



MISSION – *To generate room nights for lodging facilities in the city of Billings by effectively marketing our region as a preferred travel destination.*

**BOARD OF DIRECTORS MEETING
OCTOBER 10, 2013
CHAMBER/CVB BOARD ROOM – 9:00 AM**

- I. Call to Order – Steve Wahrlich.....9:00
- II. Public Comment on Items Not on the Agenda
(Comments limited to 3 minutes per speaker)
- III. Approval of September 12, 2013 Board Minutes - pages 2-4.....ACTION
- IV. Approval of September Financial & Variance Reports- M. Stevenson pages 5-6.....ACTION
- V. New Business.....9:05-9:45
 - a. “Why would you come to Billings?”
 - i. 30,000 Foot View- S. Wahrlich/A. Tyson.....9:05-9:20
 - ii. Partner Assistance Options- S. Wahrlich.....9:20-9:35
 - iii. Industry Workforce Concerns- S. Wahrlich.....9:35-9:45
- VI. Marketing/PACE Update- pages 7-12.....9:45-10:00
 - a. Value Season Campaigns Update- K. McCandless
 - b. Staff Updates- A. Tyson
- VII. Adjournment

Future Meeting Dates:

November, 14 2013- November TBID Board Meeting
December, 12 2013- December TBID Board Meeting
January 9, 2014- January TBID Board Meeting

Managed by the Billings Chamber of Commerce/Convention & Visitors Bureau



**TBID BOARD OF DIRECTORS
MINUTES – SEPTEMBER 12, 2013**

Board Members Present: Steve Wahrlich, Ginny Hart, Ben Kerns, Ron Spence, Shelli Mann, Joyce Bratland and LaRell Baldwin

Board Members Absent: None

Ex-Officio member Present: None

Staff Present: John Brewer, Alex Tyson, Caitlin Helmer, Tom Krause, Kelly McCandless, Megan Stevenson and Chris Frye

Others Present: Joe Studiner, Shawn Abel, Matt Brosovich, Tina Postel, and the Assistant GM for Quality Inn

Call to Order

Steve Wahrlich called the meeting to order at 9:00 a.m. in the Billings Chamber/CVB Board Room.

Public Comment

None.

Approval of Board Minutes

Request for a motion to approve the August 12 and August 29, 2013 Board Minutes.

MOTION: Ginny motioned to approve the minutes; Ben seconded; Motion carried.

Approval of Financial and Variance Report

Request for a motion to approve the August Financial and Variance Reports.

MOTION: Ron motioned to accept the Financial and Variance Reports; Joyce seconded; Motion carried.

Marketing/PACE Update

Value Season Marketing Campaign Update- Billings CVB is partnering with the Montana Office of Tourism to create new ads on Trip Advisor promoting Billings as the “Gateway to Yellowstone”.

The September and October leisure promotion highlights the Brewery Tour. It will be advertised in the regional market, and does not include Montana yet.

A billboard was placed in Roberts, Montana and the Park City billboard was revamped. The CVB is also advertising on the electronic billboard located on Old Laurel Rd. The Mingle Bells campaign and bus wraps with MTOT will begin again.

Staff Updates- Tom hosted a site visit for Chevy Nomad, which could potentially bring 250 people to Billings for four nights in July 2015. His prospects include Outdoor Writers and Montana Meat Processors.

Three segments of special guests came to Billings, including C-Span.

Occupancy is down 10% for the month.

Old Business

Sports Update- Ten national championship bids have been submitted in the last two weeks. Nine bids have been submitted to MSU-Billings.

Chris Frye asked the TBID if they can front the money needed to host the NCAA tournament at MSU-Billings. The money the TBID loans will be fully refunded by the NCAA.

Request for a motion to move forward with the NCAA proposal with MSU-Billings in which the TBID would fund the tournament after establishing an agreement with MSU-Billings.

MOTION: Shelli motioned to accept the NCAA proposal; Ron seconded; Motion carried.

Skookum is November 9 at the Pavilion at MetraPark. A few of the sporting events featured include fencing, pole vaulting and cross fit. This is a regional event, but primarily will consist of locals this year, with the hope of growing it across the region next year. Boothell will take place in May or early June and will feature a cross fit themed run from MetraPark to the Airport along the trail.

Living in Art Update- Shawn Abel and Tina Postel sent out an RFP on Friday to 16 companies who have experience with hanging art on buildings. Responses are due September 27, 2013. The review period will end October 25, 2013. Mid October, Shawn would like to meet with the TBID Board to discuss the project and responses.

Convention Center Research Update- The RFQ was sent to stakeholders to review, but the Board has not received any responses.

Request for a motion to accept the RFQ as presented.

MOTION: Shelli motioned to accept the RFQ; LaRell seconded; Motion carried.

Please note Ron Spence opposed the motion.

Steve Wahrlich developed a list of potential options for the TBID Board regarding a convention center.

1. Cease and desist any and all actions related to the proposed building of a convention center.
2. Ron Spence and Shelli Mann go to properties and tell their "side" of the story and determine if the property is for or against.
3. Find another funding source- BSEDA/Private Members/Chamber
4. Do a modified RFQ only to focus on Air Lift.
5. Move forward with the study and let the chips fall where they may.
6. John Brewer suggested- Let private and public partnerships take the reins, and have the TBID focus on other things.

Two private investors approached John Brewer about partnering with the Chamber to help fund a potential convention center.

Ginny Hart said the Chamber Board sees the convention center as a positive thing for the community.

The petition passed amongst hoteliers was given to the Board. It was noted that 1/3 of the votes on the petition are the properties with 59 rooms or less, who didn't get an assessment fee increase.

Shelli said the Board should look at combining and addressing other funding, airlift, and letting private and public partnerships in.

Tom Binford with the Billings Logan International Airport is interested in how to get the smaller communities to fly here, and the necessary steps to publicize that.

Joyce mentioned that a few private partners have shown interest in supporting the RFQ.

Ron believes transportation to, and in Billings, is a big concern if Billings moves forward with a convention center.

Ben believes that we needed a leader to get us to this point, and now that the TBID has done that, private investors are becoming involved. He is opposed to Ron and Shelli visiting properties because that is not the right front to bring to stakeholders. LaRell agreed with the statements Ben made.

Steve wants to talk to private enterprises and see if, and how much they are willing to fund. He suggests that the Board move forward with working with the Airport. He asked "If we don't move forward with the study, then how do we rearrange our funds of 30% for meetings and conventions?" A suggestion was to focus on leisure and sports and possibly raise the TBID assessment fee to \$2 for all properties.

A discussion ensued regarding the need for someone else to take ownership of the RFQ and adjust as necessary, if the TBID does not move forward with sending it out.

John would like two volunteers from the TBID Board to work with the Chamber (John and Alex), about working with private entities, and other interested parties.

Ben suggests that the TBID step back as owner of the RFQ, but still provide assistance to whoever takes over.

Request for a motion to acknowledge the petition that the TBID would relinquish its leadership role related to the proposed building of a convention center.

MOTION: Ben motioned to relinquish leadership role; Ron seconded; Motion carried.

30% of the TBID budget is for meeting/conventions. It is the only area that has one full time employee, focused solely on bringing meetings and conventions to Billings. All of the other segments are spread amongst other staff.

John Brewer asked the Board to think about these two questions; "Who do you want to be? Where do you want to see Billings going?"

Steve asked "Why spend money to have the CVB recruit meetings here? If so many hoteliers don't think a convention center is viable, then do we continue to fund the full 30% for meetings/conventions?"

Meeting adjourned at 10:35 a.m.

Submitted by Caitlin Helmer

Tourism Business Improvement District

Profit & Loss

Budget vs. Actual

September 2013

	CURRENT MONTH		YEAR TO DATE		2013-14 Annual Budget	LAST YEAR
	Actual	Budget	Sept 2013 Actual	Sept 2013 Budget		Sept 2012 Actual
	Income					
4001100 · TBID Assessments	0.00	0.00	448,369.70	448,370.00	865,000.00	
4001500 · Miscellaneous Income	154.57	0.00	666.26		-	159.88
Carryover from 2012-2013					109,188.00	
Total Income	154.57	0.00	449,035.96	448,370.00	974,188.00	159.88
Expense						
5001000 · Staff Expenses						
5007000 · Wages	20,283.84	18,219.00	49,106.75	45,990.50	190,397.00	16,160.51
5007100 · FICA Expense	1,509.36	1,389.40	3,596.97	3,514.74	14,374.12	1,161.17
5007200 · Unemployment Expense	195.81	304.76	605.10	534.95	2,955.80	112.63
5007400 · Health & Accident Expense	1,589.67	2,790.00	4,691.40	5,964.00	28,894.00	1,548.91
5007500 · Retirement Expense	1,086.60	751.96	2,686.67	2,117.31	11,252.08	894.72
5007700 · Workers Compensation Expense	113.00	97.50	349.00	284.50	1,515.00	123.00
5007700 · Staff Employment Expenses						
Total 5001000 · Staff Expenses	24,778.28	23,552.62	61,035.89	58,406.00	249,388.00	20,000.94
5009000 · Administrative Expenses						
5009200 · Computers	841.00	750.00	1,331.00	1,250.00	7,200.00	
5009300 · Equipment & Repair Expense	196.07	250.00	557.71	750.00	3,000.00	
5009500 · Liability Insurance	0.00	0.00	1,562.00	2,000.00	2,550.00	
5009600 · Meeting Expenses	91.24	375.00	561.85	1,575.00	8,300.00	321.68
5009650 · Newsletter Expenses	0.00	0.00	-	0.00	3,500.00	
5009700 · Office Supplies	0.00	0.00	499.39	700.00	2,925.00	748.95
5009750 · Postage	28.77	200.00	274.69	1,700.00	8,200.00	46.05
5009800 · Professional Training	961.66	400.00	3,634.65	2,700.00	11,000.00	
5009850 · Legal and Accounting	2,731.50	1,000.00	3,231.50	1,550.00	9,200.00	
5009900 · Telephone/Wireless Equipment	50.00	250.00	354.96	750.00	3,000.00	82.50
Total 5009000 · Administrative Expenses	4,900.24	3,225.00	12,007.75	12,975.00	58,875.00	1,199.18
5150000 · Marketing Expenses						
5151000 · Advertising	16,954.95	16,000.00	53,256.11	53,000.00	302,000.00	13,016.47
5151500 · Film Recruitment	0.00	0.00	-	0.00	2,000.00	
5152000 · Opportunity	5,662.14	5,700.00	5,912.02	6,200.00	88,000.00	4,703.03
5152500 · Printed Materials	220.00	750.00	1,954.40	2,000.00	53,500.00	84.00
5153000 · Publicity	353.71	250.00	10,353.71	2,250.00	23,000.00	3,272.43
5154000 · Sales Expenses	5,422.03	5,000.00	13,051.08	12,000.00	114,000.00	14,552.48
5155000 · Tradeshow/Conventions	4,597.36	3,000.00	7,729.36	6,400.00	44,525.00	4,463.11
5156000 · Visitor Information Center	150.15	0.00	427.15	300.00	3,000.00	
5156500 · Web Site	2,151.05	4,625.00	3,620.65	8,625.00	35,900.00	2,769.15
Total 5150000 · Marketing Expenses	35,511.39	35,325.00	96,304.48	90,775.00	665,925.00	42,860.67
Total Expense	65,189.91	62,102.62	169,348.12	162,156.00	974,188.00	64,060.79
	(65,035.34)	(62,102.62)	279,687.84	286,214.00	0.00	(63,900.91)
		Cash	Current Month	Last Month	Last Year	
		Unrestricted	407,203	472,238	384,435	
		Restricted	100,000	100,000	75,000	
		Total Cash	507,203	572,238	459,435	

SEPTEMBER 2013 VARIANCE REPORT

TBID Board of Directors
Financial Statement Variance Report
As of September 30, 2013

Year to date revenue over expenses is \$6,526 under budget.

Year to date revenue is \$666 over budget from interest income & TBID sales.

Year to date expenses are \$5,529 over budget.

- Staff Expenses are \$2,630 over budget. Payroll Expenses are projected to be over budget for the current fiscal year due to staffing changes.
- Administrative Expenses are \$968 under budget.
 - Liability Insurance (D&O) is under budget \$438.
 - Meeting expenses are \$1,013 under budget from miscellaneous meetings and mileage.
 - Postage is \$1,425 under budget.
 - Legal & Accounting is \$1,682 over budget
- Marketing Expenses are \$5,529 over budget due to the following:
 - Opportunity is \$288 under budget from expenses associated with the Convention Center Research.
 - Publicity is over \$8,104 due to the “Voices of Montana” (MLHA PR Campaign) that was budgeted for \$2,000 but was approved in June to pay the additional \$8,000 from the carryover.
 - Sales expense is over \$1,051 from Attendance Building at the Northwest Regional Tribal Headstart convention & State Treasurers convention.
 - Tradeshows/Conventions is over budget \$1,329 from the Small Market Meetings convention.
 - Website Expenses are under budget \$5,004 due to timing of when work is performed and necessary.

MARKETING & SALES PACE REPORT

GROUP BOOKINGS

Bookings	Q1	Q2	Q3	Q4	TYTD	FY Goal	% To Goal
Groups	15				15	27	56%
Room Nights	3,940				3,940	21,000	19%

VISITS FOR: visitbillings.com

	J	A	S	O	N	D	J	F	M	A	M	J	Annual
Goal	10k	10k	9k	8k	7k	6k	6k	6k	6k	7k	7k	8k	90,000
Actual	13,568	10,639	7,096										31,303

STAKEHOLDER SURVEY

2010-2011	2011-2012	2012-2013	2013-2014*
66%	83%	87%	90%

*Goal-actual number unknown

ROOM DEMAND- REPORTED ON CALENDAR YEAR 2012

	J	F	M	A	M	J	J	A	S	O	N	D	Annual
Goal	0	0	0	0	0	0	0	0	0	0	0	0	3%
Actual	7.9	11.7	17.7	26.3	7.0	-0.5	-7.1	-7.8	-9.1	12.4	3.5	-0.5	3.4

ROOM DEMAND- REPORTED ON CALENDAR YEAR 2013

	J	F	M	A	M	J	J	A	S	O	N	D	Annual
Goal	0	0	0	0	0	0	0	0	0	0	0	0	3%
Actual	1.7	-3.8	-2.1	-2.9	20.4	-2.0	-7.7	-2.9					-0.4

YTD OCCUPANCY

PAST 12 MONTHS		
LOCATION	2013	2012
Billings, MT	68.4%	70.7%
Montana	61.5%	61.8%
United States	63.9%	62.9%
Bozeman, MT	68.1%	65.5%
Missoula, MT	60.5%	57.4%
Rapid City, SD	60.0%	61.4%
Sioux Falls, SD	66.4%	65.0%
Bismarck, ND	74.1%	78.6%
Boise, ID	69.1%	65.1%
Madison, WI	66.8%	63.4%
Helena, MT	59.4%	59.2%
Great Falls, MT	60.4%	63.2%

CURRENT MONTH OCCUPANCY

AUGUST		
LOCATION	2013	2012
Billings, MT	81.8%	87.6%
Montana	83.2%	85.3%
United States	69.2%	67.6%
Bozeman, MT	92.2%	91.2%
Missoula, MT	86.8%	83.3%
Rapid City, SD	85.4%	83.6%
Sioux Falls, SD	81.3%	74.9%
Bismarck, ND	82.7%	84.9%
Boise, ID	81.7%	78.0%
Madison, WI	80.6%	74.5%
Helena, MT	71.8%	72.1%
Great Falls, MT	76.3%	80.0%

**CVB ACTIVITY REPORT
FY JULY 1, 2013- JUNE 30, 2014**

BOOKED EVENTS

NAME	ORIGIN	SOURCE	ROOM NIGHTS	MONTH YEAR	TYPE	LOCATION	ECONOMIC IMPACT	QTR. BOOKED
Beth Moore Ministries	NR	CVB-P	895	Oct-14	CW	HIGM, BHCC, HGI, BHR, CP HIS, BWCT	\$ 201,375	Q1
Montana Harley Owners Group	LR	CVB	1100	Jul-14	O	BHCC	\$ 247,500	Q1
Montana Petroleum Association	LR	CVB-P	25	Aug-13	O	CP	\$ 5,625	Q1
Women on Wheels	LR	CVB-S	(300)	Jul-13	O	N/A	\$ (67,500)	Q1
Western Heritage Center- J.Dial	LR	CVB-S	(25)	Jul-13	O	N/A	\$ (5,625)	Q1
Northern Pacific Railway Hist Assoc	LR	CVB-S	(125)	Jul-13	O	N/A	\$ (28,125)	Q1
Girls Little League Softball Team	LR	CVB-S	(15)	Jul-13	SP	N/A	\$ (3,375)	Q1
John Lasar- Family Reunion	LR	CVB-S	(30)	Jul-13	O	N/A	\$ (6,750)	Q1
Mexican Fiesta Car Show	LR	CVB-S	(75)	Jul-13	O	N/A	\$ (16,875)	Q1
Montana Dakota Utilities	LR	CVB-S	(55)	Jul-13	O	N/A	\$ (12,375)	Q1
District Assembly	LR	CVB-S	(75)	Jul-13	O	N/A	\$ (16,875)	Q1
German Wrestlers	LR	CVB-S	(17)	Jul-13	SP	N/A	\$ (3,825)	Q1
Montana Energy Day @ MontanaFair	LR	CVB-P		Aug-13	O	N/A	\$ -	Q1
Kercher Family Reunion	LR	CVB	100	Jun-14	O	NH	\$ 22,500	Q1
Big Sky Volleyfest	LR	CVB-P	400	May-14	SP	TBD	\$ 90,000	Q1
Native Am. Housing	NR	CVB-P		Aug-13	O	TBD	\$ -	Q1
Skookum		CVB-P	200	Nov-13	SP	TBD	\$ 45,000	Q1
Reinke Serv. Trng.	NR	CVB-P	70	Aug-13	O	HIS	\$ 15,750	Q1
Red Hat Society	LR	CVB-S	(250)	Aug-13	O	N/A	\$ (56,250)	Q1
Wedding	LR	CVB-S	(15)	Aug-13	O	N/A	\$ (3,375)	Q1
Global Trvl Alliance	LR	CVB-S	(25)	Aug-13	O	N/A	\$ (5,625)	Q1
LDS Church	LR	CVB-S	(300)	Aug-13	O	N/A	\$ (67,500)	Q1
15th Annual Tribal Historic Pres. Conf.	LR	CVB-S	(150)	Aug-13	O	N/A	\$ (33,750)	Q1
MT T-Bone Classic	SR	CVB	150	Sep-13	O	NH	\$ 33,750	Q1
USTA/MTA Tourney	LR	CVB-P	150	Oct-13	SP	ALL	\$ 33,750	Q1

ExxonMobil	LR	CVB-S	(22)	Sep-13	O	N/A	\$ (4,950)	Q1
Black Lung Conv.		CVB-S	(150)	Sep-13	O	N/A	\$ (33,750)	Q1
Billings Clinic	LR	CVB-S	(150)	Sep-13	O	N/A	\$ (33,750)	Q1
Family Reunion	LR	CVB-S	(15)	Sep-13	O	N/A	\$ (3,375)	Q1
Young Prof. Group	LR	CVB-S	(18)	Sep-13	O	N/A	\$ (4,050)	Q1
Spotlight Dance Competition	NR	CVB-P	100	Mar-14	O	HIGM	\$ 22,500	Q1
Montana Meat Processors Assoc.	LR	CVB	450	Sep-15	O	TBD	\$ 101,250	Q1
Aflac Regional Mtg	SR	CVB	300	Jan-14	O	BHR	\$ 67,500	Q1
NILE Cattle Drive	LR	CVB-P		Oct-13	O	TBD	\$ -	Q1
Q1 BOOKED EVENTS		15		Q1 ROOM NIGHTS			3,940	
TOTAL BOOKINGS		TOTAL ROOM NIGHTS			TOTAL ECONOMIC IMPACT			
15		3,940			\$ 886,500			

PENDING BIDS/RFP'S								
NAME	ORIGIN	SOURCE	ROOM NIGHTS	DATE	TYPE	LOCATION	ECONOMIC IMPACT	QTR.
Evangelical Church- Pastors Wives Ret.	TS	CVB	60	Oct-13	O	TBD	\$ 13,500	FY 12/13 Q3
Christian Motorcycle Association	TS	CVB	1800	2015	CW	TBD	\$ 405,000	FY 12/13 Q3
Int'l NOMAD Assoc.	LR	CVB	1500	Sep-14	CW	TBD	\$ 337,500	FY 12/13 Q4
Swing Dance Group	LR	CVB	600	Jun-14	O	TBD	\$ 135,000	Q1
Keeseekosse Health Department	NR	CVB	300	Aug-13	O	TBD	\$ 67,500	Q1
Outdoor Sports Group	NR	CVB	1200	Jun-14	O	TBD	\$ 270,000	Q1
Bank Conference	NR	CVB	1100	May-14	O	TBD	\$ 247,500	Q1
Northrop Grumman	NR	CVB	115	Jul-14	O	TBD	\$ 25,875	Q1
Winning Touch	NR	CVB	900	Jul-15 (Oct-13)	O	TBD	\$ 202,500	Q1
NIHB/Tribal Public Health Summit	NR	CVB-P	440	Apr-14 (Oct-13)	O	TBD	\$ 99,000	Q1
NAIA 2015/2016 Wmn's Nat'l Champ.	LR	CVB	1400	Oct-13	SP	TBD	\$ 315,000	Q1
2015, 2016 & 2017 NCAA Division II Women's Volleyball Nat'l Championships	LR	CVB	750	Dec-15 Dec-16 Dec-17	CWSP	CW	\$ 168,750	Q1

2015, 2016 & 2017 NCAA Division II Men's and Women's X-C Reg. Champ.	LR	CVB		Spring 2015, 2016, & 2017	CWSP	CW	\$	-	Q1
2016 & 2017 NCAA Division II Men's and Women's X-C Nat'l Championships	LR	CVB		Spring 2015, 2016, & 2017	CWSP	CW	\$	-	Q1

MEETING AND CONVENTION PROSPECTING

NAME

ADT Security Services of Colorado
National Ins of Corrections
USPS
CCR Enterprises of Colorado
Special District Association of Colorado
MCA Denver
New Hope Natural Media
American Association of CPA s
Brain Injury Association
Christian Educators of America
CRG Events- National Third Party
Association of Christian Schools
Northwest Education Library
American College of Veterinary
Gang Investigators
Council on Problem Gambling
Western Energy Inc.
Metro America
Eike Events

SITE TOURS/FAM TOURS

NAME	ROOM NIGHTS	YEAR	ACTION	QTR. TOURED	ECONOMIC IMPACT
International NOMAD Assoc.	5	Sep-13	Site Tour Complete	1 FY 2013	\$ 1,125
Christian Motorcycle Assoc.	2	Sep-13	Pending	1 FY 2013	\$ 450
NAIA Nat'l Women's B-Ball		Nov-13	Pending	1 FY 2013	\$ -

LOST BUSINESS			
NAME	REASON	YEAR	LOST TO
Humana- Trng. Sem	N/A	Jul-14	Spokane, WA
Rocky Mtn Int'l- RMI	Close Decision	Apr-14	Missoula, MT
Lindsey Corporation	Air Service Capacity	Aug-13	Sundance Resort, UT
Community Banking Conference	Air Fare Too High	May-14	N/A

CANCELLED BUSINESS						
						0

MARKETING INITIATIVES/EXPOSURE/PUBLICITY	
NAME	REASON/RESULTS
Summer Drive Campaign/Concert Craze	June, July & August- Regional focus, meant to offset the airport maintenance project by enticing our drive market
Facebook Photo Contest- (#Billings #MontanaMoment)	July- Brand Life/Leisure Exposure
Brewery Tour	September and October- Regional Value Season Campaign Promoting the Walking Brewery Tour

EVENTS ATTENDED			
NAME	LOCATION	STAFF	REASON
Institute	Los Angeles, CA	AT	Professional Devel.
Northwest Regional Tribal Headstart Convention	Spokane, WA	TK	Attendance Building
Connect Marketplace	Milwaukee, WI	TK	Tradeshow
State Treasurer's Association	Fairmont, MT	TK	Attendance Building
Connect Sports	Milwaukee, WI	CF	Tradeshow
Regions/CVB's Meeting	Helena, MT	AT	State Updates

KEY
<p>ORIGIN CATEGORIES: TS- Tradeshow; LR- Local Referral; SR- State Referral; NR- National Referral; P-Prospecting</p> <p>SOURCE CATEGORIES: CVB- Originated from CVB; CVB-P- Partnered with other entity; CVB-S- Serviced by the CVB- room nights will be shown in parenthesis</p> <p>TYPE CATEGORIES: CW- Citywide Booking; SP - Sports Booking; CWSP- Citywide Sport Booking; O-Other Booking</p> <p>PENDING RFPs/Bids: Date in parenthesis denotes the expected decision date.</p> <p>ECONOMIC IMPACT FORMULA: \$225/Room Night</p> <p>PROPERTY KEY: CP- Crowne Plaza; BHCC- Billings Hotel & Convention Center; HGI- Hilton Garden Inn; HIGM- Holiday Inn Grand Montana; BWCT- Best Western Clock Tower Inn; BHR- Bighorn Resort; KELLY- Kelly Inn & Suites; HIS- Hampton Inn & Suites; LX- Lexington NH- Northern Hotel</p>

BILLINGS ROOM OCCUPANCY COMPARISON OF VALUE VS. HIGH SEASONS 2005-PRESENT

