

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

1

1 The meeting of the Intergovernmental Tourism Collaboration was called to order at 12:02 p.m.,
2 Friday, January 23, 2015. It was noted that the meeting had been announced and a notice posted
3 at City Hall.

4
5 Roll call was taken, with the following members present: Ald. Erik Sjolander, Pat Stephans,
6 Shawn McAlister, Susan Safronoff, Nancy Proctor, Dan Kapanke, Brent Johnston. Chris
7 Roderique arrived with the meeting already in progress.

8
9 Also Present: City of Onalaska Mayor Joe Chilsen (liaison representative), City of La Crosse
10 Mayor Tim Kabat (liaison representative), City of Onalaska Tourism Director Jean Lunde
11 (liaison representative), Dave Clements (liaison representative), Peter Hughes, Ward Keil

12
13 Excused Absence: Teri Pinter

14
15 Absent: Steve Plenge

16 17 **Item 2 – Public Input (limited to 3 minutes/individual)**

18
19 Ald. Sjolander called three times for anyone wishing to provide public input and closed that
20 portion of the meeting.

21 22 **Item 3 - Approval of minutes from the previous meeting**

23
24 Motion by Nancy, second by Shawn, to approve the minutes from the previous meeting as
25 printed and on file in the City Clerk's Office.

26
27 On voice vote, motion carried.

28 29 **Consideration and possible action on the following items:**

30 31 **Item 4 – Presentation from Location(s) Committee**

32
33 Pat said the Locations Committee had met with Kwik Trip representative Hans Zietlow, also
34 noting that Dave Ring had volunteered the services of Kwik Trip to assist in determining a
35 location for a new entity. Pat said Hans had shown him the demographics, which in turn showed
36 that the ideal location for a new entity should be on one side of Interstate 90, and also on State
37 Trunk Highway 35. Pat said no preference was indicated as to whether the entity should be
38 located on the City of Onalaska or the City of La Crosse side. Pat also indicated there is more
39 automobile traffic heading south than north.

40
41 Pat said, "Hans' recommendation was in that area. I think you know it's further complicated for
42 us because of the potential new cloverleaf that's going to go in there, and what that's going to

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

2

43 look like as well. Maybe there's something we can do as a temporary solution and then adjust it
44 later on depending on the work that's done there, or maybe there's a location that we can begin
45 to work with. I think we would concentrate our efforts on being in that pocket and seeing what
46 we can do to put something together."

47

Item 5 – Discussion and recommendations from the group

48

49
50 Mayor Chilsen distributed to committee members a handout containing "questions to get the
51 conversation moving."

52

53 Ald. Sjolander said it is his understanding that Mayor Chilsen, Mayor Kabat and Peter had
54 discussed the information they had in their possession and came up with several bulleted
55 questions that the committee will address this afternoon. Ald. Sjolander asked if the goal is to
56 answer the questions this afternoon.

57

58 Mayor Chilsen said the goal is to at least organize the questions, reiterating that the questions
59 simply are to begin a conversation. Mayor Chilsen said, "We need to come down with some
60 bulleted points, and I think that's the end-all to this."

61

62 Peter said the goal is to come to a consensus on each bullet point.

63

64 Ald. Sjolander addressed the following questions from the groups:

65

Branding & Marketing

66

67
68 *What is the mission of the new organization?*

69

70 Susan said at one point the group had suggested the following mission statement: *"To market*
71 *the greater La Crosse area as a Midwest premier travel destination by executing industry-*
72 *leading marketing programs, providing reliable travel information, and establishing strategic*
73 *partnerships. We will play a significant role in delivering exceptional customer service and*
74 *generating greater economic impact and jobs for our Three Rivers Region."* Susan noted the
75 group had not spent a significant amount of time on this topic, calling it "a placeholder with
76 some ideas." Susan said the group had examined Wisconsin Tourism's mission statement and
77 attempted to emulate it.

78

79 Ald. Sjolander said he believes the proposed mission statement could be slightly edited, with the
80 focus being on the specifics.

81

82 Peter suggested distinguishing between the mission statement and the vision.

83

84 Mayor Chilsen said a mission statement is "who you are," whereas the vision is what an

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

3

85 organization hopes to become.

86

87 Brent suggested utilizing “*To market the greater La Crosse area as a Midwest premier travel*
88 *destination*,” “and then everything else can fall in line underneath it” via bullet points.

89

90 Jean said she believes the first part of the proposed statement is what the goal is.

91

92 Dave suggested that groups and conventions should be included.

93

94 Ald. Sjolander suggested rewording the statement to read as follows: “*To market the greater La*
95 *Crosse area as a Midwest premier destination.*”

96

97 Dave suggested that the bullet points could mention leisure travel, groups and conventions.

98

99 Susan asked, “Do we want to be known as ‘the Midwest premier destination’ or ‘a Midwest
100 premier destination?’ ”

101

102 Ald. Sjolander noted that ‘a’ means there is more than one premier destination, and ‘the’ means
103 the greater La Crosse area is the Midwest’s premier destination.

104

105 Mayor Chilsen said he believes ‘a’ would be the most appropriate to utilize.

106

107 A question was asked as to whether the word “upper” should be added so the statement reads
108 “upper Midwest.”

109

110 Peter noted he is from Cincinnati and said describing this area as the upper Midwest is helpful to
111 individuals from the area in which he once lived.

112

113 A suggestion was made to keep the statement consistent as it refers to both the greater La Crosse
114 area and the Three Rivers Region.

115

116 Susan discussed naming, noting her group had found names such as the Coulee Region, Greater
117 La Crosse Area Convention and Visitors Bureau, Seven Rivers and Three Rivers.

118

119 Dave said the recent trend in the nation has been to shorten names, citing examples such as
120 “Visit Milwaukee” and “Discover Madison.” Dave suggested perhaps utilizing “Explore La
121 Crosse/Onalaska” and said, “It’s three words, so it’s short. It encompasses the two major
122 metropolitan areas.” Dave noted some individuals have seen the LACVB’s new branding and
123 said they assume he works for “Explore La Crosse.” Dave said, “It separates us from the
124 Chamber of Commerce, and provides that separate distinction. Again, I think it accomplishes a
125 lot by doing the two major metropolitan areas and separating us from that Chamber designation.”

126

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

4

127 Susan said her group realizes La Crosse must be included and suggested “Explore Greater La
128 Crosse” would cover the City of Onalaska, the Village of Holmen and the Village of West
129 Salem, among others. Susan added her group has compiled a list of seven to eight different
130 names.

131
132 Ald. Sjolander asked Dave if he believes the words “convention and visitors bureau” are not
133 necessary.

134
135 Dave said trends in the industry are showing they are not necessary, stating individuals “make
136 that connection” when they look for, for example, “Visit Milwaukee.” Dave said, “That’s why I
137 said the three words of ‘Explore La Crosse/Onalaska’ achieve a number of things. Number one,
138 both major metropolitan areas [are] mentioned. It’s short. And the name itself communicates to
139 the general public who you are and what you do, in essence.”

140
141 Shawn said he believes individuals are very familiar with the City of La Crosse and stated, “The
142 only question is, what comes after that word to make it regional and to make it look more toward
143 West Salem, to make it look more toward Holmen, to make it look more toward Onalaska [and]
144 the Town of Campbell? Once you see that one area, then I think you realize that there’s more to
145 it that we’re promoting. We’re about all of these areas.”

146
147 Brent said, “I know when we were doing the study on this, Ralph Heath [formerly of Ovation
148 Marketing] brought up to us the amount of money it costs to get your recognition out there if you
149 change so people don’t understand what you’re even about. If we don’t use La Crosse or
150 Onalaska or anything like that in there and if we use something like ‘The Driftless Area’ or
151 ‘Three Rivers,’ it confuses people. They don’t recognize that as your area, and to get them to
152 recognize that it costs a lot of money to bring that up to speed. [Ralph] said to move something
153 up, probably in this area ... When they were running Ovation, he said to get recognition you had
154 to consider maybe \$2 to \$3 million put in to bring a name recognition up. He said not to use
155 your natural resources you have already is really expensive. That’s why he almost categorically
156 said to leave [out] the Driftless Area. [He told us to] use what you have that’s powerful already
157 and don’t try to confuse people. That’s why I like [starting] out with ‘Explore’ or ‘Discover.’ It
158 gets your mind thinking of something exciting that’s in these areas.”

159
160 Peter noted he had been part of the group that had created the term “Seven Rivers Region” and
161 that the group had expended a tremendous amount of effort in asking companies to utilize this
162 term on the advertisements. Peter said it appears to him that Dave is suggesting utilizing a
163 tagline as a name, which he finds interesting.

164
165 Dave reiterated this is the current trend in the nation.

166
167 Peter asked if there would be a formal name as well as a “doing business as.” Peter said, “It is
168 kind of blending a tagline with a name, but I agree. It’s dynamic.”

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

5

169
170 Mayor Chilsen said the name of the organization can be one thing, and all the marketing efforts
171 could be “Discover ...” or “Explore ...”

172
173 Peter said consistently utilizing words such as “Discover” or “Explore” could present the
174 opportunity to tell individuals what there is to discover or explore in this area.

175 176 **Staffing**

177
178 *How many positions will be needed by the new organization?*

179
180 Ald. Sjolander noted that preliminary figures had been provided and asked the committee if it
181 has further thoughts regarding these figures.

182
183 Dave said he is aware of the importance of social media, adding he finds the list that was
184 provided to those in attendance “pretty comprehensive and complete.” Dave said it might be
185 necessary to hire one more individual who would support the marketing teams (tourism/online
186 marketing). Dave said perhaps there could be an individual providing support for sales.

187
188 Mayor Chilsen inquired about the possibility of hiring an individual to serve as a blogger.

189
190 Dave noted the LACVB has hired part-time employees to write content. Dave said he believes
191 both an executive director and an employee in charge of group sales is necessary and suggested
192 that if the budget allows an individual could be hired to support group sales. Dave said having
193 someone serve in the role of convention services is crucial.

194
195 Ald. Sjolander asked Dave if having only one office manager would be sufficient.

196
197 Dave said the office manager’s duties include human resources, accounting, and accounts
198 receivable/accounts payable. Dave also referred to a leisure marketing tourism employee who
199 would attend sports and travel shows.

200
201 Ald. Sjolander asked Dave if he favored adding one more position under online marketing.

202
203 Dave referred to Mayor Chilsen’s question regarding a blogger and said this individual might
204 only be employed part-time. Dave said he believes the job title of webmaster would fall under
205 online marketing.

206
207 Jean noted that her department currently does not pay individuals to write blogs, adding there are
208 several organizations that are asked to produce blogs. Jean said the response has been “very
209 good” and that she assumes the response will continue to be good from organizations such as the
210 Mississippi Valley Conservancy and U.S. Fish and Wildlife.

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

6

211
212 Brent suggested utilizing interns from the area's educational facilities for positions in several
213 departments.
214
215 Peter asked Jean and Dave who performs marketing duties at their respective organizations.
216
217 Jean noted she has a Sales and Marketing Coordinator (Amy Gabay) who assists in
218 advertisement design and placement. Jean added that a marketing and public relations firm
219 (Pilch & Barnet) also assists with this.
220
221 Dave said he sales as conventions, meetings and groups. Dave noted the LACVB's tourism
222 employee handles the majority of the advertising design as well the purchase of print and
223 electronic advertisements. Dave said the tourism employee works in partnership with an online
224 marketing employee, who also serves as webmaster and social media director. Dave also noted
225 that an outside agency had performed a complete review of the LACVB's entire program.
226
227 Peter suggested creating a function chart that would detail employees' duties and who reports to
228 whom. Peter suggested that both the committee and Dave and Jean could create such a
229 document.
230
231 Ald. Sjolander asked if one employee will be sufficient for sports sales.
232
233 Dave said the employee who is in charge of sports sales has been extremely busy and noted three
234 interns will be starting in late January at the LACVB. One of these interns will be providing
235 support to sports sales.
236
237 Ald. Sjolander said it appears additional support will be required under administrative support.
238
239 Jean said weekend part-time staff will be essential, as will volunteers.
240
241 Ald. Sjolander asked about the number of employees that would be required for weekend
242 staffing.
243
244 Jean said her two part-time employees alternate weekends from May through October.
245
246 Ald. Sjolander referred to staffing at the Interstate 90 center.
247
248 Dave said the LACVB has four individuals who are employed year-round, and there are
249 approximately seven or eight employees during peak season. Dave referred to the Interstate 90
250 center and the welcome center in Riverside Park, noting the latter requires staffing seven days a
251 week from May through October.
252

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

7

253 Dan returned to Brent's discussion on interns and suggested utilizing UW-La Crosse, Viterbo
254 University and Winona State University to find them.

255
256 Mayor Kabat said, "I want folks to just know ... the assumption here is not that we're going to
257 just double everything. I think we're looking at savings and how we're going to utilize resources
258 most efficiently and effectively."

259
260 Ald. Sjolander said the Staffing Committee is being asked to create an organizational chart that
261 will outline staffing and who will report to whom.

262
263 Peter said he also would request a second chart that will be functional and include operations,
264 sales and marketing, among others. This chart also will include the services, programs and
265 functions that will fit under these categories.

266
267 Ald. Sjolander said it is possible that more staff would be needed to support sales and marketing.
268 Employees (full-time, part-time, seasonal) also would be required to staff the centers.

269 **Location**

270
271
272 *Should there be locations in both Onalaska and La Crosse?*

273
274 Ald. Sjolander said he believes part of this will come down to available options near Interstate 90
275 and STH 35. Ald. Sjolander said the ideal situation would be to have one facility if the right
276 location is found.

277
278 Pat stated he believes one facility will be satisfactory if it is properly located and said there have
279 been discussion regarding having a mobile unit. Pat said he believes this would be more
280 efficient than having a second building and suggested keeping this option open.

281
282 Brent noted there are mobile units in the Chippewa Valley. These units contain brochures and
283 interactive screens that give individuals information regarding events, lodging and restaurants.

284
285 Pat said mobile units would be an ideal way to gain exposure at area festivals such as Holmen
286 Kornfest.

287
288 In response to a question by Ald. Sjolander, individuals in attendance said they support the idea
289 of one location if it is near the Interstate 90 corridor.

290
291 A suggestion was made to place literature for visitors around the area, thereby eliminating the
292 need for multiple locations.

293
294 Brent noted there are interactive kiosks in Madison.

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

8

295
296 Dave stated he believes having the entire staff in one building enhances communication. Dave
297 said having an office at the La Crosse Center that could be utilized on a part-time basis based on
298 conventions “would be a great asset.” However, Dave added, “I don’t think I’d want to see a
299 sales person for this new organization based out of there because you lose the daily
300 communication with that person.”

301
302 *Should the new organization be located near the new (Interstate 90) Exit 3?*

303
304 Brent said “there is a lot going on” at Exit 3 that could draw tourists to the area. This exit also
305 leads into both the City of La Crosse and the City of Onalaska.

306 **Governance**

307
308
309 *What type of legal organization will the new organization have?*

310
311 Shawn noted that the primary organization would be a Section 501(c)(6) and said it also would
312 be incorporated into a Section 501(c)(3) for golf tournaments and marketing endeavors.

313
314 Mayor Chilsen asked those in attendance if they would like to have it as a city function.

315
316 The group consensus was no.

317
318 *What should any board look like?*

319
320 Shawn said there was a two-part recommendation. The first part is the standard executive board.
321 Shawn referred to a handout distributed to those in attendance and noted they were looking at the
322 officers (Chair, Vice-Chair, Executive Director, Treasurer, Secretary). The second part is a
323 larger board. Shawn said his group believes it is important that each municipality has “a seat at
324 the table.” This board also would include hotel and restaurant representatives. Shawn noted a
325 discussion had taken place regarding including local businesses and said the group left it open
326 because its members thought there were “a lot of positives” to perhaps allowing other business
327 representatives seats at the table. Shawn said some questions that still must be answered include
328 how many businesses to allow, where are they located, and what should the qualifications be to
329 have a seat at the table.

330
331 Mayor Chilsen asked Shawn if these businesses would either be Chamber of Commerce or
332 Onalaska Area Business Association members.

333
334 Shawn said yes, adding the business also could be “at large.”

335
336 Dave referenced Shawn’s group’s report and noted that the Executive Director is part of the

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

9

337 Executive Committee, but does not vote. Dave said he agrees with this. Dave also said, “I think
338 you don’t want to lose sight of the fact that in this community our educational institutions, our
339 institutions of higher learning and a lot of other businesses are in essence tourism-generating
340 businesses. You don’t want to lose focus and lose that talent pool of those people ... from
341 bringing expertise to the table. You don’t want to limit yourself to not having those people as
342 potential board members. We’ve had wonderful board members from all those institutions –
343 Western [Technical College], UW-L, Mayo, Gundersen. I think you would lose a lot of good
344 talent if you did that.”

345

346 Peter noted that the aforementioned businesses must recruit nationally.

347

348 Shawn asked how specific the group should be in deciding who is invited to participate.

349

350 Dave said that for a number of years the LACVB board had to consist of representatives from the
351 media, medical facilities and education, among other categories. However, Dave said this was
352 found to be “cumbersome” and stated, “I think we’ve really had wonderful success with finding
353 good members without having the board’s hands tied. The board is going to make the selections
354 anyway. I think they understand having diversification within the members of the board. I think
355 you limit yourself and you complicate things by having too many rules in place.”

356

357 In response to a question, Jean said there are two representatives from the hotel industry on the
358 Tourism Commission.

359

360 Dave estimated that approximately one-third of the LACVB’s board is comprised of hoteliers.
361 Dave also noted that two members of the City of La Crosse’s City Council sit on the LACVB
362 board, as does a representative from the Town of Campbell. These are permanent seats.

363

364 Mayor Chilsen said he was told by Ald. Jim Bialecki, who serves as Common Council President,
365 not to make the board too large. Mayor Chilsen also asked if there are any State of Wisconsin
366 statutory requirements because tax dollars are involved.

367

368 Dave said no.

369

370 It was noted that the board would consist of 15 members, with the municipalities each appointing
371 one individual.

372

373 Shawn asked Mayor Kabat, Mayor Chilsen and _____ if they have the power either to appoint
374 individuals or appoint themselves to the board. Shawn said he believes the mayors either could
375 serve as the appointed officials, or they could appoint Common Council members or a leader of
376 the village.

377

378 A suggestion was made to include individuals who would serve in advisory roles in addition to

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

10

379 the voting members.

380

381 Dave said the LACVB's advisory board is a "training ground" for new board members. There
382 also is an ex officio board whose members do not vote.

383

384 Peter inquired about the length of board terms.

385

386 Shawn said he believes board members would serve two-year terms.

387

388 Dave said he believes board members must serve three-year terms.

389

390 Shawn asked if municipalities are appointed at will, or if their members also serve three-year
391 terms.

392

393 Shawn was told these individuals also would serve three-year terms.

394

395 Ald. Sjolander pointed out that Shawn's groups report states that board members would serve
396 two-year terms, with individuals serving no more than three consecutive terms.

397

398 Shawn promised to revise this.

399

Budget

400

401 *What are the room tax calculations for each municipality?*

402

403 Ald. Sjolander asked Mayor Chilsen is taking what each municipality currently collects as a
404 room tax, and then how much will be coming toward this organization.

405

406 Mayor Chilsen told Ald. Sjolander he is correct.

407

408 It was noted that the Town of Campbell's room tax rate is at 5 percent and the City of La
409 Crosse's is at 8 percent.

410

411 Shawn noted that the City of Onalaska's room tax rate is 7.5 percent.

412

413 Nancy noted the Village of Holmen's room tax rate is 8 percent.

414

415 Ald. Sjolander said that from the City of La Crosse and City of Onalaska's perspectives the full
416 room tax does not go toward tourism. Ald. Sjolander said he needs to know if this also is the
417 case with the Town of Campbell, Village of Holmen and Village of West Salem.

418

419 Dave noted that 45 percent of the Town of Campbell's collections come to the LACVB. The

420

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

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421 Town of Campbell retains 55 percent. Dave noted that the City of La Crosse has an 8-percent
422 tax rate. Of that 8 percent, 1 percent was utilized for the expansion of the La Crosse Center; 1
423 percent was utilized for UW-L's Veterans Memorial Stadium; and 6 percent was utilized for the
424 general tax. The LACVB receives 59 percent of the 6 percent.

425
426 Mayor Kabat referred to the 6 percent, noting 59 percent goes to the LACVB; 39 percent goes to
427 the La Crosse Center; and 2 percent goes to administration. Mayor Kabat also noted the 1
428 percent for Veterans Memorial Stadium was retired, and that 98 percent of the 1 percent for the
429 La Crosse Center goes toward the Center.

430
431 Dave noted that 68 percent of the LACVB's budget comes from room tax, while 32 percent is
432 generated from other sources.

433
434 Mayor Chilsen said it must be determined if there will be memberships.

435
436 It was noted that all but one City of Onalaska property pays membership dues to the LACVB.

437
438 Mayor Chilsen stated he believes there should be memberships.

439
440 Nancy said she believes memberships are a good revenue source.

441
442 Dave said the LACVB's formula is hotels pay per room and noted there are a number of other
443 categories such as festivals, restaurants, and other businesses. Dave noted the LACVB generates
444 approximately \$60,000 per year from memberships, and also noted that another positive aspect
445 of memberships is that the LACVB has control over its website. However, Dave also pointed
446 out that an organization might provide a valuable service but is not a member. Dave noted that
447 the LACVB has no limitations or restrictions as to who may be a member. However, Dave said
448 there are small businesses that are not willing to pay \$170 a year for membership.

449
450 *What will the total budget be for the new organization?*

451
452 Mayor Chilsen said he is not looking for a detailed budget and that it must be determined how
453 the incoming funds will be arrived at.

454
455 A question was asked regarding potential roadblocks once this item reaches the Common
456 Council level.

457
458 Mayor Chilsen said he believes it will be crucial to contact Council members in each
459 municipality, encourage them to come to the meetings and encourage them to support this
460 initiative.

461
462 It was noted that it also will be important to go before the governmental bodies of the Town of

Reviewed 1/28/15

Intergovernmental Tourism Collaboration

Friday, January 23, 2015

12

463 Campbell, Village of Holmen and Village of West Salem in addition to the City of La Crosse and
464 the City of Onalaska.

465

466 **Item 6 – Next steps from the committee**

467

- 468 a. White paper report
- 469 b. Review of white paper report by the entire group
- 470 c. Community input and engagement on white paper document
- 471 d. Approval of white paper document by each committee

472

473 Ald. Sjolander suggested holding the next meeting at noon on Friday, February 27. Ald.
474 Sjolander also asked Mayor Chilsen, Mayor Kabat and Peter how much time they will need to
475 process this information before the next meeting.

476

477 Peter asked that the recommendations made today be finalized so they may be discussed at the
478 February 27 meeting. Peter said from there he can take a template and begin working on the
479 white paper report. The white paper document would return before the committee for review.
480 This document then would be delivered to both Mayor Kabat and Mayor Chilsen when it is
481 ready. Peter also mentioned the possibility of holding public meetings.

482

483 Mayor Chilsen said he favors holding a joint public input session. This would occur after the
484 white paper has been drafted and brought before this committee for review.

485

486 Dave said he wants to see Nancy (Village of Holmen) and representatives from the Town of
487 Campbell and Village of West Salem also involved in the process.

488

489 Ald. Sjolander told Peter it is his impression that he is not expecting any information from the
490 committees in advance of the February 27 meeting, but rather he is given updates on everything
491 that has been discussed today.

492

493 Peter suggested to Ald. Sjolander that he establish a deadline for the groups to send him the
494 information so that he may put it out in advance of the meeting. Peter asked Ald. Sjolander to
495 find one or two individuals to work with him so they may produce a template.

496

497 A deadline of February 13 was established.

498

499 Shawn offered to assist Peter with the white document.

500

501 Peter suggested that Chris also assist with the white document.

502

503

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Intergovernmental Tourism Collaboration

Friday, January 23, 2015

13

505 **Adjournment**

506

507 Motion by Pat, second by Nancy, to adjourn at 1:27 p.m.

508

509 On voice vote, motion carried.

510

511

512 Recorded By:

513

514 Kirk Bey