development of the Mission Statement, participants generated a list of goals for the organization. They then grouped the statements together into areas of common theme:

A. 1) To maintain a viable downtown
2) To act as a magnet, a strong positive attractor to enhance the core (downtown)
3) To provide (be a site for) essential services (e.g. Tri-Met)
4) To keep the Square active and vital day and evening

B. 1) Be an inviting, welcoming place
2) Maintain physical integrity of the Square
3) Keep Square safe and welcoming
4) Provide a clean and safe place
5) To keep the Square attractive
6) To keep Square accessible to all
7) To provide a place to celebrate our sense of community

C. 1) To maintain fiscal integrity

D. 1) To maintain the integrity of the design

E. 1) To provide a sense of identity for the downtown core and the city as a whole
2) To symbolize the character of the city
3) To encourage cultural diversity

F. 1) To provide resource and policy direction for the Square's management.

Note: These statements should be consolidated and any others added to create 5-7 main goal areas to which the Board can apply objectives for reaching these goals.

Board Structure: Concern was expressed over the lack of consistent participation by Board members and the resulting lack of consistency in decision making processes. The following items are additions to the draft "Board Member Job Description" that Board members received in their retreat packets.

Board Members should:
• not be "absentee owners"
• promote the Square to encourage individual, annual donations
• promote the development of the Square
• encourage public ownership of the Square
• communicate/coordinate with liaisons from other elements (e.g. APP, Park Bureau)
• pursue funding options and endowments

In addition, the participants felt that the Board's structure could be improved by:
• Broadening representation to include:
  - persons of color
  - representatives from diverse cultures
  - geographic representation
  - service community representation
  - young adults
  - members of construction/wood products industry (for assistance with capital improvement projects)
  - diversity of corporate members (i.e. include corporations not necessarily based downtown—e.g. Nike)
  - smaller downtown businesses
  - a more active interest from the business community in general
Community Involvement: Participants defined the current role of the community as:
• to physically use the Square
• to participate as volunteers (e.g. on phones, ushering at events)

Participant suggestions to improve community involvement included:
• Focussing on activities for children—their parents will attend as well
• Improving outreach to segments of the population who do not now use the Square
  (survey those not attending to identify ways to encourage their participation)
• Comparing notes/ideas with other groups pursuing similar goals
  (establish a "clearinghouse" of groups/information)

Pandora’s Box: A "catch-all" was created to identify issues that the Board/Staff should address at future meetings or retreats. Entries include:

• Coping with cigarette butts on the Square
• Discussing a Square "sponsorship" program to encourage annual donations
• Reviewing Board and committee structure in detail
• Developing policy for minimum Board attendance and involvement
• Developing statement regarding the importance of Board members
• Does current Board structure reflect the purpose of PCS?
• Focussing on Board development
• Pursuing endowment to support staff/general operations
• Creative use of the Square during the rainy season
• Reviewing management of current endowment
• Developing a "tourism perspective" to cope with the influx of large groups of tourists

Note: Since the second half of the agenda was dealt with only briefly, it may be beneficial to add the following to the Box:

• Develop outreach program to increase attendance at Square by those not currently participating
• What does the Board see as the major issues arising in the next 5-10 years?
• What is the Board’s vision of the growth of the PCS organization in the future?
PIONEER COURTHOUSE SQUARE

Mission Statement

(As revised and recommended by Commissioner Lindberg, Karen Whitman and Barbara Walker, July 10, 1990.)

"Champion the spirit of the city in our gathering place."
Welcome to Pioneer Courthouse Square, the city’s most popular gathering spot. We hope this sheet will answer most of your questions about the logistics of holding an event on the Square. Please feel free to call with any additional questions you may have. We all want your event to be very successful! ... Pioneer Courthouse Square Staff 223-1613

RESERVING THE SQUARE

Fill out the application form and submit it, together with a deposit of ½ the space rental fee, in order to reserve the Square. We are willing to place tentative reservations on our calendar, pending any other interest for the specified time. Our “Terms and Conditions for Permitted Use” spells out, in detail, the rules and regulations for use of the Square.

A WELL-PLANNED EVENT

Use the map on the other side of this sheet to plan how much space you need and where you may want to place booths, stages, displays, speakers, tables, decorations, etc.

Once you have confirmed the various elements of your event, write a detailed script for the day, listing in order, all of the planned procedures and activities and estimated times. Include everything: staff arrivals, deliveries, set up, official starting time, entertainment segments, speakers, stage changes, ending time, tear down and clean-up — and then follow your script.

Make a check-list of everything that you will need on site (wrenches, tape, thumbtacks, ladders, butcher paper, etc.) Don’t assume that we have it. And please note that rental of our staging, chairs, sound system and booths does not include set-up labor. You will have to provide that. One staff member from PCS will be on hand to direct the set up of our equipment and help with any other logistical problems that may arise.

You must designate one person to be in charge on site for your event. That person must have a thorough grasp of your plans and arrangements, and must be capable of making last minute decisions. That person will be the primary contact for PCS staff.

LOAD IN, SET UP, PARKING

Normally, load-in is accomplished from the Sixth Avenue side of the Square or from our small truck loading zone on Broadway, near Yamhill. Under some restricted circumstances, vehicles can be brought onto the Square. You must have permission for each vehicle brought onto the Square. Vehicles may be brought in only for load in and out, and cannot be parked during your event. Vehicles must have a drip pan under the engine and drive shaft at all times to protect our imprinted bricks. Schedule your loading so that everyone does not arrive at once, creating a confusing and ugly traffic jam on or near the Square. Remember, our “people plaza” is a liberated parking lot. Let’s not backslide! If we make arrangements for you to use the truck loading zone on Broadway, a temporary permit will be issued by our office when you arrive. Under some circumstances, we can validate parking at Morrison Park East or West. Please inquire if you are interested.

NOISE

The normally permissible noise level, as set by city ordinances, is 65 dBA measured at the opposing property line. Some larger events may be allowed to exceed these limits. In such cases, written permission is required from us in advance. A PCS staff person will be on hand at the event with a noise meter to take measurements and to set upper limits. Staff will have the authority to stop the event if you and/or the sound system operator do not cooperate.

Louder events will only be permitted in the evenings after 5:00 p.m. and on weekends. Musical performances scheduled for weekdays may occur only between 12 noon and 1:00 p.m.

FOOD AND DRINK

Food and drink are provided on the Square by our two vending carts and the restaurant, Trapani Pasta. Our agreements with these operators prohibit us from allowing event sponsors to bring in additional vendors.

The Square is a posted “no drinking” park. Alcoholic beverages can only be consumed on restaurant premises or by permit. It will be the responsibility of large event sponsors to help enforce this.

SECURITY

Events that anticipate large crowds must provide adequate, professional security. Volunteers may be used to augment staffed personnel. The number and type of professional security personnel required will be negotiated depending on the type of event, expected crowd size and character, and time of day. We may also require that you notify the police of your event.

INSURANCE

Most events will require a special insurance rider attached to your regular policy. Sample forms are available from our office.

CLEANUP

Remember that you are required to leave the Square as you found it, beautifully clean and undamaged. You will need to plan for a cleanup crew, professional or volunteer. HINT — a roving patrol to keep litter picked up during your event makes for a more attractive event, and an easier clean-up job at the end. You will be billed for damage or inadequate clean up.

CAPACITY

It has been estimated that the Square, when full, will hold 10,000 people. The steps above the main plaza area will seat approximately 2,000 people.

Remember, careful, advance planning is the sure key to a successful event.
**PIONEER COURTHOUSE SQUARE**

**SCALE:** The smaller squares on the drawing indicate expansion joints which are clearly visible on the Square itself. Each on the main plaza is apx 22' by 22'. Each square in the upper plaza area is apx 15' by 15'.

Areas available for Permitted Use:

1. Lower Market:
   - 2,000 Sq. Ft.
2. Upper Market:
   - 600 Sq. Ft.
3. Center:
   - 5,000 Sq. Ft.
4. Yamhill Entrance:
   - 1,600 Sq. Ft.
5. Corner, 6th and Morrison:
   - 4,250 Sq. Ft.
6. Amphitheater:
   - 4,000 Sq. Ft.
   (seats 200 people)

**ELECTRICITY:** indicates major power drops. Two plugs, 20-amp outlets are spread throughout the Square with the notable exception of the Upper Market area.

**WATER:** indicates the 2 water taps. Plan on bringing your own hose.