

MS GULF COAST REGIONAL CONVENTION & VISITORS BUREAU
OFFICIAL MINUTES
August 28, 2013

The MS Gulf Coast Regional Convention & Visitors Commissioners met Wednesday, August 28, 2013 at 4:00 p.m., at the Knight Non-Profit Center, 11985 Seaway Road, Gulfport, MS 39503.

Commissioners Present: Duncan McKenzie, president; Kim Fritz, vice president; Jimmie Ladner, treasurer; Rich Westfall, secretary; Richard Chenoweth; Rip Daniels; Jeff Descher; Danny Hansen; Chett Harrison; Bill Holmes; Jerry Levens; Ce Ce Shabazz; George Schloegel; Carla Todd; Clay Wagner

HCTC Staff Members Present: Beth Carriere, executive director; Crystal Johnson, director, sales; Traci Dauro, executive admin asst; Torye Hurst, director, sports marketing; Gaye Goodwin, director, finance

Others Present: Hugh Keating, legal counsel; Laura Hasty, Reed Guice, Andy Hurt, Kerry Stoddard and Nicole Grier, the Big Three; Cathye Ross Amos; Mike Buckley, Grand Bear; Bob Thunelius, Beef O'Bradys; Clay William, Airport Authority; Linda Hornsby, MS Hotel & Lodging Assn; Louis Skrmetta, Attractions Assn; Janice Jefferson, MS Coast Coliseum; Bernie Dunlin, Island View; Mary Perez, Sun Herald

Commissioner McKenzie called the meeting to order.

1. Commissioner Daniels made the motion to accept the agenda as presented. Seconded by Commissioner Levens, the president called the question, with the following results:

Commissioner Fritz	Voted ---- Yes	Commissioner Ladner	Voted ---- Yes
Commissioner Westfall	Voted ---- Yes	Commissioner Chenoweth	Voted ---- Yes
Commissioner Daniels	Voted ---- Yes	Commissioner Descher	Voted ---- Yes
Commissioner Hansen	Voted ---- Yes	Commissioner Harrison	Voted ---- Yes
Commissioner Holmes	Voted ---- Yes	Commissioner Levens	Voted ---- Yes
Commissioner Schloegel	Voted ---- Yes	Commissioner Shabazz	Voted ---- Yes
Commissioner Todd	Voted ---- Yes	Commissioner Wagner	Voted ---- Yes

The motion having been duly made, seconded, and a favorable vote received from the Commission, the president declared the motion adopted August 28, 2013.

Old Business

2. Commissioner Fritz made the motion to approve the Operating Agreement presented by Legal Counsel for the MS Gulf Coast Regional CVB and Legal Counsel from the Harrison County Board of Supervisors. Seconded by Commissioner Levens, the president called the question, with the following results:

Commissioner Fritz	Voted ---- Yes	Commissioner Ladner	Voted ---- Yes
Commissioner Westfall	Voted ---- Yes	Commissioner Chenoweth	Voted ---- Yes
Commissioner Daniels	Voted ---- Yes	Commissioner Descher	Voted ---- Yes
Commissioner Hansen	Voted ---- Yes	Commissioner Harrison	Voted ---- Yes
Commissioner Holmes	Voted ---- Yes	Commissioner Levens	Voted ---- Yes
Commissioner Schloegel	Voted ---- Yes	Commissioner Shabazz	Voted ---- Yes
Commissioner Todd	Voted ---- Yes	Commissioner Wagner	Voted ---- Yes

The motion having been duly made, seconded, and a favorable vote received from the Commission, the president declared the motion adopted August 28, 2013.

3. Discuss presentation by the Gulf Coast Regional Tourism Partnership, Commissioner Levens passed out a draft of the "Playbook" for the Commission to review. Please see below:



**MS Gulf Coast Regional
Convention & Visitors
Bureau Playbook**

2013-2014

Core Values

Collaboration, Teamwork, Unity, Championship of a Positive Image for the MS Gulf Coast

Core Purpose

To have a positive impact on the quality of life for residents of the MS Gulf Coast through the advancement of the Tourism Industry

Envisioned Future

To achieve Premier Destination status by:

- 1) Increase annual visitation from 5 million in 2012 to 7 million annually in 2020;**
- 2) Transform current \$1.6 billion annual tourism spending into \$2.3 billion;**
- 3) Create roughly 10,000 new tourism jobs on the MS Gulf Coast: The Mississippi Gulf Coast is one of the top vacation destinations, places to meet and do business and places to live in the Southeast region of the United States. The economy is booming. It is visually attractive, easy to navigate with a variety of quality amenities, services, facilities and products and of a high value for both residents and visitors to enjoy.**

Vision Statement

To create continuous growth in jobs and economic growth through establishing the Mississippi Gulf Coast Region as a premier destination for tourism, meetings and conventions, sports, travel, events and trade shows.

Strategy Summary

Our strategy is to assemble an inclusive group of regional experts in hospitality industries, coastal business, and public service, and use that collective expertise and resource to develop and execute a plan that grows jobs, tax revenue, and quality of life in all three coastal counties. We will embrace the concepts of facts, team, proactive, transparency and action. We will decisively build strategy, and we will pursue it relentlessly. We will trumpet success and disclose failure, and in doing so we will build credibility among public and private sector in order to build a continuously growing team.

Key Success Factors (with their respective weighting)

1. 3-County Regional Approach (25%)
2. Quantifiable Goals, Measurement, and Monitoring (25%)
3. Cooperative and Formal Partnership between Private and Public Sector Entities (10%)
4. Financial and Participative Leadership from Stakeholders (10%)
5. Open and Candid Public Communication (10%)
6. Operational Effectiveness and Performance and Compliance (10%)

Priority Goals and Objectives

1. Integration of regional business leadership with regional elected/appointed leadership (KSF1)
2. Development of clear and concise quantification of "premier status" (KSF2)
3. Structured methodology for plan development between county elected leaders, CVB executives/appointees, and private sector stakeholders (KSF3)
4. Structured but open meetings, with generally available meeting summaries to eliminate any potential for misrepresentation of the facts (KSF3 and KSF5)
5. Written contracts and/or agreements for funding and "loaned expertise" to a regional tourism organization (KSF4)
6. Assist other Coast organizations efforts to fill "gaps" in tourism products, amenities and offerings (KSF6)
7. Ensure sufficient staff resources, organizational structure and effectiveness (KSF6)

Visitors	2012 -13	2013 -14	2014 -15	Employment	2012 -13	2013 -14	2014 -15
Regional total of room-nights				FTE's in Hospitality Industries			
Regional total of conventioners and trade shows				Salary in Hospitality Industries			
Occupancy				# of Coastal County households			
ADR				% of Employment in Hospitality			
Airport Enplanements/Deplanements							
Available rooms/lodging units							

Visitor perception/satisfaction							
Business Process	2012 -13	2013 -14	2014 -15	Financial	2012 -13	2013 -14	2014 -15
Mix of regional CVB source of revenue (HOT, private, etc.)				Hotel occupancy tax			
Comparative deployment of budget (where and what we spend)				Property, school and other regional tax			
Targeted segment growth (if trackable)	<input type="text"/>			Estimated economic contribution			
Convention / trade show quality and utilization				Estimated recapitalization			
Convention / trade show quality and utilization				Estimated recapitalization			
Occupancy % mix (peak, non-peak periods)				Hospitality Tax Receipts (gaming, f&b, attractions)			
				Gaming Revenue			

Critical Initiatives		
Key Critical Initiatives or Area of Focus	Costs	Timetable
1 Determine and develop funding mechanisms		
KSF Linkage: KSF 4 GO 1, 5 Unique Dependencies: Endorsement of plan from private sector contributors		
2 Create value for Jackson and Hancock counties, secure participation agreement		
KSF Linkage: 1, 2, 3, 5 GO All Unique Dependencies: Timing requires definitive action by June 2014		
3 Secure a Headquarters Hotel at the Convention Center		
KSF Linkage: KSF 6 GO 6 Unique Dependencies:		
4 Develop Vision and publicly communicate it		
KSF Linkage: KSF 2, 5 Unique Dependencies:		
5 Develop and confirm strategies to achieve long term goals, secure endorsement from key hopsitality industry leaders		
KSF Linkage: KSF 2, 3, 4 GO 2, 3, 5 Unique Dependencies:		
6. Align funding and strategies with other entities working together to avoid duplication and/or combine funds and efforts for greater impact		

KSF Linkage: KSF 6 GO 6 Unique Dependencies:		
7. Develop or secure analytics group to measure KPIs and supporting data, communicate scorecard on periodic basis to boards of supervisors, stakeholder, public		
KSF Linkage: KSF 2, 5 GO 2, 4 Unique Dependencies:		
8. Secure additional air service including a low cost carrier and access to new markets		
KSF Linkage: KSF 6 GO 6 Unique Dependencies:		
9. Replace economy class lodging facilities not rebuilt after Katrina		
KSF Linkage: KSF 6 GO 6 Unique Dependencies:		
10. Improve ease of booking and communication of available tourism products and amenities		
KSF Linkage: KSF 6 GO 6 Unique Dependencies:		
11. Review, revise and/or create policies and procedures, personnel structure and responsibilities that are aligned with our Vision and Objectives		
KSF Linkage: KSF 6 GO 6, 7 Unique Dependencies:		

Tactics		
<u>Tactical Strategies</u>	Costs	Timetable
1. Create and implement a formal communication plan with each Board of Supervisors (presentation of monthly status reports; location rotation of monthly board meetings)		
Initiatives Linkage: Initiative 2, 7 Responsible Party: Executive Dir		
2. Actively include the Advisory Board in working committees, meetings, events, workshops and presentations		
Initiatives Linkage: 1, 5 Responsible Party: Exe Dir & Exe Com		
3. Align goals, objectives and strategies with the Tourism Partnership partnering with them on key projects and initiatives		
Initiative Linkage: 5, 6, 10 Responsible Party: Exe Dir & Marketing Com		
4. Create and implement a membership program to generate income, partner participation and partner opportunities for revenue enhancement		
Initiative Linkage: 1 Responsible Party: Exe Dir & Finance Com		
5. Contract with a 501c6 to create and implement a bonus structure and fund to provide incentives to CVB staff		
Initiative Linkage: 6 Responsible Party: Executive Director		
6. Work with Coast and State governmental agencies and civic organizations to create and implement a tourism disaster recovery plan		

<p>Initiative Linkage: 2, 5, 6, 10 Responsible Party: Executive Director</p>		
<p>7. Determine and engage the analytics team (inhouse, outside contract, etc.)</p>		
<p>Initiative Linkage: 7 Responsible Party: Executive Dir & Finance Committee</p>		
<p>8. Work with Coast and State government agencies, private entities and civic organizations to improve the beauty and cleanliness of the main tourist corridors</p>		
<p>Initiative Linkage: 2, 4, 5 Responsible Party: Executive Dir and Development Committee</p>		
<p>9. Develop and implement a marketing plan to increase midweek and off season hotel occupancy at existing hotel properties to create increased demand</p>		
<p>Initiative Linkage: 9 Responsible Party: CVB Staff</p>		
<p>10. Assign, hire or contract staff to work with other agencies such as economic development, airport authority and Coast Coliseum and Convention Center in securing investors and/or developers of tourism related products and amenities, a low cost air carrier and a headquarters hotel to the Coast</p>		
<p>Initiative Linkage: 3, 8, 9 Responsible Party: Executive Dir and Development Committee</p>		
<p>11. Create a partnership with USM Gulf Coast Hospitality Management department to share services, information and other resources and training available</p>		

Initiative Linkage: 3, 8, 9 Responsible Party: Executive Dir and Development Committee			
12. Contract with an internet/web company with tourism expertise to provide recommendations for improving our website and booking capabilities to include hotels, attractions, restaurants, and other tourism amenities			
Initiative Linkage: 10 Responsible Party: Executive Director and Marketing Committee			
13. Pursue an attractive, easy to understand system of directional signage and communication plan for tourism amenities and attractions			
Initiative Linkage: 10 Responsible Party: Executive Director and Development Committee			
14. Review convention and other group sales plans and procedures. Revise as necessary to ensure effectiveness and alignment with our Vision and Objectives.			
Initiative Linkage: 11 Responsible Party: Executive Director and Marketing Committee			
15. Review current contracts and agreements to ensure compliance and alignment with board policies and procedures.			
Initiative Linkage: 11 Responsible Party: Governance Committee			
15. Review current grant/sponsorship scoring and approval process. Revise as necessary to ensure alignment with our Vision and Objectives.			
Initiative Linkage: 5, 11 Responsible Party: Governance Committee			

Committee Recommendations:

Finance - budgets, financial statements, financial approvals, possibly sub-committee for funding - Chair Treasurer

Marketing committee - specific assigned marketing initiatives - possible convention and group sales sub-committee - Chair tba

Development committee - strategic alliances, tourism business development - Chair tba

Executive committee - personnel, legal - Chair President

Audit committee - annual audit - Chair Chett Harrison

Governance committee - board policies and procedures - Chair Jerry Levens

4. Commissioner Fritz made the motion to authorizing the President to populate the Community Development Committee which encompasses strategic alliances, tourism business development, beautification, and image. Seconded by Commissioner Schloegel, the president called the question, with the following results:

Commissioner Fritz	Voted ---- Yes	Commissioner Ladner	Voted ---- Yes
Commissioner Westfall	Voted ---- Yes	Commissioner Chenoweth	Voted ---- Yes
Commissioner Daniels	Voted ---- Yes	Commissioner Descher	Voted ---- Yes
Commissioner Hansen	Voted ---- Yes	Commissioner Harrison	Voted ---- Yes
Commissioner Holmes	Voted ---- Yes	Commissioner Levens	Voted ---- Yes
Commissioner Schloegel	Voted ---- Yes	Commissioner Shabazz	Voted ---- Yes
Commissioner Todd	Voted ---- Yes	Commissioner Wagner	Voted ---- Yes

The motion having been duly made, seconded, and a favorable vote received from the Commission, the president declared the motion adopted August 28, 2013.

5. President McKenzie requested Commissioner Schloegel to chair this Committee. Commissioner Schloegel requested anyone interested to please contact Beth Carriere.

6. Commissioner Harrison made the motion to adjourn the meeting. Seconded by Commissioner Holmes, the president called the question, with the following results:

Commissioner Fritz	Voted ---- Yes	Commissioner Ladner	Voted ---- Yes
Commissioner Westfall	Voted ---- Yes	Commissioner Chenoweth	Voted ---- Yes
Commissioner Daniels	Voted ---- Yes	Commissioner Descher	Voted ---- Yes
Commissioner Hansen	Voted ---- Yes	Commissioner Harrison	Voted ---- Yes
Commissioner Holmes	Voted ---- Yes	Commissioner Levens	Voted ---- Yes
Commissioner Schloegel	Voted ---- Yes	Commissioner Shabazz	Voted ---- Yes
Commissioner Todd	Voted ---- Yes	Commissioner Wagner	Voted ---- Yes

The motion having been duly made, seconded, and a favorable vote received from the Commission, the president declared the motion adopted August 28, 2013.