



Mammoth Lakes Tourism Monthly Board Meeting

Wednesday, December 6, 2017

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

1:00-3:00pm in Suite Z

https://www.dropbox.com/sh/zxanpoyiv7mwd9t/AAB-aHpEDShkXC2UnH79_hRJa?dl=0

Eric Clark will be calling in from the Reno Airport at 2001 E Plumb Lane, Reno NV 89502

Meeting Agenda

1. **Call Meeting to Order** – Kirk Schaubmayer, Vice Chair, called to order at 1:05pm
2. **Roll Call** –Present: Brent Truax (arrived at 1:21pm), Kirk Schaubmayer, Michael Ledesma, Colin Fernie, Sean Turner, Eric Clark (via phone), Paul Rudder, Scott McGuire
Absent: John Morris
3. **Board Member Comments/Reports/Agenda Additions-**
 - a. Scott McGuire attended the Mammoth Lakes Recreation meeting last night; Good meeting; Would like to talk later in the meeting about how all organizations, Mammoth Lakes Foundation, Mammoth Lakes Recreation, Mammoth Lakes Tourism, The Town of Mammoth Lakes etc., can all speak with one voice about the High Altitude Training.
4. **Public Comment** –
 - a. Rich Boccia – Mammoth Lakes Foundation gave quick update on the performing arts theater. Displayed drawings of building renderings, exterior and interior, and as they relate to the current structures in the area. \$13 million in commitments from Measure U and Measure C funding. Review of steps ahead and where they are at in the process. This facility down the road will need programming so there may be a partnership with MLT Event position to program. Possible breaking ground next year depending on weather this winter.
 - b. Sean Turner - Executive Director of Bluesapalooza & Mammoth Festival of Beers and owner of Mammoth Brewing Company - comment as member of public and not as member of the Mammoth Lakes Tourism Board. 2018 Bluesapalooza is officially on hold. Current site use proposal put forth by property owner of Sam's Woodsite is not financially viable or supportively encouraging of event management. We are no longer able to put tickets on sale by December 15th given the existing and unresolved circumstances. Would like to propose a Town or Tourism led leadership work with the property owners to create a financially viable and infrastructurally (sic) supportive event site that will encourage existing and new events to stay at or move to this important Town designated event site. If the Town wants to see the creation of new events or growth from existing events then the Town of Mammoth Lakes must be a true partner in this endeavor. Choice before the producers or Bluesapalooza, if an agreement cannot be reached, is to cancel, postpone or move to a location that may be less visitor friendly but economically viable; Either in or out of town. None of these are good choices but is what will need to happen if a favorable option for all parties cannot be reach. In 2017 an estimated \$50,000 was raised by local and statewide non-profits that were involved with Bluesapalooza. And we will be sending out a press release.
5. **Minutes** – Approval of past meeting minutes from November 1st
 - a. Colin Fernie motioned to approve the minutes from the November 1 Board meeting unchanged; Michael Ledesma seconded the motion. Scott McGuire abstained from voting, as he was not present. Unanimously approved.
6. **Presentation – TOML - MMSA – MLT partnership with the Los Angeles Kings** - Stu Brown, Town of Mammoth Lakes Parks and Recreation department gave presentation to the Board on possible partnership with Los Angeles Kings in regards to the Multi-Use Facility. Proposal before the Board today is join Mammoth Resorts and the Town of Mammoth Lakes to secure a 6-year \$2 million partnership agreement with Los Angeles Kings for sponsorship and brand activation of all regular Home games at the Staples Center.
 - a. The LA Kings have a huge presence in the Southern California Market; the majority of LA kings fans are also visitors to Mammoth. Over 60% are from the core DMA of the LA Kings. Regular season attendance averages at 747,000. Lots of overlap between their guests and our guests. Kings fan are

three times more likely that the average LA adult to go skiing/snowboarding; Of those LA adults planning a ski trip in the next 12 months, 1 in 4 is most likely going to be a Kings fan.

- b. Details of agreement in excel spreadsheet given to the Board; Mammoth Resorts has a current 1-year agreement for activation of 25 home games. This agreement would commit to a six-year sponsorship deal, and Mammoth Resorts would commit 2/3 of the funding; Town of Mammoth Lakes is asking for a 30% match for the Mammoth Lakes Tourism portion and the TOML would match 4% for their contribution. About 13 cents per fan for the total six-year exposure, reaching 4.5 million fans at the Staples Center. Very cost effective way to reach a large number of visitors.
- c. Specifically requesting \$100,000 per year for six years from Mammoth Lakes Tourism, commencing this year. Would add additional 16 games to existing agreement with Mammoth Resorts. Mammoth Resorts would be the lead contract/brand through this proposal and the official partner of the Los Angeles Kings
- d. Funding proposed to come from joint fund bucket between Town Council and MLT. Not from any existing operational funding. Considerable leveraging opportunity for MLT; for a \$600,000 investment, \$2 million of promotional value received. Brent Truax arrived.
- e. The Los Angeles Kings will make a \$1 million dollar donation through Mammoth Lakes Recreation towards the Multi-Use Facility, providing an opportunity to Mammoth Lakes Recreation to leverage those funds to complete funding requirements for that facility.
- f. ASEC manages all of the LA Kings arenas; talking with them about a program management agreement which would have them oversee all LA Kings branded programming at the ice rink. We would sell them the ice time to facilitate those programs.
- g. Significant cooperative that is going to increase visitation through branding opportunities, realization of a recreation destination and adding a new visitor driving amenity with generation of new and unique facility users.
- h. Paul Rudder: Are we being asked to spend \$600,000 to advertise Mammoth Mountain?
 - i. Stu Brown: Mammoth Mountain is the most distinctive brand in Southern California so it makes a lot of sense for us to partner with that brand; Really the objective of this partnership is to drive visits through this lead brand.
 - ii. John Urdi: Looking to leverage their investment, taking it to another level and looking at it as rising tides, float all boats.
- i. Paul Rudder: Seems like we are devoting public funds to the benefit of a single private enterprise. I would like to have a consult with legal counsel if we can do that.
- j. Scott McGuire: supportive of the idea, concerned about the same things Paul mentioned, like to know what the benefit to the rest of the community is and how that rolls out. Like the activity component, leveraging the Kings to bring people in for camps during October and November. The joint fund is based on a windfall to the annual TOT but what does this look like if the TBID goes away? Is Town of Mammoth Lakes prepared to put more money in if that happens?
 - i. John Urdi: Proposal at this point would be to earmark the first \$600,000 in the fund for this purpose – about \$400,000 in that fund now. Only 4 months into joint fund right now.
 - ii. Scott McGuire: Have we talked with Council about earmarking over \$500,000 right away for one project?
 - iii. Colin Fernie: I can speak for myself only; been involved in the process and think it's a valuable use of the funds. Council will have discussion at tonight's meeting.
 - iv. Scott McGuire: I am concerned committing so much money to promote an organization that has not committed back to this community by supporting the TBID, the funding we will use to support this partnership.
- k. Stu Brown: The goal here today is to get some of the questions and concerns out there; we have a meeting with the partnership group on Friday and want to keep moving forward. Initial conversations did indicate that there may be some opportunities for the Visit Mammoth brand but I can't speak to those specifics.
- l. Michael Ledesma: Seen the presentation in the arena and it is very impressive - some of the best marketing of our community, outside our community. Partnering with a world-class organization like this is a big deal and brings the possibility of great partnerships, in all kinds of arenas. Share the

concerns well stated by fellow Board members, but would like to see us move forward because the possible benefit to our community is huge.

- m. Sean Turner: Is this a deal for the naming rights?
 - i. Stu Brown: That is really the purpose of Friday's meeting; to clarify expectations and the LA Kings investment in our facility.
 - ii. Sean Turner: would like to see design be more sustainably oriented. TBID renewal must be a component of this. My concern is shared. Tourism is investing a lot of money, and we need to look at full community benefit when it comes to this amount of investment.
- n. Public comment from Jeff Posey: Spend a considerable amount of time and money travelling with a Tahoe team because Mammoth does not have enough ice time to support a program here. Supporting this rink is supporting California Hockey; there are over 35 teams in both northern and southern California, with each team supporting multiple different age/gender/ability teams. There are more than 25,000 registered members in USA Hockey in California. Huge opportunity for a new visitor set to come to Mammoth who spend a lot of money of lodging, food, etc., over multi day tournaments. This is not just an investment in Mammoth Mountain; it's an investment in our community and in bringing the California Hockey community to Mammoth. We are sitting on a gold mine.
- o. Public comment from Patrick Bernard, President of Mammoth Youth Hockey: Mammoth as a brand is Mammoth Mountain. They are one in the same; Mammoth is the Mountain, fishing, biking, etc. The Kings are the biggest brand in Southern California and we are missing out by not working with them. Whether we are the mountain, or the town, we should work as one for a great opportunity.

7. New Business

- 1. Discussion and vote on direction for the Los Angeles Kings Partnership – add notes from above to this section.
 - a. Colin Fernie: appreciate the comments; never met anyone who wasn't an expert in marketing, I can appreciate concern but I am going to defer to John, our Executive Director, when it comes to message and marketing. I have been and we completely dominate their ad space. Don't think people really make delineation in generating a trip to Mammoth; but maybe there is room for the Visit Mammoth logo and branding. Want to make sure we don't dilute the message. Keep in mind this partnership is already off the ground with Mammoth Resorts. If Town chooses to pull out, Mammoth Resorts can proceed alone and then I think that is a missed opportunity for the Town. This is a leveraging opportunity for us; it's also a partnership opportunity. Kind of seems like the TBID is being held hostage over air service. I don't support that tactic and if we are going to be asked to join mutually beneficial partnerships, then that needs to be addressed. Unfair expectation that Mammoth Lakes Tourism will be playing ball, if our partner on the other end is not willing to play ball. Holding the TBID hostage is a detriment to the entire community.
 - b. Scott McGuire: diagram on could, should and will. Tend to fall in love with what could happen, but when we are acting with public dollars we need to focus to what will happen. I am ok losing money on "a could" and "should" in my private business, but that is not our obligation to the public. Fully support it but not when we are speculating with public dollars; we need to get a few more things in the will bucket.
 - c. Sean Turner: echo same thing. Fully supportive as long as the TBID is supported by MMSA.
 - d. Kirk Schaubmayer: Same. Agree with Scott. Agree with the public. Are we a mountain with a town or a town with a mountain? What is good for the goose must be good for the gander. With changes that happen on this Board as well as the Mountain, it would be important to make sure that our agreement is written to make sure there is equal partnership in all endeavors.
 - e. Paul Rudder: applaud town work on this; creative and forward thinking. If we are going to expand the awareness of Mammoth, I get that we have to do stuff like this. I am concerned that we are spending a lot of money to advertise Mammoth Mountain.
 - f. Scott McGuire: From a different perspective we are investing \$600,000 and getting a \$1 million dollar investment out of it, which works out to a positive of \$400,000. We also get to partner with the Kings Organization in one of four facilities for them; there is a high marketing drive for them; the content and events that could be created is good. We are choosing a single town partner to jump into this with but if Snowcreek came to us and said they would be able to bring the PGA here and build all these facilities but you need to support our event, and its going to

- produce \$500,000 for town, I find it hard to believe the Board would not talk to them about that opportunity. And aside from how we feel about the Mountain, they have opened the door for the opportunity to happen and right now there is no other vehicle to get this kind of benefit.
- g. Eric Clark: Mammoth Mountain is not trying to get the community to pay for their message, but is willing to commit to a longer sponsorship deal to be a good partner with the benefit to the community; Mammoth Mountain is willing to invest more money and look at branding to be a good partner for the Town.
 - h. Scott McGuire made a motion to earmark \$600,000 from the joint fund for this deal with the contingency that money remains coming out of the joint fund, MMSA supports the TBID, and that there is a pathway for Mammoth Lakes Tourism to benefit from this deal, some other aspect that engages the rest of Town/outside of the resort. Sean Turner asked that there be a legality check on spending public dollars to support one organization. John Urdi would also add that the TBID continue to be renewed and in place; ongoing support. Sean Turner seconds the motion.
 - i. Eric Clark abstained from vote; unanimously approved. Final MOU will come back to the Board for final approval.

John Urdi addressed remaining time in the meeting. Brent Truax revised the order in which remaining agenda items would be heard. Moved to The Crib Presentation, then back to discuss remaining new business items.

8. MLT Team Presentation Schedule – High Altitude Training Crib options

Lara Kaylor reviewed The Crib and the agenda for presentation, including details on ROI.

Public comment from Alexi Pappas on her Crib story and how it shaped her running career, what it provided for her; incredible opportunities. The Crib is something that has the ability to show the other sides to Mammoth and other athletic training that is happening off the ski hill. Thanks for having this experience available. Mammoth Lakes is THE place where Olympic athletes want to train, visit and live if possible. This town gives a home feel like none other.

Lara Kaylor jumped ahead to financial discussion in the interest of time. In Board packet is an evaluation of two condos we have looked at and how it would break down financially. Comparison between renting and purchasing; This is just an example; not what the exact ones we are looking to purchase.

- Colin Fernie: need to look at 25% down payment, instead of 20% down payment because it won't be owner occupied. Don't need to worry about transient rental issues, because these will not be paying guests. Year round Crib is a no brainer.
- Lara Kaylor: ideally looking at 3 bed/2bath – the unit we have been using is 3 bedroom with a loft, so the more athletes we can get in the better. Need to have a place by March; Board of Relators contacted the relator community and asked for those who are interested to submit their names; and then we will pick on out of the hat
- Scott McGuire: \$60,000 investment for \$750,000 worth of impressions is definitely worth it; the ROI just makes sense. Real clear alignment on message and how it benefits Town and the greater community. Maybe also bring in our video producer to make sure that we have a good space to for interviews. Support purchasing.
- John Urdi: may need an Ad Hoc group to make sure we move quickly.
- Paul Rudder: we have the opportunity to really develop a Mecca for High Altitude training. Motion to direct staff to consider the purchase of a property and come back to the board with options. Colin Fernie seconded the motion and added the creation of ad hoc committee to move quickly on the right property; Colin Fernie also volunteered; Scott McGuire and Paul Rudder and Michael Ledesma volunteered. Unanimously approved.

7. New Business (continued)

2. Discussion and vote on upfront JetSuiteX subsidy payments –
 - a. Review of conversation from last board meeting in regards to making the upfront deposit for the subsidy with JetSuiteX.
 - b. Colin Fernie: comfortable moving forward. This is another partnership opportunity and I think appropriate to mention my previous comments; if we are being asked to step up in these capacities, I would ask the same of Mammoth Mountain Ski Area.

- c. Paul Rudder made a motion to take over upfront subsidy funding for the 2017-18 time period- Michael Ledesma seconded the motion. Unanimously approved - no abstentions
3. Discussion and vote on direction of MLT events plan and position –
- a. John Urdi reviewed process and documents from the Special Events sub committee; reviewed one sheet summarizing event position goals and structure. Two positions: Executive Director and coordinator. Both job descriptions are attached to Board packet. Streamlining, also looking at sponsorships; lives within Mammoth Lakes Tourism – will have a staff monthly report. Funding would come from MLT, with \$125,000 from the town; will look to the Town to make that funding source long term. Budget, gave a summary of partial year (March through end of fiscal year) and a complete year.
 - b. Brent Truax: 1 to 3 events doesn't seem like a large number of events for this kind of staffing?
 - i. John Urdi: The group felt like the amount of events and in the size requested is pretty sizable and we did not want to set someone up for failure.
 - ii. Scott McGuire: But they are only selling the event producers on coming to Mammoth, not putting the event on.
 - iii. Sean Turner: I can see that point but my concern at this point is does this sales person have event spaces to sell. Right now we need to start with an inventory of what this person can sell to event producers to get them to Mammoth. However, at this point I am not sure they have anything to sell.
 - c. Scott McGuire: My concern is how they work with the other involved town entities, and what is a more clear picture of what success looks like.
 - d. Colin Fernie: I am supportive of two positions, because its two different roles with two very different skills set.
 - e. Colin Fernie asked John Urdi to review the numbers. \$125,000 will come from the town from general fund. The Town has committed to those funds for this year, but probably need that to continue moving forward and also possibly look to the Town for help with the operational budget; MLT will add \$50,000 towards new need time events and possibly operational budget. \$175,000 would be available to event producers. An event committee, with representatives from chamber, mlt, rec. commission and town, to evaluate request for funding from producers.
 - f. Eric Clark: Think we need to add another running event, outside of peak time, October/September. I would like to see a little bit more definition on success, but comfortable with two positions.
 - g. Michael Ledesma: I don't want to sound like I have cold feet about these positions as I fully support them. But I am a little shaken by the fact that the one event we have that is multi day and brings in 5,000 people to town, is on hold because of the event venue issues. And I think we need to talk about that.
 - h. John Urdi: I think it may be something that the initial MLT group who worked with Dirk on The Woodsite, go back to him to figure out what is going on.
 - i. Paul Rudder motioned to direct John Urdi to start looking to fill Events Director position and events coordinator position. Kirk Schaubmayer seconded. Unanimously approved.
 - j. Paul Rudder proposed a subcommittee to look into the issues with The Woodsite. John Urdi would like to reconvene initial group on the agreement with the town and figure out how to address this. The group is composed of Paul Rudder, John Urdi, and John Morris. Also, bringing in a representative from the Town as the agreement is between the Woodsite and the Town.

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

- 1. TOT & TBID – October was up over last year with a new record of \$601,000; TBID is still a little bit behind for the year; \$50,000 or 3%
- 2. Cash Flow and CDARS info – discussion of current bank balances and reserve account activity
 - 1. Measure A checking account \$1.31 million; savings \$5,010
 - 2. TBID checking account \$551,000; savings \$5,005
 - 3. CDARS: Measure A \$1.75 million; TBID \$2.5 million
- 3. P&L Reports: Scott McGuire had a question about the income from the Visitor's Guide.
 - 1. John Urdi: on this month P&L the budget shows \$15,000, but what you are seeing has to do with everything coming in early.

7. New Business (continued)

4. Assign ad hoc panel to discuss Executive Director contract –
 - a. Brent Truax asked for three members to form a committee to look over new contract for Executive Director. Michael Ledesma volunteered; Colin Fernie and Brent truax volunteered
 - b. John Urdi asked that this group also be a part of looking at the contract with the Town. Both are up in June. All agreed to sit on that as well.

9. Department Updates – postponed to next meeting due to time.

11. MMSA Update – Eric Clark – postponed to next meeting due to time.

12. Key Takeaways

1. **October came in at \$601,248 up from the previous record (2016) by \$33,843 which is 6%**
2. **YTD TOT is +\$144,948 to the previous record (2016) and +\$1,707,648 to 2017-18 budget**

Future Meeting Dates: Air Strategic Plan presentation by Mead & Hunt **Thursday, December 7, 2017** 2-4pm Suite Z
Next scheduled Board Meeting for **Wednesday January 3, 2018** from 1-3:00pm Suite Z