

RESOLUTION NO. 17 (2020)

**A RESOLUTION APPROVING THE 2021 STRATEGIC PLAN AND BUDGET FROM
THE MOFFAT COUNTY LOCAL MARKETING DISTRICT (“MCLMD”) AS ITS
OPERATING PLAN FOR THE YEAR 2021.**

WHEREAS, pursuant to Colorado Revised Statutes 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, 2020 for the next fiscal year, which will be for the year commencing January 1, 2021 and ending on December 31, 2021; and

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

WHEREAS, the Board of Directors of the MCLMD has filed an operating plan and its proposed budget for the next fiscal year with the clerks of the three entities consisting of the City Council of Craig, the Moffat County Board of County Commissioners, and the Town Council of Dinosaur as required by C.R.S. Section 29-25-110; and

WHEREAS, the Operating Plan of the MCLMD for 2021, shall be approved or disapproved by 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, but not later than December 5, of the year in which the documents are filed; and

WHEREAS, the City of Craig City Council is acting as a member of the combination of local governments required to approve or disapprove the Operating P and proposed budget of the MCLMD for 2021.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL FOR THE
CITY OF CRAIG, COLORADO:**

The Operating Plan and proposed budget of the Moffat County Local Marketing District for 2021 is hereby APPROVED and ADOPTED.

READ AND APPROVED THIS 13th DAY OF OCTOBER 2020, BY THE CITY COUNCIL
FOR THE CITY OF CRAIG, COLORADO.

Jarrood Ogden, Mayor

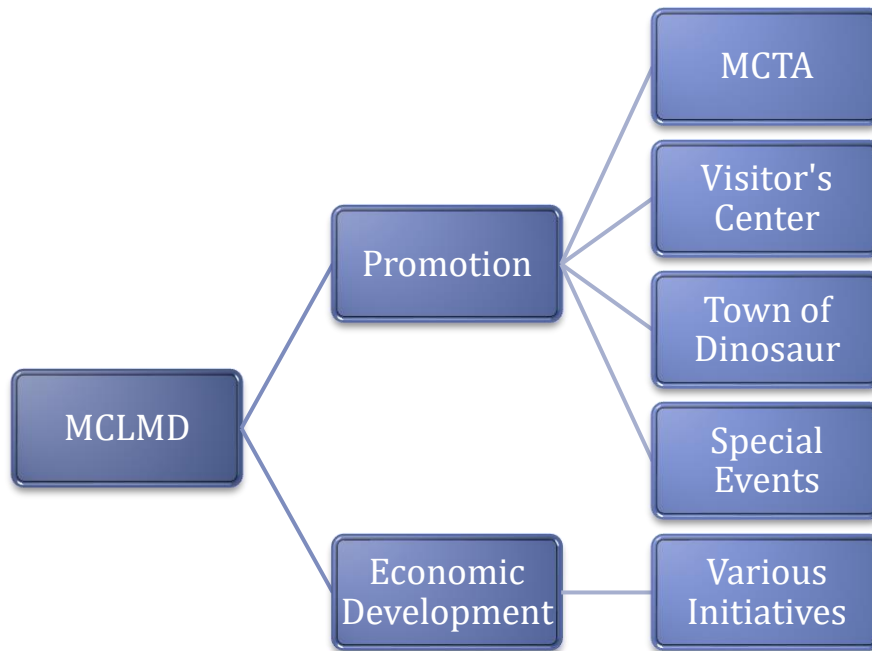
ATTEST:

Liz White, City Clerk

2021 Strategic Plan

Mission

The Moffat County Local Marketing District (MCLMD) will support, enhance and encourage initiatives that promote Moffat County as a premier recreation / tourism destination; and create economic diversification, development and stability.



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 2021 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 was not immune to the unprecedented changes to economic and social behaviors. Through June 30, 2020, year-over-year income was down 33% or \$42,879. Due to inconsistent payment behavior from some hotels and inability to track earned v. collected tax revenue; it is difficult to determine if the YE 2020 revenue will be below our \$250,000 budget due to the COVID-19 pandemic or if a change pattern in tourist activity will sustain the planned revenue stream. During 2020, MCLMD has leveraged our past revenues to assist with the transformation of the Yampa Building to a community and visitor focused shared-space facility. It has also assisted in the revitalization of the Yampa Valley Golf Course. MCLMD also contracted with a data collection firm to better understand the demographics of individuals traveling to our community for special events, tourist attractions, or goods and services. 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.

2021 Strategic Plan

The 2021 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 2021, 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 and Signature Events

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 the signature events held in Moffat County. These funds will be allocated with stipulations that each event will be evaluated based on its role in community development, number of visitors attracted, and how the event correlates to Moffat County's future vision. Special events should enhance community development. The access to SeeSource should assist these events in evaluating effectiveness in attracting visitors to Moffat County.
 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. Based on natural resources, identify new signature event capitalizing on outdoor recreation (hang-gliding, mountain biking, ATV, etc.)
 6. 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 the second period held in April. Requests for funding must be received by the 31st of October and 31st of March. No other event funding requests
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will be accepted during the year unless extraordinary circumstances exist as determined by a majority of the MCLMD Board of Directors.

Cornerstone Projects for 2021

1. **Economic Development** – Provide financial support for economic development initiatives as presented by various local organizations and community individuals.
2. **Community Marketing / Attraction**– Financially support efforts to unify and modernize the advertising of Moffat County to potential business owners and new citizens.
3. **Community Recreation Center Awareness / Education** – Provide financial support to educate the community on the financial and social impact of the recreation center on the community and its individuals. This is in conjunction with the efforts of Northwest Colorado Recreation Foundation.
4. **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.

2021 Budget Strategy

Based on the 2021 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: \$225,000
- Additionally the MCLMD earmarks \$250,000 of its historical revenue for new and emerging initiative/projects surfacing in 2021 requiring investment from MCLMD. This creates a possible total expenditure budget of \$475,000.
- Signature Events up to \$50,000 for existing events and up to \$20,000 for new events.
- Financial Support for Strategic Partners up to \$60,000
- Cornerstone Projects up to \$300,000
- Broadband Initiative Support up to \$45,000

While this strategy references 2021, it is the intent of the LMD to provide annual, consistent funding to MCTA, and the Moffat County Visitor's Center. The LMD Board hopes this annual commitment 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 annual 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.

**Moffat County Local Marketing District
Fund Summary**

	2018 Actual	2019 Actual	2020 Budget	2019 Estimate	2020 Budget
Sources of Funds:					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	251,324	304,323	250,000	200,000	250,000
Specific Ownership Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services	-	-	-	-	-
Miscellaneous	-	13,625	-	-	-
Interest	-	-	-	-	-
Transfer In	-	-	-	-	-
Fund Balance Used	-	-	250,000	-	250,000
Total Sources of Funds	\$ 251,324	\$ 317,948	\$ 500,000	\$ 200,000	\$ 500,000
Uses of Funds:					
Personnel	\$ -	\$ -	\$ -	\$ -	0
Operating	\$ 140,258	\$ 128,007	\$ 500,000	\$ 400,000	300,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 140,258	\$ 128,007	\$ 500,000	\$ 400,000	\$ 300,000
Annual Net Activity	\$ 111,066	\$ 189,941		(200,000)	200,000
Cumulative Balance:					
Beginning Fund Balance	\$ 438,720	\$ 549,786	\$ 654,298	\$ 739,727	\$ 539,727
Change in Fund Balance	111,066	189,941	(250,000)	(200,000)	(250,000)
Ending Fund Balance	\$ 549,786	\$ 739,727	\$ 404,298	\$ 539,727	\$ 289,727
Fund Balance Designations:					
Restricted					
Marketing Promotion	\$ 549,786	\$ 739,727	\$ 404,298	\$ 539,727	\$ 289,727

**FUND 31-MOFFAT COUNTY LOCAL MARKETING DISTRICT
REVENUES**

31-		2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
9000-4509	TAXES	251,324	304,323	250,000	200,000	250,000
	Sales Taxes:	251,324	304,323	250,000	200,000	250,000
9500-4840	MISC REVENUE	0	13,625	0	0	0
	Miscellaneous:	0	13,625	0	0	0
9500-4801	MISC INTEREST EARNED	0	0	0	0	0
	Interest:	0	0	0	0	0
	Total Revenue:	251,324	317,948	250,000	200,000	250,000

**FUND 31-MOFFAT COUNTY LOCAL MARKETING DISTRICT
EXPENDITURES**

31-		2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
00-6046	CONTRACT LABOR (TEMP)	0	0	0	0	0
	Personnel Expenditures:	0	0	0	0	0
00-6076	PROF SERV LEGAL	4,161	0	0		
00-6085	OFFICE SUPPLIES	42	0	0		
00-6086	POSTAGE	62	64	0		
00-6100	OPERATING SUPPLIES	849	0	0		
00-6108	TRAVEL/STAFF DEVELOPMENT	1,166	418	0		
00-6110	INSURANCE	1,879	1,822	0		
00-6124	TOURISM ACTIVITIES & DEVELOPMENT	38,136	38,082	50,000	50,000	100,000
00-6201	MARKETING	0	0	50,000	40,000	25,000
00-6326	EVENT FUNDING	0	57,221	50,000	50,000	50,000
00-6349	MISCELLANEOUS	93,963	10,400	0	10,000	25,000
00-6370	ECON DEVELOP/DIVERSE PROJECTS	0	20,000	350,000	250,000	100,000
	Operating Expenditures:	140,258	128,007	500,000	400,000	300,000
00-6220	CAP OUTLAY OFFICE EQUIP	0	0	0	0	0
	Expenditure Total:	140,258	128,007	500,000	400,000	300,000



Moffat County **LMD**

LOCAL MARKETING DISTRICT

10/7/2020

Financial Report - Summary Highlights

9	Fiscal Year	2020	
	YTD Tax Revenue	\$ 188,056.82	Actual receipts for year
	YE Run Rate Revenue	\$ 250,742.43	
	YTD Expenses	\$ 275,679.08	
	Current Cash on Hand	\$ 572,166.92	
	Commitments	<u>\$ (242,231.11)</u>	
	Cash OH after Commitments	<u><u>\$ 329,935.81</u></u>	