



**VISION** – To achieve excellence in community leadership and growth  
**MISSION** – To develop a strong business climate and vibrant economy  
by serving the community in a leadership role thereby enhancing the quality of life.

## Board of Directors Meeting

Monday, June 19, 2017

Billings Chamber of Commerce

*Please advise the Board Chair of any potential conflict of interest with an agenda item prior to the start of the Board meeting.*

- 3:00 p.m. **I. CALL TO ORDER, INTRODUCTIONS**—Bill Cole, Chair
1. Member Spotlight – The Ashley Delp Team (5 minutes)
  2. Welcome Jan Stoddard, MOTBD Bureau Chief, Sales & Constituent Services
- II. ORGANIZATIONAL BUSINESS**—Bill Cole
3. ACTION: (Consent Agenda) – Minutes, pages 2; Financial Update pages 3-7 (Finance Committee recommends approval); Member Report, pages 8-9
- 3:25 p.m. **III. BOARD ACTION & STRATEGIC INITIATIVES**
3. ACTION: Long Range Plan Overview and 2017-18 Priorities, pages 10-17—John  
Details and objectives priority recommendations and long range plan initiatives will be shared.
  4. ACTION: Chamber Budget, pages 18-21 – Patrice Elliot/John Brewer
    - Both the 2017-2018 Budget and Long Range Plan and Priorities come with a “do pass” recommendation from the finance and executive committees.
- 4:05 p.m. **IV. REPORTS, ACTIVITIES, AND ANNOUNCEMENTS**
5. Executive Committee - Bill Cole
  6. CEO & Staff Reports
    - a. CEO Report: American Airlines, Board Calendar, Candidate Grading, Communication Successes, Business Advocacy Advisory Board - John
    - b. COO Update: Next Gen – Jennifer
    - c. Visit Billings: TAC, Garth Brooks, USA Today – Alex
    - d. Visit Southeast Montana - Brenda
  7. Partner Updates (Big Sky ED, Billings TBID, City, County, Cultural Partners/Downtown, MSU Billings, SD#2)
  8. Upcoming Events
    - a. Chamber Open Golf Tournament – June 23, Briarwood
    - b. Business After Hours – July 12, MSU Billings Foundation
    - c. Board Meeting – July 17, Billings Chamber
    - d. MT Young Professional Summit – July 27-29, DoubleTree by Hilton Hotel
- 4:30-6:00 pm **PLEASE JOIN US AS WE CELEBRATE OUR TRAILBLAZERS AND THE OUTGOING & INCOMING CHAMBER & TBID BOARD MEMBERS.**





## **Board of Directors Retreat**

Wednesday, May 17, 2017

The Pollard Hotel, Red Lodge

**Board Members Present:** Brian Brown, Kris Carpenter, Bill Cole, Tom Day, Chris Dimock, Ginny Hart, Casey McGowan, Nichole Mehling-Miles, Julie Seedhouse

**Board Members Absent:** Dr. Randy Gibb, Patrice Elliott, Lenette Kosovich, Mike Nelson, Ray Rigdon, Jeff Walters, Lisa Perry, Dave Worstell

**Others Present:** Karen Baumgart, Doug Miles, David Mitchell, Austin Trenkle

**Ex-Officio Members Present:** Terry Bouck, Denis Pitman

**Ex-Officio Members Absent:** Steve Arveschoug, Lisa Harmon, Ron Larsen, Tina Volek

**Staff Present:** John Brewer, Daniel Brooks, Marcell Bruski, Kelly McCandless, Jennifer Reiser, Megan Stevenson, Alex Tyson

Bill Cole called the meeting to order at 1:00 pm at the Pollard Hotel in Red Lodge and introduced Tim and Sherry Weamer with the Red Lodge Chamber/TBID.

### **ORGANIZATIONAL BUSINESS**

#### **Approval of Chamber/CVB Minutes, Financial Report, Membership Report**

Bill Cole asked for approval of the April 2017 Board meeting minutes, Financial Report, Member Report and New board, officers and second term ratification (as supported by membership vote). Chris Dimock motioned for approval of the consent agenda; Ginny Hart seconded; Motion carried.

### **BOARD ACTION & STRATEGIC INITIATIVES**

#### **Long Range Plan Overview and 2017-2018 Priorities Development**

Board and staff discussed current priorities, reviewed membership feedback, and discussed alternatives and direction for the upcoming fiscal year, 2017-2018. Details and objectives supporting the following priorities of Local Option Authority; Yellowstone Kelly Interpretive Site; Air Service; Workforce; Convention Center; and Trails were discussed at length. Action will be taken at the June meeting.

#### **BillingsWorks**

Karen Baumgart, Director, provided an update on BillingsWorks and results of the 2017 State of the Workforce report. The information provided within the report was compiled based on information from the employer survey and focus groups with industry and young professionals, as well as through data analysis. In its third year, this report has established and confirmed some of the trends, challenges, and opportunities that exist within Yellowstone County and the regional economy. This year's report will be utilized to re-address each goal and determine how to focus the group's energy moving forward. The next steps for BillingsWorks include: positioning the council as the go-to resource for workforce development, address the immediate and sector-specific talent development and talent attraction needs for businesses, ensure alignment with the community's education systems, and develop a talent attraction campaign.

### **REPORTS, ACTIVITIES, AND ANNOUNCEMENTS**

Reports were included in the board packet.

Meeting adjourned at 3:00 pm to depart to Bill Cole's cabin.

Submitted by Megan Stevenson.



## Finance Committee Minutes

Wednesday, June 7, 2017

**Committee Members Present:** Kris Carpenter, Chris Dimock, Patrice Elliott, Lenette Kosovich, Emily Petroff

**Staff Present:** John Brewer, Megan Stevenson

### Approval of Minutes

Patrice Elliott asked for approval of the May 2017 Finance Committee meeting minutes. Chris Dimock motioned for approval of minutes as presented; Lenette Kosovich seconded; Motion carried.

### Finance Committee Composition

Patrice Elliott thanked everyone for their commitment and for serving on the Finance Committee. John Brewer stated that next year's finance committee will be composed of Brian Brown as chair, Patrice Elliott as incoming chair, and will open up the other positions to those currently on the committee or other Board Members who would like to join.

### May 2017 Financial Statements

Megan Stevenson presented the May 2017 Income Statement and Variance Report. As of right now and if all goes as planned, staff anticipate the fiscal year to end with approximately \$36,000 of unallocated income.

Kris Carpenter motioned for approval of the financial report as presented; Chris Dimock seconded; Motion carried.

### American Airlines Guarantee update

John provided an update on the American Airlines guarantee. The Chamber's current exposure (above the \$25,000 commitment that is budgeted in 2017-2018) is \$44,000. The optional 10% strategic contribution for 2017-18 will be earmarked specifically for this project and is expected to generate an additional \$14,000, reducing the exposure to \$30,000. Staff will continue to work with investors over the next year to eliminate that gap.

### Health Insurance Renewal Update

Patrice Elliott provided an update regarding next year's health insurance options. Meetings have been set with EBMS, Associated Employers and Chamber staff to start initial discussions on what a self-funded plan could look like for the Chamber for the next renewal period (June 2018). Staff will work with Patrice and provide the necessary information regarding historical data.

### 2017-2018 Chamber Budget

John Brewer and Megan Stevenson presented the FY2018 Chamber budget. The bottom line reflects a net income of \$651 which includes funds of \$31,500 set aside for the general reserve and as well as \$15,000 for the capital improvement policies.

Highlighted Items for the proposed budget this year include the following:

- Membership Dues budgeted to increase by \$33,734 based on new members sales history and the annual 3% increase.

- Membership Events project net income of \$174,535 compared to \$161,656 from current fy. The Events were budgeted as closely to what has been expected over the last few years.
  - o MT Young Professionals Summit is a one-time event budgeted to net \$10,450.
- Communications expense – increase from expenses associated with updating Board Room signage and exterior outside signage.
- Strategic Priority Revenue/Expense – money budgeted to work on priority issues projects for this next year. Issues this year include Air Service, Local Option Tax, Workforce Development (partner with Billings Works) Yellowstone Kelly, River to Rims, Trails, BillingsNow and Aspirational City Visit.
  - o Air Service includes the \$25,000 for the Chamber’s portion of the guarantee plus the estimated \$14,500 that is anticipated to be raised from the 10% strategic optional contribution that is put on every membership dues invoice.
- Business Advocacy Revenue/Expense – increase in expenses.
- Payroll Expense - increase due to the hiring of new position, increase in health insurance and adjustments to certain positions bringing them to industry average.
- Building Expenses – decrease due to capital improvements completed in current fiscal year. Budgeted capital improvements include office furniture for John and Board Room carpentry work.
- Reserves – fund the full \$31,500 for General Reserves and fund only \$15,000 for Capital Improvement Reserves (instead of \$20,000) to account for the improvements that were made in fiscal year 2017.

Chris Dimock motioned for approval of the 2017-2018 Chamber Operating Budget as presented with the noted change to Other Events; Kris Carpenter seconded; Motion carried.

**2017-2018 SEMT Admin Budget**

John Brewer provided an update that the FY2018 administrative budget has not been finalized yet due to a shortage in funding (decrease in anticipated lodging tax collections). The Southeast Montana Administrative budget is based upon the allowable 20% for new lodging tax collections. Compared to this fiscal year, SEMT’s administrative budget has decreased \$14,000. Staff are working to determine an estimated amount that the SEMT’s private funds will need to pay for the expenses that exceed the allowable 20% of \$112,000. John will present that request to the SEMT Board at their June meeting.

**Bank Reconciliation Review**

January, February, March, April & May bank reconciliations for the Chamber checking, Chamber savings, CVB checking and CVB savings accounts were reviewed. No concerns were found.

**Monthly Journal Entry Review**

January, February, March, April & May monthly journal entries and supporting documentation were reviewed. No concerns were found.

Meeting Adjourned.

# Billings Chamber Board of Directors

## Variance Report

### For month ending May 31, 2017

Revenue over expenses is \$22,670 over budget.

Revenue is \$7,686 under budget due to the following variances:

- Membership Dues are \$7,643 over budget. The increase in new member sales of \$59,588 is offset by the increase of \$18,854 in membership cancellations and decrease in membership migration of \$22,634.
- Membership Events are \$20,036 under budget:
  - Annual Meeting is \$4,090 under budget from anticipated Business Expo booth fees.
  - Ag Banquet is under budget \$10,073 from decreased table sales.
  - Ag Tour is under budget \$1,665 from registration and sponsorships.
  - Chamber Breakfast is over budget \$7,246 from sponsor dollars, VIP night and increase in raffle ticket sales.
  - Connections is under budget \$1,200 from decreased attendance.
  - Leadership Billings is under budget \$5,400 from smaller class registration and registration fees offered at half price for a few non-profits organizations.
  - Leadership Billings Alumni is under budget \$5,340 due to timing and startup of events.
  - NextGen Revenue is \$2,598 under budget in events and program sponsors.
- Strategic Priority Revenue is over budget \$6,637 from restricted Yellowstone Kelly funds.
- TBID Revenue is \$417 under budget from staffing changes. Revenue received from TBID is strictly a payroll reimbursement
- Other Revenue is \$553 over budget from the Legislative Reception sponsorships. Public Policy manual sponsor and the optional 10% voluntary contribution for legislative support are under budget.

Expenses are \$30,355 under budget.

- Membership Expenses are \$31,412 under budget.
  - Marketing expenses are \$14,382 under budget from Printed Communications (Strategic Plan), website development/maintenance and branding expenses. *Current plans are to utilize a portion of the marketing budget.*
  - Membership Event expenses are under budget \$15,967 from:
    - Annual Meeting is under budget \$2,772. Savings from the budgeted speaker fees helped offset the increase in meals and AV/Sound.
    - Ag Banquet is \$9,547 under budget from Entertainment and meal costs due to decreased event attendance.
    - Chamber Breakfast is under budget \$1,358.
    - Leadership Billings is under budget \$1,965 from program day expenses.
    - Leadership Billings Alumni is under budget \$1,753 due to startup of program.
    - Monthly Luncheon is over budget \$1,358 from catering and venue rentals.
    - Other Events is over budget \$1,782 from purchasing additional supplies to be used at all events, rental of a storage unit, and a Chamber backdrop.
  - Membership Sales Expenses are \$1,062 under budget:
    - Member Retention is under budget \$1,682 from membership plaques and member promotion.
    - Professional Meetings is over budget \$1,204 due to not receiving Incumbent Worker Training funds as planned to help offset costs of the ACCE Convention.
- Business Advocacy Expenses is \$6,909 under budget from meeting expenses, printing for the Public Policy manual, and travel expenses for Chamber Days at the Capital (cancelled due to weather).

- Strategic Priority Expenses are \$16,901 over budget.
  - ACT is \$10,142 over budget.
  - Yellowstone Kelly is currently over budget \$7,945 due to timing of expenses and receiving reimbursement of grant funds.
- Payroll Expenses are \$8,986 under budget from staffing changes.
- Building Expenses are \$5,084 under budget. Savings from property insurance, janitorial services and building utilities are offset by the increase in building maintenance from snow removal.
- General Administrative Expenses are \$5,134 over budget from Computers, Bank charges (credit card fees) Recognition/Appreciation, and Professional Meetings.

**BILLINGS CHAMBER OF COMMERCE  
OPERATING RESULTS  
May 2017**

---CURRENT MONTH---			---FISCAL YEAR TO DATE---		---Prior YTD---
ACTUAL	BUDGET		ACTUAL	BUDGET	2015-2016
<b>REVENUE</b>					
54,481	69,804	MEMBERSHIP DUES	702,939	695,296	650,482
-		CHAMBER CVB ADMIN REVENUE	56,200	56,250	61,600
21,497	23,005	MEMBERSHIP EVENTS	367,169	387,205	332,638
8,500	8,500.00	AD SALES	28,985	31,000	29,970
1,166	1,500	STRATEGIC PRIORITY	46,637	40,000	41,629
28,419	27,877	TBID REIMBURSEMENTS	324,954	325,371	289,996
503	170	ALL OTHER REVENUE	29,273	28,720	6,791
<u>114,566</u>	<u>130,856</u>	<b>TOTAL REVENUE</b>	<u>1,556,156</u>	<u>1,563,842</u>	<u>1,413,106</u>
<b>EXPENSES</b>					
-	-	CONVENTION & VISITOR'S BUREAU	-	-	-
7,161	8,240	MEMBERSHIP	227,007	258,419	236,965
1,014	160	BUSINESS ADVOCACY	32,506	39,415	12,413
5,000	-	STRATEGIC PRIORITY	66,901	50,000	52,837
86,613	88,483	PAYROLL & RELATED COSTS	975,253	984,239	901,263
16,824	18,965	BUILDING & RELATED COSTS	65,537	70,621	70,320
9,263	5,350	GENERAL ADMINISTRATION	101,923	96,789	92,830
<u>125,875</u>	<u>121,198</u>	<b>TOTAL EXPENSES</b>	<u>1,469,128</u>	<u>1,499,483</u>	<u>1,366,629</u>
<u>(\$11,310)</u>	<u>\$9,658</u>	<b>NET REVENUE (EXPENSES)</b>	<u>\$87,029</u>	<u>\$64,359</u>	<u>\$46,478</u>
8,772	-	AIR SERVICE GUARANTEE REVENUE*	150,778	-	-
-	-	AIR SERVICE GUARANTEE EXPENSE*	-	-	-
<u>\$8,772</u>	<u>-</u>	<b>TOTAL AIR SERVICE*</b>	<u>\$150,778</u>	<u>-</u>	<u>-</u>

	Current Month	Last Month	Last Year
<b>CASH:</b>			
UNRESTRICTED	\$85,930	\$82,183	\$65,871
MONEY MARKET ACCOUNT	\$111,527	\$111,492	\$91,761
<b>RESTRICTED:</b>			
AIR SERVICE	\$150,609	\$141,838	-
YELLOWSTONE KELLY	\$5,495	\$5,495	(\$583)
TRAILS	\$10,522	\$10,522	\$8,180
<b>TOTAL</b>	<u>\$364,084</u>	<u>\$351,530</u>	<u>\$165,230</u>

Fiscal Year Ends June 30, 2017

Line of Credit Balance 0

\* The total contracted amount for the air service guarantee is \$600,000 of private local support. The Chamber is liable for the remaining \$44,500 that still needs to be raised.

**Membership Report  
For the Month May 2017  
As of: June 12, 2017**

	2016-2017		2015-2016		2016-17
	Count	Dollars	Count	Dollars	Count
					Year To Date
	1,279	\$814,422.00	1,199	\$732,951.00	
New Members	28	10,650.00	30	14,379.00	211
Cancellations	(16)	(9,702.00)	(13)	(4,853.00)	(153)
***Dues Adjustments		(4,003.00)		1,939.50	
** Reinstatements					
<b>Ending Balance</b>	<b>1,291</b>	<b>\$811,367.00</b>	<b>1,216</b>	<b>\$744,416.50</b>	

**Dropped Members**

Acorn Technologies, Inc  
Better to Gather  
Century 21 – Shelby Williams  
Cool Beans Coffee, LLC  
Fat Taco  
Housing Authority of Billings  
Industrial Coating Solutions  
Integra  
Jasons Clothing Store  
Legal Shield: Greg Kohn  
Mattress Land USA  
Nancy Brook  
Q’s Art & Framing  
The Art of Play  
Thrivent Financial  
Tower Group, LLC

**New Members**

406 Window Co.  
AmeriGas Propane  
ATX Services  
Avenue C Apartment Homes  
Billings Best Blinds & Shutters  
Billings Real Estate Professionals-Stephanie Lavin  
Bishops Barbershop  
Colter DeVries Ag Investments  
Country Lovely Photography  
Dead-On Construction  
Elite Investigations  
Equipment Plus Inc.  
Faith Electrical Service  
Freakin Awesome, Inc.  
Fuhrman Insurance, Inc.  
In Motion MFR  
Lube Dude LLC  
Montana Text  
Outlands Market  
RAE Contracting  
Rebels & Razors Barber Club  
Redmond Marketing  
Rice & Moseley Inc.  
Roth Concrete Lifting, LLC  
Small Dog Realty  
Stage to Sell Now  
State Farm – Sean O’Daniel  
Treasure State Property Services

**Dues Adjustment**

May \$1,657  
Sunrise Montessori \$300  
CenturyLink (\$5,960)

**Reinstatement**

**90+ Days Past Due**

Allegiance Benefit Plan Management, Inc.  
Andy Austin – Photographer  
Atlas Chiropractic of Billings  
Big Sky Linen & Uniform  
Big Sky Pet Resort  
Blueline Engineering  
Canyon Creek Brewing  
Carter’s Brewing  
Creative World Model & Talent Agency  
Crow Tribe Tourism  
DA Davidson Company  
El Corral  
Elk River Outfitters  
ExxonMobil Refining & Supply Co.  
Frontline Processing  
Guadalajara Family Mexican Restaurant  
Health Connections Enterprises, LLC  
Imperial Thai  
IRET Properties  
JGA Architects Engineers Planners  
Lilac  
Montana Dents  
Morledge Family Eye Clinic & Surgery  
Moser Tile, Design & Construction  
Parkview Healthcare Community  
Phillips 66  
Picture Perfect Ultrasound  
Rae Rae’s Bakery  
RC Heating, Cooling & Refrigeration  
Reach Higher Montana  
Rent A Wreck  
Right At Home  
Rimrock Auto Group  
SAS SPURILLA’S Closet  
State Farm Insurance – Jeff Wigen  
Taste of Asia  
The Bayou of Montana  
The Bike Shop  
The Divide Bar & Grill  
Thumbtack  
United Association of Plumbing, Pipefitting  
Walmart – Heights  
**Total \$19,273.50**

**60+ Days Past Due**

2905  
Action Electric  
Apricot Lane  
Big Sky Pet Resort  
Bighorn Flies  
Clothes Minded  
Country Inn & Suites  
Grand Avenue Dental Care  
Healthy Rocks  
Hippy Cowgirl  
J&R Enterprises  
JW Synthetic Grass & Specialty Goods  
KARS  
Maya Burton – Berkshire Hathaway Home Services  
MoAV Coffee House  
Montana Records Management  
Mr. C’s Chimney and Air Duct Cleaning  
Nerium-Beth Henning  
NILE Stock Show & Rodeo  
Northern Rockies Marketing Group, Inc  
PrIme Staffing, LLC  
Precision Plumbing & Heating, Inc.  
Prince Party Productions  
Red Rooster Café  
Rockets Gourmet Wraps & Sodas  
Savvy Seconds  
Securitas Security Services USA, Inc.  
Ski Boot RX  
Downtown Exchange Club  
TNT Automotive  
Valley Health Care Center  
Webgrain, Inc.  
**Total \$10,394.50**

**30+ Days Past Due**

Adore Salon & Spa  
Angela L. Stiller Insurance  
Attention to Detail  
Blues BBQ  
Buckaroo Business  
Buffalo Bill Center of the West  
Buffalo Wild Wings  
City Vineyard  
Comtech Audio Theater Security  
Creative World Model & Talent Agency  
Dowling Studio Architects  
Ferguson Enterprises



**30+ Days Past Due cont'd...**

Good Earth Market

Lithia Chrysler Jeep, Dodge of Billings

Marion Opticians

Mazevo Coffee

Montana Fun Adventures Tours

Montana Health CO-OP

Nacho Dog

NAMI Billings

Professional Audio & Lighting, Inc.

Professional Indian Horse Racing Assoc.

Rebel River Creative LLC

Redline Computers

SAS SPURILLA's Closet

Simply Wine

Spectrum Business

State Farm Insurance – Jeff Wigen

Super 8

The Metric Wrench

Tire Rama the Tire Guys

United Blood Services

Unlimited Creations

Warren Transport, Inc.

Western States Fire Protection

**Total \$16,610.50**



## **Defining Tomorrow**

### **2017-2018 Annual Plan & 2020 Strategic Plan (DRAFT 6/14/2017)**

In 2020 Billings will be a dynamic center of regional commerce that draws families, workers, visitors and economic opportunities for our business community like never before.

The chief architect of this plan is our membership. "Defining Tomorrow" was a process that enlisted scores of business and civic leaders, partner organizations, and the community at-large and generated over 1,000 comments and pathways to community success. These comments and pathways continue to impact our program of work today.

Attaining this vision requires unwavering alliances with local and regional partners who own a stake in Billings' success; just as we rely on our entire region's prosperity for our success. Building a community for the next generation also necessitates that Millennials are part of the decision-making fabric.

Organizationally the Chamber will align its resources to meet current demands while understanding the demands of tomorrow may look different from today. Our leadership and decision making process will be both proactive and responsive, and unapologetically decisive when difficult decisions must be made for the good of our business environment and community.

The Billings Chamber does not exist to sell memberships, services and seats. We exist to move Billings forward and help your business grow.

To our future,

John Brewer

#### **Strategic Objectives 2020**

*Advance Billings as the Dynamic Regional Center*

*Grow and Recruit Trained Talent*

*Lead Visitor Growth*

*Influence Public Policy*

*Enhance Value to Members*

*Exceed Organizational Expectations*

#### **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.

## **Advocate. Connect. Grow.**

The Billings Chamber represents our 1,296 members who employ nearly 48,000 people. We help you **grow** your bottom line by **connecting** you to opportunities and **advocating** for your business and our community.

## **Our Team Promise**

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!

## **Core Competencies**

1. Business Advocacy: Lead local, state and federal legislative issues impacting business and our quality of life; and proactively support visionary elected leaders that drive those policies;
2. Tourism Marketing: Promote Billings as a preferred destination for visitors, business travelers and sporting events;
3. Connect & Grow Business: Provide opportunities for our membership relating to education, leadership development, networking and value added services.

## **Your Chamber**

The Billings Chamber was recognized as the 2015 "Chamber of the Year" by the Association of Chamber of Commerce Executives. The Billings Chamber also received the highest award that a chamber can receive from the United States Chamber of Commerce: 5-Star Accreditation. Less than 1% of the 7,000 chambers in the U.S. have this designation. We are a non-profit 501(c)6 representing and serving 1,296 members who employ more than 48,000 people. Your Board consists of community leaders representing small and large businesses and diverse business interests. We are governed by 19 voting members and six ex-officio members who provide expertise in their fields and connect us to local government, higher education, economic development, and arts and culture. Your staff consists of 16 professionals who are enthused, engaged in the community and full of great ideas and energy. The Chamber has strategic management agreements to further the regional travel industry with the Montana Office of Tourism and Business Development (lodging tax); Billings Tourism Business Improvement District (TBID); and Visit Southeast Montana Tourism (SEMT).

## **Our Community**

Billings is Montana's Trailhead: it is the starting point for business growth, development, and the gateway to finding community and raising a family. Billings enjoys a large trade area (500,000 square mile retail trade area covering four states) with a diverse economy (healthcare, agriculture, tourism, natural resources). Educational opportunities (Montana State University Billings, Rocky Mountain College, a strong K-12 system) are abundant as are our recreational and scenic surroundings. Residents and visitors alike enjoy "River to the Rims" beauty (from Swords Rimrock Park to the Yellowstone River); cultural attractions (Yellowstone Art Museum, Western Heritage Center, ZooMontana, etc.); and an increasingly vibrant downtown (the heart of our community). A short drive places you in the heart of international icons and beauty, heritage, and the old west (Pompeys Pillar, Yellowstone National Park, Little Bighorn Battlefield). Employers tout a strong employee work ethic, short commute and satisfied workforce.

As with any community on the move, Billings faces challenges (some real, some perceived) such as: air service; workforce (low unemployment, skills gap, housing, aging population); being an urban area in a rural state/region; taxing structure equality; lack of (or aging) facilities (event space, attractions, sports, infrastructure).

## **WHAT IS IMPORTANT TO OUR MEMBERS** (Source: *Billings Chamber member research through Hight Consulting and Dr. Larry Swanson*)

- The quality of our community
- The quality of our workforce
- The quality of our surrounding environment

# Strategic Objectives 2020

## Strategic Objective I: Advance Billings as *the* Dynamic Regional Center

Billings is a desirable, regional destination to conduct business, for travel, relocation and business recruitment. We are Montana's Trailhead. By virtue of being the largest city in a vast region, our economy thrives. But being the largest isn't good enough: Billings must be the best by offering a dynamic urban setting and quality of life that is viewed as the best.

### GOALS:

1. Improve **air service** and the airport experience by increasing direct service and passengers.
  - Action 2018: Promote existing service by marketing in destinations where service needs to succeed in order for Billings to maintain that service (primarily Dallas/Fort Worth and Chicago).
  - Action 2018: Create greater awareness within our region to increase outbound passengers and combat false perceptions.
  - Action 2018: Pursue new destination opportunities, primarily daily, year-round Chicago; San Francisco; and Boise.
  - Action 2018: Support the approximately \$45 million airport expansion.
  - Action 2018: Execute the American Airlines revenue guarantee and federal grant agreements.
2. Build and connect the assets that support our community's most notable resource: **"River to the Rims."**
  - Action 2018: Develop a branded identity and map that graphically displays the numerous existing and potential attractions along the River to the Rims corridor (Zimmerman Park, Skyline Trail, Swords Rimrock Park, Yellowstone Kelly Interpretive Site, Boothill Cemetery, Metra, trail along the river, Coulson Park, Mystic Park, Western Sugar site, Clarks Crossing, Riverfront Park).
  - Action 2018: Celebrate the Yellowstone Kelly Interpretive Site opening; enhance marketing efforts for the site and transition the YKIS committee to a non-profit Friends of Swords Rimrock Park standalone entity.
  - Action 2018: Progress toward Marathon Loop connection including: transition the Western Sugar development vision; support TrailNet's efforts to fundraise and develop Skyline Trail; and support next steps to act on the Feasibility Plan for Zoo to Riverfront Park.
  - Action 2018: Follow and support the Coulson Park Master Planning process.
3. Increase and improve available convention and **conference space**.
  - Action 2018: Explore potential development of downtown, west end, and east end meeting and convention space.
  - Action 2018: Communicate to key stakeholders and decision makers the value and need for meeting space expansion.
4. Reinvigorate the **"Billings: Montana's Trailhead"** brand as our community identity, not simply just our tourism message.
  - Action 2018: Working with AD Creative, develop a local awareness campaign and revitalize existing brand website and business toolkit.
5. Through **BillingsNOW** coordinate community efforts to identify and focus efforts on a community transformational vision that will include supporting Downtown Billings, Healthcare, Education, Community Leadership, Entryways, and Local Option.
  - Action 2018: Complete community strategic planning document and begin to implement.

## Strategic Objective II: Grow and Recruit Trained Talent

Billings' unemployment rate consistently hovers around 3%. Employers need availability of a larger workforce and more certified and trained specialty workers with a culture for lifelong learning. A comprehensive roadmap produced by BillingsWorks (a partnership between the Chamber, Montana State University Billings, City College, Rocky Mountain College, private businesses and led by Big Sky Economic Development) will be the driving structure to address workforce needs.

1. Attract talent to Billings.
  - a. Action 2018: Promote the benefits of living and working in Billings through the Your Dream Career is Here and Think Billings initiatives for talent attraction and the Chamber's new executive relocation program and general relocation services.

- b. Action 2018: Support fundraising efforts to build the Montana State University Billings Yellowstone Science and Allied Health Building.
- 2. Retain higher-ed graduates.
  - a. Action 2018: Promote our quality of place, strengthen mentorship and internship programs primarily through the Chamber's NextGEN group and the efforts of BillingsWorks.

### **Strategic Objective III: Lead Visitor Growth**

Tourism is Montana's second largest industry and impacts nearly every business. Visitors to Billings are exposed to our community, opening the door to future economic opportunities including relocation and business development. They are our future residents and workforce. As the region's urban destination, Visit Billings will promote tourism to Billings in the regional trade area, but will also foster tourism efforts to the national and international marketplaces.

Managing tourism promotion for Visit Southeast Montana (13 counties and two Indian Reservations) connects our region and creates marketing, sales and political synergies.

1. Support and manage Visit Billings (including the Tourism Business Improvement District and Montana State Lodging Tax) with the following goals as outlined in a separate strategic plan:
  - a. Foster Visitor Growth at Montana's Trailhead
  - b. Support Airport Progression
  - c. Increase Leisure Visitation
  - d. Position Billings as a Sports Events Destination
  - e. Improve the Visitor Experience
  - f. Increase Awareness in the International Marketplace
  - g. Increase Small Meeting and Citywide Convention Recruitment Efforts
2. Support and manage Visit Southeast Montana Tourism with the following goals as outlined in a separate strategic plan:
  - a. Develop Marketing Partnerships
  - b. Grow In-Region Partnerships
  - c. Support Tourism Product Development
  - d. Produce Quality Marketing Initiatives

### **Strategic Objective IV: Influence Public Policy**

The Billings Chamber serves as the voice of business at all levels of government. The Chamber will lead the community in local, state, and federal issues impacting business and our quality of life. Advocacy efforts will involve issue awareness, membership engagement, and lobbying elected officials.

1. Be the voice of Billings business on local, state, and federal issues: City of Billings, Yellowstone County, School District #2, Montana Legislature, and federal level.
  - Action 2018: Develop candidate grading system to vet candidates for elected office.
  - Action 2018: Evaluate Billings Chamber's public policy agenda for 2017-'18.
  - Action 2018: Develop communications regime, including newsletters, press releases, website updates, and social media posts in order to promote our policy positions and issue awareness.
2. Facilitate engagement of Chamber membership with local, state, and federal elected officials.
  - Action 2018: Host State of the City/County, Coffee with Councilpersons/Commissioners, and Candidate Forums.
  - Action 2018: Conduct candidate schools for all levels of local government annually.
  - Action 2018: Schedule planning sessions with Yellowstone County Legislative Delegation to formulate Billings' agenda for 2019.
  - Action 2018: Host small group meetings with federal officials.
3. Lobby for public policy positions at local, state, and federal levels.
  - Action 2018: Follow and engage with local government, legislative interim committees, and federal government, lobbying for the Billings business community.

Action 2018: Continue to lead the Authorize Community Transformation (ACT) Coalition and grow support for a local option authority bill ahead of the 2019 Legislative Session.

### **Strategic Objective V: Enhance Value to Members**

With over 1,296 members who employ over 48,000, the Chamber will provide platforms to cultivate leaders, grow customers for our members and help them establish business relationships.

1. Lead programs to assist members in growing their customer base (B2B, tourism, general population)  
Action 2018: Develop a more deliberate plan to grow and connect our small business members through research and focus groups. This could potentially lead to a year-round Shop Billings campaign, growing Small Business Saturday, and other initiatives.
2. Connect business through networking, events, marketing opportunities, virtual networking, and regional networking programs.
3. Support Billings' major industries such as agriculture, healthcare, energy and tourism.
4. Cultivate business and civic leaders (Leadership Billings, Trailhead Tourism Ambassadors, NextGEN)  
Action 2018: Identify city and coordinate our third Aspirational City Visit.  
Action 2018: Leadership Billings expansion? Alumni program?
5. **Support, cultivate and add member-value to non-profit organizations. A healthy and diverse non-profit sector benefits business and the entire community.**

### **Strategic Objective VI: Exceed Organizational Expectations**

Be the strongest Chamber in the country.

1. Maintain high industry operational standards that live up to our 2015 "Chamber of the Year" designation and current 5-Star Accreditation through the U.S. Chamber. Exceed annual benchmarking data for Chambers across the country in our category.
2. Provide exceptional service to our members  
Action 2018: Maintain Net Promoter Score above national average (customer service ranking).
3. Grow revenue through the implementation of the 2019 Growth Plan to assure the long term financial strength of the Chamber to be able to carry out our community leadership mission.
4. Provide an environment of bold leadership, positive change, energy and excitement to better serve our community and business members.  
Action 2018: Create an environment that encourages a passionate, professional Chamber team.  
Action 2018: Fulfill board member expectations for their service and cultivate potential new board members.

## Short Term (2017-2018)

### Air Service

Increase and maintain existing service while improving the airport facility experience.

- a. Work with the airlines and BIL to determine potential growth areas which may include: direct new service to San Francisco and Boise; or expanded year-round service to Chicago.
- b. Support the airport's \$45 million remodel to create a stronger aesthetic welcome and touch points throughout the airport while improving back of house operations. First impressions matter.
- c. Continue local and regional marketing campaigns to include print, out-of-home, digital and web to encourage regional travelers to drive/fly BIL rather than other regional airports and encourage more frequent trips; and inform residents on the importance of our airport. Support American Airlines' new DFW service and encourage increased Chicago service with United through marketing efforts.

### River to the Rims

Build and connect the assets that support our community's most notable resource: ***"River to the Rims."*** Develop and connect the numerous existing and potential attractions along the River to the Rims corridor (Zimmerman Park, Skyline Trail, Swords Rimrock Park, Yellowstone Kelly Interpretive Site, Boothill Cemetery, Metra, trail along the river, Coulson Park, Mystic Park, Western Sugar site, Clarks Crossing, Riverfront Park). Improves our community's "front door."

- a. Yellowstone Kelly Interpretive Site: Complete the site and further promote the "Yellowstone Kelly Brand." Develop a "Friends of Swords Rimrock Park" nonprofit to vision the entire park while maintain existing amenities.
- b. Trails: Make connections to the Marathon Loop to complete the vision and increase number of off road paved trail miles. Develop a Western Sugar easement development committee; support TrailNet in their fundraising efforts for Skyline Trail.
- c. Support the Coulson Park Master Plan process and the Skyline Trail fundraising efforts.

### Elections Have Consequences

Local, state and federal elections impact each of our community priorities and significantly impacts each of our business members. To accomplish great things, Billings needs leaders in influential positions willing to respectfully and unapologetically support Billings. We launched our new Business Advocacy structure which includes a more active role by the Chamber in creating awareness of candidates with a pro-business and pro-Billings agenda.

## Mid Term (2018-2019)

### Local Option Authority

Local voters should have the authority to enact a local option tax that will reduce property tax while furthering our community's quality of life initiatives. The state legislature must authorize that local authority. This year will build upon successful education and coalition efforts from the last session in preparation for bill drafts in the 2019 legislative session. Incremental, regularly measured successes include: updating the local option strategy and including a timeline working backwards from the next session; small educational programs featuring pros and cons; local coalition development; educational materials produced; support from the business community in small and large, east and west cities.

## Long Term (2017-2020)

### **Workforce**

With approximately 3% unemployment in Billings, businesses struggle to find qualified workers. BillingsWorks is a community leadership group charged with growing and improving the talent pool. With talent attraction campaigns launched, we will continue to partner to create awareness and usage of this platform.

### **Convention Center**

Improve meeting and convention space to grow current events and attendees. Without new space 25% of current meetings and events will be lost impacting our \$400 million tourism economy. Examine all funding opportunities with an emphasis on public/private partnerships.



# Billings Chamber of Commerce

## 5-Year Building Capital Improvement Plan

### Updated June, 2017

Some of the projects listed will be a shared expense between the Chamber, TBID and SEMT

Priority	Project	Comments	Expense
2017	HVAC	Replace controls and upgrades along with final payment for compressor for consistent air conditioning—Budgeted 2017	\$12,000
2017	Outside Office Signs	Update to new logo and refresh look—Budgeted 2017	\$5,000
2017	Office Furniture	Upstairs board room and new furniture in three offices to match other offices—Budgeted 2017	\$8,000
2018	Roof	<b>Evaluate</b> shingles and need to replace. Last examined 2015.	Evaluate and Bid if needed
2018	Visitor Center	Refresh VIC in partnership with TBID	\$12,500
2018	Elevator	<b>Update Bids for possible 2019:</b> Elevator is inoperable. No ADA concerns based on first floor meeting space but the elevator is used for freight as well as wheel chair accessibility on occasion. (OTIS bid 2/18/13)	8,000 remove 20,000 repair Bid needs to be updated
2018	Office Furniture	<b>Update John’s office furniture (last of the offices)</b>	\$3,500
2018	Paint	Consider paint touch-ups throughout the office	TBD
2018	Visitor Center Water	Waterproof southwest corner of VIC to prevent future water during heavy rains	\$4,500
2018	Architectural Study	<b>RFP to determine costs: Chamber will own building and land in 2019.</b> Review potential office reconfiguration to better utilize office, VIC and conference space. <b>Analyze long-term viability of this building housing the offices and VIC</b>	TBD
2018	Board Room	<b>Doors and minor carpentry work</b>	\$2,000
2019	Main Floor Reconfigure	Consider moving walls and expanding space in the old SEMT offices to house a small conference room to hold 10 based on architectural study	TBD
2019	Outside signage	“Visitor Information” on outside of building Informational blue orientation signs on 27 <sup>th</sup>	When \$ Available
2019	Parking Lot Resurface	Last resurface was 2013 for \$15,000. Will monitor for cracking and water pooling. Potential resurface 2019	15,000

## Strategic Priorities

- Air Service – \$25,000 for the Chamber’s portion of the guarantee plus the estimated \$14,500 that is anticipated to be raised from the 10% strategic optional contribution. Budgeted \$6,000 for awareness and travel (meetings with other airlines).
- Yellowstone Kelly—potential investment in construction for change order #4 (\$5,000)
- Workforce Development—Year three of 3-year MOU with Big Sky Economic Development to assist in funding a BW Director.
- Convention Center—funds to assist in education and general awareness of the economic importance of a new convention center for all of Billings.
- River to Rims—seed money to assist in the launch of this potential initiative that will tie together all of the community projects addressing enhancements to the Rimrocks and Yellowstone River.
- Trails—funds to help TrailNet secure a staff member that can assist in fundraising to complete the Skyline Trail, a critical connector in the Marathon Loop.
- Billings NOW—placeholder funds to support this effort.
- Aspirational City Visit scheduled for this year – budgeted to net \$2,000.

## Membership

- Membership Dues – budgeting to increase by \$33,734 based on 3% annual increase and new member sales history.
- MT Young Prof Summit – this is a one-time event that will be held the end of July and it is currently budgeted to net \$10,450.
- Communications branding –Board Room signage, building exterior signage needing to be updated
- Events projected to net \$174,535 compared to \$161,656 current FY

## Administration

- Total Payroll increase due to increase in health insurance, increase by 1 FTE, adjustments in two salaries to bring them to industry average. By including the TBID Reimbursement, the total actual payroll increase for Chamber is \$92,400.
- Building Expenses decreased due to capital improvements completed in the current FY. This year’s capital improvements will be new office furniture for John, Board Room carpentry.

## Reserves

- Funded the full \$31,500 for the general reserves
- Funded only \$15,000 (instead of the \$20,000) to account for a portion of the HVAC updates that were made in fiscal year 2017. Total spent for HVAC updates was \$11,413.

**Billings Chamber of Commerce  
Proposed Operating Budget  
July 1, 2017 - June 30, 2018**

	<b>YTD Projected FY 2016 - 2017</b>	<b>Approved Budget FY 2016 - 2017</b>	<b>YTD Projected vs FY17 Budget Variance</b>	<b>Proposed Budget FY 2017 - 2018</b>
<b>REVENUE</b>				
Membership Dues	785,766	762,800	22,966	819,500
Member Events				
Ag Banquet	50,877	60,950	(10,073)	60,750
Ag Tour	3,745	4,500	(755)	3,750
Annual Meeting	34,310	38,400	(4,090)	39,000
Business After Hours	16,434	15,900	534	13,900
Chamber Breakfast	138,146	131,000	7,146	131,000
Chamber Luncheons	4,020	2,750	1,270	3,250
Connections	1,275	2,550	(1,275)	1,500
Golf Tournament	36,250	36,250	0	36,250
International Trip	2,000	1,400	600	5,100
Leadership Billings - Adult	53,100	58,500	(5,400)	57,500
Leadership Billings - Alumni	1,760	7,100	(5,340)	10,000
Leadership Billings - Youth	8,520	7,680	840	8,300
MT Young Professionals Summit	-	-	-	65,500
Next Gen	25,975	28,500	(2,525)	28,600
Other Events	240	-	240	-
Total Member Events	<u>376,652</u>	<u>395,480</u>	<u>(18,828)</u>	<u>464,400</u>
Advertising				
LiNK Magazine	24,410	24,000	410	24,000
Map Ads	2,000	5,000	(3,000)	5,000
Relocation/Visitor Guide Ads	3,000	3,000	0	3,000
Website Ads	2,575	2,000	575	2,000
Total Advertising	<u>31,985</u>	<u>34,000</u>	<u>(2,015)</u>	<u>34,000</u>
Other Revenue				
Administrative Revenue	3,575	1,365	2,210	1,675
Business Advocacy	25,510	26,000	(490)	14,500
CVB Lodging Tax Admin	74,950	75,000	(50)	71,400
Strategic Priority	48,471	31,500	16,971	35,000
TBID Reimbursement	352,455	353,414	(960)	382,863
Visitor Center Revenue	-	1,500	(1,500)	750
Total Other Revenue	<u>504,961</u>	<u>488,779</u>	<u>16,181</u>	<u>506,188</u>
Restricted Trails Fund from Previous Years				8,000
Unallocated Net Revenue from FY2016-2017	-	-	-	30,000
<b>Total Revenue</b>	<b><u>1,699,364</u></b>	<b><u>1,681,059</u></b>	<b><u>18,304</u></b>	<b><u>1,862,088</u></b>
<b>EXPENSES</b>				
<b>Membership Expenses</b>				
Communications				
Branding Expenses	1,511	7,775	(6,264)	10,060
LiNK Magazine	17,997	18,190	(193)	18,390
Membership Sales Materials	-	500	(500)	2,500
Printed Communication	200	3,700	(3,500)	3,700
Research	780	780	-	780
Website	2,217	5,388	(3,171)	5,305
Total Communications Expenses	<u>22,706</u>	<u>36,333</u>	<u>(13,627)</u>	<u>40,735</u>
Member Events				
Ag Banquet	49,463	59,010	(9,547)	59,905
Ag Tour	1,500	1,500	-	1,500
Annual Meeting	19,078	21,850	(2,772)	22,000
Chamber Breakfast	99,965	101,705	(1,740)	103,300

**Billings Chamber of Commerce  
Proposed Operating Budget  
July 1, 2017 - June 30, 2018**

	<b>YTD Projected FY 2016 - 2017</b>	<b>Approved Budget FY 2016 - 2017</b>	<b>YTD Projected vs FY17 Budget Variance</b>	<b>Proposed Budget FY 2017 - 2018</b>
Chamber Luncheons	3,384	2,450	934	2,550
Golf Tournament	19,099	18,950	149	21,290
International Trip	19	200	(181)	1,500
Leadership Billings - Adult	7,818	9,883	(2,065)	8,330
Leadership Billings - Alumni	882	2,610	(1,728)	2,500
Leadership Billings - Youth	6,728	6,620	108	6,640
MT Young Professionals Summit	-	-	-	55,050
Next Gen	3,375	4,100	(725)	3,900
Other Events	3,686	2,090	1,596	2,560
<b>Total Member Event Expenses</b>	<b>214,996</b>	<b>230,968</b>	<b>(15,972)</b>	<b>291,025</b>
<b>Membership Sales Expenses</b>				
Cell Phone Fees	3,230	3,240	(10)	3,380
Meetings	1,474	1,450	24	1,350
Member Retention	1,077	2,700	(1,623)	3,200
Mileage	3,539	3,200	339	3,500
Postage	2,788	3,156	(368)	3,156
Professional Meetings	5,404	4,200	1,204	3,100
Trailblazers	486	787	(301)	-
<b>Total Sales Expenses</b>	<b>17,999</b>	<b>18,733</b>	<b>(734)</b>	<b>17,686</b>
<b>Total Membership Expenses</b>	<b>255,701</b>	<b>286,034</b>	<b>(30,333)</b>	<b>349,446</b>
<b>Strategic Priority</b>				
Air Service/American Airlines Guarantee	7,755	7,000	755	45,500
Aspirational City Visit	-	-	-	13,000
BillingsNOW	2,500	-	2,500	3,000
BillingsWorks	-	2,000	(2,000)	-
Convention Center	-	-	-	1,000
Local Option Tax	40,142	20,000	20,142	2,000
River to Rims	-	-	-	2,000
Shop Billings	461	2,000	(1,539)	1,000
Trails	520	2,000	(1,480)	5,000
Trailhead Brand Awareness	-	-	-	1,000
Workforce Staff	2,500	3,000	(500)	2,500
Yellowstone Kelly	11,945	4,000	7,945	5,000
<b>Total Strategic Priority Expenses</b>	<b>65,823</b>	<b>40,000</b>	<b>25,823</b>	<b>81,000</b>
<b>Business Advocacy Expenses</b>				
Chamber Days at Capital	3,415	6,000	(2,585)	1,000
Communications/Printing	1,417	5,000	(3,583)	8,480
Elected Leaders Events	4,131	3,500	631	10,900
Lobbying	17,467	16,175	1,292	2,600
Meetings	3,205	6,700	(3,495)	6,150
Membership Dues	100	200	(100)	350
Postage	77	100	(23)	100
Priority/Special Projects	2,600	2,500	100	-
<b>Total Business Advocacy Expenses</b>	<b>32,412</b>	<b>40,175</b>	<b>(7,763)</b>	<b>29,580</b>
<b>Administrative Expenses</b>				
<b>Payroll and Related Costs</b>				
Wages	830,789	821,113	9,676	913,595
Health Insurance	96,436	103,388	(6,952)	109,873
Life Insurance/LTD	10,704	12,048	(1,344)	10,262
Retirement	51,664	53,132	(1,468)	64,782
Workers Comp	5,002	5,570	(568)	5,600
FICA	58,900	61,738	(2,838)	68,762

**Billings Chamber of Commerce  
Proposed Operating Budget  
July 1, 2017 - June 30, 2018**

	<u>YTD Projected FY 2016 - 2017</u>	<u>Approved Budget FY 2016 - 2017</u>	<u>YTD Projected vs FY17 Budget Variance</u>	<u>Proposed Budget FY 2017 - 2018</u>
Unemployment Taxes	8,236	11,358	(3,122)	11,100
Employment Expense	-	500	(500)	500
Flex Plan Admin Fees	640	640	0	640
<b>Total Payroll Expenses</b>	<u>1,062,370</u>	<u>1,069,486</u>	<u>(7,116)</u>	<u>1,185,114</u>
<b>Building and Related Costs</b>				
SEMT Bldg Rent	(37,836)	(37,836)	-	(37,836)
Mortgage	23,490	23,496	(6)	23,496
Janitorial	8,852	9,800	(948)	9,800
Maintenance	13,010	11,560	1,450	12,310
Property Insurance	5,331	5,700	(369)	5,700
Property Taxes	17,931	18,050	(119)	18,250
Supplies	919	1,100	(181)	1,200
Utilities	20,716	23,200	(2,484)	22,300
Capital Improvements	28,464	28,750	(287)	8,450
<b>Total Building Expenses</b>	<u>80,877</u>	<u>83,820</u>	<u>(2,943)</u>	<u>63,670</u>
<b>General Administration</b>				
Auto Expenses	7,673	7,920	(247)	8,050
Bank Charges	7,733	5,510	2,223	7,315
Computers	17,359	16,660	699	13,784
Recognition/Appreciation	5,119	5,000	119	5,500
Equipment & Repair	5,547	6,270	(723)	6,470
Equipment Supplies	838	815	23	940
Liability Insurance	2,703	3,000	(297)	3,000
Meetings	9,226	8,750	476	7,750
Membership Dues	10,922	11,719	(797)	12,359
Office Supplies	4,883	6,028	(1,145)	5,780
Postage	1,111	1,368	(257)	1,159
Professional Meetings	17,998	15,545	2,453	15,500
Professional Services	9,850	10,350	(500)	9,000
Telephone	8,825	8,880	(55)	9,180
VIC Cost of Goods for Resale	250	1,000	(750)	500
<b>Total General Administration Expenses</b>	<u>110,036</u>	<u>108,815</u>	<u>1,221</u>	<u>106,287</u>
<b>Total Administrative Expenses</b>	<u>1,253,283</u>	<u>1,262,121</u>	<u>(8,838)</u>	<u>1,355,071</u>
<b>Total Expenses</b>	<u>1,607,219</u>	<u>1,628,330</u>	<u>(21,111)</u>	<u>1,815,097</u>
<b>Net Income/(Loss)</b>	<u>92,145</u>	<u>52,729</u>	<u>39,416</u>	<u>46,991</u>
<b>Cash Flow to Reserve Account</b>				
Increase to General Reserves	31,500	31,500	-	31,500
Increase to Capital Improvement Reserves	20,000	20,000	-	15,000
<b>Unallocated Net Income/(Loss)</b>	<u>40,645</u>	<u>1,229</u>	<u>39,416</u>	<u>491</u>

*\*\*reduced total amount for the Capital Improvement reserves by a portion of what was paid on the HVAC system improvements*



## Executive Committee Minutes May 8, 2017

**Attendance**—Bill Cole, Kris Carpenter, Brian Brown, Casey McGowan, Nichole Miles, Jeff Walters, Patrice Elliott, John Brewer

**Meeting called to order at Noon.**

**April Minutes**—Minutes were approved as presented.

**Health Insurance**—EC approved the proposed insurance plan that mirrors our current plan. The plan is estimated to increase by 14%. Staff will meet with Patrice, EBMS and AEM to examine alternatives for FY 2018-19.

**Board Retreat:** Retreat will be held May 17 in Red Lodge. We will meet at the Pollard and travel to Bill Cole's cabin and hike to Kris Carpenter's (weather permitting). Discussion will include evaluation of current and upcoming priorities and a review of member feedback.

**Executive Relocation Partner**—The Chamber has offered an executive relocation assistance benefit to major investors for nearly three-years with limited engagement. We are proposing a partnership with our Big Sky Level Investor Ashley Delp Realty to develop a program that will provide members a higher level of service. EC supports the concept and supports the proposed agreement as long as there is the ability to re-evaluate in two years and with assurances that this partnership is seen as an "executive-level" partnership, not a general "preferred-realtor" arrangement that could compete with our other members.

**Bruce's Celebration**—We will rename the upstairs meeting room "Bruce MacIntyre Conference Room." A \$2,000 gift card was approved.

**ACCE Board Meeting**—John thanked the EC for allowing him to continue to serve on the Association of Chamber of Commerce Executives Board of Directors and as the group's Chair of peer communities across the country.

**Legislative**—Feedback from the EC on the Legislative wrap-up event: Great program; Unique venue that worked well; should consider larger more representative panel; allow more time for Q&A.

**Meeting adjourned.**



## Executive Committee Minutes June 8, 2017

**Attendance**—Bill Cole, Kris Carpenter, Brian Brown, Casey McGowan, Nichole Miles, Jeff Walters, Patrice Elliott, John Brewer, Megan Stevenson

**Meeting called to order at Noon.**

**May Minutes**—Minutes were not presented.

**Strategic Plan**—The EC supports the long range plan updates and the proposed priorities as presented with the following changes:

- The Chamber is an advocate for Downtown Billings and our plan should include more information on what we are doing to support the work of the Downtown Billings organizations.
- A membership strategy should be developed to further support area non-profits. Many of these non-profits are providing solutions to issues in Downtown and throughout our city.
- Elevate Local Option to our “short-term” priority list and eliminate the “mid-term” section.
- Keep Local Option in the forefront through monthly milestones in education, collaboration, etc.
- Capital Plan: we will own the building and land in 2019. Evaluate the future of our offices and VIC in this space. Megan will reach out to Patrice to discuss year-end balances for the past few years (and projected 2018 balance) for our two reserve accounts. We will also look into alternative format to display the Capital Improvement Plan project sheet.
- American Airlines: current exposure (above the chamber’s \$25,000 commitment) is \$44,000. We will earmark the 10% strategic contribution for 2017-18 to this project and anticipate that will generate an additional \$14,000, reducing the exposure to \$30,000. John will work with investors over the next year to eliminate that gap.

**Budget**—The budget comes with a “do pass” recommendation from the Finance Committee. John and Patrice provided an overview. The budget allows for enough financial and staff resources to fulfill our annual plan. We are working to shift duties of a few team members. Personnel increases reflect an increase by 1 FTE, increases in insurance and modest raises with the expectation of three employees who need to be adjusted to reach competitive levels. The budget allows for \$31,500 to be added to the general reserve and \$15,000 to the capital reserve. EC recommended approval upon answering a question pertaining to personnel. Question was resolved and EC recommends that the full board pass.

**Unbudgeted Purchases:** We currently do not have a policy in place to address any spending cap for unbudgeted purchases. The example given related to a hypothetical purchase of an office chair. The current operating procedure would be that staff would purchase the chair and adjust the budget in other similar approved categories (such as an approved budget line item for an office furniture update). We do have a policy that addresses supporting community projects. CEO has the authority to spend up to \$500 without approval for community contributions (joining Cultural Partners Association, buying a table at the Zoo fundraiser, etc). John is seeking best practices from other chambers address this issue and report back.

**Business Advocacy Advisory Board Appointment**—The EC reviewed the applications and recommendations from staff. EC recommended we allow for up to 10 seats on each advisory board and eliminate the seat of an executive committee liaison. Staff was given the authority to select the chair for each group.

**Meeting adjourned.**

## PACE REPORT

### MEMBERSHIP DEVELOPMENT

#### Dues Revenue (in thousands)

	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Goal</b>	40.5	37.2	78.5	45.1	62.6	60.1	116.9	56.7	56.7	71.2	69.8	67.5	762.8	695.3
<b>Actual</b>	46.5	38.8	81.1	46.2	52.7	65.9	135.5	57.3	58.1	66.4	54.5			703.0

#### Membership Cancellations

#	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Goal</b>	12	12	12	12	12	12	12	12	12	12	12	13	145	132
<b>Actual</b>	8	11	13	16	17	11	17	16	16	12	16			153
\$\$	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Goal</b>	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,666	4,666	4,666	4,666	56,000	51,334
<b>Actual</b>	3,386	4,555	6,132	6,570	7,751	4,794	6,976	7,756	6,145	6,421	9,702			70,188

#### New Members

#	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Goal</b>	14	14	14	14	14	14	14	14	14	14	14	16	170	154
<b>Actual</b>	17	17	15	19	13	13	19	22	26	22	28			211
\$\$	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Goal</b>	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	72,600	66,550
<b>Actual</b>	9,300	10,975	7,375	8,450	6,409	5,675	7,816	11,713	36,850	10,925	10,650			126,138

### GROUP BOOKINGS

Bookings	Q1	Q2	Q3	Q4	TYTD	FY Goal	% To Goal
Groups	13	13	4	9	39	-	
Room Nights	19,415	5,550	9,850	5,055	39,870	-	

#### VISITS FOR: [billingschamber.com](http://billingschamber.com)

	J	A	S	O	N	D	J	F	M	A	M	J	Annual
<b>Actual</b>	3,134	3,591	3,659	2,578	2,680	3,339	9,792	4,002	6,952	4,140	4,535		48,402

#### VISITS FOR: [visitbillings.com](http://visitbillings.com)

	J	A	S	O	N	D	J	F	M	A	M	J	Annual
<b>Actual</b>	18,502	21,212	15,718	14,711	10,175	8,580	8,555	8,864	11,364	11,417	11,637		140,735

#### ROOM DEMAND- REPORTED ON CALENDAR YEAR 2016

	J	F	M	A	M	J	J	A	S	O	N	D	Annual
<b>Goal</b>	0	0	0	0	0	0	0	0	0	0	0	0	3%
<b>Actual</b>	-11.3	-6.9	-15.1	9.1	1.9	2.3	-8.9	1.0	9.5	-0.7	5.6	-7.0	-1.7

#### ROOM DEMAND- REPORTED ON CALENDAR YEAR 2017

	J	F	M	A	M	J	J	A	S	O	N	D	Annual
<b>Goal</b>	0	0	0	0	0	0	0	0	0	0	0	0	3%
<b>Actual</b>	-3.3	-2.1	19.7	2.8									4.3

### CHAMBER MARKETING

#### Media Exposure (actual advertising value in thousands, # of readers (in millions), & # of articles)

	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Last Yr \$</b>	87.9	430.9	110.7	245.4	583.5	215.8	253.6	388.1	408.2	63.2	213.2	39.5	3,040	3,000.5
<b>Actual \$</b>	32.2	73.9	235.1	61.4	56.8	84.9	71.1	49.7	103.5	32.1	584.1			1,384.8
<b>Readers</b>	2.9	7.8	24.9	5.6	6.1	7.1	7.4	5.4	10.6	3.4	63.1			144.3
<b>Articles</b>	20	38	88	30	23	27	39	23	48	23	96			455

\*NAIA