Morgan County Tourism Panel

STRATEGIC PLAN

WHERE PRAIRIE MEETS THE SKY

Adopted on March, 2018
The Morgan County Tourism Panel would like to thank the residents and business owners of Morgan County, all of the wonderful visitors to our amazing area, and especially our cities and the Morgan County Board of Commissioners. Without your ongoing support and partnerships, the Panel would not be able to continue the important work of promoting and marketing our area. This Strategic Plan is the result of all the work, collaboration and progress over the course of 22 years, and we are proud to continue to go forward in demonstrating how great Morgan County is in an even more defined and effective approach!

Sincerely,

Tyler Purvis
Chair, Morgan County Tourism Panel
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VISION
Morgan County is the premier destination in Colorado for its welcoming charm, outdoor adventure, memorable events and captivating attractions.

MISSION
Increase economic prosperity in Morgan County by promoting a positive and unique traveler experience using collaborative local, regional and statewide relationships and assets.

1.0 GRAPHIC SUMMARY

TRAVELER EXPERIENCE
Visitors to Morgan County will remember their time in Morgan County.

ASSETS
The Panel will identify, develop, market and promote the assets of Morgan County to travelers as well as the community.

ECONOMIC PROSPERITY
The Panel will promote economic prosperity in Morgan County through capturing lodging taxes from tourism spending in Hotels.

PUBLIC AWARENESS
Both visitors and the community will know about the opportunities in Morgan County and the work of the Panel through advertising, marketing, and promotion such as social media.

OBJECTIVES:
- Educating the front line
- Partnership with local business
- Expanding information
- Agritourism/Outdoor Experiences
- Historic Preservation

OBJECTIVES:
- Identify Assets
- Understand Partnerships
- Expand Event Calendar

OBJECTIVES:
- Budget
- Reserve Fund
- Signage
- Business Support
- Presence
2.0 EXECUTIVE SUMMARY

Strategic Plan Outcomes
Collectively, these findings from nearly 10 months of input, research and reflection point to a number of new practices and initiatives that the Colorado tourism industry can embrace over the next three to five years to offset challenges and maximize the opportunities for increasing its collective competitive advantage.

A brief outline of the Roadmap, with its defining Statements and Pillars, is provided below. More detail, including proposed tactics for implementation as well as research support, is provided in the remainder of this report.

VISION
Morgan County is the premier destination in Colorado for its welcoming charm, outdoor adventure, memorable events and captivating attractions.

MISSION
Increase economic prosperity in Morgan County by promoting a positive and unique traveler experience using collaborative local, regional and statewide relationships and assets.

STRATEGIC PILLARS

TRAVELER EXPERIENCE:
Visitors to Morgan County will remember their time in Morgan County. They will leave knowing the community has a "small town" feel and welcoming charm. There will never be a dull moment spent here, with agriculture, outdoor activities, peace and quiet, stars, and natural resources. Someone traveling through will know what to do, which will require partnerships (state and regional) and promotion of Morgan County (advertising and marketing).

Traveler Experience - Objectives
- Educating the front line (business owners who serve the public)
- Partnership with local business owners to create package deals for tourists
- Expanding information on the website
- Agritourism/Outdoor Experiences
- Historic Preservation (as a tourism attraction)

Strategies
- Marketing
- Communications
- Partnerships
- Collaboration
- Education
- Support

ASSETS:
The Panel will identify, develop, market and promote the assets of Morgan County to travelers as well as the community.

Assets - Objectives
- Identify Assets
- Understand Partnerships
- Expand Event Calendar - web based (highlight more of what's going on)

Strategies
- Marketing
- Communications
- Partnerships
- Collaboration
- Education
- Support

ECONOMIC PROSPERITY:
The work of the Panel will increase lodging tax, assist in the growth of business, and encourage traveler spending in Morgan County. The Panel will promote economic prosperity in Morgan County through capturing lodging taxes from tourism spending in hotels.

Economic Prosperity - Objectives
- Budget
- Reserve Fund

Strategies
- Marketing
- Communications
- Partnerships
- Collaboration
- Education
- Support

PUBLIC AWARENESS:
Both visitors and the community will know about the opportunities in Morgan County and the work of the Panel through advertising, marketing, and promotion such as social media.

Public Awareness - Objectives
- Wayfinding Signage (signs on I-76)
- Helping business owners prepare for large events
- Tourism Panel Presence

Strategies
- Marketing
- Communications
- Partnerships
- Collaboration
- Education
- Support
3.0 DATA AND DEMOGRAPHICS

Source: Dean Runyan: Economic Impact of Travel on Colorado 1996-2016.

Morgan County Overnight Travel Impacts:

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<tr>
<td>Travel Spending ($M)</td>
<td>16.6</td>
<td>22</td>
<td>22.8</td>
<td>24.9</td>
<td>20.1</td>
<td>24.2</td>
<td>26.4</td>
<td>34.1</td>
<td>31.8</td>
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<td>Earnings ($M)</td>
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<td>6.2</td>
<td>5.9</td>
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<td>Employment (Jobs)</td>
<td>381</td>
<td>494</td>
<td>453</td>
<td>482</td>
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<td>Local Taxes ($M)</td>
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<tr>
<td>State Taxes ($M)</td>
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<td>1.1</td>
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Our 2016 base industry analysis estimated that 210 jobs or just under 2% of the total base industry jobs were supported by tourism in Morgan County. Approximately 95% of the employment in accommodation industry is due to tourism. There are 10 accommodation establishments on the employment file for visitors to Morgan County.

20% of employment in Miscellaneous store retailers is related to tourism. Between 5 and 10% of employment in gas stations, food services & drinking places, arts, entertainment & recreation (and the movie theater is also due to our tourist industry!

<table>
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<tr>
<th>CFIPS</th>
<th>YEAR</th>
<th>COUNTY</th>
<th>POPULATION</th>
<th>NET MIGRATION</th>
<th>NATURAL INCREASE</th>
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<td>87</td>
<td>2014</td>
<td>Morgan County</td>
<td>28127</td>
<td>-286</td>
<td>194</td>
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<td>87</td>
<td>2015</td>
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<td>-89</td>
<td>192</td>
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<td>87</td>
<td>2016</td>
<td>Morgan County</td>
<td>28148</td>
<td>-229</td>
<td>147</td>
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Median Household Income: $49,495
Number of companies: 2,757
4.0 Morgan County Experiences

- Captivating Attractions
- Memorable Events
- Welcoming Charm
- Historic Preservation
- Outdoor Adventure
- Shopping and Dining
- Morgan County Traveler
This section outlines how the Morgan County Tourism Panel will strategically position itself for the future. The Plan is based on new Vision and Mission statements along with four strategic Pillars that incorporate a mix of objectives, strategies and tactics aimed at guiding successful implementation of the Roadmap. The ultimate Roadmap goal is for Morgan County and the surrounding area to fully maximize its competitive advantage.

**VISION**
Morgan County is the premier destination in Colorado for its welcoming charm, outdoor adventure, memorable events and captivating attractions.

**MISSION**
Increase economic prosperity in Morgan County by promoting a positive and unique traveler experience using collaborative local, regional and statewide relationships and assets.

To help achieve this Vision and Mission, four strategic Pillars that serve to organize the objectives, strategies and tactics. The four Pillars include:

- **Traveler Experience**
  Strengthen Colorado’s competitive position and the resiliency of its tourism industry.

- **Assets**
  Increase visitation through creation and branding of new traveler experiences.

- **Economic Prosperity**
  Protect the integrity of Colorado resources through sustainable tourism.

- **Public Awareness**
  Communicate the power of tourism to drive economic and lifestyle benefits.

Strategic Plans are based on the Vision and accomplished through the Mission. Under each Pillar there are specific Objectives which are short term and long term accomplishments. An operational Action Plan is maintained and updated by the Panel which has more specific details.