



## Mammoth Lakes Tourism Monthly Board Meeting

**Wednesday, June 6, 2018 - 1:00-3:00pm in Suite Z**

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

[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 – Brent Truax, Board Chairman**
2. **Roll Call – Brent Truax – *Chairman*** (Chamber no term), **John Morris – *Treasurer*** (Lodging June 2018 3-year term), **Kirk Schaubmayer – *Vice Chairman*** (Lodging June 2018 2-year term), **Michael Ledesma – *Secretary*** (Restaurant June 2020 3-year term), **Colin Fernie** (Town Council no term), **Sean Turner** (Retail June 2020 3-year term), **Eric Clark** (MMSA no term), **Paul Rudder** (At-Large June 2019 2-year term), **Scott McGuire** (At-Large June 2018 2-year term)
3. **Board Member Comments/Reports/Agenda Additions**
4. **Public Comment** – Please limit to three minutes or less
5. **Minutes** – Approve meeting minutes May 1, 2018 strategy meeting May 2, 2018 BOD – **2 documents attached**
6. **New Business**
  1. **Budget and Marketing Plan discussion & vote – 45 minutes**
    - a. Discussion focused on MLT’s 2018-19 fiscal year budget and plan based on goals set by the board and strategy developed by MLT along with their outside agencies. MLT has had conversations with board members and will be prepared to expand into detail on any items of the budget the board has questions on. The board may choose to vote on adopting the 2018-19 fiscal year departmental budgets and plan at this meeting.
      - i. Measure A and TBID Budgets – **2 documents attached**
      - ii. Budget Variance sheet, YOY comparison, YOYOY comparison, board member budget discussion comments and questions, DMO budget comparison – **5 Documents attached**
      - iii. 2018-19 Marketing Plan Presentation – **vote to approve direction** from May 1 meeting  
<https://www.dropbox.com/s/9icecknhfgzeece/20182019%20Marketing%20Plan.pdf?dl=0>
    2. Measure A reserve earmarks & Joint Bucket funding recommendations – discussion & **vote – 30 mins**
      - a. Currently \$1,250,000 in MLT Measure A reserve available and earmarked to:
        - i. Special Event Venue = \$250,000
        - ii. MMH Airport Terminal = \$400,000
        - iii. Conference Center = \$250,000
        - iv. TOML Wayfinding Signage = \$350,000
      - b. Currently \$765,409 available in the Joint Bucket (\$500,000 remaining earmarked for LA Kings deal - we paid \$100,000 for this past season)
      - c. Vehicle replacement needs – requesting up to \$120,000 – discussion & **vote**
        - i. MLT has two vehicles in need of replacement – a 2005 Ford Expedition with 210,000+ miles on it as well as a 2002 Ford F-150 with roughly 175,000+ miles
        - ii. Recommendation - purchase two new vehicles outright and drive them for at least 12-15 years and not worry about annual mileage caps, need to unwrap and re-wrap images or increased future lease pricing.
        - iii. Vehicle replacement fund of roughly \$100,000 built into in Measure A reserve fund (currently not allocated to vehicles) – fund from \$250,000 Conference Center earmark
        - iv. Recommendation for the current two vehicles:
          1. 2005 Ford Expedition – keep on hand for around town needs - replace logos etc. with Mammoth Lakes Chamber of Commerce (KBB Value \$3,000)
          2. 2002 Ford F-150 sell truck to MLTPA for \$1,000 for use by the Mammoth Lakes Trail System (KBB Value \$1,900)

- d. History Trolley Proposal – presentation, discussion & **vote - Robert Joki –1 document attached**
  - i. Request for \$15,500 from the Mammoth Museum in partnership with ESTA and TOML
  - ii. Historical costumed entertainers presenting the history of Mammoth Lakes and the surrounding area to educate and entertain our visitors
  - iii. Running June 8<sup>th</sup> – September 9<sup>th</sup> (was in place for trial in 2017 and was well received)
  - iv. Received \$7,500 from Measure U grants for summer 2018
  - v. Recommendation to support this effort through MLT/TC Joint funds account
- 3. TBID Renewal Update – **5 minutes**
  - i. Final public hearing tonight at Town Council (regular meeting starts at 6pm)
  - ii. Council being asked to vote on and approve TBID Resolution of Formation
  - iii. If approved, TBID will renew on September 1, 2018 and run through August 31, 2023
- 4. Alaska Airlines Update – **5 minutes**
  - a. Discuss air service and carrier changes at MMH Airport starting fall 2018 and options being explored to provide service to and from key markets benefiting both locals and visitors
- 5. Board Seats Nominations– **5 minutes**
  - a. Review nominations and **vote** for two lodging and one at-large board seat that terms are due
- 6. Recognition of outgoing MLT Board Members – **5 minutes**
  - a. Acknowledgment of board members finishing their terms
- 7. MLT Team Presentation Schedule**
  - June 6<sup>th</sup> No staff presentation this month
- 8. Department Updates** – A brief recap of past, current and future efforts of each department
  - 1. Departmental updates tabled this month due to budget discussions
- 9. Financial Reports** – An update regarding the financial health of the organization – **5 Minutes**
  - 1. TOT & TBID – review previous months results – **2 documents attached**
    - a. TOT for April \$1,206,672 which is +\$302,172 and +33% to budget -\$393,001 +24.6% to LY
    - b. TBID for April \$400,829 which is -\$4,170.22 behind budget and YTD we are -\$300,681.41 -6.1%
  - 2. Cash Flow and CDARS info – discussion of current bank balances and reserve account activity as of 5/28
    - a. CDARS Balances Measure A \$1.25m & TBID \$2.5m
    - b. Measure A Checking = \$1,523,068.49
    - c. Measure A Savings = \$5010.95
    - d. TBID Checking = \$1,394,488.39
    - e. TBID Savings = \$5006.39
  - 3. Joint Bucket Funds – estimated balance in the MLT/ Town Council Joint Reserve Bucket
    - 1. \$865,409
  - 4. P&L Reports
- 10. Mammoth Resorts Update – Eric Clark – 5 minutes**
- 11. Key Takeaways**
  - 1. April came in at \$1,206,672 which is -\$393,001 from the previous record (2017) which is -24.6%
  - 2. YTD TOT is \$4,787,369 to 17-18 TOT budget YTD and -\$318,391 to the previous record (2017) -2%

**Future Meeting Dates:** Next scheduled Board Meeting for **Tuesday, July 3, 2018\*** from 1-3:00pm Suite Z

**\*Changing the date of the meeting due to conflict with the July 4<sup>th</sup> holiday**



## Mammoth Lakes Tourism Monthly Board Meeting

**Tuesday, May 1, 2018 - 8:00am-4:00pm Westin Monache Resort**

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

[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** – Brent Truax, Board Chairman, called meeting to order at 7:58am. (Brent Truax immediately stepped out of meeting after calling to order.)(Scott Mcguire also left at the beginning of the meeting)
2. **Roll Call** – Brent Truax, John Morris, Kirk Schaubmayer, Michael Ledesma, Colin Fernie, Sean Turner, Eric Clark, Paul Rudder, Scott McGuire.
3. **Board Member Comments/Reports/Agenda Additions** - None
4. **Public Comment** – None
5. **Minutes** – Approval of past meeting minutes from March 7, 2018 – **tabled until 5-2-18 meeting**
6. **New Business** – The Board will hear a presentation which is available in full at [https://www.dropbox.com/sh/zxanpoyiv7mwd9t/AAB-aHpEDShkXC2UnH79\\_hRJa?dl=0](https://www.dropbox.com/sh/zxanpoyiv7mwd9t/AAB-aHpEDShkXC2UnH79_hRJa?dl=0)
  - I. Overview – Whitney Lennon began the meeting by reviewing timing and items for discussion. This meeting will be primarily focused on the marketing plan and will not go over air scheduling or events position. Strict focus on marketing plan. New programs and optimization that is being recommended as well as a draft budget will be presented at the end.
    - a. John Urdi went over a few items: Happy Birthday Lara; All of our staff and agencies put a lot of time into preparing the information today so thank you to them for hard work. Then reviewed Tourism overview, where we are, where the state is; a year in review; then where we are going in the next year. Staff and agency introductions. (9mins in) MeringCarson, Miles Partnership, Lyman Agency, Embark Aviation; all reviewed their core staff that works with and what they do to help Mammoth Lakes Tourism. Board of Directors introduced themselves for agencies. (Michael Ledesma arrived at 8:08 am).
    - b. State of Tourism:
      - i. Merging Carson walked through US Travel Market major takeaways. Travel is doing well. Direct spending on leisure travel by domestic and international travelers went up in 2017 to \$718 billion from \$683 billion; tax revenue is up; total volume leisure trips are up – 1.8 million trips from 1.7 trips in 2016; still looking at some declines on international travel but California is out performing the nation. Reviewed US travel forecasts for 2018, 2019 and 2020 leisure travel expected to grow. Key markets for the US: UK, Japan, China, German, and South Korea, among others. Based on 2016 numbers, as 2017 numbers are not out just yet. Visit California budget was doubled a few years back, and we are now starting to see the return on that investment for the state. Reviewed forecast for California travel - leisure travel to the state is expected to grow 2.4% in 2018.
      - ii. John Morris asked any specific reasons for the decline y/y in 2016 for travel to the United States by international travelers. Exchange rate was bad, global economy wasn't very good, backlash/sentiment about US administration. Number of things but definitely bouncing back. Michael Vanderhurst stated Canada took a lot of the inbound due to better exchange rate and 150th anniversary.
    - c. State of MLT Business
      - i. John Urdi reviewed state of MLT business. FY 16/17 crushed previous TOT records. Year before that did 15.7 mill, year before 11.6 mil – 10 years prior to that averaged 10.5 mil. Last FY ended at \$18.1 million; 74% ahead of the 10-year

average. FY 16/17 - the 5th consecutive year of growth. Goal was to set 10 months at \$1 million TOT; to date 9 months achieved \$1 million plus in TOT – October is looking to be the 10<sup>th</sup> month fairly soon. FY 17/18 summer and fall grew- December and January only paced slightly behind 16/17 despite snow conditions. Better example might be March: FY 16/17 March collected \$2.03 million; FY 17/18 March collected \$2.33 million; 15% growth in a lack luster snow year. Budget for this year was \$12.5 million, but right now we are at 15 million with three months left in the fiscal year. Could be our second best TOT year ever.

- ii. TBID: goal was to raise \$4 million a year. First couple years just shy of \$4mil, jumped to \$5 million in 15/16, \$5.7 million in 16/17. Expect to see 17/18 end up at right around \$5 million. Budgeting \$4.5 million for 18/19 due to removal of season pass contributions from MMSA.
- iii. AIR SUBSIDY: MLT is capped at \$1.5 million for air subsidy from the TBID. The Mountain picks up anything after \$1.5 million. John Urdi reviewed subsidy amounts and progress from 2012 through 2016. Last year was the lowest subsidy: \$845,000 summer, winter \$1.1 million. For this winter it looks like we will come in just above \$1.5mil. John Urdi reviewed available seats v. passenger counts; lots of talk about the years where we did 30,000 enplanements – we had 100,000 available seats, but we paid a lot of money in subsidy. We have worked to right size the amount of seats and therefore reduce our subsidy. If our load factor isn't hitting 70%, we are paying a lot for empty seats; we don't have, as many enplanements or available seats but the number of paid passengers has not dropped dramatically. Michael Ledesma stated that there is a group that believes enplanements equals increases in TOT and TBID; but looking at 2014 that was not our biggest TOT or TBID year by a long stretch, so would it be fair to say that throwing seats at it for the sake of subsidy, doesn't translate to increases in TOT and TBID. John Urdi stated it clearly has not (more available seats does not equate to increases in TOT or TBID). Biggest challenge has become consistency; Just like a restaurant, if you don't get a consistent meal the first time, maybe you go back a second but if it happens again you don't go back. Even if a guest hasn't been on a flight that's cancelled, they know people that have and know the challenges. Easy to say we use to do more enplanements but it cost us a lot more money; is it worth it to have more enplanements, and pay more subsidies for less consistency. John Morris would like it noted that those guests do spend more so it's worth it to a certain extent. Colin Fernie stated really need to address critical mass, where the service actually works for people's travel patterns; that also matters to getting a consistent base for air service. John Urdi agreed that's the ultimate goal. Colin Fernie stated as we think about dollars allocations, we need to be at peace with spending to a particular subsidy level to make the whole thing work. John Urdi agreed with Colin and stated that MLT has worked to be at that point now – decision to add routes and airlines, is a group decision between Board and MMSA, to make sure we are all willing to add to the subsidy for consistencies sake. New markets aren't just going to get thrown in without thinking about additional subsidy spends and consistency. Eric Clark agreed it's more about consistency than critical mass; whatever we are delivering we need to deliver on a consistent basis so people can plan and the right markets, otherwise we are throwing the subsidy away. Eric Clark used the previously offered Orange County flight of an example: had a load factor of about 35%; travelers could have easily gone into

LAX to catch the flight – so not just critical mass, needs to be consistency and the right markets. (Brent Truax returned to the meeting at 8:31 am) John Urdi reviewed statistics on flights and whether passengers originate in that market or fly through from other destinations. John Urdi then reviewed cost per passenger: when looking back at the higher emplanements years we were spending a lot of money to get people here, but we have had good success in the last few years lowering that costs by lowering the amount of seats available; based off of subsidy dollars spent, not cost of acquisition.

## II. Year in Review

### a. Marketing & Communications Program

- i. Paid Channels: Amanda from MeringCarson: picked up advertising objectives for this fiscal year, keeping and ensuring Mammoth is top of mind for consumers. Also changing their intent to travel in the key spot markets (LA, San Diego, San Francisco); able to track shift in perception and sentiment based on what they have seen before or not, and their reaction to Mammoth Lakes. Overarching success metrics for the paid side: impactful, increasing or maintaining awareness, helping to shift to a more favorable perception and intent to visit is growing - 4 main metrics to measure success in campaign. Mammoth Lakes campaign is growing; continues to resonate; from 2014 to 2016 there has been a 13% increase in ad influenced trips; 11% increase in visitor spending; 25% in local tax collection. MLT is performing for the destination. For ad aware visitors, they spend 41% more in the destination; an additional \$1800 in spend because they know more about the destination. Strongest level of awareness yet – up 18% overall; fall is up 90,000 incremental trips – to start a new campaign and to see a consistency like that is a huge win and proves why investing in that season is a good direction for Mammoth Lakes. The tools that we have to use now allow us to tell a much deeper story and it allows us to direct them back to specific trip ideas encouraging them to spend in the market. SMARI research partner has done over 100,000 case studies on destination campaigns worldwide; The Mammoth Lakes campaign is put in against that data – shows campaign is out performing and still above the top 10% of ad performance. Influencing perception those who have seen the ad vs. those that havent; ad aware travelers agree with the appeal of attributes about Mammoth Lakes at a higher rate than unaware traveler. Twice as many ad-aware travelers indicate an intention to visit Mammoth Lakes vs. ad unaware. To be able to see growth year over year and not even out shows how impactful this campaign really is. When surveyed many of travellers reflect the exact campaign itself. Grant from MeringCarson reviewed the creative evolution for the campaign this year. Took the Legends of Adventure and evolved it into a 360 video. Looking into next year we don't see a reason to move away, but instead to re-purpose a lot of preexisting assets and reshow them to the audience. VR video is a finalist at Global Brand Film Festival in New York City - for best 360, VR, AR and emerging tech category. In the company of globally recognized brands including Nike, Facebook, Samsung, AT&T and many more. The Board and agencies had a conversation about how to define success of video content and metrics for video views by channel;  
**MeringCarson will work on a one sheet for the Board to understand better the successes of VR versus other viral videos, including the annual ROI study.** (Sean Turner left the meeting at 8:42am) Reviewed successes/highlights of Summer 2017 campaign. All pieces have surpassed goals; 3.8 million watched the *whole* summer No Small Adventure brand video. Native and paid social partners drove

an incredible 8 minute time on site average. Influencer/affiliate program dove strong performance on MLT owned channels; Fall 2017: second year for fall seasonal campaign. Brand video beat goal by 4% - 4.6 million viewed. Winter 2017: intro of the 360 video; most destinations are just starting to use this and doing it few and far between. An active story is unique; surpassed goal by 254% - SEM (search engine marketing) saw an uptick of 7% from winter 16/17; Summer 2018 in progress - flip flopped the 360 video so you see the summer portion first but it keeps on engaged in two seasons always no matter what. Very intentional with our native partners, starting to pick really specific partners where they are pushing out specific content, and then we get to own it and push it out on additional channels in the future. Message is stay the course - optimization, no small adventure is working very well; beef up where we are taking the 360 video; continue the message that mammoth is a year round destination. To stay relevant we will need to make sure we are making original content, which we will address in where we are going in the future.

- ii. Owned Channels: include our website, our newsletter, and our social channels and content. Miles Partnership reviewed website results 2017 results. On the GA side of the website we make sure we track as much as we can. Total visits are up 1.1 million (1%); Total page views at 2.4 million; average time spent on the site is over 2 minutes. Almost 800,000 (about 70% of total) are new visitors to the website. All of the signals for intent to travel, (ie. visitor guide orders, digital guide clicks, email newsletter signups) are all up. On visitor guide requests, value of these visitors study done by DMA West - generally better educated and therefore spend more in market by about two times. Brent Truax asked for data on geo-location of people who are looking at the site the most. Mobile first approach because mobile usage is up compared to desktop and tablet options. Mobile usage up 44% - while desktop and tablet visits are down. 2017 organic traffic growth: website traffic from search grew 9% YOY (+51,000 visits); maintaining this is significant because of the changes we are seeing in the search space. Home page is the highest ranked landing page - followed by adventures trip ideas for camping, hiking rainbow falls, fly to mammoth lakes, events, hotels, summer activities, lodging and then eastern sierra fishing report. A lot of other destinations have fallen off in the lodging category due to the other booking engines, but the fact that MLT can maintain that and attract visitors to there is a great measure of success for the site. The fishing page has a very significant audience right now as well; a lot of great growth here. 20% growth in site's total organic keywords ranking on the first page of search results. Personalization allows us to customize messaging on the home page for certain audiences. Target messaging based on geographic location - can hit with flight messaging, seasonal messaging based on what they have interacted with previously; enacted with the launch of the new site in 2016 have about two years of data, continue to see successful optimization. 39% increase in targeted messaging click through. Able to provide them with efficient messaging to engage and move them deeper into the site giving them more content. Users expect to be served content they are looking for. (Scott McGuire returned to the meeting at 9:18 am) About a 25% decrease in bounce rate YOY from people who are seeing targeted content. A bounced visit is someone who looks at one page and leaves. The more we can reduce that, the higher the engagement level. Brent Truax do you see any concerns with collecting data? Not collecting any data just using something that's already available like ISP - location where you are logging in. The site also

uses cookies; minimal invasive data collection. Able to use personalization along with the 360 video based on users previous page viewing. International video content via fly-in messaging with native language videos; able to integrate when we know someone from those countries is looking at the site and introduce them to the destination with a native language video. Meghan Miranda reviewed success and metrics with content: blog posts, trip ideas, events. Blog posts are reviewed and updated more frequently to make sure the most accurate data and information about Mammoth Lakes is out there; trip ideas are more evergreen – everything you need to know. Trip content is refreshed but generally stays the same. Events are supported by local producers and businesses – submitted organically but reviewed by in-house team to make sure it fits. Review monthly from an SEO perspective to cover all opportunities. Blog content page views are up 72% YOY; average time on the page is up 5.3%; bounce rate is down 3%. Trip idea content page views up almost 3%; average time on pages up 9%; bounce rate down .4%. Events page views are up almost 35%; average time on page up 15%; bounce rate is down 10%. Josh Wray reviewed social success and metrics; big four: Facebook , Instagram, Twitter and Youtube. 8 million video views through social channels alone. Facebook is the biggest driver of link clicks. Instagram is the most engaged and loyal of all channels. Youtube: 360 video has been a major component of driving views. Meghan Miranda reviewed newsletter performance/activation; three different newsletters going out – monthly, affinity emails focused on specific interest: fishing and fall colors currently. Monthly has 31,000 subscribers, segmented based on what subscribers has self-selected and what they are looking at. Allows us to serve the visitor selected and specialized content based on what’s going on. Seeing that most of the subscribers are new visitors to mammoth; they stay subscribed through the planning process, and then drop off after the visit because they know the destination. But then receiving just as many subscribers for the ones that are dropping off. MeringCarson commented on the interaction seen at Travel shows looking for Meghan; speaks to the value of personalized newsletters. Whitney Lennon reviewed visitor guide distribution; primary collateral piece at trade shows and locally and regionally. Anyone who owns a valid business license in the town gets a complimentary listing in the visitor guide. Allows us to educate visitors on everything in Mammoth Lakes. Generates about \$100,000 in ad sales each year. Digital version links back to specific pages on the website to enhance the visitor’s knowledge.

- iii. Earned Channels: Lara Kaylor and Lyman Agency reviewed. Take a slightly different approach to get messaging out. Takes networking and reaching out with journalists to see the type of content they are looking at, and then serve them Mammoth Lakes stories that fit that content. Build awareness about traditional things, like snow, but in interesting new ways. I.e. New York Times piece that featured NASA observations on snow accumulation last year. Works more on a case-by-case basis instead of a blanket message. Don’t come without compelling content. Able to cover a lot of ground without a lot of the costs that come with the paid side. Tim from Lyman reviewed proactive media relations; new ways to re-tell stories – example: water fall season is a different way to talk about shoulder season. Coverage is a great way to generate additional coverage; many outlets picked up the NASA story after they saw it in New York Times. The Board and staff and agencies had a conversation about the regional partnership with YARTs and driving the messaging about visiting Yosemite with the ease of

YARTs. Tim from Lyman Agency reviewed examples of how to use PR to talk to specific niche audiences; example road cycling article around Gran Fondo, which resulted in a 9-page article. Leveraged local photographers and videographers to cut costs for journalists coming up; allowed us to control the beauty and messaging through pictures, gave exposure to locals. Fall program more than any other is a good example of how we benefit from being a good partner; Mammoth is included in the California fall marketing effort because of our partnership. Relationships and partnerships are key. Chris from Lyman Agency reviewed reporting; hard to pin down exact values from a quantitative and qualitative measurement. Developed format to report back to Mammoth Lakes Tourism but also to constituents in town in a visible and easy to understand. Showed example of monthly email – links to stories about Mammoth; summary of placement and impressions on a monthly basis. FY 16/17 year-end report: 160 placements, estimated 1.4 billion impressions – an estimated value of \$4.26 million if MLT had paid for that kind of coverage. Important to note is that we were able to maintain as much coverage as last year and steadily increase the impressions. 20% increase in “earned” placements in FY 16/17.

- iv. Lara Kaylor reviewed The Crib program; Des Linden video that we were able to roll out immediately following the Boston Marathon to Women’s Running who we have developed a relationship with – ran on Competitor Running. With the new space it allows for opportunity to expand to year-round athletes, to develop more original content and brand activation. Had editor of Women’s Running in The Crib for a roundtable discussion with a number of elite women runners; has now been turned into a six-segment video to run on the Women’s Running website. Partnered with Clif Bar to sponsor The Crib and get more visibility to The Crib but also connect them with athletes who may not have a sponsor yet. Also able to immerse journalists covering athletes in the entire experience. Each year we have seen tremendous organic growth just based on influencers and experiences. Media coverage for The Crib in 16/17 amounted to 31 placements; \$250 million impressions. Josh Wray reviewed The Crib performance on social channels. Many of the athletes hear about the program through athletes they follow on social media. The Board took a ten-minute break before International program review.
- b. International Program: Michael Vanderhurst reviewed international program and partnerships in working with international agencies. 9 agencies that MLT directly contracts with around the world; a few we share with Mammoth Resorts. For travel trade and PR. Michael meets with agencies in person at least once a year. Visit California is active in 14 countries and Brand USA in 40 countries; Michael reviewed key markets that MLT piggybacks on with. All messaging for international is year-round. Targets primarily FIT, families and small groups. Not as active in coach travel promotions - Most of our lodging partners are and back fill that promotion through those partners. Compelling messaging: winter; its length of season, snow quantity and quality of weather, legitimate ski town: on an international side we are a beautiful ski town that they don’t have in their own markets, uniquely California experience - combine your mountain ski experience with the city sites of the rest of California. Native language brand videos (6 now – Italian, German, French and Mandarin; working on Portuguese and Spanish); review of trade and media FAMs and some of the big successes with those programs; in the last year hosted 80 sales FAMs and 35 media FAMs. Visit California #californiawinterwave campaign partnership with Visit California;



double downed on the winter messaging. California snow day in South Korea - done in Seoul Korea with VR video showcasing Mammoth.

- c. Air Service Marketing Program: Clint from Embark reviewed the air service marketing – started in August; last months about building a foundation for establishing an air service-marketing program. Reviewed strategy and key regional stakeholders. The DOT has very strict regulations about how air is advertised so there has generally been reluctance for airlines to provide price points for advertising. On the cooperative side we developed a messaging toolkit for local businesses to promote air service in their direct guest contact; also working to engage the airlines to get into their marketing channels. Clint reviewed fare sale campaigns; focus and targets for retail pricing strategy. Early season sales drove strong YOY bookings – less effective in later months without snow. Messaging has been really focused on two priorities: price point and changing the narrative – fly to Mammoth Lakes from around the world. Reviewed connectivity through global airline partners – much larger reach even in the summer when air service is scaled back. Reviewed local messaging initiatives including the locals only air discount. Over 2,000 codes have been produced for United and 1,500 for Alaska. JetSuiteX is an open code so not easily tracked. Season usage data is pending – we are seeing lower usage with United but have had to go back to Alaska 3 times to get more codes from them. MeringCarson reviewed the paid media support and performance. (Sean Turner returned to the meeting at 11:30 am)
  - d. Community Engagement Program: Lara Kaylor reviewed engagement with the local community – things we do for and with the local community. Weekly email: 5 things your tourism department did for “you” this week; current list has 147 subscribers; opt-in; average open rate is 33.6%. Monthly: Local newsletters – tourism insights; current list has 443 subscribers with 37.7% average open rate; community coffee: opportunity to talk to us in person with questions or concerns. Also inviting a monthly guest – this past month was the TOT office; Mammoth Times column; MLT Board of directors talking points: at the bottom of each agenda for each Board meeting. Whitney Lennon reviewed seasonal and year-round local marketing efforts: Fishmas supplies to local businesses (banners, postcards advertising fishing and where to get fishing supplies), fish stocking, open house, local air discount, event posters/year-round event calendar, local collateral distribution, road banners, free image library, etc.
- III. Looking Forward (lunch break at 11:40am, return at 12:16pm)
- a. MLT Business Objectives & Strategic Priorities
    - i. John Urdi gave a review of the revised business objectives as discussed at the last board meeting. The Board had a discussion about other business opportunities that could be added to the objectives and a general discussion about increasing midweek visitation and improving service offered through out town. John Urdi discussed that the Board will be hearing in the proposal for next year, ways to increase midweek and shoulder season visitation. Sean Turner asked how we can make the business objectives broader specifically asking about improvements to local infrastructure/recreational facilities. Want to make sure that as a tourism board we are still committed to improving the products that we then turn around and advertise. Brent Truax stated that was the discussion at the previous Board meeting for the purpose of then discussing in more detail at this meeting. Brent reemphasized that he doesn’t want to keep shifting staff’s direction but we certainly can give that direction, just want to make sure everyone understands and agrees as discussed at the last meeting. Ken Brengle stated that the Chamber is taking the lead on supporting the “products” in town. The Board discussed whose responsibility infrastructure

actually is given the partnerships with Town and the Forest Service.

Conversation about new council and new directive from that council to MLT as an NGO. Colin agreed with holistic instead of just visitation. Sean stated that this shouldn't be one side and maybe we need to make recommendations. Due to time the Board agreed to move forward and stay flexible and look to create a master plan with commitment from the town. Colin: it's a sliding exercise.

- ii. MeringCarson reviewed Brand positioning and why it's important; awe & exhilaration; Mother Nature's Adventureland: MLT brand platform. Total authenticity but has become increasingly relevant based on how the world is changing; increasing desire to unplug. Transformative travel (self-reflection) another big trend that Mammoth Lakes speaks to. No small adventure continues to resonate and perform. Taps into an intrinsic/intangible quality of the destination; otherworldly. Looking forward on how we are going to attack our target audiences and markets as a team: paid channels are there to help focus on broad reach – how we move the needle in big markets; owned and earned will focus on the same areas but get into the niche audiences in the larger marketplaces. Specific connections. Key spot markets: California & Nevada. Cities: Los Angeles, San Diego, and San Francisco. Discussion on other opportunity markets across the state. Surveys done in market show for Los Angeles MLT has 33% penetration; recommendation for continued penetration in existing markets to continue to grow awareness about Mammoth Lakes. Reviewed surveys of total Los Angeles audience on intention to travel to the mountains. Reviewed target audiences: outdoor active families, snowsporter families, outdoor actives without kids, and snowsporters without kids; Opportunity audience: millennial families, Hispanic; Trending niche audiences- audiences typically targeted through owned and earned pieces. Paid doesn't have enough bandwidth to get that granular. Lara Kaylor clarified that a lot of these trending niche markets are already being targeted through owned and earned channels, but the recommendation is to increase focus in those markets. Amanda from MeringCarson started reviewing the consumer journey – mapped the journey, which allowed finding the gaps, spotting opportunities, and identify tipping points. This will help focus in dollars and use them in as efficiently as possible as the marketing budget gets reduced. Brent Truax asked where we are losing people – what is our biggest opportunity along this consumer journey. Amanda clarified that its not lost business, and we aren't necessarily losing consumers; engagement is measured at each touch point and this is to make sure we are actively engaging consumers at each touch point. In general MeringCarson found that original owned content has covered most of this journey and is performing well (MLT is seen by consumers as the number one source of information about Mammoth Lakes), but we have to continue to produce that content to make sure we stay in that position. Content is key to keeping people engaged and interested; Optimization of content keeps it updated, useful and actionable for consumers. Plan for the next year is to continue to utilize video, experiential trade shows, billboards in key markets, social media and search engine marketing. A lot of assets that can be re-used and re-purposed will to look to the best opportunities for efficiencies but will require support with new content/video production. John Urdi then reviewed budget high-level line items for Marketing including new expenses and the reduction of funding. Projected TBID revenues will be reduced due to the removal of pass sales. Last year reinvested savings from subsidy – will not have

that additional \$500k this year. Recommend backfilling \$500k from reserves, as we did last year; still amounts to a \$1.5 million reduction in the marketing budget. New events position: budgeted only for one position – Director position. The Board had a discussion about line items, special events positions, reductions to budget and how to balance impacts/reduced awareness in key markets. John Urdi clarified that the Board will be able to review all of these documents and budget information for the next month before they vote on approving the recommend budget.

- iii. Miles Partnership reviewed their recommendations for the next year. Two new areas recommending for the website management: user-generated content platform and Google DMO content support program. Reviewed SEO trend: changing search engine result pages – providing a lot more data in the search page and resulting in less click through from the search engine. Strategically we want to maintain growth as long as possible; opportunities to target the region and surrounding attractions; ongoing optimization of content, targeting voice searches – outside of the traditional website searches; Personalization – people expect websites to serve them what they are looking for – utilizing data they have already given us; geographic location, user behavior, etc. Recommendations for moving forward: Industry pages will be migrated into current architecture website, support staff on component page content type migration, review of signals of intent to travel data to make page optimization, introduction of new user generated content featuring content galleries into the website (Crowdrift). Crowdrift can be an easy and unique way to incorporate visitor content and engage them in the brand, making them feel like it's their own. Google DMO content support: improving the visitor experience by letting the DMO expand and confirm the information for travelers, to make sure they have the best travel experiences. Also allows for expansion through community engagement program to help the businesses in town understand why this is important and help them actually get the work done. Board had a discussion related to new technology and Google management and what that means for DMOs and businesses. Whitney Lennon and Miles Partnership presented proposed budget recommendations for management of the website and implementing new recommendations as discussed.
- iv. Josh Wray and Meghan Miranda reviewed recommendations for social channels; further engagement of Facebook groups – community building, sourcing UGC content and to have bigger and better conversations with our followers and for them to share with each other as well. “campfire stories content” original content submitted by visitors – Why I love Mammoth Lakes- to live as a blog on the website; has a first person and original feel but edited and monitored by MLT; expand instameet program specifically around fall colors. Continue to optimize existing video library on social channels. Whitney Lennon reviewed owned channel budget recommendations.
- v. Lyman Agency reviewed recommendations for earned channels. A majority of the program will stay the same. New opportunities exist with Alterra Mountain and their new resort partners/IKON pass; The Crib program expansion with a year round presence and increased take overs on social media and shares; niche markets with multicultural and multigenerational stories; more media visits and influencers in the shoulder seasons. Lara Kaylor reviewed recommended budget for earned channels.

- vi. Michael Vanderhurst reviewed international program and recommendations. Continue to ride the Brand USA “National Parks” promotion – organically aligns with Mammoth Lakes product due to proximity to Yosemite; Visit California has increased their budget on the international side to \$100 million – almost all of that must be spent bringing international tourist to California – cross promote with Visit California as much as possible; Ikon Pass – California ski safari. There are some considerations for effects from global warming – the international travelers as sensitive to this messaging; political environment; US gun violence in the media – international travelers believe that the US is a very dangerous place. Opportunity countries whose visitation aligns with MLT’s seasonal priorities: Mexico, Canada and Brazil. Strategy will continue to be very similar to the past year; rolling the VR experience into international conferences more. Reviewed international budget recommendations.
- vii. Clint from Embark gave a review of air service marketing – main effort will be to broaden tactics to target conversion; target competitive markets like Reno and other ski markets; more air content on the owned channels; working with airline partners for promotional tickets for giveaways; working with Alterra on cooperative marketing that compliments the destination as well as the use of the IKON pass; increasing local advertising programs to engage the region – goal to build awareness and increase overall usage regionally. John Urdi stated that tomorrow’s Board meeting will focus on recap from the winter and a more detailed conversation about the future.
- viii. Whitney Lennon and Lara Kaylor reviewed recommendations for the community engagement program, including building on current momentum, Google DMO content program, new industry site - integrating into visitmammoth.com, community signage campaign, and community training on how to use tools available. Reviewed budget recommendations.
- b. Budget Recommendation
- c. Approval Timeline – John Urdi handed out draft budget documents to the Board. Stated that tomorrow’s meeting is not intended to go through the budget; intention is for Board to review this over the next month so we can have further discussion more specifically at the June 6<sup>th</sup> meeting. Board had a brief discussion about total budget and reserves. Reserves allocation to be discussed in more detail tomorrow, May 2.

**7. MLT Team Presentation Schedule** - None

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

1. None

**9. Financial Reports** – An update regarding the financial health of the organization – **tabled until 5-2-18 meeting**

**10. Mammoth Resorts Update** – Eric Clark – **tabled until 5-2-18 meeting**

**Future Meeting Dates:** Next scheduled Board Meeting for **Wednesday May 2, 2018** from 1-3:00pm Suite Z

Meeting adjourned at 3:35pm



## Mammoth Lakes Tourism Monthly Board Meeting

**Wednesday, May 2, 2018 - 1:00-3:00pm in Suite Z**

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

[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** – Brent Truax, Board Chairman, called the meeting to order at 1:04pm
2. **Roll Call** – Brent Truax, John Morris, Kirk Schaubmayer, Michael Ledesma, Colin Fernie, Sean Turner, Eric Clark, and Scott McGuire.  
**Absent** – Paul Rudder
3. **Board Member Comments/Reports/Agenda Additions:**
  - a. Brent Truax added an agenda item regarding the available Board seats
  - b. John Morris – Snowcreek driving range is open. As it relates to the TBID renewal, wanted to mention that I took a look back to compare five years of the TBID compared to the five years previous; to look at the four slowest months and how they changed. For Snowcreek, from 2008 to 2012 May, June, October and November amounted to about 10% of the yearly business; in the five years of the TBID those months amounted to 15% of the yearly business – just shows how the slow months are improving and growing.
4. **Public Comment** –
  - a. Ken Brengle, Executive Director - Chamber of Commerce: reporting on the candidate open house and business after hours. Successful night, candidates liked the format of being able to meet and greet and talk to people. Thank you to Jessica for organizing. Thank you to the MLT Board for support the Chamber. May Power Lunch will focus on ballot initiatives in the state.
5. **Minutes** – Approval of past meeting minutes from April 3, 2018
  - a. Number 2, letter e; Board vote to approve any change to the MLTBID Management District plan – Eric Clark abstained from voting on this item.
  - b. Colin Fernie – bottom of page 2, when discussing top line goal for TBID revenues, it should be correct from 6.5% to 6.5 million.
  - c. Sean Turner – wanted to correct his Board member comment from last month; was reminded how many people come here as a part of youth sports tournaments and look forward to continuing that conversation as we discuss event strategy.
  - d. Colin Fernie made a motion to approve the minutes as amended. John Morris seconded; unanimously approved.
6. **New Business**
  1. Winter air service recap –  
Discussion of winter 2017-18 winter air service successes and challenges
    - 9% cancellation rate (3836 pax) 43 cancels vs. 20% LY (8139 pax) 96 cancels
    - Weather 40 (93%), mechanical 1 (2%) and other 2 (5%)
    - Los Angeles
      - 9.6% cancel (2253 pax) 22 cancels vs. 19.78% cancel (4364 pax) 45.5 cancels LY
      - 31,844 available seats, 21,291 sold which is +2,935 to LY
      - Load factor 66.86% compared to vs. 68.81% which is -1.95%
    - San Diego
      - 9.1% cancel (697 pax) 7 cancels vs. 19% cancel (1382 pax) 14.5 cancels LY
      - 11,324 available seats 7,418 sold which is +1,415 to LY
      - Load factor 65.51% compared to vs. 65.82% which is -.3 2%
    - San Francisco
      - 12.5% cancel (862 pax) 13 cancels vs. 25.69% cancel (2,158 pax) 28 cancels LY
      - 12,880 available seats 6,971 sold which is +728 to LY
      - Load factor 54.12% compared to vs. 55.74% which is -1.62%
    - Burbank

- 1.6% cancel (24 pax) 1 cancels vs. 12.90% cancel (235 pax) 8 cancels LY
- 3720 available seats 2034 sold which is +432 to LY
- Load factor 54.68% compared to vs. 48.85% which is +5.83%

John Urdi provided the Board with a review of winter air service. Provided overall and by market detail for this year in the agenda. Eric Clark and John Urdi are trying to finalize the subsidy numbers; looks like United is going to come in a little lower than anticipated. Should be just under the \$1.51 million cap set in the TBID budget. Overall started the season with a total of 65,500 round trip available seats, ending with 59,768 after cancellations. Ended up with 37,714 paid round trips, a 63% load factor. Overall cancellation rate of 9%; we lost 3,836 round-trip passengers; compared to last year when we had a 20% cancellation rate and lost 8,139 round-trip passengers. This year, weather was again a big player, accounting for 40 of the 43 cancellations; 1 was mechanical; 2 cancellations were due to airflow – air traffic control. JetSuiteX was able to successfully divert to Bishop (approximately 10 diverted), allowing for only 1 cancelled flight from Burbank this year. Found out yesterday JetSuiteX is moving corporate headquarters to Dallas, but they will continue to fly our routes and are looking at flying out of Orange County at a commercial gate. Still talking with them about the future of air service.

- Colin Fernie asked about the percentage on a flight when it achieves subsidy neutrality. John Urdi explained that it depends on the fares, but it is generally when it's about 70-75%. Last year the extreme weather hurt us; this year, even with the increased passengers and rate of completion we had, you actually get a lower load factor and end up paying more. The other factor is our costs, which went up with each carrier this year; a lot has to do with fuel prices.
- John Morris asked about San Francisco and if it has been struggling due to cancellations. John Urdi stated that its just hard to get that market to choose to fly over driving to Tahoe; why we have put more marketing into that market in the last year.
- Scott McGuire asked if our TOT collections keeps going up, and we keep spending less on air service, and we have a \$1.5million shortfall in our budget, Do we need to keep spending more on air service? We have a lot of drive traffic and numbers have shown over the last five years the less we spend, our TOT and TBID keeps going up; could our dollars be spent better elsewhere? Brent Truax stated that is part of the budget conversation and that is what we will finalize in our direction to staff on June 6<sup>th</sup>. McGuire stated that a lot of times he hears air service is a tragedy because of enplanements, but when you look at the efficacy of it: we are spending less, and getting more revenue; that's a pretty good direction to go in but at some point there is diminishing returns. Colin Fernie stated due to Ikon Pass, we need to look at air service from a broad perspective for economic development and other community aspects. Eric Clark stated we have been more efficient with dollars spent. We discontinued costly legs that didn't bring a lot of passengers and therefore the finances worked out beneficially. Other part is hopefully you develop the appropriate platform to grow visitation. If we are getting destinations visitors from hubs that primarily have midweek visitation, then we know we need to grow our air service. As we get more efficient, there is going to be some risk we have to go forward with. Scott McGuire asked if its fair to say that we have learned more and become more efficient, and the investment last five years have taught us to be more efficient to get here, but we may need to go back to a period of more risk to grow that in the future? Eric Clark feels yes. John Urdi restated that we are still bringing in comparable amount of people but not spending as much to get them here. However, a good example to look at is the increased costs we had last spring by adding flights seven days per week versus four days a week the prior year. So we do need to consider if the increased costs are worth it. Scott McGuire stated that despite the struggles, the efficiency and the dollar per person spend we have gotten to is impressive. John Urdi will do a presentation on the program and success to Town Council in August.

2. TBID renewal update and discussion – John Urdi reviewed the status of renewal process.

- a. Resolution of Intent was approved at the April 18<sup>th</sup> Town Council meeting with a vote of 3-1 (Bill Sauser was not in attendance)
  - b. Next step – public meeting May 2<sup>nd</sup> Town Council meeting; no action taken; just to hear public testimony for and against the TBID.
  - c. Resolution of Formation – June 6, 2018: there will be a public hearing and then the council votes. The current TBID expires August 31, 2018. Changes to management district plan discussed at the last Board meeting would be approved; 5-year term expires 2023, and removal of the contribution from pass sales. Estimated annual revenue \$4,500,000.
  - d. New TBID collections would go into place September 1, 2018
3. Strategy discussion regarding budget commitments - board may vote to approve budgets –
- a. Brent Truax reviewed with the Board the objective of today’s conversation on budgets. Spent a lot of time going over specifics in yesterday’s strategy session and would like today to stick to a high level conversation. Specifically would like the Board to discuss earmarks, giving direction to staff on using the reserves, what is the available dollars we are willing to put out there. Brent stated rather than going line by line here now, he encouraged all Board members to set up a time and ask specific questions each has on the budget line-by line, because at the June 6<sup>th</sup> meeting Board meeting he will be calling for a vote on the proposed budget. Brent stated that generally we will be talking about the overall frame today and any questions related to that, making sure we all agree on the strategy. Think staff did an excellent job summarizing each department and strategy associated. Every Board received an USB drive with all the electronic versions of the budget documents. All documents are online at <https://www.visitmammoth.com/mlt-board> for the public that is interested.
4. Measure A reserve earmarks and funding allocations – Brent began by asking the Board if earmarks should stay as is or look at changes. John Urdi reviewed with the Board specifics related to Measure A reserve earmarks. \$1.25 million currently – have had earmarks for that amount of money but this would be a time to consider new pieces and needs. 2.5 million in TBID reserve; John Urdi recommended to put at least \$500,000 (as was done last year), which has been built into the budgets, from the reserves which would still leave us \$1.5 short of last year’s budget. Combination of missing revenues – will be \$500,000 less from TBID revenues (pass sales), \$500k in air service subsidy savings that we had last year that we won’t have this year, number of other added expenses including new special events position, increased support to the Chamber and reductions of air subsidy contributions from Mono County.
- a. \$1,250,000 in reserve; Eric Clark asked if the covenants of the Board states how much money needs to be in reserve. John Urdi stated that it is based on a percentage of budget; 25% of a \$7 million operating budget comes out to \$1.7 million for reserve - \$550,000 would come from Measure A and \$1.2 million would come from TBID, and leave \$1.3 million in TBID reserves. Brent Truax clarified that there is no requirement for reserves, but it is a guideline set by the Board and for the Board to decide what it feels comfortable with. Brent Truax re-stated Measure A is currently earmarked for special event venue, airport, conference center, wayfinding/signage; do we take any of that back from the earmark and put it back into total available resources? For instances, we need a special event venue, is that going to happen by spending \$250,000 or do we take that to fund the special events position instead? John Urdi clarified we have total available \$1.25 million, reserve earmarks total \$1.35 million as of now, so we need to do a bit of reallocating. The Special Events position has currently been budgeted from the annual budget not from reserves, but that is something the Board could look at when reallocating. Further, when Measure A was recalibrated the joint bucket was potentially to be used as reserves as well; currently has \$800,000 in it and we are still waiting to hear back in regards to the Kings program; will at least have \$100,000 come out of it for this year. Fund currently has \$200,000 if the LA Kings program moves forward in full. Brent Truax restated with the Board for clarity, do we want to keep these 4 earmarks as is, and where do we pull out \$100,000 because we are over committed by that amount. There are also other potential uses for the reserve that we may want to consider. John Urdi stated the budget currently has \$2,000 a month worked into for a possible vehicle payment. One of the options for revised earmarks is new MLT vehicles; Expedition is a 2004 with 210,000 miles on it. Other request is from the Historic Trolley program, got some money from Measure U but are still \$21,000 short for a full

program this year. Scott McGuire stated that based on the discussion currently revolving around the airport, he would vote to see that earmark reduced and keep Measure A reserve at net zero and see what happens with the joint bucket. Eric Clark stated we could contribute to the deficit to the operating account by taking funds from the TBID reserves. Colin Fernie stated that because this has a lot of different moving parts we may want to bifurcate this and take consensus on a couple of different parts. Colin also stated that he agreed with Scott and that the easiest way to balance this for now is to remove \$100,000 from the earmark for the airport. Sean Turner stated he also agreed and asked when will the earmark money get spent. John Urdi stated the only program he was aware of that could be ready to roll out in the next year is the wayfinding/signage program; all other earmark programs are still in the works and money will be deployed when the Board is ready. Colin Fernie also wanted to state that he is a big fan of the historical trolley program and think it's a good program but don't need to decide on that today. Scott McGuire: the most important thing is that we aren't asking staff to find \$100,000 to fund a shortfall, but going back to the budget and looking at the budget and then coming back to the earmarks and reallocate as needed in the future. John Urdi reminded the Board that \$1.25 million is a finite amount of money and the additional TOT funds now goes to the joint bucket with the Town. When this \$1.25 million is spent, that's it. John Morris asked to clarify that the Board is looking at approving a \$7.47 million budget, and that amounts to a reduction by 20% to the marketing budget; \$1.5 million less to marketing than last year. What kind of affect does that have on our market share? Brent Truax asked the Board for consensus on the reallocations of the earmarks as suggested by Scott McGuire, with \$100,000 coming from the airport earmark; not vote needed. Brent stated that John would come back to the Board on clarity on how the joint bucket with the Town can play into the reserves issues. The Board will come back to this conversation on June 6<sup>th</sup> to finalize along with the full budget.

- b. Brent Truax brought the conversation back to what the possible impact could be to the community if the Board reduces the marketing budget by 20%. Brent stated that he has asked John and staff to get some information from SMARI on what that might mean and look like. Scott McGuire stated he would like to see a comprehensive report from SMARI as well as their suggestions on how to use the money most effectively as it relates to the whole program. Michael Ledesma stated that he is personally not comfortable with a 20% cut, but would look for SMARI's direction on using fewer dollars more effectively and be very cognizant of what cutting marketing may mean. The Board then had a discussion about this budget (18/19) versus 16/17 budget; similar amount of spend in the marketing budget, and some of the reductions have gone to special events positions/department. Look into the details with MeringCarson on spend details, placement versus creative; what do we actually lose via this reduction in spend. Eric Clark asked to look at other DMO spend and how that compares to what we are doing here at MLT; it would be interesting to see and compare to what we are competing against. John Urdi stated some of that information is not public, but he would see what he could collect. The Board had a discussion about the case study from Longwoods, regarding Colorado and the impact reducing marketing had on their location. John Urdi reviewed stats presented at Town Council for TBID renewal; compared 10 year average TOT collection prior to TBID with the five years since the TBID – \$7.6 million increase in TOT collection equates to \$60 million more in direct revenue at the lodging properties over five years. Colin Fernie stated this is the difference between live to fight another day and crisis mode; when we have bad snow we can weather the difficulties.
  - c. John Urdi will look into SMARI research, information on other DMOs: Budget and visitation for Steamboat, Telluride, Aspen, North Lake Tahoe, How much is media dollars v. creative creation.
  - d. Proposal from Historical Society regarding on-trolley history – hold off on for now. Will discuss further at June 6<sup>th</sup> meeting
5. MLT/TOML Contract & building lease expires June 30, 2018
- a. Brent Truax started by asking if the contract and the building contract could be the same conversation. Sean Turner asked about which council the contract get signed with. John Urdi clarified that it actually goes through the Town Manager not the Town Council. John Morris asked if we have concerns about required deliverables. Brent Truax stated he was aware of the



Town Manager making some changes but did not expect them to be huge changes, but will be meeting with him this week. He stated it also relates to the contract for the Executive Director; want to make sure we use metrics for review that combined what the Board and the Town both are looking for – criteria for success. Reviewed subcommittees for Town contract (Paul Rudder, Eric Clark), and Executive Director contract (Michael Ledesma, Colin Fernie, Brent Truax) .

6. MLT Executive Director contract – discussed in conjunction with Town contract.
7. MLT Board Seats Available - Brent Truax asked if the seats nomination could be posted online. John Urdi stated, yes, once a date has been set by The Board. Scott McGuire stated his interest in keeping his seat. Brent Truax reviewed the process for the appointing of Board Seats: all interested parties should submit a letter of interest; a subcommittee will be formed to review and interview applicants for the Board seats, the committee then makes a recommendation to the Board. Brent Truax stated a subcommittee will be formed once we have received applicants for the seats; suggested May 15th as a deadline for applications giving the Board two weeks to interview prior to the next Board meeting. The Lodging seats information has already gone out to the Lodging community. Lara Kaylor suggested a press release, which has gone out in prior years when seats became available. Brent Truax confirmed he would like a press release to go out.

**7. MLT Team Presentation Schedule**

May 2 <sup>nd</sup>	No presentation this month
June 6 <sup>th</sup>	TBD

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

1. Departmental updates tabled this month due to strategy discussions

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

1. TOT & TBID – review previous months results – John Urdi reviewed last months results
  1. TOT for March \$2,331,748 which is +\$876,758 (+60%) to budget +\$301,275 (+14.8) to LY; April will hopefully come in strong. As of now, we are just shy of \$15 million in TOT collection, with three months of collection left. Scott McGuire stated this is a testament to the MLT team; The LA times gave us a nice gift talking about how horrible things are and being able to over come that impression to break records on last year with the snow is a testament to the power of marketing. John Urdi stated we are \$52,000 ahead of last year’s record. We were behind after February, but after March we are ahead.
  2. TBID for March \$756,404 which is -\$73,596 behind budget YTD we are -\$304,844 (-6.7%)
2. Cash Flow and CDARS info – discussion of current bank balances and reserve account activity
  1. Measure A \$1.25m & TBID \$2.5m in CDARS
3. P&L Reports – unfortunately we are still awaiting TBID information from the Town but as soon as we have that it will get sent to the Board.
  1. Measure A checking account = \$1.5 million; savings = \$5,010
  2. TBID checking account = \$760,000; savings = \$5,006
  3. TBID will have two large checks going out from it this month and next month for winter subsidy. Once Mammoth Mountain gets the final invoice, they will pay the airlines and then invoice us; we pay in two equal payments. Only difference this year is we invested \$200,00 in JetSuiteX initially; will amount to a rebate of \$33,000. Total JetSuiteX subsidy for the winter amounted to \$167,000; similar to last year but we had more passengers this year.

**10. Mammoth Resorts Update – Eric Clark** – The operating hours have changed; open at 7:30am and closing at 3:30pm. Ikon Pass update: As of April 9<sup>th</sup> you could start using your Ikon pass at Mammoth. Issued 6500 passes here at Mammoth. Generated over 13,000 visits, all not current pass holders. Surpassed goal by over 20% - where we wanted to be by April 30<sup>th</sup> cut off. Pleased with the momentum. California is the highest interest area for Ikon Pass; Colorado is second. Seeing good upticks in all metrics. No planned closing date as of yet. First ever Ski-mo happening on Cinco de Mayo.

**11. Key Takeaways**

1. March came in at \$2,331,748 up from the previous record (2017) by \$301,275 which is +14.8%
2. YTD TOT is \$14,944,073 to the previous record (2017) and +\$4,462,878 to 17-18 TOT budget YTD +43%

**Future Meeting Dates:** Next scheduled Board Meeting for **Wednesday June 6, 2018** from 1-3:00pm Suite Z

Adjourned meeting at 2:59pm