



Grass Valley Downtown Association 2018-2021 Strategic Plan

Updated on January 21, 2019

**Prepared by
Ms. Lani Lott, President, L.L. Consulting**



Grass Valley Downtown 2018 – 2021 Strategic Plan
Broad-base Goals, Three-Year Objectives and 2019 Priorities

Our Vision for downtown Grass Valley will be a historic and hip downtown that promises world class shopping, dining and entertainment for both locals and visitors. It will be the premier destination for small town charm with BIG TIME entertainment for families and a strong, quality nightlife. As the progressive and visionary heart of our community, downtown will be clean, well maintained, thriving and buzzing with activity day and night, bursting with successful businesses contributing to our local workforce. Exceptional cooperation among all stakeholders will produce a cohesive marketing message that "Downtown is a great place for visitors and locals alike." Downtown will diverse, upscale and affordable with ample parking for its customers, businesses and their workforce.

Our Mission in Supporting Downtown Grass Valley's Vision is that Grass Valley Downtown Association shall represent its general membership with a unified voice in economic development and historical preservation of downtown Grass Valley and our community. We utilize the National Main Street Four Point Approach as the structure we use for supporting the beautification activities and community events that we host thus fostering a viable, healthy downtown business district that is recognized as one of California's certified Main Street communities.

Our Broad-base Goals

- Support a clean, well-maintained Downtown that is pristine, welcoming and fosters community pride.
- Strengthen and broaden downtown's economic base to sustain a financially, viable business district that appeals to locals and visitors alike
- Promote downtown as the Heart of the Community and support events and activities that appeal to locals, families and visitors
- Manage an efficient, sustainable and well-respected organization that is recognized as the advocate for Downtown Grass Valley

- Establish a sustainable and diverse funding base to match the organizational programs and operational needs



Grass Valley Downtown 2018 – 2021 Strategic Plan
Broad-base Goals, Three-Year Objectives and 2019 Priorities

GOAL: Support a clean, well-maintained Downtown that is pristine, welcoming and fosters community pride.		
<u>Objectives (2018-2021)</u>	<u>2019 Priorities</u>	<u>Expected Outcomes</u>
<p>Encourage the continuous beautification of downtown's appearance and improvement to its public amenities.</p>	<p>Continue to support and expand Planter Beautification Project</p> <p><input type="checkbox"/> Create a garbage map</p> <p>Enhance the front part of Elizabeth Daniels Park</p> <ul style="list-style-type: none"> ○ New sign, Landscaping; Bike Rack <ul style="list-style-type: none"> ▪ Possibility of a grant through the city for alternative transportation modes and making downtowns more walkable and bike able <p>Address the beautification of the landscaping in the City Brick planters on Main Street</p> <p>Support more murals in Downtown</p> <ul style="list-style-type: none"> ○ Mural in Elizabeth Daniels Park <p>Conduct quarterly walk rounds with Committee members and City staff to address needed areas</p> <p>Consider holding periodic "Spruce Up Downtown" days (<i>Look into Street Teams Initiative</i>)</p> <p>Create a "Importance of Keeping Your Storefront Clean" flyer and distribute to all downtown business owners (<i>Consultant to forward link to Hollister Downtown Association's "Front Porch Initiative" brochure</i>)</p>	<ul style="list-style-type: none"> ● <i>Number of GVDA planters</i> ● <i>Public restrooms</i> ● <i>Increase in private investment</i> ● <i>Increase in public investment</i>



Grass Valley Downtown 2018 – 2021 Strategic Plan
Broad-base Goals, Three-Year Objectives and 2019 Priorities

GOAL: Strengthen and broaden downtown's economic base to sustain a financially, viable business district that appeals to locals and visitors alike.

<u>Objectives (2018-2021)</u>	<u>2019 Priorities</u>	<u>Expected Outcomes</u>
<p>Support a healthy, well-balanced business mix focusing on maintain a strong retail sector a priority.</p> <p>Continue acting as a mentor/ ambassador for entrepreneurs interested in opening in Downtown.</p> <p>Welcome new businesses, introduce them to the benefits of GVDA and get them involved.</p> <p>Work with property owners to address key opportunity sites (vacancies).</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Implement a proactive recruitment strategy <ul style="list-style-type: none"> ○ Identify vacancies primed for a new tenant ○ Identify appropriate businesses for filling the vacancies ○ Develop a "mini" business plan for new business/entrepreneurship ventures ○ Start to cultivate interest from potential business interest <input type="checkbox"/> Strengthen communication with the downtown property owners <ul style="list-style-type: none"> ○ Create list of downtown property owners and their contact information ○ Send them a letter of GVDA accomplishments and ask them to become associate members ○ Make sure that property owners have current information on the BID to make available to new tenants and consider including in their lease <input type="checkbox"/> Review the listing of square footage of each downtown building, update as needed and make it available electronically <input type="checkbox"/> Work with Organization Committee to develop a plan for addressing past due assessments <input type="checkbox"/> Continue to promote available trainings for downtown business owners (<i>Consider a regularly scheduled Facebook training as a "drop in" format</i>). <input type="checkbox"/> Assist with collecting annual reinvestment figures and look for ways to promote them <ul style="list-style-type: none"> ○ Add volunteer hours to reinvestment figures 	<ul style="list-style-type: none"> ● <i>Net new businesses</i> ● <i>Net new jobs created</i> ● <i>Increase in private investment</i> ● <i>Increase in public investment</i>



Grass Valley Downtown 2018 – 2021 Strategic Plan
Broad-base Goals, Three-Year Objectives and 2019 Priorities

GOAL: Promote downtown as the Heart of the Community and support events and activities that appeal to locals, families and visitors

<u>Objectives (2018-2021)</u>	<u>2019 Priorities</u>	<u>Expected Outcomes</u>
<p>Continue to evaluate the GVDA's Annual Calendar of Events and look for opportunities to raise profitability from each event, keep them fresh and attract the desired demographic.</p> <p>Foster collaboration with partnering organizations</p> <p>Develop a cohesive marketing message for downtown Grass Valley</p>	<p>Launch Nevada County Beer Fest in October 2019.</p> <p>Support the Great Race</p> <p>Leverage the California Cultural District Designation as a marketing tool.</p> <ul style="list-style-type: none"> ○ Cultural District Presentation at GVDA meeting <p>Determine the feasibility/advantages of continuing to partner with the Grass Valley/Greater Nevada County Chamber and host the booth at the Nevada County Fair.</p> <p>Form a Marketing Sub Committee</p> <ul style="list-style-type: none"> ○ Update the GVDA website to be more interactive and explore the possibilities to promote "real time" updates (Member login section) ○ Draft a "mini" marketing plan focusing on drawing more locals to downtown (Shop Local Campaign) ○ Explore refreshing up the downtown logo 	<ul style="list-style-type: none"> ● <i>Increase in social media activity</i> ● <i>New markets reached</i> ● <i>Growing email database</i> ● <i>Increase in pedestrian count</i> ● <i>Updated website</i>



Grass Valley Downtown 2018 – 2021 Strategic Plan
Broad-base Goals, Three-Year Objectives and 2019 Priorities

GOAL: Manage an efficient, sustainable and well-respected organization that is recognized as the advocate for Downtown Grass Valley

<p><u>Objectives (2018-2021)</u></p> <p>Expand the staffing power and operations to meet the demands of the program.</p>	<p><u>2019 Priorities</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Conduct six-month review of Executive Director <input type="checkbox"/> Conduct a review of the Promotion Coordinator <input type="checkbox"/> Support professional development opportunities for staff (CAMSA networking, National Main Street conference) 	<p><u>Expected Outcomes</u></p>
<p><u>Objectives (2018-2021)</u></p> <p>Sustain an engaged Board of Directors that represents a solid cross-section of the downtown stakeholders.</p>	<p><u>2019 Priorities</u></p> <p>Develop an "Action-Oriented" Board agenda</p> <p>Encourage board members to identify a project or initiative that they are passionate about and take ownership in supporting it</p> <p>Expand board membership to include representation for the entertainment/nightlife sector (Center of the Arts, Del Oro, Restaurant, brewery)</p> <p>Support professional development opportunities for Board and Committee Chairs (<i>local Center for Nonprofit, Main Street America, board training</i>)</p>	<p><u>Expected Outcomes</u></p> <ul style="list-style-type: none"> • <i>More effective and efficient Board meetings</i> • <i>Expanded Board membership</i>



Grass Valley Downtown 2018 – 2021 Strategic Plan
Broad-base Goals, Three-Year Objectives and 2019 Priorities

GOAL: Manage an efficient, sustainable and well-respected organization that is recognized as the advocate for Downtown Grass Valley

<p><u>Objectives (2018-2021)</u></p> <p>Continue to develop the organizational infrastructure to support operations and engage interested volunteers, partners and downtown merchants</p>	<p><u>2019 Priorities</u></p> <p>Organize old files in the office</p> <p>Review and update as needed GVDA's vision and mission</p> <p>Support and empower active Committees that are led by excited Chairs</p> <p>Invite City staff to actively participate on appropriate committees</p> <p>Implement a focused volunteer recruitment strategy to grow the volunteer base</p> <ul style="list-style-type: none"> o Update the volunteer database o Have volunteer sign-up sheets at all events o Hold an annual Volunteer Recognition event/activity <p>Track Volunteer hours and equate into dollar amount invested</p>	<p><u>Expected Outcomes</u></p> <ul style="list-style-type: none"> ● Increase in number of stakeholders and partners volunteering on committees and activities. ● New volunteers reached ● Volunteer hours invested in Downtown
<p><u>Objectives (2018-2021)</u></p> <p>Maintain consistent communication and outreach efforts between downtown stakeholders and partners and the Main Street program.</p>	<p><u>2019 Priorities</u></p> <p>Launch the Block Ambassador program</p> <p>Prepare and distribute downtown business welcome packets</p> <p>Host a March Merchant gathering</p> <p>Add property owners and partners to Monday Email blasts</p> <p>Utilize the GVDA blog to build awareness about the organization</p> <p>Restructure the Annual meeting to generate more interest and attendance</p> <ul style="list-style-type: none"> o Celebration, Mixer type, Social, invite partners and property owners <p>Continue to maintain and grow partnerships and collaborations</p> <ul style="list-style-type: none"> o Liaison to Regional Chambers 	<p><u>Expected Outcomes</u></p> <ul style="list-style-type: none"> ● More engaged stakeholders and property owners ● Increased attendance at Annual meeting ● Fostered new partnerships



Grass Valley Downtown 2018 – 2021 Strategic Plan
Broad-base Goals, Three-Year Objectives and 2019 Priorities

<p>Goal: Establish a sustainable and diverse funding base to match the organizational programs and operational needs</p>		

<u>Objectives (2018-2021)</u>	<u>2019 Priorities</u>	<u>Expected Outcomes</u>
<p>Fine tune the GVDA internal financial infrastructure</p> <p>Increase revenue from associate memberships</p> <p>Grow our sponsorship program</p> <p>Research and submit proposals for appropriate grant and/or other funding opportunities.</p>	<p>Update BID database</p> <p>Work with the City to add a BID separate page on new business licenses</p> <p>Bookkeeping system</p> <p>Associate Membership Outreach Strategy</p> <ul style="list-style-type: none"> ○ Form Task Force (Lisa, Sue and Debbe) ○ Review current Associate Membership application ○ Update database and mail out to all property owners as well as all current and past associate members <p>Draft a policy that any individual or business who does GVDA contracts with and/or does business with to needs to become an associate member</p> <p>2019 Sponsor Packets</p> <p>Submit proposal to City for 2019 sponsorship and project support</p> <p>Continue to align projects with possible grant opportunities</p> <ul style="list-style-type: none"> ○ Dignity Health, Waste Management, Comcast, PGE 	<ul style="list-style-type: none"> ● 100% BID assessments collected ● Increase in associate memberships ● Increase in Sponsorships ● Increase in unrestricted revenue through grant and/or funding opportunities