



GRASS VALLEY DOWNTOWN ASSOCIATION

# Grass Valley Downtown Association 2022-2024 Strategic Plan

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**Grass Valley Downtown 2022 – 2024 Strategic Plan *Broad-base Goals, Three Year Objectives and 2023 Priorities***

**Our Vision for downtown Grass Valley** will be a historic and hip downtown that promise 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 2022 – 2024 Strategic Plan Broad-base Goals,  
Three-Year Objectives and 2023 Priorities**

GOAL: Support a clean, well-maintained Downtown that is pristine, welcoming and fosters community pride.		
<u>Objectives (2022-2024)</u>	<u>2023 Priorities</u>	<u>Expected Outcomes</u>
<p>Encourage the continuous beautification of downtown's appearance and improvement to its public amenities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide input on the physical elements proposed in the Mill Street Closure and Pedestrian Plaza Master Plan</li> <li><input type="checkbox"/> Continue to work with the City to formulate design and execute seasonal plantings and decor throughout closed street</li> <li><input type="checkbox"/> Pigeon Mitigation</li> <li><input type="checkbox"/> Downtown Holiday Rooftop Skyline (lights)</li> <li><input type="checkbox"/> Host and coordinate Downtown Clean Up Day with merchants and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• <i>downtown looks nice and seasonal decor is changed regularly</i></li> <li>• <i>Invest in health and wellbeing and cleanliness</i></li> <li>• <i>Increase in investment by merchants, property owners and BID members</i></li> </ul>



**Grass Valley Downtown 2022 – 2024 Strategic Plan *Broad-base Goals, Three-Year Objectives and 2023 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 (2022-2024)</u>	<u>2023 Priorities</u>	<u>Expected Outcomes</u>
<p>Support a healthy, well-balanced business mix focusing on maintaining a strong retail sector.</p> <p>Continue acting as a mentor/ ambassador for entrepreneurs interested in opening businesses in Downtown.</p> <p>Welcome new businesses, introduce them to the benefits of GVDA and get them involved.</p> <p>Reinvigorate Current Member Base to actively participate and volunteer within the organization.</p> <p>Work with property owners to address key opportunity sites (vacancies).</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Continue to promote business trainings and resources through GVDA communication venues (Block Captain program, website, email blasts, social media)</li> <li><input type="checkbox"/> Assist with collecting annual reinvestment figures and look for ways to promote them</li> <li><input type="checkbox"/> Focus on the BID process with the City to ensure all businesses are paying dues               <ul style="list-style-type: none"> <li>• Assessment • Delinquencies • Education</li> </ul> </li> <li><input type="checkbox"/> Maintain vacancy listings</li> <li><input type="checkbox"/> Strengthen communication with the downtown property owners and BID Members               <ul style="list-style-type: none"> <li>• Focus on including BID members who aren't located in the T</li> <li>• Re-instate Board Blocks to communicate with individual business and property owners</li> <li>• Continue Monthly Merchant and Committee Meetings</li> </ul> </li> <li><input type="checkbox"/> Visit all new businesses and provide them with information about the GVDA</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Net new businesses</i></li> <li>• <i>Net new jobs created</i></li> <li>• <i>Increase in private investment</i></li> <li>• <i>Increase in public investment</i></li> <li>• <i>Increase engagement in the organization via committee participation</i></li> </ul>



**Grass Valley Downtown 2022 – 2024 Strategic Plan *Broad-base Goals, Three-Year Objectives and 2023 Priorities***

GOAL: Promote downtown as the Heart of the Community and support events and activities that appeal to locals, families and visitors		
<p><b><u>Objectives (2022-2024)</u></b></p> <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>Consistently market downtown Grass Valley using a variety of tactics</p>	<p><b><u>2023 Priorities</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Add new events to the Event Calendar               <ul style="list-style-type: none"> <li>○ Heart of the Town Valentine's Open House and Local For Locals</li> </ul> </li> <li><input type="checkbox"/> Re-envision/Enhance St. Piran's and 4th of July events</li> <li><input type="checkbox"/> Elevate all current events to curate a thoughtful, engaging and exciting experience for attendees.</li> <li><input type="checkbox"/> Meet or exceed budgeted profits from all calendared events on calendar</li> <li><input type="checkbox"/> Continue to leverage the California Cultural District Designation as a marketing tool</li> <li><input type="checkbox"/> Work with local organizations to enhance events and foster strong relationships with community partners.</li> <li><input type="checkbox"/> Continue with a robust Marketing/Promotion strategy- Focus on newsletter, social media postings and website</li> </ul>	<p><b><u>Expected Outcomes</u></b></p> <ul style="list-style-type: none"> <li>• <i>Invigorate Events Calendar</i></li> <li>• <i>Grow event profitability</i></li> <li>• <i>Cohesive social media, marketing strategy in tandem with GGVCC and City of Grass Valley</i></li> <li>• <i>Increased visitation and commerce</i></li> <li>• <i>Enhanced collaboration with community partners</i></li> </ul>



**Grass Valley Downtown 2022 – 2024 Strategic Plan *Broad-base Goals, Three-Year Objectives and 2023 Priorities***

GOAL: Manage an efficient, sustainable and well-respected organization that is recognized as the advocate for Downtown Grass Valley		
Objectives (2022-2024)	2023 Priorities	<u>Expected Outcomes</u>
<p>Expand the staffing power and operations to meet the demands of the program.</p> <p>Sustain an engaged Board of Directors that represents a solid cross-section of the downtown stakeholders.</p> <p>Continue to develop the organizational infrastructure to support operations and engage interested volunteers, partners and downtown merchants</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Execute partnership with GGVCC</li> <li><input type="checkbox"/> Brown Act Compliance</li> <li><input type="checkbox"/> Video record Board Meetings</li> <li><input type="checkbox"/> Hire staff to support our organizational needs</li> <li><input type="checkbox"/> Actively participate in the Mill Street Closure and Pedestrian Plaza Master Plan project</li> <li><input type="checkbox"/> Board members to participate in Brown Act and Board Training</li> <li><input type="checkbox"/> Update Strategic Plan</li> <li><input type="checkbox"/> Annual Membership Meeting</li> <li><input type="checkbox"/> Support and empower active committees that are led by Chairs</li> <li><input type="checkbox"/> Reinvigorate Member participation at committee and event levels</li> <li><input type="checkbox"/> Continue to evaluate all memberships, contracts, etc. to reduce unneeded expenses</li> <li><input type="checkbox"/> Continue to maintain and grow partnerships and collaborations</li> </ul>	<ul style="list-style-type: none"> <li>• <i>More effective and efficient Board meetings</i></li> <li>• <i>Increase in number of stakeholders and partners volunteering on committees and activities.</i></li> <li>• <i>New volunteers reached</i></li> <li>• <i>Increased volunteer hours invested in Downtown</i></li> <li>• <i>Increased funding</i></li> </ul>



**Grass Valley Downtown 2022– 2023 Strategic Plan *Broad-base Goals, Three-Year Objectives and 2023 Priorities***

Goal: Establish a sustainable and diverse funding base to match the organizational programs and operational needs		
<u>Objectives (2022-2024)</u>	<u>2023 Priorities</u>	<u>Expected Outcomes</u>
<p>Fine tune the GVDA internal financial infrastructure</p> <p>Increase collection of revenue due from BID memberships</p> <p>Grow our sponsorship program</p> <p>Research and submit proposals for appropriate grant and/or other funding opportunities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish 2023 Budget</li> <li><input type="checkbox"/> Develop a plan for collecting past due assessments</li> <li><input type="checkbox"/> Leverage the newly reinstated 501(C)3 Foundation to identify educational grants to enhance event experience</li> <li><input type="checkbox"/> Create significant sponsor opportunities for all events</li> <li><input type="checkbox"/> Continue to align projects with possible partnership opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• <i>100% BID assessments collected</i></li> <li>• <i>Stay current on all state &amp; federal filings</i></li> <li>• <i>Increase in revenue from event sponsorships</i></li> <li>• <i>Increase in revenue through grant and/or funding opportunities</i></li> </ul>

