

THE BILLINGS CHAMBER
OF THE FUTURE:
**DEFINING
TOMORROW**



STRATEGIC BUSINESS
DEVELOPMENT PLAN

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Terry Bouck
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JOHN BREWER
President/CEO



KAREN FAGG
Board Chairperson

EXECUTIVE SUMMARY

What is the future of your business? Remaining relevant to your customers in the rapidly changing terrain is made easier by aligning with partners who have a passion for your success. The Billings Chamber/CVB is no different: striving to meet your needs while remaining an integral and relevant tool for your future growth. Our aim this year is to examine the changing business environment and our regional economy. With your help, we will adapt to become a Chamber/CVB that serves your needs in an ever-changing market, while providing the programs, community leadership and great service you've come to expect.



SPONSORS

BIG SKY LEVEL



GRANITE PEAK LEVEL

Billings Clinic
CenturyLink

Crowne Plaza
Holiday Station Stores

MSU Billings
U.S. Bank

BEARTOOTH LEVEL

Phillips 66
ExxonMobil Refining & Supply Co.
Holiday Inn Grand Montana
Western Security Bank - Downtown
Vertex Consulting Group
Underriner Honda
Subway
Stockman Bank - Billings
Rocky Mountain College

Prioricare
PPL Montana LLC
Montana-Dakota Utilities Co.
Montana Rail Link Inc.
Keller Williams - Forrester Group Real Estate
Crowley Fleck PLLP
Computers Unlimited
Charter
Century 21 Hometown Brokers - Mark Dawson

BNSF
Bay LTD
Airgas Intermountain
Sam's Club
Big Sky Economic Development
Gainan's Flower & Garden Center



ORGANIZATIONAL CORE (GUIDING CONCEPTS)

Our Mission: To develop a strong business climate and vibrant economy by serving the community in a leadership role thereby enhancing the quality of life.

Our Vision: To achieve excellence in community leadership and growth.

Our Team Promise to our Members and the Community is: To always look at new and better ways to serve you, to do business and to make Billings a better place to live and work. Our brand speaks loudly of change, energy and excitement. As a team we will consistently deliver the **wow factor; innovative ideas, knowledge, integrity, leadership and laughter.** We're proud of what we do and where we live. Let's *SHOUT* it out!

Our Core Competencies:

- Lead local, state and federal legislative issues impacting business and our quality of life
- Promote Billings as a preferred destination for visitors, business travelers and sporting events
- Provide opportunities for our membership relating to education, networking and value added services and keep you informed.



ABOUT US ADVOCATE. CONNECT. GROW.

The Billings Chamber/CVB represents you, our 1,174 members who employ 44,000 people. We help you **grow** your bottom line by **connecting** you to opportunities and **advocating** for your business and our community.

YOUR CHAMBER/CVB

The Billings Chamber/CVB received the highest award that a chamber can receive from the United States Chamber of Commerce: 5-Star Accreditation. Less than 1% of the 3,000 chambers in the U.S. have this designation. We are a non-profit 501(c)6 representing 1,174 members who employ more than 44,000 people. We are here to serve you. Your board consists of community leaders representing small and large businesses and diverse business interests. We are governed by 16 voting members and four ex-officio members who provide expertise in their fields. Your staff consists of 14 professionals who are enthused, engaged in the community and full of great ideas and energy.



The Chamber/CVB has strategic management agreements to further the regional travel industry with both the Billings Tourism Business Improvement District (TBID) and Southeast Montana Tourism (SEMT).





2013-2014 STRATEGIC PLAN

LONG TERM STRATEGIC OBJECTIVES

INCREASE TOURISM TO BILLINGS.

Purpose: Promote and sell Billings as the preferred destination for leisure, corporate, group and sports visitors through the Convention & Visitors Bureau.

- Build shoulder season traffic through regional leisure, sports and targeted convention recruitment between January to April and October to December.
- Increase total trackable group bookings to 35 groups totaling 20,000 room nights.
- Book one citywide mega event.
- Receive 110,000 web visits to www.VisitBillings.com.
- Receive a report card grade of at least 90% from hotel stakeholders.
- Implement the Lodging Tax, Tourism Business Improvement District and Southeast Montana Tourism management contracts and annual plans.



ADVOCATE FOR BUSINESS AND COMMUNITY.

Purpose: Advocate for business and community issues with a unified voice for city, county, state and federal issues.

- Impact city and county policy that affects business and community development by creating a new structure and locally focused agenda.
- Support a presidential permit for the Keystone XL Pipeline with an onramp at Baker, MT.
- Monitor State Interim Legislative Committees.
- Support Billings' agriculture industry while educating and informing businesses and residents on the value of the industry.
- Maintain Billings' air service and identify opportunities to grow service into new, targeted destinations.
- Be a resource to assist small business with bottom line needs.



SUPPORT REGIONAL ENERGY DEVELOPMENT.

Purpose: Position Billings as an energy hub that will connect local businesses with opportunities throughout the region and build upon our regional economy.

- Engage the community and the region on the topic of energy development as a regional economic driver through our Eastern Montana coalition. Focus will be on sage grouse, pipeline and infrastructure needs.
- Create greater public awareness through accurate messaging of the issues surrounding energy development and sustained growth.
- Support Big Sky Economic Development's Target Industry Analysis, development of recruitment materials focused on those targeted industries and trade missions to other energy hubs.
- Support Downtown Billings' efforts to ease traffic congestion and delays in downtown due to train traffic while communicating facts that coal traffic only accounts for 3-4 trains daily and is not the root of the problem.



HELP US SHAPE THE FUTURE OF BILLINGS' BUSINESS.

Our goal is to compile 1,000 creative ideas to lead us into the future. Provide yours at ChamberListens.com.



2013-2014 STRATEGIC PLAN

LONG TERM STRATEGIC OBJECTIVES

ENCOURAGE DEVELOPMENT OF COMMUNITY ASSETS.

Purpose: Develop a sense of place by improving our community amenities and aesthetics to lure new businesses, visitors and workers while improving resident's quality of life. Integrate "Billings: Montana's Trailhead" branding into every opportunity.



- Develop Billings' trail system for the economic and healthy community benefits that result in active transportation (to work and school and for leisure). Connect the Yellowstone River Trail segment, complete the Trailhead entryway and develop Yellowstone Kelly's gravesite at Swords Rimrock Park.
- Support the TBID's research process and potential development of a convention/meeting facility.
- Partner with Big Sky Economic Development, City, County, MetraPark, and East End TIF District in the development of needed infrastructure and business opportunities within the east end transition zone.
- Coordinate and offer membership the opportunity to participate in our first "inter-city visit" to learn from a similar community.

SUPPORT AN INNOVATIVE WORKFORCE.

Purpose: Developing and sustaining a sizeable and innovative workforce to meet the needs of the Billings' region starts at the earliest levels. K-12, career center, technical training and post-secondary education must remain strong to grow and retain the correct mix of talent to meet future needs.



- Support the passage of a \$122 million school bond to improve and grow our K-8 infrastructure.
- Encourage potential candidates to run for school district #2 school board through our Candidate School.
- Work with Big Sky Economic Development, City College, and Job Service to develop a regional workforce that will meet the needs of the community.

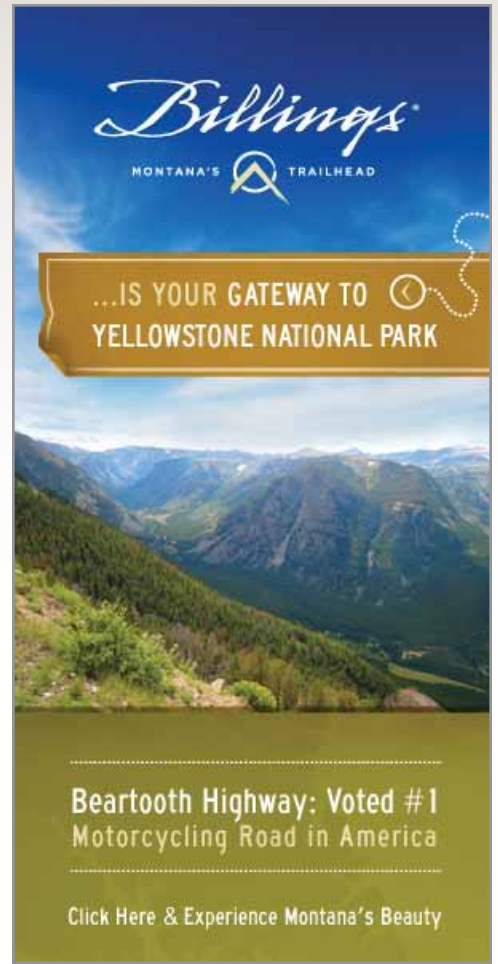
CONNECT BUSINESS WITH OPPORTUNITY.

Purpose: Provide opportunities for Chamber/CVB members to grow their bottom line through member-to-member sales, education, networking, and value-added services.



- Expand our Shop Local and Small Business Saturday Campaigns to engage more members and shoppers in partnership with American Express.
- Grow Leadership Billings to include a second class.
- Engage Leadership Billings Alumni.
- Celebrate the 50th anniversary of Salespersons' Breakfast.

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Benefits
Priorities
Business Advocacy
Convention & Visitors Bureau
Visit
Relocate
Events
News Room

Education

A solid educational system is vital to Billings. Learn more about Education 2020 and the School Board Candidate School, click here.

LEARN MORE

1
2
3
4
5
6
7





Become a Member
Public Policy
Membership Directory
About the Chamber
Connect With Us

Event Calendar

Welcome to the Billings Chamber



Billings Chamber Guess who will



2013-2014 STRATEGIC PLAN

OPERATIONAL DELIVERABLES

SUCCESSFULLY GENERATE AND MANAGE \$2.5 MILLION BUDGETS INCLUDING CHAMBER/CVB, TOURISM BUSINESS IMPROVEMENT DISTRICT, AND VISIT SOUTHEAST MONTANA BUDGETS.

ATTRACT 180 NEW MEMBERS RESULTING IN \$63,000 IN NEW MEMBERSHIP DUES.

ACHIEVE 89% MEMBERSHIP RENEWAL BY REALIZING NO MORE THAN 132 DROPPED MEMBERS TOTALING -\$42,500.

MAINTAIN OUR RECORD-HIGH MEMBER SATISFACTION RATING FROM 2013.

PRONGHORN ANTELOPE, CUSTER NATIONAL FOREST

COME FOR THE HUNT. STAY FOR A WHOLE NEW PERSPECTIVE.



 VISIT SOUTHEAST MONTANA
SoutheastMontana.com/Hunt

Billings
MONTANA'S  TRAILHEAD

**CONCERT CRAZE
SUMMER 2013**

Dwight Yoakam	Steve Miller Band
Halestorm with The Farthest Edge	
The Offspring with Chevelle	Vintage Trouble
Blues Traveler	Hunter Hayes with Gloriana
Brantley Gilbert	Robert Cray Band
Mac Arnold & Plate Full O' Blues	
Sevendust with 10 Years	Sons of Fathers

Click to win FREE GAS to get here and for additional concert details



EVENTS

NETWORKING & EDUCATIONAL OPPORTUNITIES

Find a complete list of events and details at BillingsChamber.com

BUSINESS AFTER HOURS

Second Wednesday of each month at a different member business location. Networking, food and beverage, and more in a relaxed two hour format.



AG APPRECIATION BANQUET JANUARY 17, 2014

Celebrating Montana's #1 industry each January, this event allows our members to invite their ag clients to an evening event with great food, exceptional entertainment, and camaraderie.

SALESPERSONS' BREAKFAST MARCH 20, 2014

March 2014 marks the 50th Salespersons' Breakfast. The event centers around a motivational speaker, networking among 1,000+ members, and great fun. This year's event promises to exceed all the others!

TRAILHEAD CLASSIC GOLF TOURNAMENT MAY 9, 2014

Held annually in May, the Trailhead Classic is a throwback to tradition...sort of! Bring out your knickers, argyle socks and caps and hit the links in traditional garb – all while having a blast.



AG TOUR JUNE 20, 2014

The Annual Ag Tour, held each June, brings to light some of the areas' ag businesses and functions. Spend a day touring with experts and learn more about Montana's #1 industry.

ANNUAL MEETING SEPTEMBER 18, 2013

Join us for lunch in September to see what your Chamber/CVB is working on, why it's important and how you can get involved. The day also includes educational opportunities and workshops.

ROCHE JAUNE AWARDS OCTOBER 24, 2013

Celebrate the incredible professionals in Billings by nominating them for a Roche Jaune Award for Business Excellence. Categories range from Businessperson of the Year to Youth Volunteer of the Year. The event is formal and held in late autumn.



NEWSMAKER FORUMS

Held quarterly throughout the year, Newsmaker Forums are kept to the lunch hour to be convenient for you. The events are centered around a specific and relevant topic and features experts on the panel with Q & A.

RISE AND SHINE BREAKFASTS

These events are held occasionally each year in the morning before your work day to showcase a topic or issue of importance to the Billings business community.



BILLINGS CHAMBER/CVB STAFF



JOHN BREWER, CAE
President/CEO



ALEX TYSON, IOM
Executive Director, Billings Convention & Visitors Bureau and Tourism Business Improvement District



JENNIFER REISER
Director of Operations



BRUCE MACINTYRE
Director of Business Advocacy and Government Affairs



KAMA HUMPHREY
Events Manager and Director of Leadership Billings



KELLY McCANDLESS
Communications Manager



TOM KRAUSE
CVB Sales Manager



RENÉ BEYL
Membership Development Assistant



KERI WILSON
Membership Relations Manager



JOHN BOWMAN
Membership Sales Manager



CAITLIN HALL
Visitor Services Manager



MEGAN STEVENSON
Accountant



NICK MANN
Southeast Montana Marketing Manager



BEN ROSE
Southeast Montana Tourism Assistant



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Big Sky EDA



JIM RENO
*Yellowstone County
Commissioners*



TINA VOLEK
City of Billings



TERRY BOUCK
Billings School District #2



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Wells Fargo Bank, N.A.



DR. ROLF GROSETH
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CASEY MCGOWAN
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MARK MUELLER
SM Energy Co.



Billings Chamber of Commerce
Convention and Visitors Bureau

815 S 27th Street
Billings, MT 59101

**STRATEGIC
BUSINESS
DEVELOPMENT
PLAN *INSIDE!***



Billings Chamber of Commerce
Convention and Visitors Bureau

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