

## 2021 Strategic Plan

# On Our Way – To a More Vibrant

**Vision:** By 2021 we imagine Tahoe City being named “Best Mountain Town in America to work, visit and live in.”

**Mission:** *The Tahoe City Downtown Association (TCDA) is dedicated to the promotion and enhancement of the Tahoe City community. Through innovation, leadership, advocacy, and events, we serve as the local voice to maintain a vibrant and prosperous place to live, work, play and visit.*



## **Six Strategic Focus Areas**

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### **Focus Area 1: Events**

Goal 1: Produce great events to build community and revenue for TCDA

Goal 2: Increase revenue for two events per year, every year (Tahoe City Food + Wine and Oktoberfest)

### **Focus Area 2: Local Outreach**

Goal 1: Create a multi-faceted marketing plan that:

- a. Promotes events
- b. Builds membership
- c. Builds identity for Tahoe City and Tahoe City Downtown Association
- d. Builds awareness of community issues + engagement

### **Focus Area 3: Community Issues**

Goal 1: Create system for how Board will engage in various community issues

### **Focus Area 4: Economic Vitality**

Goal 1: Identify and engage with Economic Vitality opportunities in Tahoe City

### **Focus Area 5: Membership**

Goal 1: Grow membership

Goal 2: Create a plan and metrics around membership

### **Focus Area 6: Organizational Capacity**

Goal 1: Expand staff to support growing needs

Goal 2: Support Board + staff through training and development plan

Goal 3: Strengthen financial position of TCDA

## Focus Area 1: Events

### Goal 1: Produce great events to build community and revenue for TCDA

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Continue with current line-up of events	Appoint a chair for each event committee	Annually	TCDA Staff/Executive Director	Successful Appointment		
Link event to member value	Add "value to x member" as criteria for deciding event line-up  Brand as TCDA events	Fall 2019	Dana & Kylee	Create "How To Guide" for members to take advantage of the TCDA events even if they are not sponsors.  Annually update the "How to Guide"		
Continue to measure impacts of each event	Use existing criteria with the addition of member value	Ongoing	Dana & Kylee	Send Event Recap to membership outlining the benefits to the region and business community for each Marquee events.		

**Goal 2:** Increase revenue for two events per year, every year (Tahoe City Food + Wine and Oktoberfest)

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Identify ways to increase profits	Conduct analysis of income and expenses	Quarterly	TCDA staff/Executive Director	Year/Year Comparisons  Meet with Finance Committee to review financials statements.		

## Focus Area 2: Local Outreach

**Goal 1:** Create multi-faceted marketing plan that (a-d):

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Create Marketing Plan	Get Board approval	Spring 2019	Staff	Quarterly marketing updates		
Update TCDA Website	Establish reputation as the go-to portal for all Tahoe City events	Ongoing	Staff/Web Designer	Keep website updated with events, members, and blogs.		

**a: Promotes events**

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Develop specific strategy for event marketing plan	Outline audience, budget, etc.  Promote wider set of benefits from events to membership and community (visitor spend, attendance, community building)	Spring 2019	Staff	Develop event specific marketing plans for all marquee events.  Develop strategies to capture event benefits outside of revenue		

**b: Builds membership**

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Develop specific strategy for membership marketing plan based on membership audit	Update collateral based on membership audit + better understanding of what different segments want	Winter 2019	Dana + committee	Increase membership  Increase awareness of member benefits		

**c:** Builds identity for Tahoe City and Tahoe City Downtown Association

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Promote Tahoe City through various platforms	Social media, and photography	Ongoing	Social Media Contractor/Staff	Increase Followers on Social media  Photoshoots at Events		
Educate value of TCDA through metrics	Showcase our impact (#attending events, visitor spend during events, community issues, etc.)  Use infographic to show results (enews, membership materials, etc.)	Ongoing	Staff	Create events recap that clearly communicates value of events to members		
Coordinate with regional business organizations to clarify roles	Attend monthly BACC meetings to coordinate and clarify roles  Create regional matrix of who does what, regular meetings (goal is to support not compete with each other)	Fall 2019	Kylee	Mirror the organizational matrix after the community issues matrix.  Distribute to membership and agency partners about roles and coordinating  Put on website		

**d:** Builds awareness of community issues + engagement

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Tell Story/Show Work	Quantify the impact of our involvement in community issues  List the issues we are taking on each year and push out through TCDA communications	Quarterly/ Semi Annually	Staff	Provide recommendations to Executive Committee and Board of Directors  Distribution to membership and agency partners.		

### Focus Area 3: Community Issues

**Goal 1:** Create system for how Board will engage in various community issues

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Create community issues Matrix (see page 15)	Board to finalize/approve list based on capacity	Winter 2019	Executive Committee to drive, provide updates at board meetings	Summarize results of Staff/Executive Committee/Board efforts		
EC & Board to develop and implement plan	Identify how/when TCDA will engage with various community	Ongoing	Staff/ Executive Committee/ Board of Directors	Quarterly review and update of the CI matrix.		



	<p>issues, including how to involve full Board</p> <p>Quarterly summarize results of work</p>					
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## Focus Area 4: Economic Vitality

### Goal 1: Identify and engage with Economic Vitality opportunities in Tahoe City

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Facilitating and advocating for economic vitality opportunities	<p>Respond to and engage with developers and entrepreneurs that would like to share their projects with the Board</p> <p>Refer to partners (Placer Business Resource Center, Sierra Small Business Development Center, etc)</p>	Spring 2019	Staff/Board	<p>Updates for members in e-newsletter</p> <p>New businesses or initiatives in Tahoe City</p>		

## Focus Area 5: Membership

### Goal 1: Grow membership

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Conduct Membership Audit	Database clean up and analysis to understand who current membership is, members that have dropped, and total market potential	Fall 2019	Dana + Committee	Board Report		
Create plan based on audit	<p>Include targets per membership area</p> <p>Consider expanding membership levels based on a better understanding of our market</p> <p>How do we grow value for diverse membership?</p>	Fall 2019	Dana + Kylee	\$500 membership level benefit development		
Create organizational focus on membership over the next 3 years	<p>Identify staff point to build membership program</p> <p>Provide budget to implement plan</p>	Fall 2019 Spring 2019	Dana + Kylee	Creation of Member Services Coordinator job title		

				Develop 3-year membership strategic plan		
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**Goal 2:** Create plan and metrics around membership *\*Note: to be updated once plan is created*

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Grow membership	add new tiers to plan to capture diverse membership	Fall 2020	Dana + Kylee	Percentage based increase from 2019 baseline		
Grow revenue		Fall 2020	Dana + Kylee	Percentage based increase from 2019 baseline		

## Focus Area 6: Organizational Capacity

**Goal 1:** Expand staff to support growing needs

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Review organizational structure + staff needs	Identify priority needs and budget to hire additional staff	Spring 2019	Kylee	Onboard independent contractors to assist in day to day activities of the organization in order to free up bandwidth for Executive Staff to	As needed	

				grow revenue and capacity.		
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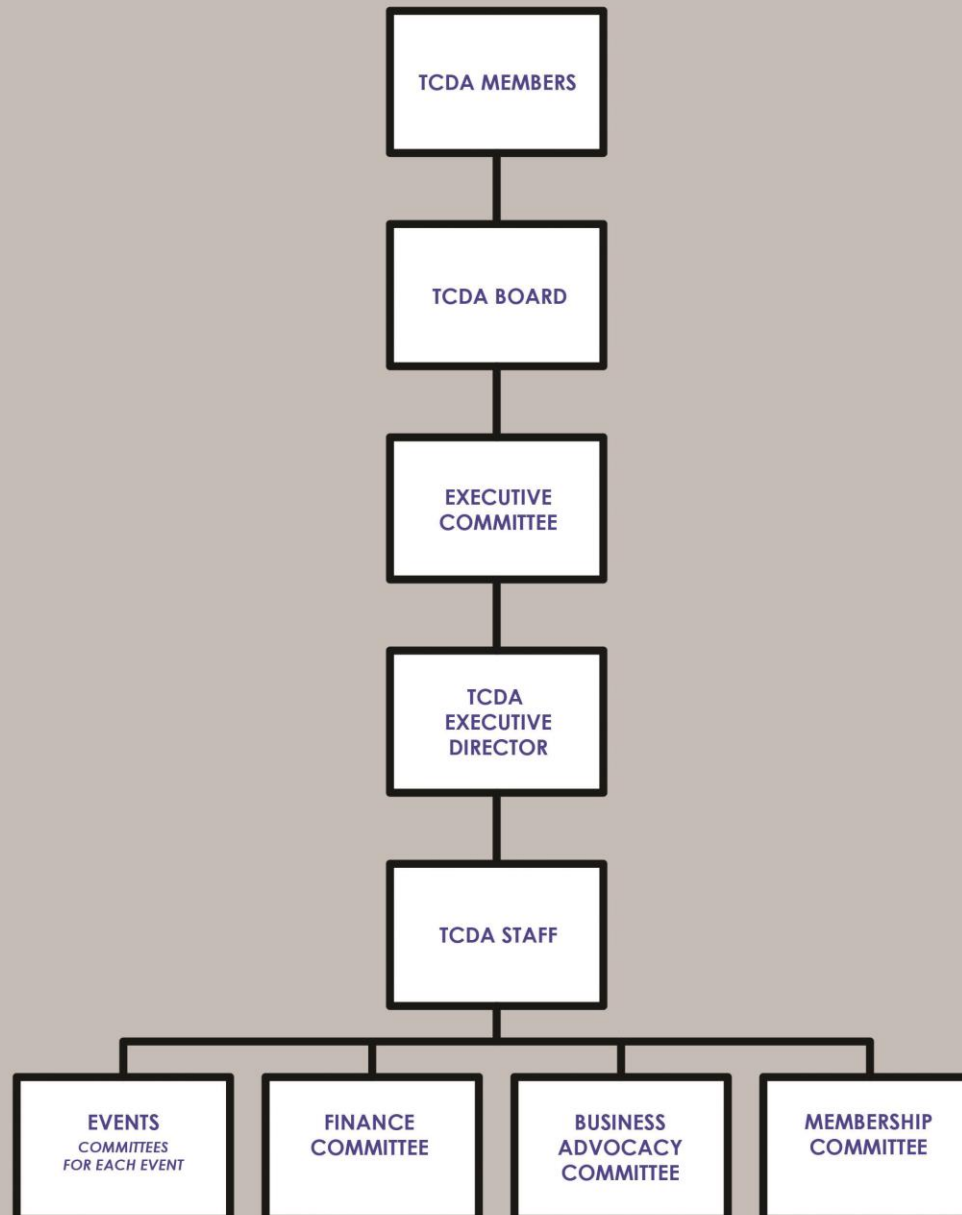
**Goal 2:** Support Board + staff through training and development plan

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Training for new Board members	Create on-Boarding packets	Fall 2019	Staff	Provide on boarding packet to all new board members, and have board documents up to date		
Strengthen Board skills and understanding	Include 15-minute training into each Board meeting  Create annual schedule for training topics	Spring 2019	Staff	Implement 15-minute training at each board meeting		
Staff training	Identify opportunities to continue to support current staff	Spring 2019	Staff	Staff select 1 personal or professional development course paid for by TCDA.		

**Goal 3:** Strengthen financial position of TCDA

Strategy	Tactic	Timeframe	Responsibility	Metric	Year 1/progress	Year 2/progress
Continue to diversify revenue	Increase event revenue, grow membership & sponsorship. Monitor expenses	Ongoing	Staff	Year/Year Growth Comparisons.		

# TCDA ORGANIZATIONAL CHART



**TCDA Community Issues Matrix:**  
**Working Document: Last Updated 5/09/19**

Topic	Inform	Engage	Shape	Advocate	Overview	Status
<b>Mobility</b> Projects that improve Tahoe City for pedestrians, bikers, and drivers.						
SR 89/Fanny Bridge Revitalization Project	X	X	X	X	Critical to the future of Tahoe City and significant business and travel impacts.	Construction continues summer 2019. TCDA to stay involved in business mitigation and communication of project updates
North Tahoe Parking Study	X	X	X		Tahoe City needs more parking. TCDA participates in the study and committee meetings.	Report prepared for Placer County by LSC Transportation Consultants March 2015
Tahoe City Mobility Plan	X	X	X		Tahoe city should be walkable and bikeable. TCDA participates in the study and committee meetings.	Report prepared for Placer County and TCPUD by LSC Transportation Consultants June 2016
<b>Housing</b> A challenge for the business community. TCDA will stay informed on projects and share with members.						
Dollar Creek Crossing Housing Project	X	X			Affordable housing project planned for 11.4 acres owned by Placer County on Dollar Hill in Tahoe City.	Placer County selected development team comprised of Related California, Pacific West Communities and Dinsmore Sierra. Currently hosting community meetings to collect feedback on the project.
Tahoe City Marina Apartments	X	X			10 studio apartments above Tahoe Marine Supply. Intended for local long-term renters.	The project is currently under construction.
<b>Economic Vitality</b> Seek solutions and support projects to build Economic Vitality in Tahoe City						
Tahoe City Lodge	X	X		X	Important benefit to Tahoe City's vibrancy and economic vitality	Project approved by the TRPA in January 2017. Construction should begin soon.
Tahoe City Firehouse	X	X	X		Great opportunity for the TCDA to take an active role in the property	Placer County hired consultants to do a feasibility

						study. TCDA will share results when available.
Co-working Space	X	X	X		Co-working spaces are a great way to support our freelance community, and individuals that work remotely.	Tahoe Mill Collective opened in downtown Tahoe City, April 2019. Co-working space under construction in the new Plumas Bank building.
<p style="text-align: center;"><b>Arts and Culture</b></p> <p style="text-align: center;">Inform the TCDA membership and audience about potential arts and culture projects in the area</p>						
Ursa Mater/ Penny Bear	X	X	X		Tahoe Public Art brought the "Penny Bear" to Tahoe City as a rotating art exhibition in Heritage Plaza, Tahoe City.	Tahoe Public Art and Placer County are applying for additional funds to keep the "Penny Bear" at Heritage Plaza permanently.
<p style="text-align: center;"><b>Community Collaboration</b></p> <p style="text-align: center;">Work with partner agency's on regional projects and initiatives.</p>						
Business Assoc. Collaboration	X	X	X	X	Coordinate regionally with North Lake Tahoe Chamber, and Business Associations to support local businesses.	Produced two business seminars for Business Association and Chamber Members in 2019. Continue to collaborate market and support our North Lake Tahoe businesses
Infrastructure Improvements	X	X	X	X	TCDA works with Placer County and TCPUD to maintain and improve common areas and shared spaces in Tahoe City	TCDA continues to stay informed and support the TCPUD regarding the sidewalk ordinance. TCDA will work with Placer County to call for maintenance of Placer owned property.

**Inform:** Inform members of agenda items, summary of key points (ebblast)

**Engage:** Member feedback (i.e. flash vote, etc.)

**Shape:** Deep involvement, drive agenda, part of planning process

**Advocate:** Support specific projects at BOS, NTRAC, + other public meetings—call to action