

**Board of Directors Meeting**  
**Kalispell Tourism Business Improvement District**  
**Wednesday – January 15, 2014**  
**1:00 pm – 5:00 pm**  
**Location: Brannigans Restaurant, upstairs meeting room**

**TBID STRATEGIC PLANNING SESSION**

1:00 pm Meeting Called to Order: Lisa Brown, Chair of the Board

- I. Hear from the Public: Members of the public are invited to present information related to the Tourism Business Improvement District. Presenters are limited to three (3) minutes each.
- II. Board Action
  - a) Approval of sponsorship commitment to Glacier AERO (Glacier AERO is organized to promote programs designed to expand commercial air service to Glacier Park Intl airport.)
  - b) TBID financial statements for November, 2013
- III. Historical Perspective of the TBID
  - a) Review of 2011 strategic plan
  - b) Review of key initiatives and financials 2010-2013
- IV. Summary of Pre-Meeting Survey Responses

Break

- V. Strategic Discussions :
  - a) Meetings & conventions
  - b) Events and sports tournaments
  - c) Consumer marketing
  - d) TBID expansion

Break

- VI. Wrapup
  - a) Identify action items and timeline

5:00 pm Meeting Adjourns

Post Retreat Refreshments

Note: Other than the meeting starting time, times listed are approximate and agenda items may be rearranged. Action may be taken on any item listed on the agenda. Public comment is welcome on all items.

Kalispell Tourism Business Improvement District  
Summary of Expenditures  
December 4, 2013

TBID General Funds – Expense Summary November 2013:

Admin:

City of Kal Admin Fee- \$1,946.65: for Q1 collections  
Office Supplies - \$1,076.57: business cards plus additional base run  
Storage Unit - \$180: 3 months rental for event storage unit  
Technology Support - \$305.95: repair/replacement of ipad

Website - \$1,865.90: \$523.25 for completion of website redesign; \$1,342.65 for SEM

Consumer Marketing – \$3,899.94: extracting still images from video; social media admin and ads; Seattle Media Mixer

Event Marketing – \$3,394.98: WF Mountain Films advertising and sound system; Bucking Horse PR and venue fees; Pond Hockey sponsor sales

PR – \$4,482.42: Trip Advisor sponsorship and maintenance; Kalispell branded merchandise Seattle and other

Prior Fiscal Year Expenses - \$18.90: reimbursement for meal charge beyond per diem

KCVB Private Funds - Summary November 2013:

Dragon Boat:

Income - \$43.00: poster sales  
Expenses - \$1,273.92: bookkeeping; credit card fee; video production; promo item rental

Pond:

Income - \$5,000: Registrations and sponsors  
Expenses - \$9,233.18: social media; emarketing; video production; banners; PR; fencing for event site

**Tourism Business Improvement District  
 Balance Sheet  
 As of November 30, 2013**

	Nov 30, 13
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	262,938.28
1010 - Checking	262,938.28
<b>Total Checking/Savings</b>	262,938.28
<b>Total Current Assets</b>	262,938.28
<b>Fixed Assets</b>	
1710 - Office Equipment	4,488.84
1820 - Web Site Development	25,230.44
<b>Total Fixed Assets</b>	29,719.28
<b>TOTAL ASSETS</b>	292,657.56
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	18,160.01
2000 - Accounts Payable	18,160.01
<b>Total Accounts Payable</b>	18,160.01
<b>Total Current Liabilities</b>	18,160.01
<b>Total Liabilities</b>	18,160.01
<b>Equity</b>	
32000 - Unrestricted Net Assets	168,885.32
Net Income	105,612.23
<b>Total Equity</b>	274,497.55
<b>TOTAL LIABILITIES &amp; EQUITY</b>	292,657.56

**Tourism Business Improvement District  
 Profit & Loss  
 November 2013**

	Nov 13	Jul - Nov 13
<b>Income</b>		
4000 - TBID Revenue	209,558.00	331,692.00
4100 - Interest Income	9.45	54.24
<b>Total Income</b>	<b>209,567.45</b>	<b>331,746.24</b>
<b>Expense</b>		
5000 - Staffing		
5010 - Director	5,474.71	27,302.72
5020 - Sales Manager	5,475.69	27,281.49
<b>Total 5000 - Staffing</b>	<b>10,950.40</b>	<b>54,584.21</b>
5100 - Administrative		
5350 - City of Kallispell Admin Fee	1,946.65	5,000.00
5110 - Bank Fees	3.25	56.41
5125 - Bookkeeping	210.00	1,111.25
5140 - Office Supplies	1,076.57	1,799.05
5150 - Postage & Copies	127.94	741.41
5160 - Rent	565.00	2,825.00
5165 - Storage Unit	180.00	180.00
5180 - Telephone	202.91	1,250.30
5185 - Travel & Entertainment	43.55	518.51
5190 - Technology Support	305.95	305.95
<b>Total 5100 - Administrative</b>	<b>4,661.82</b>	<b>13,787.88</b>
5200 - Research & Education		
5230 - Organizational Memberships	0.00	2,700.00
5210 - Smith Travel Reports	0.00	4,800.00
<b>Total 5200 - Research &amp; Education</b>	<b>0.00</b>	<b>7,500.00</b>
5250 - Web Site		
5270 - Maintenance & Enhancements	523.25	11,013.10
5280 - SEO & SEM	1,342.65	1,516.74
<b>Total 5250 - Web Site</b>	<b>1,865.90</b>	<b>12,529.84</b>
5400 - Consumer Marketing		
5405 - Build Photo and Video Library	866.25	3,076.25
5410 - Kallispell Promotional Video	0.00	25,020.47
5430 - Social Media Administration	1,662.18	9,420.58
5440 - Creative Services	85.00	8,816.75
5450 - Media Buy	0.00	8,000.00
5460 - Travel Show Attendance	1,246.51	3,213.75
5480 - Airport VIC Kiosk	50.00	350.00
5495 - Wayfinding Signage	0.00	13.00
<b>Total 5400 - Consumer Marketing</b>	<b>3,899.94</b>	<b>57,910.80</b>
5500 - Event Marketing		
5501 - Dragon Boat		

**Tourism Business Improvement District  
 Profit & Loss  
 November 2013**

	Nov 13	Jul - Nov 13
5501.9 - Other Dragon Boat	0.00	0.00
5501 - Dragon Boat - Other	0.00	23,360.00
<b>Total 5501 - Dragon Boat</b>	<b>0.00</b>	<b>23,360.00</b>
5502 - Spartan Event	0.00	634.00
5505 - Event Promoter Recruitment	945.48	4,907.46
5507 - W/F Min Films	1,349.50	4,294.00
5508 - Bucking Horse	700.00	4,388.00
5509 - Pond Hockey	400.00	800.00
5549 - Other Event Marketing	0.00	72.61
<b>Total 5500 - Event Marketing</b>	<b>3,394.98</b>	<b>38,456.07</b>
5550 - Group Marketing		
5565 - Trade Show, FAM Trips	0.00	4,681.37
5565.10 - Portland	0.00	191.07
5565.6 - MEET West	0.00	4,872.44
<b>Total 5565 - Trade Show, FAM Trips</b>	<b>0.00</b>	<b>4,872.44</b>
5650 - Group Marketing		
5660 - Public Relations	0.00	13,096.16
5660 - Hosting Travel Media	3,337.50	7,687.50
5665 - Press Releases	1,144.92	1,354.42
5680 - KallsPELL Merchandise		
<b>Total 5650 - Public Relations</b>	<b>4,482.42</b>	<b>22,138.08</b>
5700 - Publications		
5790 - Other Publications	0.00	2,067.40
<b>Total 5700 - Publications</b>	<b>0.00</b>	<b>2,067.40</b>
6000 - Prior Fiscal Year Expense	18.90	12,287.29
<b>Total Expense</b>	<b>29,274.36</b>	<b>226,134.01</b>
<b>Net Income</b>	<b>180,293.09</b>	<b>105,612.23</b>

**Tourism Business Improvement District  
 Profit & Loss Budget vs. Actual  
 July through November 2013**

	Jul - Nov 13	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4000 · TBID Revenue	331,692.00	495,000.00	-163,308.00	67.0%
4100 · Interest Income	54.24			
<b>Total Income</b>	<b>331,746.24</b>	<b>495,000.00</b>	<b>-163,253.76</b>	<b>67.0%</b>
<b>Expense</b>				
5000 · Staffing	54,584.21	146,918.00	-92,333.79	37.2%
5100 · Administrative	13,787.88	31,400.00	-17,612.12	43.9%
5200 · Research & Education	7,500.00	8,800.00	-1,300.00	85.2%
5250 · Web Site	12,529.84	25,000.00	-12,470.16	50.1%
5400 · Consumer Marketing	57,910.80	87,150.00	-29,239.20	66.4%
5500 · Event Marketing	38,456.07	85,000.00	-46,543.93	45.2%
5550 · Group Marketing	4,872.44	79,000.00	-74,127.56	6.2%
5650 · Public Relations	22,138.08	19,732.00	2,406.08	112.2%
5700 · Publications	2,067.40	12,000.00	-9,932.60	17.2%
6000 · Prior Fiscal Year Expense	12,287.29			
<b>Total Expense</b>	<b>226,134.01</b>	<b>495,000.00</b>	<b>-268,865.99</b>	<b>45.7%</b>
<b>Net Income</b>	<b>105,612.23</b>	<b>0.00</b>	<b>105,612.23</b>	<b>100.0%</b>

**Tourism Business Improvement District  
Profit & Loss Budget vs. Actual  
July through November 2013**

	Jul - Nov 13	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4000 · TBID Revenue	331,692.00	495,000.00	-163,308.00	67.0%
4100 · Interest Income	54.24			
<b>Total Income</b>	<b>331,746.24</b>	<b>495,000.00</b>	<b>-163,253.76</b>	<b>67.0%</b>
<b>Expense</b>				
5000 · Staffing	27,302.72			
5010 · Director	27,281.49			
5020 · Sales Manager	0.00	146,918.00	-146,918.00	0.0%
5000 · Staffing - Other				
<b>Total 5000 · Staffing</b>	<b>54,584.21</b>	<b>146,918.00</b>	<b>-92,333.79</b>	<b>37.2%</b>
5100 · Administrative	5,000.00	5,000.00	0.00	100.0%
5350 · City of Kallispell Admin Fee	56.41			
5110 · Bank Fees	0.00	6,000.00	-6,000.00	0.0%
5120 · Audit	1,111.25	2,400.00	-1,288.75	46.3%
5125 · Bookkeeping	1,799.05	900.00	899.05	199.9%
5140 · Office Supplies	741.41	2,400.00	-1,658.59	30.9%
5150 · Postage & Copies	2,825.00	6,780.00	-3,955.00	41.7%
5160 · Rent	180.00	200.00	-200.00	0.0%
5165 · Storage Unit	0.00	2,520.00	-1,269.70	49.6%
5170 · Tax Preparation	1,250.30	2,500.00	-1,981.49	20.7%
5180 · Telephone	518.51	500.00	194.05	61.2%
5185 · Travel & Entertainment	305.95	2,200.00	-2,200.00	0.0%
5190 · Technology Support	0.00			
5195 · Equipment (Software)				
<b>Total 5100 · Administrative</b>	<b>13,787.88</b>	<b>31,400.00</b>	<b>-17,612.12</b>	<b>43.9%</b>
5200 · Research & Education	2,700.00	3,500.00	-800.00	77.1%
5230 · Organizational Memberships	4,800.00	4,800.00	0.00	100.0%
5210 · Smith Travel Reports	0.00	500.00	-500.00	0.0%
5220 · Training & Education				
<b>Total 5200 · Research &amp; Education</b>	<b>7,500.00</b>	<b>8,800.00</b>	<b>-1,300.00</b>	<b>85.2%</b>
5250 · Web Site	11,013.10	15,000.00	-3,986.90	73.4%
5270 · Maintenance & Enhancements	1,516.74	10,000.00	-8,483.26	15.2%
5280 · SEO & SEM				
<b>Total 5250 · Web Site</b>	<b>12,529.84</b>	<b>25,000.00</b>	<b>-12,470.16</b>	<b>50.1%</b>
5400 · Consumer Marketing	3,076.25	15,000.00	-11,923.75	20.5%
5405 · Build Photo and Video Library	25,020.47	20,000.00	10,579.42	110.2%
5410 · Kallispell Promotional Video	9,420.58	8,000.00	1,420.58	115.0%
5430 · Social Media Administration	8,816.75	25,000.00	-17,000.00	32.0%
5440 · Creative Services	8,000.00	8,000.00	0.00	100.0%
5450 · Media Buy	3,213.75	4,000.00	-786.25	80.3%
5460 · Travel Show Attendance	0.00	400.00	-400.00	0.0%
5470 · Trade Show Booth				

**Tourism Business Improvement District  
Profit & Loss Budget vs. Actual  
July through November 2013**

	Jul - Nov 13	Budget	\$ Over Budget	% of Budget
5480 · Airport VIC Kiosk	350.00	750.00	-400.00	46.7%
5495 · Wayfinding Signage	13.00	10,000.00	-9,987.00	0.1%
<b>Total 5400 · Consumer Marketing</b>	<b>57,910.80</b>	<b>87,150.00</b>	<b>-29,239.20</b>	<b>66.4%</b>
5500 · Event Marketing	0.00			
5501 · Dragon Boat	23,360.00	25,000.00	-1,640.00	93.4%
5501.9 · Other Dragon Boat				
5501 · Dragon Boat - Other	0.00			
<b>Total 5501 · Dragon Boat</b>	<b>23,360.00</b>	<b>25,000.00</b>	<b>-1,640.00</b>	<b>93.4%</b>
5502 · Spartan Event	634.00	20,000.00	-19,366.00	3.2%
5505 · Event Promoter Recruitment	4,907.46	10,000.00	-5,092.54	49.1%
5507 · WF Mtn Films	4,294.00			
5508 · Bucking Horse	4,388.00			
5509 · Pond Hockey	800.00	20,000.00	-19,200.00	4.0%
5549 · Other Event Marketing	72.61	10,000.00	-9,927.39	0.7%
<b>Total 5500 · Event Marketing</b>	<b>38,456.07</b>	<b>85,000.00</b>	<b>-46,543.93</b>	<b>45.2%</b>
5550 · Group Marketing				
5573 · Group Photo & Video Library	0.00	6,000.00	-6,000.00	0.0%
5565 · Trade Show, FAM Trips	4,681.37			
5565.10 · Portland	191.07			
5565.6 · MEET West	0.00	20,000.00	-20,000.00	0.0%
5565 · Trade Show, FAM Trips - Other				
<b>Total 5565 · Trade Show, FAM Trips</b>	<b>4,872.44</b>	<b>20,000.00</b>	<b>-15,127.56</b>	<b>24.4%</b>
5567 · Meeting Planner FAM	0.00	10,000.00	-10,000.00	0.0%
5570 · Incentive Program	0.00	5,000.00	-5,000.00	0.0%
5575 · Online Advertising	0.00	10,000.00	-10,000.00	0.0%
5580 · Print Advertising	0.00	8,000.00	-8,000.00	0.0%
5583 · Customer Relationship Mgmt Syst	0.00	5,000.00	-5,000.00	0.0%
5584 · Sports Tournament Recruitment	0.00	15,000.00	-15,000.00	0.0%
<b>Total 5550 · Group Marketing</b>	<b>4,872.44</b>	<b>79,000.00</b>	<b>-74,127.56</b>	<b>6.2%</b>
5650 · Public Relations				
5660 · Hosting Travel Media	13,096.16	7,300.00	5,796.16	179.4%
5665 · Press Releases	7,687.50	10,000.00	-2,312.50	76.9%
5675 · Visitor Hospitality	0.00	500.00	-500.00	0.0%
5680 · KallsPELL Merchandise	1,354.42	1,932.00	-577.58	70.1%
<b>Total 5650 · Public Relations</b>	<b>22,138.08</b>	<b>19,732.00</b>	<b>2,406.08</b>	<b>112.2%</b>
5700 · Publications				
5790 · Other Publications	2,067.40	12,000.00	-12,000.00	0.0%
5700 · Publications - Other	0.00			
<b>Total 5700 · Publications</b>	<b>2,067.40</b>	<b>12,000.00</b>	<b>-9,932.60</b>	<b>17.2%</b>
6000 · Prior Fiscal Year Expense	12,287.29			



**Tourism Business Improvement District**  
**Profit & Loss Budget vs. Actual**  
 July through November 2013

	Jul - Nov 13	Budget	\$ Over Budget	% of Budget
Total Expense	226,134.01	495,000.00	-268,865.99	45.7%
Net Income	105,612.23	0.00	105,612.23	100.0%

**Kaispell Convention & Visitor's Bureau**  
**Balance Sheet**  
 As of November 30, 2013

	Nov 30, 13
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	26,053.39
10000 - Checking	26,053.39
<b>Total Checking/Savings</b>	<u>26,053.39</u>
Accounts Receivable	9,650.00
11000 - Accounts Receivable	9,650.00
<b>Total Accounts Receivable</b>	<u>9,650.00</u>
Other Current Assets	1,500.00
12000 - Undeposited Funds	1,500.00
<b>Total Other Current Assets</b>	<u>1,500.00</u>
<b>Total Current Assets</b>	<u>37,203.39</u>
<b>TOTAL ASSETS</b>	<u><u>37,203.39</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	4,835.77
20000 - Accounts Payable	4,835.77
<b>Total Accounts Payable</b>	<u>4,835.77</u>
Other Current Liabilities	16,750.00
21500 - Unearned Revenue	16,750.00
<b>Total Other Current Liabilities</b>	<u>16,750.00</u>
<b>Total Current Liabilities</b>	<u>21,585.77</u>
<b>Total Liabilities</b>	
<b>Equity</b>	
32000 - Unrestricted Net Assets	-547.29
Net Income	16,184.91
<b>Total Equity</b>	<u>15,617.62</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>37,203.39</u></u>

**Kaispell Convention & Visitor's Bureau  
 Profit & Loss by Class  
 November 2013**

	Admin	Dragon Boat	Pond Hockey	TOTAL
<b>Income</b>				
40200 · Sponsors	0.00	0.00	2,500.00	2,500.00
40300 · Registrations	0.00	0.00	2,500.00	2,500.00
40800 · Merchandise	0.00	43.00	0.00	43.00
<b>Total Income</b>	0.00	43.00	5,000.00	5,043.00
<b>Expense</b>				
50000 · Administrative	0.00	105.00	122.50	227.50
50300 · Bookkeeping	15.98	0.00	0.00	15.98
50500 · Office Supplies	0.00	16.92	0.00	16.92
50700 · Credit Card Fee				
<b>Total 50000 · Administrative</b>	15.98	121.92	122.50	260.40
52000 · Advertising & Marketing				
52200 · Marketing	0.00	500.00	730.00	1,230.00
52240 · Online Advertising	0.00	0.00	1,455.61	1,455.61
52250 · Social Media	0.00	0.00	37.57	37.57
52260 · E-Campaign	0.00	0.00	350.00	350.00
52270 · Banners & Displays	0.00	500.00	2,573.18	3,073.18
<b>Total 52200 · Marketing</b>	0.00	500.00	2,573.18	3,073.18
52400 · Promo Items	0.00	500.00	0.00	500.00
52500 · Public Relations	0.00	0.00	5,437.50	5,437.50
<b>Total 52000 · Advertising &amp; Marketing</b>	0.00	1,000.00	8,010.68	9,010.68
57000 · Outside Services				
57250 · Barricade/Traffic Signs	0.00	0.00	1,100.00	1,100.00
57300 · Tents/Fencing/Stage/Umbrellas	0.00	152.00	0.00	152.00
<b>Total 57000 · Outside Services</b>	0.00	152.00	1,100.00	1,252.00
<b>Total Expense</b>	15.98	1,273.92	9,233.18	10,523.08
<b>Net Income</b>	<b>-15.98</b>	<b>-1,230.92</b>	<b>-4,233.18</b>	<b>-5,480.08</b>

**Kaispell Convention & Visitor's Bureau**  
**Profit & Loss by Class**  
January through November 2013

	Admin	Dragon Boat	Pond Hockey	Spartan	WFMF	TOTAL
<b>Income</b>						
40100 - Grants	0.00	29,300.00	31,000.00	0.00	0.00	60,300.00
40200 - Sponsors	0.00	40,000.00	5,000.00	4,500.00	0.00	49,500.00
40300 - Registrations	0.00	45,900.00	4,500.00	0.00	0.00	50,400.00
40310 - Team Practice	0.00	595.00	0.00	0.00	0.00	595.00
40400 - Vendors	0.00	2,000.00	0.00	0.00	0.00	2,000.00
40500 - Welcome Reception	0.00	926.00	0.00	0.00	0.00	926.00
40600 - Evening Event	0.00	10,849.85	0.00	0.00	0.00	10,849.85
40650 - Parking	0.00	13,781.86	0.00	0.00	0.00	13,781.86
40800 - Merchandise	0.00	3,177.85	0.00	0.00	0.00	3,177.85
40850 - Food & Beverage	0.00	0.00	0.00	12,141.00	0.00	12,141.00
40900 - TBID	0.00	28,000.00	0.00	5,332.36	0.00	33,332.36
<b>Total Income</b>	0.00	174,530.56	40,500.00	21,973.36	0.00	237,003.92
<b>Expense</b>						
50000 - Administrative						
50300 - Bookkeeping	113.75	1,592.50	253.75	218.75	0.00	2,178.75
50400 - Planning Meetings	0.00	269.51	84.64	51.61	0.00	405.76
50500 - Office Supplies	81.67	422.25	0.00	148.24	0.00	652.16
50600 - Postage	0.00	916.48	0.00	0.00	0.00	916.48
50700 - Credit Card Fee	0.00	456.71	0.00	100.00	0.00	556.71
50800 - Travel	0.00	1,610.21	181.88	0.00	0.00	1,791.89
50900 - Additional Personnel	0.00	524.03	0.00	0.00	0.00	524.03
<b>Total 50000 - Administrative</b>	195.42	5,791.69	520.07	518.60	0.00	7,025.78
50510 - Supplies	9.99	472.01	0.00	0.00	0.00	482.00
51000 - Promotor Expense						
51100 - Coordinators Fee	0.00	13,350.00	3,500.00	0.00	0.00	16,850.00
51150 - Event Day Coordination	0.00	0.00	0.00	1,000.00	0.00	1,000.00
51200 - Hotel Food & Beverage	0.00	1,211.28	0.00	75.83	0.00	1,287.11
51300 - Travel	0.00	3,664.79	568.65	0.00	0.00	4,233.44
51400 - Equipment Rental	0.00	14,180.00	0.00	0.00	0.00	14,180.00
<b>Total 51000 - Promotor Expense</b>	0.00	32,406.07	4,068.65	1,075.83	0.00	37,550.55
52000 - Advertising & Marketing						
52100 - Creative Development						
52110 - Print	0.00	1,842.00	300.00	440.00	0.00	2,582.00
52125 - Web	0.00	895.00	46.69	0.00	0.00	941.69
<b>Total 52100 - Creative Development</b>	0.00	2,737.00	346.69	440.00	0.00	3,523.69
52160 - Production						
52170 - Print	0.00	288.00	114.00	0.00	0.00	402.00
<b>Total 52160 - Production</b>	0.00	288.00	114.00	0.00	0.00	402.00
52200 - Marketing						
52210 - Print Placement	0.00	1,844.85	510.00	0.00	0.00	2,354.85
52220 - Radio Broadcast	0.00	1,800.00	0.00	1,181.25	0.00	2,981.25

**Kalispell Convention & Visitor's Bureau**  
**Profit & Loss by Class**  
January through November 2013

	Admin	Dragon Boat	Pond Hockey	Spartan	WFMI	TOTAL
52240 · Online Advertising	0.00	500.00	730.00	0.00	0.00	1,230.00
52250 · Social Media	0.00	4,004.80	1,810.68	0.00	0.00	5,815.48
52260 · E-Campaign	0.00	687.79	62.57	0.00	0.00	750.36
52270 · Banners & Displays	0.00	2,044.90	471.33	0.00	0.00	2,516.23
52271 · Direct Mail	0.00	84.39	0.00	0.00	0.00	84.39
<b>Total 52200 · Marketing</b>	<b>0.00</b>	<b>10,966.73</b>	<b>3,584.58</b>	<b>1,181.25</b>	<b>0.00</b>	<b>15,732.56</b>
52300 · Logo	0.00	0.00	1,300.00	20.00	0.00	1,320.00
52400 · Promo Items	0.00	6,638.79	3,487.42	0.00	0.00	10,126.21
52500 · Public Relations	0.00	16,984.98	5,857.66	400.00	0.00	23,242.64
52600 · Photographer/Videographer	0.00	400.00	600.00	0.00	0.00	1,000.00
52700 · Sponsor's	0.00	1,433.68	0.00	0.00	0.00	1,433.68
52750 · Survey Company	0.00	672.00	0.00	0.00	0.00	672.00
52850 · Website Maintenance & Hosting	0.00	0.00	98.42	0.00	0.00	98.42
52900 · Out of Market Event Participatn	0.00	1,704.71	0.00	0.00	0.00	1,704.71
<b>Total 52000 · Advertising &amp; Marketing</b>	<b>0.00</b>	<b>41,825.89</b>	<b>15,388.77</b>	<b>2,041.25</b>	<b>0.00</b>	<b>59,255.91</b>
53000 · Entertainment						
53100 · Event Entertainment	0.00	11,110.42	0.00	1,000.00	0.00	12,110.42
53200 · Pre-Event Reception	0.00	4,301.29	0.00	12,813.33	0.00	17,114.62
53300 · Staff/VIP Food & Beverage	0.00	4,124.18	0.00	0.00	0.00	4,124.18
<b>Total 53000 · Entertainment</b>	<b>0.00</b>	<b>19,535.89</b>	<b>0.00</b>	<b>13,813.33</b>	<b>0.00</b>	<b>33,349.22</b>
54000 · Safety Staff						
54100 · Traffic Control	0.00	0.00	0.00	930.00	0.00	930.00
54300 · Security/Guard Services	0.00	360.00	0.00	0.00	0.00	360.00
54400 · Insurance	0.00	916.75	0.00	1,515.00	0.00	2,431.75
54500 · Permits	0.00	0.00	300.00	0.00	0.00	300.00
<b>Total 54000 · Safety Staff</b>	<b>0.00</b>	<b>1,276.75</b>	<b>300.00</b>	<b>2,445.00</b>	<b>0.00</b>	<b>4,021.75</b>
55000 · Team Expenses	0.00	854.31	0.00	0.00	0.00	854.31
56000 · Products						
56100 · Sponsorship/Vendor Sales	0.00	840.00	0.00	0.00	0.00	840.00
<b>Total 56000 · Products</b>	<b>0.00</b>	<b>840.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>840.00</b>
57000 · Outside Services						
57100 · Audio	0.00	2,600.00	0.00	0.00	0.00	2,600.00
57150 · Portable Restrooms	0.00	4,610.00	0.00	0.00	0.00	4,610.00
57250 · Barricade/Traffic Signs	0.00	1,550.00	1,100.00	0.00	0.00	2,650.00
57300 · Tents/Fencing/Stage/Umbrellas	0.00	3,457.66	0.00	0.00	0.00	3,457.66
57400 · Transp. Shuttles/Golf Carts	0.00	18,577.00	0.00	0.00	0.00	18,577.00
57450 · Emcee	0.00	1,000.00	0.00	0.00	0.00	1,000.00
57500 · Boat Storage	0.00	250.00	0.00	0.00	0.00	250.00
57550 · Venue Rental Fee	0.00	14,020.00	0.00	0.00	700.00	14,720.00
57555 · Parking Lot Lease	0.00	3,000.00	0.00	0.00	0.00	3,000.00
57600 · Practice Coordinator	0.00	6,153.60	0.00	0.00	0.00	6,153.60
57650 · Cleaning Service	0.00	0.00	0.00	125.00	0.00	125.00

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 Accrual Basis

**Kalispell Convention & Visitor's Bureau**  
**Profit & Loss by Class**  
 January through November 2013

	Admin	Dragon Boat	Pond Hockey	Spartan	WFMF	TOTAL
57800 · Water	0.00	389.12	0.00	1,765.60	0.00	2,154.72
57850 · Race Starter	0.00	786.53	0.00	0.00	0.00	786.53
<b>Total 57000 · Outside Services</b>	<b>0.00</b>	<b>56,393.91</b>	<b>1,100.00</b>	<b>1,890.60</b>	<b>700.00</b>	<b>60,084.51</b>
58000 · Contributions	0.00	5,000.00	0.00	0.00	0.00	5,000.00
59000 · Miscellaneous	0.00	156.32	0.00	188.75	0.00	345.07
59100 · Setup/Logistics	0.00	80.00	0.00	0.00	0.00	80.00
59200 · Festival Staff Apparel	0.00	6,431.75	0.00	0.00	0.00	6,431.75
59300 · Trophies	0.00	0.00	0.00	20.00	0.00	20.00
59400 · License & Fees	0.00	2,015.00	0.00	0.00	0.00	2,015.00
59000 · Miscellaneous - Other	0.00	8,683.07	0.00	208.75	0.00	8,891.82
<b>Total 59000 · Miscellaneous</b>	<b>0.00</b>	<b>3,483.16</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,483.16</b>
60000 · Equipment	205.41	176,562.75	21,377.49	21,993.36	700.00	220,839.01
<b>Total Expense</b>	<b>-205.41</b>	<b>-2,032.19</b>	<b>19,122.51</b>	<b>-20.00</b>	<b>-700.00</b>	<b>16,164.91</b>
<b>Net Income</b>						

## Excerpts from 2011 KCVB Strategic Plan

### 2011 Tourism Snapshot:

#### Characteristics of the typical nonresident visitors that come to Kalispell

- Families visiting Glacier National Park
- Individuals: people in their 30s; couples, small groups
- Mature couples/ retirees: 55+; often with traveling with friends or family
- Canadian shoppers
- Outdoor enthusiasts of all ages
- People from cities and towns throughout Montana, Washington, Idaho, Alberta, California, Minnesota, Florida, New York, Georgia
- International visitors: Germany, UK, France, Italy, Scandinavia, Australia. Typically they have been to the U.S. previously and come to Glacier County on their 3<sup>rd</sup> or 4<sup>th</sup> visit.

#### What are visitors looking to get out of their vacation?

- A slow-paced educational and breath-taking (once in a lifetime) experience.
- A place with good restaurants, arts and culture, easy to get around, easy access to nature
- Hiking, camping, skiing, snowmobiling, golf, history, heritage, culture, wildlife viewing, shopping, relaxing, spas, dining, photography, horseback riding, lake rides, fishing, rafting, Rocky Mountains
- Authentic American experience: Native American culture, a western experience
- Help with planning their adventures
- Modern conveniences and amenities: 3G access, good cell service
- While it was not mentioned by the Strategic Planning participants, the University of Montana Institute for Tourism and Recreation Research lists scenic driving as the activity most frequently cited as the reason for coming to Montana by vacationers who were surveyed

#### What are Kalispell's top activities/ attractions?

- Glacier National Park, Flathead Lake, Whitefish, Bigfork, Jewel Basin, Lone Pine
- Skiing, hiking, fishing, rafting, golfing, etc.
- Galleries, museums and historic buildings
- Summer music and festivals, symphony, live theatre, major summer events
- Shopping
- Visit family and friends
- NW Montana Fair
- Majestic Valley Arena, Kids Sports Complex, Raceway Park
- Business
- Regional Medical Center—draws from Canada and Montana's Eastside

## Excerpts from 2011 KCVB Strategic Plan

### Pre-Meeting Survey Question #3 - ATTACHMENT A

#### 1. What are Kalispell's limitations in the eyes of a visitor?

- a) People are not aware of Kalispell as a destination when considering the Flathead Valley
- b) Not enough to do in Kalispell to stay longer than one or two nights; currently no prominent identity
- c) Downtown not pedestrian friendly; needs to be converted to a friendly and attractive place to stop and hang out
- d) Night life is minimal in Kalispell, need venues for music and other activities
- e) Airfares too high; not enough seats; drive times too long; not enough transportation options; not enough rental cars to support summer tourism
- f) Going to the Sun Road – construction is causing late opening/early closing dates
- g) Canadian exchange rate (variable limitation)
- h) Poor messaging from locals. Need to communicate better about what the area and the Park have to offer (the entire experience not just Logan Pass). Infuse positive messages to everyone guests encounter: shuttle drivers, front desk personnel and others thru an Ambassador program supported by training
- i) Lack of universal events calendar
- j) Sources for money exchange are not well communicated to the international visitor
- k) Lack of transportation between venues – need airport shuttle, a local connector, shuttle to Glacier Park, and the SNOBus and Blacktail Mountain Ski Area shuttle to include Kalispell in their routes

#### 2. How would you describe present day Kalispell as a place to vacation to someone from the outside?

- a) Largest town between Flathead Lake and Glacier Park; Glacier Park's Hometown; the heart of Flathead Valley offering many amenities: shopping, restaurants, arts, education and good old Montana hospitality
- b) Centralized place to stay for day trips to Glacier National Park, Flathead Lake, Whitefish Mountain Resort, Blacktail Mountain Ski Area, Jewel Basin, Bison Range; great starting point for wilderness exploration
- c) Variety of price points of lodging, restaurants and shopping
- d) Local color... small town Montana with a western heritage and some gem places to visit. These include the museums, galleries and historic buildings
- e) Location for nationally branded hotels such as Hilton Garden Inn, Hampton Inn, Holiday Inn Express, Red Lion, Travelodge, Motel 6, Super 8, and Econo Lodge

#### 3. What can Kalispell improve relative to marketing tourism and the visitor experience?

- a) Coordinate events, offerings, retail sales with Canadian holidays
- b) Get restaurants to expand their hours and offer Sunday/Monday options
- c) Develop sample itineraries within the valley bundling hotel stays with Glacier tours and other sightseeing opportunities, experiences and events
- d) Develop shuttle between facilities so larger conventions can be hosted
- e) Make Farmers Market more of an event, look at moving to Depot Park (center of town, more visible)



- f) Let visitors know what is going on and how to get there
- g) Encourage development of additional restaurants, bars, unique retail shops, and entertainment venues in downtown
- h) Attract more events to Kalispell and develop more events that will be sustainable and conducted at an appropriate time of year
- i) Improve facilities for concerts and other cultural /art experiences
- j) Build larger multi-purpose event/convention facility
- k) Develop additional transportation options including public transportation to Whitefish Mountain Resort, Blacktail Mountain Ski Area, Glacier National Park; reliable taxi service; more rental cars during summer months

#### **Priorities Identified Relative to Improving Visitor Experiences**

- 1. Develop a centralized calendar of events and make it available on website(s)**
- 2. Create sample itineraries to let visitors know how much there is to do and to make it convenient for the traveler to set up their overall experience**
- 3. Develop additional transportation options including public transportation to Whitefish Mountain Resort, Blacktail Mountain Ski Area, Glacier National Park; reliable taxi service; more rental cars during summer months**
- 4. Build a Performing Arts / Convention Center / Multi-use facility**

## Excerpts from 2011 KCVB Strategic Plan

### Marketing Initiative Milestones

#### ■ First Year (2011)

- Marketing plan completed and launched
- Brand, tag line, images developed
- Marketing collateral and website developed
- Participate in coop advertising opportunities with Montana Office of Tourism and Glacier Country
- Form committee to support existing events and work to develop new events utilizing existing facilities during off season
- Form committee to develop ground transportation options for airport, ski resorts and Glacier Park

#### ■ Second Year (2012)

- Target regional marketing to increase shoulder season business of all types (Oct – May)
- Marketing program in place targeted to convention business / groups
- Develop unique vacation packages and itineraries (ex: bird watching)
- Universal events calendar developed
- Create methods to better educate front line employees in tourism related businesses on the activities and events in Kalispell
- Continue to improve ground public transportation options for travelers
- Demonstrate progress made on plans laid out in Year-1
- Demonstrate that awareness is enhanced in target markets

#### ■ Five Years

- National advertising campaign complimenting Montana Office of Tourism campaign
- Enhance winter season so winter is not an “off season” but is viewed as a prime season
- Identifiable revenue increase from previous efforts
- Be viewed as a cool place to visit

#### ■ Long Term

- Keep informed and involved in the development of a convention, event and performing arts facility
- Hotel occupancy increased year-round
- Travelers spending money in the Kalispell community and not just Glacier National Park
- Kalispell has become a vibrant community with sought after events and activities and a dynamic nightlife

## **2013 Flathead County Tourism Snapshot (ITRR)**

### **Characteristics of typical nonresident visitor to Flathead County**

- 30% groups all first time visitors, 48% groups all repeat visitors
- 21% flew on portion of trip; 64% entered Montana by auto/truck
- 78% plan to return within 2 years
- 91% brought wireless technology
- Top states of residence: Alberta, WA, CA, British Columbia, MN, ID, CO, TX, FL
- Nonresident Travelers spend an average of \$290M per year in Flathead County

### **What are visitors looking to get out of their vacation?**

- 73% said vacation/recreation was primary reason for travel
- Glacier National Park was primary attraction
- Other reasons to visit: mountains/forests, family/friends, open space/ skiing, lakes, special events.
- Top activities: scenic driving, day hiking, nature photography, wildlife watching, recreational shopping.
- Top use of wireless technology: weather, directions/maps, lodging availability and attractions to visit.
- Information sources used for trip planning: search engine; natl park brochure/website
- Top information sources used during trip: VIC staff; map applications; brochures; local employees

## **2013 Montana Tourism Data (preliminary data from ITRR)**

11+ Million visitors = 2% increase

Spent \$3.5 Billion = 20% increase

Increase in spending by category: Groceries & snacks +30%; Restaurant/bar +17%; Retail +17%; Fuel +17%

Rooms sold = + 0.50%

Airport de-boardings = -2%

Top state of residence: Alberta

## **Current Travel Trends (Destination Analysts July 2013 report)**

- 31% of American travelers plan to increase leisure travel spending in the next 12 months
- Average 4.8 leisure trips in the past 12 months of more than 50 miles one –way
- 3.7% of those trips were by automobile
- 1% of the trips included air travel
- Reasons to NOT travel: price of gasoline; personal financial reasons; airfare too expensive
- What travelers are likely to do given current economic climate: look for discounts; visit less-expensive destinations; reduce number of leisure trips

**FY 2011**

<b>Total Gross Revenue</b>	<b>Projected</b>	<b>Actual</b>	<b>% Change</b>
	\$270,000	\$275,488	0%

<b>\$1.25/rm night</b>	<b>FY 2011</b>	<b>rm nights</b>	
Q1 JUL-SEP	\$ 119,950.00	95,960	
Q2 OCT-DEC	\$ 49,144.00	39,315	
Q3 JAN-MAR	\$ 44,322.50	35,458	
Q4 APR-JUN	\$ 62,071.25	49,657	

**FY 2012**

<b>Total Gross Revenue</b>	<b>Projected</b>	<b>Actual</b>	<b>% Change</b>
	\$267,000	\$287,813	4%

<b>\$1.25/rm night</b>	<b>FY 2012</b>	<b>rm nights</b>	<b>FY12 vs FY 11</b>
Q1 JUL-SEP	\$ 117,711.25	94,169	-2%
Q2 OCT-DEC	\$ 50,736.25	40,589	3%
Q3 JAN-MAR	\$ 47,944.75	38,356	8%
Q4 APR-JUN	\$ 71,421.02	57,137	15%

**FY 2013**

<b>Total Gross Revenue</b>	<b>Projected</b>	<b>Actual</b>	<b>% Change</b>
	\$465,000	\$491,006	5%

<b>\$2 / rm night</b>	<b>FY 2013</b>	<b>rm nights</b>	<b>FY13 vs FY 12</b>
Q1 JUL-SEP	\$ 197,799.00	98,900	5%
Q2 OCT-DEC	\$ 90,171.00	45,086	11%
Q3 JAN-MAR	\$ 80,902.00	40,451	5%
Q4 APR-JUN	\$ 122,134.00	61,067	7%

**FY 2014**

<b>Total Gross Revenue</b>	<b>Projected</b>	<b>Actual</b>	<b>% Change</b>
	\$475,000		

<b>\$2 / rm night</b>	<b>FY 2014</b>	<b>rm nights</b>	<b>FY14 vs FY 13</b>
Q1 JUL-SEP	\$ 209,558.00	104,779	6%
Q2 OCT-DEC			
Q3 JAN-MAR			
Q4 APR-JUN			