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# City of Craig economic development efforts

Craig/Moffat Economic Development Partnership  
November 13, 2018

What's Craig City  
Council's vision  
for our community's  
economic future?

# What is economic development?

Excerpted from  
“Economic  
Development  
Fundamentals”  
by Laura Lewis  
Marchino, CEcD

A program, group of policies, or set of activities that positively influence economic change in a community by or through:

- Long-term activity
- Wealth generation
- Economic diversification
- Job growth and preservation
- Building the local tax base
- Building a quality of life for the community

# What does economic development encompass?

Excerpted from  
“Economic  
Development  
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by Laura Lewis  
Marchino, CEcD

- Community/Neighborhood Development
- Consensus Building
- Communications/Public Relations
- Finance
- Foreign Direct Investment/Exporting
- Fundraising
- Incentives
- Infrastructure
- Law
- Negotiations/Mediation
- Politics/Advocacy
- Real Estate
- Industry & Market Research/Data Analysis
- Sales/Marketing
- Small Business/Entrepreneurial Development
- Strategic Planning/Visioning
- Tax Policy
- Workforce Development

# Craig/Moffat Economic Development Partnership Background

- Formed in 2002 as a 501(c)(6) organization with initial board members representing the City of Craig, Moffat County, Colorado Northwestern Community College and two banks
- Mission statement: The Craig/Moffat Economic Development Partnership is a public-private partnership dedicated to supporting a vibrant, diverse and stable economy for the community of Craig/Moffat County
- The same Board of Directors and staff also operate the Marianna Raftopoulos Business Success Center, a 501(c)(3) organization, begun in 2014

Craig/Moffat  
Economic  
Development  
Partnership  
2018 Board  
of Directors

**Luke Tucker**, Chair  
Mountain Air Spray

**Rich Thompson**, Vice Chair & Secretary  
Tri-State Generation & Transmission Association, Inc.

**Chris Jones**, Treasurer  
Bank of Colorado

**Derek Duran**  
Duran & Peace Contractors and Craig City Council

**Kelsea Henry**  
Memorial Regional Health

**Justin Kawcak**  
360 Insurance Company

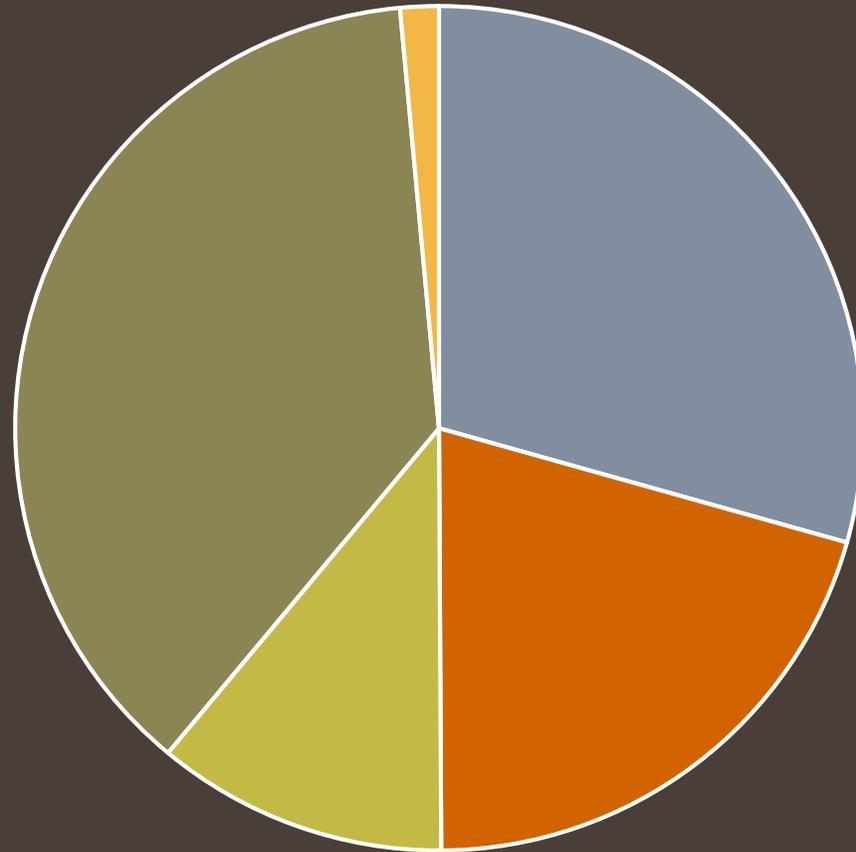
**Audrey Anna Masterson**  
Yampa Valley Bank

**Jay Oxley**  
TLC Carpet One Floor & Home

**David Ulrich, ED.D.**  
Moffat County School District

\*Currently one seat is vacant that has traditionally been filled by a Colorado Northwestern Community College representative

# 2018 CMEDP Funding



■ Moffat County Local Marketing District

■ City of Craig

■ Memberships

■ Broadband administrative support

■ Grants

# 2018 Member Businesses, Organizations & Individuals

## CONTRIBUTORS

Moffat County Local Marketing District  
City of Craig

## MEMBERS

Cook Chevrolet, Subaru & Ford  
Trapper Mining, Inc.  
Tri-State Generation & Transmission  
Association, Inc.  
Bank of Colorado  
Colorado Mountain News Media (Craig Press)  
Colorado Northwestern Community College  
Memorial Regional Health  
Moffat County School District  
TLC Carpet One Floor & Home  
Xcel Energy  
Bank of the San Juans  
T&H Parts, Inc. (NAPA Auto Parts)  
Yampa Valley Bank  
Craig Chamber of Commerce  
360 Insurance Company-Justin Kawcak  
Bear Valley Inn & Valley Vista Inn  
Atmos Energy  
Cornerstone Realty

Country Living Realty  
D&A Camp, Inc. (Great Divide Cleaning)  
Duran & Pearce Contractors, Inc.  
Elk Run Inn  
Flint Personnel Services  
Frontier Station, Inc.  
Ivory Tip Fencing  
Ivory Tip Outfitters  
Jones & Associates, Inc.  
LPL Financial  
Mountain Air Spray Co.  
ZIRKEL Wireless  
Ray & Dixie Beck  
Ron & Audrey Danner  
Downtown Business Association  
F. Neil Folks  
John & Paula Kinkaid  
Luke & Audrey Anna Masterson  
Michelle Perry

# Craig/Moffat Economic Development Partnership 2018 Budget

## Craig/Moffat Economic Development Partnership/Marianna Raftopoulos Business Success Center 2018 Budget Revision Draft - July 2018

	CMEDP	Broadband	MRBSC	TOTAL	Notes
<b>INCOME</b>					
Grants	\$0.00	\$9,120.00	\$2,500.00	\$11,620.00	Petis Law Community Impact Foundation (\$1,000) and YVEA Operation Roundup (\$1,500) grants for the Moffat County Attraction Brochure.
Operational/project support	\$85,000.00	\$0.00	\$0.00	\$85,000.00	\$35,000 operational support from City of Craig and \$50,000 from Moffat County Local Marketing District
Membership/Donations	\$20,450.00	\$44,880.00	\$0.00	\$65,330.00	Broadband = \$9,120 from City, County, CNCC & MCSD; \$8,400 from MRH
Program Fees/Sponsorship	\$0.00	\$0.00	\$0.00	\$0.00	For paid workshops and events
<b>TOTAL INCOME</b>	<b>\$105,450.00</b>	<b>\$54,000.00</b>	<b>\$2,500.00</b>	<b>\$161,950.00</b>	
<b>EXPENSE</b>					
Executive Director Wages	\$59,904.00	\$0.00	\$8,656.00	\$68,560.00	\$5,200 gross January through April, \$5,720 May through December; 10% of time spent on MRBSC activities
Executive Assistant Wages	\$0.00	\$41,600.00	\$0.00	\$41,600.00	
Payroll Taxes	\$5,062.50	\$3,030.00	\$562.50	\$8,655.00	
Business Consultant Wages	\$0.00	\$0.00	\$5,000.00	\$5,000.00	
Rent	\$120.00	\$120.00	\$120.00	\$360.00	
Utilities	\$715.00	\$420.00	\$475.00	\$1,610.00	Phone and Internet
Office Supplies	\$500.00	\$500.00	\$400.00	\$1,400.00	
Professional Services	\$1,100.00	\$3,500.00	\$1,100.00	\$5,700.00	Bookkeeping and accounting services and other project-specific needs
Dues & Subscriptions	\$860.00	\$5,250.00	\$10.00	\$6,120.00	Club 20 = \$300. Economic Development Council of Colorado = \$500. Craig Chamber of Commerce = \$300. State of Colorado Periodic Reports = \$10 each. Northwest Colorado Council of Governments = \$5,000.
Insurance	\$2,761.20	\$300.00	\$306.80	\$3,368.00	Directors & Officers = \$1,365. Professional/General/Auto = \$1,144. Worker's Compensation = \$559. Add Assistant = \$300.
Education	\$1,150.00	\$1,000.00	\$150.00	\$2,300.00	
Travel & Meals	\$2,650.00	\$3,500.00	\$300.00	\$6,450.00	
Program Expense	\$800.00	\$700.00	\$400.00	\$1,900.00	Event hosting supplies and refreshments, etc.
Marketing & Recruitment	\$3,500.00	\$1,000.00	\$2,800.00	\$7,300.00	Includes Business Opportunity Toolkit and branding effort implementation
Website	\$711.50	\$0.00	\$711.50	\$1,423.00	Redesign = \$1,000. Annual website fee = \$279. Email annual fee = \$144.
Broadband Grant Expense	\$9,120.00	\$0.00	\$0.00	\$9,120.00	
<b>TOTAL EXPENSE</b>	<b>\$88,954.20</b>	<b>\$60,920.00</b>	<b>\$18,991.80</b>	<b>\$168,866.00</b>	
<b>2018 EXPECTED BALANCE</b>	<b>\$16,495.80</b>	<b>-\$6,920.00</b>	<b>-\$16,491.80</b>	<b>-\$6,916.00</b>	
<b>2017 CARRYOVER BALANCE</b>	<b>\$39,528.13</b>	<b>\$34,119.55</b>	<b>-\$36,443.69</b>	<b>\$37,203.99</b>	Carryover funds from pre-payment by LMD and unspent monies

# Craig/Moffat Economic Development Partnership Accomplishments June 2016 — Present

## **STRATEGIZING**

- Convened partners from nine community anchor institutions during the Moffat County Prioritization & Action Workshop in December 2016
- Conducted the Moffat County Business Climate Survey of 79 local business owners and managers in February 2017 and distilled their successes and challenges into data we can use to lead economic development decision-making
- Actively participated in the creation of the first regional Comprehensive Economic Development Strategy and application to become an Economic Development District
- Led the completion of the data-based supply chain and gap analysis project, the Business Opportunity Toolkit, completed in September 2018 with 19 recommendations for economic growth in Moffat County
- Hosted University of Colorado Masters of the Environment students who assisted our community with recreation planning, specifically for the Yampa River Diversion Park, with the City of Craig
- Created the Downtown Revitalization Committee to create a plan for reinvigorating downtown Craig real estate and businesses

## **BROADBAND**

- Garnered 3 years in administrative support from 7 community anchor institutions to support implementation
- Completed design, preliminary engineering and cost model for countywide network owned by the City of Craig
- Applied for and presented on Colorado Department of Local Affairs grant for broadband construction with private and public match
- Spent approximately 800 hours in hosting local meetings, attending statewide planning meetings, promoting public education, working with potential funders, grant-writing and preparing RFPs, contracts and other documents

# Craig/Moffat Economic Development Partnership Accomplishments June 2016 — Present

## BUSINESS SERVICES

- Serve about 100 business clients one-on-one each year
- Hosted more than 25 business workshops, including “How To Do Business with Tri-State,” which drew 45 local business representatives
- Hosted 10 business visit meetings for Board of Directors and public to hear directly from business owners what support is needed for retention and growth
- Managed the Small Business Development Center satellite office and the U.S. Small Business Administration Assistance grant
- Advocated for the inclusion of Moffat County’s census tracts in the Opportunity Zone designations — successful with Craig Tract 4
- Worked to create an inventory of all available commercial property for sale and for rent
- Formed a partnership with the *Craig Press* to help share positive business happenings in our community in the Business Buzz section

## EXAMPLES

- Paired business client Local Investments LLC with client Yampa Valley Brewing Company to form a collaboration in the soon-to-open barrel room location at 576 Yampa Avenue and negotiated the lease of Alice Pleasant Park property with the City of Craig for outdoor seating
- Junior Kawcak, owner of Frontier Station, Inc.: “Thanks to the work of CMEDP, I have now become a certified vendor with companies such as Tri-State Generation & Transmission and am bidding projects I otherwise did not have access to. This relationship has built a critical foundation for growing my business.”

# Craig/Moffat Economic Development Partnership Accomplishments June 2016 — Present

## EVENTS

- Played an active role in securing, planning and executing the Northwest Colorado Rural Philanthropy Days conference in September 2017 in Craig and Moffat County, with more than \$57,000 in regional event spending and more than \$180 spent by each of the conference's 300 attendees
- Helped Craig play host to Associated Governments of Northwest Colorado's Economic Development Summit in September 2017
- Helped Craig play host to the Economic Development Council of Colorado Regional Forum in Craig in June 2018
- Hosted U.S. Rep. Scott Tipton for two visits with business leaders
- Participated in planning and promoting Downtown Business Association events, including Farmers Market & Octoberfest
- Executive Director Michelle Perry served on the Whittle the Wood Rendezvous planning committee and volunteered at the event
- Hosted the Economic Development Principles & Practices event in September 2018 to give an overview of ED efforts in rural communities and release the Business Opportunity Toolkit recommendations for Moffat County

## MISCELLANEOUS

- Led the community brand process to earn a state technical assistance award and develop a brand with wide-reaching impacts on economic development and tourism marketing, as well as community pride
- Received the Craig Chamber of Commerce's 2016 Special Recognition Award at the State of the Community event in April 2017
- Executive Director Michelle Perry began work toward her Certified Economic Developer accreditation
- Craig City Council appointed Executive Director Michelle Perry to the Planning & Zoning Commission

# Grants and technical assistance awards

June 2016 — Present  
Earned directly or with partner organizations

## **Business Opportunity Toolkit**

\$25,000 United States Department of Agriculture  
\$55,000 Colorado Department of Local Affairs  
\$15,000 Moffat County Local Marketing District

## **Moffat County Broadband Initiative Planning**

\$12,500 City of Craig  
\$12,500 Moffat County  
\$175,000 over three years for administrative support from City of Craig, Moffat County, Moffat County Local Marketing District, Memorial Regional Health, Moffat County School District, Colorado Northwestern Community College and Craig/Moffat Economic Development Partnership

## **Moffat County Broadband Initiative Construction**

\$1,000,000 Colorado Department of Local Affairs\*  
\$1,250,000 Yampa Valley Electric Association  
\$250,000 Moffat County Local Marketing District  
\*pending decision

## **Small Business Development Center**

\$25,000 United States Small Business Administration

## **Moffat County Branding Initiative**

\$5,000 Associated Governments of Northwest Colorado  
\$8,200 contributions from Moffat County Tourism Association, Colorado Northwestern Community College, Craig Chamber of Commerce, John Ponikvar/NAPA Auto Parts, City of Craig, Moffat County, Memorial Regional Health, Moffat County School District and Craig/Moffat Economic Development Partnership

## **Moffat County Attraction Brochure**

\$1,500 Yampa Valley Electric Association Operation Round-Up  
\$1,000 Petis Law Community Impact Foundation

## **Technical Assistance Awards**

Blueprint 2.0 Brand-Branding for Communities — 2017 — valued at \$50,000  
Blueprint 2.0 Launch a Sector Partnership — 2018  
Colorado Rural Academy for Tourism (CRAFT) Studio 101 — 2018

# 2018 CMEDP Strategic Goals

1. Contract with a Network Operator for the **Moffat County Broadband Initiative**, develop solid construction numbers and apply for grant funding for project management and construction. Develop an implementation budget and timeline with contracted Network Operator, City of Craig and Moffat County.
2. Complete **Business Opportunity Toolkit** implementation plan with the contracted consultant and community partners. Develop timeline, lead partner agreements and budget for implementation of Business Opportunity Toolkit recommendations.
3. Create and implement initial steps of **downtown Craig revitalization plan** with the Downtown Business Association and City of Craig to improve the visual appeal, reduce leakage, draw residents and tourists, and create vibrancy. Develop a searchable database for rentals and for sale properties throughout Moffat County and actively work to match business clients with appropriate spaces.

# 2019 CMEDP Strategic Goals (Draft)

1. Secure contracts for construction funding for the **Moffat County Broadband Initiative** with Colorado Department of Local Affairs and U.S. Economic Development Administration. Contract with a construction firm and project management firm. Complete service agreements with all network customers. Complete the construction and activation of the network. Work with City of Craig to establish policies and best practices with Network Operator for ongoing operations and maintenance.
2. Implement medium- and long-range strategies outlined in the **Business Opportunity Toolkit**. Create a comprehensive package of relevant resources for potential investors. Develop an incentive plan, attraction tactics and entrepreneurial programs. Track progress through regularly updated data points.
3. Implement medium- and long-range strategies outlined in the **downtown Craig revitalization plan** with the Downtown Business Association and City of Craig to improve the visual appeal, reduce leakage, draw residents and tourists, and create vibrancy. Maintain and expand the searchable database for rentals and for sale properties throughout Moffat County and actively work to match business clients with appropriate spaces.

# Proposed economic development structure

- City of Craig department with one full-time director and one half-time assistant shared with the city manager
- City budget allocations for wages, benefits, operational costs and programmatic and capital expenditures with possible contributions from Moffat County, Town of Dinosaur and Local Marketing District
- 501(c)(6) and 501(c)(3) organizations remain in tact and are the contribution forum for businesses, organizations and individuals
- Board of Directors for the organizations — with ideal continued representation from industry, small business, education and health care partners — acts as an advisory committee to the city staff and oversees spending of membership dollars only toward jointly accepted goals and programs
- Alternatives: Continue funding CMEDP annually as have in the past or discontinue investment in economic efforts

# Economic development investment standards and ROI

- General rule is to invest 1.5% to 2.5% of general fund expenditures in economic development
  - City of Craig — \$152,650-\$254,415
- Can take years to see economic development return on investment
- Need a vision with community-wide collaboration, consistent forward movement and trackable metrics to gauge effectiveness and guide strategy revision
- CMEDP has led those efforts and is focused on the goals established by our community leaders
- Critical infrastructure is a key component needed to retain, grow and attract businesses — broadband infrastructure goal

# Measuring effectiveness

Excerpted from  
“Economic  
Development  
Fundamentals”  
by Laura Lewis  
Marchino, CEcD

- Job growth
- New capital investment
- Increase in local tax revenues
- Diversification in industry base
- Meeting community goals

# Thank you!

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Craig/Moffat Economic Development Partnership

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