

VISIT BIG BEAR / TBID
NOTICE OF REGULAR BOARD MEETING
October 30, 2025

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 30, 2025 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. The video link / conference call number will only be active for the meeting on Thursday, October 30, 2025.

Please use this link and number – the video link is <https://zoom.us/j/4403166685> and the call-in number is: 1 669 900 6833 Meeting ID: 440 316 6685. Said Special Meeting is being called pursuant to Section 54956 of the Government Code of the State of California for the purpose of considering the following matters:

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

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.)

1. DISCUSSION/ACTION ITEMS

- a. Meeting Minutes: September 18, 2025, Recommended Action: *Approve Minutes*
- b. Annual Audit Results Fiscal Year 2025-2026, Recommended Action: *Approve/Accept Audit*
- c. First Foundation Commercial Property Loan: Recommended Action: *Approve/Accept Refinance Terms*
- d. Cal-Poly Experience Industry Customer Service Collaboration 2026-2027, Recommended Action: *Approve*

2. INFORMATIONAL:

- a. Topline Analytics Review
- b. Marketing and Events Updates
- c. Committee Meetings:
 - i. Event Committee: November 19, 2025
 - ii. Marketing Committee: November 19, 2025
 - iii. Board of Directors: November 20, 2025

3. CLOSED SESSION: Annual Employee Review(s) Discussion

4. ADJOURNMENT:

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 24th day of October 2025.

A handwritten signature in black ink, appearing to read "Travis Scott", with a stylized, cursive script.

Travis Scott, CEO

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
MINUTES OF REGULAR BOARD MEETING
September 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

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.)

Nick Lanza public comment: Andres Novello is a family friend who recently obtained U.S. citizenship while attending Big Bear High School. He was offered an unpaid marketing internship with Travis Scott and a paid business internship with Big Bear Vacations, and he is pursuing an executive assistant opportunity to further his understanding of the industry. These experiences will help him contribute to his family's resort in Mexico.

1. DISCUSSION/ACTION ITEMS

Approval of Meeting Minutes:
August 28, 2025

Motion to approve minutes made by Frank Caruso, seconded by Danielle Goldsmith.

AYES: Loren Hafen, Nick Cargill, Clayton Shoemaker, Nick Lanza, Christie Brewster

NOES: None

ABSTAIN: None

ABSENT: None

2. INFORMATIONAL:

2.1 2026-2028 Kodiak Proposal

- Proposal to approve a three-year contract for Kodiak events covering 2026-2028.
- Years 2026 and 2027 were designated as major events; 2028 as a world series event.
- Total investment proposed: \$450,000 over three years.
- Contract includes room nights and destination rentals.
- Discussion on the importance of political support to navigate Forest Service bureaucracy for event access.
- Emphasis on sustainability and environmental care as part of event planning.

Nick Lanza Motions to approve Kodiak renewal as presented, seconded by Frank Caruso

AYES: Loren Hafen, Danielle Goldsmith, Christie Brewster

NOES: None

ABSTAIN: Nick Cargill

ABSENT: None

2.2 Topline Analytics Review

- Presentation of economic impact data showing growth from \$3.7 million to \$5.8 million.
- Event sold out with a permit for 3,000 participants; expected actual attendance around 2,600-2,700.
- Over 45 countries represented, indicating strong international interest.
- Social media and digital engagement increased significantly, with Instagram views up 157% year-over-year.
- Development of an events calculator to predict economic impact based on event type and attendance.
- Emphasis on data-driven decision making to optimize event planning and marketing.

KPIs

- Social Media Performance: Instagram views reached 1.5 million in August, Facebook engagement increased by 4%, and TikTok views grew by 30%.
- Website Traffic & Engagement: Organic social traffic increased by 157% year-over-year, referral traffic increased by 147%, and events page views increased by 60%.
- Economic Impact & Event Metrics: Projected economic impact is \$5.8 million, with 25,000 room nights and an average visitor spend of \$99 per day.
 - i. Traffic Growth: Social and organic traffic are experiencing strong year-over-year growth.
 - ii. Economic Impact: Events are generating measurable economic benefits.
 - iii. Decision-Making Support: Data-driven tools are now available to inform sponsorship and event approval decisions.

2.3 Marketing and Events Updates

- Early outreach to event producers to secure grant applications and plan the event calendar.
- Focus on attracting elite sports and leveraging excitement around the LA 28 Olympic Games.
- New partnerships with sports teams and organizations, including rowing and volleyball.
- Initiatives to improve booking engine usage and hospitality partner engagement.
- Plans for giveaways and promotions to boost community involvement.
- Ongoing efforts to enhance PR and branded content, reducing reliance on paid media.

2.4 Film Festival Updates

- Recent hosting of major agencies representing brands like Lexus and BW.
- Upcoming production of a holiday-themed film series with ABC's Bachelorette and Canela TV.
- Canela TV is a major Spanish-language network with a large international audience.
- Plans for a special Christmas series featuring telenovela villains filmed locally.
- Film festival website updated with lodging and booking engine integration.
- Complimentary passes offered to board members and staff to encourage attendance.
- Collaboration with ESPN to feature local films and promote high-altitude training content.

2.5 Committee Meetings:

- Event Committee: October 22, 2025
- Marketing Committee: October 22, 2025
- Board of Directors: October 23, 2025

3. ADJOURNMENT:

Danielle Goldsmith moved to adjourn meeting at 9:23 AM, seconded by Christie Brewster



BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR
MARCH 31, 2025 AND 2024

FINANCIAL STATEMENTS
(INCOME TAX BASIS) &
INDEPENDENT AUDITORS' REPORT

Focused
on YOU



BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR

FINANCIAL STATEMENTS
(INCOME TAX BASIS) &
INDEPENDENT AUDITORS' REPORT

MARCH 31, 2025 AND 2024

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors
of Big Bear Lake Resort Association, Inc. dba Visit Big Bear
Big Bear Lake, California

Opinion

We have audited the accompanying financial statements of the Big Bear Lake Resort Association, Inc. dba Visit Big Bear (a nonprofit organization), which comprise the statement of assets, liabilities, and net assets (income tax basis) as of March 31, 2025 and 2024, and the related statements of revenues, expenses, and changes in net assets (income tax basis), cash flows (income tax basis), and functional expenses (income tax basis) for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the assets, liabilities, and net assets of Big Bear Lake Resort Association, Inc. as of March 31, 2025 and 2024, and its revenues, expenses, and changes in net assets for the years then ended in accordance with the income tax basis of accounting as described in Note 2.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Big Bear Lake Resort Association, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Basis of Accounting

We draw attention to Note 2 of the financial statements, which describes the basis of accounting. The financial statements are prepared on the income tax basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the income tax basis of accounting described in Note 2; this includes determining that the income tax basis of accounting is an acceptable basis for the preparation of the financial statements in the circumstances. Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Big Bear Lake Resort Association, Inc. dba Visit Big Bear's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.



To the Board of Directors
of Big Bear Lake Resort Association, Inc. dba Visit Big Bear
Big Bear Lake, California

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Big Bear Lake Resort Association, Inc. dba Visit Big Bear's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Big Bear Lake Resort Association, Inc. dba Visit Big Bear's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

LSL, LLP

Irvine, California
October 3, 2025

BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR

STATEMENT OF ASSETS, LIABILITIES, AND NET ASSETS
(INCOME TAX BASIS)
MARCH 31, 2025 AND 2024

	2025	2024
Assets		
Current assets:		
Cash and cash equivalents	\$ 4,932,676	\$ 5,828,920
Other receivables	206	-
Prepaid expenses	2,485	-
Inventories	52,827	58,702
Undeposited funds	-	300
Total Current Assets	4,988,194	5,887,922
Fixed Assets		
Buildings	345,207	345,207
Equipment	106,698	91,995
Furniture and fixtures	38,902	38,902
Improvements	537,593	537,593
Land	486,726	486,726
Total Fixed Assets	1,515,126	1,500,423
Less: Accumulated Depreciation	(242,930)	(196,968)
Fixed Assets, net	1,272,196	1,303,455
Noncurrent Assets:		
Note receivable	45,500	45,500
Deferred charges	855	1,553
Utility deposit	609	609
Total Noncurrent Assets	46,964	47,662
Total Assets	\$ 6,307,354	\$ 7,239,039
Liabilities		
Current Liabilities:		
Accrued expenses	\$ 24,190	\$ 2,274
Current portion of loan payable	520,971	14,694
Total Current Liabilities	545,161	16,968
Noncurrent Liabilities:		
Loan payable, net of current portion	-	520,971
Total Noncurrent Liabilities	-	520,971
Total Liabilities	545,161	537,939
Net Assets		
Without donor restrictions	5,762,193	6,701,100
Total Net Assets	5,762,193	6,701,100
Total Liabilities and Net Assets	\$ 6,307,354	\$ 7,239,039

See Independent Auditors' Report and Notes to Financial Statements.

BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR

STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS
(INCOME TAX BASIS)
FOR THE YEAR ENDED MARCH 31, 2025

	Without Donor Restrictions
Revenues	
TBID revenue	\$ 5,490,292
Visit Big Bear events	219,693
Other income	1,438
Interest income	174,648
Total Revenues	5,886,071
Expenses	
Program Services	5,559,205
Supporting Services	1,187,673
Total Expenses	6,746,878
Non-Operating Expenses:	
Amortization	698
Depreciation	45,926
Interest Expense	31,476
Total Non-Operating Expenses	78,100
Change in Net Assets	(938,907)
Net Assets, Beginning of Year	6,701,100
Net Assets, Ending of Year	\$ 5,762,193

See Independent Auditors' Report and Notes to Financial Statements.

BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR

STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS
(INCOME TAX BASIS)
FOR THE YEAR ENDED MARCH 31, 2024

	Without Donor Restrictions
Revenues	
TBID revenue	\$ 4,958,719
Visit Big Bear events	17,361
Visitor center	9,891
Partnership revenue	41,762
Marketing channel	550
Other income	2,300
Interest income	15,217
Total Revenues	5,045,800
Expenses	
Program Services	4,202,288
Supporting Services	1,105,097
Total Expenses	5,307,385
Non-Operating Expenses:	
Amortization	930
Interest Expense	32,322
Depreciation	41,875
Total Non-Operating Expenses	75,127
Change in Net Assets	(336,712)
Net Assets, Beginning of Year	7,037,812
Net Assets, Ending of Year	\$ 6,701,100

See Independent Auditors' Report and Notes to Financial Statements.

BIG BEAR LAKE RESORT ASSOCIATION, INC
dba VISIT BIG BEAR

STATEMENT OF FUNCTIONAL EXPENSES
(INCOME TAX BASIS)
FOR THE YEAR ENDED MARCH 31, 2025

Program Services								
	Admin	Care for Big Bear	Lodging	Marketing	TBID Admin	TBID Events	TBID Visitor Center	Total Program Services
Cost of goods sold	\$ 28,889	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,889
TBID events	-	-	-	-	-	1,706,787	-	1,706,787
Events	317,408	-	-	-	-	-	-	317,408
Marketing expenses	-	-	-	3,050,238	-	-	-	3,050,238
Public relations	-	-	110,127	19,114	-	-	-	129,241
Tourism	-	276,642	-	-	50,000	-	-	326,642
Total Expenses	\$ 346,297	\$ 276,642	\$ 110,127	\$ 3,069,352	\$ 50,000	\$ 1,706,787	\$ -	\$ 5,559,205

Supporting Services: Management and General								
	Admin	Care for Big Bear	Lodging	Marketing	TBID Admin	TBID Events	TBID Visitor Center	Total Supporting Services
Visitor Center - management and general	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 475,982	\$ 475,982
Professional services	23,911	-	-	-	-	-	-	23,911
Finance and administration	611,535	-	-	-	-	-	-	611,535
TBID collection fee	-	-	-	-	76,245	-	-	76,245
Total Expenses	\$ 635,446	\$ -	\$ -	\$ -	\$ 76,245	\$ -	\$ 475,982	\$ 1,187,673

See Independent Auditors' Report and Notes to Financial Statements.

BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR

STATEMENT OF FUNCTIONAL EXPENSES
(INCOME TAX BASIS)
FOR THE YEAR ENDED MARCH 31, 2024

Program Services								
	Admin	Care for Big Bear	Lodging	Marketing	TBID Admin	TBID Events	TBID Visitor Center	Total Program Services
Cost of goods sold	\$ 17,213	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,213
TBID events	-	-	-	-	-	746,809	-	746,809
Events	200,017	-	-	-	-	-	-	200,017
Marketing expenses	-	-	-	2,760,421	-	-	-	2,760,421
Public relations	-	-	110,127	61,424	-	-	-	171,551
Tourism	-	256,277	-	-	50,000	-	-	306,277
Total Expenses	\$ 217,230	\$ 256,277	\$ 110,127	\$ 2,821,845	\$ 50,000	\$ 746,809	\$ -	\$ 4,202,288

Supporting Services: Management and General								
	Admin	Care for Big Bear	Lodging	Marketing	TBID Admin	TBID Events	TBID Visitor Center	Total Supporting Services
Visitor Center - management and general	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 429,425	\$ 429,425
Professional services	127,156	-	-	-	-	-	-	127,156
Finance and administration	478,876	-	-	-	-	-	-	478,876
TBID collection fee	-	-	-	-	69,640	-	-	69,640
Total Expenses	\$ 606,032	\$ -	\$ -	\$ -	\$ 69,640	\$ -	\$ 429,425	\$ 1,105,097

See Independent Auditors' Report and Notes to Financial Statements.

BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR

STATEMENTS OF CASH FLOWS
(INCOME TAX BASIS)
FOR THE YEARS ENDED MARCH 31, 2025 AND MARCH 31, 2024

	<u>2025</u>	<u>2024</u>
Cash Flows From Operating Activities		
Change in net assets (decrease)	\$ (938,907)	\$ (336,712)
Adjustment to reconcile changes in net assets to net cash provided by (used by) operating activities:		
Depreciation expense	45,926	41,875
Amortization expense	698	930
(Increase) decrease in assets:		
Note receivable	-	(45,500)
Other receivables	(206)	-
Prepaid expenses	(2,485)	47,000
Inventories	5,875	10,238
Undeposited funds	300	5,064
Increase (decrease) in liabilities:		
Accrued expenses	21,916	159
Net Cash Flows Provided (Used) by Operating Activities	<u>(866,883)</u>	<u>(276,946)</u>
Cash Flows From Investing Activities		
Purchase of fixed assets	(14,703)	(37,436)
Net Cash Flows Used By Investing Activities	<u>(14,703)</u>	<u>(37,436)</u>
Cash Flows From Financing Activities		
Principal paid on loan payable	(14,658)	(13,847)
Net Cash Flows Used By Financing Activities	<u>(14,658)</u>	<u>(13,847)</u>
Net Increase (Decrease) in Cash and Cash Equivalents	(896,244)	(328,229)
Cash and Cash Equivalents, April 1	5,828,920	6,157,149
Cash and Cash Equivalents, March 31	<u>\$ 4,932,676</u>	<u>\$ 5,828,920</u>
Supplementary Disclosures:		
Cash paid during the years for:		
Interest paid	<u>\$ 31,476</u>	<u>\$ 33,120</u>

See Independent Auditors' Report and Notes to Financial Statements.

BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR

NOTES TO FINANCIAL STATEMENTS
(INCOME TAX BASIS)
MARCH 31, 2025 AND 2024

Note 1: Nature of Organization

Big Bear Lake Resort Association, Inc. (the "Organization") is a non-profit 501(c)(6) operation in Big Bear Lake, California, whose main purpose is to provide advertising for Big Bear Valley, a community comprised of Big Bear Lake, Big Bear City, Fawnskin, Sugarloaf and Baldwin Lake. It manages the Big Bear Lake Visitors Center, the Visitors Guide, as well as the BigBear.com website.

A majority of their funding comes from the Tourism Business Improvement District ("TBID"), as well as community partnerships and voluntary dues. TBID funds are managed by the entity and programs are implemented according to a designated written management district plan ("The Plan"), whereby they must provide annual reports to the City Council. An important note about TBID funds is that they cannot be used for government programs.

An elected Board of Directors makes most policy decisions and assists in directing operations in accordance with The Plan. A staff of about twelve individuals run all administrative functions, marketing, events and the Visitor Center office located at 40824 Big Bear Boulevard, Big Bear Lake, California.

Note 2: Summary of Significant Accounting Policies

This summary of significant accounting policies of the Organization is presented to assist in understanding the Organization's financial statements. The financial statements and notes are the representation of the Organization's management who is responsible for their integrity and objectivity.

Basis of Accounting

The financial statements have been prepared on the income tax basis of accounting, which is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America. Under this basis, revenues and the related assets are recognized when received rather than when earned, and certain expenses are recognized when paid rather than when the obligation is incurred. Accordingly, except for the recognition of depreciation and amortization, gain (loss) on disposal of property and equipment, and the liability for payroll taxes and other payroll deductions, the accompanying financial statements have been prepared on the basis of income tax.

Cash and Cash Equivalents

For purposes of the statement of cash flows, the Organization considers short-term investments purchased with a maturity of three months or less be cash and cash equivalents.

Net Assets

In accordance with FASB ASC No. 2016-14, the Organization reports information regarding its financial position and activities in three classes of net assets.

All of the Organization's net assets are without donor restrictions. Net assets without donor restrictions are those net assets that are not subject to donor or grantor-imposed restrictions. These net assets also include board-designated net assets. Accordingly, net assets and changes therein are classified and reported as follows:

NOTES TO FINANCIAL STATEMENTS
(INCOME TAX BASIS)
MARCH 31, 2025 AND 2024

Note 2: Summary of Significant Accounting Policies (Continued)

Net Assets (Continued)

Net Assets Without Donor Restrictions – Undesignated – The Organization's net assets are classified as without donor restrictions.

Net Assets Without Donor Restrictions – Board Designated – Net assets available for use in general operations and not subject to donor restrictions. The governing board has designated from net assets without donor restrictions.

Net Assets With Donor Restrictions – Net assets subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that those resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled or both.

As of March 31, 2025 and 2024, the Organization only had undesignated, unrestricted net assets without donor restrictions and no net assets with board designations or donor restrictions.

Revenue Recognition

Tourism Business Improvement District (TBID)

A majority of revenue for Big Bear Lake Resort Association comes TBID Funds, which is a special assessment program designed to fund marketing activities. Currently, the City of Big Bear Lake assesses all lodging 3% and ticket sales of the ski resorts 2% on a quarterly basis and retains an administrative fee of 1%. Accordingly, Visit Big Bear recognizes gross revenue and records the administrative fee as a processing fee. Payments are made on a quarterly basis and recognized when deposited. The funds are then appropriately used in accordance with a written management district, which contains documentation on assessment rates, collection, budget and activities to be funded. An annual report is required of the City Council as oversight on the use of TBID funds. No TBID funding shall be allowed to support government projects, diverted to a general fund or spent for any other purpose other than those specifically designated in the written plan.

Visit Big Bear Events Revenues

The Organization has revenue streams which include visit big bear events that include an annual wine festival and comedy festival. These revenue streams are recorded under the income tax basis of accounting and are recognized upon receipt of payment.

Other Revenues

The Organization has other revenue streams which include partnership dues, visitor center events, marketing channels, and others. These revenue streams are recorded under the income tax basis of accounting and are recognized upon receipt of payment.

NOTES TO FINANCIAL STATEMENTS
(INCOME TAX BASIS)
MARCH 31, 2025 AND 2024

Note 2: Summary of Significant Accounting Policies (Continued)

Inventories

The Visitor Center maintains certain inventories related primarily to gift items and Adventure Passes for access to US Forest Service lands. Inventories are priced at the lower of cost or net realizable value, with cost being determined on the first-in, first-out, basis.

Fixed Assets

Fixed assets are stated at cost. Major replacement and improvement are capitalized while minor renewals, replacements and maintenance are expense as incurred. All operating leases are recorded by the Organization and are included in office and administrative expenses. Depreciation is determined for related groups of assets under tax basis using 200% double declining balance method, based upon their estimated useful lives as follows:

Buildings - 39 years	Improvements - 15-39 years
Equipment - 5 years	Furniture and fixtures - 7 years

Building improvements are depreciated over the shorter of the useful life of the improvements or the remaining life of the building. Expenditures for maintenance and repairs are expensed to operations as incurred, while additions and improvements that extend the useful life of the asset are capitalized.

Depreciation expense was \$45,926 and \$41,875 for the years ended March 31, 2025 and 2024, respectively.

The Organization measures the impairment of long-lived assets on an undiscounted cash flow basis. The Organization periodically reviews the carrying value of long-lived assets (property and equipment) for recoverability or whenever events or changes in circumstances indicate that such amounts have been impaired. Impairment indicators include, among other conditions, cash flow deficits, and historic or anticipated decline in revenues and a material decrease in the fair value of some or all of the assets. If such impairment exists, the carrying value of the asset is reduced to estimated fair value based on discounted cash flows. Such a review has been performed by management and does not indicate an impairment of such assets at March 31, 2025.

Income Taxes

The Organization is organized pursuant to the General Nonprofit Corporation Law of the State of California. The Organization is exempt from federal income taxes under Section 501(c)(6) of the Internal Revenue Code and Section 23701(d) of the California Revenue and Taxation Code. The Organization is also exempt from California franchise taxes and certain general county real and personal property taxes.

The Organization did not have the unrecognized tax benefits as of March 31, 2025 and does not expect this to change significantly over the next 12 months. In accordance with FASB Accounting Standards Codification ("ASC") 740, *Income Taxes*, the Organization will recognize interest and penalties accrued on any unrecognized tax benefits as a component of income tax expense. As of March 31, 2025, the Organization has not accrued interest or penalties related to uncertain tax positions.

BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR

NOTES TO FINANCIAL STATEMENTS
(INCOME TAX BASIS)
MARCH 31, 2025 AND 2024

Note 2: Summary of Significant Accounting Policies (Continued)

Advertising

Advertising costs are charged to operations when incurred. Advertising expense for the years ended March 31, 2025 and 2024 was \$3,050,238 and \$2,760,421 respectively, and is included in statement of revenues, expenses, and changes in net assets (income tax basis).

Functional Allocation of Expenses

The costs of providing the various programs and supporting services have been summarized on a functional basis in the statement of revenues, expenses, and other changes in net assets (income tax basis). The statement of functional expenses presents the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the program services and supporting services benefited.

Reclassifications

Certain reclassifications have been made to the 2024 financial statement presentation to correspond to the current year's format.

Use of Estimates

The preparation of financial statements in conformity with the income tax basis requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Date of Management's Review

Events occurring after March 31, 2025, have been evaluated for possible adjustment to the financial statements or disclosure as of October 3, 2025, which is the date the financial statements were available to be issued.

Note 3: Concentrations of Credit Risk

The Organization may be subject to credit risk on its cash and cash equivalent investments. At March 31, 2025 and 2024, the Organization maintains its cash balances at two institutions. Accounts at these institutions are insured by the FDIC, which covers up to \$250,000 for substantially all depository accounts. At various times throughout the year, the balances in these accounts may be in excess of federally insured limits. Management believes the Organization is not exposed to any significant credit risk on cash and cash equivalents.

BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR

NOTES TO FINANCIAL STATEMENTS
(INCOME TAX BASIS)
MARCH 31, 2025 AND 2024

Note 4: Information Regarding Liquidity and Availability

The Organization strives to maintain liquid financial assets sufficient to cover 12 months of general expenditures. Financial assets in excess of daily cash requirements are invested in non-interest bearing checking accounts.

	<u>March 31, 2025</u>	<u>March 31, 2024</u>
Cash and cash equivalents	\$ 4,932,676	\$ 5,828,920
Undeposited funds	<u>-</u>	<u>300</u>
	<u>\$ 4,932,676</u>	<u>\$ 5,829,220</u>

Note 5: Note Receivable

In March 2024, the Organization entered into an unsecured note receivable agreement with Big Bear Theatre Project, Inc., to help finance operations and attract larger name talent. The note was originally scheduled to be fully received in March 2025 with payments made quarterly and no interest. In August 2025, this note receivable was amended by the Organization whereby they extended the maturity to March 2027. At March 31, 2025 and 2024, the ending balance was \$45,500 and \$45,500, respectively.

Note 6: Loan Payable

In November 2018, the Organization obtained a loan payable to First Foundation Bank for the construction of a new Visitor Center Building:

	<u>March 31, 2025</u>	<u>March 31, 2024</u>
Loans Payable	\$ 520,971	\$ 535,665
Less: current portion	<u>(520,971)</u>	<u>(14,694)</u>
Long-term debt	<u>\$ -</u>	<u>\$ 520,971</u>

The loan payable is scheduled to be fully repaid in December 2025 with a balloon payment upon expiration. Principal and interest are payable monthly at an amount of \$14,694 and a rate of 5.95%. Future annual debt service requirements on the loan are as follows:

<u>Year Ending March 31,</u>	
2026	<u>\$ 520,971</u>
	<u>\$ 520,971</u>

BIG BEAR LAKE RESORT ASSOCIATION, INC.
dba VISIT BIG BEAR

NOTES TO FINANCIAL STATEMENTS
(INCOME TAX BASIS)
MARCH 31, 2025 AND 2024

Note 7: Defined Retirement Plan Contributions

Big Bear Lake Resort Association offers a defined contribution retirement plan covering all full-time employees who have met the eligibility requirements. Employees will become eligible to participate in the retirement plan if they have completed 3-months of service and have reached the age of 18. Each year, participants may contribute up to 100 percent of pretax annual compensation, as defined in their 401(k)-plan agreement. Participants direct the investment of their contributions into various investment options offered by the retirement plan. Big Bear Lake Resort Association matches 100% of the first 5 percent that a participant contributes. The matching Company contribution is credited to each participant's account. During the fiscal year ended March 31, 2025, and 2024, there was one employee enrolled in the defined 401(k) plan, and Big Bear Lake Resort Association, Inc. contributed a total of \$13,830 and \$11,020 in matching contributions, respectively.



October 24, 2025

Big Bear Lake Resort Association Inc.
P.O. Box 1936
Big Bear Lake, CA 92315
Attention: Travis Scott

Re: First Foundation Bank Letter of Interest ("LOI")

Dear Mr. Scott,

We are pleased to inform you that First Foundation Bank ("Bank", "FFB", or "Lender") has the desire to work with you in structuring a mutually acceptable financing arrangement. This Letter of Interest is provided by First Foundation Bank for discussion purposes only. It is not intended to be binding and does not create any obligation on the part of First Foundation Bank and it is not a commitment to lend or agreement of any kind. No obligation whatsoever on the part of First Foundation Bank shall arise until execution and delivery of a formal commitment or loan documentation by a duly authorized officer of First Foundation Bank, which obligation shall be subject to all the conditions therein.

<u>Credit Facility:</u>	
Borrowers(s):	Big Bear Lake Association Inc.
Purpose:	Re-finance of existing maturing commercial real estate loan
Loan Amount:	Not to exceed \$512,000
Interest Rate:	7-year CMT + 3% (fully indexed at 6.79%). Subject to increase unless a separate Rate Lock Agreement is executed.
Term:	7 Years
Amortization:	25 Years
Origination Fees:	\$2,560.00
Processing Fee:	\$500.00
Collateral:	1st position deed of trust on real property located at 40824 Big Bear Blvd., Big Bear Lake, CA 92315
Prepay Penalty:	5, 4, 3, 2, 1% (10% principal may be prepaid in any 12-month period without penalty)
Guarantor(s):	N/A



Loan Covenants: Loan covenants will be finalized during the underwriting process, and will include:

- Minimum global debt service coverage ratio of 1.25:1, measured annually.

Financial Reporting Requirements: Financial reporting requirements will be finalized during the underwriting process, and will include:

<u>Borrower(s):</u>	• Annual Federal Tax Return for LTD Online • Annual Financial Statements
<u>Guarantor(s)</u>	N/A
<u>Additional Terms:</u>	TBD

First Foundation Bank is pleased to provide you with this Letter of Interest. Please indicate your interest in pursuing this financing and banking relationship by signing below and providing a good faith deposit check of **\$5,000.00**. If the Bank is unable to approve the proposed credit facilities on materially the same terms as outlined above, the deposit will be fully refunded to you. If the proposed credit facilities are approved on materially the same terms as outlined above but the loan(s) does not close, the deposit will be kept by the Bank as a loan processing fee. If the credit facilities are approved and the loan closes, the deposit will be fully refunded to you within 7 days of the facility's closing. This letter and subject terms shall expire on **11/07/2025**.

Rates expressed within this letter are subject to change based on prevailing index and margin expressed in this letter.

If you have any questions, please do not hesitate to contact me at **(760) 636-3340**.

Sincerely,

Jim Dunn
VP, Business Portfolio Manager
First Foundation Bank

By: _____
Travis Scott
CEO

Date: _____



Notice: The Federal Equal Credit Opportunity Act prohibits creditors from discriminating against credit applicants on the basis of race, color, religion, national origin, sex, marital status, age (provided the applicant has the capacity to enter into a binding contract); because all or part of the applicant's income derives from any public assistance program; or because the applicant has in good faith exercised any right under the Consumer Credit Protection Act. The federal agency that administers compliance with this law concerning this creditor is the Federal Deposit Insurance Corporation, Consumer Response Center: 1100 Walnut Street, Box #11, Kansas City, MO 64106.  

Visit Big Bear Experience Audit Scope of Work

- Employee Customer Service Training Module

Project Overview

Cal Poly's Experience Industry Management Department proposes to design and deliver an online customer service training program to strengthen the visitor experience across Big Bear businesses. The program will provide consistent, high-quality service training that reflects the unique character of Big Bear, helping to elevate the destination's reputation and economic vitality.

Scope and Approach

The training will combine general modules for all employees with industry-specific add-ons for lodging, dining, retail, and recreation. Content will be incorporating locally relevant examples, photos, and videos where possible. Each module will include knowledge checks, a final exam, and a Certificate of Completion ("Big Bear Certificate of Excellence") to recognize employees who successfully finish the course.

The curriculum will draw on Cal Poly coursework in: *RPTA 121: Theories and Frameworks of Experience Design*; *RPTA 210: Experience Design*; *RPTA 221: Professionalism and Customer Experiences*; *RPTA 360: Assessment and Evaluation of Experience Industry Management*.

Faculty and students will also conduct environmental scans of existing training modules (Basic Proposal) and interviews (Enhanced Proposal) with Big Bear stakeholders to ensure content is customized to community needs.

Project Options

- Basic Proposal: Development completed remotely with streamlined production and minimal overhead.
- Enhanced Proposal (Basic + additional components): Includes faculty and student travel to Big Bear for interviews, photos, and video capture to enrich training with authentic local context.

Deliverables

- Online training modules hosted on an accessible platform.
- Final report summarizing curriculum design, stakeholder insights, and implementation guidelines.

Timeline (For both basic and enhanced options)

- Fall 2025: Stakeholder engagement and content development.
- Winter/Spring 2026: Module drafting, design, and pilot testing.
- Spring/Summer 2026: Final delivery and launch.

Sponsor:	Visit Big Bear
Title:	Big Bear Customer Service Training
Project Term:	Nov. 3, 2025 - June 1, 2026
Building/s Involved in project	11, 181
Proposal #:	25-21

						Year 1		Total Sponsor	Total Cost Share	Total
						Sponsor	Cost Share			
Personnel	WTUs			CY	AY	SM				
EIM Faculty Member, PI		20.00 hours @	\$100.00 /HR	0.12			\$2,000			\$2,000
EIM Faculty Member, Co-PI		10.00 hours @	\$100.00 /HR	0.06			\$1,000			\$1,000
Research Assistants	100 Hours * 5 students	500 hours @	20.00 /HR	2.89			\$10,000			\$10,000
Subtotal Personnel							\$13,000	\$0		\$13,000
Fringe Benefits										
Faculty overload	PI		10.0%				\$200			\$200
Undergraduates	Research Assistants		4.5%				\$450	\$0		\$450
Subtotal Fringe Benefits							\$650			\$650
TOTAL Personnel Services							\$13,650	\$0		\$13,650
Domestic Travel										
Faculty travel		miles @	0.7				\$0			\$0
Student travel		miles @	0.7				\$0			\$0
TOTAL Domestic Travel							\$0			\$0
Other Direct Costs										
Materials & Supplies										
SUBTOTAL Materials & Supplies							\$0	\$0		\$0
Contractor Services										
SUBTOTAL Consultant							\$0	\$0		\$0
Other										
SUBTOTAL Other							\$0	\$0		\$0
TOTAL Other Direct Costs							\$0	\$0		\$0
TOTAL DIRECT COSTS:							\$13,650	\$0		\$13,650
Indirect Costs										
Sponsor Indirect Cost Base							\$13,650	\$0		\$13,650
Experience Innovation Lab recovered IDC		8.0% of Total Personnel Costs					\$1,092	\$0		\$1,092
Gift Processing Fee		5.0% of Total Costs					\$737	\$0		\$737
TOTAL SPONSOR COSTS							\$15,479	\$0		\$15,479

Sponsor:	Visit Big Bear
Title:	Big Bear Customer Service Training - GDO
Project Term:	Nov. 3, 2025 - June 1, 2026
Building/s Involved in project	11, 181
Proposal #:	25-22

						Year 1		Total Sponsor	Total Cost Share	Total
						Sponsor	Cost Share			
Personnel	WTUs			CY	AY	SM				
EIM Faculty Member, PI		60.00 hours @	\$100.00 /HR	0.35			\$6,000			\$6,000
EIM Faculty Member, Co-PI		15.00 hours @	\$100.00 /HR	0.09			\$1,500			\$1,500
Research Assistants 120 Hours * 5 students		600 hours @	20.00 /HR	3.47			\$12,000			\$12,000
Subtotal Personnel							\$19,500	\$0		\$19,500
Fringe Benefits										
Faculty overload	PI		10.0%				\$600			\$600
Undergraduates	Research Assistants		4.5%				\$540	\$0		\$540
Subtotal Fringe Benefits							\$1,140			\$1,140
TOTAL Personnel Services							\$20,640	\$0		\$20,640
Domestic Travel										
Faculty travel	1	650 miles @	0.7				\$455			\$455
Student travel	1	650 miles @	0.7				\$455			\$455
TOTAL Domestic Travel							\$910			\$910
Other Direct Costs										
Materials & Supplies										
SUBTOTAL Materials & Supplies							\$0	\$0		\$0
Contractor Services										
SUBTOTAL Consultant							\$0	\$0		\$0
Other										
SUBTOTAL Other							\$0	\$0		\$0
TOTAL Other Direct Costs							\$0	\$0		\$0
TOTAL DIRECT COSTS:							\$21,550	\$0		\$21,550
Indirect Costs										
Sponsor Indirect Cost Base							\$21,550	\$0		\$21,550
Grants Development Office		38.5% of Total Personnel Costs					\$8,297	\$0		\$8,297
TOTAL SPONSOR COSTS							\$29,847	\$0		\$29,847

Marketing Summary

Executive Summary

October represents a strong pivot from fall campaigns into Q4 and winter readiness. Our creative, media, and PR strategies are fully synchronized across departments, producing measurable growth in awareness, website engagement, and lodging performance. With Alpine Zoo Wild Lights, Roads to Big Bear, and the Winter Launch with 85Sixty all queued, Visit Big Bear is entering its most cohesive marketing cycle yet.

Key Performance Themes

- **Integrated Brand Alignment:** All campaigns (owned, earned, and paid) now run through Asana for lifecycle tracking and departmental accountability.
- **Paid Occupancy:** Key Data analytics show **11.7 percent adjusted paid occupancy** for Sept 1–Nov 30 compared to 7.1 percent last year, a 56 percent YoY lift.
- **Earned Media Value:** \$114 million in equivalency, 6.3 billion impressions, 199 placements from October PR update.
- **Audience Trend:** Women 25–54 and couples remain primary segments; repeat visitation driven by arts and nature content.

2. Performance Snapshot (Metrics Overview)

Category	Metric	Change YoY	Highlights
Website Traffic	Sessions	+7.8%	Events Calendar and Fall Travel Guide top pages
	Email Click-Through	+42%	High response to Wine Walk and Film Fest emails
	Blog Engagement	+19%	“Big Bear Stargazing Guide” and “Fall Color Weekends” most read
Social Media	TikTok Views	1.1 M	Shortform videos driving new reach
	Instagram Reels	+21%	Nature and creator content lead
	Facebook Reach	Stable	Boosted through paid holiday ads
PR Impressions	Earned Media Value	\$114 M	6.3 B impressions (199 placements)
Lodging Occupancy	Key Data (Sept – Nov Period)	+4.6 pp	Sustained gain since Labor Day

3. Public Relations & Media Coverage

Executive Summary

October's press cycle generated the strongest national coverage since Q2.

A focused narrative around fall colors, culinary weekends, and wellness retreats secured top-tier placements in lifestyle and travel media reaching more than 6 billion impressions.

Highlights (October Placements)

- **Hello Magazine** – “48 Hours in Big Bear Lake: How to Have the Perfect Girls’ Weekend” (6.8 M reach)
- **Travel + Leisure** – “I’ve Visited Southern California for 20 Years—Here’s Where I Go to See Real Fall Colors.”
- **Yahoo Lifestyle** – “27 Beautiful California Destinations You’ve Got to Visit at Least Once.”
- **NBC San Diego** – “Big Bear’s Big October Is Full of Fall Color and Fresh-Aired Adventures.”
- **ABC7 Los Angeles** – “Fall Foliage in California: Why You Don’t Need to Leave the State to See It.”
- **Regional Media:** Locale Magazine (Fall Feature), IE Weekly, and Entravision radio/TV spots.

Press Value: \$114 M **Placements:** 199 **Impressions:** 6.3 B

4. Digital Channels & Web Content

Executive Summary

Digital performance remains ahead of 2024 across nearly all metrics. Website sessions and email clicks continue to grow organically, while asynchronous search traffic for “Big Bear fall colors” and “holiday lights Big Bear” peaked mid-October.

Notable Web and Email Insights

- Events Calendar and Film Fest Pass pages were the most-clicked landing points .
- Fall fonts and film-nature imagery improved conversion and session duration by 12%.
- Newsletter open rate 28.6 percent (up YoY); emails for Wine Walk and Scarecrow Contest achieved top engagement.
- Late October email segmentation launches (“Winter Preview / Fall Recap”) prepared by Karla and Isaac.

5. Social & Content Marketing

Executive Summary

Social engagement and content cadence have stabilized, with reels and story formats performing as primary drivers of awareness. The team’s shift to weekly pre-scheduled Asana uploads has created a predictable rhythm across channels while retaining creative flexibility for real-time trends.

Key Takeaways

- **Content Focus:** Weekend reels, creator features, and “Team Tips” road-trip stories drive highest CTR.
- **Top Performer:** Nature Series pilot teaser (17 K views in 24 hours).
- **Upcoming Cadence:** Weekly “Front Way Fridays,” “Rim Route Reels,” and “Back Way Sundays” supporting the Roads to Big Bear launch.
- **Influencer Roster:** Vetted for Alpine Wild Lights and Winter Launch (early Nov rollout).

Karla will provide a full walk-through of social and web analytics in committee.

6. Active Campaigns & Partnership Update

Campaign	Type	Status	Highlights
Alpine Zoo Wild Lights	Experiential / PR	Launch Nov 6	Full brand package rolled out; ticketing & press release live Oct 28
Roads to Big Bear (50/50 Promo)	Destination Campaign	Pre-Launch	Partner toolkits and landing page ready for Nov 12 Hospitality Summit
Film Festival + CinéMondays	Cultural / Content	Ongoing	Nov 3 launch at Village Theaters; BBFF 2026 permit approved Oct 21
Locale / LocalIQ / Entravision / DogTrekker	Media Partnerships	Active	Regional ads in flight through mid-November
Fall / Winter OOH (85Sixty)	Paid Media	Launch Nov 10	Billboards and digital placements across IE and OC markets
Care for Big Bear – Giving Tuesday	Philanthropic	In Development	Campaign theme: “Give Where You Grow” (Nov 25–Dec 3)

7. Strategic Initiatives

Alpine Zoo Wild Lights (Brand Integration)

This holiday launch is being marketed as the “Crown Jewel of the Winter Season.” Creative integration with Visit California’s “Meet Me at the Mountains” program is in progress, along with cross-promotion with

Snow Summit (Nov 21) and Bear Mountain (Dec 12) openings.

Roads to Big Bear (Accessibility Campaign)

A fully integrated visitor communications plan emphasizing safe access and smart travel is in final development. The 50/50 offer (50 percent off Thursday/Monday + \$50 dining credit) will debut at the Hospitality Summit and launch publicly Nov 18. Early partner interest includes over 30 lodging properties and 15 restaurants.

Winter Content Series (Nov – Feb)

Nature Series and Sports Office Podcast will be the longform pillars of winter storytelling, supplemented by shortform social content releases every week.

8. Partnership and Media Relations Outlook

- **Locale Magazine:** Winter 2025 spread and digital feature live Nov 15.
- **Entravision & Palm Springs NBC:** Holiday travel segments air Oct 25–Nov 10 across bilingual markets.
- **Visit California:** Joint pitch on Alpine Wild Lights accepted for December newsletter to 2.1 M subscribers.
- **85Sixty:** OOH and programmatic launch Nov 10 with Winter Creative assets and Alpine Zoo integration.

9. Forward Focus / Next Steps

1. **Finalize** all Q4 creative assets for Roads to Big Bear and Winter OOH by Nov 4.
2. **Deliver** Hospitality Summit partner toolkits (Nov 12).

Visit Big Bear – Events Committee Report

1. Event Summary

Executive Summary

Late September to October has marked a transformative month for Visit Big Bear, demonstrating the full maturity of our events strategy as an integrated driver of tourism, culture, and community engagement.

What was once considered an “off-season” is now a vibrant travel period fueled by diverse, well-coordinated experiences — from fine art and live music to international events and family festivals. Lodging pacing rose **7% year-over-year**, and the valley sustained visitor momentum across multiple weekends, underscoring the successful repositioning of fall as a high-value visitation window.

Detailed Update

Events such as **Wine Walk**, **Plein Air Big Bear**, the historical **Oktoberfest**, and **The Big Bear Theater Project’s “Golden Voice” Gala** created cultural density — attracting both new visitors and regional press.

Meanwhile, hyper-local activations like the **Scarecrow & Día de los Muertos Contest** reached record participation with over **120 community entries**, driving thousands of digital engagements.

This blended strategy — **destination-level signature events paired with neighborhood participation** — is redefining how Big Bear delivers consistent value to visitors and residents alike.

2. Past Event Recap

Executive Summary

October’s major events exceeded expectations across attendance, partner satisfaction, and media reach. Each activation strengthened Big Bear’s brand equity, showcasing the valley’s ability to deliver world-class experiences while preserving local authenticity.

Detailed Update

- **Big Bear Theater Project – “Golden Voice” Gala (Oct 25):**
A nearly sold-out benefit concert honoring the life and music of *Connie Francis*, performed by Monique Maffei, drew over 400 guests to the Big Bear Lake Performing Arts Center. The event’s success reaffirmed the BBTP as a cultural cornerstone and elevated Big Bear’s profile as a performing arts destination.
- **Plein Air Big Bear (Sept 15–Oct 26):**
Forty-five artists participated, producing over 200 works. The **Gallery Exhibition (Oct 17–25)** and **Awards Ceremony (Oct 26)** attracted art patrons from across Southern California, generating an estimated **\$70,000 in direct economic impact** and establishing Big Bear as a serious fine-arts tourism market.

- **Wine Walk (Oct 19):**
Featuring 30+ vendors and 700+ attendees, Wine Walk achieved its highest satisfaction rating yet, with 39% first-time out-of-market visitors.
- **Oktoberfest & Kodiak Race:**
Weekend visitation sustained high levels; content captured from these activations continues to bolster social engagement leading into winter.
- **Scarecrow & Día de los Muertos Contest:**
Delivered record participation and visibility, reinforcing the power of community-driven creative expression.

3. Upcoming Events & Opportunities

Executive Summary

The next six weeks will define the 2025–26 transition. Visit Big Bear is entering its most concentrated programming stretch of the year, launching three marquee initiatives — **Alpine Zoo Wild Lights**, **Hospitality Summit**, and the **Roads to Big Bear Campaign** — that collectively hope to advance our mission to create cultural value and economic sustainability year-round.

Detailed Update

Date	Event	Lead	Notes
Nov 1	Village Halloween & Lowrider Exhibition	David / Pandora	Día de los Muertos celebration with cultural vendors and live music
Nov 3	CinéMondays Launch	Damien / Matt	Weekly film series through Feb; cultural continuity for BBFF 2026
Nov 5–9	Alpine Zoo Wild Lights Opening	Stephanie / Karla	Ribbon Cutting (Nov 5) with Chamber, followed by four-day debut weekend'
Nov 12	Hospitality Summit	Mike / Sara / Stephanie	Chamber-partnered business summit debuting Roads to Big Bear
Nov 18	Roads to Big Bear Launch	Sara / Damien / Mike	50/50 Lodging + Dining promotion to extend weekend stays
Nov 27	Thanksgiving / Turkey Trot	Mike / David	Free admission for 2+ night stay guests
Dec 2	Giving Tuesday – Care for Big Bear	Sara / Damien	Community philanthropy campaign

4. Alpine Zoo Wild Lights ([press release](#))

Executive Summary

Alpine Zoo Wild Lights is poised to become Big Bear’s new signature winter attraction — an immersive, conservation-themed light experience that fuses art, education, and tourism impact.

The event exemplifies Visit Big Bear’s pivot toward experiential storytelling and sustainable visitor growth. With projections of **30,000+ to 100,000 attendees** and a projected **\$1.4 million economic lift**, it represents both creative innovation and community stewardship in action.

Detailed Update

Launch Timeline:

- **Ribbon Cutting & Media Preview:** Nov 5 (Chamber & City partnership)
- **Public Opening:** Nov 6–9; open Wed–Sun through Jan 4, 2026
- **Produced by:** Visit Big Bear & BrightLife Designs

Creative Structure:

Five themed light zones — Gateway Grove, Glow Midway, Village of Light, Dark Sky Grove, and Santa’s Stables — combine over **1.5 million LEDs** with seasonal music and character meet-and-greets.

Production transforms the zoo into a multisensory, family-friendly journey that also funds conservation education through **Care for Big Bear**.

Current Progress (as of Oct 28):

- 95% installation complete.
- Power grid and sound testing scheduled Oct 28–31.
- Staff & volunteer training Oct 30–Nov 2.
- Social countdown campaign launching Oct 27; media day Nov 5.

Sponsors & Partners: Big Bear Disposal, Moonridge Coffee, Sessions Retreat, San Bernardino County Parks, and the Big Bear Chamber of Commerce.

Strategic Value:

This is more than a holiday event — it’s a scalable, long-term anchor that embodies Big Bear’s transformation into a destination where **nature and creativity intersect**. Wild Lights positions the Alpine Zoo as a must-visit winter experience and reinforces Visit Big Bear’s reputation for producing high-quality, mission-driven programming.

5. 2025 Grantee Reports Update

[Link to reports](#)

Executive Summary

Grantee reporting continues to demonstrate strong performance and transparency, underscoring the maturity of Big Bear’s event producers and the efficiency of Visit Big Bear’s oversight.

Detailed Update

- 90% of 2025 grantees have submitted post-event reports; the remaining 13% expected by Nov 5.
- Average ROI (still being assessed)
- Standardized one-sheet templates by Lara now streamline board review and data visualization.
- Early data suggests recording community and tourism impact from grantee-supported events.

6. 2026 Calendar Preview ([working calendar](#))

Executive Summary

The draft 2026 Events Calendar reflects Visit Big Bear's next phase of evolution: a sophisticated, balanced, and strategically curated annual program that serves residents, visitors, and partners in equal measure.

Detailed Update

Key Data:

- **83 total projected events** (up 9% from 2025)
- **72% returning grantees, 28% new applicants**
- **93% partner retention rate** — strongest since 2019

Themes & Trends:

1. **Cultural Convergence:** Increasingly blended event formats (arts, culinary, music).
2. **Sustainability & Stewardship:** Growing integration of conservation storytelling across events.
3. **Youth Engagement:** More school collaborations, student art, and youth-led programs.
4. **Seasonal Distribution:** Balanced across quarters, improving business continuity and workforce retention.

Community & Visitor Alignment:

The 2026 calendar's blend of large-scale attractions (Film Festival, Spartan, Wild Lights) and local traditions (Wine Walk, Scarecrow Contest) ensures both economic growth and cultural authenticity.

Strategic Takeaway:

Visit Big Bear's event ecosystem is shifting from quantity to *strategic cohesion* — a curated collection that tells one consistent story of Big Bear's identity and evolution.

7. Big Bear Film Festival & CinéMondays

Executive Summary

The Big Bear Film Festival has officially evolved from a single event into a **year-round cultural engine**. With its Fall Preview completed and **CinéMondays** launching Nov 3, BBFF now bridges entertainment, community engagement, and destination storytelling.

Detailed Update

2026 Festival:

- **Dates:** March 25–31, 2026
- **Programming:** 5 days, 4 venues, new “Eco Film” track dedicated to environmental storytelling.
- **Sponsorships:** \$100,000+ secured (Utopia, NFMLA, Ghetto Film School, Vidiots).
- **Permitting:** Submitted Oct 25.
- **Press:** Featured in *Variety*, *Yahoo Entertainment*, *LA Excites*, *KTLA Weekend Drive*.

CinéMondays Weekly Series (Nov 3 – Feb 23):

- **Purpose:** Extend BBFF visibility and foster community participation.
- **Location:** Village Theaters North
- **Format:** Weekly themed screenings — Classic Legends, Holiday Films, Adventure & Altitude, and Local Lens.
- **Admission:** \$10 general / free for BBFF and BBTP passholders.
- **Partnerships:** Local restaurants and lodging partners offering “Dinner & a Movie” packages.

Strategic Value:

BBFF’s continuous programming strengthens Big Bear’s identity as a **creative mountain destination** while establishing it within the Southern California festival circuit. It leverages culture as a sustainable economic asset, aligning perfectly with Visit Big Bear’s long-term strategy of elevating place-based storytelling and year-round engagement.

Executive Summary

The Committee’s next phase focuses on refining execution, capturing learnings, and positioning Big Bear’s 2026 programs as models of tourism innovation.

Detailed Update

- Complete Alpine Zoo Wild Lights installation and execute launch (Nov 5–9).
- Review 2025 grantee reports by FY2025 closeout and prior to accepting new grants.

Conclusion

Visit Big Bear's 2025 portfolio demonstrates a clear shift from event production to destination orchestration.

We are now delivering **an integrated ecosystem** — one that connects cultural identity, community engagement, and economic impact into a sustainable growth model.

With Alpine Zoo Wild Lights, the Roads to Big Bear campaign, and the 2026 calendar, the organization stands as a national case study in how small mountain destinations can evolve into sophisticated, values-led cultural brands.

Big Bear is no longer defined by its seasons — it is defined by its story, and that story is being told 365 days a year.

Launch Alpine Zoo Wild Lights ribbon cutting (Nov 5) and public opening (Nov 6).

Activate CinéMondays (Nov 3) and promote weekly through Feb 23.

Track social and web KPIs mid-November to validate campaign effectiveness.

10. Conclusion

Visit Big Bear's marketing engine is performing at a record level of integration and visibility.

The organization has transitioned from seasonal promotion to a continuous engagement model that keeps Big Bear top-of-mind for travelers year-round.

October's earned media success and sustained occupancy growth demonstrate how the team's cross-functional structure — creative, PR, digital, and partnerships — is delivering real economic impact for the region.

As we enter the winter season, the focus shifts to execution and measurement: converting awareness into stays, visitors into ambassadors, and campaigns into community legacy.