

**Oregon District Business Association
Strategic Planning Retreat**

When: 10:00 a.m. - 4:00 p.m., Thursday, January 20, 2005

Where: Trolley Stop Party House, 530 East Fifth Street

Participants:

<u>Name</u>	<u>Affiliation</u>	<u>E-mail</u>
Tom Archdeacon	Resident/homeowner	tarchdeacon@daytondailynews.com
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Glen Brailey	Pacchia/OBDA trustee	glen@pacchia.com
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Dan Butcher	Schaney Properties	db45406@aol.com
Dave Camplin	Sloopys/OBDA trustee	sloops1@aol.com
Amy Haverstick	Jay's Restaurant	a44sticky@sbcglobal.net
John Huffman	Gem City Records	john@gemcityrecords.com
Bob Mousaian	DADA/homeowner	mousaian@earthlink.net
Robin Sassenberg	Trolley Stop/OBDA trustee	trolleystopdayton@yahoo.com
Rob Strong	Thai Nine Restaurant	thai9.rob@daytonohio.net
Tom Tornatore	Midtown Development Corporation/OBDA trustee	tgtorn@aol.com
Norm Wentland	Digital Development Corporation	norm@wentland.com
Evelyn Yaus	Clear Channel/OBDA trustee	evelynyaus@clearchannel.com
Mike Herrlein	Herrlein & Associates [facilitator]	mherrlein@woh.rr.com

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Overall Project Purpose:

To make the Oregon Business District the Miami Valley's vibrant retail, cultural, and business destination.

Purpose of this Retreat:

- To agree among ODBA members what the Business District should be in the reasonable future: a "vision"; to agree how to measure success.
- To agree among ODBA members what the ODBA needs to accomplish to reach that vision: to agree how to get there, and who is responsible for what.
- To clearly define who we are and our potential to other key entities, in particular the City of Dayton and other decision makers, service providers, and funding sources.
- To increase the impact and leverage of the ODBA with those entities by knowing who we are and what we want to be; to get our fair share.

None-Purpose of this Retreat:

- To BMW about things we can't control.
- To make promises we don't intend to keep.
- To make commitments we're unlikely to keep.
- To put self interest before the greater good.

Ground Rules, Principles, Thoughts, and Assumptions:

- There is strength in numbers.
- Focus on reaching the best solutions possible for the whole.
- Any agreement or common cause is beneficial to the group.
- Assume positive intent.
- "Seek first to understand, then to be understood."
- Stephen Covey, *Seven Habits of Highly Effective People*
- Trust, honesty, and mutual respect will benefit everyone in the long run.
- He drew a circle to shut me out
Heretic, rebel, a thing to flout,
But love and I had the wit to win
We drew a circle that took him in.
- Edward Markham...
- First things first, but not necessarily in that order.
- Hoshin Planning: separate the CRITICAL FEW from the TRIVIAL MANY
- "I can't do what ten people tell me to do, so I guess I'll just make the scene..."
Otis Redding, *Sitting On the Dock of the Bay*

Background:

- The Oregon Business District [OBD] is a part of the larger Oregon Historic District.
- The OBD has evolved over 30 years into a successful entertainment and retail center.
- The Oregon District Business Association [ODBA] consists of approximately 26 property owners and numerous retailers within the district.
- The ODBA must often compete with the residential portion of the Historic District for public resources and policy decisions.
- The Downtown Dayton area in general has experienced a resurgence in recent years; the OBD both complements and competes with other venues such as RiverScape and the proposed Entertainment District.
- An OBD Master Plan was created in 1992; a Parking & Amenities Plan was created in 2000. In addition, the OBD falls under a variety of other plans.

Introductory Exercise: "The Oregon District is a special place because..."

- A sense of community and identity
- Diversity—the place different kinds of people can meet
- Ease of entertainment
- Locally-owned businesses—unlike the suburban chains
- Creates a unique cultural amenity
- Density—more of everything per square foot
- History—a restoration of earlier times
- We are widely known

Current TRENDS impacting the Oregon District Business Association/Oregon Business District:

[● = "significance" dots]

- Increased panhandling ●●●●●●●●
- Cleanliness is declining ●●●●●●
- The volume of business appears to be decreasing ●●●●●
- Public resources are going elsewhere ●●●●●
- More negative publicity about the District ●●●●
- Other entertainment districts are emerging ●●●●
- More vacant storefronts ●●●●
- More of a security risk, both real and perceived ●●●●
- The Zoning Code is being updated ●●●●
- Aggressive panhandling ●●●●
- Less perceived parking ●●●●
- Declining City of Dayton budget ●●●●
- Liquor sales are up [as compared to beer] ●●●●
- Visitors seem to be more upscale ●●●●
- Automobile traffic count is increasing ●●●●
- More upscale eateries ●●●●
- Less walk-in traffic [fewer people on the sidewalks] ●●●●
- More purchases on credit [plastic] ●●●●
- The perception by Oregon residents of more alcohol sales ●●●●
- Fewer resources for maintaining-upgrading facades ●●●●

Potential OPPORTUNITIES that currently exist for the ODBA/OBD:

- Revitalization of the streetscape ●●●●●●●●●●
- Defining how we're different ●●●●●●●●
- Geographically enlarge the Business District ●●●●●●
- Marketing OBD businesses as "locally-owned" ●●●●
- Collaborate with the Downtown Dayton Partnership ●●●●
- Collaboration: 5 quality well-known restaurants—progressive dinner/business stops ●●●●
- "Mining" positive press ●●●●
- Oregon is a destination ●●●●
- Grow special events ●●●●
- Cross marketing between businesses ●●●●
- We have a core customer group ●●●●
- Making 5th street into a pedestrian-only walking street ●●●●
- Tap the downtown business workforce ●●●●
- "Selling" positive stories to the media ●●●●
- Tap the hotel business ●●●●
- Tap the convention center business ●●●●
- Less alcohol and cigarette consumption ●●●●
- Seeing the Fire Block District as complementary rather than competitive ●●●●
- Bus panhandlers to other districts ●●●●

THREATS or CONFLICTS that currently exist for the ODBA/OBD:

- Things you wouldn't do in front of your parents [uncivil, disorderly, and criminal behavior] ●●●●●●●●
- Presence of vacant buildings ●●●●●●●●
- Panhandling ●●●●●●●●
- Lack of parking ●●●●●●●●
- Insufficient critical mass [not enough stores/amenities to make OBD a destination] ●●●
- Complacent business and property owners ●●
- Conflict between neighborhood and business associations ●●
- Competition from other districts ●
- Declining City of Dayton budget ●
- Lack of advocacy ●
- Broken and missing trees ●
- Opposing interests of the Downtown Dayton Partnership ●
- Businesses unwilling to work together ●
- Insufficient public services ●
- Different agendas of different businesses and residents ●
- City Hall ignores us
- Unsatisfactory snow removal—access to businesses
- Suburban build-up
- Temporary street closings
- Increased automotive count
- Petty crime

Vision Exercise:

How the Oregon Business District **SUCCEEDED**

How the Oregon Business District **FAILED**

Oregon District Business Association GOALS for 2005-2008

- Revitalize the "tired" Oregon Business District streetscape ●●●●●●●●
- Get a handle on panhandling ●●●●●
- Resolve the parking issue ●●●●●
- Achieve buy-in by a critical mass of OBD owners and stakeholders ●●●●●
- Achieve a more effective police presence ●●●
- "Draw a circle" around the ODBA and the ODHS [collaborate.] ●●●
- Target customers with more disposable income ●
- Expand the OBD to Keowee Street
- Create a consensus definition [profile] of who we are and who we want our customers to be/revamp the Oregon image
- Develop the retail cluster
- Define and promote an Oregon Business District physical design standard
- Target a more diverse customer group
- Make Oregon everyone's first thought [raise visibility]
- Raise enough funds to be effective

[● = "significance" dots]

Highest Rated Goal: Revitalize the "tired" Oregon Business District streetscape ●●●●●●●●

Possible Tasks:

- Replanting and/or trimming trees; landscaping
- Repainting store fronts
- Move or renovate P-A-R-K-I-N-G sign
- Enhance lighting
- Seasonal banners
- Public ashtrays
- Sidewalk repair and cleaning
- Replace trashcans
- Enforce rules for vendors
- Repaint underside of bridge
- Gateway signage

Session review:

What Went Well?

- Working together
- Everyone was heard
- Not much BMW
- Commonality of goals
- Six goals with impact

Lessons Learned

- Learned a lot as coming together as a community
- Gained others' perspective
- Issues are interrelated
- "Draw a circle" around Fire Block District