

# DISCOVER **Coronado**

## **Special Annual Meeting Minutes**

**May 13, 2019, Loews Coronado Bay Resort, Coronado, Ca.**

1. **Call to Order.** The meeting began at 2:04pm. These Advisory Board/Board of Directors were present: Sean Clancy, Harold Rapoza, Claudia Ludlow, Jori Fentiman, Sue Gillingham, Sue Godwin, and Eddie Warner. Robin MacCartee was absent and the seat for Coronado Island Marriott Resort is vacant. Also in attendance: Executive Director (ED) Todd Little plus Tom Ritter and Blair King from the City of Coronado.
2. **Approval of May 2, 2019 Minutes.** *Motion for approval: Rapoza, Second: Gillingham. Approved 7-0*
3. **Staff Discussion.** The ED said Hannah Campbell had submitted her letter of resignation. He assured the Board that nothing will be missed in her absence.

The packet included the March assessment report. During the month, \$58,300 was collected per district. That monthly total is down 9% compared to last March. Q1 is down 10% compared to FY18.

This week, Discover Coronado will host a fam trip of meeting planners. They'll start their visit Thursday afternoon with either spa visits or a seaplane tour of Coronado. During their visit they'll also visit the newly renovated Coronado Golf Course and enjoy a private beer tasting at Coronado Brewing Company. Thursday night, they'll attend the grand reopening party at the Marriott. Friday afternoon they'll lunch, then sail from Loews Coronado Bay Resort and they'll end their evening with smores on the beach at the Hotel del Coronado.

The ED will schedule a meeting of Destination Sales Team before Memorial Day Weekend. The Destination Safety Team will meet on May 22<sup>nd</sup> for the seminar on human trafficking in San Diego.

The Free Summer Shuttle starts May 24<sup>th</sup>, Discover Coronado is underwriting the cost of the exterior wrapping. The entire Board is invited to the launch party for the shuttles on the morning of the 24<sup>th</sup>, 10am, at Rotary Plaza, near the fountain.


The ED will be taking a few days off during the Memorial Day weekend. He'll be back on the office on May 28<sup>th</sup>.


4. **Oral Communications.** Claudia Ludlow announced a new Sales Director for Glorietta Bay Inn, Donna Hudson. While Donna ramps up, Claudia will maintain all sales programs.
  
5. **Discuss and Possibly Approved New Market Outreach.** The ED was asked to research and recommend efforts that would supplement the group meeting outreach of Discover Coronado. He outlined why this is necessary: declining occupancy and room rates at the assessed resorts which also negatively impacts the transient occupancy tax (TOT). The City is also experiencing flat sales tax collections. The ED wanted to manage expectations for local merchants should the Board wish to focus solely on groups. There was a danger that not doing something proactively will produce regret "for not starting something sooner." The ED said conditions are similar to 2010 when Discover Coronado: poor occupancy, low TOT totals and the fate of local businesses hanging in the balance. The Board was shown a digital campaign from 2011 that was fielded to attract leisure overnight guests from Phoenix, Los Angeles, Texas and Orange County. It targeted affluent households, with an affinity for luxury accommodations, available for travel in the off-season. The ED made it clear any effort should not target day-visitors (non-overnight guests) from San Diego. He recommended investing no less than \$80,000 for a strictly geo-targeted digital campaign. The fund would come from retained earnings. The campaign would be designed to make bookings easy and all web traffic would be measured with analytics. Jori Fentiman, a small business owner, was in favor of the effort because there aren't enough meeting attendees to support her shop. Eddie Warner asked that the campaign not feature images of people using the beach, a sore spot for residents. She was in favor of the strategy because the effort supports local businesses, not just the resorts. Sue Gillingham felt the beach is a draw for out of town guests but suggested the campaign feature other things to do. Harold Rapoza felt the campaign must target overnight guests in order for it to be accepted and successful. Sean Clancy didn't want the campaign to have too many content restrictions. He felt it needed integrity, so it resonates with affluent travelers. It would encourage them to stay 3 or 4 nights which would allow them time to shop all of Coronado's shops. He felt the campaign needed to link to a highly-attractive and influential website that was experiential and easy to navigate. Social media and keyword search capabilities are also critical. He felt efforts to attract leisure guests would help to align alliances and stakeholders. Claudia Ludlow shared concern that gas prices would negatively impact future travelers and their decision to invest in a vacation. Sean Clancy added that the timing is good, so the campaign could be developed and launched before an economic correction. Blair King added that guests desire a well-rounded destination with lots of things to see and do. He felt it was important to show Coronado in a positive light. He said retail shops are struggling and the sales tax returns are off compared to other destinations. *Motion to*

approve \$120,000 to attract leisure over-night guests, an expansive website, digital marketing in Arizona, LA and Orange County as well as social media outreach: Clancy, Second: Godwin. Approved 7-0

6. **Discuss and Possibly Modify Mission Statement.** The ED summarized why organizations should update their mission statement. Discover Coronado updated its statement most recently in 2015 with its exclusive shift to meeting. The ED said mission statements help people understand what an organization does, how they do it and why they make the effort. The Board packet included a worksheet to begin the assembly of a mission statement. To further the conversation, the ED composed six statements that could serve as foundations. Sue Godwin felt the existing mission was still meaningful and could be updated to reflect the current scope of work: *"To enrich the community by positioning Coronado, and its resorts, as a premiere destination."* Eddie Warner felt the original 2010 state of Discover Coronado could be edited to work: *"To effectively promote Coronado as a year-round destination for visitors from across the bridge and across the country, while contributing to the vitality of the community."* Sean Clancy felt a new mission statement could possibly come from the development of a new branding campaign that is being developed. He felt the examples that were provided shouldn't shy from using leisure or non-business guests wording. Leisure guests will make up the majority of guests that stay overnight at the assessed resorts. They are an important guest because they have the time to shop locally. He suggested tabling the topic so the Board could consider other examples in the June 6<sup>th</sup> meeting. *Motion to table mission statement discussion: Clancy, Second: Rapoza, Approved 7-0.*

7. **Adjournment.** The meeting was adjourned at 3:13 pm.

 8/8/19  
Sue Gillingham, Secretary, Date

 8/2/19  
Todd Little, Executive Director, Date