

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

**Board of Directors  
Meeting Minutes**

**January 23, 2014**

**Present:** Jennifer Brown, Karen Cullen, Gwenn David, Tim Haas, Ken Jaray, Marcy Morrison, David Symonds, Julie Vance, Joy Vernon, Sarge Mac Donald

**Guests:** Jack Benson, Justin Armour, Rachelle Cully, Amanda Galloway

**Staff:** Leslie Lewis

A regular meeting of the Manitou Springs Chamber of Commerce, Visitors Bureau & Office of Economic Development (iManitou) Board of Directors was held Thursday, January 23, 2014, at the Garden of the Gods Trading Post. The meeting was called to order at 8:40 a.m. by President Marcy Morrison.

Marcy introduced Kevin “Sarge” Mac Donald as the new City Council Liaison. All guests were introduced.

Councilman Mac Donald gave the Board an introduction to his background and experience. He has been with Manitou Inn & Suites for two years.

**A. Action Item: Approval of December Minutes**

Julie Vance made a motion to accept the Minutes of the December Board Meeting as presented. Tim Haas seconded the motion and it was approved.

**B. Update: Mitigation Projects & Financial Implications**

Jack Benson, City Administrator, reported that the City is working with the Department of Local Affairs and the Office of Emergency Management on an ongoing basis. The City hired Wright Water Engineering to assess Williams Canyon and they are finishing the assessment of Fountain Creek. The Federal Government considers Williams Canyon and Fountain Creek as separate events and are funded separately. After the assessment, Wright Water Engineering has been retained to do the design for the debris mitigation structures for Williams Canyon. The estimated cost for all three phases is \$4.1 million. The City acquired the house at 609 Canon Avenue and is trying to acquire 611 Canon Avenue. Jack explained that the Williams Canyon project is broken into 3 phases – the first from Cave of the Winds to 609 – 611 Canon Avenue, the second is the gabion channel from the 609 – 611 property that goes underground to the 7 x 7 culvert, and phase 3 is to look at the surface runoff. The City has money through

the NRCS of \$1.9 million with a City match of \$666,000. In addition, NRCS is funding the design engineering. The strategy is to get phase 1 built before the next flood season and is seen as critical and as a stand-alone project, which is required by FEMA. The purpose of phase 1 is to catch the large rocks and trees with 3 or 4 debris nets to catch smaller debris. The money situation is frustrating – it is offered but not committed. FEMA employees are still in town providing assessments. Jack would also like to get phase 2 designed but will then need to look for the funding for the project. Manitou Springs is the debris field for everyone downstream.

Fountain Creek is a difficult project because much of it is privately owned and FEMA doesn't address private ownership. The Governor's office and DOLA are trying to find ways to fund a project through Fountain Creek. There is 4 – 5' of sedimentation in places along Fountain Creek. Wright Water has made recommendations on strategic dredging that would include the creek from the 7 x 7 culvert through town to the Wichita Bridge. There would also be some dredging near the other bridges. Currently there is no funding for Fountain Creek. There has been a request made through NRCS and FEMA but due to flooding around the country, funds are limited. DOLA has requested that Jack put together a \$1 million grant through the mineral impact fund. All of the grant applications require matching funds. The City's reserve is approximately \$700,000 though some of that is dedicated. The Mayor is looking for additional funding to help with the matching funds. There are display boards in City Hall that show the project.

On the west end, above Rainbow Falls, there were some WPA structures that were built in the 1930s. One of the structures has recently been uncovered. Jack reported that since the fire, the debris coming down is approximately 400 times greater than previous to the fire.

Jack reported Manitou's partners (El Paso County, CDOT) are trying to come up with a lot of money to help Manitou.

Jennifer asked if there is an idea of when there will be a prediction of another flood or if there are patterns indicating another monsoon season. Jack said yes, and stated following a fire the probabilities always increase. The intensity of the storms is what impacts Manitou Springs. Jack reported the City is always working the problem and if Williams Canyon floods, there is 20 minutes lead time. Fountain Creek storms offer more lead time. CDOT is installing a camera system in Williams Canyon so the City will have spotters and the cameras. The City has installed two more sirens, one at Summit Ministries and the other at Briarhurst Manor, so everyone will be able to hear the sirens this year. The City will try to find middle ground but will not jeopardize safety.

Julie asked if the safety zone could be moved from 31<sup>st</sup> Street to someplace further west. Jack stated there had been discussions but is unsure as to the resolution for residents and visitors and will check with Chief Ribeiro. He will get back to the Board with that information at a future meeting.

Ken asked about Serpentine Drive and if the City was considering closing that. Jack stated Serpentine acted as a retention pond during the September storm and it is one of the recommendations from Wright Water Engineering. Jack reported the issue is everything that needs to be done with the funding available. Ken's opinion was that it could be used so it acts as a detention pond but could also be used as access to limit the congestion downtown. Ken asked how the community could weigh in on this and Jack said there would be additional meetings with the Flood Coalition. Jack is encouraging them to have another community meeting and will let everyone know when that will be.

Jennifer asked if there were indications that the business district would be able to get flood insurance. Jack stated the City is also looking for flood insurance and all indications are the prices are really going up. Jack recommended businesses call their insurance brokers and stated businesses should also check rates through Lloyd's of London. Leslie sent an email to businesses asking about their flood insurance rate changes after receiving a request from the Mayor who is working with Senator Udall's office. Senator Udall is working on flood insurance rates for the country. Tim reported that there are also changes to the flood zone that took effect in January.

Marcy passed around a piece she had received at her house from Aspen Pointe that has a lot of information on flood preparedness. Jack recommended everyone check the City's web site and look at the flood page that has been created for information on preparedness as well. The board discussed the possibility of having another community meeting. Joy Vernon offered to help organize that meeting. Marcy, and the Board, thanked Jack for coming to the meeting and for all of the information provided.

### **C. City Report**

Councilman Mac Donald reported that Councilwoman Toll, Councilwoman Nicoletta, and he would be walking from Williams Canyon through town with Curt Heimsoth to see all that has been done and gain a better understanding of what the needs are. That tour will be January 31 and he invited anyone interested to come along.

Sarge is also the liaison to the Police Department. PD is beginning a strategic plan. They want to improve their image in the community. They also know it will take work to manage the marijuana issues.

Julie asked if there is any thought being given to changing the parking for the upcoming season. Council was asked about creating fluctuating rates (raising them during busier times) and rejected that idea. Tim suggested that a work session should be set up with the Parking Authority Board and City Council to discuss parking. After discussion, Ken made a motion for the BID Board and iManitou Board to meet and come up with recommended changes to the Parking enforcement program. Julie seconded the motion and it carried.

Sarge handed out a copy of a survey done in 2009 by The Schapiro Group that is information on the value of joining a Chamber.

**D. ACTION ITEM: Interview Board Member Applicants**

Marcy introduced the three applicants for the Board positions: Justin Armour, Rachelle Cully and Amanda Galloway and asked to give brief introductions on themselves.

Justin Armour grew up in Manitou Springs. He now owns the Crystal Park Cantina. Ken stated he would ask all three candidates to share their current thoughts on Manitou and the future. Justin stated he thought the last year has been polarizing because of the marijuana issue and that he is concerned about it after visiting with his customers. He feels most people that come only have a pre-determined amount to spend and may not have money for both marijuana and the attractions. During the busy season he sees a lot of families and hopes that doesn't change. He feels the redevelopment of downtown has been remarkable and hopes we can keep moving forward and continue to improve. Karen asked what kind of goals he thought our organization should be setting and what effort it would take to make that happen. Justin feels keeping the messaging about why people should come to Manitou and if there are changing perceptions, we need to emphasize Manitou is still Manitou and it's a great place to come and bring families.

Amanda Galloway attended high school in Manitou, owns a house here, and has managed the Loop for 5 years and worked there since 2003. She feels she has a well-rounded feel for what people expect and what they are looking for when they come to Manitou. Amanda stated the last two years have been difficult due to the fires and flooding and businesses being down have an impact on their employees. People don't want to pay for parking and are afraid of flooding which are two major concerns. She thinks with the legalization of marijuana, people are looking at Manitou differently and some are afraid to bring their children. She thinks the marijuana will bring people who have money to spend. She would like to see Manitou have a commercial like Old Colorado City has to bring people to town. She would like to see more promotion telling people about festivals and other reasons to come and would like to see the return of the crowds.

Rachelle Cully moved to Colorado in 1990. She has been in the bar/restaurant business for approximately 20 years. She bought the Townhouse 3 years ago. She loves the community and where it is headed but has concerns about business and the hurdles Manitou will have to overcome in the next couple of years. She specifically mentioned the media and all of the negative publicity that created fear in people coming to Manitou if it looks like rain. She wants Manitou to remain a positive influence where you feel it's safe to bring children and let teenagers go to the arcade by themselves. She feels we need to get the word out that the marijuana is being policed and not being sold to minors. As another goal she would like to see more positive messages from the media and would like to see more activities that involve children such as festivals. Ken told her about the Mani-Fest planned for September. She would like to be more involved with the community so she is more aware of things going on and can share that information with people she talks with.

#### **E. PRESENTATION: Social Enterprise Fund**

Ken stated instead of Social Enterprise Fund he would have called the presentation Economic Development and showed pages from the Vision Plan on Economic Development. He is concerned that we need to create a blueprint and create a proactive plan of how we will fulfill the vision. There is not a champion for Economic Development and feels he can be catalyst and connect people to collaborate and come up with that blueprint. He asked the Board for support and funding for an assessment, which he has started and is a further development of the spreadsheet that was created following the flooding. He explained the expanded columns he added. He suggested that staff, along with himself, Gwenn, and other volunteers could go into the community to gather the information. He has also met with Summit Economics, an organization that has helped the URA and with most major projects in Colorado Springs, has offered to help. Ken asked the Board to allocated \$2,500 from the Economic Development budget and will ask the City for \$2,500 as well. He has asked both Summit Economics and Susan Watkins for specific proposals to help put together the plan. The project will also include a community conversation about what Manitou should do about economic development.

His second request is for \$2,500 from the Economic Development fund for the Chamber to become founding partners of the Manitou Springs Local First Grocery Store. He will approach City Council with the same request. They are a co-op, setting up a structure with 9 or 10 founding partners at \$2,500 each. There is a return on that investment but Ken is still waiting on the documents so the request would be conditional on receiving the documents.

He then explained that the Social Enterprise Fund would probably change its name to the Local Enterprise Fund. It is a group getting together to discuss how people can make local investment in the community. He is working with the Pikes Peak Community Foundation. Their board is looking to put together a structure under which the Local Enterprise Fund would be one of the first to allow people to invest locally and have some kind of return on that investment.

The Local First Grocery is planning to open the first of April. Ken will ask if the Chamber and the City come together as founding members that we have a seat at the table. Julie asked if the City can legally make an investment into the grocery. Ken is going to ask that the City allocate money from the funds received through the Manitou Springs Development Company for flood relief be designated for economic development. Dave stated our By-laws state we cannot make a loan and if there is a return and we are a founding partner, it may create problems. He also asked how we would differentiate if another organization came in and requested we invest in that.

Marcy asked that the Board discuss the request for the Economic Assessment of Manitou as iManitou should be the economic driver. She felt if we could get valid information from the businesses, it would be an asset for the organization and the community. She asked about using students from UCCS to assist with putting the information together. Ken has spoken with Tom Benning, Summit Economics, regarding that possibility. Marcy stated the URA might be able to assist financially if the study included the URA area. Ken feels Summit Economics will help understand the data gathered and look at regional implications. They would put together the content and Susan Watkins would help put together the report.

Tim stated he feels Economic Development has been difficult to define in Manitou Springs. He feels the assessment is a good idea and believes the information will be a valuable resource for staff. Joy suggested the board look at approval up to \$2,500 for the project. Tim made a motion to approve up to \$2,500 in an effort to put together information on the downtown availability and the information in the assessment form from the Economic Development line item. Karen seconded the motion and it was approved. Tim, Marcy and Joy volunteered to assist as well.

Tim agreed with Dave, while the Local First Grocery may be a wonderful effort, it sets a dangerous precedent for the organization and doesn't believe the organization can legally make an investment in the business with an expectation of a return. Gwenn agreed it was a fine line and could open the door for other businesses to come in with the expectation of financial support. Karen suggested the Board delay any decision on this issue and give Ken time to look at the documents and return to the Board with more

information. Ken clarified that the By-laws do allow for a loan by Board resolution but no loans can be made to a board member.

**F. ACTION ITEM: Approval of December Financials**

Jennifer Brown stated she would be issuing her resignation at the end of today's meeting. She has taken a position with Grand County Tourism and has moved her business and will be moving her home to Grand Lake.

She suggested that the next treasurer keep the Forecast and Differences columns on the budget comparisons. She felt it was a good marker for the Board to see at a glance. 2014 offers a balanced budget but there is not a lot of money planned for reserves. She recommends that the Board review operating accounts versus reserve accounts. She still recommends the grants be broken out so they can be tracked and spending more quickly reported to the two agencies issuing the grants. The amount of reserves was discussed.

Tim thanked Jennifer for her oversight and efforts over the last year. Marcy stated she was sorry Jennifer is leaving and that she has been an asset to the Board. Jennifer said she would send emails if she heard of anything happening at the state tourism level.

Marcy asked for a volunteer to fill the position of Treasurer on the board. Tim volunteered and Dave made a motion for Tim Haas to be appointed to replace Jennifer Brown as Treasurer for 2014. Julie seconded the motion and it was approved.

**G. ACTION ITEM: New & Renewing Members**

Staff reported that we are seeing businesses drop their memberships and/or leave the area. Explanations were provided for the businesses not renewing memberships. NorthEnlight Media is a new member that staff wants to talk with the Marketing Task Force. He has offered to film video, at no charge, that can be put on youtube. Dave made a motion to accept the New, Renewing and Non-Renewing members as presented. Karen seconded the motion and it was approved.

**H. Director's Report**

Leslie met with Dan Dreyfuss, the gentleman interested in opening an Italian restaurant in Manitou Springs. He has been speaking with Michelle Marx regarding leasing the Coquette Bistro property. Leslie had Dave contact him as well because he was interested in speaking with a current restaurant owner. Leslie spoke with Dan yesterday and he will be signing a lease this week. He plans to take possession of the location on March 1 and be open by the middle of April after remodeling. Dan wants to get very involved with the Chamber and in the community.

Leslie has been approached by two students interested in internships. One is Karissa Ballard, our weekend staff member, who is majoring in event planning. Leslie will meet with her later this week to get more information. The other student is Leah Payne, a junior majoring in communications. Leah lives in Cascade and went through Manitou Springs School District. She called her interest an internship but Leslie believes she is looking to be paid. Leslie will contact Camille about Leah and see if she might be interested to strengthen Leah's communication background.

Julie spoke with Kyla Titcom, a Manitou resident, who is interested in helping iManitou with events on a contract basis. Kyla spends summers in Michigan so she has no interest in being in the office but could work on event planning from Michigan. She would be willing to meet with the Board for further discussion if the Board is interested.

Leslie and Marcy met with Marci Reno, the marketing director for Overton Hotel & Conference Center, associated with the Cliff House. Marci wanted more information on what Manitou was doing for marketing as well as discussing how they can expand their target market. They would like to expand to reach more of the adventure market.

The Certified Folder contracts have been signed. Camille will be working on new art designs for the rack card and the Colorado Activity Guide. Certified picked up an additional 2,500 visitors guides for distribution until our 2014 guide is available. We received the print bid from Publication Printers. Due to reduced advertisers the guide will not be as profitable as 2013.

Leslie attended the Parking Authority Board meeting. They are looking at running 3 shuttles this year, one that will run Manitou Avenue from Beckers Lane to Ruxton Avenue. They are still discussing the hours for that shuttle. The other two shuttles will run from the Tajine Alami lot to Barr Trail/the Incline. The PAB also discussed talking with the business community (iManitou) regarding some, if not free days, charity days.

The Mayor asked that we let businesses know there is a tax preparation work shop being planned that will provide information for people who have losses because of the floods and fires. The Mayor will get back to us when he has more information such as the date and location. He also requested we ask businesses about changes in flood insurance for Senator Udall's office. Roger Miller is working with the City in the Flood Management position. This is a two year contract. Roger asked if the Board would encourage businesses to open earlier this year, Tracy already has the Ruxton Avenue businesses on board, so that if there are flood warnings in the afternoons, businesses will have had the opportunity to make money that day.

We are working with the Department of Revenue, Liquor Enforcement Division, to offer another server training class. We are also working with them on the Wine Festival permitting process.



Leslie is meeting with Bruno and Brad next week to discuss use of the City facilities for all upcoming events. All previous applicants in the Gumbo Cook-off were sent the application. A call for entries was sent to the Bulletin, Gazette, and Indy as well as being posted on Facebook. City Hall is still in the air for the 9 Health Fair. Leslie has contacted the school and asked about holding the date in reserve as a back-up location. Patti Clavier is making contact with previous medical volunteers as well as lining up new volunteers. Quest Diagnostics will provide the lab supervisor as well as the phlebotomists for the event. Randy Perkins is on vacation but will contact Leslie when he returns so we can confirm the Fire Department's involvement and assistance with the health fair. For the wine festival we have 23 of the 25 wineries signed up. The Winery at Pikes Peak will pull the Wine Festival permit for the event. Other vendors are on track. Pikes Peak National Bank is not going to be the primary sponsor for the event. Brittany is working on lining up sponsors.

Quarterly taxes have been filed. The Southern Colorado Business Partnerships is hosting a meeting on the Economic Impact of Fountain Creek on February 5. Leslie extended the invitation to attend to City Council as well as the Board.

Leslie drafted a Thank you letter to Bianca Codiga for her efforts in creating, and making successful, the Manitude, the bracelet fundraiser, and the Frosty Fun Festival events. It was passed around for Board signatures and will be sent to Bianca.

## **Old Business**

### **I. ACTION ITEM: Authorize Signers for iManitou Bank Accounts**

The By-laws were read. Currently David Symonds, Tim Haas, Marcy Morrison, and Leslie are the signers on the account. After discussion, the Board decided by consensus to continue with the same signers.

### **J. UPDATE: Grants**

Karen received an email last week from the CTO. They stated they hoped to get the checks out soon. Karen recommended iManitou pay Xcite Media as quickly as we can so we can get moving on the web site. Blakely has been working on the newsletter format so she will send that to Xcite so we can get everything branded. The original plan was to begin in October to launch the web site by the end of February. Tim made a motion to spend the \$7,000 with Xcite Media to begin work on the web site. Dave seconded the motion and it carried.

Marcy spoke with her contact on the Red Cross Grant. Jaici called back and said we should have that check by the end of the month.

Pikes Peak Community Foundation requested Ken send a copy of information that was previously sent which he has done. The information supports a \$5,000 grant request

that will be used for the Mineral Springs experience. Staff reported we had received the initial \$5,000 that was sent to the City for the previous request. That money was to reimburse our expense for the PR company in September and October.

#### **K. Strategic Marketing Plan**

The latest Strategic Marketing Plan was sent out with the corrections. Karen appreciated Leslie finding the corrections but stated it should have been sent back to Blakely + Company to correct. Karen's minor concern is that she thinks we need to leave a little flexibility in the social media area and not break out the amounts in that portion.

### **New Business**

#### **L. Discussion: Events, iManitou's Role**

Leslie reported on a lot of the events staff is currently working on in the Director's Report. Marcy asked if there were any questions about new events and dropping or adding other events. She noted the event at the Manitou Art Center with children building catapults to launch marshmallows instead of the Fruitcake Toss was attended by approximately 100 people. She stated, as expressed by one of the candidates to the Board that we might want to look at adding additional events that are children or family centered events.

Ken asked if Leslie could get with Joy to get the information on the Mani-Fest event scheduled for September 21, 2014. The Independent is trying to figure out if they will be using that event as their birthday celebration. They are working with Smokebrush Foundation are working out the details to implement the event and have hired Joy to do that. Joy told Karen that the Independent has committed to the event. That will also be the ArtWalk, "Manitude" weekend.

It was suggested, due to the length of the meeting, further event discussion be taken care of in the Executive Session as part of the 2014 direction.

#### **M. Discussion: Executive Committee**

Ken brought this item to the agenda and presented a recommendation that was included as a draft of a resolution for an Executive Committee. He created a list of topics he felt might be important to the Board including Board Development, Orientation and Culture, Operations of the Chamber, Emergency Management, and Economic Development. He also included a statement about the composition of the officers but would also like to have some alternates suggested. For certain items, other members might like to participate in the discussion. He stated he is not suggesting this become an amendment to the By-laws. Dave didn't want to add committees to the By-laws and stated he believes the By-laws allow the President to appoint committees. Dave stated

previously there was an Executive Committee that met to set the agenda, and in the months that the Board did not meet, the Executive Committee had the authority to act on behalf of the Board. Karen stated she would prefer not to have another meeting to set the agenda and felt it could be set by email. Marcy reported that according to Roberts Rules of Order, an Executive Committee should be comprised of the President, Vice President, Treasurer, and COO as well as the chairs of standing committees. After additional discussion, it was determined that it will be discussed at the Executive Committee Meeting in February and brought back to the Board with a recommendation.

**N. Update on Social Media Contract**

Leslie signed the Social Media Contract with Susan. Based on Susan's suggestion, and after discussion with the Marketing Task Force and Camille, Leslie in a request to change the name of the Facebook page from "So Many Things in Manitou Springs" to "Visit Manitou Springs". Ryan Cole, Pikes Peak Country Attractions, had changed their page name and walked Leslie through the process.

**O. Draft: Organizational Structure**

The organizational structure was sent to the Board but Marcy suggested that item be postponed until next month's meeting. Dave suggested Sarge Mac Donald be moved from the Board line as he is not a voting member of the Board. That change will be made and a new draft sent for next month's meeting.

Ken made a motion for the Board to go into Executive Session at 12:06 p.m. Gwenn seconded the motion and it was approved.