

HAAA Strategic Planning Workshop

Tuesday, December 9, 2014

CVB 2nd Floor Conference Room

SUMMARY MINUTES

The minutes reflect a summarized view of the gathering.

Board Present:

Steve Farley, Blaine Lansberry, Dan Francati, Libby Gallant, Samir Naran, Pravin Patel, Carol Platig, Sharon Mock, Michael Kardos, Jason Reader and Kyri Drymonis

Guests:

Brenda de Treville, Charles Hargrove, Cedar Hames, Bob Davis, Evelyn Fine, Pat Cote, Tom Kelly, Scott Chesley, and Maureen Minnock.

Staff:

Tom Caradonio and Lisa Bordis.

CALL TO ORDER

Chair Blaine Lansberry called the workshop to order at 1:20PM.

→ **SWOT Analysis**

Strengths - Destination

- | | |
|--------------------------------------|---|
| ▪ The beach | ▪ ECO tourism |
| ▪ The affordability | ▪ LPGA & Golf |
| ▪ Location | ▪ Diversity of accommodations |
| ▪ Major/special events | ▪ Sporting events |
| ▪ New offerings coming | ▪ Diverse restaurants |
| ▪ International Speedway Corporation | ▪ Diverse communities |
| ▪ Lifestyle | ▪ Rich history |
| ▪ Culture organizations | ▪ Jackie Robinson Ballpark |
| ▪ Name | ▪ Lighthouse |
| ▪ Fantastic weather | ▪ Rockefeller Gardens-Casements |
| ▪ Proximity to Orlando | ▪ Stetson University |
| ▪ Modern Ocean Center | ▪ Kennel Club & Poker Room |
| ▪ Convention center near the ocean | ▪ Embry-Riddle Aeronautical University |
| ▪ Friendly people | ▪ Drive-in market |
| ▪ Five universities | ▪ Diverse offsite meeting activities and venues |
| ▪ Crossroads to major highways | |

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Strengths- HAAA Board

- | | |
|--|---|
| <ul style="list-style-type: none">▪ Diverse board▪ Unified board▪ External thinking▪ Removed politics from board▪ Experience | <ul style="list-style-type: none">▪ Strong attorney▪ Great networking▪ Strong leadership▪ Closer with other ad authorities |
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Strengths- CVB Staff

- | | |
|---|---|
| <ul style="list-style-type: none">▪ Experience▪ Flexible/adaptable▪ Professional▪ Knowledgeable▪ Board supportive of staff▪ Leadership | <ul style="list-style-type: none">▪ Evolves over time▪ Award winning▪ Can fill multiple roles▪ More action |
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Weaknesses- Destination

- | | |
|--|---|
| <ul style="list-style-type: none">▪ Perception▪ Blighted areas▪ Lack of amenities on West side A1A▪ Main Street & ISB Gateway (Nova to A1A)▪ Communities; lack of tourism appreciation▪ Need for more air service▪ Driving on beach projects negative image▪ No vision for the beach▪ Inability for hotels to use beachfront properties▪ Outdated and conflicting turtle regulations▪ Lack of collaboration between local governments▪ Inability to consolidate▪ Residents don't know message HAAA is projecting | <ul style="list-style-type: none">▪ Winter weather▪ Limited evening options for convention business▪ Lack of tourist retail▪ No central thing or street▪ No core tourism area▪ Under-developed areas▪ Occupancy that has peak and valleys▪ Depressed ADR▪ Too many port-a-johns▪ Traffic-free beach is too empty▪ Cab service▪ Seasonality of the destination is difficult▪ Need for more festivals and events from August through January▪ Encourage day trippers to stay overnight▪ Visual perception |
|--|---|

Weaknesses- HAAA Board

- Lack of strategy for promotional funding
- External communication

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Weaknesses- CVB staff

- | | |
|-------------------------------|----------------|
| ▪ Physical location of office | ▪ Construction |
| ▪ Parking | |

Opportunities- Destination

- | | |
|---|---|
| ▪ More air service | ▪ International charters |
| ▪ Marketing destination to corporate travel and leisure | ▪ Explore ROI on markets |
| ▪ Spreading word about investment | ▪ Rebranding image and product |
| ▪ Better culinary | ▪ Grow existing special events |
| ▪ Sports for youth and adults | ▪ Club Daytona |
| ▪ Golf packaging | ▪ Leverage with other ad authorities |
| ▪ Jackie Robinson Ballpark | ▪ Improve relations with county |
| ▪ Capitalizing on history | ▪ Brand USA |
| ▪ Niche groups around the university | ▪ Capitalize on 60,000 square feet of meeting space & below |
| ▪ Europe | ▪ Getting the community involved with the message |
| ▪ LGBT | |

Threats- Destination

- | | |
|--|---|
| ▪ Stagnation- stalling of current momentum | ▪ Reallocation of money to non-marketing activities |
| ▪ Hurricanes | ▪ Competitive destination |
| ▪ Criminal activities on the beach | ▪ Other destinations taking away major events |
| ▪ Perception of criminal activity | ▪ Community doesn't get behind marketing program |
| ▪ Negative publicity of beach driving | |

GOALS

→ *Increase overnight group business visitation to Daytona Beach, heads and beds.*

Objective:

Aggressive PR campaign, advertising, and organizations in town.

Strategy:

- | | |
|--|---|
| i. Develop a beach vision | vi. Improve image with community buy-in |
| ii. Club Daytona with image | vii. Grassroots |
| iii. Go after more sports business and organizations | viii. Promote the culture organizations |
| iv. Embrace golf program | ix. VMA co-op opportunities |
| v. Get more Orlando business | x. Promoting improvements of our image |

→ *Increase occupancy and ADR.*

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*HAAA board decided this is something better for staff to complete and bring back to them once done. Staff to address the weaknesses with goals and strategies and bring back for review. Can be discussed during a regular meeting instead of a special workshop next time.

THE WORKSHOP WAS ADJOURNED AT 3:30 pm.

Respectfully submitted,

**Lisa Bordis
Executive Assistant**