

North Tahoe Business Association 2020 Strategic Plan

Developed 2016



Road Map to Success

STRATEGIC PLAN BACKGROUND

In the first half of 2016, NTBA staff and board of directors came together to define the future direction, purpose and vision for the organization over the next five years. The group looked at its past 2013-15 strategic plan, past accomplishments, regional economic and planning trends, as well as exciting opportunities for the future.

The following plan is a result of the collaborative work. The plan is designed to help support a bright future for the NTBA District and NTBA as an organization.

MISSION

The mission of the North Tahoe Business Association (NTBA) is to improve economic vitality and quality of life in the communities of North Lake Tahoe.

PURPOSE

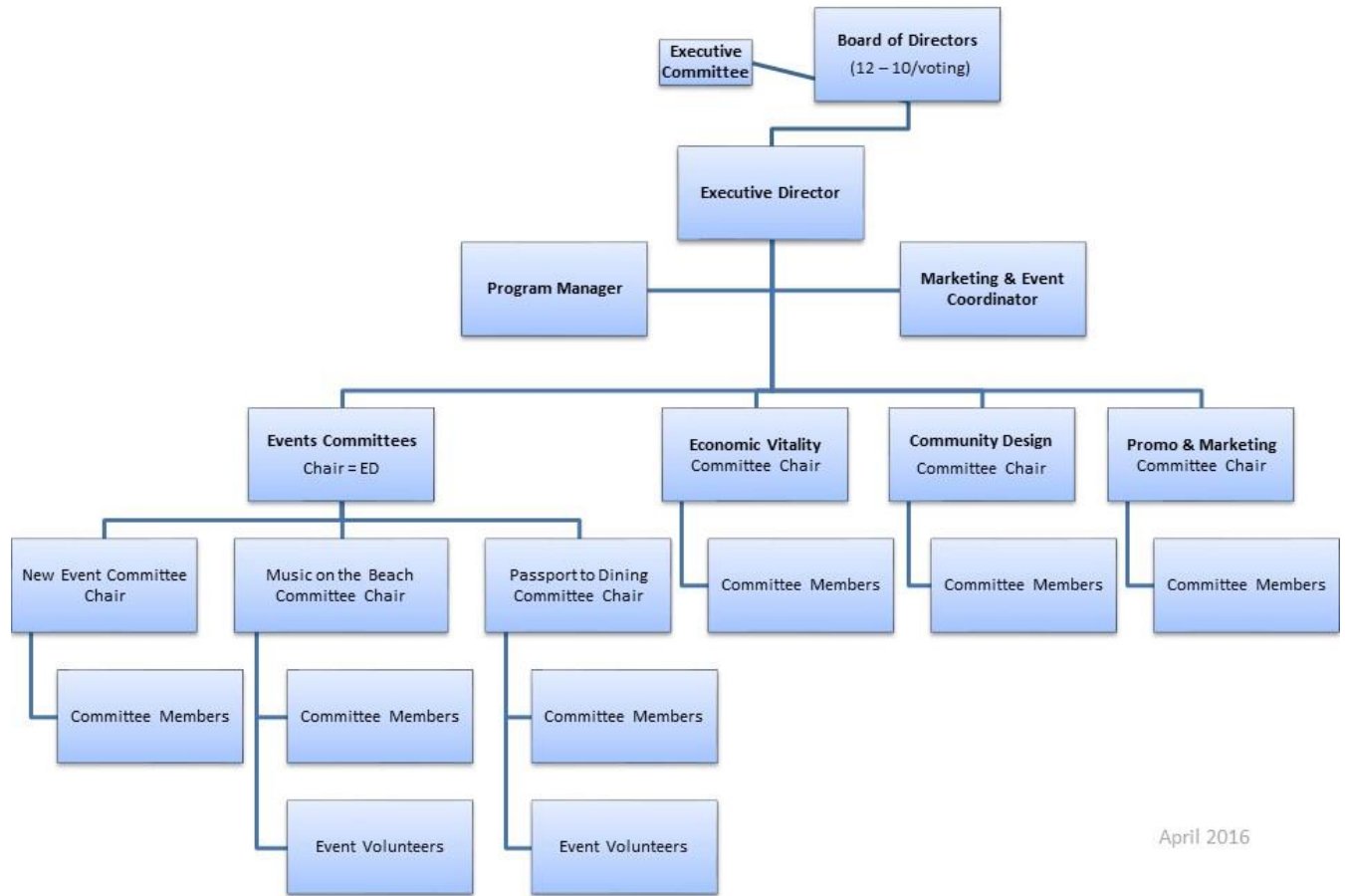
1. To support businesses through communications, marketing, resources, networking and training.
2. To create and market NTBA's District as a vibrant and unique sense of place.

2020 VISION

NTBA's vision for the year 2020 is that the NTBA District (Carnelian Bay to Crystal Bay), as a result of NTBA's work, will be known as

A vibrant lakeside community that welcomes visitors like family, celebrates diversity and has thriving businesses.

NTBA Org Chart (How We Get the Work Done)



April 2016

STRATEGIC PLAN FOCUS AREAS

This strategic plan is organized into the following four key focus areas that follow the Four Point Main Street Approach and serve to drive NTBA toward its 2020 vision.

- Economic + Community Vitality
- Events, Promotions + Marketing
- Community Design
- Organizational Capacity + Administration

FOCUS AREA A: Economic + Community Vitality

Focus Area A Purposes:

1. **Advocate:** for business sustainability, expansion, recruitment, start-up programs and infrastructure improvements.
2. **Communicate:** serve business community as an information provider and conduit on relevant issues that result in economic and quality of life benefits in the District.
3. **Support + Connect businesses** to each other and to information and resources that strengthen businesses and the community.

Goal 1: Business Development + Advocacy

Tactics:

- Advocate and support new investments/business opportunities coming into or expanding in the District (web link to Placer page)
 - Explain that NTBA board represents the entire membership
- Participate in regional planning efforts
- Identify and apply through NLTRA for District capital investment projects
- Advocate for shorter project permit process (Placer + TRPA + other special districts) and attempt to decreased obstacles + fees
- Advocate for small-parcel development projects within town centers and NTBA District
- Work on parking solutions that aim to improve economic vibrancy
- Conduct market analysis if there are resources to support it
- Support Placer County's efforts to develop loan program for local small businesses

Goal 2: Communicate, advocate and increase overall and positive engagement in relevant community and economic vitality topics and issues

Tactics:

- Develop advocacy policy + plan
 - (there are samples so we don't need to start from scratch - ask Pat of CATT, Jan Brisco Tahoe Lakefront Owners Association)
 - what does support/advocacy mean and not mean? Put this on website.
- Create a plan to document + promote the good work that NTBA is doing

and has done to-date and communicate it to members and throughout the region

- Take credit for what we are already doing and leverage this work to NTBA's benefit, link to mission and vision
- Integrate economic investment advocacy work into communications plan
- Develop and launch community positivity campaign
 - empower and encourage participation and positive comments at community meetings and in planning/development processes
 - Same as outreach efforts that we conducted for Benefit Assessment District
 - Because there is reluctance of people go to meetings, pursue petition or check the box to support, or give people the opportunity for their voice to be heard without attending meetings.
 - NTBA becomes the harvester of the information, providing insider development project info drafted by EVC + recommend to Board, then put out to NTBA database(s) to gather input via Flash Vote or other tool
 - Support things that are pro business + pro community and stay at 30,000 foot level.
 - Stay out of the fray that are related to project specifics
 - Have fun with this!
- Expand Latino engagement + involvement
- Expand outreach/engagement/membership of home-based businesses
- Expand outreach/engagement with younger people
- Increase individual memberships

Goal 3: Support + Connect: Businesses + Members + Community + Visitors

Tactics:

- Small Business Seminars
 - 2 per year produced by NTBA
 - promote others offered throughout the region
- Member Meetings & Forums
 - create Facebook forum for members only (new)
 - annual or bi-annual Open House(s)

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- invite members to Board & Committee meetings
- Host and grow in size Networking & Referral Group
- Continue to support businesses through the final KBCCIP construction phase in 2016
 - Participate in and market KBCCIP project completion/unveiling
- Survey members as needed
- Continue to partner in producing area Leadership Program

FOCUS AREA B: Events, Promotions + Marketing

Focus Area B Purposes:

1. **Attract visitors and residents (and new investment) to the District** in order to improve economic vitality
2. **Build awareness** of NTBA-produced events
3. **Promote attributes** with in-market advertising, marketing including social media
4. **Publicize + engage people in positive ways**, on relevant local issues/topics impacting economic and social well-being

Goal 1: Implement Strategic Marketing Plan + Programs

Tactics:

- Upgrade + refresh communication materials to reflect 2020 vision
 - consider re-branding
 - consider separate new branding for marketing purposes
- Implement annual in-market marketing plan to keep District + members top of mind
 - including online, social media, offline and email marketing
 - annually set and track goals
- Consider implementing annual plan for out of area editorial coverage of District if resources exist
- Keep website current & relevant
 - annually set and track goals
 - modify web content/structure as necessary
- Continue to offer member-only marketing opportunities, fee for services:
 - website advertising
 - stand-alone email messages to NTBA databases
 - Develop others if they make sense and provide ROI

- Build District + member + event photo and video assets

Goal 2: Produce + Partner on A Unique and Fun Lineup of Events and Promotions to Attract People to District

Tactics:

- Create new events committee to evaluate current + future event programming
 - create evaluation criteria based on vision + goals in Strategic Plan (i.e. engagement, latino/youth engagement, community pride, etc.) and other criteria determined by the committee and NTBA Board
 - take on new event(s) only if there are the resources to support, the business community supports and participates, and with clearly defined goals and objectives
- Continue to produce existing, high-quality special event lineup within capacity of resources, staff, volunteers and Board and that meet the defined goals and objectives.
 - Kings Beach Snowfest Parade, first Saturday in March
 - Community Clean Up Day, first Saturday in June
 - July 3rd Fireworks & Beach Party
 - Music on the Beach, Friday evenings during summer
 - Passport to Dining, second Thursday in November
- Annually update existing event work plans
 - evaluate and document results compared to goals and previous year(s)
 - suggest improvements and/or modifications as needed

Goal 3: Partner on Promotions + Marketing to Build Awareness + Draw Visitors

Tactics:

- Partner to produce Shop Local holiday contest
 - Promote Kings Beach as a Holiday Shopping Destination
- Partner to promote year-round Shop Local campaign
- Partner to promote Touch Lake Tahoe campaign
- Partner with Local Forge to offer packages featuring tourism-based member products and services
- Encourage members and others to produce special events and promotions within NTBA District

- Consider smaller, more frequent summer season events
 - Ideas such as Slackline demos, paddle and yoga socials, ice cream socials, beach jam / drum sessions, meditation Mondays, hump day restaurant specials, Fun Fridays, recipe sharing get-togethers, etc.

FOCUS AREA C: Community Design

Focus Area C Purposes:

- **Improve and visually enhance District** from an aesthetic and cleanliness perspective
- **Build on the good work already accomplished** in the Commercial Core Improvement Project
- **Help Tahoe Public Art flourish**

Goal 1: Improve the aesthetic appeal of the District through beautification efforts, projects and programs that enhance economic and social well-being

Tactics:

- Year-round building lighting program for Kings Beach commercial core
 - consider, research and implement if possible
 - partnership potentials: Liberty Utilities, NLTRA/TOT and other NTBA members
- Help Tahoe Public Art flourish
 - NTBA to serve on TPA board of directors
 - permanent art in Kings Beach roundabouts
 - temporary art installations in District and throughout N. Lake Tahoe
- Develop new and/or enhanced infrastructure
- Implement Main Street Clean Up Program to include Clean Up Day + new efforts (new)
 - implement Non-Profit/Business section/street adoption program
 - empower others to be responsible for neighborhood clean up
- Ongoing administration of Kings Beach Streetlight Banner Program
- Consider seasonal decoration program if supported by business community
- Act as liaison between members and Placer County related to the Benefit Assessment District

Goal 2: Make District easy to get around + navigate

Tactics:

- Celebrate + promote walkable/bikeable community
 - promote park once and walk
 - promote easy transitions and accessibility between recreation and commercial assets (only place on North Shore that offers this)
- Partner with NLTRA on wayfinding/informational signage in District
- Consider creating digital walking map
 - Consider mobile app (prosperwalk.com)
- Investigate & encourage bike lending throughout District
 - research kiosks/stations where you pick up and drop off anywhere throughout District
 - encourage lodging properties and others to offer free bikes to visitors during their stays (supplied by leftover Burning Man bikes?)

FOCUS AREA D: Organizational Capacity + Administration

Focus Area D Purpose:

Develop and execute strategies to build organizational capacity of NTBA so that it can effectively serve and meet mission and 2020 vision

Goal 1: Develop a plan that strengthens + appreciates/recognizes the operational effectiveness of NTBA today and into the future

Tactics:

- Strengthen the Board: develop, expand, ongoing identification of leaders in District
- Staff Compensation and Support
 - Board to offer ongoing staff support
 - Create program to retain current staff through annual performance reviews, competitive compensation, incentives and recognition programs
 - offer incentives tied to goals/strategic plan when appropriate
 - consider offering staff benefits i.e. health, 403b retirement plan,
- Create and maintain a succession plan for organization

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- Develop plan for board succession strategy
 - update board job descriptions to include when they leave, that it is their/the departing Board member's responsibility to find replacement(s)
 - on quarterly basis, review new board prospects at board meetings (Executive Committee role)
- Develop plan for staff succession strategy
 - develop and document administrative and event procedures and systems
 - create NTBA Staff Succession Plan (Executive Committee to draft)
- Create an organizational appreciation strategy
 - to enhance the culture of the entire organization
 - ties into positivity campaign

Goal 2: Increase number of members, volunteers and partners to strengthen organization and maintain positive relationships.

Tactics:

- Expand individual membership program
 - consider changing the name of this membership level (“Community Supporter?”)
 - promote subscription attribute?
 - tactic development needed
- Outreach to home-based businesses
 - message and tactic development needed
- Expand reach to younger residents
 - message and tactic development needed
- Expand reach to Latino business owners
 - increase Latino business memberships and involvement
 - message and tactic development needed
- Continue to solicit and bring on new members
 - Increase by at least 10% annually, recognizing that there is usually 10% attrition
- Develop plan to improve member retention
 - set a goal and track
- Identify and solicit new potential partners

- Develop plan to increase volunteers
 - Improve volunteer retention

Goal 3: Strengthen financial and lower risk position of NTBA

Tactics:

- Annually renew Main Street Contract with Placer County
 - identify new projects that provide increased funding
- Create a 3-year funding strategy
 - identify and seek alternative and new funding sources
 - diversify funding sources so less dependent on Placer County
 - consider membership dues rate increase to go into effect early 2017
 - maintain or grow \$20,000 reserve account
 - annually contribute to joint barge account if possible (from fireworks fundraising) for future maintenance needs
- Continue ongoing discussion on partner strategy with Placer County, NLTRA/Chamber and Tahoe City Downtown Association
- Lower organizational risk
 - execute Fireworks Barge storage and management agreements with Tahoe City Marina, barge “partners” and agree to barge rental agreement by May 2016
 - Annual review of best/worst case scenario regarding staff and board succession