



**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**

**October 7, 2014**

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

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

<u>Action Items</u>	<u>Responsibility</u>
IV. Approval of Minutes	DOC
V. Financial Report August 2014	John
VI. Rotary Signs	Danielle
VII. TEDD/TIF Contracting	DOC
VIII. Board Approval for Bank Account & Bank Signatures	Kitty

**Discussion Items**

- VIII. Tourism Development and Marketing Master Plan  
Mind Map Guiding Principles/Next Steps      Kitty
- IX. Staff Reports
  - a)VIC
  - b)Business Expo Recap
  - c)Great Pumpkin Giveaway
  - d)Wayfinding sign near Ophir School

**Adjourn**



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

*MEETING MINUTES*

**Chamber Board**

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

**406-995-3000**

**September 9th, 2014**

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

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

**Staff:** Kitty Clemens, Danielle Miller, Regan Teat, and Marci Lewandowski

**Public:** Bayard Dominick, Lone Mountain Land Company  
Mark Thorne, Lone Mountain Land Company

**Call to order:** 8:38 a.m.

- **Public Comment**

- Kevin introduced Bayard Dominick and Mark Thorne. Mark is the new CEO from Lone Mountain Land Company. Mark Thorne is happy to be in Big Sky and is extremely impressed with the community here. Mark spent about 15 years between Park City and Vail working in Real Estate development, master planning, ski development and golf development.

**VBS Liaison Report**

Kitty Clemens, Executive Director

- **Sidewalk Concierge**

- Kitty introduced the concept of the Sidewalk Concierge to the board including the units' functions and locations. Locations include: visitor center 24 hour lobby, outside of Roxy's supermarket, next to the Town Center bus stop, and outside the Meadow Village Country Market.
- We will be creating license agreements with the aforementioned businesses because we weren't able to create a package deal for all of the units with 3 Rivers.
- The advantage to the Sidewalk Concierge units is that it shows the final steps in the planning process that many travelers may not have pre-planned.
- The units will have two screens: the top screen is an area that is not interactive. This area can be used to list cities that are the latest flight guarantees. Members of the board suggested

including a ski report. The screens function until about -28 below and then will go into sleep mode beyond that. KERBspace can monitor their systems in real time and can power them down as needed.

- **Ad Creative**

- FUSE Ideas gave us a spec ad campaign. The VBS board approved it and FUSE accepted our design budget. The new tag line is, "The little town that is next to everything." We are the only ski resort that can co-brand with Yellowstone National Park because of our proximity.
- The ads will be utilized in print and digital. We don't currently have the budget for the radio and TV spots FUSE proposed, but we may use their suggestions for a YouTube spot.

- **BSIA Sponsorship**

- Big Sky Resort's lift tickets will be priced at \$103. However, the Skycard discount increased this season. Skycard pass holders will receive an extra \$5 off.
- Kitty asked if Sheila is going to give a press release on the 2014/2015 products. There is typically not a press release, but the Big Sky Resort can provide the details.

## **ACTION ITEMS**

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- **Approval of Minutes**

- Motion to approve the August minutes was made by John Richardson and seconded by Kevin Germain. With all in favor the motion passed.

- **Financials**

Kitty Clemens, Executive Director and John Richardson, Treasurer

- There were no financials pulled, but they will be provided at next month's meeting.
- John reviewed the audit: we learned a lot about the internal processes of our organization. It probably saved us any mistakes in the future. We were not levied any fines, and he believes we handled the entire process well.
- The IRS auditor warned that we could be audited again in regards to the Official Visitor Guide if the Official Visitor Guide creates any profit. This is a concern of our organization.

## **Rotary Signs**

Danielle Miller, Membership & Events Manager

- The Rotary Club installed the sign at Town Center last fall and is installing a sign in the Meadow Village to replace the kiosk. Rotary has already approved a budget and is working with Outlaw Partners to install the sign. The Rotary Club is asking the Chamber to oversee the management of the signs in the future.
- Danielle stated that the Chamber will only have to change the signs every few years; she also want to find a place to install a spot for the Official Visitor Guide.
- A discussion on which organization will manage the signs took place among the board. Some of the questions posed by the David O'Connor were: Do we think it's appropriate at all for the Chamber to manage this content? Under what financial conditions would we agreed to content management?

Should we roll it into the VBS content curation program for consistency purposes? We need clarification from Rotary for maintenance and insurance for the signs.

- Danielle explained: there is a yearly budget for maintenance on the sign. The Rotary Club typically budgets one to three years out.
- David suggests that there should be a contractual agreement that includes consistent funding in order for the Chamber to take over the management of the signs.
- John suggests that it should be all or nothing decision.
- The Chamber board suggests the Rotary install the sign and the Chamber will fully take over the project afterwards.
- Dave further suggested the Chamber roll this project into Visit Big Sky's Sidewalk Concierge Project since there will be digital units in both the Town Center and Meadow Village Center this winter.
- **IN SUMMARY:** Were the Chamber to take this project on, it would be under the following conditions:
  1. The signs would be by gifted to the Chamber by The Rotary Club of Big Sky.
  2. Annual funds will be a fixed stipend for maintenance of the project.
  3. The signs would be insured by the respective merchant associations and included in the cost of the stipend.
  4. Easements will be needed for the project.
- We want to get away from managing a project we do not have control over. We want to have something more definitive from the Rotary Club board.
- The board decided to table this action item and will create a new action item in the October board meeting after Danielle is able to discuss the Chamber board's position at the next Rotary Club meeting.

## INFORMATION ITEMS

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### TIF/TEDD Discussion

Kitty Clemens, Executive Director

- Kitty wanted to discuss the positive aspects of a Chamber generated TIF/TEDD with the board.
- The subcommittee will go to Resort Tax tomorrow to approve the funding for the TIF/TEDD. We have a high level of confidence going into this meeting that the Resort Tax will approve this request.
- Kitty created an easy to understand chart on TIF. This chart shows how TIF is measured in three ways: the amount kept by the community, the amount kept by the government and the amount government is able to spend.
- David O'Connor commented: the biggest resonating argument in favor of TIF is how much property tax currently is sent out of our community. TIF is a way to keep a larger portion of our property tax in our community.
- Kitty circulated a document to outline the advantages for using TIF as an economic development tool: to target a geographic area, to leverage funds and to utilize public-private partnership. The document also explains why it can be an incentive to utilize funds for a development project.
- Dave asked the board if they received any feedback from the community: Sarah commented that most people are excited. Brandon commented that most people are mainly concerned where the funds would be going. John heard push back because of the "new tax" misconception and added that we do

need to clarify that it is not a new tax. Perhaps getting an op-ed in one or both newspapers explaining the basics of TIF is a good idea.

- Kevin heard some negative feedback that the creation of the TIF is just a short term issue and those individuals felt Big Sky should just incorporate. Kevin clarified that TIF and incorporation are mutually exclusive and should not be looked at together.
- The TIF subcommittee has three projects:
  1. Meeting with an attorney at Dorsey & Whitney, a leading bond council in the state with experience in TIF/TEDD and working with the Department of Revenue.
  2. Reaching out to the Department of Revenue.
  3. Obtaining an infrastructure deficiency document and ratifying those documents through Madison and Gallatin Counties. Think Tank will be drafting that document.
- Dave asks: Since we are asking Resort Tax for the funding, will we be going through a standard RFP process to bid out the research being done on TIF?
- Kevin met with Greg Gianforte of RightNow Technologies via Rob Gilmore. Greg Gianforte suggested including other value added industries in Big Sky. This would help strengthen TIF/TEDD by leveraging strengths in Montana's high tech industry.
- Discussion on the coloring of the charts took place. The board felt that we should change the colorings in order to make it more clear the amount of money Big Sky will be keeping in the TIF district.
- Kitty: It should be noted that in the State of Montana, the county commissioners can change the mil, but it does have to be changed county wide.
- Bill Simpkins spoke with Steve White and made it clear that the Big Sky TIF is partnering with Madison County and this is a unique TIF district since it crosses county lines.

### **Tourism Development Marketing Master Plan**

- In the last *What's Happening in Big Sky* newsletter, we included a blurb on the mind mapping process at the Business Expo. Everyone in the community is invited to participate in mind mapping even if they are not signed up to the Expo. We do need find color magazines for the Expo and all types of magazines. We will be getting press out on the mind mapping and the expo. The mind mapping exercise will be an baseline for guiding principles for the Tourism Master Plan.
- Dave asked: would it be beneficial to create a joint retreat with VBS and the Chamber? Perhaps something in the Spring. Is it a good idea to draw up long term plans at that time?
- The board discussed the timeline for the Tourism Master Plan and noted that completion will take a lot of outreach and planning.
- John suggests that these goals might be a great guideline for which projects we want to focus on as an organization and which projects are out of our scope.
- Dave asked that the Tourism Master Plan be a standing agenda item during meetings over the next 18 months to completion.

### **Business Expo**

Danielle Miller, Membership & Sales Manager

- The goal is to break even on the expo. 3 out of 4 our speakers are confirmed. We are still looking for speakers on finance.
- Topics at the Business Expo are marketing, finance, international tourism, and business continuity.

## Membership Report

Danielle Miller, Membership & Sales Manager

- Danielle has created membership cards that read: “Your business was just patronized by a staff member of the Big Sky Chamber of Commerce.” She asked the board to leave the cards at businesses in the area.
- The Chamber Golf Tournament had 21 sponsors and 124 players. It was the biggest golf tournament to date and it was a fun, professional networking event.
- We have a few new members and one dropped member: Gallatin Family Medicine. Their business manager dropped the Chamber membership and did not fill out a dropped member form.

## Gateway Amenities Management Plan

Kitty Clemens, Executive Director

- Kitty and Shawna discussed holiday lighting and considered ordering a custom banner to complement the garland and lights instead of purchasing the light feature. This will make the decorations more pleasing to the eye in the daytime.
- We will be using summer banners until we switch to the holiday banners and then after the holidays we will install the winter banners. The installation is our biggest challenge because it is difficult to find a bucket truck for install.

## Public Comment

Brandon Bang, Chamber Board Member, Big Sky Resort Sales & Marketing

- Brandon met with Delta airlines and his team. Delta is really interested in adding direct flight service from Seattle. They might be adding a travel benefit with miles; FAM trips might be included in these benefits plans. Brandon will collect more information and can pass that information along to Danielle Miller for the *Chamber Chat* newsletter.
- The new artwork for the trail maps looks great. There is now one exposure with two small insets. Kitty asked who has the full rights to the ski trail maps.
- Governor’s Office and the Department of Commerce organized a trade mission to China. Big Sky Resort will send one representative, Lyndsey Owens.

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- **Motion to adjourn**

- Motion to adjourn was made by Sarah Griffiths and seconded by Brandon. With all in favor the meeting ended at 11:03 a.m.

Respectfully submitted,  
Marci Lewandowski  
Visitor Services Manager

Big Sky Chamber of Commerce  
 Balance Sheet  
 As of August 31, 2014

	Aug 31, 14
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
Grant Match Fund	38,825.00
BSW/ - Operating	40,399.79
Total Checking/Savings	79,224.79
Accounts Receivable	
Accounts Receivable	25,526.25
Total Accounts Receivable	25,526.25
Other Current Assets	
Undeposited Funds	2,870.00
Visit Big Sky/ New Organization	10,969.23
Total Other Current Assets	13,839.23
Total Current Assets	118,592.27
Fixed Assets	
Accumulated Depreciation	-69,611.00
Building - Information Center	200,000.00
Equipment	27,617.55
Total Fixed Assets	157,806.55
<b>TOTAL ASSETS</b>	<b>276,398.82</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	67,622.23
Total Accounts Payable	67,622.23
Other Current Liabilities	
Payroll Liabilities	6,756.63
Prepaid Liabilities	
Prepaid Events/Shows 20...	-189.28
Total Prepaid Liabilities	-189.28
Simple IRA Payable	568.36
Total Other Current Liabilities	7,135.71
Total Current Liabilities	74,757.94
Long Term Liabilities	
Consolidated Loan	46,452.12
Total Long Term Liabilities	46,452.12
Total Liabilities	121,210.06
Equity	
Net Assets	210,588.40
Net Income	-55,399.64
Total Equity	155,188.76
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>276,398.82</b>

Big Sky Chamber of Commerce  
 Profit & Loss  
 August 2014

	Aug 14
Ordinary Income/Expense	
Income	
100 - MEMBERSHIP REVENUES	
105 - Meadow Membership	22,713.33
106 - Lone Moose Membership	2,475.00
107 - Andesite Membership	2,985.00
111 - Westfork Membership	2,590.00
112 - Middlefork Membership	1,295.00
114 - Additional Business Membership	200.00
Total 100 - MEMBERSHIP REVENUES	32,258.33
130 - EVENTS	
131 - Annual Golf Tournament	12,345.00
134 - Business After Hours	100.00
Total 130 - EVENTS	12,445.00
140 - GOVERNMENTAL SOURCES	
142 A - Big Sky CVB Admin. Support	6,500.00
142 B - CVB VIC Staffing	4,375.00
148 - Resort Tax - Administrative	964.31
154 - Resort Tax-Wayfind- RESTRICTED	
154.1 - Wayfinding Install Phase 2	13,105.00
Total 154 - Resort Tax-Wayfind- RESTRICTED	13,105.00
155 - Resort Tax - Entry Monument	
155.1 - Gateway Amenities	1,439.88
Total 155 - Resort Tax - Entry Monument	1,439.88
156 - Resort Tax - Lighting Phase 2	2,425.00
158 - Resort Tax- Lease Hold Improve	1,660.04
159 - Resort Tax- Rent	5,580.00
160 - Resort Tax- Utilities	1,590.00
Total 140 - GOVERNMENTAL SOURCES	37,639.23
165 - DONATIONS	44.48
190 - OTHER INCOME	
190.1 - Rental Income	700.00
191 - Interest Income	0.66
Total 190 - OTHER INCOME	700.66
Total Income	83,087.70
Gross Profit	83,087.70
Expense	
200 - ADMIN & OPERATIONS	
205 - Office Administration	
206 - Membership Manager	
206.1 - Membership Manager Commiss...	258.63
206 - Membership Manager - Other	2,750.00
Total 206 - Membership Manager	3,008.63
207 - VIC Service Manager	2,666.66
209 - Chamber/VIC Staff	
209.1 - Bookkeeper Wages	4,051.00
209.2 - Marketing Specialist Wages	2,666.66
209.3 - VIC/Office Assistant Wages	2,396.00
Total 209 - Chamber/VIC Staff	9,113.66
210 - Executive Director Expenses	
212 - Executive Director Salary	6,557.08
Total 210 - Executive Director Expenses	6,557.08
Total 205 - Office Administration	21,346.03

# Visitor Services Report September 2014

People Counter			
Month	Year	Per Month	Daily Avg.
May	2013	613	20
June	2013	1273	42
July	2013	2347	76
August	2013	2278	76
September	2013	1601	53
October	2013	1005	32
November	2013	691	23
December	2013	791	26
January	2014	990	32
February	2014	1127	23
March	2014	1929	62
April	2014	1353	45
May	2014	629	20
June	2014	1265	42
July	2014	3193	103
August	2014	1653	53.3
September	2014	1638	54.6



The Great Pumpkin Giveaway  
at the  
Big Sky & Greater Yellowstone  
Visitor Center!



FREE Pumpkins For Kids! Cider and Treats!

Date: Saturday, October 25, 2014

Time: 10:00am to 1:00pm

Where: Big Sky Visitor Center

Preschool, Elementary, and Middle School Ages Only. One Pumpkin Per Child Please.

Special Thanks To:

