

RESOLUTION 2022-120

A RESOLUTION APPROVING THE 2023 STRATEGIC PLAN AND BUDGET FROM THE MOFFAT COUNTY LOCAL MARKETING DISTRICT ("MCLMD") AS ITS OPERATING PLAN FOR THE YEAR 2023

WHEREAS, pursuant to C.R.S. §29-25-110, an Operating Plan for the Moffat County Local Marketing District (henceforth called "MCLMD") is required to be approved or disapproved by December 5, 2022 for the next fiscal year, which is the year commencing January 1, 2023 and ending on December 31, 2023; and

WHEREAS, the current Board of Directors of the MCLMD has been appointed pursuant to C.R.S. §29-25-108 (1)(b), and also pursuant to Resolutions passed by the City Council of Craig, the Board of County Commissioners of Moffat County, and the Town Council of Dinosaur; and

WHEREAS, the Board of Directors of the MCLMD has filed a document called "2023 Strategic Plan", setting forth its operating plan and proposed budget for the next fiscal year with the clerks of the three entities consisting of the City Council of Craig, the Board of County Commissioners of Moffat County, and the Town Council of Dinosaur as required by C.R.S. §29-25-110; and

WHEREAS, the Operating Plan of the MCLMD for 2023, must be approved or disapproved by the governing bodies of the City of Craig, the Town of Dinosaur and by Moffat County within thirty (30) days after receipt of such operating plan and all requested documentation relating thereto, and

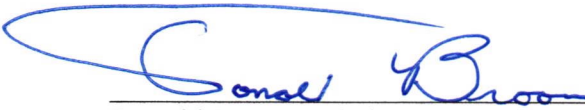
WHEREAS, the Board of County Commissioners of Moffat County is acting as a member of the combination of local governments required to approve or disapprove the Operating Plan and proposed budget of the MCLMD for 2023.

NOW, THEREFORE, BE IT RESOLVED BY THE MOFFAT COUNTY BOARD OF COUNTY COMMISSIONERS, MOFFAT COUNTY, COLORADO:

The Operating Plan and proposed budget of the Moffat County Local Marketing District for 2023 as presented by the Moffat County Local Marketing District on October 19, 2022, and delivered electronically in final format on October 26, 2022, is hereby APPROVED and ADOPTED.

READ and APPROVED this 26th day of October, 2022, by the Moffat County Board of County Commissioners, Moffat County, Colorado.

MOFFAT COUNTY BOARD OF COUNTY COMMISSIONERS



Donald Broom, Chair

STATE OF COLORADO)
)ss.
COUNTY OF MOFFAT)

I, Erin Miller, Ex-Officio to the Board of County Commissioners, do hereby certify that the above and forgoing is a true and complete copy of the Resolution as adopted by the Board of County Commissioners on the date stated.

Witness my hand and seal of the County this 26th day of October, 2022.




Erin Miller, Ex-Officio to the Board of County Commissioners, Moffat County, State of Colorado



Resolution 2022-01

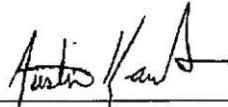
A RESOLUTION APPROVING THE 2023 STRATEGIC PLAN AND BUDGET FOR THE MOFFAT COUNTY LOCAL MARKETING DISTRICT ("MCLMD") AS OUR OPERATING PLAN FOR THE YEAR 2023.

WHEREAS, No later than October 1 of each calendar year, the Board shall submit an updated Viable Business Plan, which will be the Operating Plan, and accompanying budget for the next calendar year. The final version shall be submitted by October 1st to the City Council of Craig, the Moffat County Board of County Commissioners, and the Town Council of Dinosaur.


NOW, THEREFORE, BE IT RESOLVED BY THE MOFFAT COUNTY LOCAL MARKETING DISTRICT BOARD OF DIRECTORS:

The Operating Plan and Proposed Budget, as presented in the 2023 Moffat County Local Marketing District Strategic Plan, for 2023 is hereby APPROVED and ADOPTED.

READ AND APPROVED THIS 19TH DAY OF OCTOBER 2023, BY THE MOFFAT COUNTY LOCAL MARKETING DISTRICT BOARD OF DIRECTORS.


Justin Kawcak, MCLMD President

ATTEST:

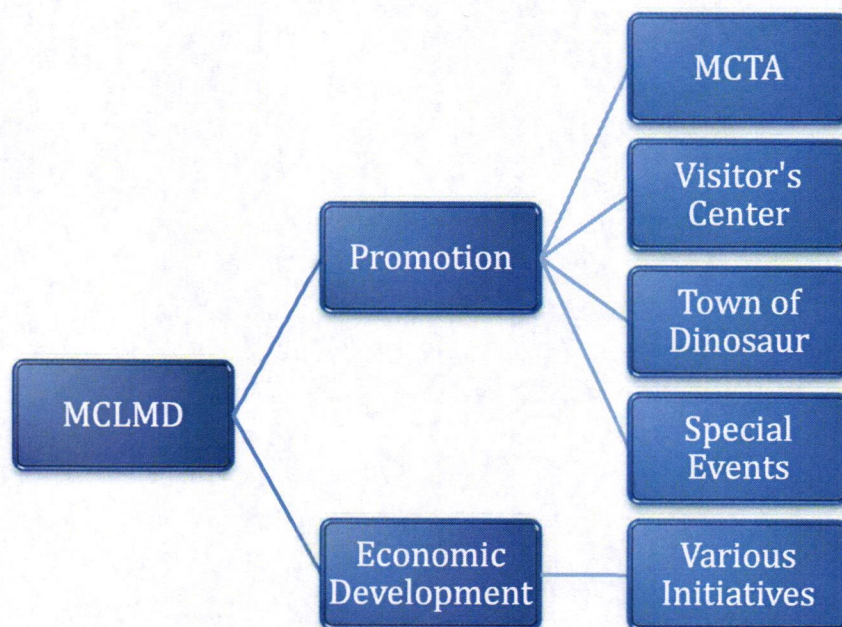

Chris Jones, MCLMD Vice President

MCLMD

2023 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 2023 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 2021 rebounded from the 2020 COVID impacted revenue stream. Revenue collected for calendar year 2021 was \$338,729.89, up from \$263,226.91 collected in 2020. As of financial information provided as of August 31, 2022, YTD lodging tax collected through June 30, 2022, is \$137,253.10. This trended to 22% YOY v. June 2021. MCLMD expects to meet its \$255,000 budget revenue estimate for 2022. The lodging tax environment has changed in the past twelve months with several hotels converting to housing units. This impact has allowed existing hotels to increase their room rates. Demand remains high due to various construction projects in the region. During 2022, MCLMD continued to fund various events, contributed matching funds for the Riverpark project, funded design costs for a new distillery 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.

2023 Strategic Plan

The 2023 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 2023, 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 three 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 any way possible to expedite a prospectus for investors.
 2. MCLMD will begin a campaign to gain recognition for the contributions we make to economic expansion and diversification; support for local events; and other programs promoting tourism and our community. This includes but is not limited to 'Big Check' presentations for project supports; creating an Annual Report; quarterly ads (either print or on social media); consistent updates to stakeholder partners; and overall marketing. MCLMD receives its funding from visitors to our community, this revenue source is set to sunset in 2025. If the community wants to continue to reinvest after 2025, MCLMD needs to showcase its accomplishments to gain community awareness.
 3. 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 event, 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 data to evaluate their event's ability to draw outside visitors and how to determine how to increase participation through focused marketing efforts.
 4. 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.
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5. 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. This includes expanding access to this data to private businesses and entrepreneurs. MCLMD will explore partnering with local high school or college students to assist in analyzing the data (to provide real life learning experience); or contracting with a third party to analyze the data to best suit the needs of MCLMD's strategic partners and stakeholders.
6. Provide a consistent and predictable funding process for event funding. This entails having one grant request session for existing events. The deadline for funding requests will be December 31, 2022. MCLMD will entertain requests for new events as they are received.

Cornerstone Projects for 2023

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 2023 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.
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2023 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 2023 Lodging Tax Revenue: \$275,000
- Financial support up to \$70,000 for existing events
- Financial support up to \$15,000 for MCLMD operational expenses
- 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 \$462,743.73 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)
- This creates total possible budget expenditures of \$658,743.73

The LMD Board hopes the 2023 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.