



**BIG \* SKY**  
CHAMBER OF COMMERCE  
CONVENTION & VISITORS BUREAU

**Agenda**

**Board of Directors**

**Big Sky Chamber of Commerce**

**55 Lone Mountain Trail | Big Sky, Montana 59716**

**406-995-3000**

**8:30 AM**

**December 8, 2015**

[www.bigskychamber.com](http://www.bigskychamber.com)

- I. Call to Order Regular Public Meeting
- II. Public Comment
- III. VBS Liaison Report

<u>Action Items</u>	<u>Responsibility</u>
IV. Approve Minutes	DOC
V. Finance	Paul
VI. Board Direction Building Proceeds	Kitty

**Discussion Items**

---

- VII. Director Report
    - a. Staffing
    - b. 191 Progress
    - c. Resort Tax Reports
    - d. Vacancies on Boards and Commissions
  - VIII. Membership and Non Dues Income
  - IX. TEDD Update
- Kitty/Marci  
Kevin

**Important Dates**

- |                               |             |
|-------------------------------|-------------|
| Bozeman Health Ribbon Cutting | December 9  |
| Christmas Stroll              | December 11 |
| BAH Lone Peak Brewery         | December 17 |

**Adjourn**



**BIG \* SKY**  
CHAMBER OF COMMERCE  
CONVENTION & VISITORS BUREAU

*Meeting Minutes*  
**Big Sky Chapel**  
**Big Sky, Montana 59716**  
**406-995-3000**  
**November 10th, 2015**  
[www.bigskychamber.com](http://www.bigskychamber.com)

**Call to Order:** 8:57 a.m.

**Present:** David O'Connor, Sarah Griffiths, Bill Simpkins, Kevin Germain

**Teleconference:** Brandon Bang

**Absent:** Paul Robertson, Shawna Winter

**Public Comment**

John Romney, Developer

- John commended the Chamber for the Town Hall housing meeting. David invited John to look into being a part of the Big Sky Housing committee.

**Housing Update**

Kevin Germain, Board of Directors

- Kevin commented on the need for a housing authority in order to control all the potential funding in Big Sky for the Big Sky Community Housing Project. Kitty mentioned Tracy from HRDC agrees with Kevin on the need to create Big Sky's own housing authority.
- John asked who the owner of the Big Sky Community land trust would be. Kitty stated HRDC will be the owner. Kitty further explained the housing authority is a sub-committee of the Chamber, but the county is fiscally responsible.
- David mentioned to John that creating the housing project as a public project is challenging and it is a bit of a slower project than if it was a private initiative.
- Kevin is on the Resort Tax board's November 11<sup>th</sup> agenda to discuss House Bill 262 for the next legislative session. Kevin believes that because the bill died in the Senate with a 25-25 tie, with more preparation this year, Big Sky will have a better chance for the bill to pass.

Kitty Clemens, Executive Director

- Kitty and Marci had a kick off meeting with MobiManage this week. Visit Big Sky will start with the creative and development of the app. We are also working with Dan Martin to get a kiosk in the airport. We are hoping to get the app up and running for ski season. We want to ensure the app is working well and people are using it before the kiosks are installed.
- We are having some challenges with DestiMetrics. It has been challenging to get the data submitted and submitted correctly and several businesses still need to decide which staff members will be completing the data collection each month.
- Winter advertising is in place. BSIA is up and running. We don't have very robust packages with the resort, but we hope to get more now that there is snow.
- Kitty mentioned we are firing Visit Big Sky's PR firm, Griffin and Associates, because they were not producing what they were being paid to produce. In regards to Biggest Skiing in America, David wanted to mention the biggest skiing is more about acreage and vertical drop, but it is also about the total experience of skiing in Big Sky.

## **ACTION ITEMS**

---

### **Approval of Minutes**

- A motion to approve the minutes was made by Sarah Griffiths and seconded by Kevin Germain. With all in favor, the motion passed.

### **Approval of Record Retention Policy**

Kitty Clemens, Executive Director

- Kitty stated the Chamber has completed the final dates on the Record Retention Policy. She wanted to let the board know the updated Record Retention Policy is in the board books.
- David mentioned the Chamber board discussed the Record Retention Policy at the last meeting, but needed to finalize some of the dates for retention before board approval.
- Kevin asked if there is anything the Chamber is currently not doing for record retention. Kitty explained we have more documentation on the records than it requires in our Record Retention Policy; however, the chamber needs to have the Record Retention Policy for the IRS.
- A motion to approve the Record Retention Policy was made by Kevin Germain and seconded by Bill Simpkins. With all in favor the motion passed.

### **Request for Formal Support for the CDC Application**

Kitty Clemens, Executive Director

- Prospera needs to reapply as a Community Development Corporation for the Department of Commerce. However, Northern Rocky Mountain Economic Development District also is applying for a CDC Application. This is possibly mutually exclusive.
- The Chamber could write a letter for both, for neither, or we can choose which organization we would like to support. Should Prospera not be chosen, they would have to lay off staff. Should RMEDC receive the grant, they would have to revamp their system. If Prospera is not chosen, it could continue to run, but with less staff.
- The Chamber Board discussed their experience with both entities. Kitty mentioned Prospera helped Mountain Maven and Gallatin Riverhouse Grill as start-ups.

- Bill thinks RMEDC has been more engaged with the Big Sky Community.
- Kevin and Bill believe that there is less risk in writing a letter of support for both given both organizations have greatly helped the Big Sky community.
- Kevin Germain made a motion to write a letter for support for Prospera Business Network and Northern Rocky Mountain Economic Development District and seconded by Sarah Griffiths. Additional discussion followed.
- Kitty is unsure if it hurts an application to write a letter of support for both organizations apply. David believes that it is better to write a letter of support for both than no letter. The board agrees to write a letter for both. Kitty will write a letter for both organizations.
- The Chamber Board of Directors voted on the motion and with all in favor, the motion passed. The board agrees to write a letter for both. Bill Simpkins recused himself from voting since he sits on the Northern Rocky Mountain Economic Development District board. Kitty will write a letters up support for both organizations.

## INFORMATION ITEMS

---

### Transportation Discussion

David O'Connor, Board President and Kitty Clemens, Executive Director

- The Chamber has discussed wayfinding signage, safety issues, and ways improving transportation can improve our community. David wants the board to brainstorm ways Big Sky can develop stronger relationship to the Montana Department of Transportation. David asks: What does the board feel is an appropriate long term course of action with MDT?
- Kitty mentioned there are several important funding streams related to transportation the Chamber board should be aware of. For example, some community members and nonprofits have proposed using the Resort Tax to pay for community improvements the Federal User Highway Trust Fund could pay for. Kitty also suggested the board focus on the signage on Highway 90, which does not represent Big Sky and Big Sky's relationship with the transportation commissioner that works with MDT the most.
- Kitty believes we should build a voice to gain momentum for the commissioner of our region. For example, our transportation commissioner has not come to Big Sky from Butte despite being asked and invited on multiple occasions.
- Kevin believes Lone Mountain Trail is Big Sky's lifeline and the community should be more involved with the DOT and the federal government in order to receive more funding for the projects in Big Sky. David asked the board the challenges Big Sky would face to have a representative in Helena or a representative on the transportation commission.
- Kitty believes trail usage and safe links to school should both be included in transportation. Kitty believes the Chamber should begin a similar process as the housing exchange for transportation in order to thoroughly review transportation funding.
- Kitty believes that having a transportation consultant representing Big Sky would be a good way to help our community. There is no region in the state with a Regional Council of Government, except Billings. The money for Big Sky transportation enhancements has mostly come from Resort Tax, which some roads and trails are eligible for highway funding. Kevin agrees the Chamber board needs to have input from the community and a unified voice on this issue.

- The Chamber needs a focus group of interested members of the community. David likes the approach of mimicking what the Chamber has done housing and start with an idea exchange.
- The Chamber board is concerned they will not receive the same amount of support as housing received. However, the board still feels this is an important issue to address.
- Kitty mentioned several of Senator Steve Daines staff members have attended our Town Hall meetings. Sarah suggested creating a Survey Monkey on transportation. David asked: Should the Chamber board begin the process now or is it more effective for the Chamber to work on a Resort Tax application for 2017/2018, which includes steps to tackle the transportation issue in our community.
- Kevin thinks the next six months could focus on idea gathering. Kitty mentioned that in the idea exchange, they invited key community members to participate and suggests doing the same to begin the dialog on transportation.
- John Romney agrees there is a lot of momentum on the issue of transportation. Bill agrees a focus on the economic development portion of transportation is a great idea for the Chamber now Visit Big Sky is running successfully and the Chamber is not focused on marketing like it was in years past. Kevin believes we should set up a transportation sub-committee.
- Kitty really likes the idea exchange concept with using a survey monkey to build the agenda for the idea exchange. John agrees Big Sky should anticipate the new transportation commissioner being appointed in 2017.
- Sarah Griffiths made a motion to direct and empower to Kitty to begin the process of information gathering, like the Chamber completed in housing, for road transportation and after the first of the year know what an agenda looks like for transportation for the Big Sky community. The motion seconded by Bill Simpkins and with all in favor the motion passed.
- Brandon wants to make sure the Chamber board is aware of the two legs of transportation that are already meeting: Air Service Development and the Transportation District. Kevin notes we are looking for physical improvements for roads and will not focus on air or public transit.

## Preparation for Legislative Session

Kitty Clemens, Executive Director

- The Chamber board discussed in the past preparing for legislative session and how to stay on top of important bills that effect our community.
- Kitty and Alex attended the TAC meeting in White Sulphur Springs in October. Sean Becker is now the Associate Director of the Department of Commerce. Sean is senior to Jerri Duran. Sean aims to view tourism development and destination development holistically and wants to see more public-private partnerships.
- Kitty also attended the recent MACE conference where the Choose Montana program was discussed. Kitty noted the importance of housing was left out of the discussion.
- Kitty has drafted three legislative proposals for the session:
  1. **Economic Improvement Zone:** As the legislation is being conceived, several communities would be selected across Montana to be the initial Zones. Investments in designated zones would be eligible for tax credits. For any economic improvement zone, public funds could be leveraged by private investments in order to receive tax credits. These concepts need to be shared with others around the state for diverse support. Kitty thinks the Chamber should reach out to several colleagues, especially members of MACE and Montana Hotel and Lodging Association for additional support. David asked if the first proposal would work for housing. Kitty said it would.

She also mentioned the first option can work with a TEDD/TIF. Kitty mentioned the Chamber would need to have numerous industry partners on board before an effort to find a bill sponsor is underway.

**2. Regional Tourism Development District:** as a catalytic project. The Regional Tourism Development District concept would encourage a regional project classified a “catalytic” and be able to cross county lines. Because the districts would be regional and fairly large, the application for the district would be made to the state and be funded in part with tax increment financing.

**3. Penny for Housing:** This concept is the extra penny to dedicate to housing and would be locally approved and controlled. Kitty does feel the Montana Chamber and Resort Tax communities, as well as the Hotel & Lodging Association need to get behind this bill for it to pass.

- Kitty believes all three of these plans are economic development tools important for the next legislative session. Kevin agrees these ideas are great and very forward thinking.
- Kevin shared two ideas for the new legislative session with the board: 1. Continue to work with the TEDD statue and include tourism as a value added industry 2. Continue to work with TEDD and include housing as a value added industry.
- Kevin believes the addition of housing to the TEDD is an allowable expense for Urban Renewable Districts. Kevin asked if Kitty needs to talk with other groups before talking with Sean Becker regarding these legislative proposals. David agrees the Chamber would need to speak with MACE and the Montana Hotel & Lodging Association before speaking with Sean Becker. The topic should be on regionalism and the primary economic development tool for the state of Montana: its workforce.
- Kevin mentioned sitting down with Aimee Grmoljez a very successful lobbyist who was very helpful on HB 262; Kevin would like to sit down with her and Webb Brown. David noted that when he spoke with Meg O’Leary on HB262, the governor wasn’t interested in embracing the bill because of the fear he would be putting in a new tax.
- Kitty believes the Chamber should discuss HB 262 with Daryl Schliem, Executive Director of the Bozeman Chamber. Bozeman is also interested in affordable housing.
- A motion to direct and empower Kitty to work on the general legislative issues as discussed. The motion was made by Kevin Germain and seconded by Sarah Griffiths. With all in favor, the motion passed.

### **Brief TEDD Update**

Kevin Germain, Board of Directors

- Kevin has been working with Brian and Ralph from Cedarhouse Partners on the impact of capturing an increment on existing tax districts in regards to a TEDD effort. There is a meeting at 8:30 a.m. tomorrow morning regarding the TEDD.

### **Big Sky Business Section/Bozeman Daily Chronicle**

Kitty Clemens, Executive Director

- Kitty discussed a Big Sky Business Section with the *Bozeman Daily Chronicle*.
- There is a financial commitment for the Chamber, and it is Kitty’s hope businesses in the Big Sky community would be interested in paying for advertisements. The thought is to be ½ edit and ½ ads. The Chamber would write the content. Sarah asked: Why would the Chamber pay to write the content?

- Kitty clarified: The point of the *Bozeman Daily Chronicle* Big Sky Business Section is to receive some serious traction in the *Chronicle*. Kitty mentioned there is a big gap with the *Lone Peak Lookout* being gone.
- David is concerned the *Chronicle* may not live up to their end of the deal and noted a lack of events in their paper on Big Sky. David is concerned about the track record of the *Chronicle*. David asked what the financial commitment of the Big Sky Business Section would be. Kitty explained the cost would be \$2,000 per issue.
- Kevin asked if there is any way to leverage *Explore Big Sky* for content.
- Kitty spoke with John Zirkle and Loren Bough about the *Bozeman Daily Chronicle's* insert in order to include WMPAC and the Big Sky School District. Kevin asks if this could be a stepping stone for more information at the *Chronicle* on the Big Sky level.
- Kitty thinks that if the Chamber can find other partners, the Chamber could commit to the edit at \$500 a month and leverage the other partners for four months. Kitty wants to know which businesses would be interested in being included in the partnership.
- David believes the Chamber can come up with the content, but he has a hard time committing the funds. Kevin agrees the Big Sky Business section is a good idea, but also has a hard time committing to the funds.
- Kitty does not think it's unusual to pay that amount of money for something like this. David thinks that is a great idea, but is not ok with the cost.
- The page on November 18<sup>th</sup>, would just be the events page and we would not have to pay for the *Chronicle* to run the page. David believes Kitty should go back to Stephanie and re-negotiate the terms of the agreement. The board agreed with David's thoughts.

### **Visitor Services Report**

- The Big Sky & Greater Yellowstone Welcome Center had 2,165 visitors in the month of October. Some of this was due to the Great Pumpkin Giveaway.
- The Great Pumpkin Giveaway was a huge success. We ordered 400 pumpkins this year, which was 100 more than last. We gave away 350 pumpkins the day of the event and donated the remainder of the pumpkins the kindergarten teachers for a class project the following Monday. We had 200 more kids pick up pumpkins than in 2014.

### **Tourism Master Plan**

Kitty Clemens, Executive Director

- David suggests removing the Tourism Master Plan from the Chamber parking lot because he feels the Chamber is working on numerous key projects. The tourism master plan might best be completed by Visit Big Sky.

### **Adjourn**

- A motion to adjourn was made by Kevin Germain and seconded by Brandon Bang. With all in favor the meeting adjourned at 10:59 a.m.

Respectfully Submitted,  
 Marci Lewandowski  
 Visitor Services Manager  
 Adjourn 10:59 a.m.

6:02 PM  
12/07/15  
Accrual Basis

Big Sky Chamber of Commerce  
**Balance Sheet**  
As of October 31, 2015

	<u>Oct 31, 15</u>
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
FSB- RESTRICTED- Maint	21,009.65
Grant Match Fund	38,825.00
BSW/ - Operating	<u>48,598.59</u>
Total Checking/Savings	108,433.24
Accounts Receivable	
Accounts Receivable	<u>3,178.45</u>
Total Accounts Receivable	3,178.45
Other Current Assets	
Visit Big Sky/ New Organizati...	<u>10,969.23</u>
Total Other Current Assets	<u>10,969.23</u>
Total Current Assets	122,580.92
Fixed Assets	
Accumulated Depreciation	-85,022.00
Building - Information Center	200,000.00
Equipment	<u>27,617.55</u>
Total Fixed Assets	<u>142,595.55</u>
<b>TOTAL ASSETS</b>	<u><b>265,176.47</b></u>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	<u>12,760.63</u>
Total Accounts Payable	12,760.63
Credit Cards	
Staples/ Credit Card	<u>504.55</u>
Total Credit Cards	504.55
Other Current Liabilities	
Payroll Liabilities	5,363.79
Simple IRA Payable	<u>860.28</u>
Total Other Current Liabilities	<u>6,224.07</u>
Total Current Liabilities	19,489.25
Long Term Liabilities	
Consolidated Loan	<u>36,709.64</u>
Total Long Term Liabilities	<u>36,709.64</u>
Total Liabilities	56,198.89
Equity	
Net Assets	248,299.01
Net Income	<u>-39,321.43</u>
Total Equity	<u>208,977.58</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><b>265,176.47</b></u>



6:01 PM  
12/07/15  
Accrual Basis

Big Sky Chamber of Commerce  
**Profit & Loss**  
October 2015

	<u>Oct 15</u>
Ordinary Income/Expense	
Income	
100 - MEMBERSHIP REVENUES	3,780.00
130 - EVENTS	1,230.00
140 - GOVERNMENTAL SOUR...	55,761.33
190 - OTHER INCOME	0.45
Total Income	<u>60,771.78</u>
Gross Profit	60,771.78
Expense	
200 - ADMIN & OPERATIONS	32,699.38
300 - ADVERTISING & PROMO...	13,499.66
600 - EVENTS/ PUBLIC AFFAIRS	214.80
700 - FUNDRAISING	7,384.00
900 - UTILITIES	81.33
Total Expense	<u>53,879.17</u>
Net Ordinary Income	<u>6,892.61</u>
Net Income	<u><u>6,892.61</u></u>

Big Sky Chamber of Commerce  
**Balance Sheet**  
 As of November 30, 2015

	<u>Nov 30, 15</u>
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
FSB- RESTRICTED- Maint.	21,009.65
Grant Match Fund	38,825.00
BSW/ - Operating	<u>26,695.46</u>
Total Checking/Savings	86,530.11
Accounts Receivable	
Accounts Receivable	<u>1,318.45</u>
Total Accounts Receivable	1,318.45
Other Current Assets	
Visit Big Sky/ New Organizati...	<u>10,969.23</u>
Total Other Current Assets	<u>10,969.23</u>
Total Current Assets	98,817.79
Fixed Assets	
Accumulated Depreciation	-85,022.00
Building - Information Center	200,000.00
Equipment	<u>27,617.55</u>
Total Fixed Assets	<u>142,595.55</u>
<b>TOTAL ASSETS</b>	<b><u>241,413.34</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Credit Cards	
Staples/ Credit Card	<u>504.55</u>
Total Credit Cards	504.55
Other Current Liabilities	
Payroll Liabilities	5,494.21
Simple IRA Payable	<u>1,308.80</u>
Total Other Current Liabilities	<u>6,803.01</u>
Total Current Liabilities	7,307.56
Long Term Liabilities	
Consolidated Loan	<u>36,709.64</u>
Total Long Term Liabilities	<u>36,709.64</u>
Total Liabilities	44,017.20
Equity	
Net Assets	248,299.01
Net Income	<u>-50,902.87</u>
Total Equity	<u>197,396.14</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>241,413.34</u></b>

6:05 PM  
12/04/15  
Accrual Basis

Big Sky Chamber of Commerce  
**Profit & Loss**  
November 2015

	<u>Nov 15</u>
Ordinary Income/Expense	
Income	
100 - MEMBERSHIP REVENUES	12,855.75
130 - EVENTS	580.00
170 - NON-DUE REVENUE	1,106.25
Total Income	<u>14,542.00</u>
Gross Profit	14,542.00
Expense	
200 - ADMIN & OPERATIONS	22,782.67
300 - ADVERTISING & PROMOTION	280.45
400 - DUES TO OTHER ORGANIZAT...	45.50
600 - EVENTS/ PUBLIC AFFAIRS	664.84
800 - MAINTENANCE & REPAIR	14.99
900 - UTILITIES	509.99
Total Expense	<u>24,298.44</u>
Net Ordinary Income	-9,756.44
Other Income/Expense	
Other Expense	
Memberships written-off	1,825.00
Total Other Expense	<u>1,825.00</u>
Net Other Income	-1,825.00
Net Income	<u><u>-11,581.44</u></u>



**BIG \* SKY**  
CHAMBER OF COMMERCE

## Membership Report

October 26, 2015 to December 7, 2015

### Renewing Members

- Ari O Jewelry
- Big Sky Business Services
- Big Sky Christian Fellowship
- Big Sky Community Food Bank
- Big Sky Fitness Fusion
- Big Sky Ski Education Foundation
- Blueprint, Inc.
- Cinnamon Lodge & Adventures
- Classic Ink
- Delzer Diversified
- Design Associates
- Dodd Law Firm
- Earth Elements Design Center
- Endeavor Ballooning
- Fox Run Lodge
- Gale Force Property Management
- Gallatin Timberwrights
- George Obernagel
- Gras HR Consulting
- High Country Goods
- Holiday Inn Express & Suites
- Jarvis Custom Builders
- LTD Real Estate
- Maid in Big Sky
- Medical Clinic of Big Sky
- Monkey Pickles
- Montana Chef/Montana Management & Maintenance
- Montana Living
- MT Energy Alliance
- Premiere Coastal Insurance
- Ranstrom Financial
- Realty Big Sky
- Big Sky Resort Tax
- Ryan Turner Photography
- Santosha Wellness Center
- Spanish Peaks Community Foundation
- The Gourmet Gals
- Veterinary Clinic of Big Sky
- Western Property Management
- Yellowstone Club Community Foundation
- Ramirez Management
- Lone Peak Electric
- Spur Coffee
- Cronin Family Membership
- Yellowstone Wildlife Adventures
- Gallatin River Task Force
- Rhinestone Cowgirl

## **Total Amount Received: \$14,226.25**

### **120 Days Past Due:**

- Arri began working on the Membership account on October 13, 2015. When she started the 120 past due balance was: \$21,348.25.
- On December 1<sup>st</sup> the balance was \$3,064.50.
- She collected **\$18,283.75** of accounts past 120 days.

### **New Member**

- Larkspur Group

### **Total Members**

- 404

### **Projects**

- 2015 Area Map
  - Sold all 40 location dots.
  - \$200 for Chamber members, \$400 for non-members
  - Flat maps are ready to be distributed TODAY. Folders are being sent from Alpha Graphics and should arrive this week.
- Small Business Saturday
  - 32 businesses participated in 2015 with 33 offers. In 2014, we had 19 businesses participate.
  - Shoppers started early with many arriving for door buster sales. For example, there was a line out the door at Mountain Maven.

# Visitor Services Report December 2015

People Counter			
Month	Year	Per Month	Daily Avg.
October	2014	1881	60.6
November	2014	872	29
December	2014	761	25
January	2015	712	28
February	2015	772	27
March	2015	835	27
April	2015	920	31
May	2015	3302	106
June	2015	3250	108
July	2015	3282	106
August	2015	2919	97
September	2015	1742	58
October	2015	2165	70
November	2015	924.5	30

