

VISIT BIG BEAR / TBID  
REGULAR BOARD MEETING MINUTES  
December 18, 2025

Regular Session Board Meeting – 8:00 a.m. Open Session Location:  
In Person at Big Bear Visitors Center and via Zoom.

8:00 a.m. - CALL TO ORDER – President, Loren Hafen  
PLEDGE OF ALLEGIANCE

ROLL CALL: Christie Brewster, Nick Cargill, Frank Caruso, Danielle Goldsmith, Loren Hafen, Nick Lanza, Clayton Shoemaker, VBB Staff, Zoom Attendees

PUBLIC COMMUNICATIONS:

(Public comment is permitted only on items not on the posted agenda that are within the subject matter jurisdiction of Visit Big Bear. Please note that State law prohibits the Visit Big Bear Board from taking any action on items not listed on the agenda. (There is a three-minute maximum time limit when addressing the Board during this time period.)

NO COMMENTS

1 DISCUSSION/ACTION ITEMS

1.1 Meeting Minutes: November 20, 2025, Recommended Action: *Approve Minutes*

**Motion to approve meeting minutes made by Christie Brewster, seconded by Frank Caruso**

Loren Hafen noted that Clayton was incorrectly marked absent; Clayton was present via Zoom. The November 20 meeting minutes should be corrected to reflect that Clayton was present and voted in the affirmative on all items.

AYES: Loren Hafen, Nick Cargill, Nick Lanza, Danielle Goldsmith, Clayton Shoemaker

NOES: None

ABSTAIN: None

ABSENT: None

1.2 Grant Applications: Recommended Action: *Discussion and Approval*

1.2.1 [Elevated Events](#)

1.2.2 [Tour de Big Bear](#)

1.2.3 [Meadow Park Activations](#)

Tabled agenda items under 1.2 (grant applications) from current meeting.

Grant applications moved to next month with new information delivery format.

2 INFORMATIONAL:

2.1 Marketing and Events Updates/Reports

- Launched the “Roads to Big Bear” campaign across paid and organic channels, including PR amplification through regional TV and radio, with outreach targeting a KTLA article/interview.
- Highway 18 (Lucerne Valley) “Roads to Big Bear” billboard constructed; artwork to be installed by December 23. The 18-foot billboard on Christy’s property is scheduled for completion by the weekend and is designed as a landmark/photo opportunity supporting route-selection behavior change.
- Developing a visitor voucher program, with expanded promotion planned via KVCR and KOLA radio.
- Non-snow paid campaign launched, generating 269 media placements, five media/fan visits, and \$99.2M in advertising equivalency during October–November.
- Visitor magazine production underway, with editorial outline streamlined, copywriting beginning Monday, and cover art in development. Nature series episode one is complete for internal viewing.
- New partners added to booking engine: Noble and Proper, The Holiday Inn, Arcuda Cabins, and Studio 9 Hotel.
- Partner Resource Portal launched, providing marketing assets, the Roads to Big Bear Toolkit, booking engine updates, and new partner onboarding resources.
- Grant applications for events prepared but tabled until the next period.
- Snow forecast indicates possible snowfall December 24–27; the December 23–January 3 period can generate approximately 30% of annual revenue.

## 2.2 Topline Analytics Review

- Public relations efforts generated more than 3.8 billion audience impressions over two months, with the *Veranda* article alone accounting for 3.4 billion impressions.
- Industry-wide website traffic declined year over year, with large sites down an average of 36% and the local sites down 17%, driven by algorithm and SERP changes, the rise of AI/large language models, and evolving search behaviors.
- Video- and story-driven content, particularly people-focused storytelling, now dominates social and search platforms. Google AI and social platforms such as Reddit and Snapchat are increasingly primary information sources, while hashtags are becoming less relevant.
- Zoo update: Total attendance reached 11,400 tickets, including 10,072 general admission, 297 children under five, and 401 complimentary admissions.
- Net revenue totaled \$200,420.80; operating costs have been covered and the organization is now recouping the original lighting purchase.

## 2.3 Committee Meetings:

- 2.3.1 Event Committee: January 20, 2026 @ 7:30 am
- 2.3.2 Marketing Committee: January 20, 2026 @ 10:00 am
- 2.3.3 Board of Directors: January 29, 2026 @ 8:00 am

## 3 CLOSED SESSION: CEO REVIEW

- 3.1 Closed session Report: The CEO received annual review from Board of Directors.

## 4 AJOURNMENT: 11:47AM by Brewster