



**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**  
**August 9, 2016**  
[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. Policy on temporary workforce housing	Kitty
VII. Approve renewal and sign new line of credit documents at Big Sky Western Bank	DOC/Paul

**Discussion Items**

- VIII. Subcommittee reports
  - a. Housing Land Trust Progress Kevin
  - b. Legislative Kevin/Britt
  - c. TEDD Kevin
  - d. Gateway Business Plan Kevin

**Staff Reports**

VIC	Marci
Membership Report	Margo
Directors Report	Kitty

**Important Dates**

BAH	Big Sky Chamber, August 18
Golf Tournament	September 9
Business Expo	September 27

**Adjourn**



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

***Meeting Minutes***

**55 Lone Mountain Trail**

**Big Sky, Montana 59716**

**406-995-3000**

**July 12, 2016**

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

**Present:** David O'Connor, Bill Simkins, Kevin Germain, Sarah Phelps, Britt Ide, Brandon Bang, Ken Lancey, Greg Lisk

**Teleconference:** Paul Robertson

**Staff:** Kitty Clemens, Margo Magnant, Marci Lewandowski

**Call order:** 8:36 a.m.

**Welcome to New Board Members**

- David welcomed the newly elected Chamber board members and each new member gave a short introduction to the other members.
- Britt Ide owns an engineering and policy consulting firm; Ide Energy & Strategy. Her husband is the principal of the school.
- Greg Lisk is the owner of the Riverhouse and has lived in Big Sky for twelve years.
- Ken Lancey is one of the owners of Grizzly Outfitters Ski & Backcountry Sports and Grizzly on the River. He has been in Big Sky since 1990.

**Public Comment:** No public comment

**Visit Big Sky Liaison Report**

Alex Mansfield, Marketing Manager

- David explained Visit Big Sky to the new board members and funding including lodging tax collections and tourism regions.
- Sarah asked what percentage of CVB funds Big Sky receives from lodging taxes compared to other CVBs in the state. David explained Big Sky is usually in the top three or four for bed tax collections.
- David discussed the history of Visit Big Sky, Biggest Skiing in America and the Convention and Visitor Bureau. David noted the Chamber of Commerce is the responsible entity over Visit Big Sky.
- Kitty has asked Alex to make the Visit Big Sky liaison report.

- Alex stated the annual Visit Big Sky board meeting was on June 30<sup>th</sup>. The current list of board members was noted by Alex including officers and newly elected board member Tim Drain from Vacation Big Sky by Natural Retreats. There will be a new board president and secretary elected at the July meeting.
- Alex discussed the summer advertising created with Fuse Ideas including their print ads, billboards, digital billboards, social and Google Ad Words. Alex discussed the analytics from the website.
- The CVB summer marketing plan was submitted and approved by the Tourism Advisory Council on June 6. The CVB is working on Destination NEXT and has applied for a marketing grant through the Montana Office of Tourism & Business Development.
- Alex discussed the 2016-2017 Resort Tax board allocations including the funds VBS received as well as how VBS will allocate those funds.
- VBS received feedback from the usability study. The feedback from the usability study is 70 pages, so it is a full review and redesign. Alex will be reviewing the feedback for the study. Then, VBS will apply for a match grant with MTOBD in order to complete the website redesign.
- Kitty attended International Pow Wow 2016. She had over 130 appointments. Her conclusions were: Dan believes we need more receptive tour operators. Kitty also believes that FIT travelers need to be connected with more vacation rentals.
- Alex mentioned using DestiMetrics data could help fill unused rooms. Kitty stated Big Sky is a great alternative to West Yellowstone for park goers. She thinks connecting those FIT tours to park goers, would really fill those unfilled rooms.
- David expanded on the reasons FIT tours are having trouble finding rooms in West Yellowstone. Kitty noted that when she puts all the beds together for Big Sky, Big Sky only at 30% occupancy.
- DMAI's annual conference is in Minneapolis, MN on August 1-3. Alex will be attending.
- Alex gave a brief update on the Guest Services App and Kiosks. The kiosks have been delayed because MobiManage has lost a few developers. Kitty, Marci and Kristen Brown met with the CEO MobiManage, Doug Ralston, to ensure there are no more delays. The kiosks will be installed the first week in August.
- Kevin provided his feedback from the Resort Tax board regarding the 2016-2017 allocations. He stated the Resort Tax board feel when times are good, the board does not need to spend more money on marketing dollars.
- Kevin also noted the private contributions from Visit Big Sky have gone down, but the public ask for marketing dollars has increased. David stated it has become increasingly difficult for Visit Big Sky to retain its private match because it has no members.
- Kitty noted it is also challenging since many of the businesses that are collecting taxes for the resort tax and for lodging tax, do not wish to continue to pay into a partnership that they are already collecting money from.
- Kitty stated as a former advertising account executive, there are people that just do not believe in advertising. She further stated Visit Big Sky had several private partners in Biggest Skiing in America such as Spanish Peaks and Moonlight Basin in the past. However, they do not exist as separate entities today.
- David stated it is challenging for those who have submitted applications to not participate in the debate during allocations especially if some of those questions were not asked at Q&A.

- Kitty believes that the tax collectors in the community need to send letters throughout the year in support of the VBS application.
- Kevin stated he does not feel the Resort Tax structure will change in the next year and suggested that the Chamber and VBS should give a detailed update in January and February to the Resort Tax board so that the resort tax board can ask additional questions if needed.
- Bill agrees that including the private marketing efforts in the community would help show partnership contributions to the Resort Tax board.
- Kitty believes that it is very important for organizations to track their in-kind donations throughout the year. Kevin stated the Resort Tax Board was not able to combat the data in order to give the full ask.
- David felt those questions should have been asked at Q&A. Ken asked what our competition spends for marketing and advertising. Kitty stated most our competitors spends public money in the summer. For example, Vail spends \$2 million for the summer season. Kitty also noted Steamboat spends a dedicated transportation tax for airlines. The average spend is about \$3 million from our competitors.

## **ACTION ITEMS**

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### **Approval of Minutes**

- Brandon asked to clarify the statements he made regarding contacting *Explore Big Sky* in the May meeting minutes. He clarified even though *Explore Big Sky* is not a member we should still share information with *Explore Big Sky* if it is a good PR opportunity.
- Brandon clarified he was suggesting *Explore Big Sky* would help publicize Chamber information. He asked the board to amend the May minutes where he state, "it's a good PR spin we should share it with *Explore Big Sky*" to include, "non-members; however, they will be included in our press distribution list." After the request and discussion to amend the minutes, a motion to approve the minutes was made by Sarah and seconded by Brandon. With all in favor the motion passed.

### **Approval of Financials**

Kitty Clemens, Executive Director

- Kitty presented the May financials because the June meeting was the Chamber's annual dinner and meeting and Kitty was unable to present the May financials in June.
- Kitty stated the P&L shows \$150,000 of net income, which is not correct. We have funds in government sources. She further stated, there is always a rolling amount until we finalize the year because of resort tax funding. Kitty noted that if you look at the Budget vs. Actual we will be very near actual on both the income and expense sides of the budgets.
- A motion to approve the financials was made by Sarah and seconded by Bill. With all in favor, the motion passed.

### **Conflict of Interest & Whistle Blower Policies**

Kitty Clemens, Executive Director

- New board members must read and sign the whistle blower policy. All board members must sign the Conflict of Interest policy annually. The policies were policy given to the Chamber by the suggestion by the IRS. Therefore, the Chamber has its board members sign these policies. The

conflict of interest forms are specific to whether or not members are to receive financial gain from any conflicts.

### **Sign New Deposit Documents for Building Savings Accounts**

Kitty Clemens, Executive Director

- A while ago, the board agreed to put their savings account in the American Way savings account with American Bank. Additional documents need to be signed and those additional documents are part of the Patriot Act. Therefore, Kitty cannot complete the application on her own.
- Kitty suggested the Chamber Board nominate and select a new Secretary and call a meeting to have the documents collected by the board members.
- David discussed the Secretary position and the roll of the Executive Committee. Kevin nominated Brandon as Secretary and it was seconded by Sarah. With all in favor the motion passed.

### **INFORMATION ITEMS**

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#### **Housing Land Trust Progress**

Kevin Germain, Chamber Board of Directors

- Kevin updated new board members on the Big Sky Community Housing Trust dba HRDC. She stated there will be an advisory board of Big Sky community members. 24 units will be deed restricted and 8 units are free market.
- The Bough Family donated the land at \$1.9 million and resort tax has given \$1.05 million. David noted there have been a lot of questions regarding the project both in the community and over social media.
- Kevin stated an affordable housing project is a first for Big Sky and noted this was born as a subcommittee of the Big Sky Chamber of Commerce. The idea is that the Housing Trust will be set up as 501(c)3 and will be an independent organization from the Chamber.
- HRDC is looking to do a huge update on the land trust project. Kevin stated Lone Mountain Land Company is the developer of the project and will be doing it at cost.
- Kevin stated in other developments in different communities like Jackson Hole, multiple developers work on affordable housing units. Kevin stated there will be a capped depreciation rate. Kevin stated the idea is to have mixed-income, owner occupied units. Kevin stated at the was a Town Hall meeting on housing, there was a need realized for subsidized apartments. However, this need is not going to be included in this project.
- David noted that the Chamber creates different community projects and begins the process for projects like housing, wayfinding, and transportation.
- The Chamber has worked to bridge gaps in the community and it began with the housing demonstration project. David stated the Big Sky community is very fortunate there has been a land donation to begin this project. Greg stated the land itself is the biggest challenge and we are going to run out of it eventually.
- Brandon stated there are a lot of projects going on to increase housing in Big Sky. Brandon stated John Romney has added 18 units. He said 6 of those units will be sold and 12 will be rentals.

- Brandon further stated Big Sky Resort bought the Black Bear and there will be 44 units going in there. Greg stated the space in between the hardware store will be mixed use commercial and rentals.
- Greg asked who owned the corner where the Chamber's current building is located. David stated the Chamber's property is owned by SP Corner properties, owned by Brian Dolan. David also stated the Chamber is currently on a month-to-month lease.
- Kevin stated LMLC is hoping to build a very high-end housing project. David believes it is very important the community understands that without this type of mixed-use presentation, it would be challenging to have the project pull through.
- Kitty stated the Chamber first submitted a TIGER grant, which it was not awarded. However, the Chamber did receive a Community Development Block Grant, which caused the Housing sub-committee to discuss Big Sky's highest housing need.
- Kevin stated the Big Sky community has even more challenges than in Jackson Hole. He believes Big Sky needs to figure out ways to increase our densities long-term and increase water and sewer access.
- David noted housing is one of the biggest single allocations given by the Resort Tax board historically.

### **Transportation Planning**

Kitty Clemens, Executive Director

- David stated transportation planning is in the early stages. Britt stated she will be in Helena and would be happy to meet with legislatures on the issues as needed.
- Kitty stated the Chamber received \$30,000 for transportation funding from Madison County. The motion was made with Gallatin County for \$30,000 for transportation funding, but it is contingent on available funding.
- Kitty noted the staff person she had been working with has changed jobs and she working with the new staff on funding. The funding is for a corridor plan.
- The Chamber tried to receive a transportation plan. However, Big Sky's population needs to be 5,000 for a community to receive a full transportation plan. Therefore, the Chamber is pursuing a corridor plan.
- Kitty stated the corridor plan is more extensive and includes wildlife. Jeff Ebert will present the funds to the highway commission and it looks like the corridor plan is teed up to begin in April 2017.
- Kitty believes the transportation corridor plan will be more relevant to the Big Sky community. Once Kitty compiles all the verbiage, she will have both counties sign off on the plan.
- David stated the Chamber brought Kitty on board because the community needed an Executive Director with experience with public sector, public policy and advocacy. Kitty was a highway commissioner for the state of Colorado.
- Bill stated the BSCO received a match from Resort Tax for the traffic light and Ousel Falls and Hwy 64. Kitty stated she talked MDT into a bigger transportation corridor plan that starts a Karst Camp, goes to the Corral and continues all the way to Moonlight. Kitty stated the wildlife interface is a great addition to the transportation corridor plan.
- David stated Kitty has been working very hard to build relationships with our electorates. Kevin stated the Gallatin County Commissioners have really stepped up in their support for Big Sky.

- Kitty noted Jeff made a comment that Hwy 64 was really built without MDT making a recommendation. Kitty stated in 2000 MDT reclassified a lot of their roadways. However, Hwy 64 was not classified at all. Therefore, there is no state funding allocated to Hwy 64.
- Greg asked if the state takes care of Lone Mountain Trail. Kitty stated MDT repaints the roads, but they do not allocate state funds to Hwy 64.
- Britt asked if the Chamber has a sub-committee on the transportation corridor plan. Britt further stated she'd be happy to help and participate in the sub-committee.
- David stated the Chamber had applied for Resort Tax funds for a consultant to advocate for the Chamber on the state level. However, the Chamber did not receive the resort tax funds for a consultant.
- Kitty stated she sent a stand-alone email for an MDT survey. This survey is also included in Chamber newsletters including the bi-weekly *Chamber Chat* and weekly *What's Happening in Big Sky* newsletter. Kitty stated we need more people to take the survey.
- Brandon stated that he sits on the board for flight guarantees for the Bozeman-Yellowstone International Airport. Kevin stated it would be good for Brandon to be on the Chamber board on flight guarantees.

### **TEDD Update**

Kevin Germain, Chamber Board of Directors

- Kevin explained the basics of a TEDD to the new Chamber board members. He thinks a TEDD could diversify the economic base of Big Sky.
- The TEDD is looking toward tech firms. Kevin stated having more people that live in Big Sky year round can help support businesses. Kevin further stated there has been a delay of about six months because the TEDD committee lost their head consultant.
- Kevin stated Big Sky Water & Sewer is the biggest challenging for increasing value added industries in the community.
- Kevin stated the TEDD has to be formed by two governing bodies of Madison County and Gallatin County and there needs to be an intergovernmental agreement between the two. Kevin stated the biggest challenge is not having a governing body in support of the TEDD.
- Kevin stated another huge challenge is Big Sky's existing growth. Most TEDD districts are created for blighted or stagnating communities. Kevin also stated the potential dollars generated from a TEDD are staggering. Kevin believes extending broadband and water and sewer would be extremely important to our community.
- Bill asked if there has been push to change the TEDD law to include tourism as a value added industry. Kevin noted many sports stadiums are created in cities due to TEDDs. Kevin also noted that urban renewal districts can be included in workforce housing.
- Bill thinks perhaps the lack of inclusion of tourism as a value added industry was an oversight. Kitty stated tourism is a primary industry and a high value to policy makers.
- Kevin stated the major effort for the TEDD consultants is to understand Big Sky's properties taxes and where they flow. Cedar House Partners is the consulting firm that has been working on the project. Cedar House Partners have been tracking the tax dollars and the TEDD committee now has definitive black and white data.
- Greg asked the current population of Big Sky. Brandon noted it is around 2,400. David stated a lot of the discrepancy over Big Sky's population revolves around the definition of who is considered a Big Sky resident.

## **Penny for Housing**

Kevin German, Chamber Board of Directors

- Kevin discussed the background of House Bill 262 also known as the Penny for Housing bill for the new Chamber board members. David clarified the bill was to allow local control on what an additional 1% tax in a community could include. The theory was to at least give the community the option to allow the tax increase.
- Kitty asked if the resort tax boards have a statewide association. David stated Big Sky community members who may be against this increase believe the businesses within the Big Sky community are already bearing a tax burden and should not fund an additional tax.
- Kevin encouraged the new Chamber board members to read the Economic Planning Systems report on workforce housing, the documentation and the report's findings.
- Brandon stated there are some disagreements to the report's statistics. Kevin stated in the report, Big Sky needs an additional 600 units if the Big Sky community wants 65% of its workforce living in Big Sky. Kevin discussed the challenges of affordable housing in an unincorporated community.
- Kitty stated Economic Planning Systems had employers participate in the surveys and with their participation, EPS captured nearly 80% of employers and their employees' housing statistics.
- Kevin discussed the real estate transfer tax for affordable housing. He further stated there is a constitutional amendment against the real estate transfer tax to be used for affordable housing.
- David stated incorporation could be a possibility to help solve Big Sky's affordable housing problem, but would also be very challenging.
- Britt asked if the school and police were a requirement of the affordable housing. Kevin clarified that it is not a requirement, but is a factor. Britt stated that it is important to include the fire department and teachers.
- Kitty thinks it might be a good idea if the extra percent included building materials.
- David noted the Big Sky Chamber of Commerce was able to take the affordable housing effort pretty far, but were late for the lobbying effort. He felt it would have been successful if we would have had more time to lobby. David felt the Resort Tax board should be sponsoring the Penny for Housing bill since it would be funded and executed by the Resort Tax.
- Kevin stated the 1% tax would create enough funds to continue to move forward with the affordable housing project.
- David stated affordable housing is a multi-pronged effort the Big Sky community is moving forward with a lot of different solutions.
- Greg asked if Scott Altman was planning on leasing or using the land at the Lazy-J Ranch. Kitty discussed the "man camps" going up at those properties with the Chamber board. Kitty explain these mobile camps are high end RVs without wheels and their own sewage treatment plants.
- Kitty believes these camps could relieve a lot of pressure on the in-line permanent buildings.
- Bill stated there is a hearing in front of the zoning advisory committee regarding the "man camps" and the concern is what other projects could result if the zoning is passed.



- Kevin noted there is no water and sewer at the Lazy-J Ranch so it is hard to have any permanent housing on that site.
- Kitty said about four different companies have approached her, regarding these “man camps;” she feels that Cevio is the right organization.
- Britt asked who would draft the ordinance for the “man camps.” Bill said any re-zoning proposal is sent to the planning office at Gallatin County. Kevin stated there are three big projects coming up including a hotel at Spanish Peaks, a hotel at Town Center and the expansion at the Yellowstone Club.

## **Old Business Items**

### **Town Hall Meetings**

Kevin Germain, Chamber Board of Directors

- At this point we do not have the staffing hours to support the additional meeting that were proposed in the May Chamber board meeting. Kitty also noted that the recommendation was for bi-annual meetings in May and October.
- Kitty believes the public will still turn out if Town Hall meetings are put on independent from the Chamber. Kevin does believe there should be some sort of forum where people can get straight answers and he thinks it will be a valuable service to the community.
- David liked the idea of having a third party host the meetings. Britt suggested the school would be a good idea.
- Kitty also suggested a night time planning and zoning meeting would allow more people to attend. Bill does not think the Town Hall meetings should be developer driven.
- Britt asked about including it in the Chamber’s emails. David stated he would still like to see a component beyond on our annual meeting for Town Hall meetings.

### **Political Action Committee**

Kevin Germain, Chamber Board of Directors

- Kevin doesn’t want to lose sight of the political action committee. He believes now would be time to put together a political action sub-committee.
- Kevin made a motion to put a motion on the floor to create a political action sub-committee. The motion was seconded by Bill. Discussion followed.
- The Chamber created a legislative affairs survey to ask people if they would be interested in more legislative action. Kitty stated the Chamber received 11 responses. Britt said she would be happy to help with the political action sub-committee.
- Kitty stated the committee would need to come back to the Chamber. Britt asked how the Chamber builds relationships at the state level.
- A motion to nominate a chair for the political action sub-committee was made. The motion to have with Britt and Kevin co-chair was made by Britt and seconded by Ken.
- David will look for a report by the new sub-committee by the next meeting. Kitty will pull out the survey responses for the new committee.

### **Corner Property**

Kevin Germain, Chamber Board of Directors

- Kevin state the parcel of land the Chamber of Commerce is currently located on is coming on the market. He believes the gateway foundation should get together to be proactive on this parcel.

He believes it is extremely critical for the Chamber to stay in its current location. Kevin believes this should be in the community's best interest as it is the true front door to the community.

- David stated the Big Sky community at large agrees the Chamber and visitor center should remain on the corner. David stated the Chamber has always expressed interest in buying the property.
- David stated the purchase price is above market and there was an offer put in to purchase the land. The owner changed his mind saying he couldn't subdivide.
- Kitty offered to share the appraisal with the new board members. David noted we did have a commercial appraisal put together.
- Kevin requested to have a meeting with the gateway foundation to discuss the corner property. Kitty was hoping to include Sharon Huntley in the discussion. However, she was sick and couldn't attend.
- The recommendation was for Kristen Kern, Sharon's cousin, to join the Gateway Foundation.
- The Chamber has an email that discusses a three month rolling lease. David gave background information on the lease and old building to the new members as well as the investigation into the old Ace Hardware building.
- Kevin stated the Chamber has \$160,000 from the sale of the old Westfork building. Kevin wants to discuss if we can tie this property down with the Gateway Foundation. Kitty discussed the AMI appraisal and will send it to the new Chamber board members.
- Kevin asked if the Chamber can get the meeting on the books with the Gateway Foundation in the next two weeks.
- Kevin asked if there are any other board members that would like to attend the meeting with the Gateway Foundation. Paul said he would like to attend as would Brandon.

## **Staff Reports**

### **VIC Report**

Marci Lewandowski

- June numbers were the highest on record at 4,197. July visitation is also very busy.
- Kitty stated research shows visitors spend seven times more money in a community after stopping in a visitor center.
- David stated people are assisted and it is a curated experience at the Big Sky & Greater Yellowstone Welcome Center.
- David stated the welcome center's numbers are consistent with Buck's T-4's occupancy increases.
- Kevin is hoping to quantify the spend of those visitors who have stopped in a visitor center. Kitty stated is a per day spending that Travel USA uses to quantify that number.

### **Membership Report**

Margo Magnant, Membership Director

- Margo did include the membership write-offs for the year in this report. Margo has been in at least monthly touch with everyone on the write-off list.
- Margo is excited to show the board the new Official Visitor Guide. The Chamber has gone through over a pallet since last Thursday. She noted we are sending a mailing to all of our members today.

- Margo told the new Chamber board members, the Chamber works with brochure distributors locally and regionally.
- Margo stated she is looking for another sponsor for the visitor guide envelope. Kitty stated the Chamber has a postage budget to include our much larger postage budget due to the high volume of leads we have been receiving.
- Margo explained the increase in dues and how it affected the August billing. Kevin asked if Margo has had any push back from the increase in dues. She stated she has not received any push back yet.
- Margo told the Chamber board July's Business After Hours is at American Bank on Thursday, July 21.
- Another event the Chamber is helping to host is a Women in Business tour and hike with Prospera on Wednesday, August 3. 25 members have already signed up for the event.
- Margo has saved a lot of money on credit card processing fees by processing credit cards transactions through Chamber Master.
- The Chamber's annual golf tournament is set for Friday, September 9<sup>th</sup>. Margo will send out Save the Date sent out today. Margo is looking for a chairman for the tournament and encouraged a Chamber board member to volunteer to be the chair.
- The Business Expo is set for Buck's T-4 on Tuesday, September 27. Bill Seigel will be presenting the Travel USA for the data for the upcoming year. Sarah Meyers from Visit Park City will give a presentation and workshop on how to support your brand and measure ROI. She has a lot of great experience in the private sector, but it now with the CVB in Park City, UT.
- Margo is also looking into a way to create a FIT connection with the occupancy rates during the Business Expo. There will be breakout sessions with key industry positions.

### **Adjourn**

A motion was made by Kevin and seconded by Brandon for the meeting to adjourn. With all in favor the meeting adjourned at 11:43 a.m.

Respectfully submitted,

Marci Lewandowski  
Visitor Services Manager

1:40 PM  
08/05/16  
Accrual Basis

Big Sky Chamber of Commerce  
**Balance Sheet**  
As of June 30, 2016

	<u>Jun 30, 16</u>
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
FSB- RESTRICTED- Maint.	34,345.65
Grant Match Fund	29,896.70
BSW/ - Operating	<u>427,012.65</u>
Total Checking/Savings	491,255.00
Accounts Receivable	
Accounts Receivable	-259.05
Total Accounts Receivable	-259.05
Other Current Assets	
Visit Big Sky/ New Organizati...	22,709.23
Total Other Current Assets	<u>22,709.23</u>
Total Current Assets	513,705.18
Fixed Assets	
Accumulated Depreciation	-96,689.00
Building - Information Center	200,000.00
Equipment	<u>35,012.55</u>
Total Fixed Assets	<u>138,323.55</u>
<b>TOTAL ASSETS</b>	<u><u>652,028.73</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	105,218.24
Total Accounts Payable	105,218.24
Credit Cards	
Staples/ Credit Card	17.67
Total Credit Cards	17.67
Other Current Liabilities	
Payroll Liabilities	7,484.57
Simple IRA Payable	1,020.28
Total Other Current Liabilities	<u>8,504.85</u>
Total Current Liabilities	113,740.76
Long Term Liabilities	
Consolidated Loan	27,301.37
Total Long Term Liabilities	<u>27,301.37</u>
Total Liabilities	141,042.13
Equity	
Net Assets	253,250.53
Old Building Purchase 2015	164,108.55
Retained Earning	1,973.72
Net Income	<u>91,653.80</u>
Total Equity	<u>510,986.60</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>652,028.73</u></u>

1:38 PM  
08/05/16  
Accrual Basis

Big Sky Chamber of Commerce  
**Profit & Loss**  
June 2016

	<u>Jun 16</u>
Ordinary Income/Expense	
Income	
100 - MEMBERSHIP REVENUES	16,378.75
130 - EVENTS	6,635.00
140 - GOVERNMENTAL SOUR...	162,107.56
165 - DONATIONS	-50.00
170 - NON-DUE REVENUE	4,911.50
190 - OTHER INCOME	3.06
Total Income	<u>189,985.87</u>
Gross Profit	189,985.87
Expense	
200 - ADMIN & OPERATIONS	33,904.03
300 - ADVERTISING & PROMO...	115,081.15
500 - EDUCATION	1,577.00
600 - EVENTS/ PUBLIC AFFAIRS	11,836.62
900 - UTILITIES	1,855.54
Total Expense	<u>164,254.34</u>
Net Ordinary Income	25,731.53
Other Income/Expense	
Other Expense	
Memberships written-off	5,846.25
Total Other Expense	<u>5,846.25</u>
Net Other Income	<u>-5,846.25</u>
Net Income	<u><u>19,885.28</u></u>

1:39 PM  
 08/05/16  
 Accrual Basis

Big Sky Chamber of Commerce  
**Profit & Loss**  
 June 2016

	<u>Jun 16</u>	<u>Jun 15</u>
Ordinary Income/Expense		
Income		
10 - Beginning Fund Balance	0.00	2,000.00
100 - MEMBERSHIP REVENUES	16,378.75	4,496.34
130 - EVENTS	6,635.00	10,660.00
140 - GOVERNMENTAL SOURCES	162,107.56	60,166.16
165 - DONATIONS	-50.00	0.00
170 - NON-DUE REVENUE	4,911.50	0.00
190 - OTHER INCOME	3.06	1,401.83
Total Income	<u>189,985.87</u>	<u>78,724.33</u>
Gross Profit	189,985.87	78,724.33
Expense		
200 - ADMIN & OPERATIONS	33,904.03	13,247.14
300 - ADVERTISING & PROMOTION	115,081.15	42,806.41
400 - DUES TO OTHER ORGANIZAT...	0.00	321.92
500 - EDUCATION	1,577.00	71.98
600 - EVENTS/ PUBLIC AFFAIRS	11,836.62	8,817.49
900 - UTILITIES	1,855.54	649.47
Total Expense	<u>164,254.34</u>	<u>65,914.41</u>
Net Ordinary Income	25,731.53	12,809.92
Other Income/Expense		
Other Expense		
Depreciation	0.00	11,667.00
Memberships written-off	5,846.25	945.00
Total Other Expense	<u>5,846.25</u>	<u>12,612.00</u>
Net Other Income	-5,846.25	-12,612.00
Net Income	<u><u>19,885.28</u></u>	<u><u>197.92</u></u>



**55 Lone Mountain Trail | Big Sky, Montana 59716**  
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**Date:** August 9, 2015  
**To:** Board of Directors  
**From:** Kitty Clemens  
**Subject:** Temporary Workforce Housing

### **Introduction**

Development in Big Sky and most of Southwestern Montana has increased at a steady pace and is expected to continue for the foreseeable future. With increased construction activity, an acute shortage of skilled tradesmen will continue to drive the cost of labor higher. Acute labor shortages and rising rental costs may be at a point where the most efficient solution is to bring skilled workers from other areas and house them in temporary living facilities.

The Chamber has taken the lead to amplify the housing conversation with member businesses and should consider its role in support of a solution that could alleviate pressure on access to in-line housing for those residents wishing to stay in Big Sky permanently.

There are many viewpoints on this topic. The Chamber Board should carefully consider the following related to the temporary workforce housing solution:

- This solution will remove up to 800 vehicles per day in the canyon, which is equal to 32,000 vehicle miles traveled per day.
- Less traffic means less pollution, less accidents, and less wear and tear on an overstressed road system.
- Less vehicles in the canyon will be positive for the water quality in the Gallatin.
- Contractors will not be competing with our hospitality labor pool for available in-line rental of low cost owner occupied housing.
- More money earned in Big Sky will stay in Big Sky and generate resort tax revenues.
- Additional tradesmen will slow the rising cost on construction for our local members.
- Permanent infrastructure does not get built to solve a temporary problem.

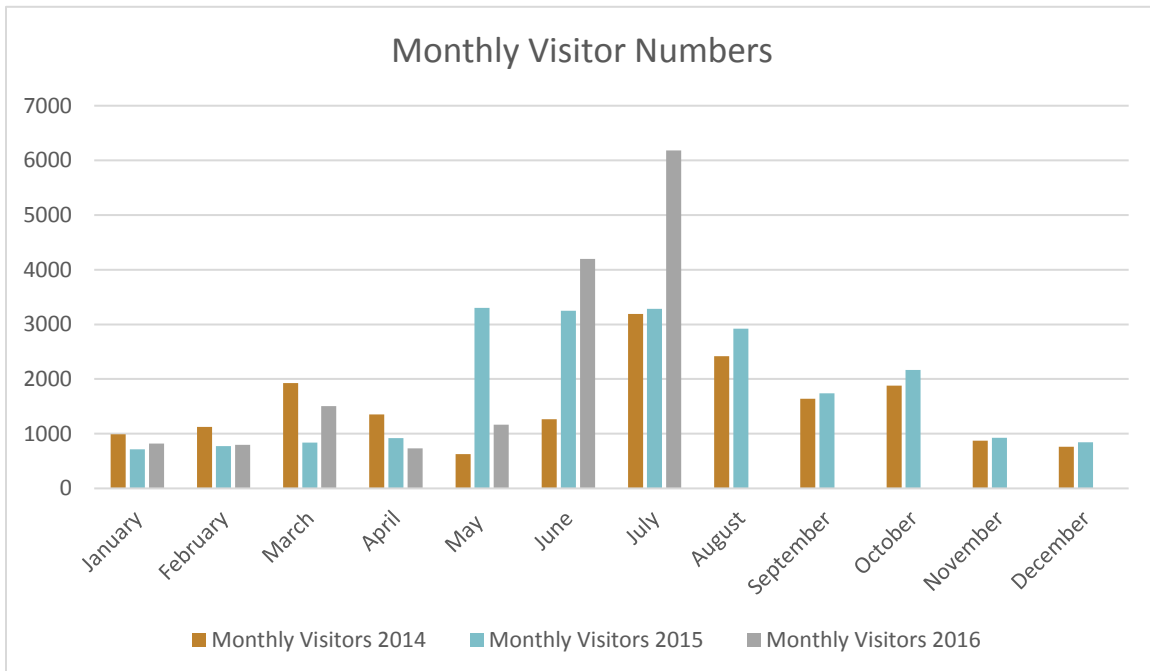
The Chamber is an organization representing business interests in the community and should carefully consider supporting temporary work force housing as a near term solution to a growing problem.

### **Requested Action**

Motion to support temporary workforce housing.

# Visitor Services Report July 2016

People Counter Monthly Statistics			
Month	Per Month 2014	Per Month 2015	Per Month 2016
January	990	712	822.5
February	1127	772	797
March	1929	835	1050
April	1353	920	731
May	629	3302	1165
June	1265	3250	4197
July	3193	3282	6181.5
August	2421	2919	
September	1638	1742	
October	1881	2165	
November	872	924.5	
December	761	843.5	





People Counter Daily Averages			
Month	Daily Avg. 2014	Daily Avg. 2015	Daily Avg. 2016
January	32	28	26.5
February	23	27	27
March	62	27	34
April	45	31	24
May	20	106	37
June	42	108	140
July	103	106	199
August	78	97	
September	54.6	58	
October	60.6	70	
November	29	30	
December	25	27	

