



Visit Estes Park
The Destination
Marketing Organization
VisitEstesPark.com

Board of Directors Regular Meeting December 6, 2016 Minutes

- Board Members Attending:** Steve Kruger, Morgan Mulch, Jon Nicholas, Adam Shake, Scott Webermeier, and Cody Walker (Town Trustee Liaison)
- Board Members Absent:** Lindsay Lamson, Karen Ericson
- Also Attending:** Mark Holdt, Deborah Holmes, Carrie and Ken Arnold, Art Messal, Michelle Hiland, Charley Dickey, David Batey, and Kyle Patterson
- Elizabeth Fogarty, Visit Estes Park, President & CEO
Michael Bodman, Visit Estes Park, Finance & Administration Manager

The meeting was called to order by Chair Scott Webermeier at 2:00 p.m.

Public Comment: (Please state your name and address.) Art Messal: 1767 Wildfire, Estes Park, CO. Messal stated that Visit Estes Park appears to have a transparency problem, since a CORA policy was not established until after he started asking for information. He further stated that no performance reviews were produced in response to his request. Messal maintains that Visit Estes Park is a closed organization with questionable capability. Charley Dickey: 265 Steamer Court, Estes Park, CO, stated that he is thankful that Visit Estes Park advocates for positive improvements in the community. Carrie Arnold: 750 South Lane, Estes Park, CO. Arnold said thank you to CEO Elizabeth Fogarty and Visit Estes Park staff for marketing Estes Park in the wintertime at recent promotional events at Denver Union Station and Pearl Street Mall in Boulder, which featured hand-carved ice sculptures. Arnold added her thanks for doubling the winter campaign budget this year. Michelle Hiland: 1676 Wildfire, Estes Park, CO. Hiland expressed her disappointment that she has not received email replies from the Board in response to her requests for a sit-down discussion. Ken Arnold: 750 South Lane. Arnold said thank you to the Visit Estes Park Board for their hard work. He added that his business has grown over the years, thanks in large part to the efforts of Visit Estes Park.

Board Comment: Jon Nicholas stated that Larimer County has grant money available for businesses experiencing economic loss due to the reconstruction of Highway 34. In addition, Nicholas mentioned that the Estes Park Economic Development Corporation recently received a silver award for excellence from the International Economic Development Council.

A. Action Items

1. **Approval of Agenda.** Adam Shake moved to approve the agenda, Morgan Mulch seconded, and the Board approved unanimously.
2. **Approval of the November 15, 2016, Board Minutes.** Nicholas commented that Michelle Hiland's last name was spelled incorrectly as Highland. He added that the vacation-home resolution language was edited slightly from what was presented to the Planning Commission. The Board agreed that the final minutes will include the exact language used by CEO Elizabeth Fogarty at the Planning Commission meeting. Dickey commented that his name was not mentioned in the attendance list.

With these changes, Nicholas moved to approve the November 15 minutes, Shake seconded, and the Board approved 4-0 with Mulch abstaining.

3. **Approval of the November 1, 2016, Board Minutes.** Shake moved to approve the November 1, 2016, minutes, Mulch seconded, and the Board approved 4-0 with Nicholas voting present.

B. Discussion Items and Reports

1. **RMNP Update – Kyle Patterson, Management Specialist/Public Affairs Officer:** Patterson noted that the weather was quite mild in October, thus supporting increase in visitation. November visitation statistics will be available soon. Since 2011, visitation in October has increased by more than 50%. The annual pass is increasing to \$60 from \$50 on January 1. Next summer, the national park may shut down Moraine Park campground for a few months starting in July to upgrade water systems. Moraine Park campground has 244 campsites.
2. **Mountain Sage Consulting, Mark Holdt: Board Strategy Planning Meeting:** Holdt stated that this would be the first of five planning meetings. A new questionnaire will be forthcoming. Holdt went through his presentation, and the Board contributed their thoughts as he went along.
3. **Brand Promise Investment:** In reference to the discussion at the previous two Board meetings, where Fogarty said that she would research the correct financial number for the brand promise initiative, Fogarty reported the following dollar amount: \$251,835.79.
4. **Detailed DOLA Budget Review:** Fogarty presented a detailed budget proposal to the Board, including all expenses by line item. She explained to the Board how the budget proposal was developed, in accordance with state requirements, and she highlighted some new line items: destination product development and a new marketing data & analytics platform.

Shake asked about the large increase in website related expenses. Fogarty replied that the increase is to fund the possibility of creating a new website in 2017.

The Board discussed whether to decrease expenses in 2017 in order to conserve more funds for spending in 2018 and beyond. Webermeier explained that the target ending fund balance of \$800,000 has been used for many years now. He expressed a concern that the district invest as much as possible in marketing next year while conserving no more than \$800,000 in reserves.

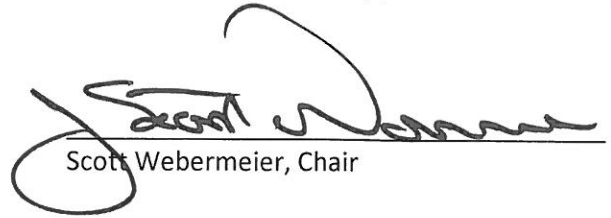
Mulch expressed a concern about negative cash flow of -\$651,478.83 projected in the 2017 budget, to be funded by 2016 year-end reserves of \$1,451,478.83 ($\$1,451,478.83 - 651,478.83 = \$800,000$). Specifically, he was concerned that this kind of negative cash flow could be unsustainable if local economic growth slows down or, even worse, the community experiences a natural disaster. In this regard, Mulch asked about one-time costs versus on-going costs in the proposed 2017 budget. The Board agreed that a memorandum answering Mulch's questions and concerns would be appropriate. Fogarty agreed to produce the memo within a week.

5. **CEO Report:** N/A

C. Adjourn: Mulch moved to adjourn at 4:27 p.m., Nicholas seconded, and the Board approved unanimously.



Michael Bodman, Recording Secretary



Scott Webermeier, Chair

DATE: 12-21-2016

DATE: 12/29/16

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