



**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, February 27, 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: Big Sky Executive Search, Christina Rodriguez (5 minutes)
- II. ORGANIZATIONAL BUSINESS**
2. ACTION: (Consent Agenda) – Minutes, pages 2-3; Financial Update pages 5-7; Member Report, page 8
- 3:15 p.m. **III. BOARD ACTION & STRATEGIC INITIATIVES**
3. INFORMATION/DISCUSSION: City of Billings Parks Master Plan—Mike Svetz, PROS Consulting, Phoenix, AZ. And Parks and Rec Director Mike Whitaker  
Over the past decade the Chamber has taken an active role in supporting our parks as a quality of life priority and economic driver (Dehler Park, Swords Rimrock Park, Yellowstone Kelly Interpretive Site, Heritage Trail System, Clarks Crossing, Corette, Coulson, and more). Hear about the future of our parks and discuss potential future roles we should play.
- 4:00 p.m. 4. ACTION: American Airlines Guarantee—John and Patrice  
The Chamber has secured nearly \$600,000 in local contributions to support the American Airlines guarantee for daily direct service between Billings and Dallas. Chamber staff is proposing those funds should be collected by the Chamber and committed to the City as the contract holder with American. The Finance committee meets 2/24 and will bring forth a recommendation.
- 4:20 p.m. 5. INFORMATION/DISCUSSION: Chamber Communications Plan Update—Kelly McCandless  
Following a review the Horizons 2025 report on the 8 Influences Impacting Chambers: Communications and Technology, Kelly will share our communications survey results and ideas on updating our communication methods.
- 4:45 p.m. **IV. REPORTS, ACTIVITIES, AND ANNOUNCEMENTS**
6. Executive Committee- Bill Cole
  7. CEO & Staff Reports
    - a. CEO Report: BillingsNOW —John
    - b. Business Advocacy: Local Option, Gas Tax, Departmental Restructure—Dan/Brian
    - c. COO Update: Jennifer
    - d. VisitBillings: Alex/Mike
  8. Partner Updates (City, County, BSEDA, SEMT, Cultural Partners/Downtown, SD#2, MSUB)
  9. Upcoming Events
    - a. Business After Hours – March 8, Beartooth Bank
    - b. Board Meeting – March 20, Billings Chamber
    - c. Chamber Breakfast – March 30, Metra





## **Board of Directors Meeting**

Monday, January 23, 2017

Billings Chamber of Commerce

**Board Members Present:** Brian Brown, Kris Carpenter, Bill Cole, Tom Day, Chris Dimock, Dr. Randy Gibb, Ginny Hart, Casey McGowan, Lenette Kosovich, Mike Nelson, Lisa Perry, Julie Seedhouse, Dave Worstell, Ray Rigdon, Jeff Walters

**Board Members Absent:** Patrice Elliott, Nichole Mehling-Miles

**Ex-Officio Members Present:** Steve Arveschoug, Terry Bouck, Lisa Harmon, Denis Pitman

**Ex-Officio Members Absent:** Tina Volek

**Staff Present:** John Brewer, Daniel Brooks, Jennifer Reiser, Megan Stevenson, Alex Tyson,

**Others:** Kevin Ploehn, Erin Hatzell

Bill Cole called the meeting to order at 3:04 pm at the Billings Chamber of Commerce and introduced Erin Hatzell with Cape Air.

### **ORGANIZATIONAL BUSINESS**

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

Bill Cole asked for approval of the December 19, 2016 Board meeting minutes and the December Membership Report. Dr. Randy Gibb motioned for approval of the consent agenda; Chris Dimock seconded; Motion carried.

#### **Financial Update**

Kris Carpenter gave an update on the mid-year review as discussed at the last committee meeting as well as presented the December financials and variance report; the finance committee has reviewed and recommends approval. Tom Day motioned for approval; Brian Brown seconded; Motion carried.

#### **Whistleblower Policy**

Jennifer Reiser presented the whistleblower policy. The policy was created as a recommendation from Anderson Zurmuehlen during the financial statement audit. The Executive Committee has reviewed and made additional changes. Jeff Walters motioned for approval; Kris Carpenter seconded; Motion carried.

#### **American Airlines**

American Airlines will begin BIL/DFW service June 2, 2017. Funding for the guarantee consists of \$650,000 from the federal small communities grant and \$600,000 from local partners. The Chamber's air service committee was instrumental in securing this new service and has committed \$25,000. Due to the fact that this was not budgeted in the current fiscal year, staff is working to find the funds to set aside for this commitment. The group and private partners are currently waiting to receive the contract to review, propose changes if needed, and understand the process of payment for the guarantee. The general understanding for the guarantee payment is that American will provide projections based upon the minimum amount of net revenue that must be earned. If those projections are not reached, American will need to be paid for the difference. Based upon the contract, the goal is hopefully to have the payments be made quarterly. Marketing for the new service will come from Visit Billings, Montana Office of Tourism & Business Development, Small Communities grant and Visit Southeast Montana.

### **Local Option Authority**

Dan Brooks provided an update of the Local Option Authority along with a review of changes that have occurred to our original position now that ACT is working with the Montana Infrastructure Coalition. The Memorandum of Understanding with the Montana Infrastructure Coalition and a copy of the proposed bill were provided. The bill is expected to be introduced the end of January/first of February by Senator Mike Phillips of Bozeman.

### **NAIA Basketball Tournament**

Alex Tyson gave an updated on the planning and information specific to the event. This tournament will generate significant economic impact to the community with an estimated direct impact of \$7-9 million. More specific information and sponsorship opportunities related to the event can be found at the following link: <http://www.visitbillings.com/naia-toolkit.php>.

Please let Alex know if you would like sponsor this tournament as there are many NAIA sponsorship opportunities still available.

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

Reports were included in the board packet.

Chris Dimock shared information on the proposed January Thaw to be hosted January 2018. Chris is working with MSU-B, Rocky, Big Sky EDC and MSU Extension services to resurrect former agriculture education programs. The goal is to have the ag education programs modestly priced and 2 days before the Ag Banquet.

John provided an update on the progress to the 2016-2017 goals that were identified by the board as a priority for this year.

Jennifer gave an update on the Ag Banquet. This year's event had 850 attendees. Jennifer reported that information will soon be coming for the VIP night with Emmitt Smith. A limited number of tickets will be sold at \$75 each. The Chamber Breakfast is scheduled for March 30th at the Metra and tables are still available to be purchased. Registration for next year's Leadership Billings will open on April 1<sup>st</sup>.

### **Partner Updates**

Big Sky ED - Steve Arveschoug reported that 3<sup>rd</sup> annual workforce survey is open and input is necessary. An exciting public/private relationship will soon be announced to help with career and technical education. BSEDA is expanding their business finance program and will now be able to have a strong presence in the western side of the state. Still working on the next steps with GE for a transition plan and discussions for potential new users of the building.

Cultural Partners/Downtown – Lisa Harmon reported that Wendy's building renovation project will go to city council for a full vote in a couple of weeks. The One Big Sky Center project continues to move along. The Alberta Bair Theater has submitted a request for TIF funding in addition to their capital campaign. The future of the Babcock Theater is still in question with it being transferred to the city. Work continues on the Montana Avenue lighting project, pocket parks and the planters.

City - no report

SD#2 - no report

County – Commissioner Denis Pitman provided and update on the jail expansion project as well as extending rural fire and ambulance service outside of Billings.

TBID – Mike Nelson reported that the TBID renewal has been submitted and is waiting for approval from the City Council. The staff exceeded the required square footage that was required for submission. TBID has now attended the second meeting for the sports facility feasibility study. The group has combined with Laurel and will submit a Yellowstone County application.

SEMT – Jeff Walters reported that the quarterly Board Meeting will be held in Miles City.

Meeting adjourned at 5:08 pm.

Submitted by Megan Stevenson

# Billings Chamber Board of Directors

## Variance Report

### For month ending January 31, 2017

Revenue over expenses is \$40,756 over budget.

Revenue is \$2,527 under budget due to the following variances:

- Membership Dues are \$25,867 over budget. The increase in new member sales of \$13,650 is offset by the increase of \$7,495 in membership cancellations and decrease in membership migration of \$5,770.
- Advertising is \$530 under budget from Link.
- Membership Events are \$26,527 under budget:
  - Annual Meeting is \$4,090 under budget from anticipated Business Expo booth fees.
  - Ag Banquet is under budget \$10,173 from decreased table sales.
  - Business After Hours is \$576 over budget from early collection of sponsorship revenue. VIP cards and attendance revenue paid at the door are under budget.
  - 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 \$3,725 due to timing and startup of events.
  - NextGen Revenue is \$4,250 under budget in events and program sponsors.
- Strategic Priority Revenue is under budget \$1,654 from anticipated License Plate revenue and the optional 10% voluntary contribution earmarked for Strategic Priorities.
- TBID Revenue is \$688 under budget from staffing changes. Revenue received from TBID is strictly a payroll reimbursement
- Other Revenue is \$1,105 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 \$43,284 under budget.

- Membership Expenses are \$26,651 under budget.
  - Marketing expenses are \$9,014 under budget from Printed Communications (Strategic Plan), website development/maintenance and branding expenses.
  - Membership Event expenses are under budget \$16,778 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 \$10,798 under budget from Entertainment and meal costs due to decreased event attendance.
    - Monthly Luncheon is under budget \$1,225 for the Air Service luncheon. *Staff has contacted the Big Sky EDA regarding the Chamber's respective portion.*
    - Leadership Billings Alumni is under budget \$1,225 due to timing and startup of events.
    - NextGen is under budget \$1,078 from timing of expenses for events.
  - Membership Sales Expenses are \$859 under budget:
    - Postage is under budget \$525.
    - Member Retention is under budget \$985 from membership plaques.
    - Professional Meetings is over budget \$1,155. Incumbent Worker Training funds were budgeted to help reimburse the costs for 1 membership staff to attend ACCE. As of this year, the state has changed their rules for reimbursement and will no longer fund for any conventions, conference, expo or summit.  
Staff will continue to see if any of their professional training classes will qualify for reimbursement.
- Business Advocacy Expenses is \$11,125 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 \$378 over budget.
  - Air Service is \$2,711 over budget for travel expenses and consultant fees.
  - ACT is \$2,329 over budget.
  - Shop Billings and BillingsWorks are under budget and will be expense savings.
- Payroll Expenses are \$1,243 under budget from staffing changes.
- Building Expenses are \$5,232 under budget from property insurance and anticipated repairs with Air Controls.
- General Administrative Expenses are \$590 over budget from Computers, Bank charges (credit card fees) and Professional Meetings.

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

----CURRENT MONTH----			----FISCAL YEAR TO DATE----		---Prior YTD---
ACTUAL	BUDGET		ACTUAL	BUDGET	2015-2016
<b>REVENUE</b>					
135,541	116,903	MEMBERSHIP DUES	466,723	440,856	413,208
10,000	10,000	CHAMBER CVB ADMIN REVENUE	47,400	47,500	35,800
-	-	CHAMBER CVB OTHER REVENUE	-	-	-
37,628	47,575	MEMBERSHIP EVENTS	245,923	272,450	238,463
1,775	2,000	AD SALES	13,470	14,000	13,060
1,438	1,375	STRATEGIC PRIORITY	35,471	37,125	14,255
28,064	27,876	TBID REIMBURSEMENTS	213,177	213,865	185,727
2,369	3,020	ALL OTHER REVENUE	23,370	22,265	4,068
216,813	208,749	<b>TOTAL REVENUE</b>	1,045,534	1,048,061	904,581
<b>EXPENSES</b>					
-	-	CONVENTION & VISITOR'S BUREAU	-	-	-
51,703	64,517	MEMBERSHIP	131,814	158,465	154,315
3,095	6,533	BUSINESS ADVOCACY	15,781	26,906	6,441
15,083	7,500	STRATEGIC PRIORITY	45,878	45,500	25,899
87,961	85,611	PAYROLL & RELATED COSTS	630,850	632,093	581,940
1,940	2,513	BUILDING & RELATED COSTS	31,289	36,521	55,249
6,955	5,967	GENERAL ADMINISTRATION	67,249	66,659	59,728
166,737	172,641	<b>TOTAL EXPENSES</b>	922,860	966,144	883,572
\$50,076	\$36,108	<b>NET REVENUE (EXPENSES)</b>	\$122,673	\$81,917	\$21,009

	Current Month	Last Month	Last Year
<b>CASH:</b>			
UNRESTRICTED	\$110,468	\$106,806	\$53,155
MONEY MARKET ACCOUNT	\$101,948	\$91,922	\$42,230
<b>RESTRICTED:</b>			
YELLOWSTONE KELLY	\$5,495	\$5,495	\$847
TRAILS	\$10,522	\$9,085	\$6,050
<b>TOTAL</b>	<b>\$228,434</b>	<b>\$213,308</b>	<b>\$102,281</b>

Fiscal Year Ends June 30, 2017

Line of Credit Balance 0

**Membership Report  
For the Month January 2017  
As of: February 21, 2017**

		<b>2016-2017</b>			<b>2015-2016</b>	<b>2016-17</b>
	<b>Count</b>	<b>Dollars</b>		<b>Count</b>	<b>Dollars</b>	<b>Count</b>
						<b>Year To Date</b>
	1,251	\$772,285.00		1,183	\$710,335.00	
New Members	19	7,816.00		13	4,500.00	113
Cancellations	(20)	(8,026.00)		(15)	(6,318.00)	(93)
***Dues Adjustments		5,587.00			(275.00)	
** Reinstatements	3	1,050.00				
<b>Ending Balance</b>	1,253	\$778,712.00		1,181	\$708,242.00	

**Dropped Members**

**Closed**

Rainbow Play Systems of Montana  
Simply Mac  
Take Initiative Studios

**Financial**

Billings Community Band  
Limber Tree Yoga Studio & Spa  
Montana Real Estate Brokers-Ryan Auer  
Paragon Meeting Solutions, Inc.

**Lack of Time**

ESP Wellness  
The Nail Institute

**Local Option**

Automatic Transmission Co.  
Brown's Auto Service West  
Brown's Auto Service, Inc.

**Member Request**

Balance Diet

**No Response**

Century 21 – Wayne Wilcox  
Lukas Seely Presents

**No Value**

Keller Williams -Jeanette Busony  
Mystic Woodworks Reclaimed Lumber

**Sold**

Dove Chocolate Discoveries  
Fortis Leadership Academy  
Illusions Plus

**New Members**

Clothes Minded  
Econo Lodge  
Hippy Cowgirl  
Howard Johnson  
Infinity Homes  
Kelsey Clark – Keller Williams  
Long Building Technologies  
Montana Sky Realty  
Physical Therapy in Motion-Downtown  
Pillar Event Services  
Salon 17 Boutique  
Seva Kitchen  
Starbucks Coffee Co. – Henesta Drive  
Starbucks Coffee Co. – Main St.  
Straight'n Arrow  
The Dashing Hound  
Vande Studios, LLC  
Victory Insurance Company  
Visiting Angels

**Dues Adjustment**

January \$6,230  
Arrow Solutions Group (\$612)  
Earley Enterprises LLC (\$320)  
Physical Therapy in Motion \$289

**Reinstatement**

Blueline Engineering \$375  
Starbucks-Grand \$675  
Starbucks-24<sup>th</sup> St.

**90+ Days Past Due**

3 North Bar & Grill  
Big Sky Resort  
Byo-Safe Environment  
Commons 1882  
Mental Health Center  
Montana Tire Distributor  
Noodles O'Brien  
Outback Steakhouse  
Red Lodge Mountain Resort  
Rockets Gourmet Wraps & Sodas  
Rocky Mountain Hard Rock Flooring  
TimeSquare Furniture & Mattress  
Tumbleweed Runaway Program  
UMI Steakhouse and Sushi Bar  
Waddell & Reed - Brian Lethert  
Yellowstone Cellars & Winery  
Yellowstone Coffee and Canvas LLC  
Yellowstone Fitness  
**Total \$6,532.43**

**60+ Days Past Due**

Billings Lifestyle  
B-Town Grill  
Canvas Creek Team Building  
Custom Auto Sales  
Doc & Eddy's Plaza  
Integrity Check Solutions  
Legal Shield: Rick Halmes  
Liberty Tax Service  
Lupine Inn  
Meadow Lark Agency  
Michael Mace  
Prill Dental  
Primerica – Eddie Corcoran Jr  
Radisson Hotel  
RC Health, Cooling & Refrigeration  
Republic Services of Montana  
Sissie's Cleaning Service

This House of Books  
Yellowstone AIDS Project  
Yellowstone Bank  
Yellowstone Fitness  
**Total \$9,847.50**

**30+ Days Past Due**

Acorn Technologies, Inc.  
Advanced Employment Services  
American Diabetes Assn/MT Area  
Better to Gather  
Big Sky Pet Resort  
Billings Commercial Cleaning  
Blue Cross Blue Shield of Montana  
CenturyLink  
Chanceys Event Center  
Cia Mambo  
Edward Jones – Lee Humphrey  
Epcorn Sign Co.  
Good Earth Market  
Industrial Coating Solutions  
Integra  
J&R Enterprises  
Jasons Clothing Store  
JW Synthetic Grass & Specialty Goods  
Los Mayas  
Mass Mutual Financial Group  
MOMS Wellness Emporium  
Montana Radiator Works, Inc.  
N2 Cryotherapy  
Nancy Brook  
PayneWest Insurance  
Phillips 66  
Pr1me Staffing, LLC  
Practical Taxes  
Q360 Health  
Radio Billings, LLC  
Reliable Tent & Tipi  
Scoopin Doody  
Simplot Grower Solutions  
Talen Montana, LLC  
The Art of Play  
Thrivent Financial  
Tractor & Equipment Co.  
**Total \$24,215.25**





## **Executive Committee Minutes February 13, 2017**

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

**Meeting called to order at Noon.**

**January Minutes**—The January meeting minutes were approved.

**Business Advocacy Structure**—Dan presented a first draft of proposed restructure of the Business Advocacy program.

- The large Government Affairs Committee would be divided into two small Advisory Boards appointed by the Chamber Board (local issues and state/federal issues).
- Communications: We have purchased “VoterVoice” to engage members in action oriented requests to our legislators, revamped the public policy web site and developed new membership e-communications tools.
- Candidate endorsements were discussed. The EC favors developing scorecards but not endorsing candidates.
- Events: state of the city/county luncheon, coffee with the council, pre and post legislative session events and more were discussed.

Dan will update the proposal and present the second draft to the EC in March. The full board will be asked to review, comment and endorse March 20. The new plan will roll out in April or May.

**ACT Update**—Members of the business community will travel to Helena to meet with our republican delegation this week to discuss local option. A group will then meet with our democratic legislators in early March.

**BillingsNOW**—An MOU between all steering committee partners is being discussed (it has since been decided by all parties that an MOU is not needed). Michael Sanderson is the new co-chair along with Kris Carpenter. A consultant to develop a strategic plan has been identified (from 6 proposals received) and fee negotiations have begun. The NOW group will be asked to financially support these fees and additional planning costs. The Chamber will need to budget funds next year and find a few dollars this FY (around \$5,000). B

**February Board Meeting**—Agenda items were discussed.

**Meeting adjourned.**

Gas Tax: Following the EC meeting and email was circulated by staff asking that we support the statewide gas tax increase. The EC suggested we support but not play an active role at this time.

# PACE REPORT

## MEMBERSHIP DEVELOPMENT

### Dues Revenue (in thousands)

	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
Goal	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	440.9
Actual	46.5	38.8	81.1	46.2	52.7	65.9	135.5							466.7

### Membership Cancellations

#	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
Goal	12	12	12	12	12	12	12	12	12	12	12	13	145	84
Actual	8	11	13	16	17	11	17							93
\$\$	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
Goal	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	32,669
Actual	3,386	4,555	6,132	6,570	7,751	4,794	6,976							40,164

### New Members

#	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
Goal	14	14	14	14	14	14	14	14	14	14	14	16	170	98
Actual	17	17	15	19	13	13	19							113
\$\$	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
Goal	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	42,350
Actual	9,300	10,975	7,375	8,450	6,409	5,675	7,816							56,000

### GROUP BOOKINGS

Bookings	Q1	Q2	Q3	Q4	TYTD	FY Goal	% To Goal
Groups	12	13			25	-	
Room Nights	12,315	5,550			17,865	-	

### VISITS FOR: billingschamber.com

	J	A	S	O	N	D	J	F	M	A	M	J	Annual
Actual	3,134	3,591	3,659	2,578	2,680	3,339	9,792						28,773

### VISITS FOR: visitbillings.com

	J	A	S	O	N	D	J	F	M	A	M	J	Annual
Actual	18,502	21,212	15,718	14,711	10,175	8,580	8,555						97,453

### ROOM DEMAND- REPORTED ON CALENDAR YEAR 2017

	J	F	M	A	M	J	J	A	S	O	N	D	Annual
Goal	0	0	0	0	0	0	0	0	0	0	0	0	3%
Actual	-9.5	-5.0	-13.4	9.1	1.9	2.3	-8.9	2.8	11.5	1.1	9.7	-3.3	-0.1

### ROOM DEMAND- REPORTED ON CALENDAR YEAR 2016

	J	F	M	A	M	J	J	A	S	O	N	D	Annual
Goal	0	0	0	0	0	0	0	0	0	0	0	0	3%
Actual													

## 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
Last Yr \$	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	1,927.8
Actual \$	32.2	73.9	235.1	61.4	56.8	84.9	71.1							615.4
Readers	2.9	7.8	24.9	5.6	6.1	7.1	7.4							61.8
Articles	20	38	88	30	23	27	39							265

\*

\*NAIA