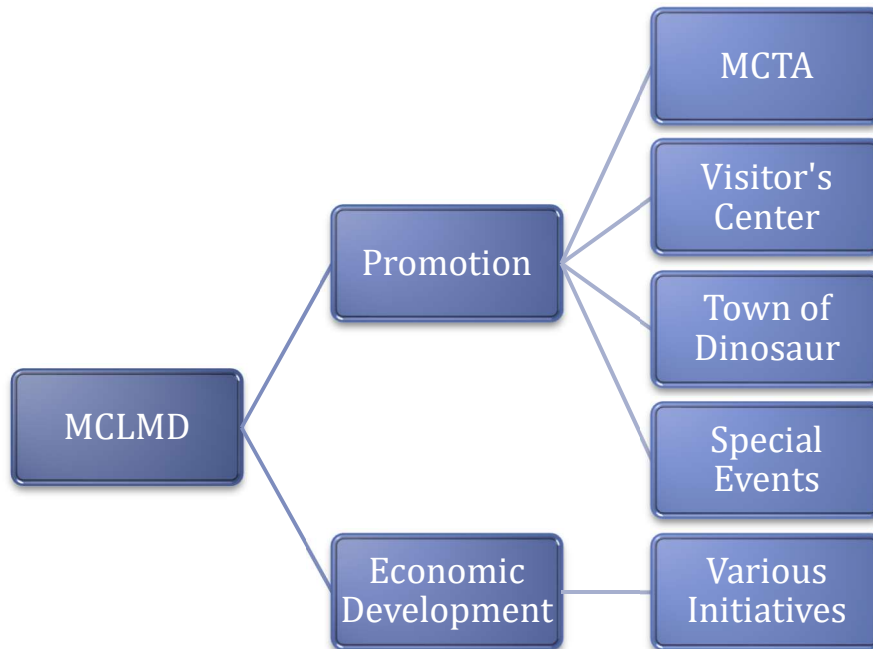


MCLMD

2022 Strategic Plan

Mission

The Moffat County Local Marketing District (MCLMD) will support, enhance and encourage initiatives that create economic diversification, development, and stability for Moffat County. This will include, but is not limited to, the promotion of Moffat County as a premier recreation and tourism destination.



Background

The MCLMD board continues to maintain our key stakeholder partnerships with Moffat County Tourism Association (MCTA), Craig Chamber of Commerce, City of Craig, Moffat County, and the Town of Dinosaur.

All of these entities are vested in the future success of Moffat County. As the reality of a reduced presence of coal generated energy rapidly approaches; it is imperative that the aforementioned entities recognize the urgency of creating and sustaining a diverse economy and expedite efforts to achieve this paradigm shift. As MCLMD plans for 2022 and beyond, we understand the urgency and plan to aggressively pursue those strategies and initiatives that will strengthen our economy and tourism industry.

MCLMD's revenue stream for 2020 was impacted by the COVID-19 pandemic. Revenue collected for calendar year 2020 was \$263,226.91, down from \$304,322.71 collected in 2019. As of financial information provided through June 30, 2020, lodging tax collected through April 2021 totaled \$49,010.76. This trended to 42% YOY v. April 2020. MCLMD expects to meet its \$225,000 budget revenue estimate for 2021. During 2021, MCLMD continued to fund various events, paid for a feasibility study for a new adventure center, supported educational initiatives for a proposed recreation center, and other initiatives to help diversify Moffat County's economic base. MCLMD must continue to leverage past reserves and future revenues streams to fund projects and strategies that will provide long term tangible results. MCLMD will continue to be a primary source to fund initiatives that align with our strategic plan. It is imperative that the community stakeholders continue to focus on strengthening, diversifying, recruiting, and stabilizing our tourism industries and economic profile.

MCLMD continues to be limited in how tax revenue can be used to further our strategic plan. This limitation illustrates the need for all municipal entities working together to steward economic development into projects that are tangible and deliverable to the citizens of Moffat County.

2022 Strategic Plan

The 2022 Strategic Plan will focus on our Cornerstone Projects while continuing to assist with funding events to draw tourists to Moffat County. The MCLMD will continue to uphold the will of the voters to implement a plan to diversify and develop the Moffat County economy, and to effectively promote its physical attributes. We expect that the Ex Officio Board be constructive and critical in its review of this plan. The MCLMD will use this feedback to evaluate the strengths and weaknesses of this plan.

For 2022, the MCLMD strategic plan will be focused on four areas. Those areas include, 1.) Economic Development; 2.) Community Marketing / Promotion; 3.) Cornerstone Projects.; and 4.) Signature Event Support. This plan will be governed by C.R.S. 29-25-101. This plan will also be governed by collaboration between MCLMD, MCTA, and the Visitor's Center (both Craig and Dinosaur) and other governmental entities as necessary. Input will also be solicited from the Craig Chamber of Commerce, Downtown Business Association, and concerned community members to collaborate on other projects that will promote Moffat County and develop its economy.

Economic Development

1. Moffat County faces the reality that three major employers will have shut down operations or significantly scaled back their operations starting within the next four years. MCLMD will support any efforts to identify alternative uses for our natural resources or industries that can capitalize on the infrastructure already created by such entities. MCLMD will also assist in other strategies designed to diversify and stabilize our local economy.

Community Marketing

1. MCLMD sees the need for an effective promotion of Moffat County, not only for recreation but also to attract businesses. The opportunity to promote various economic opportunity zones is time sensitive and MCLMD wants to assist in anyway possible to expedite a prospectus for investors.
 2. MCLMD will allocate funds to support community events. Funds will also be allocated to events, initiatives, and organizations that capitalize on the natural resources existing in Moffat County. These funds will be allocated with stipulations that each even, initiative, and organization will be evaluated based on its role in community development, number of visitors attracted, depth of business plan, financial viability, and how the event correlates to Moffat County's future vision. Special events should enhance community development. These events should also utilize SeeSource data to evaluate their event's ability to draw outside visitors and how to determine how to increase participation through focused marketing efforts.
 3. Provide financial support to the Moffat County Visitor's Center subject to a review of a detailed and complete financial information regarding operating expenses and revenues.
 4. Utilize existing tracking mechanisms to measure impact of special events in increasing visitor traffic to Moffat County and other demographics for economic analysis and development.
 5. Provide a consistent and predictable funding process for event funding. This entails having two grant request / allocation periods. The first period will be held in November and will only entertain event funding requests from the Ride-N-Tie Rodeo, Whittle the Wood Festival, Grand Old West Days, Moffat County Hot Air Balloon Festival, and Bear River Young Life Car Show. The second period, to be held in April, will entertain requests from new events and all other events not included in the November grant request period. No other event funding requests will be
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accepted during the year unless extraordinary circumstances exist as determined by a majority of the MCLMD Board of Directors. Requests for funding must be received by the 31st of October and 31st of March respectively.

Cornerstone Projects for 2022

- 1. Economic Development** – Provide financial support for economic development initiatives as presented by various local organizations and community individuals focused on looking forward to the economic diversification of Moffat County. Also, providing resources and tools for those seeking funding to properly develop viable business plans and budgets to create sustainable local business.
- 2. Community Marketing / Attraction**– Financially support efforts to advertise key partners, events, initiatives, and organizations.
- 3. Town of Dinosaur Project Development and Strategic Support** – Set aside line item reserve to fund any projects or support any activities that fulfill the 2021 LMD objectives as previously mentioned.
- 4. Annual Report** – MCLMD will provide an annual report to key partners and the community highlighting board accomplishments through the utilization of Lodging Tax Revenue.
- 5. Support of Recreational Opportunities** – Place an emphasis on events, initiatives, and organizations that capitalize on Moffat County’s natural resources.

2022 Budget Strategy

Based on the 2022 strategic plan and objectives listed above, the LMD Board proposes to amend the budget to reflect the following allocation strategy.

- Estimated 2021 Lodging Tax Revenue: \$250,000
 - Financial support up to \$40,000 for existing events
 - Financial support up to \$30,000 for new events
 - Financial support up to \$16,000 for Colorado High School Finals Rodeo
 - Financial support up to \$60,000 for Strategic Partners
 - MCLMD earmarks \$370,000 of historical, present, and future revenue for cornerstone projects, and new / emerging initiatives and/or projects emerging in 2022 and requesting MCLMD funds (subject to MCLMD’s statutory funding guidelines)
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- This creates total possible budget expenditures of \$516,000

The LMD Board hopes the 2022 commitment to the Moffat County Visitor's Center and MCTA will allow other stakeholders (e.g. the County and City) to partner with LMD to address the capital components of projects supporting the LMD vision. By offering these commitments, it is not LMD's intent or expectation that Moffat County, the City of Craig, and the Town of Dinosaur abandon past support for economic development, tourism, and promotion. To rely solely on LMD to support these activities would be short-sighted for a community aggressively pursuing future strategies to improve and stabilize economic conditions and the quality of life.
