

2020-2022 STRATEGIC PLAN

# NORTH TAHOE BUSINESS ASSOCIATION



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## 2020 STRATEGIC PLAN REFRESH

COMPLETED BY THE STAFF AND BOARD OF THE NORTH  
TAHOE BUSINESS ASSOCIATION



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# THE NORTH TAHOE BUSINESS ASSOCIATION



The **North Tahoe Business Association (NTBA)** was founded in 1979 by business and community leaders responding to a need to represent the local business community and promote the North Shore as a vibrant community. The NTBA serves the communities of North Lake Tahoe.

**North Lake Tahoe** is made up of many small lakefront communities from Sand Harbor in Nevada, to Tahoe City in California. The North Tahoe Business Association serves communities in the heart of North Lake Tahoe including Chinquapin Dollar Point, Carnelian Bay, Tahoe Vista, and Kings Beach in California, and Crystal Bay in Nevada. These communities are connected by the common threads of a shared shoreline, spectacular south facing lake views, and some of the most expansive and sandy beaches on the lake. Considered Tahoe's "banana belt" because of its south facing exposure and lower snowfall totals, North Lake Tahoe has abundant lake access and recreational opportunities, offers the best sunsets, and has an authentic mountain and lakeside environment. It's a place where one can enjoy lake and land recreation, retail shops, historic sites, arts and culture.



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# STRATEGIC PLAN BACKGROUND

In 2020, NTBA staff and board of directors came together to refresh its strategic plan. The NTBA determined that a short-term strategic plan refresh was the best approach for the organization given shifting circumstances, including efforts to develop a Tourism Business Improvement District (TBID) and the rapidly evolving context surrounding the COVID-19 pandemic.

Through a collaborative process, the staff and the board worked to define the future direction, purpose, and vision for the organization over the next two years. The group used the 2016-2020 strategic plan as a foundation, while considering past accomplishments, regional economic and planning trends, and exciting opportunities for the future.

The following plan is a result of this effort. It is designed to build on existing strength and support a bright future for the NTBA District and NTBA as an organization.





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# OUR STRATEGIC DIRECTION

## Our Vision

The NTBA's vision provides the "True North" for our organizational compass. It describes the future we are working to achieve together.

**The NTBA district is a vibrant lakeside community where businesses thrive, visitors are welcome, and diversity and community are cherished.**

## Our Mission

The NTBA's mission is our core purpose. It answers the question: Why do we exist and what do we do?

**The North Tahoe Business Association improves economic vitality and quality of life in the communities of North Lake Tahoe.**





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# OUR STRATEGIC DIRECTION

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## Our Values

The NTBA's values will guide how we do our work. The organization will use these values as a litmus for decision-making.

**Leadership:** The NTBA serves our businesses and community and leads with courage towards the improvement of the district.

**Engagement:** NTBA values all voices and seeks to engage employers, employees, entrepreneurs, and residents for the improvement of the district.

**Diversity:** NTBA recognizes that our diversity is one of our greatest assets. We seek to elevate, strengthen, and empower the multiplicity of voices, experiences, perspectives, and cultures represented in the district.

**Opportunity:** NTBA encourages the entrepreneurial spirit and works to increase access to opportunity and participation in business and community life.

**Integrity:** NTBA is guided by the best interest of the community and operates with honesty and intentionality.





# 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 VISION FOR THE COMMUNITY.

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## **A. ECONOMIC + COMMUNITY VITALITY**

PAGE 6

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## **B. EVENTS, PROMOTIONS + MARKETING**

PAGE 9

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## **C. COMMUNITY DESIGN**

PAGE 12

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## **D. ORGANIZATIONAL CAPACITY + ADMINISTRATION**

PAGE 14





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# FOCUS AREA A: ECONOMIC + COMMUNITY VITALITY

## FOCUS AREA A PURPOSES:

- **ADVOCATE FOR AND SUPPORT** BUSINESS SUSTAINABILITY, EXPANSION, RECRUITMENT, ENTREPRENEURSHIP AND INFRASTRUCTURE IMPROVEMENTS.
- **COMMUNICATE** WITH MEMBERS AND THE COMMUNITY ON RELEVANT ISSUES THAT IMPACT ECONOMIC VITALITY AND QUALITY OF LIFE IN THE DISTRICT.
- **CONNECT** BUSINESSES AND THE COMMUNITY TO EACH OTHER AND SERVE AS A HUB FOR RESOURCES, INFORMATION, AND MEMBER BENEFITS TO STRENGTHEN THE ECONOMIC VITALITY OF THE DISTRICT



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## **GOAL A.1: IMPROVE YEAR ROUND BUSINESS SUSTAINABILITY AND SUPPORTIVE BUSINESS INFRASTRUCTURE IN THE DISTRICT**

### **Strategies**

1. Advocate for and support new or expanded investments/business opportunities in the District
2. Participate in local and regional planning efforts
3. Identify and apply for capital investments and grant programs to benefit the District
4. Continue to execute NTBA advocacy policy and make updates as needed
5. Advocate for improvements and efficiencies in permitting and development processes to help ensure the permitting process is understandable, expedient, and fees are set at a sustainable and scalable level
6. Advocate for small-parcel development projects within town centers and the District
7. Work on transportation and parking solutions and regulations that aim to ease congestion
8. Support and partner on market analyses and community research
9. Help develop and promote financial support programs for local small businesses
10. Conduct surveys, as needed, to ensure the NTBA understands the needs and opinions of its members

## **GOAL A.2: IMPROVE YEAR ROUND BUSINESS SUSTAINABILITY AND SUPPORTIVE BUSINESS INFRASTRUCTURE IN THE DISTRICT**

### **Strategies**

1. Serve the business community as a trusted source of information and conduit on relevant issues in the District
2. Implement an NTBA branding strategy to ensure members understand our vision, mission, and strategic plan
3. Develop an annual “Year in Review” about the NTBA’s work and the current context in the district to document and share the work NTBA is doing and communicate to members and the community
4. Integrate economic investment advocacy work into communications plan



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## GOAL A.3: INCREASE BUSINESS AND COMMUNITY CONNECTIONS

### Strategies

1. Partner on local skill-building efforts
2. Convene member meetings, business-to-business mixers, and forums
3. Revamp the member portal and create business-to-business groups
4. Partner with the NTPUD in making the Event Center a vibrant hub for businesses, community members, and visitors
5. Advocate for community spaces and public goods such as a new Kings Beach library







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## FOCUS AREA B: EVENTS, PROMOTIONS + MARKETING

### FOCUS AREA B PURPOSES:

- ATTRACT VISITORS, RESIDENTS, AND INVESTMENTS TO THE DISTRICT IN ORDER TO IMPROVE ECONOMIC VITALITY:
  - PROMOTE POSITIVE ATTRIBUTES OF THE REGION WITH IN-MARKET ADVERTISING, MARKETING, AND SOCIAL MEDIA
  - PRODUCE AND PARTNER ON YEAR-ROUND EVENTS AND PROMOTIONS

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## **GOAL B.1: INCREASE AWARENESS OF THE REGION BY IMPLEMENTING STRATEGIC MARKETING PLAN AND PARTNERING ON STRATEGIC COMMUNICATIONS AND AWARENESS BUILDING**

### **Strategies**

1. Upgrade and refresh communication materials to reflect strategic plan refresh
2. Implement annual in-market marketing plan to promote the District and NTBA member businesses
3. Keep the NTBA website current & relevant
4. Build a photo and video asset library of the District, NTBA members, and events.

## **GOAL B.2: STRENGTHEN BUSINESSES AND THE ECONOMIC VITALITY OF THE REGION BY PROVIDING ROBUST MARKETING OPPORTUNITIES FOR MEMBERS**

### **Strategies**

1. Provide a range of free marketing benefits to members
2. Continue to offer member-only marketing opportunities (fee for services)
3. Implement and strengthen social media promotions
4. Ensure members are aware of and understand how to access marketing benefits
5. Develop a District Guidebook for placement in short-term rentals that promote local businesses
6. Leverage state and regional events (ex: California restaurant month) to promote and market specific sectors







## **GOAL B.3: INCREASE THE QUALITY, QUANTITY, AND INCLUSIVITY OF FUN AND UNIQUE EVENTS AND PROMOTIONS THAT ATTRACT PEOPLE TO DISTRICT**

### **Strategies**

1. Engage members, the board, and staff to brainstorm, plan, and host new events
2. Produce a high-quality special event lineup
3. Expand Music on the Beach to include the “virtual vibes” online music broadcast on an annual basis
4. Develop a set of criteria and evaluate current event programming to identify opportunities for improvement and/or events that should no longer continue.
5. Implement, in partnership with the NLTRA, a shop local strategy and promotions
6. Leverage regional partnerships to bring new events to the region and district



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# FOCUS AREA C: COMMUNITY DESIGN

## FOCUS AREA C PURPOSES:

- IMPROVE AND ENHANCE THE DISTRICT'S AESTHETICS AND CLEANLINESS
- SUPPORT VIBRANCY AND COMMUNITY PRIDE
- CONTINUE TO ENHANCE THE COMMERCIAL CORE



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## **GOAL C.1: IMPROVE THE AESTHETIC APPEAL OF THE DISTRICT THROUGH BEAUTIFICATION PROJECTS AND PROGRAMS**

### **Strategies**

- 1.Support public art throughout the District
- 2.Implement community clean up efforts
- 3.Establish and maintain a funding pool for beautification efforts
- 4.Support and engage the community in local beautification efforts
- 5.Act as liaison between members and Placer County related to the Benefit Assessment District
- 6.Support Benefit Assessment District expansion efforts

## **GOAL C.2: IMPROVE DISTRICT,WALKABILITY, TRANSPORTATION, AND NAVIGATION**

### **Strategies**

- 1.Celebrate and promote the District as a walkable/bikeable community
- 2.Partner on opportunities to enhance wayfinding and informational signage in the district
- 3.Expand non-motorized and pedestrian modes of travel in the District to reduce vehicular congestion
- 4.Support planning and implementation on a safe and accessible connection from Crystal Bay and Tahoe Vista to the Kings Beach commercial core
- 5.Support and promote bike lending throughout District





# FOCUS AREA D: ORGANIZATIONAL CAPACITY + ADMINISTRATION

## FOCUS AREA D PURPOSES:

- DEVELOP AND EXECUTE STRATEGIES TO BUILD THE ORGANIZATIONAL CAPACITY OF THE NTBA TO EFFECTIVELY SERVE ITS MEMBERS AND IMPLEMENT ITS STRATEGIC PLAN IN THE SHORT- AND LONG-TERM



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## **GOAL D.1: STRENGTHEN THE OPERATIONAL EFFECTIVENESS OF THE NTBA TODAY AND INTO THE FUTURE**

### **Strategies**

1. Grow, support, and retain staff
2. Create and maintain a succession plan for the organization
3. Strengthen the Board
4. Develop a member code of conduct and ethics policy
5. Annually update existing event work plans

## **GOAL D.2: INCREASE MEMBERSHIP, NUMBER OF VOLUNTEERS, AND ORGANIZATIONAL PARTNERS**

### **Strategies**

1. Increase the diversity of membership
2. Develop a Youth Membership program and youth committee
3. Develop more NTBA communications in Spanish
4. Develop a membership recruitment and retention strategy with measurable goals
5. Identify and develop new partnerships
6. Develop plan to increase the number of and retention of volunteers

## **GOAL D.3: IMPROVE AND STRENGTHEN FINANCIAL FOUNDATION OF NTBA WHILE MINIMIZING INVESTMENT RISK**

### **Strategies**

1. Develop and implement a COVID-19 recovery strategy
2. Create a 2-year funding strategy
3. Identify and seek alternative and new funding sources to diversify funding
4. Lower organizational risk by maintaining or growing reserve account
5. Develop a donor strategy and increase the number of large donors

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# MEASURING SUCCESS

THE NTBA WILL LOOK AT THE FOLLOWING MEASURES TO TRACK OUR SUCCESS.

## A. ECONOMIC + COMMUNITY VITALITY

Goal A.1: Improve year round business sustainability and supportive business infrastructure in the district

Goal A.2: Increase local knowledge and positive engagement in community and economic vitality issues and solutions

Goal A.3: Increase business and community connections

- **Amount of capital investments and grant funding to benefit the District**
- **Completion of a Year in Review**
- **Member survey**
- **Number of skill building and/or business-to-business events**

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## B. EVENTS, PROMOTIONS + MARKETING

Goal B. 1: Increase awareness of the region by implementing Strategic Marketing Plan and partnering on strategic communications and awareness building

Goal B.2: Strengthen businesses and the economic vitality of the region by providing robust marketing opportunities for members

Goal B.3: Increase the number and enhance the quality of fun and unique events and promotions that attract people to District

- **Number of followers and engagement**
- **Percent increase in social media engagement and followers**
- **Member survey**
- **Number of events / attendees**
- **Increase gross revenue for events**
- **Track and increase open rate for emails**
- **Continue to keep track of all our marketing numbers including website visits, social media, etc.**
- **Continue the creation and execution of our winter and summer marketing plans**



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# MEASURING SUCCESS

## C. COMMUNITY DESIGN

Goal C.1: Improve the aesthetic appeal of the District through beautification projects and programs

Goal C.2: Improve district, walkability, transportation, and navigation

- **Increase in public art**
- **Participation in clean up events**
- **Progress in specific beautification efforts (Ex: Murals installed, new seasonal decorations, etc.)**
- **Decrease overall town blight**
- **Increase number of people taking public transit to/from events**

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## B. EVENTS, PROMOTIONS + MARKETING

Goal D.1: Strengthen the operational effectiveness of the NTBA today and into the future

Goal D.2: Increase membership, number of volunteers, and organizational partners

Goal D.3: Improve and Strengthen financial foundation of NTBA while minimizing investment risk

- **Maintaining a full board**
- **Percent of communications materials developed in Spanish**
- **Number of youth members**
- **Maintaining a reserve account**
- **Number of donors**
- **Maintaining and accurate budget**







**North Tahoe Business Association**

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