

Local Marketing District Operating/ Business Plan Worksheet

Introduction

In the fall of 2015, Referendum 5A was placed on the ballot in Moffat County to create a Local Marketing District for Moffat County as allowed by Colorado statute with an assessed lodging tax of 4%. This measure was passed by Moffat County voters in November of 2015. The reason for the establishment of the Moffat County Local Marketing District was to create a cash flow stream to work on economic development and marketing of our area.

Organizational Structure

MCLMD shall be composed of a Board of Directors consisting of seven (7) Members appointed by three entities. Moffat County Board of County Commissioners shall appoint three (3) Members. The City Council of the City of Craig shall appoint three (3) Members. The Town Council for the Town of Dinosaur shall appoint one (1) Member.

Mission, Vision, and Core Values

Vision: MCLMD funding will help promote Moffat County as a premier recreation / tourism destination as well as a desirable business friendly location for those that enjoy a varied outdoor lifestyle with a western atmosphere.

Mission: The MCLMD will support, enhance, encourage and develop programs that lead to economic diversification by increasing business retention, development and recruitment in Moffat County that will in turn increase tourism, including funding for special events.

Core Values: "PRIDE." Proactive. Respectful. Innovative. Driven. Ethical.

Primary Goals 2016

1. Establish communication with the County, City of Craig & Dinosaur along with other entities to obtain input of important projects for MCLMD to work on while seeking areas of cooperation and support between MCLMD and other entities.
2. Consider hiring outside legal counsel and have a workshop to review Colorado LMD statutes and MCLMD by-laws to educate board members of responsibilities and powers.
3. Develop job description, advertise and hire a part-time Administrative Assistant to help the Board with Administrative duties.
4. Review Better Cities / CEDS program, 13 Ways Action Agenda, CMEDP Strategic Plan and Dinosaur Strategies and prioritize items to be implemented.
5. Develop working committees as needed with one or two Board members and community members that can provide expertise in areas the committee is working on.

6. Amend CEDS as needed with additional projects that the MCLMD Board determines are priority projects.
7. Put out to bid feasibility studies on projects that the MCLMD Board determines are appropriate and engage the best company or person to do the feasibility studies.
8. Seek out individuals or companies who can write grants to obtain funding for various purposes as determined by the MCLMD.
9. Work toward developing job description, qualities desired and the experience needed for a MCLMD Director / Champion.
10. Discuss working agreements between community groups and entities for the most efficient use of funds in marketing, economic development projects and staffing.
11. Establish a clear and concise plan for recruiting businesses into Moffat County.

Timeline

The timeline established works in consecutive order from the primary goals 2016 list above.

1. By end of 4th quarter 2016
2. By end of 4th quarter 2016
3. By end of 4th quarter 2016
4. By end of 1st quarter 2017
5. By end of 1st quarter 2017
6. By end of 2nd quarter 2017
7. By end of 2nd quarter 2017
8. By end of 3rd quarter 2017
9. By end of 3rd quarter 2017
10. On-Going
11. On-Going

Local Marketing District Overview

The Local Marketing District is an effort to enhance and increase the economy of Craig, Moffat County, and the town of Dinosaur supported by the 4% tax on lodging. With financial support and the efforts of a group that is not driven by politics but rather by results it is believed that our economy will grow and become less dependent on energy. It will also seek to enhance existing business as they are also necessary for our overall community health.

Local Marketing District Budget 2017

1. Organization, promotion, marketing and management of public events 15%
2. Activities in support of business recruitment, management & development 50%
3. Coordinating tourism promotion activities 15%
4. Employee, agents, engineers, consultants, attorney's & accountants 20%

Operating budget projects

The operating plan projects will fall under the budget breakdown. The LMD will establish projects based on a board consensus, each project will fall under one of the following categories:

1. Organization, promotion, marketing and management of public events.
2. Activities in support of business recruitment, management & development.
3. Coordinating tourism promotion activities.
4. Employee, agents, engineers, consultants, attorney's & accountants.

Key Performance Indicators

- Every project we create/support will need a key performance indicator.
- Metrics based on projections.
- Create our own specific key performance living document.

SUPPLEMENTARY DOCUMENT:

The supplementary document in no way represents the boards final operating plan and the items held within the supplementary document are to be used for the boards reference.

Project examples:

1. Identify current tourism activities and evaluate/ adjust depending on findings.
2. Creating of new activities and promotions as deemed necessary and influential.
3. Look at an evaluation of combining current tourism efforts.
4. Evaluate current structures to enhance for tourism activities.
5. Enhance and grow current tourism activities as deemed necessary.
6. To support develop and enhance economic development in Moffat County.
7. Identify /Recruit / Network with developers who would have interest in funding and owning projects within Moffat County.
8. Identify a sustainable business retention plan for already established businesses, using resources and partners within the county.
9. Develop and maintain an on-going list of available tax incentives, grants and other incentives available for business recruitment and retention.
10. Research why getting Broadband infrastructure has not happened in Moffat County to-date, determine obstacles and implement action plan to make this happen.
11. Recruit location neutral entrepreneurs to Moffat County.
12. Determine the feasibility of utilizing current structures and land available at Shadow Mountain for development into a Senior housing / center development.
13. Optimization of internet search engine advertising for tourism and business recruitment in Moffat County.
14. Develop a new "Brand" for Moffat County to be used in all advertising that identifies and communicates what we want to be recognized for.
15. Enhance advertising usage at Hayden airport for tourism / business recruitment to Moffat County.
16. Develop and implement strategies for marketing Moffat County destination vacation packages.
17. Research international promotion and implement marketing plan for attracting international tourists to Moffat County

Partnership Development

Our first responsibility is to create a community goal and desire that we can begin to encourage. What do we want to be when we get to the end of this effort and how do we keep it moving forward. This will be the first goal in efforts to create a working partnership of all players in our future. This is accomplished by many meetings and hard work to craft a goal statement with all the differing ideas and focus that into action. That beginning will also serve to foster a spirit of cooperation and create a vision of the future that we can work towards. Then and only then we can begin to define and develop the action plan and create the teamwork needed to move forward. The actual work to focus the targets and goals will serve to also create the team work.

Key Performance Indicators

- We will track interest that is created by marketing and adjust the marketing to target the most productive situations we find.

- Inventory of assets and strengths and using a broad approach we will market to those areas of our community. This list will also be a part of how we grow or develop our existing and targeted assets.
- Track dollars spent to the production they return. Example if we plan a new event or business endeavor what was the visitors brought to the community, and for how long. Also what did we estimate they spent in our economy.
- Jobs created by efforts and these to be ranked or weighted as to the annual payroll created.
- Overall before and after tracking of functions such as the community pride concept and shop local concepts. Did they improve our communities' look and are sales tax revenues rising without a large upswing in the population.
- If all efforts are successful we will see an influx in population to take good jobs created by our efforts and / or we will see less outbound migration as energy jobs may decrease.