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## Montgomery County Convention Facilities Authority

### Articulating the Strategic Direction of the MCCFA

March 30, 2023

3:00 – 5:00 p.m. | Room 208, Dayton Convention Center

TOPIC	TIME	PRESENTER
<b>Welcome &amp; Introductions</b>	3:00 – 3:05	Pam Plageman
<b>Review the Series of Meetings, Today's Agenda, Meeting Purpose, Non-Purpose</b>	3:05 – 3:15	Jane Dockery, Facilitator
<b>Current State Overview</b>	3:15 – 3:20	Pam Plageman
<b>Current State Discussion</b> <ul style="list-style-type: none"> <li>• Share personal reflections of the current state of the CFA based on experience and the read-aheads.</li> <li>• Does the mission statement reflect the current state?</li> </ul>	3:20 – 3:45	Jane Dockery, Facilitator
<b>Future State Overview</b>	3:45 – 3:55	Pam Plageman
<b>Future State Discussion</b> <ul style="list-style-type: none"> <li>• Identify the trends and external forces most likely to have a profound impact on the CFA and the communities it serves in the coming decade. <ul style="list-style-type: none"> <li>○ Consider changes in finances, policies, demographic changes, changing demands and expectations, and so on.</li> </ul> </li> <li>• Consider these questions as we together develop a future state scenario: <ul style="list-style-type: none"> <li>○ What do we want the CFA to be 5 or 10 years from now?</li> <li>○ What is the lasting impact we want the CFA to make for its staff, stakeholders, and the communities it serves? And why does that matter?</li> <li>○ How is the vision statement reflected in these future state ideas?</li> </ul> </li> </ul>	3:55 – 4:40	Jane Dockery, Facilitator
<b>Strategic Drivers</b> <ul style="list-style-type: none"> <li>• Compare key components of the current state to the future state. What are the strategic drivers needed to reach the future state? <ul style="list-style-type: none"> <li>○ With this vision of the CFA's preferred role in the future, what are the big things that would have to happen to bring this about?</li> </ul> </li> </ul>	4:40 – 5:00	Jane Dockery, Facilitator
<b>Wrap-Up and Next Steps</b>	5:00	Jane Dockery, Facilitator



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## MONTGOMERY COUNTY CONVENTION FACILITIES AUTHORITY

### STRATEGIC PLANNING TASK FORCE

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### Articulating the Strategic Direction of the MCCFA

Meeting Summary – March 30, 2023

The Montgomery County Convention Facilities Authority (CFA) convened a group of stakeholders with its Staff members on March 30, 2023 to discuss its current and future state scenarios as a framework for strategic planning. Systematic Solutions, Inc., Consultant, Jane Dockery, facilitated the planning session. Read-ahead materials included an agenda, current state highlights, and a Dayton Convention Center (DCC) Renovation Project summary as a launching point for discussions. Meeting attendees were reminded that this session is part one of a series of four meetings. The purpose of the March 30<sup>th</sup> meeting was to frame the boundaries for the strategic plan.

#### Current State Overview and Discussion

Pam Plageman, Executive Director and CEO of the CFA, provided an overview of the current state of the DCC renovations, describing the plans for rental revenue-generating spaces such as the DRMA and Chamber spaces. The Sales suite is to be transformed into retail space as a “grab and go” shop, while the coat room will also be retail space. The theater received a light refresh, while a sponsor will be sought for more renovations in the future. Meeting attendees noted that several new event spaces in the region are coming online which will create competition for sponsors. Pam also mentioned the parking garage and the need to control a sufficient number of parking spaces. The City of Dayton has funding allocated to planned improvements of the

parking garage and the city-owned skywalk from the garage which crosses over Jefferson Street. The CFA has planned improvements for the DCC skywalk that crosses Fifth Street. It was mentioned that if the CFA's strategy for the convention and hospitality industry is as successful as planned, then more parking will be required.

The current state read-ahead summary lists CFA strategic priorities. Meeting attendees referenced those priorities, noting the importance of the CFA's mission to revitalize the entire DCC campus (aka Convention District) and surrounding businesses which may require acquisitions. Stakeholders discussed "The Nine," a nine-block redevelopment strategy led by the City of Dayton, and recommended that the CFA meet with the City of Dayton Economic Development Department to discuss how the Convention District aligns with The Nine. Others asked about the DCC campus "footprint," and whether boundaries for it have been drawn. Another stakeholder asked whether the CFA's vision includes light rail with the initiative being spurred ahead by Governor Mike DeWine's pursuit of an expanded passenger rail service in Ohio. Another stakeholder asked whether the CFA has a strategy to strengthen partnerships with tourism efforts in surrounding counties such as Clark, Greene, and Miami counties.

Also noted was the loss of the adjacent hotel, without which the CVB aggressive sales efforts in the region and nationally are impeded.

#### Future State Overview and Discussion

An overview of the DCC's future state was provided by Pam via a PowerPoint presentation of DCC future designs and investments. Stakeholders didn't oppose any of the ideas and appeared satisfied with the plans presented. Their attention went immediately to the "Convention District" and its connections to other assets in the City. They pointed out the excellent, proximate location of the Levitt Pavilion, and that there are many strong assets outside the immediate Convention District including the Oregon District, the Arcade, and the Day Air Ballpark, among others. Stakeholders want to know the CFA plan for developing arteries to connect the DCC to those destinations. Such arteries as well as infrastructure investments made in the area surrounding the DCC campus must be concerned with sidewalks, curbs, etc., which all make a statement about the investment and the priority of the Convention District.

Stakeholders wanted to know what the plan is for properties that the CFA doesn't own. In terms of the built environment, the type and mix of development surrounding the campus is important, such as ensuring retail, pharmacy, restaurants, and Uber service. Stakeholders encouraged the CFA Board to have a plan for what needs to be in those commercial spaces. Besides those basic services, Stakeholders agreed that there is a need for unique shopping and restaurant experiences in the Convention District, as well as draws such as breweries.

Recognizing that development typically happens in phases, due to high costs and the time it takes for economic activity to gain momentum, stakeholders recommended having transition plans for target properties while waiting for development plans and funds to materialize. They suggested low-cost investments such as painted murals which would begin building the momentum. Stakeholders also pointed out that the Montgomery County Fairgrounds is an entrance to the Convention District and so the CFA should be informed about, and perhaps striving to influence, those plans.

## External Forces Most Likely to Have a Profound Impact on the CFA in the Coming Decade

### Community Forces

It is wise to gain as much commitment and cross-representative support as possible, essentially building a coalition of support for the Convention District. This coalition of support should include businesses and other community leaders, who need to know the plan and the impact of the Convention District so they can be proponents of the DCC and the Convention District. A tool for solidifying long-term support from the City, County, and other cities within Montgomery County is also important. More voices need to be at the table as well as more hotel tax revenues directed to the CFA investments.

### Consumer Forces

Business travel hasn't returned to its pre-COVID levels, depending on the industry. Attendee numbers are still lagging pre-COVID levels. Hotel average occupancy rates are trending up, however.

### Demographic Changes and Shifts in Expectations

Stakeholders asked, "What are the consumer demands of the Gen Z population and how will this influence tomorrow's convention facility design?" One member casually suggested that video game lounge areas or rooms might be a consideration.

### Financial Forces

The law imposing lodging taxes on short-term rentals is currently jurisdiction by jurisdiction in Ohio. AirBNB has a strong lobbying arm that seeks to prevent taxing and they typically lobby at the state level.

## The CFA in 5 to 10 Years: What do we want it to be?

- The CFA needs to be the driver of an established Convention District that has strong positive appeal—think Short North in Columbus. The Levitt Pavilion and the

connection to the Oregon District are two distinguishing characteristics for the Convention District.

- The CFA should act as the advocate/convener/champion of the Convention District and the manager of that experience. As such, the CFA must consider the expectations of all age groups. Technology is key.
- The driving force for development—the CFA needs to control it!
- An important CFA role is to harness the power of development partners.
- The boundaries of the Convention District should place the DCC in the center and then determine the radius from that point. It needs focused energy and boundary lines help enable that. Land acquisition will be necessary. Refer to “The Nine” block area around the Levitt Pavilion.
- Amenities offered at the DCC will elevate the client profile.
- The CFA should use renderings by John Gower to help visualize the Convention District as a jumpstart to planning.
- The CFA must be a forward-thinking organization that continuously plans how to remain relevant over time.

### Strategic Drivers

Comparing key components of the current state to the future state, stakeholders discussed strategic drivers needed to reach the future state.

1. Define, activate and invest in the Convention District in partnership with the City of Dayton and Montgomery County. Develop connections to other districts like the ballpark, the art district, the Arcade Building, the education district including U.D., and the Oregon district which is the DCC’s “playground.” Making connections to these other districts may require land acquisitions and/or control.
  - a. Create inviting “arteries” that connect the Convention District to those other districts.
    - i. Lighting, safety, and security are important along those arteries, as well as investments in infrastructure like sidewalks and curbs.
  - b. Consider a concentric ring strategy for the Convention District
    - i. In the inner ring, the CFA invests financially.
      1. Activate the retail spaces already owned in the inner ring such as the first floor of the parking garage.
      2. Prioritize renovations that are visible to business owners and the public to help build buy-in and set the stage for future sponsors.
        - a. An early and visible investment pertains to the skywalks—placing lighting on the outside or inside of them—the

casting of light has many benefits such as safety enhancements, beautification, geographic orientation as a landmark, and can create a sense of drama, energy, and community. The City of Dayton and the CFA are coordinating future plans to improve the skywalks, and lighting may be one of those improvements.

- ii. In the middle ring, the CFA partners.
  - iii. In the outer ring, the CFA is a strong advocate.
  - c. Develop a brand and logo for the Convention District.
2. The hotel and parking strategies must be laser focused. If it takes a minimum of three years to build a hotel, then the CFA needs to lead a multi-hotel development strategy beginning now; while parking has to be optimally planned and managed due to its substantial costs.
- a. Besides rehabilitating the connecting hotel, hotel development needs to occur on the nearby county and city-owned properties, and/or via re-use and redevelopment of vacant downtown tower space into hotel space.
    - i. Explore the use of towers downtown in a hospitality strategy.
  - b. The CFA needs to control a sufficient number of parking spaces. If the CFA's strategy for the convention and hospitality industry is as successful as planned, then more parking will be required.

### Next Steps

In the next two meetings, the discussion of the strategic drivers (immediately above) will be the focus of more brainstorming, adding the planning details of goals and strategies, and identifying success measures/key performance indicators.