

DULUTH ENTERTAINMENT AND CONVENTION CENTER AUTHORITY

Board Retreat

October 11th and 12th, 2021

A Board Retreat Meeting was held Tuesday and Wednesday, October 11th and 12th, 2021 at Minnesuing Acres.

Board Members Present:

Chair Pat Mullen
Vice Chair Lynne Williams
Peter Singler
Bill Nelson
Don Ness
Carrie Heffernan
Laura Mullen
Martha Bremer
Jason Vincent

Board Members Absent:

Secretary Mary Finnegan
Matt Baumgartner

DECC Staff Present:

Dan Hartman
Jeff Stark
Rick Rice
Lauren Schuette
Lucie Amundsen
Phil McLoughlin
Mary Sullivan
Wade Abrahamson
Steve Rankila
Debbie Aleff
Ronni Murphy

Others Present:

None

Day One

Board governance training was provided by Propel Nonprofits.

Day Two

A list of DECC values was drafted, reviewed, and discussed. Newly discussed values in non-priority order:

- Hospitality
- Entertainment
- Community
- Visionary
- Stewardship

Drafted strategic plan was reviewed and discussed. Board members thanked Hartman for outlining strategies and operational goals. The Board indicated strong commitment to remain at governance level for decisions related to strategy vs. operations. *A copy of the drafted strategic plan is included for reference.

Upcoming Meetings

The next regular meeting will be held October 27, 2021 at 11:30 AM. Location: Senator Sam Solon Conference Room.

Minutes reported by Ronni Murphy, Office and Project Manager.

Submitted by:

Patrick Mullen, Chair

Mary Finnegan, Secretary

Duluth Entertainment and Convention Center Authority

Strategic Plan

2021



Proposed Values

Newly proposed values in non-priority order:

- Hospitality
- Entertainment
- Community
- Visionary
- Stewardship

Strategy One – Operation Excellence

Goal #1 | Implement 5 keys for customer service (2021)

Goal #2 | Maintain a 4-star rating or above from guests (create in house survey) (2021)

Goal #3 | Establish a path to repair and maintain deferred maintenance (2021)

Goal #4 | Establish a path to create a policy/procedure library and have at least 10 created and approved (2023)

Goal #5 | Consolidate DECC complex branding (2022)

Goal #6 | Establish a path for a new front door and a new backyard look for the DECC (new landscaping, new signage, new grand entrance and relaxing backyard) (2024)

Goal #7 | Begin legislative campaign for deferred maintenance which could range from \$2 to \$8 million (2021)

Strategy Two – Productive Workforce

Goal #1 | Revive wellness program, with a goal of 40% participation of staff by 2023

Goal #2 | By 2023, have 90% of staff within sustainable/healthy hours (40hrs, 8hr shifts)

Goal #3 | Better define roles of staff members, in particular leadership team (2021)

Goal #4 | Better define key performance indicators for use during performance appraisals (2021)

Goal #5 | Implement mentorship program for succession planning and dissemination of institutional knowledge (2022)

Strategy Three – Community Engagement

Goal #1 | Establish a path to increase brand love statewide by 10%, which can be measured by in person surveys at State Fair by 2024

Goal #2 | Establish the DECC as the place Duluth tourism gathers quarterly (2022)

Goal #3 | Establish more direct connections with Duluth City Hall and other regional authorities (2022)

Strategy Four – Economic Impact

Goal #1 | Increase Irvin revenue by 30% by 2024

Goal #2 | By 2023, increase convention/event revenue during January, June, July, August, and November by 30%

Goal #3 | By 2024, increase summer event sales by 30%

Goal #4 | By 2024, increase overall concert revenue by 100%

Goal #5 | By 2024, increase DECC net income from Bayfront activities by 200%

Goal #6 | Create a "DECC presents" event series that creates \$200,000 in net income by 2024

Goal #7 | Establish metrics on DECC's economic impact by outside study (2022)

Goal #8 | Increase Bulldog Hockey concession revenue by 30% (2024)

Goal #9 | Explore possibilities of naming rights for different locations/venues of the DECC complex (2023)

Goal #10 | Increase sponsorship sales to exceed \$200,000 a year by 2024

Strategy Five – Innovation

Goal #1 | Create annual travel plan for staff/board to look for future innovations (2021)

Goal #2 | Showcase best in the biz ongoing series for Board/staff to see and be inspired (2021)

Goal #3 | Create in house hybrid virtual meeting systems in six months (early 2022)

Goal #4 | Establish a path to make the DECC one of the more tech-friendly event centers in Minnesota by 2024

Goal #5 | Utilize comparable best practices to explore different ways of performing similar work with the hope of implementing 3 cost saving staff transformations by 2023

Goal #6 | Explore tiered parking plan (hourly, drop-off, fast-pass, etc.) by 2023