VISIT BIG BEAR / TBID
NOTICE OF REGULAR BOARD MEETING
October 29, 2026

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

NOTICE IS HEREBY GIVEN that Visit Big Bear will be conducting the October 29, 2026 Regular Board Meeting In-Person at the Big Bear Visitors Center, 40824 Big Bear Blvd, Big Bear Lake, CA 92315 and via Zoom at 8 AM.

Please use this meeting link: https://zoom.us/j/4403166685 and the call-in number is:
1 669 900 6833 Meeting ID: 440 316 6685. Said Regular Meeting is being noticed pursuant to Section 54954.2 of the Government Code of the State of California (the Ralph M. Brown Act) for the purpose of considering the following matters:

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

ROLL CALL: Christie Brewster, Nick Cargill, Frank Caruso, Jazmin Delaney, Danielle Goldsmith, Tasha Rose, Clayton Shoemaker.

PUBLIC COMMUNICATIONS:

Members of the public are welcome and encouraged to participate in this meeting. Public comment is taken on any item listed on the agenda when that item is called, and on matters within the subject matter jurisdiction of Visit Big Bear that are not listed on the agenda. Please note that State law prohibits the Board from taking any action on items not listed on the agenda. There is a three-minute maximum time limit per person when addressing the Board.

1 DISCUSSION/ACTION ITEMS
- 1.1 Board Meeting Minutes September: Recommended Action: *Approve Minutes*
- 1.2 Christie Brewster Board of Director Resignation: Recommended Action: *Accept Resignation as of Nov. 19, 2026*

2 INFORMATIONAL:
- 2.1 Cal-Poly Guest Experience Training Program Project Status
- 2.2 Alpine Zoo Wild Lights Review
- 2.3 2026 TBID Events Preliminary Evaluation
- 2.4 Marketing Dept Update
- 2.5 Care for Big Bear Update
- 2.6 Member/Partner Update
- 2.7 Events Update
- 2.8 PR & Analytics Overview
- 2.9 Board of Directors Combined Event and Marketing Meeting: Thursday November 19, 2026 @ 8:00 am

3 ADJOURNMENT:

BROWN ACT: Government Code 54950 et seq. (the Ralph M. Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72 hours prior to a regular meeting and at least 24 hours prior to a special meeting. Action may not be taken on items not posted on the agenda. Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify the Office at (909) 866-6190 at least 72 hours prior to the meeting.

NOTICE TO PUBLIC: Public comment is taken (three minutes maximum per person) on items listed on the agenda when they are called. Public comment on items not listed on the agenda will be heard as noted above. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Board of Directors. The agenda provides a general description and staff recommendations; however, the Board of Directors may take action other than what is recommended.

I hereby certify under penalty of perjury, under the laws of the State of California, that the foregoing agenda was posted in accordance with the applicable legal requirements. Dated this 26th day of October 2026.



Travis Scott, Board Secretary

Visit Big Bear wishes to make its public meetings accessible to the public. If you need special assistance to participate in this meeting, please contact the Office at (909) 866-6190. Notification 72 hours prior to the meeting will enable Visit Big Bear to make reasonable arrangements to ensure accessibility to this meeting.

VISIT BIG BEAR / TBID
REGULAR BOARD MEETING MINUTES
September 24, 2026

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, Clayton Shoemaker

PLEDGE OF ALLEGIANCE

ROLL CALL: Nick Cargill, Frank Caruso, Jazmin Delaney, Danielle Goldsmith, Tasha Ross, Clayton Shoemaker
ABSENT: Christie Brewster

PUBLIC COMMUNICATIONS: A member of the public, Dan, addressed the board regarding concerns about corruption at the state and local level, referencing issues from Sacramento to Big Bear Lake. He cited FBI raids in several cities and expressed intent to pursue grand jury and FBI involvement locally. Dan also brought up concerns regarding annexation and the city's sphere of influence, specifically warning east side residents to pay attention to city council actions. He mentioned TBIDs and their financial impact.

1. DISCUSSION/ACTION ITEMS

1.1. Combined Events & Marketing Meeting Minutes August 20, 2026: Recommended Action: Approve Minutes
Danielle Goldsmith motions to approved minutes, Frank Caruso seconded
AYES: Nick Cargill, Tasha Ross, Danielle Jazmine Delaney, Clayton Shoemaker
NOES: None
ABSTAIN: None
ABSENT: Christie Brewster

1.2. Election of Second Vice President as prescribed in by-laws:

- Nomination(s): Cargill was nominated for Second Vice President.
- Discussion: The position was described as the backup to the Vice President, stepping in if needed.
- Approval:

Frank Caruso motions to nominate Nick Cargil as Second to Vice President, Jamine Delaney seconded
AYES: Clayton Shoemaker, Danielle Goldsmith, Tasha Ross
NOES:
ABSTAIN: Nick Cargill
ABSENT: Christie Brewster

2. INFORMATIONAL

2.1. Tour de Big Bear Post Reporting

- Holly and Chris presented the Tour de Big Bear recap. Highlights included:
  - Southern California's largest cycling festival.
  - 5,139 participants across all events, including a new training camp.
  - Representation from 42 states; economic impact estimated at $7 million.
  - 15 rides over event weekend (Friday–Sunday), including road, gravel, mountain bike, and family rides.
  - Cycling Expo saw 57% growth in exhibitors (58 booths) and a 25% increase in attendance.
  - New training camp in June with 70+ attendees, strong local business partnerships, and 68% first-time visitors.
  - Expansion of CalPASS Challenge (now includes Phil's Gran Fondo in Malibu).
  - Prize purse added to the mountain bike event; juniors raced free.
  - 17% growth in registration; mountain bike fastest growing event.
  - Glow Ride participation up 456%; Family Fun Ride also saw significant growth.
  - 57% new riders, 43% returning; 600 local volunteers, 36 local nonprofits involved.
  - Lodging partner program and new website page for things to do in Big Bear.
  - Digital scavenger hunt with 40 participating businesses and $4,000 in prizes.
  - VIP giveaway with $1,200 prize package, 1,300 entries, and 14,000 ad reach.

- Digital reach: 340% increase in social content views, 16% growth in followers, 300+ story mentions, 172 tagged posts/reels.
- Advertising: 4.22x return on ad spend, 1.2 million reach, 27,000 clicks.
- Email/SMS: 55% open rate, 7,000+ clicks, 2,000 new subscribers.
- Media coverage across multiple outlets.
- $8,400 spent on 482 room nights; 93% plan to return next year.
- Early registration for 2027 up 482% over previous year.
- Goals for 2027: expand Sunday events, add non-cycling activities, grow the expo, focus on destination marketing, and start planning earlier.

2.2. Marketing Dept Update

- August marketing focused on:
  - Tour de Big Bear, Skyfest, Car Show and Fun Run, MX Grand Prix.
  - Developed materials for Wings Over Big Bear and commemoration of bald eagle Jackie.
  - Summer concert series, Alpine Zoo Wild Lights, Scarecrow Festival, Big Bear Rodeo, Big Bear Carnival.
  - Fall marketing campaign underway with more components launching as season progresses.
  - Upcoming promotions for fall and end-of-year events.

2.3. Care for Big Bear Update:

- Skyfest in August had 582 ticket sales, an increase in actual attendees due to fewer ticketing options.
- Recap meetings held with all event partners to discuss improvements for next year
- Attendee feedback survey conducted.
- Dark Sky Week in November will focus on dark sky initiatives, including guided hikes and stargazing.
- Kodiak event collaborating for Green Sports Day and sustainability initiatives; first green event producer expected.
- Ongoing discussions with Bluff Lake Wildlands Conservancy for dark sky park certification.
- Businesses interested in astrotourism events regardless of certification.

2.4. Member/Partner Update:

- Q3 Digital Summit on October 14th via Zoom, mixer at Rosa's in the Village afterwards.
- Scarecrow competition live; new partners include Big Bear RV Rentals.
- Visit California PR submissions: California Cone Savorer, Big Bear's Mountain Mexican Food Scene, Halloween Takes Over Big Bear Lake.
- Big Bear Rodeo successful; partner ads aired on Go Country Radio (LA) and KSON (San Diego).

2.5. Events Update:

- Upcoming events
  - Traveling Vietnam Wall at Ski Beach Park, viewings from Friday 8:00 AM to Monday 1:00 PM; ceremonies and kid activities on Saturday.
  - Trout Fest (26th–27th), awards at Big Bear Marina.
  - Big Bear Yoga Festival (Oct 2–4) at Performing Arts Center.
  - Big Bear Takeover (Oct 3) at Holiday Inn – classic VW car show and awards.
  - Wings Over Big Bear (Oct 3) at Bear Mountain; Wildlife Education Day (Oct 4) at various valley locations.
  - Kodiak and Bear Crawl teaming up; Bird Call discounts for Kodiak racers.
  - Performing Arts Center: "Tick, Tick... Boom!" musical (Oct 15–25).
  - Oktoberfest ongoing (Sept 12–Nov 14).
  - Alpine Zoo Wild Lights: ribbon cutting Nov 12, running through Jan 3 (Thurs–Sun).

2.6. PR & Analytics Overview

- August PR: 1.3 billion audience impressions, $203 million ad value.
- Labor Day visitation strong Friday/Saturday, decline Sunday/Monday (weather, event timing).
- Inaugural rodeo sold over 10,000 tickets.
- 30-day visitation up almost 4% year-over-year; summer trending 7.8% higher.
- Alpine Zoo Wild Lights trending 27% higher for the time period.
- Labor Day Saturday occupancy up to 81% (from 78% last year).
- Facebook and Instagram engagement high; some decline compared to prior period due to previous exceptional activity.
- Email: 209% increase, 15,000 clicks, 2,000 new subscribers.
- Landing pages: Oktoberfest up 116%, places to stay up 132%, Bald Eagle up 213%.
- Discussion on analyzing referral sources for landing page performance.
- Suggestion to use 6-week reporting windows for more accurate comparisons.

2.7. Civitas Brown Act Training:

- Gina Trecker from Civitas presented Brown Act and Public Records Act training.
- Board members received binders with key documents: conflict of interest policy, city MOU, bylaws, articles of incorporation, Brown Act guide, employee handbook, marketing framework, and management district plan.
- Key points:
  - Brown Act requirements for open meetings, agenda posting, public comment, and teleconferencing.
  - Restrictions on board communications outside meetings (especially via email).
  - Committee structure and Brown Act applicability.
  - Social media restrictions for board members.
  - Closed session rules and reporting.
  - Public Records Act compliance, including response timelines and electronic communications.
  - Fiduciary duties of board members: duty of care and duty of loyalty.
  - Importance of regular bylaw review and member education.
- Extensive Q&A and public comment regarding agenda transparency, document availability, and Brown Act compliance.

2.7...1. Event Committee: Thursday October 22, 2026 @ 8:00 am
2.7...2. Marketing Committee: Thursday October 22, 2026 @ 10:00 am
2.7...3. Board of Directors: Thursday October 29, 2026 @ 8:00 am

1 ADJOURNMENT:

- Frank Caruso motions to adjourn at 9:50 AM

Oct. 22, 2026

Subject: Resignation from Visit Big Bear Board of Directors

Dear Members of the Visit Big Bear Board of Directors,

I am writing to formally resign from my position as the Traditional Lodging Representative of the Board of Directors of Visit Big Bear, effective November 19, 2026.

I am grateful for the opportunity to have served our community and to have participated alongside the members of the board. I am happy to assist with a smooth transition with the newly appointed representative or any other needs which may arise.

Sincerely,

Christie Brewster

BOD, Traditional Lodging Representative

Visit Big Bear | Preliminary TBID Event Investment Ratings

FY2025/26–FY2026/27 · Preliminary decision assessment · October 2026

Based on the applications, signed agreements, producer wrap reports, available attendance and lodging information, and financial discrepancies we've identified, I would not recommend renewing every TBID event at its previous funding level. There are already meaningful differences in performance, even allowing for incomplete reporting and first-year events.

VBB assessment is based on three questions:

1. Tourism efficacy: How convincingly does the event attract visitors who stay overnight in Big Bear?
2. Investment efficiency: Is the demonstrated or reasonably supported tourism benefit proportionate to the TBID investment?
3. Future potential: Does the event have a credible opportunity to grow overnight visitation, particularly during periods when lodging demand needs support?

We are using provisional grades rather than presenting a precise numerical score that the available evidence cannot justify. The recommendations below are funding positions for the next application cycle, not findings of contractual noncompliance. They can change when outstanding reports and actual payment reconciliation are completed.

Preliminary ratings and recommendations

A = strong investment case · B = promising/positive · C = conditional · D = weak case · F = no demonstrated justification for comparable renewal

Event	Efficacy	Future TBID support	Preliminary rationale
Tour de Big Bear	A−	Continue	Large nonlocal cycling audience and strong overnight-stay potential. Room-night methodology needs normalization.
Spartan Race	B+	Continue	Substantial registered participation and regional draw. Actual lodging attribution remains unresolved.
Kodiak UTMB	B+	Continue conditionally	Strong destination-event model, but 2026 wrap, lodging results, and final costs remain outstanding.
Big Bear Peaks & Pines / Holcomb	B−	Conditional renewal	Multi-day expansion and attendance growth, but substantial investment, financial loss, and unverified room-night results.
Monster Energy Pro Downhill	B−	Conditional renewal	Specialized out-of-market athlete/industry draw. Full 2026 lodging and financial outcomes needed.
Big Bear Moto	C+	Conditional renewal	Modest funding, credible niche travel appeal, but only one of three required event reports identified.
Polar Plunge	C+	Conditional renewal	Documented overnight participation and lodging activity; tourism return needs comparison with full TBID cost.
MX Grand Prix	C	Reduce / condition	Strong reported event scale but a major difference between modeled and specifically identified lodging nights.
Memorial Day 5K	C	Limited support	Modest but reasonably transparent overnight-visitor estimates; scale and investment efficiency matter.
Big Bear Theatre Project	C (provisional)	Conditional / milestone-based	Potential to generate multiple nights of entertainment-driven travel, but production-level tourism evidence is not yet sufficient.

LakeFest	C−	Reduce / condition	Community and destination appeal, but lodging claims rely heavily on assumptions.
BBQ Grill & Chill	D	Do not renew at prior level	Limited documented ticket activity relative to a $75,000 award; overnight impact remains unmeasured.
Kids Adventure Games	D	Major reduction / redesign	First-year attendance substantially below the application case; family lodging not quantified.
Reel Ale Festival	F	Discontinue comparable grant	Only 22 documented ticket sales against a $50,000 award; very limited evidence of tourism return.

Important: These are assessments of the current evidence and funding case, not verified incremental ROI grades. For events with incomplete reporting, the grade is necessarily lower-confidence. I would not use this table alone to authorize a final funding decision.

Where we should make the biggest funding changes / Protect the strongest destination-event investments

Tour de Big Bear and Spartan demonstrate substantial participation and credible out-of-market appeal. Kodiak also has a promising destination-race model, although its current-year results still need to be evaluated. I would prioritize these for continued support, subject to actual costs and lodging evidence.

Put major grants under closer financial scrutiny: Peaks & Pines, MX Grand Prix, and Kids Adventure Games received or were awarded substantial TBID support. These events need to demonstrate that their scale, overnight visitors, and potential for growth justify the funding requested.

For Peaks & Pines, the producer reports 4,529 attendees and a $103,286 event operating loss, with no actual room-night figure entered in the final report.

Visit_Big_Bear_TBID_Post_Event_Final_Report-Holcomb Valley_BB Peaks and Pines 2026_1-2.pdf
Visit_Big_Bear_TBID_Post_Event_Final_Report-Holcomb Valley_BB Peaks and Pines 2026_1-2.pdf

Reconsider funding for underperforming festivals

Reel Ale is my clearest recommendation against a comparable renewal. Its records establish only 22 tickets sold, although they do not establish total gate attendance. : Reel_Ale_Festival_Event_Report-3.pdf

BBQ also warrants a substantial funding reduction or restructuring. Its records establish at least 693 admissions represented by ticket purchases, not verified gate attendance. : Big_Bear_BBQ_Visit_Big_Bear_Report-2.pdf

We should request any additional gate, complimentary-admission, and vendor records before finalizing the assessment.

The first-year event question

I would give new events a reasonable opportunity to establish themselves, but not automatically fund a second year at the same level.

Kids Adventure Games is a particularly important example.: Projected youth athletes ~500 Reported youth race athletes ~104

The City questionnaire also reports 50 clinic participants and approximately 350–450 people onsite across the weekend. : Big Bear Post-Event Summary Questionnaire - Kids Adventure Games 2026_response-1.pdf

That is a material shortfall against the event's own expectations. The family-travel concept may still have merit, but I would require a revised operating plan, more realistic participation projections, and a substantially lower funding request before considering a second year.

Conditions I would apply to future funding

Funding category	Proposed renewal requirement
Continue	Reconciled final cost, completed wrap, credible overnight visitor methodology
Conditional	Specific attendance and lodging targets, improved reporting, milestone-based payments
Reduce	Revised event budget and a demonstrated plan to improve tourism production per TBID dollar
Discontinue	No comparable renewal without a materially different event concept and funding justification

For Big Bear Moto specifically, I would withhold a renewal recommendation until the July and September reports are provided. The $22,500 agreement covered all three weekends, and the April report alone cannot establish annual performance. : Event Grant Letter of Agreement Big Bear Moto - signed-2.pdf: Big Bear Moto April Report-2.docx

Organize the next funding cycle around three priorities:

First, protect proven or highly promising overnight-visitor generators. Larger events can justify larger grants, but only when their tourism production and full investment costs support the case.

Second, continue to stop treating prior-year funding as a baseline entitlement. An event that received $100,000 should not automatically start its next application at $100,000. The new request should be justified by its demonstrated results, operating plan, and expected incremental visitor demand. We began this methodology this year with several events and will continue to apply.

Third, establish a stronger standard for six-figure grants. These should receive the most detailed review of financial actuals, room-night methodology, producer contributions, and performance against the original application.

I would not yet set a universal maximum cost per room night. We need to normalize the lodging calculations and establish credible benchmarks from Big Bear's own events first.

Remaining confidence limitations

These preliminary ratings are strongest where we have meaningful actual participation data and weakest where we have only proposals, modeled lodging impact, or incomplete wraps. Monster Downhill, Theatre, and LakeFest particularly need further evidence before their grades can be considered reliable.

Other events in the TBID calendar that are not included in the table should remain unrated, not be interpreted as approved for continued funding.

My overall conclusion: Visit Big Bear has several events with credible potential to drive substantial overnight visitation, but the available documentation already raises serious questions about whether some grants are appropriately sized. I would enter the next TBID funding cycle prepared to reduce, restructure, or discontinue underperforming investments, rather than renewing the portfolio as it stands.

Next step is to pair these preliminary ratings with actual event-year TBID expenditures and event-aligned lodging performance. That will allow us to move from an evidence-based preliminary judgment to defensible funding recommendations for the Events Committee and Board. We need additional information from producers. We have reviewed the date VBB can obtain.