



**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, March 20, 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.*

### **RECEPTION WITH BIG SKY EDC AND MSU-B FOUNDATION**

#### **WILL IMMEDIATELY FOLLOW THE BOARD MEETING**

- 3:00 p.m. **I. CALL TO ORDER, INTRODUCTIONS**—Bill Cole, Chair
1. Member Spotlight (5 minutes)
- II. ORGANIZATIONAL BUSINESS**—Bill Cole
2. **ACTION:** (Consent Agenda) – Minutes, pages 2-4; Financial Update pages 5-7; Member Report, page 8; Communications Plan, *attached separately*
- 3:15 p.m. **III. CHAMBER UPDATES**—John Brewer
3. NAIA Report—Alex Tyson
  4. Local Option Infrastructure Authority—Dan Brooks
  5. American Airlines and Chamber Board Nomination Process —John Brewer
- 3:35 p.m. **IV. BOARD ACTION & STRATEGIC INITIATIVES**
6. **ACTION:** School District #2 Levy Presentation—Lew Anderson, Bond Project Manager, Mike Arnold, CFO, and Terry Bouck, Superintendent  
Billings Public Schools will present details on the District's 2017 Elementary and High School Levies that will be mailed to voters April 17. The levies are based on the District's Strategic Planning that took place in 2015. The levies are grounding in additional rigor, mental health support, support for students struggling in math and reading, and enrichment and expansion of Science Technology, Engineering and Math. What position, if any, should the Chamber Board take on this issue?  
The Chamber's K-12 local issues policy states:  
*"Support policies and curriculum that reduces the teacher to student ratio; provides for technology improvements and other necessary tools for educational success and higher graduation rates."*
- Welcome Big Sky Economic Development Board**
- 4:00 p.m. 8. **INFORMATION/DISCUSSION:** Yellowstone Science and Allied Health Building —Bill Kennedy, MSU Billings Foundation  
The Foundation is working with local contributors and the state legislature to generate \$18.5 million for this building project. \$10 million was dedicated from the state four years ago. Our delegation is currently seeking to increase that support by an additional \$5 million. Learn about this project and discuss options for the Chamber to assist in the Foundation's efforts.
- 4:55 p.m. **V. REPORTS, ACTIVITIES, AND ANNOUNCEMENTS**
- a. Chamber Breakfast – March 30, Metra
  - b. Business After Hours – April 12, Big Sky Pet Resort
  - c. Board Meeting – April 17, Billings Chamber
  - d. Chamber Open – June 23, Briarwood





Monday, February 27, 2017  
Billings Chamber of Commerce

**Board Members Present:** Kris Carpenter, Bill Cole, Tom Day, Chris Dimock, Patrice Elliott, Ginny Hart, Casey McGowan, Lenette Kosovich, Nichole Mehling-Miles, Lisa Perry, Julie Seedhouse, Dave Worstell, Jeff Walters

**Board Members Absent:** Brian Brown, Dr. Randy Gibb, Mike Nelson, Ray Rigdon

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

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

**Others:** Mike Whitaker

Bill Cole called the meeting to order at 3:03 pm at the Billings Chamber of Commerce and introduced Christina Rodriguez with Big Sky Executive Search.

### **ORGANIZATIONAL BUSINESS**

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

Bill Cole asked for approval of the January 23, 2017 Board meeting minutes, Financial Report, and Member Report. Jeff Walters motioned for approval of the consent agenda; Patrice Elliott seconded; Motion carried.

#### **City of Billings Parks Master Plan**

Mike Whitaker, City of Billings Parks and Recreation Director, presented the City of Billings Parks Master Plan as well as shared recent survey results. 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. The challenge for the City of is that they only have funds for park maintenance, not new park development.

Alex Tyson shared that the Billings TBID, the Laurel Community, Big Sky Economic Development, and Beartooth Grant are partnering together for a sports feasibility study. This study will show what sports are underserved in Yellowstone County.

Steve Arveschoug reported that a subcommittee for the BillingsNow group is working on entryway parks and Coulson Park. There is a strong desire to develop Coulson Park and develop along the Yellowstone River. Currently, looking at grant opportunities specific to this area.

#### **American Airlines Guarantee**

John Brewer and Patrice Elliott presented information regarding the American Airlines guarantee. The Chamber is proposing to enter into a contract with the City to guarantee the \$600,000 in private local support that has been committed. The Chamber will manage the private contributions due to investor reasons and for confidentiality purposes. All of the guarantors are well established businesses in Billings.

The Chamber will act as an escrow agent and will maintain letters of credit with each partner with specific dates for when the funds are due. A separate account will be opened to keep the funds segregated. To date, 90% (\$542,500) of the funds have been committed by local businesses. The Committee discussed the concerns that if the remaining 10% (\$57,500) is not found the Chamber will be responsible for that difference as well as their

committed \$25,000 which could total approximately \$85,000. John feels very comfortable that at least half will be secured in a matter of days

Discussion included that even though the risk exists, many feel confident in work that has been done to date and that American Airlines would not come to Billings if they did not see opportunity. The total max amount for guarantees to American Airlines is \$1.25 million.

Chris Dimock motioned to recommend the Executive Committee to review and approve the contract with the City when it needs to be signed, and determine the gap and exposure that the Chamber may need pay if the \$600,000 guarantee is not met with the understanding to aggressively fundraise for the last 10% that has yet to be committed, as well as budgeting the excess over the next two fiscal years (2018 & 2019); Dave Worstell seconded; Motion carried.

### **Chamber Communications Plan Update**

Kelly McCandless shared the communications survey results and ideas on updating the Chamber's communications methods. The goal for the Chamber's communications is to be a credible, reliable informed resource for the business community.

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

Reports were included in the board packet.

John provided an update on BillingsNow, the group is working on a strategic plan. John is working with Chancellor Ron Larsen of MSU-Billings to support the science building and to advocate at a local level.

Dan Brooks presented the new public policy electronic platform, VoterVoice. This shows a score card on how each legislator voted for certain bills categorized under the public policy guide. Currently, the Local Option Authority now has bi-partisan support but no hearing date has been scheduled yet.

Jennifer shared that about 70 tickets are still available for the VIP night with Emmitt Smith. The Chamber Breakfast is scheduled for March 30th at the Metra and approximately 20 tables are still available to be purchased. Individual board tickets are also available for purchase. Registration for next year's Leadership Billings will open on April 1<sup>st</sup>.

Alex gave an update on the NAIA Tournament and stated that 14 more teams are still needing to be adopted. Please contact Alex if you would be interested in sponsoring a team. The TBID renewal and looking at the organization's next ten years will be presented to City Council March 6<sup>th</sup>.

### **Partner Updates**

SD#2 – Terry Bouck reported that a press conference will be held March 2<sup>nd</sup> at 10:00 am at the Career Center announcing the new Career Technical Education program. This program will now have a better connection with workforce development in the area.

City – Tina Volek reported that the City is currently working on the Parks Master Plan, the Council will discuss bee keeping at tonight's upcoming meeting, and a committee will be created soon to start looking for a new replacement for her position (City Administrator).

County - Commissioner Denis Pitman provided an update on the jail expansion, rural ambulance service as well as the costs incurred by the county for the upcoming election to replace Ryan Zinke.

Cultural Partners/Downtown – Lisa Harmon reported that public intoxication bill did not make it and was seen as a Billings bill killed by Billings representatives. Even though the bill did not make it, Downtown is still working hard with the two new downtown resource officers and sending their MAP team to San Diego for more training. The One Big Sky Center project and the Batting Building remodel continue to move along. Currently, on hold for TIF funding due to how many bills are in legislature. “After 5 Unplugged” is a new event from 5:00-8:00 pm Thursday night at the Yellowstone Art Museum. This will run during the months of April, May, October and November.

Meeting adjourned.

Submitted by Megan Stevenson

# Billings Chamber Board of Directors

## Variance Report

### For month ending February 28, 2017

Revenue over expenses is \$39,060 over budget.

Revenue is \$2,335 over budget due to the following variances:

- Membership Dues are \$26,436 over budget. The increase in new member sales of \$19,313 is offset by the increase of \$10,584 in membership cancellations and decrease in membership migration of \$13,764.
- Membership Events are \$25,631 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.
  - Business After Hours is \$1,172 over budget from early collection of sponsorship revenue. VIP cards and attendance revenue paid at the door are under budget.
  - Connections is under budget \$1,300 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 \$4,075 due to timing and startup of events.
  - NextGen Revenue is \$2,700 under budget in events and program sponsors.
- Strategic Priority Revenue is over budget \$1,345 from ACT contributions. *Please note that the ACT expenses are over budget as well.*
- TBID Revenue is \$1,297 under budget from staffing changes. Revenue received from TBID is strictly a payroll reimbursement
- Other Revenue is \$1,367 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 \$36,725 under budget.

- Membership Expenses are \$25,902 under budget.
  - Marketing expenses are \$10,235 under budget from Printed Communications (Strategic Plan), website development/maintenance and branding expenses. *Current plans are to fully utilize the marketing budget.*
  - Membership Event expenses are under budget \$14,951 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.
    - 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 \$1,560 due to timing and startup of events.
    - NextGen is under budget \$438 from timing of expenses for events.
  - Membership Sales Expenses are \$717 under budget:
    - Postage is under budget \$465.
    - Member Retention is under budget \$1,036 from membership plaques and member promotion.
    - 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 \$8,810 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 \$4,075 over budget.
  - Air Service is \$2,711 over budget for travel expenses and consultant fees.
  - ACT is \$7,726 over budget.
  - Shop Billings, BillingsWorks and Trails are under budget and will be expense savings of approx. \$5,300.
- Payroll Expenses are \$4,221 under budget from staffing changes.
- Building Expenses are \$4,532 under budget from property insurance, janitorial services and anticipated repairs with Air Controls.
- General Administrative Expenses are \$2,667 over budget from Computers, Bank charges (credit card fees) and Professional Meetings.

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

----CURRENT MONTH----			----FISCAL YEAR TO DATE----		---Prior YTD---
ACTUAL	BUDGET		ACTUAL	BUDGET	2015-2016
<b>REVENUE</b>					
57,272	56,703	MEMBERSHIP DUES	523,995	497,559	465,679
8,800	8,750	CHAMBER CVB ADMIN REVENUE	56,200	56,250	43,800
-	-	CHAMBER CVB OTHER REVENUE	-	-	-
39,371	38,475	MEMBERSHIP EVENTS	285,294	310,925	271,051
6,695	6,000	AD SALES	20,165	20,000	18,275
3,000	-	STRATEGIC PRIORITY	38,471	37,125	27,226
27,266	27,876	TBID REIMBURSEMENTS	240,444	241,741	210,730
2,407	2,145	ALL OTHER REVENUE	25,777	24,410	5,192
144,811	139,949	<b>TOTAL REVENUE</b>	1,190,345	1,188,010	1,041,951
<b>EXPENSES</b>					
-	-	CONVENTION & VISITOR'S BUREAU	-	-	-
41,459	40,710	MEMBERSHIP	173,273	199,175	158,497
6,848	4,533	BUSINESS ADVOCACY	22,629	31,439	6,716
5,697	2,000	STRATEGIC PRIORITY	51,575	47,500	27,886
83,818	86,796	PAYROLL & RELATED COSTS	714,668	718,889	660,984
10,962	10,262	BUILDING & RELATED COSTS	42,251	46,783	55,628
7,293	5,216	GENERAL ADMINISTRATION	74,541	71,875	67,145
156,076	149,517	<b>TOTAL EXPENSES</b>	1,078,936	1,115,661	976,856
(\$11,265)	(\$9,568)	<b>NET REVENUE (EXPENSES)</b>	\$111,409	\$72,349	\$65,095

	Current Month	Last Month	Last Year
<b>CASH:</b>			
UNRESTRICTED	\$100,142	\$110,468	\$120,675
MONEY MARKET ACCOUNT	\$101,975	\$101,948	\$42,239
<b>RESTRICTED:</b>			
YELLOWSTONE KELLY	\$5,495	\$5,495	\$40
TRAILS	\$10,522	\$10,522	\$6,050
<b>TOTAL</b>	<b>\$218,134</b>	<b>\$228,434</b>	<b>\$169,004</b>

Fiscal Year Ends June 30, 2017

Line of Credit Balance 0

**Membership Report  
For the Month February 2017  
As of: March 9, 2017**

		2016-2017			2015-2016	2016-17
	Count	Dollars		Count	Dollars	Count
						Year To Date
	1,253	\$778,712.00		1,183	\$708,242.00	
New Members	22	11,713.00		23	7,725.00	135
Cancellations	(18)	(8,451.00)		(9)	(4,175.00)	(109)
***Dues Adjustments		(5,674.00)			8,425.00)	
** Reinstatements	2	695.00				
<b>Ending Balance</b>	1,259	\$776,995.00		1,195	\$720,217.00	

**Dropped Members**

**Closed**

B-Town Grill  
Billings Wolves

**Financial**

Rocky Mountain Hard Rock Flooring  
Tea City & Cupcakes  
Yellowstone Coffee and Canvas LLC  
Yellowstone Fitness

**Lack of Time**

Byo-Safe Environment

**No Response**

Commons 1882  
Mental Health Center  
Montana Tire Distributor  
Outback Steakhouse  
Red Lodge Mountain Resort  
TimeSquare Furniture & Mattress  
UMI Steakhouse and Sushi Bar

**No Value**

3 North Bar & Grill  
Special Olympics Montana  
Waddell & Reed - Brian Lethert

**Sold**

Lupine Inn

**New Members**

Apex Business Performance  
Auto Works 360, LLC  
Baymont Inn & Suites  
Big Sky Executive Search, LLC  
CASA of Yellowstone County  
Civeo  
ConocoPhillips  
Full Throttle Auto & Cycle  
Mazevo Coffee  
MA Zimmerman & Associates  
McManus Motors  
Morton Buildings  
New York Life – Rebecca Bruner  
Oildigger Resources, LLC  
Otis Creek Construction  
Premier Enterprises  
Rocky Mountain Game Nomad  
Sleep Inn  
Sleep Number  
Sunrise Montessori School  
Tammie Hoelle – Granite Realty  
Western Security Bank - Heights

**Dues Adjustment**

February \$1,045  
Olsen Ortho Studio (\$3,219)  
Northwestern Energy (\$3,500)

**Reinstatement**

Century 21 – Wayne Wilcox \$695  
Lukas Seely Presents

**90+ Days Past Due**

Billings Lifestyle  
Custom Auto Sales  
Doc & Eddy's Plaza  
Integrity Check Solutions  
Legal Shield: Rick Halmes  
Liberty Tax Service  
Meadow Lark Agency  
Michael Mace  
Noodles O'Brien  
Prill Dental  
Primerica – Eddie Corcoran Jr  
Radisson Hotel  
RC Health, Cooling & Refrigeration  
Republic Services of Montana  
Sissie's Cleaning Service  
This House of Books  
Tumbleweed Runaway Program  
Yellowstone AIDS Project  
Yellowstone Bank  
Yellowstone Cellars & Winery  
**Total \$10,332.75**

**60+ 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  
Epcos Sign Co  
Good Earth Market  
Industrial Coating Solutions  
Integra  
J&R Enterprises  
Jasons Clothing Store

**JW Synthetic Grass & Specialty Goods**

Los Mayas  
MOMS Wellness Emporium  
Montana Radiator Works, Inc.  
N2 Cryotherapy  
Nancy Brook  
Phillips 66  
Practical Taxes  
Q360 Health  
Radio Billings, LLC  
Reliable Tent & Tipi  
Scoopin Doody  
Talen Montana, LLC  
The Art of Play  
Thrivent Financial  
Tractor & Equipment Co.  
**Total \$19,838.25**

**30+ Days Past Due**

Adore Salon & Spa  
Andy Austin – Photographer  
Atlas Chiropractic of Billings  
Bitter Creek Outfitters  
Bricks & Minifigs  
Code Red Tactical  
Cool Beans Coffee  
Creative World Model & Talent Agency  
El Corral  
First Choice Health  
Frontline Processing  
Health Connections Enterprises, LLC  
Hilltop Public Solutions  
Kinetic Agency  
Montana Honda & Marine  
Morledge Family Eye Clinic & Surgery  
Moser Tile, Design & Construction  
NewFields Mining Energy Services  
Noodles O'Brien  
Northwestern Energy  
Pine Cove Consulting  
Reach Higher Montana  
Redline Computers  
Right At Home  
SAS SPURILLA'S Closet  
State Farm Insurance – Jeff Wigen  
The Coffee Tavern  
The Divide Bar & Grill  
Thumbtack  
Ziplocal  
**Total \$8,903.42**





## **Executive Committee Minutes March 14, 2017**

**Attendance**—Kris Carpenter (presiding chair), Brian Brown, Casey McGowan, Nichole Miles, Jeff Walters, John Brewer

**Meeting called to order at Noon.**

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

**Business Advocacy Structure**—John presented the second draft consisting of changes recommended at the last Executive Committee meeting. The EC supported allowing a soon-to-be appointed Advisory Board to recommend a structure for Candidate Grading and Scorecards that would then have to be approved by the full board. The EC supports the document and will share any final thoughts at the April EC meeting. The item will be on the April board agenda for action.

**Board Nominating Process**—At the April EC meeting the committee will make recommendations on: how many board seats should be filled (Jeff Walters is termed out and there is the capacity through the bylaws to elect two additional); names of prospective new board members; renewing those board members who's first term is experiencing; selecting officers. Those recommendations will go to the full board in April. Applications are due April 5.

**MSU-Billings Foundation**—John reviewed a brief history of the Yellowstone Health and Science Building fundraising efforts. Bill Kennedy and Dr Larsen will be our guests at the March board meeting. We will discuss opportunities for the chamber to assist in fundraising support.

**ACT Update**—The House bill was heard today and the Senate bill will be heard Thursday. Today the utilities had a strong showing in opposition. Other communities' across the state were well represented by city staff and associations. We need business leaders to attend and testify. Bill and Dan attended represented Billings. The ACT Committee recently hosted dinners for our republican and democrat delegation to discuss the bills. Now is the time for our community to communicate with their elected officials.

**American Airlines**—John has requests out to over 20 businesses to assist in covering the now \$52,500 guarantee gap. He is in the process of now following up. Bill approved the Chamber-Guarantee agreement with local businesses. John is collecting signatures. Bill and Patrice are reviewing the City-Chamber contract. The City Council will be asked to approve the City-Chamber contract April 24. John will ask the EC to agree to the contract at the April 10 EC meeting assuming that gap is narrowed significantly.

**March 20 Board Meeting**—Agenda items were discussed.

**Meeting adjourned.**

# 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	497.6
Actual	46.5	38.8	81.1	46.2	52.7	65.9	135.5	57.3						524.0

*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	96
Actual	8	11	13	16	17	11	17	16						109
\$\$	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	37,336
Actual	3,386	4,555	6,132	6,570	7,751	4,794	6,976	7,756						47,920

*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	112
Actual	17	17	15	19	13	13	19	22						135
\$\$	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	48,400
Actual	9,300	10,975	7,375	8,450	6,409	5,675	7,816	11,713						67,713

## 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	4,002					32,775

**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	11,527					108,980

**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	2,315.9
Actual \$	32.2	73.9	235.1	61.4	56.8	84.9	71.1	49.7						665.1
Readers	2.9	7.8	24.9	5.6	6.1	7.1	7.4	5.4						67.2
Articles	20	38	88	30	23	27	39	23						288

\*

\*NAIA