

ECONOMIC DEVELOPMENT

Economic Development, Tourism, Fisheries, Community Support

DEPARTMENT 100 – DIVISIONS 102, 104, 105, 109

DEPARTMENT MISSION STATEMENT

Our mission is to support a thriving, sustainable year-round economy for Mono County by strengthening existing business sectors through the pandemic recovery and beyond, providing leadership and resources for business attraction, retention and expansion while preserving the County's vibrant quality of life and generating "living wage" employment opportunities for residents.

DEPARTMENTAL OVERVIEW

The Economic Development Department strives to enhance the year-round economic base of Mono County through job creation, by promoting Tourism and overnight visitation, and implementing key initiatives that focus on business retention and expansion, as well as business attraction. The department serves as support staff to the Mono County Economic Development, Tourism and Film Commission, the Mono County Fish and Wildlife Commission, and oversees and administers the Fish Enhancement and Fish & Game Propagation programs, as well as several Community Support grant programs for local non-profits.

CHALLENGES, ISSUES and OPPORTUNITIES

The COVID-19 public health crisis has created an economic crisis of significant proportions for Mono County's tourism-based economy. Estimates vary, but the return to pre-pandemic levels in the Travel and Tourism industry is projected to take four to five years. Support for the local business community throughout this jagged, and drawn-out pandemic "recovery" will continue to be intense; staff must continue to be prepared to pivot and respond with immediacy and support to the ongoing crisis and the impacts on both our visitor and business community.

In 2018, international visitors represented 25% of total visitation to Mono County. As both inbound and outbound international travel is projected to remain virtually non-existent for the immediate and foreseeable future, opportunities abound to welcome a growing number of domestic travelers – in particular first-time visitors to Mono County from within California and drive market states. Our ability to generate return visitation from the first timer will contribute to future incremental growth of the Mono County visitor base. At the same time, the most critical challenges the Eastern Sierra region faces as a rapidly growing outdoor recreation destination are visitor management and visitor education with respect to COVID-19 health and safety protocols, responsible outdoor recreation practices, wildfire prevention, and sustainable tourism. Economic Development will be involved in managing these key priorities.

Other opportunities include leveraging the ongoing migration to rural regions of microbusinesses, new remote workers and those seeking a permanent/part-time escape from urban centers due to the pandemic experience and impacts. This migration has contributed to unprecedented real estate sales – current depletion of inventory notwithstanding – which generally supports property tax revenues, increase in land stewardship volunteerism, and community growth.

CORE SERVICE AND PROGRAM DESCRIPTION

- Develop Business Retention & Expansion initiatives to support local businesses throughout the pandemic recovery phases by providing research, timely communication and assistance with all available local, state, and federal relief programs.
- Strengthen existing business sectors, primarily Tourism/Outdoor Recreation, to help retain and build year-round economic viability for communities, and to support job creation.
- Communicate messaging that focuses on public health & safety protocols, responsible travel and recreation, wildfire prevention safety, land stewardship practices and sustainable tourism.
- Develop/implement post-pandemic Business Attraction plan to diversify economic base
- Conduct business research/surveys to help guide tactical and strategic plans.

DEPARTMENTAL ACTION PLAN FOR 2021-2022

The Economic Development action items include numerous objectives and tactics that align primarily with the following Mono County Strategic Priorities – *Promote a Fiscally Healthy County and Regional Economy* and *Enhance Quality of Life for County Residents*.

Public Health and Safety Communication Support – Primary messaging across relevant department platforms will continue to focus on public health protocols for businesses to operate safely and remain open, and to educate visitors about COVID-19 best practices and guidelines.

Business Retention/Expansion – Continue to research pandemic relief programs and ensure the business community understands how to access all available state/federal and local business assistance programs. Administer CDBG Cares Act grants to provide business assistance programs to those impacted by the pandemic. In partnership with the CSU Bakersfield SBDC, continue to provide free business consulting to businesses/start-ups in Mono County.

Business Attraction – Promote Mono County as a viable place for business relocation; leverage gigabit broadband capacity as an asset for relocation strategy, with a focus on non-tourism sectors including Tech, Wellness and Outdoor Recreation. Encourage migration of remote workers and small business from urban centers to the County to support community growth and property tax revenues.

Tourism: As pandemic recovery dictates, drive overnight visitation to help increase lodging occupancy, average daily rates, and Transient Occupancy Tax revenues, with continued focus on shoulder seasons, responsible recreation, public health protocols, and sustainable tourism.

Fisheries: Working with the Mono County Fish & Wildlife Commission, continue to provide advisement to the Board of Supervisors on fish and wildlife issues, policies and regulations that support sustainable recreational freshwater fishing in California, and proper and orderly propagation and conservation of fish and game, particularly with respect to stocking programs.

Community Support – Through four targeted grant programs, assist community non-profit organizations to provide programs, events, and services which enhance the visitor experience and quality of life for residents. The grants support historical societies and museums, performing and visual arts, youth sports, and tourism events that attract overnight visitation.

DEPARTMENT NAME

Core Services

		Mandated?	
1	TOURISM MARKETING	Develop/communicate Mono County brand, image, and messaging	N
		Drive overnight visitation to increase lodging occupancy, ADR and TOT revenues; support year-round business economy	N
		Communicate COVID-19 public health messaging to manage visitor expectations	N
		Amplify visitor messaging regarding responsible travel and sustainable tourism/recreation.	N

		Mandated?	
2	ECONOMIC DEVELOPMENT GROWTH	Strengthen existing business sectors; help retain and build year-round viability/jobs	N
		Business Retention & Expansion - communicate state/fed/local assistance programs to help business recovery	N
		Leverage migration of remote workers/small businesses to rural regions	N
		Conduct business and market research, visitor travel intentions during recovery	N

3	FILM COMMISSION	Support and promote film production in Mono County	N
		Collaborate/support land management agencies with permits	N
		Communicate COVID-19 health and safety protocols to film productions	

4	COLLABORATIVE PARTNERSHIPS	Work collaboratively with regional and local agencies/organizations to bolster regional recovery	N
		Sit on Boards of relevant, active agencies and organizations	N
		Staff ED, Tourism & Film Commission and Fish & Wildlife Commission	N
		Amplify regional engagement; join Central Sierra Economic Development District	N

5	FISH ENHANCEMENT	Bolster fishing economy through fish stocking and sustainable practices	N
		Plan and manage resources from Fish Fine Fund	N

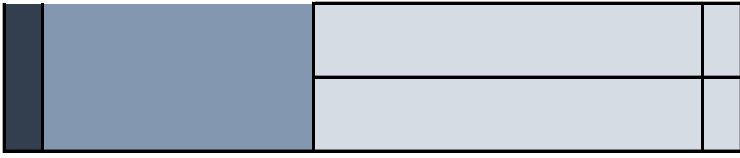
6	TRAINING & EDUCATION	Professional development & growth for staff / commissioners	N
		Provide training, technical assistance, webinars for businesses to aid in recovery	N

7	COMMUNITY SUPPORT	Assist local non-profits to provide programs that benefit community	N
		Work closely with local Chambers of Commerce to support their initiatives	

8	DELIVER EXCEPTIONAL CUSTOMER SERVICE	Establish/maintain consistent, relational outreach with business community	N
		Professional, helpful, friendly, expeditious response to inquiries; anticipate needs	N
		Provide seminars/webinars for business community to assist with recovery	N

9	NEW FUNDING SOURCES	Explore and apply for available state/federal funding sources to aid in recovery	N
		Administer CDBG Cares Act - CV 1,2,3 funding to provide assistance to businesses impacted by pandemic	N

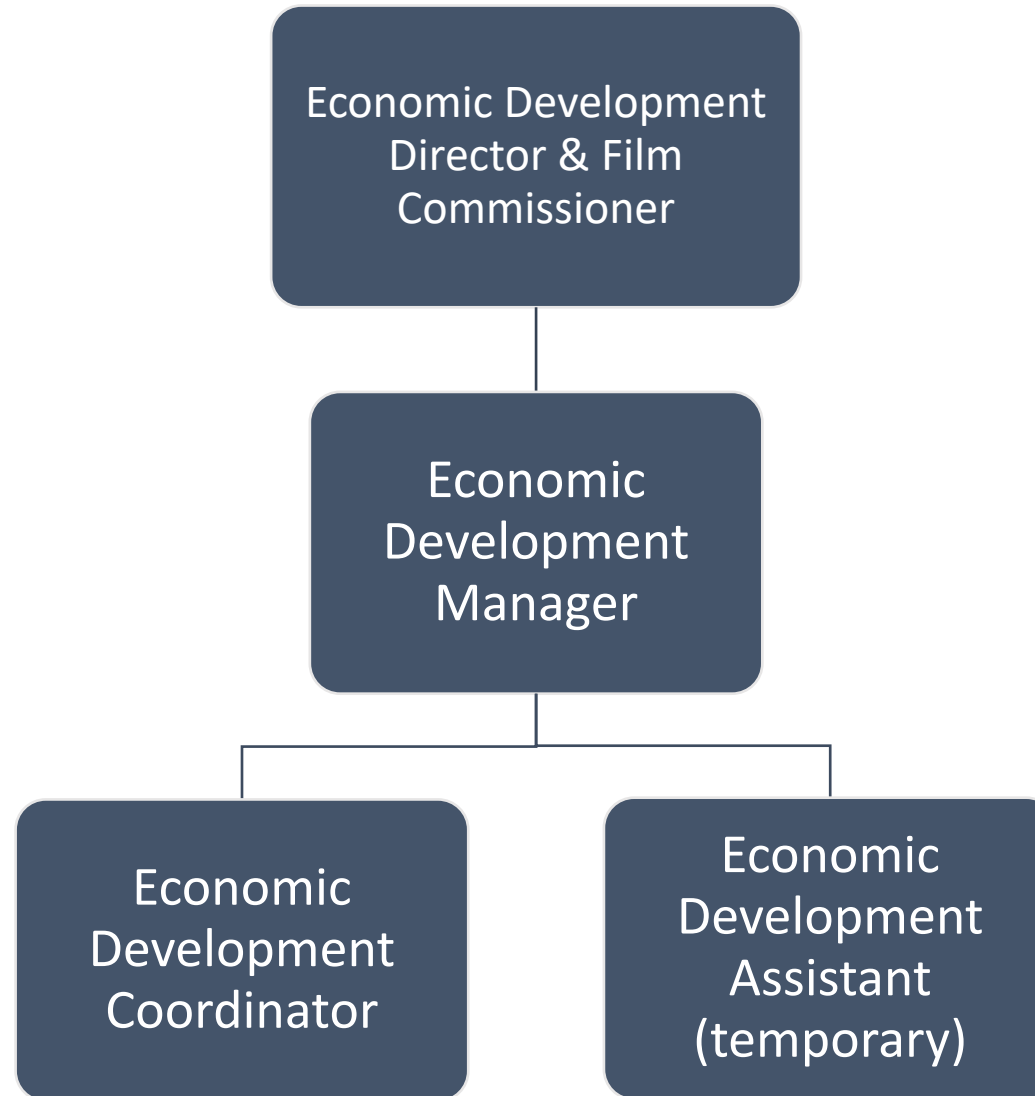
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ECONOMIC DEVELOPMENT

Departmental Organizational Chart

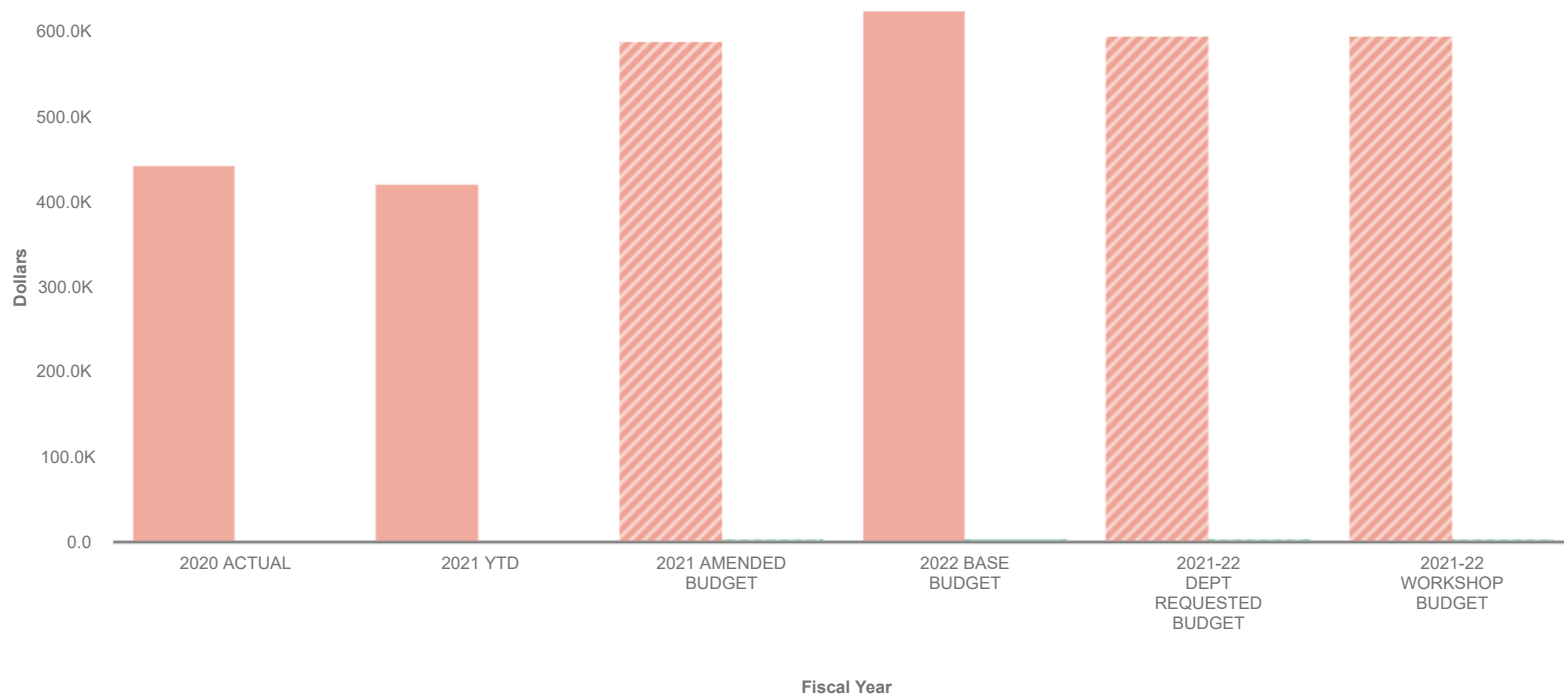


0. 2021-22 Recommended Budget

ECONOMIC DEVELOPMENT 100-19-190



Visualization



Sort Large to Small

- Expenses
- Revenues

Collapse All	2020 ACTUAL	2021 YTD	2021 AMENDED BUDGET	2022 BASE BUDGET	2021-22 DEPT REQUESTED BUDGET	2021-22 WORKSHOP BUDGET
▼ Revenues	\$ 0	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
▶ Charges for Services	0	0	5,000	5,000	5,000	5,000
▼ Expenses	443,814	422,271	589,442	623,682	596,134	596,134
▶ Salaries & Benefits	376,486	333,487	463,147	496,377	468,480	468,480
▶ Services and Supplies	67,328	88,784	126,295	127,305	127,654	127,654
Revenues Less Expenses	\$ -443,814	\$ -422,271	\$ -584,442	\$ -618,682	\$ -591,134	\$ -591,134

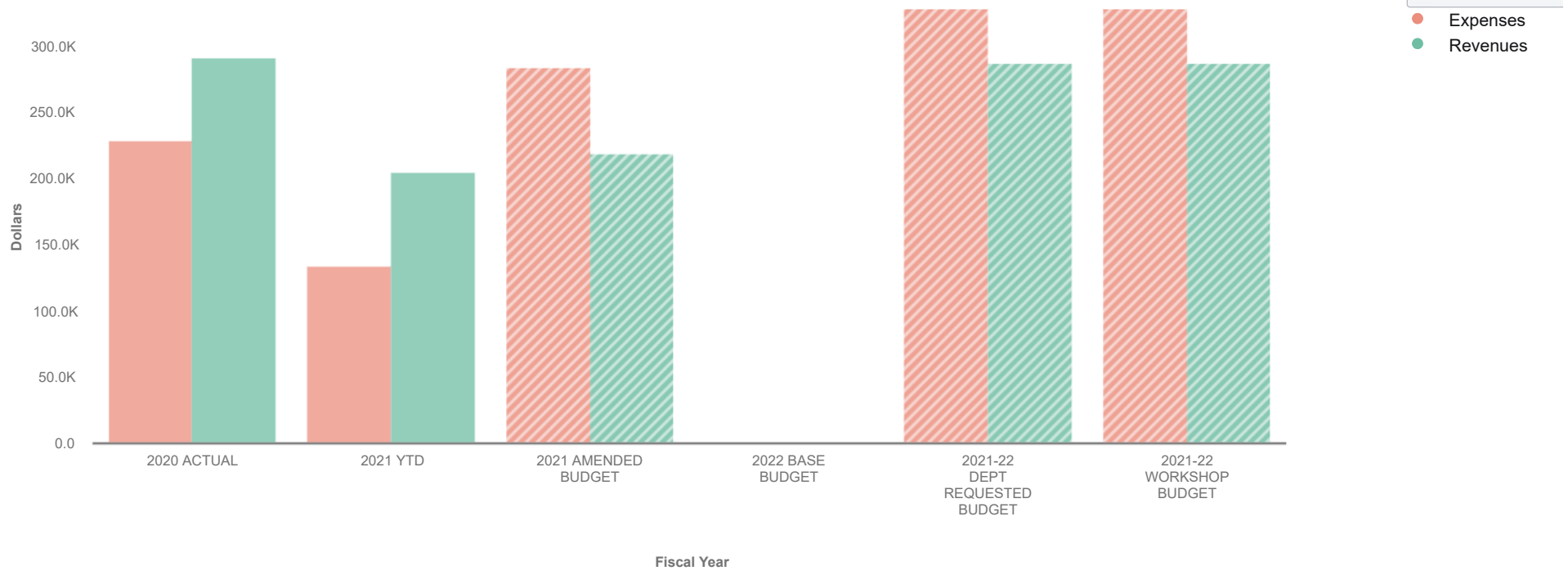
Data filtered by Types, GENERAL FUND, GENERAL-PROMOTION, ECONOMIC DEVELOPMENT, No Project and exported on May 10, 2021. Created with OpenGov

0. 2021-22 Recommended Budget

2. Tourism 105-19-191



Visualization



	2020 ACTUAL	2021 YTD	2021 AMENDED BUDGET	2022 BASE BUDGET	2021-22 DEPT REQUESTED BUDGET	2021-22 WORKSHOP BUDGET
Collapse All						
▼ Revenues	\$ 291,420	\$ 205,492	\$ 219,092	\$ 0	\$ 287,807	\$ 287,807
▶ Taxes	260,159	172,544	182,092	0	276,807	276,807
▶ Charges for Services	16,975	25,265	31,000	0	0	0
▶ Transfers In	10,000	5,000	5,000	0	10,000	10,000
▶ Interest & Rents	4,286	2,683	1,000	0	1,000	1,000
▼ Expenses	228,637	133,961	284,092	485	327,807	327,807
▶ Services and Supplies	228,637	133,961	274,092	485	317,807	317,807
▶ Support of Other	0	0	10,000	0	10,000	10,000
Revenues Less Expenses	\$ 62,783	\$ 71,531	\$ -65,000	\$ -485	\$ -40,000	\$ -40,000

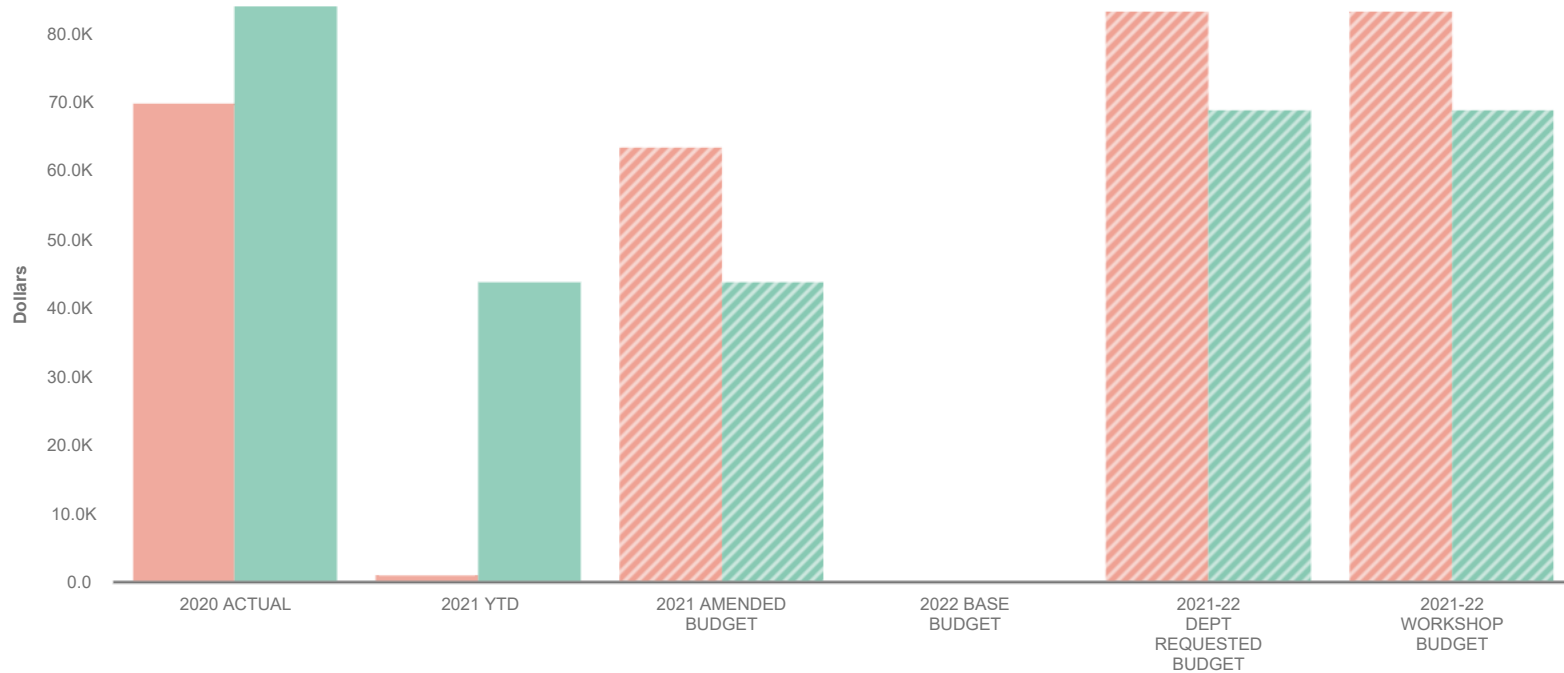
Data filtered by Types, TOURISM COMMISSION, GENERAL-PROMOTION, TOURISM, No Project and exported on May 10, 2021. Created with OpenGov

0. 2021-22 Recommended Budget

3. Community Support Groups 109-19-190



Visualization



Sort Large to Small

- Revenues
- Expenses

Fiscal Year

Collapse All	2020 ACTUAL	2021 YTD	2021 AMENDED BUDGET	2022 BASE BUDGET	2021-22 DEPT REQUESTED BUDGET	2021-22 WORKSHOP BUDGET
▼ Revenues	\$ 84,000	\$ 44,000	\$ 44,000	\$ 0	\$ 69,000	\$ 69,000
▶ Transfers In	84,000	44,000	44,000	0	69,000	69,000
▼ Expenses	69,907	1,150	63,589	0	83,500	83,500
▶ Support of Other	69,907	1,150	63,589	0	83,500	83,500
Revenues Less Expenses	\$ 14,093	\$ 42,850	\$ -19,589	\$ 0	\$ -14,500	\$ -14,500

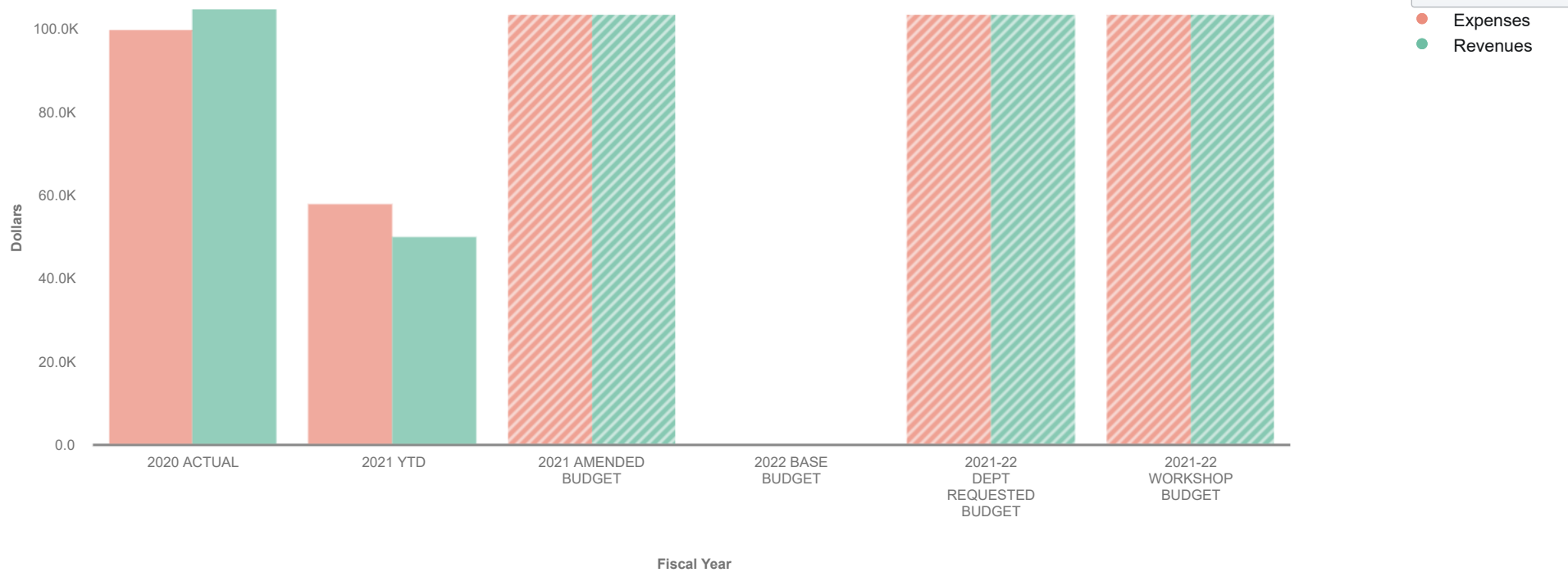
Data filtered by Types, COMMUNITY SUPPORT PROGRAMS, GENERAL-PROMOTION, ECONOMIC DEVELOPMENT, No Project and exported on May 10, 2021. Created with OpenGov

0. 2021-22 Recommended Budget

4. Fish Enhancement 102-19-192



Visualization



	2020 ACTUAL	2021 YTD	2021 AMENDED BUDGET	2022 BASE BUDGET	2021-22 DEPT REQUESTED BUDGET	2021-22 WORKSHOP BUDGET
Collapse All						
▼ Revenues	\$ 104,702	\$ 50,250	\$ 103,737	\$ 0	\$ 103,737	\$ 103,737
▶ Transfers In	103,737	50,000	103,737	0	103,737	103,737
▶ Interest & Rents	965	250	0	0	0	0
▼ Expenses	99,904	58,119	103,737	0	103,737	103,737
▶ Services and Supplies	99,904	58,119	103,737	0	103,737	103,737
Revenues Less Expenses	\$ 4,797	\$ -7,868	\$ 0	\$ 0	\$ 0	\$ 0

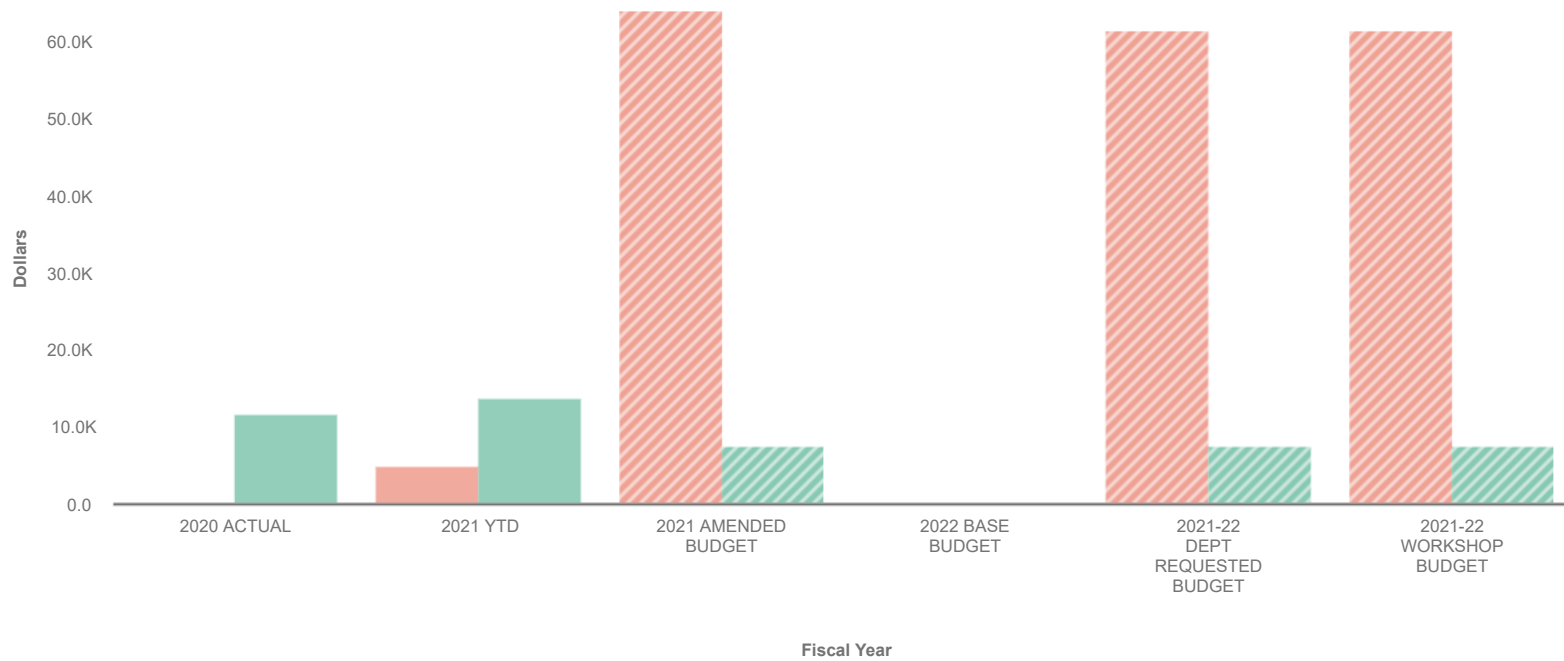
Data filtered by Types, FISH ENHANCEMENT, GENERAL-PROMOTION, FISH ENHANCEMENT, No Project and exported on May 10, 2021. Created with OpenGov

0. 2021-22 Recommended Budget

5. Fish & Game Propagation 104-27-193



Visualization



Sort **Large to Small**

- Expenses
- Revenues

Collapse All	2020 ACTUAL	2021 YTD	2021 AMENDED BUDGET	2022 BASE BUDGET	2021-22 DEPT REQUESTED BUDGET	2021-22 WORKSHOP BUDGET
▼ Revenues	\$ 11,754	\$ 13,767	\$ 7,600	\$ 0	\$ 7,600	\$ 7,600
▶ Fines, Forfeitures & Penalties	10,544	13,125	7,500	0	7,500	7,500
▶ Interest & Rents	1,210	641	100	0	100	100
▼ Expenses	0	5,000	64,000	0	61,600	61,600
▶ Services and Supplies	0	5,000	64,000	0	61,600	61,600
Revenues Less Expenses	\$ 11,754	\$ 8,767	\$ -56,400	\$ 0	\$ -54,000	\$ -54,000

Data filtered by Types, FISH AND GAME FINE FUND, PUBLIC PROTECTION-OTHER, FISH & GAME PROPAGATION, No Project and exported on May 10, 2021. Created with OpenGov