



**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**

**8:00 AM**

**May 11, 2015**

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

- I. Executive Session Matters of Real Estate
- II. Call to Order regular Public Meeting
- III. Public Comment
- IV. VBS Liaison Report

<u>Action Items</u>	<u>Responsibility</u>
V. Review meeting notes (no quorum)	DOC
VI. Approval of Financials	John

**Discussion Items**

- VII. TEDD Plan and Chamber Policy DOC
- VIII. CDBG Progress Kitty
- IX. Annual Meeting June Kitty
- X. Director Report
  - a. staff changes
  - b. Resort Tax Q/A

**Parking Lot**

Tourism Master Plan, Next Steps

**Adjourn**



## **BIG \* SKY**

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### *Meeting Minutes*

**55 Lone Mountain Trail**

**Big Sky, Montana 59716**

**406-995-3000**

**May 11, 2014**

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**Present:** Kevin Germain, Sarah Griffiths, John Richardson, David O'Connor, Brandon Bang, Shawna Winter

**Staff:** Kitty Clemens and Marci Lewandowski

**Call to order:** 8:12 a.m.

**Public Comment:** No public comment.

### **Visit Big Sky Liaison**

Kitty Clemens, Executive Director

- VBS is kicking off its summer campaign and finalizing its winter audit. VBS received three RFP responses from the Special Event RFP. To review, the marketing committee decided to come up with a town-wide event in order to drive additional tourism dollars to Big Sky. VBS received three responses: one local response, one from Salt Lake, and one from Denver. The SLC company proposed an extreme sport event, Denver proposed a menu of events to choose from, and the Big Sky proposal called for support to start-up a film festival.
- Kerbspace Update: a big portion of the project is Content Curation and training businesses to use the Dashboard. VBS has hired Erik Morrison to train businesses on the Dashboard. He has been reaching out to many businesses and training has been going well. SPOTs have been installed. The SPOTs will work with the Consumer App to ping individuals with the specials that are being placed in on the Dashboard. We have a unit set to be installed in West Yellowstone and one at Buck's T-4. We have not finalized the unit in the post office and still working on details.

### **ACTION ITEMS**

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#### **Approval of Financials**

Kitty Clemens, Executive Director

- We did have significant discussion in the previous meeting before to discuss Resort Tax Q & A. We are staying on budget. However, we probably will have a much higher expenses for professional expenses for our CPA to complete our tax return

including: a 99T on our map and visitor guide which is an extra amount of work in terms of billing, updated forms that had not been updated in several years and membership write-offs. Rich has to “true up the books” meaning if someone made an accounting mistake, Rich needs to write-off those errant income entries in quick books. Many of the errors are written off as bad debt, even though they were accounting errors that were reconciled. M’Lee suggests that we take our books to another accountant, such as Marjorie Knaub, for a second opinion.

- John has a couple of questions: John is concerned with our membership revenue being 10% short. Kitty stated that the membership revenue in the budget shown is through February. Kitty spoke with Danielle before she left and noted we would hit our target for membership revenue before June 30. Kitty offered to show John a membership report to discuss the target. Kevin asked how we compare year over year. Kitty stated the Chamber has 33 more members for this year. Kitty believes that we will have \$2,000 to \$3,000 more in membership revenue than last year.
- If the question of membership is asked during Q & A, our best response will be: our membership numbers are up and we are on pace in the next fiscal year is to increase revenue year over year with membership dollars. Kitty noted that the OVG will have an additional \$10,000 in profit.
- Another question from John: John wanted to discuss credit card processing fees because the Chamber’s fee is almost tripled compared to most businesses. Danielle argued in the past that making it easier for people to pay cuts down on bad debt. John agrees with that point.
- Additional input on financials from John: He noted we will come in light on payroll since we’ve gone two months without being fully staffed. We might be asked about staff turnover and would need to explain that. Kitty and Dave do not see any issues with having to explain staff turnover.
- A motion to approve financials was made by Kevin and seconded by Sarah. With all in favor, the motion passed.

## INFORMATION ITEMS

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### Resort Tax Q & A Review

Kitty Clemens, Executive Director

- David noted the Chamber did not have a quorum at the last meeting. He wanted to review what we might be asked during Q & A. Kitty stated the Chamber will no longer be asking for an easement for the entryway from Resort Tax. She does not want to ask for a rollover of a rollover. Instead, we are asking for a transportation corridor plan which includes: burying power lines and adding more informational banners and light poles along Hwy 191. We are hoping for more of a gateway arrival. We are also hoping to build entryway walls that are right reading. We did not ask for additional wayfinding signs. All the signs left in the wayfinding plan are internal roads. With all the development going on, we do not want to add additional signs until all the road names are created and finalized.
- David noted that any statements of support for the Chamber’s Resort Tax Application at Q & A are encouraged. There will be public comment before the discussion of applications. We do want to send the message that several of the Chamber’s Projects are beneficial and supported by the Big Sky community.
- Kitty discussed the \$165,000 rollover application for Resort Tax. This is partly is due to the Community Development Block Grant we received. The Rollover application is important, because after completing a feasibility project for housing, we can

receive up to \$1.2 million dollars in federal funding and then use the \$165,000 rollover funding for a community match for the federal funding. The federal government wants to see that communities that receive such funding also has matching funds.

### **TEDD Plan and Chamber Policy**

Kitty Clemens, Executive Director

- Kevin is discussing finding infrastructure deficiencies with the TEDD committee; these discussions are focused on infrastructure deficiencies that would prevent a business from moving to Big Sky.
- Another issue the committee is researching is how creating a TEDD district will effect other cities in the county. County commissioners will want to know how a TEDD in Big Sky could affect other communities before hearing the details of Big Sky's infrastructure deficiencies.
- David asked the Chamber board to review both aspects of the report before it is turned over to the counties for review. Shawna asked if we had an attorney looking these documents over. Kitty replied that we do not have a Chamber attorney looking it over, but she did have questions on some of the documents.
- A motion was moved by Sarah and seconded by Brandon include an agenda item with a detailed discussion from the TEDD committee to discuss what action needs to be taken in the Chamber's July meeting. With all in favor, the motion passed. Kevin noted that the TEDD committee wants this all to be done by October to be voted on by the county in November to allow this to be effective January 1.
- John asked: how much power should the Chamber take over or assert on the TEDD plan. David noted that it is probably up to us how much oversight we will need when the project is approved. David notes that at the July meeting, this is something we need to discuss.
- John notes that we do need to have professionals working on the TEDD application. He thinks the Chamber should be spear heading this effort and supporting this bill. Kevin noted that once we have drafts to review, there will be more opportunity to have more board members involved.

**At 9:30 a.m., a motion was made by Shawna and seconded by Kevin to go into Executive Session. With all in favor, the Chamber board went into Executive Session and remained in Executive Session until 9:50 a.m.**

- John made a motion for Shawna to pursue a lease to own option on the property we discussed. The motion was seconded by Brandon. With all in favor, the motion passed.

### **Annual Meeting in June**

Kitty Clemens, Executive Director

- Kitty noted Meg O'Leary is helping her to schedule Gov. Bullock to be the keynote speaker for the Chamber's 2015 Annual Dinner. She is hoping he would discuss the economic value open lands. This would be very appropriate for Big Sky. Kitty needs to contact a venue and get the wheels in motion for the Annual Meeting before she goes to IPW.
- David asked the board members to assist Kitty in scheduling Gov. Bullock to speak at the Annual Dinner.

- Kitty: noted that we will be using our PR firm to promote open lands. We could have travelers for open land information at the annual dinner.
- Kitty also thought Steven Kircher would be an excellent keynote speaker. Brandon thinks that would be a good option too. Kitty will be getting the request for nominations out.

### **Other Non-Agenda Items**

- Entryway Foundation: We do have the entryway foundation and if we can preplan, we can get Chet Huntley's roll top desk and telephone. We received a phone call from Chet Huntley's godson and he thought that Chet's desk, lamp, and letters would be a perfect fit for our visitor center.
- Penny for Housing Bill: David wanted to publically acknowledge Kevin for all the hard work he did on Penny for Housing Bill Unfortunately, the vote died at a 25 to 25 vote. The final vote was due to interest in Whitefish for increasing its Resort Tax from 2% to 3%. At the last minute, the Whitefish legislative did not want to vote on any tax increases in their community. Therefore, it was voted down.

### **Director's Report Staff Changes**

Kitty Clemens, Executive Director

- Alex has been on board since April 22, just in time to help launch the summer ad campaign and sit in on the winter advertising campaign audit. She will be going to TAC in June to present our marketing plan.
- Kitty has interviewed a candidate from Charleston, SC for the Membership Sales & Events Manager position. He has over 20 years of experience working for the Charleston CVB. She will be putting together an offer for him.

### **Motion to adjourn**

- A motion to adjourn was made by Brandon and seconded by Sarah. With all in favor, the motion passed and the meeting adjourned at 10:10 a.m.

Respectfully Submitted,  
Marci Lewandowski  
Visitor Services Manager

	Jul '14 - Apr 15	Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
10 · Beginning Fund Balance	2,000.00	6,000.00	-4,000.00
100 · MEMBERSHIP REVENUES			
105 · Meadow Membership	78,380.42	85,550.00	-7,169.58
106 · Lone Moose Membership	12,745.00	15,840.00	-3,095.00
107 · Andesite Membership	13,340.00	15,920.00	-2,580.00
108 · Headwaters Membership	4,785.00	3,190.00	1,595.00
109 · Lone Peak Membership	6,990.00	6,900.00	90.00
110 · Lone Peak Platinum Membeship	0.00	5,000.00	-5,000.00
111 · Westfork Membership	6,885.00	6,475.00	410.00
112 · Middlefork Membership	2,435.00	1,480.00	955.00
114 · Additional Business Membership	2,196.25	1,200.00	996.25
Total 100 · MEMBERSHIP REVENUES	127,756.67	141,555.00	-13,798.33
130 · EVENTS			
131 · Annual Golf Tournament	17,385.00	17,385.00	0.00
132 · Annual Meeting	0.00	7,000.00	-7,000.00
133 · Business Expo.	3,188.55	4,400.00	-1,211.45
134 · Business After Hours	900.00	1,200.00	-300.00
Total 130 · EVENTS	21,473.55	29,985.00	-8,511.45
140 · GOVERNMENTAL SOURCES			
140.1 · MTOT VIC Program	4,800.00	4,800.00	0.00
141 A · Yellowstone Country	0.00	8,000.00	-8,000.00
141 B · Content Curation VBS Payment	9,817.50	15,000.00	-5,182.50
142 A · Big Sky CVB Admin. Support	29,000.00	29,000.00	0.00
142 B · CVB VIC Staffing	17,500.00	17,500.00	0.00
143 · Big Sky CVB Marketing Staff	19,101.77	29,000.00	-9,898.23
148 · Resort Tax - Administrative	60,486.29	80,000.00	-19,513.71
153 · Resort Tax-Target Mkt. Campaign			
153.1 · Resort Tax-Economic Development	6,930.99	165,000.00	-158,069.01
153.3 · Resort Tax- TEDD/ TIF	43,880.00	20,000.00	23,880.00
Total 153 · Resort Tax-Target Mkt. Campaign	50,810.99	185,000.00	-134,189.01
154 · Resort Tax-Wayfind- RESTRICTED			
154.1 · Wayfinding Install Phase 2	73,323.63	81,495.00	-8,171.37
154 · Resort Tax-Wayfind- RESTRICTED - Other	2,966.30	4,400.00	-1,433.70
Total 154 · Resort Tax-Wayfind- RESTRICTED	76,289.93	85,895.00	-9,605.07
155 · Resort Tax - Entry Monument			
155.1 · Gateway Amenities	9,281.05	13,500.00	-4,218.95
155 · Resort Tax - Entry Monument - Other	651.00	41,000.00	-40,349.00

Total 155 · Resort Tax - Entry Monument	9,932.05	54,500.00	-44,567.95
156 · Resort Tax - Lighting Phase 2	80,595.00	80,595.00	0.00
158 · Restort Tax- Lease Hold Improve	2,920.89	3,500.00	-579.11
159 · Resort Tax- Rent	22,320.00	33,990.00	-11,670.00
160 · Resort Tax- Utilities	<u>7,689.03</u>	<u>11,500.00</u>	<u>-3,810.97</u>
Total 140 · GOVERNMENTAL SOURCES	391,263.45	638,280.00	-247,016.55
165 · DONATIONS	44.48		
170 · NON-DUE REVENUE			
171 · Email Blast	0.00	2,000.00	-2,000.00
172 · Map Advertising	8,000.00	7,000.00	1,000.00
174 · Official Visitor Guide			
174.1 · Advertisement	66,160.25		
174.2 · Additional Listing	1,135.00		
174.3 · Highlighted Listing	600.00		
174 · Official Visitor Guide - Other	<u>1,759.25</u>	<u>65,000.00</u>	<u>-63,240.75</u>
Total 174 · Official Visitor Guide	69,654.50	65,000.00	4,654.50
175 · Promotional Advertising	0.00	3,000.00	-3,000.00
176 · VIC Sponsor			
176.1 · Adds In Lobby	450.00	2,000.00	-1,550.00
176.2 · Brochure of the Month	300.00	500.00	-200.00
176.3 · VIC Video	0.00	500.00	-500.00
176 · VIC Sponsor - Other	<u>45.00</u>		
Total 176 · VIC Sponsor	795.00	3,000.00	-2,205.00
177 · Visitor & Relocation Inquiry			
177.1 · Envelope Sponsor	1,800.00	2,000.00	-200.00
177.3 · Package Fulfillment	<u>450.00</u>	<u>1,500.00</u>	<u>-1,050.00</u>
Total 177 · Visitor & Relocation Inquiry	2,250.00	3,500.00	-1,250.00
178 · Website Banner			
178.1 · Tools For Business Success	0.00	500.00	-500.00
178.2 · Additional Website Listing	140.00	500.00	-360.00
178 · Website Banner - Other	<u>540.00</u>	<u>500.00</u>	<u>40.00</u>
Total 178 · Website Banner	680.00	1,500.00	-820.00
5 · Book Of Lists	140.00		
170 · NON-DUE REVENUE - Other	<u>70.00</u>		
Total 170 · NON-DUE REVENUE	81,589.50	85,000.00	-3,410.50
190 · OTHER INCOME			
190.1 · Rental Income	6,300.00	8,400.00	-2,100.00

191 · Interest income	7.36	12.00	-4.64
Total 190 · OTHER INCOME	6,307.36	8,412.00	-2,104.64
Total Income	630,435.01	909,232.00	-278,796.99
Gross Profit	630,435.01	909,232.00	-278,796.99
Expense			
Uncategorized Expenses	147.50		
200 · ADMIN & OPERATIONS			
201 · BSWB Loan Interest Payment	0.00	100.00	-100.00
Total 205 · Office Administration	179,383.10	223,685.00	-44,301.90
214 · Building Expenses			
214.1 · Info Center Maintenance/Supplie	1,489.58	2,000.00	-510.42
214.2 · Mortgage Interest/Principal	10,092.50	12,120.00	-2,027.50
214.3 · Property Taxes	1,254.29	2,400.00	-1,145.71
214.4 · Rent Information Center	27,900.00	33,990.00	-6,090.00
214.5 · Furniture/Fixtures	0.00	500.00	-500.00
214.7 · Lease Hold Improvements	2,049.40	2,500.00	-450.60
Total 214 · Building Expenses	42,785.77	53,510.00	-10,724.23
215 · Computers			
216 · Computer Database Program	2,187.00	2,650.00	-463.00
217 · Computer System Maintenance	439.95	1,300.00	-860.05
218 · Computer System Upgrades	1,558.51	2,500.00	-941.49
219 · Internet Connection Cost	1,936.35	1,320.00	616.35
220 · Website hosting fee	497.00	400.00	97.00
222 · Credit Card Processing Fees	2,416.69	700.00	1,716.69
215 · Computers - Other	880.97		
Total 215 · Computers	9,916.47	8,870.00	1,046.47
225 · Conferences			
226 · Conference - Governor's	472.46	1,750.00	-1,277.54
227 · Conference - MACE	140.00	200.00	-60.00
230 · Registration Fees	385.00		
232 · Travel Reimbursements	50.00	1,200.00	-1,150.00
Total 225 · Conferences	1,047.46	3,150.00	-2,102.54
235 · Employee Benefits Program			
236 · Group IRA	2,789.29	4,000.00	-1,210.71
235 · Employee Benefits Program - Other	1,973.96	2,000.00	-26.04
Total 235 · Employee Benefits Program	4,763.25	6,000.00	-1,236.75



240 · Insurance			
242 · Group Health Insurance	9,499.37	10,500.00	-1,000.63
240 · Insurance - Other	<u>3,435.28</u>	<u>3,510.00</u>	<u>-74.72</u>
Total 240 · Insurance	12,934.65	14,010.00	-1,075.35
245 · Office Supplies			
246 · Copies/Reproduction	1,312.89	2,000.00	-687.11
247 · Postage (mailings)	2,530.66	3,900.00	-1,369.34
248 · Telephone Expense	5,546.73	5,200.00	346.73
245 · Office Supplies - Other	<u>1,634.72</u>	<u>2,000.00</u>	<u>-365.28</u>
Total 245 · Office Supplies	11,025.00	13,100.00	-2,075.00
250 · Payroll Taxes			
251 · Payroll Expenses-Work Comp	722.53	4,000.00	-3,277.47
250 · Payroll Taxes - Other	<u>15,796.54</u>	<u>19,010.00</u>	<u>-3,213.46</u>
Total 250 · Payroll Taxes	16,519.07	23,010.00	-6,490.93
255 · Professional Fees			
256 · Accounting	200.00	2,500.00	-2,300.00
257 · Bookkeeping	16,935.50	22,000.00	-5,064.50
258 · Legal Fees	1,600.00	1,500.00	100.00
259 · Legal/ Lease Expense	480.00	1,500.00	-1,020.00
261 · Bank Fees	3.00		
255 · Professional Fees - Other	<u>0.00</u>	<u>500.00</u>	<u>-500.00</u>
Total 255 · Professional Fees	19,218.50	28,000.00	-8,781.50
265 · Travel Reimbursements			
266 · Director Mileage	1,048.01	2,250.00	-1,201.99
267 · Director Meal	681.80	750.00	-68.20
268 · Director Lodging	149.73	1,250.00	-1,100.27
269 · Employee Mileage	381.02	800.00	-418.98
265 · Travel Reimbursements - Other	<u>178.54</u>		
Total 265 · Travel Reimbursements	<u>2,439.10</u>	<u>5,050.00</u>	<u>-2,610.90</u>
Total 200 · ADMIN & OPERATIONS	300,032.37	378,485.00	-78,452.63
300 · ADVERTISING & PROMOTION			
305 · Wayfinding/ Light Repairs	2,966.30	0.00	2,966.30
306 · Entry Monument			
306.1 · Wayfinding-Phase 2	73,323.63	83,495.00	-10,171.37
306 · Entry Monument - Other	<u>590.00</u>	<u>41,000.00</u>	<u>-40,410.00</u>
Total 306 · Entry Monument	73,913.63	124,495.00	-50,581.37

307 · Lighting- Phase 2			
307.2 · Gateway Amenities	9,062.35	13,500.00	-4,437.65
307 · Lighting- Phase 2 - Other	<u>80,595.00</u>	<u>84,995.00</u>	<u>-4,400.00</u>
Total 307 · Lighting- Phase 2	89,657.35	98,495.00	-8,837.65
309 · TEDD/ TIF	43,880.00	20,000.00	23,880.00
330 · Community Development	50.00	175,000.00	-174,950.00
332 · Official Visitor Guide	1,962.10	48,400.00	-46,437.90
340 · Map reprint	2,973.36	2,500.00	473.36
345 · Reg brand Campaign	0.00	1,500.00	-1,500.00
355 · Membership Appreciation	100.00	200.00	-100.00
365 · Newspaper Advertising	250.00	60.00	190.00
370 · BSCC Stickers/Certificates	0.00	300.00	-300.00
379 · Newsletter Expense	801.49	2,000.00	-1,198.51
380 · Print Advertising	0.00	100.00	-100.00
385 · Website Marketing/Advertising			
385.1 · Community Profile	29.99	350.00	-320.01
385 · Website Marketing/Advertising - Other	<u>1,440.00</u>	<u>1,800.00</u>	<u>-360.00</u>
Total 385 · Website Marketing/Advertising	1,469.99	2,150.00	-680.01
390 · Website design/maintenance	600.00	1,500.00	-900.00
397 · Longwoods Destination Research	0.00	1,000.00	-1,000.00
398 · Publicity Campaign	1,012.26	2,200.00	-1,187.74
399 · Book of List	125.00		
441 · Internet Expenses	<u>16.50</u>		
Total 300 · ADVERTISING & PROMOTION	219,777.98	479,900.00	-260,122.02
400 · DUES TO OTHER ORGANIZATIONS			
402 · Blue Grouse Owner Dues	1,619.43	1,576.00	43.43
405 · Dues-MACE	145.00	125.00	20.00
410 · Dues-US ACCE	470.00	470.00	0.00
415 · Dues-Montana Chamber Commerce	10.00	250.00	-240.00
427 · Voice of Tourism	500.00	500.00	0.00
430 · West Fork Owners' dues	495.64	550.00	-54.36
445 · DMAI Show	1,360.23	2,350.00	-989.77
400 · DUES TO OTHER ORGANIZATIONS - Other	<u>38.50</u>	<u>450.00</u>	<u>-411.50</u>
Total 400 · DUES TO OTHER ORGANIZATIONS	4,638.80	6,271.00	-1,632.20
500 · EDUCATION			
502 · ACEE Sales Training Membership	0.00	1,400.00	-1,400.00
515 · Public Speakers/Seminars	230.40		
520 · Superhost/ Host Week	<u>0.00</u>	<u>500.00</u>	<u>-500.00</u>
Total 500 · EDUCATION	230.40	1,900.00	-1,669.60

600 · EVENTS/ PUBLIC AFFAIRS			
605 · Annual Meeting	202.90	4,800.00	-4,597.10
608 · Business Expo	2,459.03	4,400.00	-1,940.97
610 · Board Retreat	0.00	2,000.00	-2,000.00
615 · Event Funding- Rapier	150.00		
620 · Licenses & Fees	45.00	150.00	-105.00
625 · Meeting Expenses	640.91	200.00	440.91
630 · Public Events/Shows	1,545.86	1,500.00	45.86
633 · Ophir Student Scholarship	500.00	500.00	0.00
635 · Big Sky Ammbassadors	597.00	1,500.00	-903.00
640 · Events/ Public Affairs- Other	75.00	500.00	-425.00
Total 600 · EVENTS/ PUBLIC AFFAIRS	<u>6,215.70</u>	<u>15,550.00</u>	<u>-9,334.30</u>
700 · FUNDRAISING			
705 · Annual Golf Tournament	<u>8,224.54</u>	<u>8,500.00</u>	<u>-275.46</u>
Total 700 · FUNDRAISING	<u>8,224.54</u>	<u>8,500.00</u>	<u>-275.46</u>
800 · MAINTENANCE & REPAIR	16.98		
900 · UTILITIES			
905 · Old Location Electricity	253.54	400.00	-146.46
908 · New Location Electricity	5,955.43	7,500.00	-1,544.57
910 · Garbage	570.72	600.00	-29.28
915 · Water/Sewer	<u>1,171.35</u>	<u>900.00</u>	<u>271.35</u>
Total 900 · UTILITIES	<u>7,951.04</u>	<u>9,400.00</u>	<u>-1,448.96</u>
Total Expense	<u>547,235.31</u>	<u>900,006.00</u>	<u>-352,770.69</u>
Net Ordinary Income	83,199.70	9,226.00	73,973.70
Other Income/Expense			
Other Expense			
Memberships written-off	<u>4,398.75</u>	<u>3,000.00</u>	<u>1,398.75</u>
Total Other Expense	<u>4,398.75</u>	<u>3,000.00</u>	<u>1,398.75</u>
Net Other Income	<u>-4,398.75</u>	<u>-3,000.00</u>	<u>-1,398.75</u>
Net Income	<u><u>78,800.95</u></u>	<u><u>6,226.00</u></u>	<u><u>72,574.95</u></u>