



## Mammoth Lakes Tourism Monthly Board Meeting

**Tuesday, May 9, 2017 – (NOTE NEW DAY)**

Call in # (310) 372-7549 - Participant Code 934985 - Host Code 3838

**1:00-3:30pm in Suite Z (PLEASE NOTE THE EXTENDED TIME)**

[https://www.dropbox.com/sh/zxanpoyiv7mwd9t/AAB-aHpEDShkXC2UnH79\\_hRJa?dl=0](https://www.dropbox.com/sh/zxanpoyiv7mwd9t/AAB-aHpEDShkXC2UnH79_hRJa?dl=0)

### Meeting Agenda

1. **Call Meeting to Order** – John Morris, Board Chair, 1:04 pm
2. **Roll Call – Present:** John Morris, Kirk Schaubmayer, Brent Truax, Michael Ledesma (arrived at 2:45 pm), Colin Fernie, Sean Turner, John Urdi, Paul Rudder  
**Absent:** Erik Forsell, Scott McGuire,
3. **Board Member Comments/Reports/Agenda Additions**
  - John Morris – Lengthen MLT board meetings to 3 hours from 1pm to 4pm.
    - Sean Turner – Consider moving new business up on the agenda to make sure Board is able to hear and discuss.
  - John Morris/Sean Turner – Schedule special meeting to discuss strategy for MLT and other big picture items between now and next Board meeting on June 7<sup>th</sup>.
    - May 24<sup>th</sup> from 9am to 11am
  - John Morris – Open Board seat applications
    - Deadline was Monday, May 8<sup>th</sup>; received one application of interest
    - Will be doing interviews the first week of June
4. **Public Comment** – Please limit to three minutes or less - **None**
5. **Minutes** – Approval of past meeting minutes – April 5<sup>th</sup> minutes
  - Colin Fernie – One edit: Erik Forsell was here, Paul Rudder was on the phone  
Colin Fernie moves to approve the minutes, Sean Turner seconds, passes unanimously
6. **New Business** – *(in accordance with Board comments this agenda item was moved up)*
  - a. Event Position Update – Dan Holler
    - Town adopted strategic process and trying to shift funding from Measure R to other sources within town.
    - A number of pre-existing events as well as growing community events need to have a point person. Rich Boccia and MLR have been a huge help, but there is a need for a dedicated part-time employee that could easily fit into the pre-existing structure of the town.
    - Two options – Town allocates about \$125k for events, 12k of which has not yet been allocated to any event but used to supplement Rich's time, the town would then need to come up with another 12k to support yearly salary, or reduce the amount given to town events.
    - Other option MLT to take on either full time or part time. Town currently holds back 215k for lawsuit settlement, then gives back another 250k in business license fee. Town would swap that, with the difference freeing up funding for event position – 35k or so – no real net loss to either organization.
    - Still doing event development – new recreation site and getting new events there and partnering with the Woodsite to bring in events that put money back into event budget.
    - Need to have a single point of contact for traffic, permitting, assisting people in working through the process.
    - Challenge with MLT is focus – do we take focus away from general town promotion?
    - Sean Turner – Frustrated with lack of support for marketing specific events. Position is very necessary. Would like to see it within MLT to drive people to come to town for events, want live

music events to support locals and attract visitors. We do need to be able support community and non-profit events. Expenses are rising got both non-profit and for-profit events. Events need to grow by attracting outsiders – both event producers and visitors- and that is the role of MLT.

- Risk is high and would like to have some confidence that event will be successful. Need to create environment where event producers feel good about bringing these bigger events to town.
  - Would like to see conversation about peer resorts and how they handle events.
  - John Morris – We need to develop a strategy. MLT does support events. 300k to Woodsite for improvements is a big step. We need to make sure we utilize the event site. We need a good plan and direction moving forward.
- b. TBID Appeal Panel Recommendation – Michelle’s Fine Jewelry
- John Morris, Brent Truax and Kirk Schaubmayer met to discuss appeal; reviewed their application for reclassification of TBID and she’s under the \$50k cap for Tier 3 so recommending that she be reclassified.
  - She has already paid \$75.50 earlier this year for 2016 – recommend a refund for additional \$25.50.
    - John Morris motions to approve reclassification, Sean Turner seconds.
    - Reclassification approved unanimously.
- c. MLT Legal Counsel – name ad hoc sub-committee to discuss needs and options
- Jim Reed is retiring. Would like to create sub-committee to look at local options.
  - Requires some research and brief follow up conversations.
  - Paul Rudder and John Morris volunteer, Ledesma volunteered as a maybe – Kirk Schaubmayer volunteered as an alternate.
  - No date set to meet yet, would like to meet prior to June Board meeting and bring recommendation to Board at June 7<sup>th</sup> meeting.
- d. Discuss possibly moving July meeting date (currently falls on July 5<sup>th</sup>)
- Rescheduled to July 11<sup>th</sup>, 1pm to 4pm, due to conflicting schedules on July 5<sup>th</sup>.

## **7. MLT Team Presentation Schedule – 30 minutes including Q&A time**

1. May 9<sup>th</sup> Fall Research & Winter Marketing Campaign Results
  - Winter awareness research in process, expect results and annual ROI in house in August.
  - Fall campaign had strong debut, only slightly lower reach than spring/summer.
  - Amount spent per household that is aware of campaign. Nationwide average is 32 cents per aware household – MLT Fall campaign came in at 12 cents per aware household.
  - Based on 3<sup>rd</sup> party research - SMARI
    - Sean Turner –How do we compare to peer resorts?
    - Whitney Lennon – Mammoth Lakes is in the top 10% for ad awareness compared to national benchmark/areas. Peer resort information would be proprietary information and therefore not available. However, we do evaluate our competitive landscape.
  - Fall campaigns are effectively driving interest in fall visits and in likelihood to visit. Of those surveyed who visited Mammoth 3% were unaware and 12% were aware of campaign. Future intent goes up to 44% of those who are aware of the campaign plan to visit. We saw an increase in visitors last fall who were aware and visiting when normally you would see that visitation the year following the campaign.
  - Winter campaign performance recap
    - Target audience was snowsporters 25-54 yo, \$125k and over income
    - Geography targeted was CA and NV – LA is second most expensive media market in the nation, followed by SF – 6<sup>th</sup> most expensive market in the country – for ad spend
    - Budget spent was just over \$1million and included digital, social, SEM, billboards, and radio. Campaign flight from November 7<sup>th</sup> to February 15<sup>th</sup>

- Program measurements: Total of 130 million impressions; perspective visitors engaged with our brand over 4 million times. Campaign performed well and surpassed goals.
- Goal was to promote winter but also year round, and midweek visits
- Brand video surpassed projected completions by 8%
- Over 16 million impression with banners on sites like Tripadvisor, Yahoo, Thrillist, etc.
- Influencer program had 51.3 million impressions, 35,000 engagements, 156,000 page views and 62,000 shares.
- Over 5 million impressions via search engine marketing with 133,000 clicking through to the website
- Over 14 million impressions with 3 Bay Area radio stations
- Paul Rudder – Increase penetration with San Francisco or is this a secondary market?
- John Urdi – Currently investing in LA where we have name recognition and building a reputation in the Bay Area. More gradual growth because ROI is not as big as it is in the Southern California market.
- Whitney Lennon – we have only been in the Bay area market for 5-6 years.
- John Morris – Should we look to advertise fall to Reno? Do they have fall colors?
- John Urdi – Similar to San Francisco it is getting attention but it's not as much bang for our buck as L.A.
- Kirk Schaubmayer – What timing should we expect to see results from ad campaigns?
- Whitney Lennon – Depends on ad spending and what kind of year it is. In the ROI report we are able to drill down where people are coming from and I will have that information in August.
- John Morris – How much of total marketing budget goes to fall?
- Whitney – 25% but we are always trying to talk about all the seasons.
- Sean Turner – If anything, I would like to see higher percentage go to fall.
- John Urdi – October could be our next million-dollar month and it's a lot more predictable than any of the spring months. September could also continue to grow and it's even more predictable than October when it comes to the passes.
- Colin Fernie – Do we put money into a new market or saturate our target market? We still have a long way to go with saturation and ad spends in our primary market of LA. It's a long term discussion for the board about strategically where we want to go
- John Urdi – There was some concern last fall about the impact on the community and lakes basin area and we had a meeting to discuss solutions to these issues rather than taking our foot off the gas on marketing efforts.
- Colin Fernie – The question is where is the public threshold and where is the peak too high. My business saw a shift from Fri – Sunday to Thursday – Monday because lodging was full. That's a natural when you hit those high peaks; it starts to drive ADR and visits outside of the weekend traveler.
- Brent Truax – We are trying to have 10 months of viability and we may need to spend a bit more money in fall to make that happen.

## 8. Department Updates – A brief recap of past, current and future efforts of each department

### 1. Sales and International – Michael Vanderhurst

- Hosted many international media FAMs – Australia, Scandinavia, UK – messaging was come midweek, combine an epic skiing vacation and a gateway city of CA, Disneyland, Las Vegas, etc.
- Production from UK – Gaydio – world's largest gay radio station – Yosemite, SF and ML
  - Remote broadcast from ML for two days
  - One day of spring skiing, introduce some personalities, lunch at Mill, etc.
  - MLT team taking to dinner, talk about ML, unique year round destination
  - Then Mono Co Tourism to show highlights of the county – Bodie, Mono Lake, etc. June Lake Loop, Silver Lake Resort, etc.
- Tioga Pass is very important for internationals – many frustrated emails from tour operators

- Itinerary can stay in tact, can still get from Mammoth to Yosemite, just allocate more drive time.
  - Working on one sheet explaining benefits of driving either north and south and the additional sightseeing they can do along the way.
  - Visit CA struggling with Highway 1 closed for a long time, foreseeable future – looking for alternate routes instead of highway 1 – looking to push the 395
  - MLT is happy to give out swag for people who have to drive around
  - Kirk Schaubmayer– Rewarding them definitely incentivizes them to go back and talk about what they saw and got when they went to Mammoth instead of Fresno
  - Whitney Lennon and Michael Vanderhurst will be starting 2017-18 visitor guide in the next few months.
  - John Urdi – Meeting set for next Wednesday/Thursday about roads opening;
    - Meeting includes purveyors in Lakes Basin, town, county.
    - Reds Meadow Road – Discussion on whether to let it melt instead of plowing because of the road condition
2. Communications/PR – Lara Kaylor
- Good coverage last month in media – partnership with Mammoth Mountain, Visit CA and MLT
    - Freeskier Magazine - Cancel your 4<sup>th</sup> of July plans and go ski in Mammoth, also included 4<sup>th</sup> of July town activities
  - Good fishing article in the LA Times – connected with local fishing guide for expert knowledge.
  - Working on MLT open house – June 15 –mix and mingle, set up like a science fair, people can walk around, beer and food – ask questions, hear what we are doing and what has been done. The more board members the better.
  - TBID Newsletter – creating our own platform for communication – taking template of monthly Mammoth Times column, use as a starting point, making an email template, send to the TBID businesses.
    - John Morris – some businesses are more open to TBID than others, what does it pay for, what does it not pay for, etc. –gives a chance to rebut anything that comes up in the community
    - Paul Rudder – many who pay TBID have no idea what it goes for, we as a marketing organization should have a line of communication with people who are paying us. This allows us to say thank you and tell them our story.
  - Sean Turner – PR and Communication is one-thing events could use immediate assistance from MLT: sharing posts, re-posting, etc. would like to discuss further strategy with MLT.
3. Chamber of Commerce Update – Ken Brengle, Executive Director
- Getting a handle on Chamber’s finances, working with John on formatting of budget to have a clear understanding on where we’re moving
  - Currently working on a membership recruitment campaign – working on a tri-fold brochure – over 1800 business licenses in ML, we’ve narrowed down to about 1000 to target
    - Narrow down to top 300 and go after those
    - Work being done to see what the sellable market is and what the low hanging fruit is
  - Also working on website – needs some major updates, looking at other Chambers in comparable areas – make some sections more viable, member to member discounts, etc.
  - Working on a half day board retreat this summer to reaffirm mission and vision statement, goals, how to move forward, etc.
  - Meeting contacts, attending events, would like to set up meetings with all of MLT board members to get feedback
4. Air Update – John Urdi
- Summer booking pace fairly consistent with last year. April was an 84% load factor.
  - May pacing about 50%
  - Final winter air report done but waiting on cancellation reports to compare to Aspen, Durango, etc.
  - Still working with Alaska to extend locals discount – not taken advantage of very much.

- Working to push fall time frame, potential to go back to 7 day service in the fall – need to determine by the July meeting in order to schedule pilots.
- Massive pilot shortage across the country, which is affecting us here in a very bad way. One plane last week that could not take off once it got here because of staff hours.
- Meeting with Grady Dutton tomorrow morning to finalize RFQ for air service strategy; 10-year plan to talk about air service strategy.
  - 5 companies to reach out to with RFQ to determine what air service looks like here
  - Should be able to finalize by the end of this week and get out to companies. Late summer, early fall to get recommendations back and find out what the potential is.

## 9. Financial Reports – An update regarding the financial health of the organization

### 1. TOT & TBID – review previous months results

- Exceeded \$2 million for March for the first time ever, beat last year’s record by almost 6%
- \$14.845 MILLION in TOT year to date, guess to April, at least 1.3-1.5 million plus in April
- With April we could be over \$16 million with May and June still to come
- May/June not as strong as in the past, but could be at \$17 million for the year
- Year-end budget: 27% ahead of where we should be at end of June
- Town Council last week talked about use of additional funds –MLT is a beneficiary of increased TOT but town keeps 71% of everything above and beyond budget. \$3.5-4 million staying with the town – last year parking lot at Westin, curb work on Minaret, funds to police station, airport funds, repaving of roads, etc. – all windfall money (wasn’t part of the budget) – same opportunity this year.
- Town looking at \$12.5 million TOT budget for next year.
- TBID \$612k ahead of budget, continuing strong; winter air subsidy should come in just shy of \$1 million – waiting on one last report from Alaska and United, \$1.5 million budgeted for winter

### 2. Cash Flow and CDARS info – discussion of current bank balances and reserve account activity

- 1.433 million Measure A checking, 1.97 million TBID checking, \$5,941 Measure A savings, \$5,488 TBID savings.
- CDARS program still \$2.5 million. Will probably start putting more into that to be sure it’s insured
- Colin Fernie – Town had first crack at third quarter true up, adopted budget, where pacing through 3<sup>rd</sup> quarter, looked at where to allocate dollars – last council meeting first wave of recommendations to fund. Will then take a second look at programs to fund.
  - A couple things of note: add’l dollars to airport capital fund, direction from council members to look at municipal wayfinding and trails signage program to allocate funds to – no action yet, but two things to keep in mind.
  - John Morris –Measure A spend, reserves, etc. discuss in special meeting
  - John Urdi – we are also discussing potential adjustments to future MLT funds regarding Measure A
  - Colin Fernie –On ad hoc committee with councilmember Wentworth to look at Measure A allocations for 2017, see if they need to re-calibrate, last time adjustments were made was 2012-13, 5 years later it’s time to look at that, coming to council with historical tracking of where Measure A has come from and where we are now as well as specific tax measures, then do recommendation to broader council for their consideration

### 3. P&L Reports –sent prior to meeting.

## 10. MMSA Update – none – John Urdi - US ski team was here with NBC shooting commercials last week for Olympics.

## 11. Key Takeaways

1. FY 2016-17 TOT currently \$4,661,087 ahead of budget which is +46% means +\$3,309,372 to TOML
2. March preliminary is at \$1,948,230 up from the previous record by \$40,859 which is +2.7%
3. FY 2016-17 TOT currently \$1,415,460 ahead of previous RECORD July – March (LY) which is 11%
4. ***As of March we have exceed the year end TOT budget of \$11,650,000 by \$3,136,087 with 3 months left in the fiscal year (+27%)***

Motion to adjourn – Brent Truax moved, Kirk Schaubmeyer seconded at 3:20 pm