



Strategic Plan

Greater Boise Auditorium District

August 16, 2022



**Greater Boise Auditorium District
Strategic Planning Session
August 16, 2022**

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Strategic Planning Purpose

The Greater Boise Auditorium District has completed and prepared for operations with recent expansions of existing and new facilities. The District was required to shift its strategic focus and adapt its business model over the past two years to successfully overcome the challenging impact from the Coronavirus. This, coupled with a dynamic and growing market and increased stakeholder interests, provided an ideal time for the Board to prioritize another Strategic Planning process to refine its direction and align the District's resources around major goals that will be executed by the very capable team of dedicated professionals.

Executive Summary

A strategic plan provides an overall agenda for an organization. It creates a focus for the strategic direction. The vision drives the strategy, and the strategy drives the goals, of which objectives and action steps are created to support the goals. The budget is then prepared to support the goals and allocate resources.

The Greater Boise Auditorium District was created in 1959 and has existed to foster economic health through the creation and operation of facilities and gathering places. The organization develops a clear compelling strategic plan which provides a great source to guide its leaders and its strategic partners.

To refine the existing strategic plan, the Board chose Connie Miller of Credible Advantage, LLC. to facilitate its planning process. The Board confirmed the language of the District's core values, purpose, vision, and mission. These four components provide the basis for the organizational goals which, when accomplished, will create alignment, and move the District toward its vision.

The Board and the staff of the District and the Boise Centre have and will continue to work toward the execution of the various objectives outlined and specific actions will be identified to ensure the goals are reached. The Board is in alignment with the goals created to ensure the mission is accomplished, and the vision achieved.

Success for the District in its strategic pursuits will be deemed successful by its achievement of the goals identified. The District's leadership will regularly review and update its strategic plan based on changing conditions and circumstances. It is important that the planning process not be seen only as a one-time process to create a written plan or discussion, but an ongoing review of the plan components and the action plan status updates to become a part of regular discussion and accountability. High functioning organizations stay focused on the strategic plan created together with the board and staff, while also ensuring what they focus on supports their mission and prioritizes the efficient use of resources to reach their highest potential.

History of the Organization

The District is a political subdivision of the State of Idaho and was created by an act of the Legislature and enacted by the Third District Court in Ada County on June 12, 1959, after being approved by a public vote.

The Greater Boise Auditorium District is dedicated to promoting economic activity and growth in the Boise area. Its purpose, as outlined in Idaho Code, Title 67, Chapter 49 is to "serve the public need and promote the prosperity, security, and general welfare" of the District's residents.

The purpose of the District is outlined in Idaho statutes 67-4901 and 67-4902.

67-4901. Purpose of the act. It is hereby declared that the organization of auditorium or community center districts, having the purposes and powers provided in this act, will serve the public need and use and will promote the prosperity, security and general welfare of the inhabitants of said districts.

67-4902. An Auditorium or community center district is one to build, operate, maintain, market, and manage for public, commercial, and/or halls, convention centers, sports arenas and facilities of a similar nature and for that purpose any such district shall have the power to construct, maintain, manage, market and operate such facilities.

The district has a five-member Board of Directors which provide oversight for all activities of the District. Elections for board members are held every two years and each board member has a six-year term.

The Boise Centre (Centre), located at 850 W. Front Street, Boise, Idaho, was established by the District to maintain and conduct business operations of a convention center. The Centre fosters economic development by providing space for conventions, large meetings, trade shows and other events that typically cannot fit into other facilities throughout the community. In 1990, the Greater Boise Auditorium District completed construction of the Boise Centre - the District's first operating entity and Idaho's largest convention facility.

The most recent significant expansion was in 2014, when the District Board implemented a strategic three-phase expansion of the convention center, resulting in a total of 86,000 square feet of usable convention and meeting rooms completed in late 2016. This expansion has provided the needed space to accommodate larger conventions and local events simultaneously. Through the years, Boise Centre has consistently proven to be a vital component of the city's economic health, drawing thousands of visitors annually, who spend monies in hotels, restaurants, transportation, entertainment, retail, and recreational activities. Relationships with these partners is paramount to mutual success. Bringing more people to Boise, spending additional dollars on hotels, restaurants, entertainment, and cultural activities fulfills the District's primary purpose of promoting economic growth.

Since 1990, Boise Centre has hosted thousands of local, regional, national, and international events. Out of town visitors and members of the local community attending events at Boise Centre have created a strong demand for local lodging, dining, entertainment, and recreational opportunities. After thirty-two years, our annual economic impact regularly exceeds \$27 million.

In 2021, The District entered a public-private partnership with Idaho Competitive Aquatics, LLC. and invested \$7 million dollars to purchase the land and building for the Greater Boise Aquatic Center (GBAC). The District has no operational involvement in the aquatic center.

The Greater Boise Auditorium District is financially sound and self-sustaining, using a combination of lodging room taxes, Boise Centre operating revenues, and an annual lease payment from Idaho Competitive Aquatics to fund operations, promote economic growth and serve the public need.

Markets, Products and Services

The district focuses on economic development by providing the space necessary for attracting large groups to meet in Boise, while providing local groups the opportunity to hold events, some large enough that they cannot be accommodated at other facilities in the area.

The District's staff and board leadership have fostered reputable and respected relationships with community leaders and business owners, which has led to numerous opportunities to explore projects for additional gathering places that foster economic development and contribute to fostering the community, some extending creatively beyond the convention business model.

The Boise Centre's marketing and sales teams are responsible for providing information to prospective clients regionally, nationally, and internationally. They provide information to clients through advertising, attendance at trade shows and other conventions and direct-marketing efforts. They also travel to other districts and events throughout the country to stay abreast of trends and best practices in other districts that may prove valuable to our District.

Strategic Planning Team

The Strategic Planning Team is responsible for the articulation of the overall direction of the organization. The following leaders comprise the District's Strategic Planning Team and support the values, purpose, vision and mission for the District, and developed new organizational goals that define the district's strategy.

Name	Role/Title
Kristin Muchow	Board Chair
Chase Erkins	Board Member
Jody Olson	Board Member
Hy Kloc	Board Member
Jim Walker	Board Member
Anne Marie Downen	Treasurer
Mike Stoddard	Of Counsel for the District
Pat Rice	Executive Director
Cody Lund	Assistant Executive Director

Facilitator/Consultant:

Connie Miller – Credible Advantage

Guests:

Sean Evans

Marlene Robinson

Direction

The first step in the planning process was to review and confirm the overall direction for the district. This was done through a series of one-on-one interviews led by Connie Miller with each Strategic Planning Team member to fully understand and seek individual perspectives and insight into the strengths and weaknesses of the District, as well as potential opportunities and threats. All input was compiled and used to engage a robust discussion during the planning session on August 16, 2022. In addition, the team processed their assessment of effective board governance structure, overall purpose, core values, vision, and mission. From this robust discussion, the outcome was a collaboration from Team members to create focused and important goals needed to move the District forward in fulfilling their mission.

We Believe:

- That **integrity** is the essential ingredient in all our work.
- **Excellence** must define our service and our facilities.
- In demonstrating **respect** to all.
- That **teamwork** is essential to our success.

Purpose:

- To provide places for our **community to prosper**.

Vision:

- The District will be the community's premier provider of public gathering places throughout its borders. Our collection of distinct, high-quality spaces will be essential to our thriving community.

Mission:

- To develop spaces for community engagement that facilitate the greatest possible **positive benefit** to the community.

Review of SWOT Analysis:

A SWOT Analysis was completed through a compilation of interviews and discussions with the key leaders of the District, including the Board members and key executive team.

Strengths:

- Financial stability and fiscally sound
- Hotel tax as strong income source
- Leadership – board and staff
- Service & quality culture focus
- Boise is attractive community
- Facilities are professional and attractive size
- Respected reputation
- Commitment to staff
- Successful completion of recent renovations & expansions

Weaknesses:

- Lack of clarity on strategic plans for future opportunities (indoor sports arena, multi sports facility, stadium, performing arts venue, large hotel or convention space, arena, YMCA, aquatics facility)
- Dependency on external decision makers to create collaborative opportunities (public and private) in order to move forward on many opportunities
- Insufficient hotel room availability in District and surrounding area; need to attract a large hotel to build in area or find option to build with funding or collaborative partner
- Lack of 'group think' on occasion at board level
- Board engagement – board members inability to fully participate to receive input from all board members in every meeting
- Transition/Succession planning, training, and leadership development; Need for trained successors in key positions with expertise among both the board and professional staff

Opportunities:

- Updated Strategic Plan and renewed focus
- Purchase land for future expansion
- Marketing and public relations plans
 - Potential to promote our impact for nonprofit organizations through partnering with them for their fundraising events that utilize the benefits of our convention services.
 - Sharing our community impact story. Identify who are we telling, who cares what our impact is, local builders and developers

- Continued strengthening of relationships with nearby community leaders
- Education on the District's value for stakeholders and decision makers
- Board education and training
 - Board governance
 - Technical/legal training
 - Alignment of mission and values
 - Lobbyist activities and role
- Determine viability to proceed with independent plans or identify different collaborative partners if preferred existing collaborative partners aren't interested
- Coalition to study hotel room availability challenge
- Transportation enhancement
- Need to attract an anchor sports team or tenant. An indoor multipurpose facility would be a great community asset (youth sports and pro sports arena).

Threats:

- Investment in large projects that result in unsuccessful outcome
- Political landscape or entrance of political agendas not in alignment with District
- Change in funding source from hotel tax
- Large competitor with hotel & convention space moving to market
- Violation of statute situation
- Lack of understanding of the purpose of the District
- As we expand in the convention space, it may eliminate opportunities for the smaller nonprofits and community events
- Political climate of the State of Idaho establishing an undesirable brand image (e.g., gender issues, out of state funds not allowed for travel, etc.)

2022-2023 Strategic Goals:

Goal	Core Leader
Enhance board orientation, training and transition planning with leadership development, education, and recruitment strategies.	Board Chair Exec Director Legal
Develop a 5-year financial forecast and cashflow strategy to understand financial capacity.	Treasurer Exec Director Dir of Sales
Research current land purchase options and keep a pulse on opportunities for expansion purposes.	Chase Erkins ED
Establish a roundtable collaboration of decision makers that meet regularly for the purpose of proactively identifying plans, opportunities, and potential partnerships, with the intention of establishing community gathering places.	Chair ED Legal
Complete feasibility analysis to determine the best use of undeveloped property and service potential at Aquatics Center to enhance the opportunity to serve the community.	ED Facility Team ICA

During the 2022 Strategic Session, the following additional informal objectives were discussed:

- Revive a Tri-Agency type roundtable and connect with the entire Treasure Valley, including schools and mayors, to create unity and momentum. Collaborate with other cities to proactively identify opportunities with others to build a coalition of key community organizations.
- Invite legislators for collaboration opportunities during session.
- Determine if there is a way to purchase land outside of the district to exchange for land inside of district.
- Continue to identify opportunities for more hotel rooms and meeting space. In a proportional comparison to competitive cities in the US, we are below average in hotel room and meeting space per capita.
- Gather data that provides information to assist with decision making to address the need for growth and expansion (from ourselves and other entities) such as data on hotel room occupancy and the inability to service conventions and community/local events.

- Continue to explore identified community partners; ITD, fairgrounds, stadium, Outlet Mall, etc., possible locations for creating a convention space for local events, outdoor sports facility, etc.