



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: May 3, 2021

TO: NLTRA Board of Directors

FROM: Jeffrey Hentz

RE: Approval for Funding NTBA & TCDA Funding Gap Deficits

Action Requested:

Staff Requests that the NLTRA Board of Directors approve the funding gap deficit requests of \$50,000 each (\$100k in total) for both NTBA & TCDA as part of the operational recovery from the impact of Covid-19 to their respective operations, and request Placer County to allocate these funds from NLTRA's 2019/20 audited surplus/ unspent funds of \$384,939.38.

Background:

Both NTBA and TCDA have experienced significant financial challenges the past year due to the impact of the Pandemic on their revenue generation ability in the areas of events and membership. Both organizations' staff and Board of Directors has been tremendously supportive and helpful in NLTRA's initiative to form and pass the Tourism Business Improvement District. Both NTBA and TCDA allocated staff time in helping NLTRA efforts the past 18 months in educating businesses on the TBID and in assisting in securing petition signatures. Both organizations also collaborated with NLTRA on several Covid relief business recovery initiatives that required staff allocation of time.

Moving forward into the TBID era, NLTRA will be working closely with both Business Associations to find ways to work together and improve efficiencies thru marketing, communication, membership activities /support, and day-to-day operations.

Fiscal Impact:

Staff has conferred with Placer County and ascertained that funds for this request can be allocated from NLTRA's (audited) 2019/20 surplus/unspent funds of \$384,939.38, and be used for this purpose. These 2019/20 surplus funds were reported to NLTRA Board at the January 2021 meeting, and NLTRA Board of Directors has not yet made a final recommendation to Placer County on where to direct these funds

Attachments:

TCDA & NTBA official funding request and back up documents of financial impacts and past year operation and county contractual SOW fulfilment reports.

To: Jeff Hentz, Chief Executive Officer, NLTRA
Samir Tuma, President, NLTRA Board of Directors

From: Alyssa Reilly, Executive Director, NTBA
Kylee Bigelow, Executive Director, TCDA

Dear Mr. Hentz and the NLTRA Board of Directors,

The Tahoe City Downtown Association (TCDA) and the North Tahoe Business Association (NTBA) seek to serve the businesses and communities in our respective districts in many beneficial ways. The COVID-19 pandemic has greatly impacted our normal activities, but it has also showcased and enhanced our ability to add value to our local business members and community at large. This past year we have connected with more businesses than ever before and on a deeper level, providing valuable information and assistance in accessing grant funds, and innovating new ways for businesses to remain viable. However, the loss of revenue-generating events combined with the increased workload related to COVID-19 business recovery and TBID promotions has left both organizations at a great financial loss.

The TCDA and NTBA are asking for your support to help in their financial recovery today with a grant of \$100,000 (\$50,000 for each organization).

In 2020 both organizations faced immense losses, and those losses will be sustained as event revenue continues to be impacted in 2021. Additionally, both organizations will face significant losses from membership revenue due to the transition of TBID-assessed businesses no longer being required to pay dues.

With this grant, TCDA and NTBA will be able to recoup some of their losses, bring back their staff to their pre-COVID hours, and be prepared to bring back large-scale events that are often cost-prohibitive to execute and continue to help our local business community thrive.

Sincerely,
Alyssa Reilly and Kylee Bigelow

Attachments:

1. NTBA Financial Impacts
2. NTBA Scope of Work Overview
3. TCDA Financial Impacts
4. TCDA Scope of Work Overview

NTBA COVID-19 and TBID Financial Impacts

FY19/20 Normal Budget- \$299,035

2020/2021 Adjusted Budget in response to COVID- \$183,263

FY20/21 Placer County Contract- \$100,000

FY20/21 Actual Revenue to date- \$163,875

Placer County Contract budgeted to be 33% of total budget ended up being 54% of total budget

Event Name	2020 Net Income	2021 Net Income	Avg Revenue (typical year)
July 3rd Fireworks	-\$13,365	-\$3,000	\$16,000
Music on the Beach/Virtual Vibes	\$2,500	TBD	\$24,000
Passport To Dining	-\$4,000	TBD	\$11,000
Parade	\$1,200	\$0	\$2,000
<u>Totals:</u>	-\$13,665	-\$3,000 2021 to date	\$53,000 (lost potential revenue)

Membership Dues

Loss of \$7,053 in FY20/21 due to prorated and comped TBID memberships as we renew annual on their anniversary date

Projected 2021 Membership Dues- \$38,000

- TBID Membership Dues- \$15,750
- Non- TBID Membership Dues- \$22,250

Projected loss in 2021 \$8,697 (due to TBID transition)

Other:

- Cut hourly staff hours down to minimum - removed our Event Coordinator and didn't hire another until fall.
- Marketing- We have an external marketing director - to date we paid her \$6,452.50 just for her COVID work and TBID work. Her contract annual is normally \$12,000 - this year will be paying her \$18,000-\$20,000 Due to added work

HOURS OF WORK:

TOTAL regular hours for NTBA staff: 120/week from all NTBA staff (40hrs-ED, 34hrs-Comm. Relations manager, 24hrs- part-time event/marketing, 22hrs- contract marketing)

COVID Work TO DATE: 1,138hrs

COVID Specific Duties and tasks:

- March, April, May, June 2020
 - Creation of NTBA's COVID website
 - Added newsletters and COVID focused emails
 - Creation of the COVID open business directory which included added and continued regular contact with our businesses to update the directory regularly with their new business practices
 - Support for our businesses during shut down
 - Creation and support for the gift card program
 - COVID social media presence, information, and posts regularly.
 - Helped in creation and support of the "KB OPEN" signage and businesses
 - Supported our businesses through small business seminars and disseminating information of resources to our businesses and public.
 - Meetings with all of our business sectors to hear their thoughts and needs and how we can help support them.
 - Created and added a specific business directory page for Restaurants and KB TOGO
 - Added all health and safety information to our new COVID page
 - Continued to disseminate information from Placer County and NLTRA to our district.
 - Involved in stakeholder weekly meetings as it pertained specifically to COVID
 - Involved weekly in the Economic Development County COVID meetings.
 - Supporting our community through offering resources for individuals from food resources, to EDD, to job opportunities etc.
 - Helped promote any loans, grants from the state and county – helping our business community to apply for those and connect them with financial institutions.
 - Total website posts and messaging for website and emails not including social media posts = 59 in first four months
 - Continued to update our COVID NTBA webpage
- July, August, September, October 2020
 - Continued our COVID focused emails and newsletters
 - Added ones with changes in County status – moving forward and backwards through the process
 - Continued to regularly contact our businesses and update our COVID open business directory
 - Emotional, financial resource support for our businesses during this second shut down process in early August – specifically those in personal services during this time
 - Further support, marketing and promotions for the gift card program
 - Helped many of our businesses over the past few months move as much business services as possible online- sales, website support, connecting our businesses with marketing gurus in the region
 - Helped in supporting our Non-profits in the area – helping to promote any fundraising efforts, their support services to the community.
 - Continued to support our school district through marketing emails to the community.
 - COVID social media presence, information, and posts regularly.

- Supported our businesses through more small business seminars and disseminating information of resources to our businesses and public. Working with SBDC and staff to help provide all the information to our community and businesses
 - Helped connect our businesses to financial institutions
 - Supported, promoted and was vocal with the Placer Shares Grant funding rounds.
 - Continued to share all health and safety information to our new COVID page
 - Continued to disseminate information from Placer County and NLTRA to our district.
 - Supporting our community through offering resources for individuals from food resources, to EDD, to job opportunities etc.
 - Involved in stakeholder weekly meetings as it pertained specifically to COVID
 - Involved weekly in the Economic Development County COVID meetings.
 - Communications on movement to Orange then back down to Red and then a downgrade to purple all within a couple weeks of one another
 - Total website posts and messaging for website and emails not including social media posts = 33
- November, December 2020
 - Restaurant Town Hall to meet and discuss the going back to purple and possible future shut downs.
 - Met with NLTRA, TCDA, Town of Truckee and Placer County to discuss how to help our businesses survive this winter. Learning from Town of Truckee on their outdoor dining grants that they offered their businesses, how they managed permitting, rules and regulations and how we could implement in Placer County.
 - Involved in stakeholder weekly meetings as it pertained specifically to COVID
 - Involved weekly in the Economic Development County COVID meetings.
 - Supporting our community through offering resources for individuals from food resources, to EDD, to job opportunities etc.
 - Working on the Senior COVID feeding program and getting our local KB restaurants involved to support our senior community members
 - Continued to update our COVID NTBA webpage
 - Continued our COVID focused emails and newsletters
 - Added ones with changes in County status – moving forward and backwards through the process
 - Continued to regularly contact our businesses and update our COVID open business directory
 - Emotional, financial resource support for our businesses during this downgrade process from Orange to Red and Red to purple within a couple week period in the month of November – specifically those in personal services, restaurants, and retail during this time
 - Supported, promoted and was vocal with the Placer Shares Grant funding rounds.
 - Continued to share all health and safety information to our new COVID page
 - Continued to disseminate information from Placer County and NLTRA to our district.
 - Personal Services Town Hall to meet and discuss their needs and how we can support their industries. Discussion of the new Stay at Home order announced by the Governor and the effects to their businesses. Will they survive?
 - Met with NLTRA, TCDA, and Placer County to discuss further how to support our businesses across all industries – how we can help them survive a winter, shut-down and closure
 - Involved in stakeholder weekly meetings as it pertain specifically to COVID
 - Involved weekly in the Economic Development County COVID meetings.
 - Continued to update our COVID NTBA webpage
 - Continued our COVID focused emails and newsletters
 - Added ones with changes in County status – moving forward and backwards through the process
 - Continued to regularly contact our businesses and update our COVID open business directory
 - Emotional, financial resource support for our businesses during this downgrade process from Orange to Red and Red to purple within a couple week period in the month of November – specifically those in personal services, restaurants, and retail during this time
 - Supported, promoted and was vocal with the Placer Shares Grant funding rounds.
 - Continued to share all health and safety information to our new COVID page
- January, February, March 2021

- Continue to be involved in stakeholder weekly meetings as it pertained specifically to COVID
- Involved weekly in the Economic Development County COVID meetings.
- Supporting our community through offering resources for individuals from food resources, to EDD, to job opportunities etc.
- Supported rent relief program - placer shares round 3 - helping with getting promoted and double checking all the work for NLTRA and getting our businesses to sign up
- Continued to update our COVID NTBA webpage
- Continued our COVID focused emails and newsletters
- Added ones with changes in County status – moving forward and backwards through the process
- Continued to regularly contact our businesses and update our COVID business directory
- Emotional, financial resource support for our businesses during the new tier status - moved back from Purple to Red- helping to get our businesses back open
- Helped with new rounds of funding for our businesses including PPP and EIDL
- Helped with the promotion and support of the CA State Grant for all businesses
- Continued to share all health and safety information to our new COVID page
- Continued to disseminate information from the State of CA, Placer County and NLTRA to our district.
- Supporting new Gift Card program - Yiftee for our district as a part of recovery and future funding sources for our communities

North Tahoe Business Association Scope of Work

Scope of Work Overview

Tasks identified in the scope of work cover the NTBA District (Kings Beach, Carnelian Bay, and Tahoe Vista) and address three focus areas of the Main Street approach as defined and outlined in NTBA's 5-Year Strategic Plan, including:

1. Economic & Community Vitality *(35% of total contract duties)*

Purpose / Objectives

- Advocate for business sustainability, expansion, recruitment & infrastructure – EXCELLED
 - NTBA worked hard for our business community - including working with multiple new business growth opportunities. Working with our local commercial landlords for rental properties and renovations of those properties.
- Serve business community as an information provider – EXCELLED
 - Disseminated information from State, County and Region as it pertained to COVID-19. Also working closely with NLTRA and our partners (TCDA, NTPUD etc) to get information out about not only COVID and TBID but all things going on within our community especially Economic Projects. These included the RTTP, Parking management, Parking pilot program, Western Approach project, KB Center/Eastern Gateway, BRE survey and project, and more.
- Support and connect businesses to each other and to information and resources that strengthen businesses and the community – EXCELLED
 - Hosted public meetings for our business community members to connect with one another and our organizations/partners. Our Economic Vitality Committee grew to 18 members during the past 12 months, up from 10, as our members and community members want to be involved in our business community, economic health of KB and our commercial core, want to be more involved working with Placer County and others in order to support one another and our entire business and local community as a whole. Want to increase annual sales tax numbers, decrease the number of property vacancies, bring in more businesses and more diversity.
- Covid-19 public health education and business recovery – EXCELLED
 - Worked continuously on COVID public health and business recovery. Some examples are: supporting the Placer Shares program and making sure that our businesses applied for all three rounds; helping our businesses find funding through PPP, EIDL and other loans; helped with COVID vaccination news; created a specific COVID 19 page for our website updating all information in real time; supporting our businesses through personal one on one meetings - emotional support, financial support, making sure they were updated on Tiers,

requirements, etc.; coming up with strategies to help keep our businesses open during the past 12 months.

2. Events, Promotions, & Marketing (Pending public health restrictions) (40% of total contract duties)

Purpose / Objectives

- Attract visitors and residents to District to improve economic vitality - **COMPLETE/PIVOT**
 - We still promoted our district as a vibrant district. While we weren't outright promoting "WE ARE OPEN" we still promoted the district and our community in the strategy of "WHEN WE ARE OPEN" and for those day visitors and those still coming - we promoted safe visiting. Promoting our businesses as "TO - GO" "Online shopping" pushed purchasing gift cards for WHEN we were open.
- Build awareness of District and NTBA-produced events - **COMPLETE/PIVOT**
 - Not only did we have to promote our events - we have to come up with new opportunities for our district. Pivoting to music on the beach virtual vibes. Communicating all event changes and cancellations. Responded to local litter crisis and increased our Clean Up Day to two days. Supported our local community weekly events. Supported all our partner and district wide local events. Partnered with NLTRA and TCDA with the goosechase app event.
- Promote attributes with in-marketing advertising and marketing including social media – **COMPLETE**
 - Continued our social media push and outreach on all channels. Added new and additional channels to NTBA including added instagram for events, youtube, and twitch TV. Continued to do our Mic-Drop Mondays featuring our members each Monday. Added additional social media posts and pushed for our members and in-district events, marketing, visitor needs.
- Publicize and engage people in positive ways: on relevant local issues/topics impacting economic and social well-being - **EXCELLED**

3. Community Design (25% of total contract duties)

Purpose / Objective

- Improve and visually enhance the District from an aesthetic and cleanliness perspective to attract visitors and promote a unique sense of place – **EXCELLED**
 - Communicated regularly with Placer County staff on Trash and Cleanliness issues. Met consistently with County staff on the current needs and future solutions. Brought forth the Clean Tahoe Program to Placer County with the support of TRPA. Supported and attended weekly Community Clean ups each Monday throughout the entire summer and early fall. First time we hosted TWO annual clean up days - One in June and one in September. Continued to communicate about all the blight issues and come up with solutions. Had a

Kings Beach walk around town with Cindy Gustafson and Todd Leopold from Placer County in order to show them the needs we have as it related to Economic Vitality and Community Design and Blight within our district. Created a lighting program for holiday lighting and developing it to provide year-round lighting in downtown. Art is so important within the district and we partnered with Arts for Schools for upcoming projects. We also created our own Artist Corner - including a membership level, website and special business directory in order to support all of our Artists and their businesses. Working on rebranding and education for the local and visitor for Trash.

TASK SPECIFIC:

Focus Area 1: Economic & Community Vitality

Task 1.1 – Participate in public meetings, provide feedback, and disseminate information to constituents about issues or projects affecting business and economic vitality within NTBA’s district - EXCELLED OVERALL

Overview

The NTBA will attend public meetings, provide input and comments, and disseminate information to constituents to educate and elicit engagement, and gather and provide feedback when requested and appropriate (consistent with NTBA’s Advocacy Policy) in regard to issues affecting economic and community vitality, including but not limited to:

- Successor Agency properties in Kings Beach and the Kings Beach Center - COMPLETE
- Transportation, including TART Summer Park ‘n Ride, Kings Beach crosswalk pilot program, Transportation Demand Management, Kings Beach Western Approach - COMPLETE
- Proposed new or increased taxes/assessments, including the potential Tourism Business Improvement District - EXCELLED
- County-provided Benefit Assessment District services such as snow removal, trash pickup and streetscape maintenance - COMPLETE
- Bikeshare program - FUTURE
- Achievable housing planning, programs, and projects - COMPLETE

NTBA attended every public meeting including added COVID/Economic COVID meetings but also all our regular meetings throughout the year. This included also setting up and attending meetings in regards to public projects - RTTP, Parking Management, Street Vending, Trash, Western Approach and more. We not only attended those meetings but with our highly active Economic Vitality committee we invited or were asked by public members, county staff and other organizations to present to our EVC in order to receive feedback and/or support for projects. Our EVC was more active than ever this year both at meetings and

doing public work. We have been working closely with project developers within our district from KB Center to Laulima in order to educate on the projects and give feedback and support the public outreach about all projects. Worked closely with TMA on the free buses and park n ride and all promotions and information from TMA about public transportation. Worked on supporting TBID from business outreach, 1v1 calls with our TBID businesses, working alongside of NLTRA, helping with the petition drive, helping with public meetings early on, speaking in support at all Placer County meetings and disseminating all information to our members and our community. Discussed the need for better management of the BAD specifically the public trash cans within the Benefit district - worked with County staff to come up with long term solutions for this and overall better BAD management - supported the idea that the BAD duties could eventually be a single contract with NTPUD or a single entity in the future. Have continued to support all workforce housing programs and projects from Placer County.

Task 1.2 – Support business development and growth by providing and promoting resources to current and future business owners in NTBA District - COMPLETE

Overview

To stabilize and build resiliency in the business community, the NTBA will collaborate with Placer County, the Sierra Business Council, and the North Lake Tahoe Chamber of Commerce to promote business seminars, business consulting services, and other resources that may be available through the Placer County Business Resource Center and North Lake Tahoe Chamber.

NTBA is still an extremely active member of the BACC as well as the In-tourism marketing committee. We attend all events and regularly provide topics for agenda and for discussion. We work on sub committees and support added projects and funding for programs from the BACC including Shop Local program.

We supported all the seminars and learning sessions provided by the NLTRA for this past year. We also are a founding member of the Leadership program - meeting regularly with Karen on the program and especially this year with the needs to PIVOT. We supported the free Leadership program and all the sessions and seminars as related to that. Supported and continued to support all First Tuesday Breakfast Club meetings and attending regularly.

Task 1.3 – Implement economic vitality and business attraction strategies within the Kings Beach Commercial Area - EXCELLED

Overview

The NTBA and Placer County will collaboratively implement strategies to attract businesses to Kings Beach. If successful, these strategies may be applied to other communities in eastern Placer County.

NTBA has continued to keep track of all vacant properties, all property management companies and individual landlords and reach out regularly. We have been helping 5 new businesses to join our commercial core over the past year. We have also actively contacted and met with business developers to try to bring them into expanding within the Kings Beach Commercial Core. Supported all Placer County economic business strategies from the BRE to helping define our area businesses in order to grow our economies in the future. Have continued to speak up and communicate with many Placer County departments on the needs for our district in order to grow our economy and become a more vibrant community and commercial core. We meet monthly with our Economic Vitality committee to discuss business growth as well. Economic Vitality has become a much larger piece to NTBA with the future projects, RTTP, Parking management, TBID, Western Approach, Catalyst Projects, Brook Street revamp etc.

Task 1.4 – Support targeted professional development training aimed to equip business association leaders with the tools they need to lead results-oriented community revitalization - COMPLETE

Overview

To support redevelopment of the North Lake Tahoe town centers, the NTBA will participate in educational opportunities that provide the tools and strategies needed to lead results-oriented revitalization efforts in downtown communities.

Implementation

NTBA will attend conferences, seminars, or classes or workshops that support the Main Street America program, focus on community development, and identify best practices and new ideas for downtown communities.

NTBA believes in personal and professional development and supports our staff, Board and ED in taking courses and seminars in order to better our knowledge and in-turn better represent our community. Currently attending the week long Main Street America virtual conference

Task 1.5 – Assist the business community with Covid-19 public health education and business recovery - EXCELLED

Overview

The NTBA will assist the business community with Covid-19 public health education and business recovery. NTBA and Placer County staff will review, discuss, and update this list on a quarterly basis as needed.

- Update NTBA website with Covid-19 guidance and resources for businesses and the community
- Work with community partners such as the Sierra Small Business Development Center, the North Lake Tahoe Chamber/Resort Association, and the Tahoe City Downtown Association to promote and organize educational opportunities for businesses to grow their online presence and create flexible business models
- Identify and promote private and/or federal, state, local funding opportunities for small businesses
- Promote responsible tourism

NTBA was asked to go above and beyond these tasks. We created a specific COVID19 website that was updated in real time from information from State and County. We worked consistently with our partners Placer County, NLTRA and TCDA - among many others and local partners from Non-profit organizations to our NTPUD. We not only helped provide funding opportunities and information - we helped with the creation, development and implementation of local Rent Relief- placer shares program. We worked continuously with one on one meetings with our business owners to help them survive - providing not only information but emotional support. We continuously met throughout the year with our partners and stakeholders on calls weekly/monthly/bi-monthly in order to make sure all information was disseminated to our communities. We not only supported our businesses through COVID but we truly became the ear and voice of our local community. We promoted safe tourism. Educated the visitor. Handled PPE delivery and pick ups within our district. Anything that was asked of us with COVID we did.

Focus Area 2: Events, Promotions & Marketing

Task 2.1 – Develop and execute summer and winter in-market marketing plans and annual media plan (public health restrictions allowing - COMPLETE

Overview

NTBA will promote NTBA's district including its events, attractions and businesses to support the district's economy and enhance visitors' experience. The marketing and media plans will outline strategies in support of these efforts. NTBA will also collaborate on in-market marketing campaigns by participating on NLTRA's In-Market Tourism Development Committee.

NTBA Created and developed our marketing plans - had to redevelop our summer plan due to pivoting on our events with Music on the Beach Virtual Vibes and cancelation of Fireworks. We also create indepth work plans for every single event and had to create new and additional ones for our pivoted events.

Task 2.2 – Produce and market community events to attract visitors and support economic vitality - PIVOT/COMPLETE

Overview

In response to Covid-19 restrictions and pending public health restrictions, the NTBA will identify ways to host virtual events and/or limit density to events after reopening to maintain visitor connection to North Lake Tahoe until unrestricted events are once again allowed. Pending relaxation of public health restrictions, the NTBA will develop and produce community events to achieve the following:

- Drive visitation,
- Enhance visitor experience,
- Provide networking opportunities for members, and
- Support business.

NTBA will develop and produce the following community events, in chronological order:

1. Music on the Beach 5-week concerts series, Fridays, June 26- Aug. 28 2020 - **PIVOT**
2. July 3rd Fireworks & Beach Party (canceled for 2020 but anticipated for 2021) - **CANCELED**
3. Passport to Dining, Thursday, November 5, 2020 - **CANCELED/PIVOT**
4. Kings Beach Snowfest Parade, Saturday, March 6, 2021 - **CANCELED/PIVOT**

NTBA worked hard planning J3 fireworks until May 2020 when the event was canceled - spent a year in advance working on the BMP and offering feedback and working alongside NT Fire and Placer County to develop and execute. Create in-depth work plans for any/all events - created new and added work plans for new and pivoted events. We Pivoted for Music on the Beach - keeping live music alive - we were able to find a virtual opportunity to stream a five part concert series via online streaming and radio - the event was so successful - it was picked up throughout the nation - viewships all over - average views 4000+/show. We were able to offer added marketing opportunities for our businesses/sponsors including commercial ad space so that they could promote their business even further. We plan to continue offering our shows virtually as well as live in the future picking 5 of the 9 shows to go virtual from the Beach. Passport to Dining we tried to pull off in a safe space - unfortunately our businesses weren't in a capacity after moving back to purple to make that happen - instead we planned to do a raffle and auction online - our board then discussed and came up with our Community relief raffle instead - so rather than the proceeds going to NTBA we had them go back into our community for those in need. We were able to support 25 local individuals with their essential needs including paying for bills, food and gas for over \$2300. Our community came together donating and supporting and the feedback was incredible. SnowFest canceled our Parade and the other parade in Tahoe City - that wasn't our complete decision - we wanted to see if we could do a neighborhood parade or virtual parade - though CalTrans wasn't too happy about that and overall costs to Sheriff, CHP and CalTrans would have been significant making the event at a large loss. So we had come up with the idea to have a snow or sand castle contest. Brought the idea to SnowFest who said that they would like to use that and add to their GooseChase App as apart of the

overall and we supported that - we did marketing for SnowFest 2021 and helped support as we are a large partner of SnowFest organization. We also partnered with our NTPUD on their events and supported their Dress up your dog contest. We also added our holiday lighting, we run two annual clean up days with September 2020 being our first time having a september date and plan to continue moving forward. We are also planning new events for spring/summer and Winter 2021 - including Bear Box Art Program, Art and Wine Walk and Makers event for Artist members each December moving forward. Announcing these beginning May 2021

Focus Area 3: Community Design

Task 3.1 – Develop and/or coordinate programs that enhance physical and visual assets in downtown areas within NTBA's District to attract visitors, enhance visitor experience, and support community vibrancy - EXCELLED

Overview

The NTBA will work with partner organizations and volunteers to support programs and projects that enhance physical and visual assets in downtown areas. Strategies will include the following:

- Kings Beach Streetlight Banner program,
- Phase II of the Kings Beach roofline lighting program,
- Clean Team programs that encourage businesses to assist with trash pickup within the commercial core,
- Provide feedback to Placer County regarding services funded by the Kings Beach Benefit Assessment District
- Collaborate with community and agency partners to identify opportunities to increase public art throughout the district

Continued our regular streetlight banner program. Continued will all regular scheduled banners. NTBA personally ordered \$800 worth of Stronger Together Banners - in english and spanish in order to make sure our entire community was included. Managed the program per usual - with marketing and promoting to all business members and businesses in and around the district. Continued our work on the Main Street Litter Free Program down to under 10 final businesses needing to join to have our entire community of non-vacant properties as members. Increased awareness for our Trash programs and Trash problems. Created our own Trash Talk group and committee including Bear League, IVGID, UC Environmental - meeting regularly with them. Working closely with Clean Tahoe - helped bring forth to Placer County and helping Clean Tahoe get acclimated and established in Kings Beach from finding them parking and rental information to housing at NTBA if needed.

We also added our lighting program which we are developing into an annual program - and a year-round program. We also helped with NTPUD and getting the Tree outside the Event Center Lit up. We did run a second round of

our roofline lighting program - all the businesses that are open and non-vacant properties that were interested signed up in Round 1 - we had no interest for round 2 but marketed - called and set up in person and phone meetings with all remaining businesses and landlords. We continue to help our businesses with their roofline needs -we had two this year that needed new electrical help for their lighting and we got our lighting company to come out for them.

We hosted two annual Clean Up days for the first time - normally only do one in June this year we are doing one in June and one in September. Well received in September 2020 and plan to continue it moving forward. Also supported our community clean up days weekly during the summer months. We also supported graffiti Clean up. We also supported NLTRA/Placer County in the Ambassador program over the summer and plan to continue to support that program actively moving forward.

Task 3.2– NTBA involvement in potential new Kings Beach Benefit Assessment District - IN-PROGRESS

Overview

Should an additional benefit assessment district be determined necessary to supplement the existing services, service levels, and area of service in Kings Beach, NTBA would assist in tasks such as determining assessment district boundaries and scope of services, and in disseminating information to property/business owners. At that time, an amendment to this scope and contract would be prepared to describe this task in detail.

This line item is stagnant in the sense that we have been asked to hold off on the new “BAD” until we see what happens with TBID and TBID funding. I have met with many community members who have all expressed their interest in seeing a second BAD developed throughout the Grid and down to Safeway - also want to see what will come with Western Approach project. I have relayed this information to Placer County staff about community and business interest - advised to wait until we see the TBID and where that funding will go before putting the time, energy and money into it. Still meet with current BAD members and listen to their thoughts and concerns about the current BAD management - have worked with Placer County staff on solutions to these issues and continue to bring others forth.

ADDITIONAL FY20/21 Tasks (outside of contract but essential to our organization):

Strategic Plan

Budget/Financials

Board Recruitment and Management

Committee Meetings - management, attendance:

Economic Vitality

Design Committee

Membership Committee

Marketing Committee

Executive Committee

MOTB Committee

PTD Committee

Membership Benefits and Membership Management

Rebranding and redevelopment of NTBA website

Staff training and development

Spanish Translation of marketing materials

TCDA COVID-19 and TBID Financial Impacts

2020 Original Budget- \$398,000

2020 Adjusted Budget in response to COVID- \$143,821

FY20/21 Placer County Contract- \$100,000

2020 Actual Revenue- \$248,208

2020 Budget Deficit- \$15,000

Placer County Contract budgeted to be 25% of total budget, ended up being 40% of total budget

Event Name	2020 Net Income	2021 Net Income	Avg Revenue (typical year)
4th of July	-\$19,770	-\$2,800	\$7,000
Concerts at Commons Beach	\$4,257	?	\$5,000
Food & Wine Classic	-\$4,225	0	\$27,000
Oktoberfest	0	?	\$15,000
Explorathon	-\$120	?	unknown
<u>Totals:</u>	-\$19,858	-\$2,800 2021 to date	\$54,000 (lost potential revenue)

Membership Dues

Loss of \$2,200 in 2020

Projected 2021 Membership Dues- \$28,450.00

- TBID Membership Dues- \$15,550.0
- Non- TBID Membership Dues- \$12,900.00

Projected loss in 2021 \$11,662.50 (due to TBID transition)

Reduction in staff

- Removed job listing for Events/Marketing staff person posted in March 2020 that has needed to be filled since December 2019. Would like to hire a 20-30 hr position, \$18-20/hr

TBID

From TCDA's Placer County Contract- The TCDA will attend public meetings, provide input and comments, and disseminate information to constituents to educate and elicit engagement, and gather and provide feedback when requested and appropriate (consistent with its Board of Directors policy) on initiatives in the TCDA's district, including the TBID.

The TCDA Board of Directors voted to support the TBID in June 2019. TCDA has been active in developing the TBID alongside NLTRA. TCDA has worked to stay abreast of all aspects of the TBID and provide feedback, questions, and concerns at every junction. We have asked our business community to support the TBID as we feel it will have great benefits. We will continue to stay involved in the ad hoc committee and on the board of the TBID once it passes. The TCDA will work to evaluate the TBID and ensure it is serving our business community. We look forward to this transition and feel honored to have been a supportive and engaged organization as the TBID is passed.

Tasks related to the TBID 2020-2021 Placer Contract Year:

TBID work outlined in Placer Contract	<ul style="list-style-type: none">• Provided public comment on behalf of TCDA in support of the TBID at multiple BOS Meetings (December 15th, January 26th, March 9th)• Monthly updates to TCDA Board of Directors on TBID.<ul style="list-style-type: none">◦ Invited NLTRA CEO to attend board meetings, and would attend NLTRA board meetings to stay up to date• Shared TBID updates (marketing, press releases, etc) with TCDA Members in newsletters. Continued to update TCDA member and TCDA Board Members on the status of the TBID as questions arose.
TBID work <u>outside of</u> Placer Contract	<ul style="list-style-type: none">• Multiple meetings with NLTRA & NTBA to discuss TBID Outreach and to reinvigorate petition drive<ul style="list-style-type: none">◦ Supported NLTRA with TBID business lists, edited mistakes related to TCDA members◦ Collected TBID packets for one on one TBID meetings and distributed to TCDA Board Members

	<ul style="list-style-type: none"> ○ TCDA offered support in collecting signatures from TCDA Members. Staff and Board had multiple one on one meetings and collected signatures from Agate Bay Properties, Blue Agave, Sugar Pine Cakery, Olympic Bike Shop, Spoon, Syd's, Mountain Slice, and Fat Cat, and more. ○ TCDA Board Members Sherina Kreul and Bill Dietz were "on-call" support from NLTRA in TBID conversations with local businesses. NLTRA accessed their network to hold multiple TBID meetings. ● Requested TCDA Board Member support on advocacy statements in support of the TBID. Shared with NLTRA. ● Provided feedback to NLTRA on marketing items. Requested clarity and diversity of represented businesses ● Requested additional public comment at BOS meetings from TCDA Board Members and TCDA Members (Tahoe Luxury Properties, Tahoe Art Haus, Alpenglöw, etc) ● Supported NLTRA by sending concerns about TBID their way to address ● Meetings with NTBA and NLTRA to discuss plans for business membership when the TBID passes. <ul style="list-style-type: none"> ○ Working on a transition plan for assessed members vs. non- assessed members ○ Answering questions from TCDA members on what the TBID means for their membership. ● Provided extensive budget and membership reports to NLTRA as they format the TBID structure ● Meeting with NLTRA Ad Hoc Committee and NTBA- shared TCDA's current Placer contract with Ad Hoc Committee ● Hosted TCDA Board Retreat to discuss TBID transition ● Created TBID Transition document to clarify identify under TBID, opportunities for efficiencies, TCDA membership changes, etc
--	--

COVID- 19

From TCDA's Placer County Contract: The TCDA will assist the business community with Covid-19 public health education and business recovery. TCDA and Placer County staff will review, discuss, and update this list on a quarterly basis as needed.

- Update TCDA website with Covid-19 guidance and resources for businesses and the community

- Work with community partners such as the Sierra Small Business Development Center, the North Lake Tahoe Chamber/Resort Association, and the North Tahoe Business Association to promote and organize educational opportunities for businesses to grow their online presence and create flexible business models
- Identify and promote private and/or federal, state, local funding opportunities for small businesses
- Promote responsible tourism

TCDA's COVID 19 Work

<p>COVID work outlined in Placer Contract</p>	<ul style="list-style-type: none"> • Created and maintained COVID Resource page on visittahoecity.org, including a restaurant current operations page (no longer active) • Shared federal, state, and county grant and loan opportunities with TCDA Members • Shared PPP details with Tahoe City businesses via direct communication. Encouraged businesses to apply and if they have more questions contact TCDA Board Member and banker Sherina Kreul • Phone calls and drop-ins to encourage businesses to apply for Placer Shares (all versions) • Shared updates on CA Relief Grant • Promoted responsible tourism <ul style="list-style-type: none"> ◦ Shared NLTRA's "Know Before You Go" campaign ◦ Shared Take Care Tahoe's messaging and signage ◦ Encouraged responsible tourism in TCDA's Tahoe City Explorathon game • Shared business resources and trainings from partners at Sierra SBDC and NLTRA
<p>COVID work <u>outside of</u> Placer Contract</p>	<ul style="list-style-type: none"> • Distributed pandemic resources & educational information to businesses <ul style="list-style-type: none"> ◦ Newsletters, released weekly to monthly with information on public health, business closing/reopenings, loans/grants, business training, business counseling, etc <ul style="list-style-type: none"> ■ Increased newsletters to businesses by 200% ◦ Shared updates and press releases from NLTRA and Placer County relating to increased trash pick up, Truckee river alcohol ban, town halls, business sector meetings, etc

	<ul style="list-style-type: none"> ○ Promoted and attended all Placer County and NLTRA webinars and town hall meetings ● Attended webinars and trainings related to business grants/loans to be a resources for Tahoe City businesses ● Fostered donors to support the TTCF Emergency Response Fund to support at-risk community members ● Worked with artist Sara Smith of "Tahoe, We Are Stronger Together" mural in downtown Tahoe City. ● Printed and hung "Stronger Together" banners in downtown Tahoe City in partnership with TCPUD ● Co-hosted free PPE distribution days ● Advocated for Placer Shares Grant Program Round II & III <ul style="list-style-type: none"> ○ Sent letter from TCDA Board to request program like Placer Shares ○ Outreach to businesses to apply (face to face meetings, calls, emails, texts, etc) ○ Invited members and attended Placer Shares Town Hall ○ Supported TCDA members with their applications ● Helped design Placer Shares Grant Program Round III with partners <ul style="list-style-type: none"> ○ Advocated for rent relief for this Placer Shares round ○ Discussed rent relief program and requested feedback from TCDA Board and TCDA Business Advocacy, shared that feedback with partners ○ Identified eligible Tahoe City businesses and shared opportunity ○ Provided feedback to Placer County Staff and consultant on the need for Placer Shares grants for certain business sectors and ideas for subsequent grants ○ Advocated for Placer Shares III to go toward rent relief for the businesses most affected by the Shut Downs. Support from TCDA Board and Business Advocacy on this program ● Co-launched the Gift Card & Online Shopping Program in response to COVID business closures <ul style="list-style-type: none"> ○ Created a "how-to" page for businesses that don't sell gift cards ○ Responded to member inquiries and requests to update info on site ● Co-hosted #TakeOutTahoe campaign in November & December in response to COVID business restrictions ● Participated in weekly calls with Placer County Stakeholders and Placer County Economic Development ● Participated in weekly calls with Placer County Chambers and Business Associations focused on business recovery
--	--

	<ul style="list-style-type: none"> • Submitted a letter to the Placer Board of Supervisors on the behalf of the TCDA Board, as advocates for TCDA members, to request additional trash and restrooms services • Helped coordinate & attended a meeting with TCDA EC, NTBA EC, Placer Staff, and Supervisor Gustafson to discuss COVID impacts on the downtown cores and potential solutions. • Met with Placer County, NLTRA, and NTBA to discuss and plan for the North Lake Tahoe Ambassador Program <ul style="list-style-type: none"> ◦ Shared the North Lake Tahoe Ambassador program in e-newsletters, social media, and added it to TCDA's homepage • Working with NLTRA and NTBA to create Tahoe Connect: "peer to peer" networking groups for business sectors to use as a resource to navigate the changes in business related to COVID • General business support & communications related to COVID-19-responding to business calls & questions <ul style="list-style-type: none"> ◦ Businesses often called or emailed with questions related to COVID-19 opening, closing, and operations. TCDA is a resource for our business community and works hard to connect them with other available resources. ◦ Responding to TCDA Member requests regarding new programs and initiatives to support Tahoe City businesses in COVID-19 recovery • Shared latest Placer County Sales Tax numbers with the TCDA Board to discuss effects of COVID-19 on the business community • Sector Town Halls <ul style="list-style-type: none"> ◦ Coordinated with partners at NLTRA and NTBA to conduct business sector town halls to gauge need and provide support ◦ Planned and hosted Personal Services + Health & Fitness Town Hall on December 4th • Worked with Placer County and other chamber and business association partners to create and promote "Shop Placer" • Monitoring Tahoe City businesses and checking periodically checking in with businesses, especially those hit hardest by COVID 19 closures <ul style="list-style-type: none"> ◦ Working with gyms/yoga studios to find outdoor spaces to host class • Created a "Positive Online Review" program for the TCDA Board to leave positive online reviews for their favorite Tahoe City businesses. Specifically encouraging board members to leave
--	---

	reviews during the shutdown to keep spirits high and support businesses while they are closed.
--	--

Tahoe City Downtown Association (TCDA)- Placer County Contract Review April 2021

Scope of Work

Tasks identified in the scope of work address three focus areas of the Main Street approach as defined and outlined in the TCDA's three-year Strategic Plan:

1. Economic & Community Vitality (Typically about 22% of monthly Placer County tasks relate to this item)

Purpose / Objectives

- Serve as a catalyst for Economic Vitality and Innovation
- Facilitate and fundraise for Tahoe City beautification projects, flower baskets, and downtown lighting - **PIVOT**
 - TCDA greatly improved town-wide beautification projects in 2020. *The Flower Basket was thriving despite increased costs due to the new AB5 labor law. TCDA organized the hanging of Stronger Together Banners and the painting of the Stronger Together mural. TCDA successfully received a total of \$21,000 in grants and business sponsorship to light up the Tahoe City Big Tree. TCDA continued to add lights to our downtown lighting program for the most robust year we have ever had. The new Big Tree inspired other businesses to invest in lighting at their businesses including Compass/Team Blair Tahoe, Christy Hill, and JKAE.*
- Utilize the Business Advocacy Committee to support existing businesses and encourage new business in Tahoe City - **COMPLETED**
 - *The Business Advocacy Committee was active this past year. We used the time with the committee to "check the pulse" of the business community. We reported on businesses that need extra support, business closures, new businesses etc. The committee advocated for Placer Shares dollars to go to rent relief, supported in the Small Business Saturday "event", and responded to new business inquires and was able to provide inventory of available leases in Tahoe City.*
- Support and connect businesses to each other and to information and resources that strengthen businesses and the community - **EXCELLED**
 - *TCDA engaged with the business community as much as possible in this last year. We were able to access our business community virtually and create networking opportunities more effectively than in the past. TCDA worked tirelessly to stay informed and be a resource for our community. If we didn't have the answer, we would find it out of refer them to one of our many amazing partners. This was a 24/7 task to stay up to date on the ever changing climate.*
- Advocate for business sustainability, expansion, recruitment & infrastructure - **COMPLETED**

- TCDA was a strong advocate for direct business support to keep our business community strong. This includes Placer Shares, etc. We also continued to advocate for infrastructure improvements that will attract new businesses or encourage others to expand.

2. Events, Promotions & Marketing (Pending public health restrictions) (Typically about 47% of monthly Placer County tasks relate to this item)

Purpose / Objectives

- Attract visitors and residents to District to enhance the downtown experience and support the community - **PIVOT**
 - TCDA utilized our marketing assets in a new way due to COVID-19. Rather than casting out a wide net to attract visitors to Tahoe City we used our resources to send out curated messages related to responsible tourism and direct business support. Our priority was getting dollars to our small businesses and highlighting them as much as possible. We shifted our focus and our audience responded well.
- Build awareness of District and TCDA-produced events (with COVID variations) - **COMPLETED**
 - 2020 was a challenging year for events, but that didn't stop us here at TCDA. We were determined to bring some life into our community and support small businesses at the same time. Leading up to March 2020 TCDA was well on our way planning for the 4th of July Fireworks, Tahoe City Food & Wine Classic, and Concerts at Commons Beach. Most contracts has been signed, tickets were sold (Food & Wine only), and staff time was invested. We tried to postpone Food & Wine Classic and Concerts at Commons Beach and kept our wheels turning. In the end all three events were cancelled
 - TCDA executed 2 new events in 2020
 - Tahoe City Explorathon
 - Best of Concerts at Commons Beach- Backyard Boogie
 - Drive-thru Downtown Lighting/Small Business Saturday
 - TCDA partnered on many community events/programs
 - Tahoe City Halloween Hunt
 - North Tahoe Shop & Win
 - Scarecrows on Parade
 - Snowfest Freeze
 - Homewood Pride Ride Scavenger Hunt
 - etc!
- Promote attributes with in-market advertising and marketing campaigns - **COMPLETED**
 - TCDA continued to promote Tahoe City and it's offerings, attributes and businesses via our marketing assets and partnerships with local media. When appropriate with COVID reopenings we highlighted our businesses that could safely visited and very much needed support.

- Increase revenue for two events per year, (Tahoe City Food + Wine and Oktoberfest) – **DID NOT COMPLETE**
 - *This wasn't possible due to COVID-19 cancellations*
- Utilize events to brand Tahoe City as the best place to live, work, play, and visit - **COMPLETED**
 - *TCDA produced the Tahoe City Explorathon and the Best of Concerts at Commons Beach- Backyard Boogie in 2020. We used the "challenges" in the Tahoe City Explorathon to highlight fun places, trivia, and adventures you can have right here in Tahoe City. For the Best of Concerts at Commons Beach we reminisced on our amazing, free concert series that we plan to bring back as soon as possible. Both of these events highlighted local culture.*

3. Community Issues (Typically about 24% of monthly Placer County tasks relate to this item)

Purpose / Objectives

- Participate in public meetings and provide feedback to Placer County North Lake Tahoe Executive Office on behalf of local business community - **EXCELLED**
 - *TCDA was highly engaged with the local community this past year. We attended meetings, met with businesses, and partners. We shared feedback with Placer County that sparked many conversations and positive change (trash pick up, Placer Shares, TBID, etc).*
- Publicize and engage people in positive ways on relevant local issues/topics impacting economic and social well-being - **EXCELLED**
 - *Although face to face meetings were limited this year at every opportunity TCDA staff and board members engaged with our community to share updates, ask questions, and encourage discourse. New this year, we hosted a virtual TCDA Membership Meeting where we provided updates and hosted polls to get instant feedback. We plan to continue that model, with an in person celebration as well in following years.*
- Covid-19 public health education and business recovery - **EXCELLED**
 - *TCDA invested staff time to stay abreast of the ever changing public health and business recovery information. We used our platform to get resources to our business community as efficiently as possible.*

Beyond the Placer County Contract, TCDA also worked on tasks related to organizational capacity. We do not bill for these activities as they don't fit in the scope of work.

- **Board Member Recruitment & Training**
- **Staff & Volunteer Training**
- **Membership Recruitment**
- **General Fundraising (online campaigns)**
- **Grant Writing**
- **Budget & Finance Meetings**
- **And more!**