



THE MARIANNA RAFTOPOULOS
**BUSINESS
SUCCESS CENTER**
@ CRAIG, COLORADO

August 19, 2016

Craig City Council
300 West Fourth Street
Craig, Colorado 81625

Dear Mayor Ray Beck, Craig City Councilmen Joe Bird, Tony Bohrer, Derek Duran, Kent Nielson, Jarrod Ogden and John Ponikvar, and Finance Director/Interim City Manager Bruce Nelson:

Thank you for this opportunity to apply for 2017 funding from the City of Craig. Craig/Moffat Economic Development Partnership (CMEDP) was established as a private-public partnership in 2002, with the original membership representing the City of Craig, Moffat County, Colorado Northwestern Community College and private business.

CMEDP is dedicated to supporting a vibrant, diverse and stable economy for the community of Craig and Moffat County. The CMEDP Board of Directors and I believe this mission falls right in line with the goals of our community's leaders.

In 2014, CMEDP expanded its efforts to include the Marianna Raftopoulos Business Success Center. We increase our direct services even further through a partnership with the Colorado Small Business Development Center Network.

CMEDP welcomes a new executive director as of June 2016 and a new executive committee, with Luke Tucker as the chairman, as of July 2016. These changes offer CMEDP an opportunity to re-evaluate its projects and goals and to move forward with renewed energy. We look forward to the many possibilities available to our community as we work closely with our partners, including the City of Craig.

CMEDP is asking City Council to contribute \$35,000 to our efforts for fiscal year 2017, as outlined in the attached application. Our economy's stability, growth and diversification are as important now as they've ever been, and we hope that you will continue the legacy of cooperation and unification that our community leaders began when they formed CMEDP.

Our view is that we both need each other to be successful in our economic efforts. We ask you to use our strengths and willingness to partner to the advantage of all Craig residents.

Please do not hesitate to contact me with any questions. I look forward to hearing from you.

Thank you!

Michelle Balleck

Michelle Balleck
Executive Director
Craig/Moffat Economic Development Partnership
Marianna Raftopoulos Business Success Center

**Craig/Moffat Economic Development Partnership
& Marianna Raftopoulos Business Success Center
Fiscal Year 2017 City of Craig Request for Funding**

Craig/Moffat Economic Development Partnership (CMEDP) — 501(c)(6) formed in 2002
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.

Marianna Raftopoulos Business Success Center (MRBSC) — 501(c)(3) formed in 2014
Mission statement: The Marianna Raftopoulos Business Success Center will accelerate business starts and growth by providing business support services to entrepreneurs to create and maintain jobs.

2016-2017 Board of Directors:

Luke Tucker, Chair
Rich Thompson, Vice Chair
Tinneal Gerber, Secretary
Paul Boyd, Treasurer
Nadine Daszkiewicz
Neil Folks
Eldon Holland
Janell Oberlander
Jay Oxley
Grant Roper
Derek Duran, City of Craig Liaison
Frank Moe, Moffat County Liaison

Executive Director:

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CMEDP & MRBSC Anticipated Income for Fiscal Year 2017*

City of Craig	\$35,000
Moffat County	\$35,000
Private Business Contributions	\$25,000
Office Space and Utilities – In-Kind Support from Colorado Northwestern Community College	\$6,000
Consultant Time – Small Business Development Center	\$7,500
Fees for Business Workshops and Classes	\$700
CMEDP Reserve Funds	\$26,800
TOTAL	\$136,000

*Other grant requests are planned but not yet submitted

CMEDP & MRBSC 2016-2017 Priority Projects*:

Business Recruitment

- **Targeted Marketing Campaign** — Create a strategized series of videos, photos, direct mail pieces and social media posts to attract businesses that will feed into existing markets, such as hunting, outdoor recreation, and energy extraction and development. This campaign will be part of a larger business recruitment plan that CMEDP is developing to identify and solicit potential new businesses for Craig and Moffat County.
- **MakerSpace** — Investigate the community need/interest and necessary resources to create a MakerSpace for artisan, manufacturing, industrial and other entrepreneurial start-ups. These opportunities were three of the six projects recommended to our community in the Better City plan. An entrepreneurial/ manufacturing incubator was identified as a top two goal through the “13 Ways to Kill Your Community” workshop process.
- **Business Consultations** — Provide a conducive environment for new business with information, business data and resources. Continue to offer free, confidential consultations through staff and Small Business Development Center.

Business Retention and Expansion

- **Business Survey** — Conduct a survey of Craig and Moffat County businesses to assess their needs and identify ways to meet those needs. Gather objective and anecdotal data to share with local government and organizational partners to guide decision-making and improve business owners' access to resources.
- **Business Workshops** — Support existing business and industry by providing business skill classes and workshops to employers and employees. Educate business owners about available resources for loans, tax credits and information.
- **Legislative Support** — Uplift our primary businesses and industry with support for legislation affecting our economy.

*Please see our included Strategic Plan for our long-term goals, objectives and strategies.

CMEDP & MRBSC 2016-2017 Project Outcomes:

Priority Project	Process Outcome	Substantial Outcome
Targeted Marketing Campaign	5,000 views of our recruitment videos via website, You Tube, social media and partner resources	3 business owners solicit information from CMEDP about operating in Craig or Moffat County
MakerSpace	Identified community need/interest and necessary resources and partners for success	Lead community partners in the pursuit of offering a MakerSpace for manufacturing and artisan start-ups
Business Consultations	50 new and existing business owners will utilize Business Success Center and/or Small Business Development Center services	2 new businesses open in Craig or Moffat County and 2 existing businesses take steps to grow and diversify their products/services
Business Survey	Collect responses from at least 30 existing businesses in various industries in Craig and Moffat County	Statistics and anecdotal evidence will guide decision-making of elected officials and community organizations
Business Workshops	125 people will attend classes and workshops hosted by CMEDP	Attendees gain a greater understanding of business launch steps and best practices, and CMEDP receives a 90% approval rating of workshops' benefits
Legislative Support	CMEDP will evaluate and respond to 100% of requests for support of relevant issues	Craig and Moffat County will be well represented and have a voice in state- and federal-level decision-making

CMEDP & MRBSC Collaborative Partners and Resources Provided:

City of Craig: Collaborates on projects and grant requests. Historically provided financial support.

Moffat County: Offers meeting space and audio/visual assistance. Historically provided financial support.

Business leaders: Provide financial support with memberships each year. Volunteer time and expertise as board members.

Colorado Northwestern Community College: Provides office and conference room space. Collaborates on business classes. Offers its vice president's time as a board member. Collaborates on economic development projects.

Colorado Small Business Development Center: Provides free, confidential consultations to new and existing businesses.

Yampa Valley Data Partners: Offers statistics to guide decision-making. Offers its executive director's time as a board member.

Craig Chamber of Commerce and Moffat County Visitor Center: Promote Craig and Moffat County to potential business owners and residents as well as tourists. Collaborate on business classes. Contribute shared goals and cooperative resources to maximize effectiveness.

Moffat County Tourism Association: Contributes shared goals and cooperative resources to maximize effectiveness.

Associated Governments of Northwest Colorado: Offers Enterprise Zone Tax Credit assistance to businesses and residents.

Colorado Workforce Center: Collaborates on business classes. Contributes shared goals and cooperative resources to maximize effectiveness. Provides access to Department of Labor workforce development grants.

Office of Economic Development and International Trade: Provides state tax credit and economic development resources.

United States Department of Agriculture Rural Development: Provides technical assistance on grant opportunities and economic development project start-up and growth.

**Craig/Moffat Economic Development Partnership & Marianna Raftopoulos Business Success Center Strategic Plan
with 2016-2017 Priority Strategies Highlighted**

Goal	Objective	Strategy
<p align="center">Foster the economic growth and stability of Moffat County business and industry.</p>	<p align="center">Strengthen existing business and encourage new business growth in Moffat County.</p>	<p>Coordinate with Chamber on a consistent business (confidential) visitation program.</p> <p>Create a Moffat County business recruitment plan.</p> <p>Create a recruitment team based on identified industry/sector.</p> <p>Develop financial tools for business recruitment incentives.</p> <p>Create and disseminate business information/data.</p> <p>Begin business recruitment for Moffat County.</p> <p>Develop funding and resources for CMEDP, MCTA and Chamber to achieve goals.</p>
	<p align="center">Establish necessary relationships to develop telecommunications infrastructure and broadband options necessary for a competitive economic environment.</p>	<p>Develop Marianna Raftopoulos Business Success Center for viability and sustainability.</p> <p>Develop Broadband Plan with City of Craig.</p> <p>Develop community education of broadband capacity for strong businesses.</p> <p>Create a vision for a business park (eg South Yampa concept) and write plan.</p>
	<p align="center">To support and expand Moffat County's energy and natural resource industries.</p>	<p>Support regulations that enhance the natural resource industry.</p> <p>Create working relationship with CNCC and other research institutions to implement future business strategies on future of coal and carbon management.</p> <p>Create working relationship with CNCC and other research institutions to research and implement future business strategies on oil and gas production.</p> <p>Research opportunities for the use of waste heat from Tri-State G & T power plant.</p>
	<p align="center">Improve communication with the business and industry of Moffat County.</p>	<p>Create and maintain a Moffat County business database.</p> <p>Meet with 30 local businesses per year and listen to their issues.</p> <p>Communicate information with City and County officials and our partners.</p>

Goal	Objective	Strategy
<p>Create and support a common economic and community development plan with our partners to welcome business and industry, visitors and keep our community vibrant with business, workers, education and amenities.</p>	<p>Create a strong working relationship within our 3 community organizations* to increase economic growth and community prosperity.</p> <p>Develop program to serve and attract a senior population.</p> <p>Create capital planning budget to utilize limited resources to build facilities with competing demands.</p>	<p>Create and maintain consistent planning and communication for business programs.</p> <p>Consider co-location, historic preservation options, and staffing opportunities.</p> <p>Consider grant writer for funding opportunities.</p> <p>Convene discussion to improve business beautification and create improved business facades.</p> <p>Actively promote and consider recruitment of residential, office, entertainment, recreation facilities and hospitality development to enhance our communities.</p> <p>Moffat County economic organizations will research opportunities for services such as healthcare, assisted living, senior centers and possible second home opportunities.</p> <p>Create and support programming for senior living.</p> <p>Develop interest and investment in community facilities of recreation center, social center, tourism and visitor center.</p>
<p>Develop a strong workforce with skillsets that support business and industry needs.</p>	<p>Emphasize the development, retention and recruitment of a workforce that supports our local industry.</p> <p>To promote quality education in Moffat County's K-12 and CNCC that will provide quality employees for new and existing business and encourage business attraction.</p>	<p>CMEDP will support entrepreneurial and business development with the Marianna Raftopoulos Business Success Center @ Craig.</p> <p>Convene conversations with CNCC about issues they will be facing in the future and identify solutions consistent with CMEDP mission.</p> <p>Convene conversation with Moffat County School District about issues and identify solutions consistent with CMEDP mission.</p>
<p>Create Moffat County as a thriving visitor destination.</p>	<p>To enhance the recreational opportunities in Craig, Dinosaur, and Moffat County and attract businesses that support and create opportunities in this important industry. We will develop long term interest in our community that protects our resources and allows for visitors to enjoy.</p>	<p>Develop Off Highway Vehicle [OHV] program for Moffat County that connects with neighboring counties and states.</p> <p>Support Moffat County Tourism marketing and branding efforts to utilize Hill-Aevium report that will create county wide branding efforts for tourism.</p> <p>Support Heritage Tourism project (5 counties) such as agri-tourism or Energy Trail.</p>