

2009/2010 Strategic Focus

July 1, 2009—June 30, 2010

The Billings Chamber/CVB's Strategic Focus capitalizes on our area's strengths, assets and opportunities, allowing us to prioritize efforts to achieve long-term objectives.

Our Mission is to...

develop a strong business climate and vibrant economy by serving the community in a leadership role thereby enhancing the quality of life.

Our Vision is to...

achieve excellence in community leadership and growth.

Our Promise to our Members and the Community is that...

we will always look at new and better ways to serve you, to do business and to make Billings a better place to live and work. Our brand speaks loudly of change, energy and excitement. As a team we will consistently deliver the wow factor; innovative ideas, knowledge, integrity, leadership and laughter. We're proud of what we do and where we live. Let's SHOUT it out!

Our Core Functions are to...

1. Government Affairs: Lead the community in local, state and federal issues impacting business and our quality of life;
2. Convention & Visitors Bureau: Promote Billings as a preferred destination for visitors, business travelers and sporting events;
3. Community and Investor Relations: Provide opportunities for our membership relating to education, networking and value added services and effectively communicate those opportunities.

Our Strategic Focus areas will...

- Increase tourism to Billings (Increase Tourism)
- Improve our area's workforce (Workforce Development)
- Support quality k-16 education (Education)
- Improve Billings residents quality of life (Quality of Life)
- Lead local, state and federal legislative issues that impact business. (Legislative Leadership)
- Connect our members to business and marketing opportunities (Connect Members)
- Strengthen the voice of business by developing a Chamber/CVB that is stable with strategic growth (Organizational Success)

Our 2009-2010 Priorities are...

Trails
Bring it to Billings
East TIF District
Unparalleled Service
Air Service
K-12 Education
Community Prioritization

Your Chamber/CVB is...

a non-profit 501(c)6 representing over 1,120 members who employ more than 44,000 people. We are here to serve you. Your board consists of a group of community leaders representing small and large businesses and diverse business interests. We are governed by 19 voting members and four ex-officio members who provide expertise in their fields. Your staff consists of eleven professionals who are enthused, engaged in the community and full of great ideas and energy.

Billings Chamber/CVB 2009-2010

Priority Issues:

Taking Care Of What We Cherish: A Year of Gratitude

Trails

Develop our trail system for the economic and healthy community benefits that result from active transportation (to work and school and for leisure). Communicate the quality of life and economic benefits to the business community and general public. Bring trail support groups and stakeholders together to find solutions to connect our trails and keep them clean and safe. Seek federal support through transportation and appropriations bills.

East End TIF District

Support revitalization to the area east of downtown to MetraPark through reviewing and taking action on: the master plan; annexation of county land to the City; and federal appropriations. Encourage walking and biking paths. Provide information to our membership.

Bring it to Billings

Increase non-resident meetings, conventions and events in Billings through working with local representatives from those groups. Those local representatives will open the door for the Chamber/CVB to "Bring it to Billings." Recognizing travel as a vital segment of the Billings economy we will develop a comprehensive local awareness campaign to generate leads and create an understanding of the value of travel to Billings. Individuals who assist in recruiting groups will become recognized. The key measurable objective will be booked business.

K-12 Education

Connect business to education to assist the school district in areas that improve the quality of education and educational facilities. We will work with the school district and the community to: develop a facilities plan; participate in the Budgeting for

Results Committee; and review bond and mill levy requests to determine the Chamber/CVB's support. Communicate with community on funding complexities. Support Partners in Education and Junior Achievement. Assist in recruitment of board members with business experience.

Air Service

Quality air service in Billings affects all sectors of the business community. Billings is one of the best served small markets in the country. Our goal is to maintain direct air service to the nine destinations we currently enjoy. We will work with airport officials and community leaders to increase direct flights where needed and as opportunities arise. Assist with marketing to promote new destination service. Support the airport's needs assessment research.

Unparalleled Service

The Chamber/CVB staff will continue our quality membership care and find ways to improve upon the reasons that encouraged you to join in the first place. A thorough review of all offerings will allow us to phase out certain programs while adding value to others. You are the reason we exist and we are here to help you succeed regardless of the economic environment. You have told us you value networking, Leadership Billings, engagement in meaningful volunteer work and marketing opportunities.

Community Prioritization

Develop a list of community priority projects that all key strategic partners can agree on by taking the research from past projects and engaging residents. The priority projects will further "Montana's Trailhead" brand. The projects will be diligently moved forward through completion. Common appropriations requests; state legislative funding requests, and a visit to a like-city will be part of the strategy for development.

Billings Chamber/CVB 2008-2009 Action Plan

| Government Affairs | Priorities: | | | | | | | | | | | | |
|--|---|-----------------|-----|-----|-----|------------------------|----|----|----|----|---|---|--|
| Lead the community in local, state and federal issues impacting business and our quality of life | <ol style="list-style-type: none"> 1. Continue to take leadership role to improve SD2 when appropriate; 2. Take an active role in development of the East End TIF District; 3. Maintain the current level of air service in Billings; 4. Involve our partners in the development of a vision for community priority projects; 5. Continue to update our legislative priorities to keep them relevant; 6. Strengthen community partnerships; | | | | | | | | | | | | |
| Goals | Action Items | Timeline | | | | Strategic Focus | | | | | | | |
| | | JAS | OND | JFM | AMJ | T | WD | ED | QL | LL | C | O | |
| School District 2 | Study school budget and 20 year plan and make recommendations when appropriate | X | | | X | | | X | | | | | |
| | Support mill levy and bond elections when appropriate | | X | X | X | | | X | | | | | |
| | Develop and refine a voter list that can be used in mill levy and bond issue elections | X | X | X | X | | | X | | | | | |
| | Take a leadership role in education issues such as Yes For Kids | | X | X | X | | | X | | | | | |
| | Promote the expansion of the Career Center and development of career centers throughout Montana | X | X | X | X | | X | X | | | | | |
| | Be part of the facilities planning process as it is developed | X | X | X | X | | | X | | | | | |
| | Connect business to K-12 through Partners in Education and Junior Achievement | X | X | X | X | | | X | | | | | |
| Maintain Billings' position as Montana's Air Service leader; | Engage the Air Service Task Force | X | X | X | X | X | | | X | | | | |
| | Assist with marketing to promote new destination service | X | X | X | X | X | | | X | | | | |

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|---|---|---|---|---|---|---|--|--|---|---|--|
| | Meet with airline decision makers and Federal Legislative Leaders | X | | X | | X | | | X | | |
| | Retain Essential Air Service | X | X | X | | X | | | X | | |
| East End TIF District | Provide information to our membership on progress | X | X | X | X | | | | X | | |
| | Active participation in implementing the master plan | X | X | | | | | | X | | |
| | Support any applications for funds, grants and entitlements | X | X | X | X | | | | X | | |
| | Work with the BURD/BIRD groups to encourage annexation of county properties | X | X | X | X | | | | X | | |
| The Billings Area Trail System | Bring partners together to find a solution to connect and expand our trails | X | X | X | X | | | | X | | |
| | Communicate economic value of trails to the business community | X | X | X | X | | | | X | | |
| | Consider potential for Citywide Parks District | X | X | X | X | | | | X | | |
| | Work to obtain federal appropriations for trails | X | X | X | X | | | | X | | |
| | Working with the city and county, develop a method of trails maintenance and upkeep | | X | | X | | | | X | | |
| Community Prioritization | Meet with our partners to develop community priorities | | | X | X | | | | X | | |
| | Lead a community visit to another city that possesses traits that we desire | | | | X | | | | | | |
| | Determine a method that can be used to insure that federal, state, and local priorities are managed | X | | X | X | | | | X | | |
| | Set a priority schedule for all the partners so we do not have too many in any given year | | | | X | | | | X | | |
| Identify specific Issues that will be the basis of our 2010/11 Public Policy Manual | Review all current specific issues to determine relevancy. | X | X | X | X | | | | | X | |

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|---|---|---|---|---|---|--|--|--|--|--|---|--|--|
| | Consider additional specific issues | X | X | X | X | | | | | | X | | |
| | Identify potential priority issues and make recommendations to board | | X | X | | | | | | | X | | |
| Candidate recruitment and elected officials support | Solicit business oriented candidates for city council & mayor | X | X | | | | | | | | X | | |
| | Generate support for recruited candidates | X | X | | | | | | | | X | | |
| | Solicit business oriented candidates for state legislature | | | X | X | | | | | | X | | |
| | Generate support for state legislative candidates | | | | X | | | | | | X | | |
| | Host events for partners and legislative, city and county elected officials | | X | | X | | | | | | X | | |
| Participate in City Budget process | Attend budget hearings | | | | X | | | | | | X | | |
| | Attend city council meeting when budget is finalized and make any appropriate recommendations | X | | | X | | | | | | X | | |

| Community & Investor Relations | Priorities: | | | | | | | | | | | | | |
|--|--|--|----------|-----|-----|-----|-----------------|----|----|----|----|---|---|---|
| | 1. 2009-2010 Dues Revenue: \$565,200. 2. Grow membership to 1,205. (this includes 185 new members and 108 cancellations for FY '09-'10). 3. Sustain annual retention rate of 90%. 4. Grow existing members by \$2,000. 5. Generate \$95,000 worth of media and community relations exposure. 6. Generate \$96,000 in net event revenue. 7. Grow benchmark membership recommendation rating (<i>promoter</i>) to 52%. 8. Reduce <i>detractor</i> rating to 15%. | | | | | | | | | | | | | |
| Provide opportunities for Chamber/CVB membership relating to education, networking and value added services and effectively communicate those opportunities. | Goals | Action Items | Timeline | | | | Strategic Focus | | | | | | | |
| | | | JAS | OND | JFM | AMJ | T | WD | ED | QL | LL | C | O | |
| | Member Recruitment Grow membership to 1,205. Continue to grow membership for the strength of the organization and Billings business community | Recruit 185 new Chamber/CVB members. | X | X | X | X | | | | | | | X | X |
| | | Develop high quality sales package. | X | | | | | | | | | | X | X |
| | | Make on-line versions of sales package and membership video available. | X | | | | | | | | | | X | X |
| | Member Retention Sustain annual retention rate of 90%. Also, continue to work to engage members in events, committees, etc. to help guide them into activity for health of their business growth. | Limit membership cancellations to 108. | X | X | X | X | | | | | | | X | X |
| | | Continue implementation of retention plan. | X | X | X | X | | | | | | | X | X |
| | Grow Membership | Grow existing membership by \$2,000. | X | X | X | X | | | | | | | X | X |
| | Member Benefits | Research Special Interest Groups or SIGs as a member benefit (Business owners, CEO's, etc.). | X | X | | | | | | | | | X | X |
| | | Research business to business discounts. | X | X | X | | | | | | | | X | |
| | | Foster Connect 4 Lunch program. | X | X | X | X | | | | | | | X | X |
| | | Better educate members of their membership advertising options with printed communications, etc. | X | X | X | X | | | | | | | X | X |
| | | Member Relations Manager will attend conference or event to enhance sales skills, strategies and techniques. | X | | | | | | | | | | X | X |
| | | Help members stay tech savvy with either event or other TBA offering. | X | X | X | X | | | | | | | X | |

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|--|--|---|---|---|---|--|--|--|--|--|--|---|---|---|
| Community Relations & Marketing Continue to educate membership, as well as other business and community leaders, about the organizations' mission and vision. | The Community Relations Director will develop a Master Communications Plan that will detail communication guidelines for the organization. | X | X | X | | | | | | | | | X | X |
| | Implement Straw Polls when appropriate. | X | X | X | X | | | | | | | | X | |
| | Implement social networking where/if needed. | X | X | X | X | | | | | | | | X | |
| | Feature iNSiGHT articles with survey drive to website. | X | X | X | X | | | | | | | | X | |
| | Print environmental scan regularly in e-NEWs and iNSiGHT issues. | X | X | X | X | | | | | | | | X | |
| | Consistently communicate and convey Chamber/CVB 2009-2010 priorities in all published/e-published pieces. | X | X | X | X | | | | | | | | X | |
| | Work closely with local media to promote Chamber/CVB, annual priorities, government affairs issues, CVB goals and announcements and any federal, state or local issue Board and/or President/CEO deem important to the membership and/or business community. | X | X | X | X | | | | | | | X | X | X |
| | Implement monthly 'question to the membership' into e-NEWs format with results posted online. | X | X | X | X | | | | | | | | X | X |
| | Work to establish consistent revenue stream with website advertisements. | X | X | X | X | | | | | | | | X | X |
| | Provide high quality, organizational, general business and business niche information through print and electronic means to the membership and the community at large. | X | X | X | X | | | | | | | | X | X |
| | Produce quality Public Service Announcement to better communicate the Chamber/CVB mission and vision to the community. | | X | | | | | | | | | | X | X |
| | Create/produce matrix of advertising opportunities for members and non-members in Chamber/CVB publications that includes web enhancements. | X | | | | | | | | | | | X | X |
| | Keep website fresh and current on all levels. | X | X | X | X | | | | | | | | X | X |
| | Develop promotions plan for each Chamber/CVB event including media releases and community interviews. | X | | | | | | | | | | | X | |

| | | | | | | | | | | | | | |
|--|---|---|---|---|---|--|--|--|--|--|--|---|---|
| | Better use of testimonials for Chamber/CVB publications and website. | X | X | X | X | | | | | | | X | |
| | Make e-NEWS issues, media releases, recent event photos, iNSiGHT newsletters available at www.billingschamber.com. | X | X | X | X | | | | | | | X | |
| | Partner with local media for a monthly interview segment in order to better promote Chamber/CVB messages and events. | X | X | X | X | | | | | | | X | X |
| | Better promotion of strong membership growth and communication of Chamber/CVB mission and vision statements to membership and community. | X | X | X | X | | | | | | | | X |
| | Research a technology plan. | | X | X | | | | | | | | X | X |
| | Community Relations Director to attend U.S. Chamber of Commerce Winter Institute. Scholarship attempt to be made. | | | X | | | | | | | | X | X |
| Event Planning Continue to grow networking and leadership events; encourage event attendance. | Enhance event sponsorship packages as needed for Chamber/CVB events. | X | X | X | X | | | | | | | X | X |
| | Make one event or section of one event family friendly. | | | | | | | | | | | X | |
| | Host speed/musical networking exercise again for membership at networking event. | X | | X | | | | | | | | X | |
| | Further development of the adult and youth Leadership Billings programs. | X | | | X | | | | | | | X | |
| | Events Manager to attend conference or event to allow for further growth in position. | X | | | | | | | | | | | X |
| | Offer Business Showcase booth sales to EDA/EDC, City, County, DBA, Delegation members, etc to offer members and community resident's easier access for communication. | | X | | | | | | | | | X | X |
| | Incorporate a women's seminar into the Business Showcase breakout schedule. | | X | | | | | | | | | X | |
| Support Billings Brand | Transform Blue Blazers into Montana's Trailhead Trailblazers to support brand. | | X | | | | | | | | | | X |
| | Participate on the Brand Billings committee to help nurture the new brand. | X | X | X | X | | | | | | | | X |

| Convention & Visitors Bureau | Priorities: | | | | | | | | | | | | |
|---|--|-----------------|-----|-----|-----|------------------------|----|----|----|----|---|---|--|
| | <ol style="list-style-type: none"> 1. Reach goals established in the attached comprehensive CVB plan; 2. Create and implement the “Bring it to Billings” Campaign 3. Promote Billings, Montana’s Trailhead Brand 4. Foster strong relationship between the Chamber/CVB and TBID. | | | | | | | | | | | | |
| Promote Billings as a preferred destination for visitors, business travelers and sporting events. | | | | | | | | | | | | | |
| Goals | Action Items | Timeline | | | | Strategic Focus | | | | | | | |
| | | JAS | OND | JFM | AMJ | T | WD | ED | QL | LL | C | O | |
| Reach goals established in the attached comprehensive CVB plan | Lead industry, staff and community towards sales and marketing goals in comprehensive CVB plan | X | X | X | X | X | | | | | | | |
| Create “Bring it to Billings” Campaign | Develop campaign utilizing local media to generate leads and book business into Billings | X | X | X | X | X | | | | | | | |
| | Create Bring it to Billings Brochure, Ad Campaign and Educational Materials | X | | | | X | | | | | | | |
| | Develop incentive program to entice local groups to participate in the Bring it to Billings program | X | | | | X | | | | | | | |
| Promote Billings Brand | Utilize Montana’s Trailhead identity in all aspects of promotion and advertising of Billings | X | X | X | X | X | | | X | | | | |
| | Promote development of community projects based on Montana’s Trailhead | | X | X | X | X | X | | X | | | | |
| Foster strong relationship between Chamber/CVB & TBID | Host joint Chamber/CVB and TBID Board meeting to educate | X | | | | X | | | | | | X | |
| | Evaluate collaborative opportunities resulting from Randall Market Research’s recommendation | | | X | | X | | | | | | | |

| Administration | Priorities: | | | | | | | | | | | |
|---|---|-----------------|-----|-----|-----|------------------------|----|----|----|----|---|---|
| Provide an environment of change, energy and excitement to better serve the community thereby making Billings a better place to live and work | <ol style="list-style-type: none"> 1. Reach board-established organizational priorities; 2. Obtain 5 Star US Chamber Accreditation; 3. Provide adequate organizational funding to reach priorities; 4. Allow the team to "Laugh!" | | | | | | | | | | | |
| Goals | Action Items | Timeline | | | | Strategic Focus | | | | | | |
| | | JAS | OND | JFM | AMJ | T | WD | ED | QL | LL | C | O |
| Keep organization on target to fulfill strategic focus priorities | Oversee priorities successful completion | X | X | X | X | | | | | | | X |
| | Review progress with management regularly | X | X | X | X | | | | | | | X |
| | Be point for trails; community prioritization; air | X | X | X | X | X | X | X | X | X | X | X |
| Develop reserves and increase revenue to fulfill mission | Increase existing dues and non-dues revenue | X | X | X | X | | | | | | | X |
| | Continue path developed by the board to sell the Sharp painting at the appropriate time. | X | | | | | | | | | | X |
| Foster a passionate and happy Chamber/CVB team | Keep the Team Promise at the forefront | X | X | X | X | | | | | | | X |
| | Provide for personal and professional growth through educational opportunities | X | X | X | X | | | | | | | X |
| | Develop comfortable office environment | X | X | X | X | | | | | | | X |
| | Increase staff member to accomplish priorities | X | | | | | | | | | | X |
| | Provide computers, support sand other technology needs to keep establish Chamber as a community leader | X | X | X | X | | | | | | | X |
| | Assure infrastructure is sound and functioning properly | | | | | | | | | | | X |
| Fulfill board members expectations for their service and cultivate potential board members | Encourage board participation in priority task groups and other committees of interest | | | | | | | | | | | X |
| | Provide new board orientations | | | | | | | | | | | X |
| | Provide online information and applications for board service | | | | | | | | | | | X |
| | Conduct meaningful Past Chairs gatherings to help plan priorities and update them on progress | | | | | | | | | | | X |
| Capital Investments | Resurface parking lot, repair elevator, increase workstation | | | | | | | | | | | X |

Billings Chamber/CVB 2009-2010 Key Measurements

ROOM SALES (CVB)

| Calendar Year | ACTUAL: Rooms Occupied | ACTUAL: Growth over previous yr | ACTUAL: Ntnl Avg Occupancy Increase | GOAL: Growth over previous year |
|---------------|------------------------|---------------------------------|-------------------------------------|---------------------------------|
| 2003 | 792,074 | | 59.2% | n/a |
| 2004 | 803,787 | 4.0% | 61.4%(+3.7%) | n/a |
| 2005 | 842,072 | 2.4% | 63.1%(+2.8%) | n/a |
| 2006 | 890,695 | 5.8% | 63.3%(+0.3%) | 4% |
| 2007 | 904,948 | 4.1% | 63.2%(-0.2%) | 4% |
| 2008 | 867,331 | -6% | | 4% |
| 2009 | | | | 4% |
| AVERAGE | 845,581 | 3.4% | +1.65% | 4% |

CITYWIDE EVENTS/ROOM NIGHTS (CVB)

(FY 07-08 WAS JUST 10 MONTHS)

| Fiscal Year | Actual | Goal |
|-------------|----------|---------|
| 05 06 | 3/61,200 | 4/4,000 |
| 06 07 | 6/9,600 | 4/4,000 |
| 07-08 | 11/9,600 | 6/6,000 |
| 08-09 | | 8/8,000 |

WEB SITE UNIQUE VISITS (CVB)

(FY 07-08 WAS JUST 10 MONTHS)

| Fiscal Year | Actual | Goal |
|-------------|---------|---------|
| 05 06 | 146,400 | 60,000 |
| 06 07 | 168,800 | 200,000 |
| 07-08 | | 200,000 |
| 08-09 | | 185,000 |

LOCAL MEDIA VALUE

(FY 07-08 WAS JUST 10 MONTHS)

| Fiscal Year | Actual | Goal |
|-------------|-----------|-----------|
| 05 06 | \$68,300 | \$25,000 |
| 06 07 | \$73,000 | \$75,000 |
| 07-08 | \$108,700 | \$75,000 |
| 08-09 | | \$115,000 |

MEMBERSHIP GROWTH (DUES BASE IN THOUSANDS) (FY 07-08 WAS JUST 10 MONTHS)

| Fiscal Year | ACTUAL | | | | | GOALS | | | | |
|-------------|--------------|-----|--------|-----------|-----------|--------------|-----|--------|-----------|-----------|
| | Dues Members | New | Cancel | Retention | Dues Base | Dues Members | New | Cancel | Retention | Dues Base |
| 94-95 | 884 | 150 | 174 | 81% | \$330 | | | | | |
| 95-96 | 887 | 178 | 175 | 80% | \$340 | | | | | |
| 96-97 | 905 | 182 | 165 | 81% | \$350 | | | | | |
| 97-98 | 888 | 116 | 135 | 85% | \$346 | | | | | |
| 98-99 | 856 | 115 | 135 | 85% | \$337 | | | | | |
| 99-00 | 858 | 100 | 104 | 88% | \$350 | | | | | |
| 00-01 | 852 | 88 | 131 | 85% | \$333 | | | | | |
| 01-02 | 828 | 132 | 125 | 85% | \$340 | | | | | |
| 02-03 | 844 | 125 | 113 | 86% | \$352 | | | | | |
| 03-04 | 836 | 88 | 94 | 89% | \$358 | | | | | |
| 04-05 | 813 | 86 | 105 | 87% | \$376 | | | | | |
| 05-06 | 871 | 141 | 95 | 89% | \$423 | 850 | 150 | 100 | 87% | \$400 |
| 06-07 | 1009 | 207 | 80 | 91% | \$470 | 920 | 150 | 100 | 88% | \$435 |
| 07-08 | 1077 | 166 | 98 | 90% | \$495 | 970 | 150 | 100 | 89% | \$455 |
| 08-09 | | | | | | 1187 | 194 | 97 | 91% | \$490 |
| 09-10 | | | | | | 1205 | 185 | 108 | 90% | \$490 |
| 10-11 | | | | | | | | | | |
| AVG | | | | | | | | | | |

**INCREASE TOTAL REVENUES TO OFFER MEMBERS AND COMMUNITY GREATER SERVICE
(FY 07-08 WAS JUST 10 MONTHS) (All dollars in thousands.)**

| Fiscal Year | ACTUAL | | | | | GOALS | | | | |
|-------------|--------|---------------|-------------|------|--------------|-------|---------------|-------------|------|----------------|
| | Dues | Other Private | Lodging Tax | TBID | Total | Dues | Other Private | Lodging Tax | TBID | Total |
| 02-03 | 352 | 248 | 233 | 0 | \$834 | | | | | |
| 03-04 | 358 | 215 | 171 | 0 | \$744 | | | | | |
| 04-05 | 373 | 242 | 191 | 0 | \$806 | | | | | |
| 05-06 | 419 | 344 | 201 | 0 | \$964 | 400 | 260 | 161 | 0 | \$821 |
| 06-07 | 470 | 269 | 212 | 0 | \$951 | 435 | 350 | 200 | 0 | \$985 |
| 07-08 | 436 | 277 | 248 | 37 | \$998 | 455 | 290 | 205 | 350 | \$1,300 |
| 08-09 | | | | | | 475 | 295 | 210 | 615 | \$1,595 |

ORGANIZATIONAL PRIORITIES

| Priority | Year | Goal Achieved |
|---|-------------|---|
| Shiloh Economic Corridor | 05-06 | Created Awareness |
| MetraPark | 05-06 | Ward Task Force Participation |
| Local Option Tax | 05-06 | Created Awareness |
| Tourism Promotion Area Funding | 05-06 | Created Awareness |
| Coal Bed Methane | 05-06 | Created Awareness |
| K-12 Education | 06-07 | Passed Mill Levy |
| Shiloh Economic Corridor | 06-07 | Created Awareness |
| MetraPark | 06-07 | Encouraged Ward Recommendations |
| New Ball Park | 06-07 | Passed Bond Issue |
| Legislative Agenda (Resort Tax, TBID, Workforce Training, Wrongful Discharge, Healthcare, Coal Bed Methane) | 06-07 | Passed TBID; Partnered to Write Resort Tax; Encouraged Passage of Incumbent Worker Training |
| Tax Reform | 07-08 | Create Awareness |
| Brand Billings | 07-08 | Create Awareness |
| Workforce Development | 07-08 | Awareness; Crow Communications; Homelessness Initiatives |
| Visitor Growth | 07-08 | Increased Sales |
| Local Option Tax | 08-09 | Created Awareness 16/34 Senate Votes |
| Brand Billings | 08-09 | Montana's Trailhead Developed |
| Visitor Growth | 08-09 | Sales Increased |
| Transportation (Shiloh/Air Service) | 08-09 | Shiloh Broke Ground; Air Service now to 9 Destinations |
| K-12 Education | 08-09 | No Levy or Bond issues. Jr Achievement; Partners in Ed etc |
| Legislative Agenda | 08-09 | Incumbent Worker Training Passed |
| Visitor Growth | 08-09 | Increased Sales |
| Trails | 09-10 | |
| East TIF District | 09-10 | |
| Air Service | 09-10 | |
| Community Prioritization | 09-10 | |
| K-12 Education | 09-10 | |
| Bring it to Billings | 09-10 | |
| Unparalleled Service | 09-10 | |

MEMBERSHIP SATISFACTION RATING

(USING "THE ULTIMATE QUESTION" ON A 10 POINT SCALE.

"HOW LIKELY IS IT THAT YOU WOULD RECOMMEND MEMEBRSHIP IN THE CHAMBER TO A FRIEND OR COLLEAGUE"?)

| Fiscal Year | Survey Responses | Promoter (9-10 Rating) | Passive (7-8 Rating) | Detractor (1-6 Rating) |
|--------------------|-------------------------|-------------------------------|-----------------------------|-------------------------------|
| 07-08 | 177 | 41% | 40% | 19% |
| 08-09 | 138 | 51% | 29% | 20% |
| 09-10 | (180 GOAL) | (52% GOAL) | (33% GOAL) | (15% GOAL) |