

**Manitou Springs Chamber of Commerce, Visitors Bureau
& Office of Economic Development (iManitou)**

**Board of Directors
Meeting Minutes**

August 13, 2012

Present: Tim Haas, Ken Jaray, Marcy Morrison, Julie Vance, David Symonds,
John Webster, Matt Carpenter

Staff: Leslie Lewis, Roger Miller

A special meeting of the Manitou Springs Chamber of Commerce, Visitors Bureau & Office of Economic Development (iManitou) Board of Directors was held Monday, August 13, 2012 in the City Council Chambers at City Hall. The meeting was called to order at 8:36 am by President Tim Haas.

A. Action Item: Approval of Meeting Minutes

Dave Symonds stated he had reviewed the Minutes of the June 7, July 5, and July 10 meetings and made a motion to approve the minutes of all three meetings as presented. Marcy Morrison seconded the motion and it was approved. Julie Vance abstained from approval of the June 7 meeting minutes and John Webster abstained from approval of the July 5 and July 10 meetings as he was not present.

B. Action Item: Approval of July Financials

The Board discussed the motions made at prior meetings regarding the maximum amount that would be taken from Reserves to get through the year financially. John Webster reviewed the Balance Sheet for the Board. Staff explained that a portion of the amount listed in Protected Income includes the money from Care & Share for the purchase of Manitou Money. To date approximately \$1,300 has been redeemed. The expiration date on that Manitou Money was listed as December 31, 2012. John made a motion to approve the July Financials as presented. Dave seconded the motion and it carried.

C. Discussion and Action: Membership Options for 2013

Roger stated that the Membership Options need to be discussed, with decisions made, so that iManitou can work on a Membership Drive in the next month. He handed out a booklet that Sarah has been putting together. It includes the Mission Statement, the summary of the Strategic Plan, some of the new opportunities, the benefits of membership, the membership dues and the advertising packages and forms.

This week we are going through the manitousprings.org for final edits and checks on the new site. It is about ready to launch. The imanitou.com site is almost complete as well and should be launching in the next two weeks (the end of August or right after Labor Day).

In looking at the membership and evaluating dues revenue, if the Board continues the existing \$100 discount for businesses in Manitou, the revenue should come in at \$46,000 and if the discount is no longer offered the dues will be approximately \$56,000. This does take into consideration businesses such as the Dutch Kitchen, Flying W Ranch, and Royal Gorge Scenic Railway which will not be open in 2013. The difference in the amount discussed for the difference in dues revenue in 2012 and 2013, is the dues amount now does not include the \$100 basic membership amount given to businesses just receiving that level of membership. Roger stated he has been in the downtown canvassing the businesses and many have seen the benefit of all iManitou has done during the fire and since to try to promote business and help business owners. The Trippin Troll, Ruxton's Trading Post and the Cotton Club will all be joining the paid membership for 2013. Roger has not gotten kickback from businesses when he talked about the Retail membership being \$235 so he feels better about discontinuing the discount to Manitou businesses. Roger plans to walk through the downtown and hand out the membership information to businesses instead of just mailing. Leslie and Roger have identified other businesses outside Manitou as a target for new memberships as well.

The Board discussed options for all Manitou businesses so that there is a benefit to businesses that remit sales tax to Manitou Springs. It was determined that all businesses will be listed on the iManitou.com web site. Only businesses that have full memberships will be in the Visitors Guide and on manitousprings.org. All businesses receive the benefit of the marketing efforts put forth by iManitou. Ken asked how many business licenses there are in Manitou. Ken would like to have a comparison of how many businesses have licenses compared to how many businesses are members of iManitou. Roger stated we have requested the list from the City but have not received it. Matt offered to talk with Becca about getting the list to staff.

Changing the Membership Dues to \$56,000 will change the projections for the 2013 Budget. On Option 1, changing the dues will reduce the deficit to \$20,000 instead of the projected \$30,000. Included in that budget is to create a Community T-Shirt fundraiser. Members of the community will be asked to submit designs and one will be chosen. Roger projects raising \$10,000 annually from this project. Julie questioned selling a Manitou Springs t-shirt when so many businesses in town sell them. Roger stated that many Chambers sell shirts as fundraisers and it would be a small quantity of shirts. Tim stated that he didn't have a concern over the Chamber selling shirts and competing with his businesses as much as he felt sales of the shirts in the Chamber have gone well because they were related to the Waldo Canyon Fire and didn't feel expectations should be based on the success of selling this shirt. Marcy expressed concern also about the idea of t-shirt sales and would recommend that efforts be placed in other directions.

Ken asked for clarification that changing the structure of the dues, discontinuing the discount, would increase the dues revenue to the \$56,000 projection and was told that was correct for both options. He then asked about the 6 month Work Plan and his name was associated with the Membership Drive. Marcy stated in the minutes it was not described as a Membership Drive. In an effort to increase revenue, Roger stated that the thought behind the t-shirt sales was it takes less manpower to raise the \$10,000.

The Board discussed whether having a category for Casinos was where iManitou wanted to put efforts and if many people were sent to Cripple Creek. Staff explained that we do have people inquire about the Casinos and do send people to Cripple Creek as we have members (the train, museums, and the Cripple Creek Hospitality House) in that area. Staff did receive a letter last year with the Cripple Creek Hospitality House's renewal that they would not be renewing for 2013 because they had been receiving complaints from people wondering why they are listed in the Manitou Springs guide when they are 45 minutes away. The lodging section of the Visitors Guide is broken into "Manitou Springs", "Colorado Springs", and the "Mountain Communities" but the rest of the guide is not separated by area. We do have attractions members, such as rafting, that are an hour drive so that people can base in Manitou and take day trips. Roger explained that with the new web site we will be adding sample itineraries that will give people things to do for 3 or 5 days and will include those drive activities. Julie pointed out that a variety of itineraries will be needed based on ages of children and family groups. In additional discussion, the Board recommended that we create a "Cripple Creek Itinerary" that can be used as a bargaining option to attract additional members from that area. The Board then discussed membership rates for attractions outside the immediate area. The Board decided, by consensus, to allow staff some flexibility in offering a "new member" discount to attract new businesses.

Marcy made a motion to discontinue the \$100 discount to Manitou Springs businesses that pay sales tax and only list Manitou Springs businesses that do not pay iManitou for a full membership on the imanitou.com website. Julie seconded the motion. Matt was asked if he thought the City would have concerns about this and he stated he did not feel they would. The motion was approved.

The Board expressed concerns about how large the booklet of membership information is. Ken suggested the booklet contain bullet information with a full version available for review online. Roger did state that businesses will be able to apply for membership online with the new web site. Tim suggested that all of the advertising information should be listed as a checklist that someone can go through and set their advertising with iManitou for the year. Julie suggested that the advertising be broken into "for tourism based businesses" and "resident needs businesses" so it is easier for the businesses to sort through.

D. Discussion: Budget Request for 2013

With the changes just set in the Membership Rates, the deficit in Option 1 reduces from \$30,000 to \$20,000. Option 1 has no proposed changes in staffing but does increase the request in funding from the City. In Option 2, the deficit under Payroll and Benefits will change from \$28,300 to \$18,300. Ken requested the proposed budgets should have the amended 2012 Budget numbers instead of the original 2012 Budget.

The Board discussed whether a request of additional funding from the City was a good idea and that there must be a very good presentation including the additional benefits iManitou is providing to the City in exchange. Ken expressed concern over the presented information and stated he finds it difficult to compare without the current budget numbers and different line

items. Staff will be meeting with City staff on September 7 for the initial budget request. Marcy and Tim agreed with Ken. Roger agreed to create a simplified form for the Board. Tim asked for clarification on the differences as Option 1 being a request for additional funding from the City and Option 2 being a reduction in Payroll & Benefits expense. Tim asked how that reduction would be accomplished and was told it would reduce staff by one person.

As a follow-up to previous discussions regarding sharing Roger to assist with the parking manager position, it seems now there may have been some confusion regarding how that would have worked. Tim received a call from Mayor Snyder that his impression that any discussion of the job sharing, including Roger, was something yet to be discussed. Tim went on to state timing to have a work session for that discussion would need to happen very soon if a budget discussion is set for September 7 and that is not likely to happen. In a meeting that the Mayor, Jack, and Matt attended with the Board, the Mayor asked if iManitou would be willing to consider funding a portion of the position of the Parking Manager. Tim now has the impression that may be in lieu of additional funds or the standard funds and he is concerned that it may impact the City funding in Option 1 or Option 2. Ken stated he was clear that the Board was suggesting a job share for Roger in his conversations with the City prior to his trip but now feels that is not a viable option. Roger stated that in PAB Board meetings, that Board feels Roger is one of the options for that Parking Manager position. Ken feels there needs to be a conversation with the Mayor and Jack Benson before it goes to City Council. Marcy doesn't feel the City has come to a conclusion about what they want to do on Parking. From the PAB meeting, Roger reported that Michelle Anthony and the Police Chief will be putting together a budget for Parking and the Chief believes it should under his department. After additional discussion, it was suggested that the job share position be taken off the table as far as budget discussion goes. Tim suggested that if we can balance our budget and go to the City and offer to assist in solving the parking problem, by possibly trying to carve something out of budget to assist, it gives iManitou a seat at the table. There was concern expressed by the PAB that the funds coming from parking should go back into parking and not be placed in the General Fund. Ken suggested that Roger having a relationship with Jack and Joe and being part of the conversation, knowing where the blockages to the solution are and helping work through those blockages is where the efforts need to be and expressed concern that things are not as fluid as they could be. Roger pointed out in the Nelson Nyguard Report it shows iManitou contributing to fund the position. Ken suggested an item for Parking Manager be added to the budget and determine if it can be funded through the iManitou budget. Dave stated when PAB was formed it was set up to be an Enterprise Fund but had been moved back to the General Fund. Matt stated it did not make enough revenue to be an Enterprise Fund and that is the reason it is set up as it is. The Board continued to discuss the revenue stream of parking. PAB is scheduling a work session with City Council to go through their recommendations. Tim asked that the Board be given the date of that work session so that they can attend.

Tim suggested that by consensus, iManitou will have an active role in trying to move the parking situation forward but doesn't put a line item in the budget for it. Ken suggested that an amount could be placed in the budget as an adjustment to Roger's time as he has been, and will continue, putting time in on the parking.

While there is not a vote for the budget today, Roger is looking for additional suggestions so that adjustments can be made, and an additional Board meeting held for a vote, prior to the September meeting. Tim suggested that it might be valuable to point out to Council the amount of time Roger has been spending on parking when the budget meeting is held. In order for staff to rework the budget, the Board was asked to make a decision on the amount of the request to the City. In conversations with Jack, Roger has been given the understanding that the city doesn't know what will happen with the Library and will be receiving requests for additional funds by other departments as well. After additional discussion, the Board made the determination to request \$280,000 in funding from the City. Julie suggested that with that request, funds raised through t-shirt sales should be deleted from the budget. Tim expressed concern for the 2013 budget and the challenges the organization will face if iManitou does not receive the additional funding and received agreement from the Board.

E. City Report

City Council passed the Soda Springs Park Ordinance on second reading.

Most of Council's time has been focused on the Mid-Year Budget Amendment, but Matt clarified that the message from the City has not been that everything is alright but that things could have been a lot worse. June sales tax was good but the City received the message that people hoped August was not as bad. He told the Board they were sending a conflicting message of requesting additional funding and sending a message of "doom and gloom" and stated no one can say what will happen. Photos are being sent that show green coming up in the burn area which means the fire didn't burn as hot as people thought.

Matt stated he is more optimistic about the numbers. The numbers the City projected for June were 25% down so there is a 15.7% cushion that can be put on August if need be. The projection for July is to be 30% down. Roger asked Matt to explain the differences in reduced expenses that have helped with the budget as well. Matt stated there were a few grants that were not expected that came in as well as some savings in the Chief of Police position was not filled as quickly as anticipated but had the expense of the Interim Chief. There really aren't any "vacancy" savings but the City has reduced expenses.

Matt mentioned there are other issues such as the Library. The City is still discussing ballot initiatives mainly on the Park and using Park money in other ways. It is not a great budget but Matt pointed out that the City is going against, or comparing to, their best year ever. Julie expressed concern that Becca is projecting an increase in lodging for September, October, November, and December. Matt reminded the Board that the numbers are only projections. Tim stated that he hoped the City would keep in mind that there is a difference between net and gross. The Sales Tax Revenue comes off the top so the City will receive that however over the past 10 years the net for businesses has been shrinking and he is concerned that the impact will put several businesses out of business. Roger stated there are 11 businesses that are working through SBA for assistance currently. Matt stated he worries about the things he can control such as areas for savings instead of the things he can't.

F. Discussion: BID Map

Chad Skinner was the designer hired by the BID several years ago to create the BID Map. Chad has all of the files. He has not been answering phone calls or returning emails from iManitou. Everyone has been out of the piece for quite a while and have been trying to contact him. There were conversations with Chad last April where he reported he was behind in getting it done because of health problems but was working on it. The BID does not have the files for the map. Roger reported that he has a contact that has a downtown map that they will let us use at no charge. We have lost a season of this map. iManitou contacted the printer and they do have a pdf of the map but we cannot make changes/corrections to the map. iManitou will work on the map so that it will be available for distribution before next spring. This particular piece is placed in distribution at the Broadmoor, in Pikes Peak Country Attractions Association racks, and at the front counter in the Visitor Center. Coupon sales from the map have previously been used to pay for the piece.

G. Unscheduled Appearances

Roger asked Ken about his relationship with the Pikes Peak Community Foundation as Roger now understands they will be the recipient of monies that will then be used to help the businesses. There is a meeting at 1 pm today to finalize that agreement. Only 3% of the funds raised, according to United Way, have been spent. Roger explained that there are numerous mechanisms in place for raising funds but very few for distribution. The charters of most of the 501(c)3s that have received the funds are set up to help residential and individuals but not "for profit" businesses. The IRS code does allow amendment in cases of disaster but most do not have that in place. There is a lot of the frustration with the system. There are businesses that have committed funds to assist once a system is in place to work through. FEMA denied the disaster declaration stating there was not enough damage, even economically, to the area. That allowed the SBA to set up the location on Centennial so quickly. There are a number of businesses in Manitou that the SBA is concerned will not survive the year.

The next Board Meeting will be August 23 and will be a morning meeting in City Council Chambers. The work session will then be scheduled for September 13. After discussion, the work session will be moved to September 6 and will be at 4 pm at the Garden of the Gods Trading Post.

Tim reported that he has a credit at the Garden of the Gods Club that he is donating to iManitou for a golf tournament on September 20. Tim is covering the expenses so 100% of the profits will go to the organization, though there is discussion about sharing some of the funds with the Manitou Springs Fire Department. The Board was asked to help recruit 72 golfers to fill the slots. It is planned as a shotgun start at 8 am and lunch will be included. Roger and Tim are meeting with the Club and will send a flyer out once it is created.

Having no additional business before the Board, the meeting adjourned at 10:59 a.m.