



Photo: Erik Bergen, Placer County

# STRATEGIC ALIGNMENT ROADMAP

Working Together to Support a Thriving  
North Shore of Lake Tahoe



# CONTENTS

- To Our Business Community and Supporters** ..... 3
- Current Roadmap Partners** ..... 4
  - Where We Serve ..... 5
  - Who We Serve ..... 5
  - About the Strategic Alignment Roadmap ..... 6
    - Roadmap Objectives + Agreements ..... 6
    - Planning Process ..... 6
    - Our Goal — Bringing Value to Our Business Community ..... 7
    - Roadmap Structure ..... 8
    - Organizational Structure of the Roadmap ..... 9
- Efficiency Work Area: Year 1 Priorities and Strategies** ..... 10
- Four Core Area Priorities and Strategies** ..... 11



# TO OUR BUSINESS COMMUNITY AND SUPPORTERS

While we all hold unique visions, at the heart of our aspirations lies a shared goal: to support the North Tahoe business community. Embracing our common ground, we embarked on a journey earlier this year with a singular mission — to craft a strategy that enhances our efficiency and collaboration, ultimately serving our local business community.

After eight months of dedicated planning, we proudly present our Alignment Roadmap. It is still a work in progress and will evolve, but it serves as a robust foundation for our collective endeavor to streamline operations, foster unity, and monitor our progress toward shared objectives.

Through our work together, we've taken a critical and thoughtful examination of our respective strategic plans, gathered input from the business community, and delved into what sets us apart and brings us together. Given that and within this Roadmap, you'll discover strategic priorities centered around four primary areas of focus: Business Services, Community Vitality, Economic Development, and Advocacy.

In addition to those four primary areas, we agreed that a single membership and a collective communication strategy would simplify things for our business community.

As we embark on this journey armed with our new roadmap, we acknowledge that the path ahead may be challenging. Yet, our collective hope is that with this shared map as our guide, we will ultimately reach our destination — a place where businesses thrive, downtowns flourish, marketing is inclusive, and everyone feels welcome. We are committed to supporting your endeavors and will work together to make North Tahoe a thriving community.

We stay committed and focused on working together to support you.

*Kim Brown — North Tahoe Chamber*

*Executive Director*

*Katie Biggers — Tahoe City Downtown Association & West Shore*

*Executive Director*

*Kerry Andras — North Tahoe Business Association*

*Community Relations Manager*

# CURRENT ROADMAP PARTNERS



## North Tahoe Chamber

The North Tahoe Chamber’s purpose is to cultivate collaborative partnerships, serve as an engaging catalyst, and drive economic impact.



## Tahoe City Downtown Association (TCDA)

To create a vibrant and prosperous place to live, work, play and visit.

To serve as the local voice in the promotion and enhancement of the Tahoe City and West Shore community and its businesses.



## North Tahoe Business Association (NTBA)

The mission of the North Tahoe Business Association is to improve the economic vitality and quality of life in the communities of North Lake Tahoe including Carnelian Bay, Crystal Bay, Tahoe Vista, and Kings Beach as the commercial core.

# FUNDING

The majority of our funding comes from:

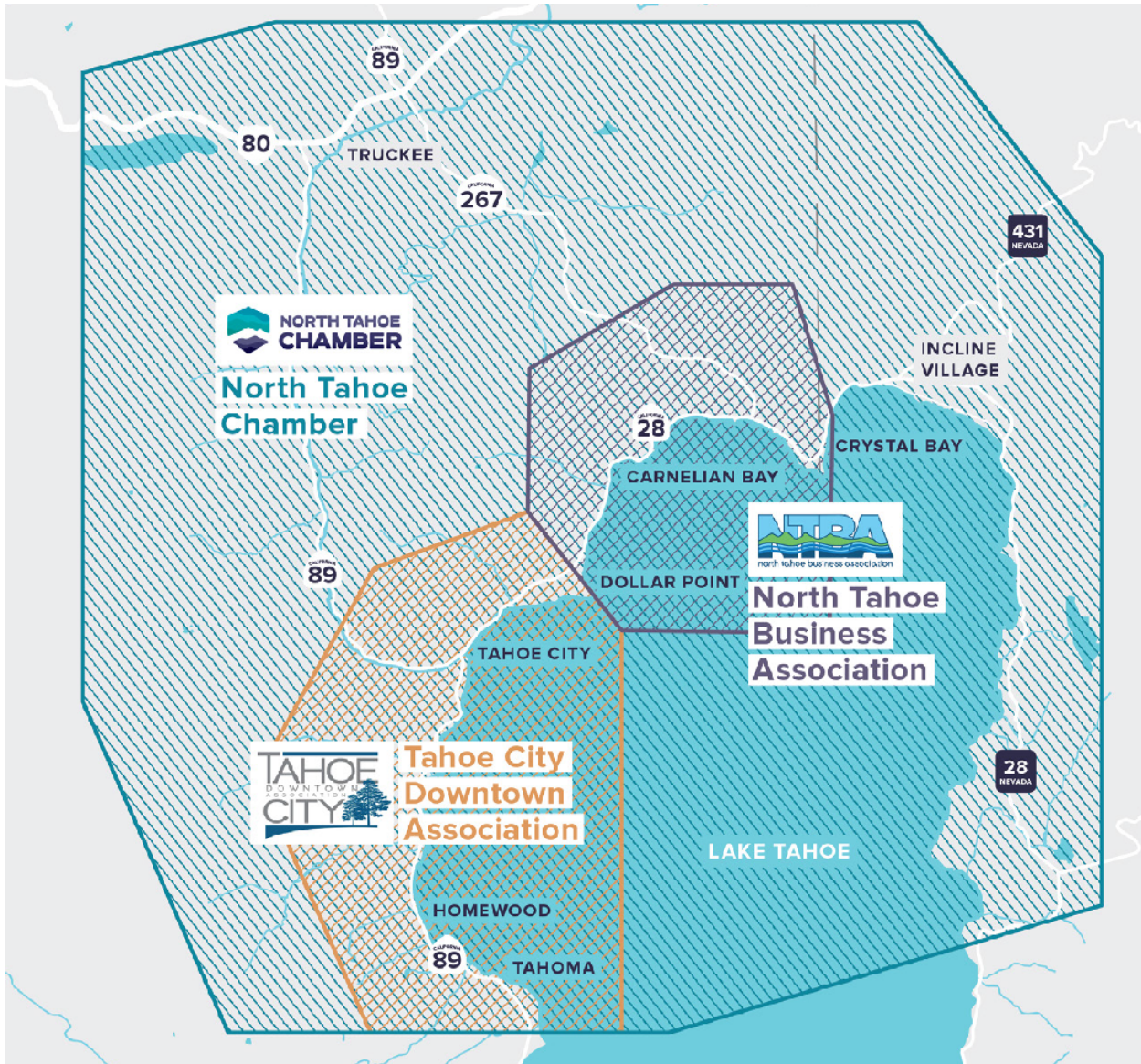


## TOT-TBID Dollars At Work

The TOT-TBID Dollars At Work program reinvests TBID and TOT dollars generated in North Lake Tahoe in support of initiatives that contribute to community vitality, economic health and environmental stewardship, and benefit residents, businesses, and visitors. Committees convened by the NTCA that consist of representatives from local businesses evaluate and determine which investment opportunities to fund, or recommend for funding to the Placer County Board of Supervisors, that align with categories that include workforce housing, economic development, transportation, sustainability, tourism mitigation, and trails.



# WHERE WE SERVE



# WHO WE SERVE

Collectively, the three organizations working on the Roadmap serve over 400 local businesses in the North Tahoe region. These businesses are large and small, but all are critical to the fabric and vitality of our community. Though the local businesses are our priority, our partnership also works to support the local community and be good stewards of the environment because, not only is this good for business, it is the right thing to do because we care about where we live, work and play.

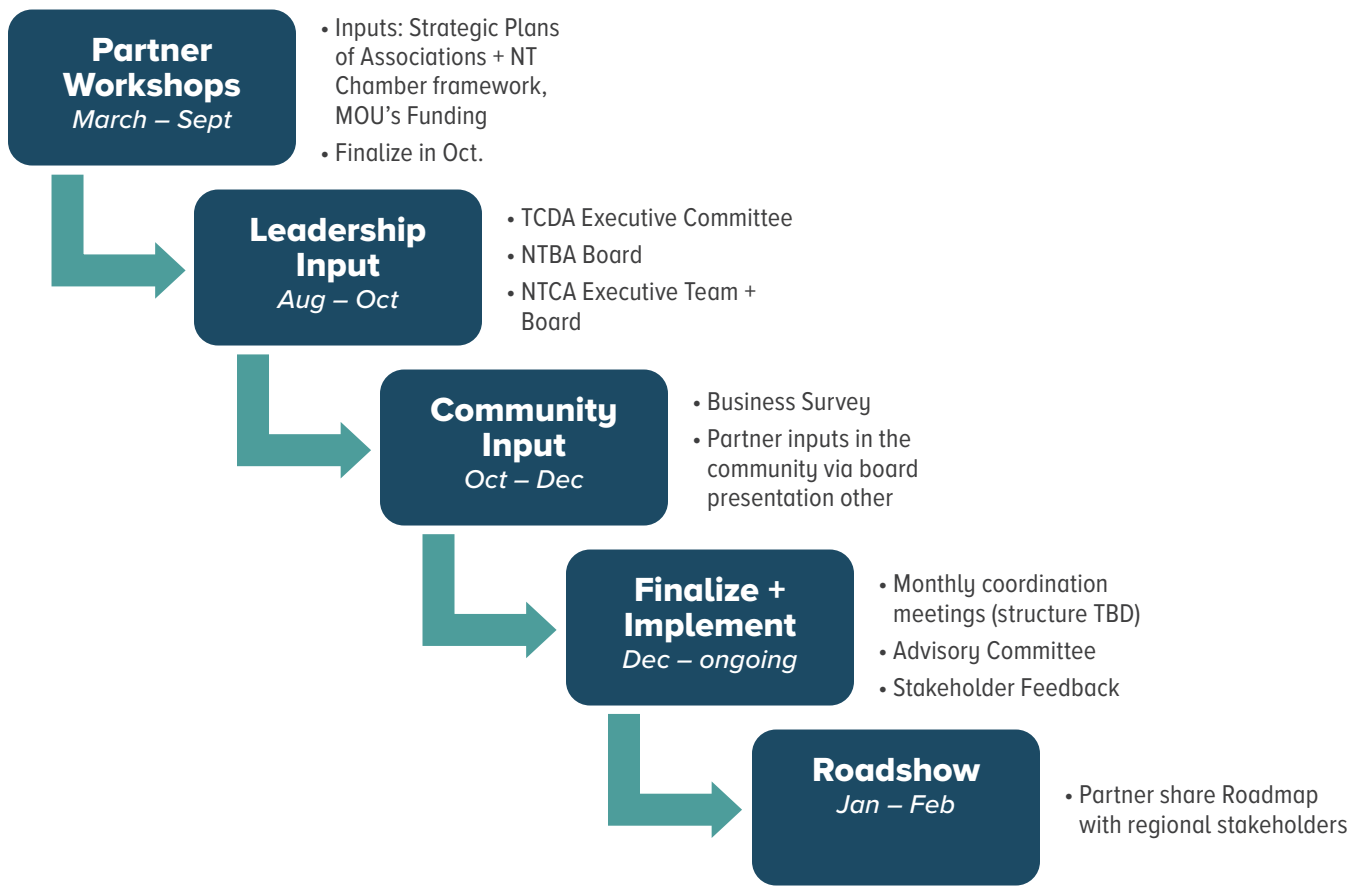
# ABOUT THE STRATEGIC ALIGNMENT ROADMAP

## Roadmap Objectives + Agreements

1. Increase efficiencies to serve the business community more effectively.
2. Define core areas of work and priorities for collective action.
3. Create a tool to track and share progress toward collective goals with the business community and stakeholders.
4. Build understanding in the business community around our collective + individual priorities and roles.
5. Strengthen relationships and build trust.
6. Support a year-round economy through this strategic alignment and collaboration with local businesses.
7. Create a sustainable funding model that supports the collective action work and priorities, takes advantage of efficiencies, and accounts for membership.

## Planning Process

The following outlines the process used to develop the Roadmap in 2023.



## Our Goal — Bringing Value to Our Business Community

The goal is to bring more value and drive economic success through our coordinated efforts outlined in the Roadmap. The following is a summary of some of the value we believe this effort brings to local businesses and the community around each of the four core areas of work.



## Roadmap Structure



**EFFICIENCY WORK AREAS:** 1) Partnership Coordination Structures  
2) One Membership  
3) Collective Communication Strategy



## Organizational Structure of the Roadmap

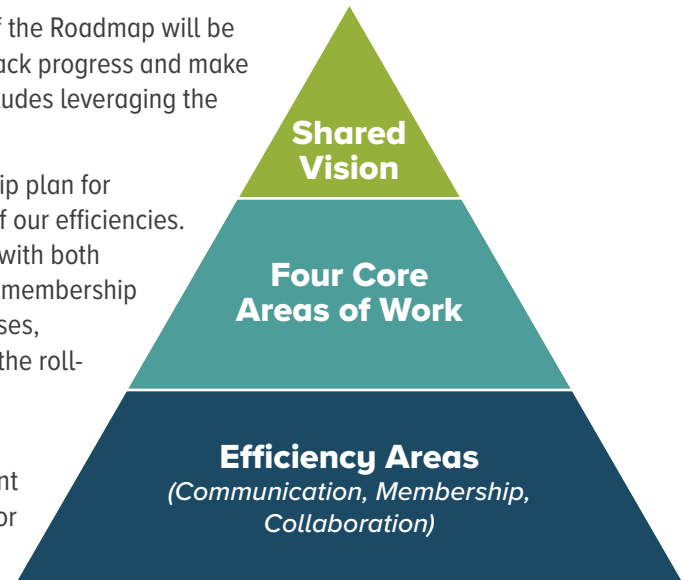
### Efficiency Work Areas

Key mechanism to support coordination and efficient use of resources include: 1) Partner Collaboration and Structure (Roadmap) 2) One Membership, and 3) Collective Communication Strategy. **The triangle image below outlines how the different parts of the Roadmap fit together.**

**1. Partner Collaboration:** Key to the implementation of the Roadmap will be regular coordination meetings with the partners to track progress and make adjustments on key priorities and strategies. This includes leveraging the new North Tahoe Business Advisory Committee.

**2. One Membership:** Defining a coordinated membership plan for businesses is an immediate and important first step of our efficiencies. NTC has agreed to be the point for this and will work with both business associations. The work will include defining membership levels and benefits, merging the membership databases, defining who delivers what services, and developing the roll-out strategy for the business community.

**3. Collective Communication Strategy:** The key to successful and thoughtful communication and efficient use of resources will be creating tools and systems for coordinating communication strategies. Examples of this include a shared event calendar, the collection of community news, providing the right amount of information, monthly newsletters, and blogs. This creates efficiencies for each organization, builds better communications to the community and business, and ensures that messages are clear and on-point.



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### Core Areas of Work

The Roadmap includes four shared core areas of work — Business Services, Community Vitality, Economic Development and Advocacy. The four core areas of work define the areas the three organizations will focus on coordination and collaboration over the next 18–24 months. **Each organization will incorporate these shared goals as part of their individual strategic plans.**

Each Core Area of work includes:

- Priorities
- Strategies
- Year 1 Actions
- Roles + Responsibilities
  - L = Lead Role
  - S = Support Role

# EFFICIENCY WORK AREA: YEAR 1 PRIORITIES AND STRATEGIES

Efficiency Areas	NT Chamber	TCDA	NTBA
<b>Priority 1: Coordination</b>			
1.1 Include Roadmap progress tracking in monthly coordination meetings with partners. Add timeline to Roadmap by Quarters and funding plan. Share progress quarterly. Add to future contract.	L		
1.2 Engage business and North Tahoe Business Advisory Committee in the Roadmap process.	L		
1.3 Bring community feedback into the Roadmap and the strategic plans of the organizations.	L	L	L
<b>Priority 2: Membership</b>			
2.1 Create and manage one membership portal. (Top Year 1 Priority).	L		
2.2 Clarify the member benefit levels. (Designate the TBID Member Level)	L		
2.3 Strategize and work collaboratively on new member solicitation as well as renewal.	L	L	L
<b>Priority 3: Communications</b>			
3.1 Define and collaborate on a unified process for certain aspects of our organization's messaging.	L	S	S
3.2 Create a strategy to deliver more inclusive communications, especially to our Hispanic community and business owners.	L	L	L
3.3 Create one shared communication strategy and calendar to deploy information, educate and inform business community about opportunities and resources. Consolidate communication efforts through one agency/contractor on our collective behalf for Design work, Communication, Events Calendar, PR, etc.	L	S	S
<b>Other On-Going Actions</b>			
Focus on our role of enhancing the visitor experience to build long-term connections (events, market/promote business) and market to drive market + day visitors, especially during the shoulder seasons. (on-going)		L	L



# FOUR CORE AREA PRIORITIES AND STRATEGIES

Priorities and Strategies	NT Chamber	TCDA	NTBA
<b>Core Work Area 1: BUSINESS SERVICES</b>			
<i>Provide education, training and supports for local businesses.</i>			
<b>Priority 1.A. Local Business Services and Supports</b>			
1.A.1. Connect businesses to partners and other business owners.		L	L
1.A.2. Work with community partners to support businesses in the downtown corridor		L	L
1.A.3. Connecting funding and growth opportunities to businesses (i.e. grant opportunities, trainings, etc.)	L	S	S
1.A.4. Engage in networking and promoting local marketing opportunities.	L	L	L
1.A.5. Facilitate large-scale regional education opportunities for businesses.	L		
<b>Priority 1.B. Regional Business Services + Supports</b>			
1.B.1. Enhance the existing Visitor Center in Tahoe City and open a new Visitor Center in Kings Beach	L		
1.B.2. Create programs, incentives, and economic and financial resources to support existing and new businesses. Identify specific regional business services and implement new programs (insurance, low-interest credit card rates, employee benefits, etc.).	L		
1.B.3. Conduct research + collaborate with various stakeholders (SCC and TTUSD), US Chamber and other chambers to develop a strong workforce development program. (other partners – CA Dept of Housing and Community Development, etc.)	L		
1.B.4. Create a robust set of resources for business: For example (HR library, legal and marketing resources.)	L	S	S
1.B.5. Activate the Chamber Memberplus App and educate the businesses regarding its benefits.	L	S	S
1.B.6. Partner with regional and local lodging properties and businesses on events to create packages to attract new customers and longer or shoulder season stays.	L	S	S
1.B.7. Facilitate leadership and workforce development by supporting North Lake Tahoe-Truckee Leadership and professional growth opportunities.	L	S	S



Priorities and Strategies	NT Chamber	TCDA	NTBA
<b>Core Work Area 1: BUSINESS SERVICES</b> <i>Provide education, training and supports for local businesses.</i>			
<b>Year-one Priorities</b>			
Provide virtual resources like the Memberplus app and create a support network offering HR, legal, employee retention, labor law updates, and marketing resources.	L		
Generate data resources (business surveys, lodging barometer, labor market data, Symphony) for decision-making.	L		
Launch the North Tahoe Business and Chamber Advisory committee for strategic direction of the North Lake Tahoe Chamber, the Roadmap work and collaboration with the Business Associations, and the recommendation for the investment in community events and programs.	L	L	L
Implement a Shop Local program	L	L	L





Priorities and Strategies	NT Chamber	TCDA	NTBA
<b>Core Work Area 2: COMMUNITY VITALITY</b> <i>Support/produce community vitality enhancing events/programs/initiatives that make North Lake Tahoe an engaging place to work, live and visit.</i>			
<b>Priority 2.A. Local Community Vitality</b>			
2.A.1. Produce a range of signature events year-round that support community vitality in each District, specifically NTBA Passport to Dining, NTBA Labor-day drone show, and TCDA 4th of July drone show, TCDA Food and Wine Classic, and TCDA Oktoberfest.		L	L
2.A.2. Sponsor events during shoulder seasons, mid-week, and location-specific periods through event sponsorships and that support pillars: environmental stewardship, community vitality, and economic health.	L		
2.A.3. Champion tourism mitigation and trash needs of the region by serving as a liaison to NTCA Tourism Mitigation efforts on behalf of regional businesses and districts. Trash pickup timing and support for businesses	L		
2.A.4. Ensure and support tourism mitigation needs (trash) are being addressed in our districts that are not addressed by larger Clean Tahoe efforts (events, volunteer clean-up days).		L	L
2.A.5. Implement beautification efforts — flower baskets, lighting, art, and other projects unique to downtown areas in Kings Beach and Tahoe City areas.		L	L
<b>Year-one Priorities</b>			
Produce range of events year-round that support community vitality in each District including Mixers and other events to bring the community together.		L	L
Promote events and activities being produced and implemented by Associations	L		



Priorities and Strategies	NT Chamber	TCDA	NTBA
<b>Core Work Area 3: ECONOMIC DEVELOPMENT</b> <i>Work to improve the economic, social, and environmental conditions that help the region thrive.</i>			
<b>Priority 3.A. Regional Economic Development</b>			
3.A.1. Work with Placer County, and Economic Development Partner to define a regional economic development plan (Plan) that includes district and regional priorities.	L	S	S
3.A.2. Based on Plan findings, recruit targeted business gaps in our communities helping existing businesses thrive. Bring in new businesses to help stimulate our local economy. Support efforts to find developers that support our community vision.	L		
3.A.3. Plan for and reduce business impacts around upcoming district development and infrastructure projects.	S	L	L
3.A.4 Participate in the California Jobs First (CERF) initiative on behalf of the business community.	L		
<b>Year-one Priorities</b>			
Identify the right partner(s)/contractor to complete the study identifying the opportunities in each town center, the gaps, and a regional economic strategy that works to support efforts towards supporting each district to be more walkable, vibrant downtown cores.	L	S	S
Put together a strategy to execute the study.	L	L	L
Leverage the opportunities of the California Jobs First (CERF) funds as part of the workforce development efforts.	L		
Complete parking management plan in King Beach (phases 1, 2)			L



Priorities and Strategies	NT Chamber	TCDA	NTBA
<b>Core Work Area 4: ADVOCACY</b> <i>Advocate for economic, social, and environmental improvements on behalf of the business community on the local, regional, and state level.</i>			
<b>Priority 4.A. Local + Regional Advocacy</b>			
4.A.1. Bring district business community priorities and voice to funding conversations.		L	L
4.A.1. Serve as a champion for regional and district needs and priorities with key stakeholders (NTCA, Placer, TRPA, etc. )	L		
4.A.1. Work with local stakeholder groups on advocacy priorities with one voice (i.e. downtown issues like infrastructure and maintenance).		L	L
4.A.1. Coordinate to bring district local business priorities into all planning efforts (Placer County, TRPA, etc.)	L	L	L
<b>Priority 4.B. Local Advocacy</b>			
4.B.1. Work together to build support for TBID and TOT renewal	L	S	S
4.B.2. Create a Regional Advocacy Priority Plan/List that includes specific priority projects/actions from each district/association and outlines goals and roles based on data (3A.5)	L	S	S
4.B.3. Engage with developers doing projects in our districts about their needs and our needs.		L	L
4.B.4. Serve as a liaison and champion for district/association priorities in conversations with NTCA, Developers, County and TRPA.	L		
4.B.5. Serve as a local expert to regional partners on the needs of our district.		L	L
4.B.6. Serve as a source for relevant regional data (qualitative and quantitative) and support data-specific needs of different districts to understand emerging trends and needs.	L		
4.B.7. Create non-bias educational information on issues that are recommendations being submitted on various regional planning efforts (i.e., Tahoe Basin Area Plan)	L	L	L



Priorities and Strategies	NT Chamber	TCDA	NTBA
<b>Core Work Area 4: ADVOCACY</b> <i>Advocate for economic, social, and environmental improvements on behalf of the business community on the local, regional, and state level.</i>			
<b>Priority 4.C. State and Federal Advocacy</b>			
4.C.1. Advocate for North Tahoe at the federal and state level to influence legislation on behalf of local priorities (i.e., SB 584, SB 440).	L		
4.C.2. Communicate and advocate for North Tahoe business priorities & needs by participating in in-state ventures (i.e. Visit CA, PC Economic Development, Cal Travel).	L		
4.C.3. Partner (Leverage) with Western Association of Chamber Executives organizations to address economic health/community vitality/ environmental stewardship issues, as a united front.	L		
4.C.4. Participate/Leverage membership in the National Main Street Program to promote and implement programs at local levels		L	L
<b>Year-one Priorities</b>			
Create a Regional Advocacy Priority Plan/List that includes specific priority projects/actions from each district/association and outlines goals and roles.	L	S	S
Work together to build support for TBID and TOT renewal.	L	S	S

