

GRASS VALLEY DOWNTOWN ASSOCIATION

2023 DRAFT BUDGET		2022 ACUTAL	2023 BUDGET
GVDA ADMIN			
	INCOME	\$50,000.00	\$53,000.00
	EXPENSE	\$154,627.00	\$158,500.00
		<u>\$104,627.00</u>	<u>\$129,500.00</u>
2023 NEVADA COUNTY GRANT FUNDS	INCOME		\$22,000.00
BREWFEST			
	INCOME	\$40,098.00	\$45,375.00
	EXPENSE	\$15,375.00	\$15,375.00
		<u>\$24,723.00</u>	<u>\$30,000.00</u>
CAR SHOW			
	INCOME	\$17,147.00	\$21,000.00
	EXPENSE	\$4,863.00	\$5,000.00
		<u>\$13,276.00</u>	<u>\$16,000.00</u>
CORNISH CHRISTMAS			
	INCOME	\$62,738.00	\$58,000.00
	EXPENSE	\$47,337.00	\$38,000.00
		<u>\$15,401.00</u>	<u>\$20,000.00</u>
THURSDAY NIGHT MARKET			
	INCOME	\$29,851.00	\$27,000.00
	EXPENSE	\$11,357.00	\$12,000.00
		<u>\$18,494.00</u>	<u>\$15,000.00</u>
HOLIDAY MARKET			
	INCOME	\$2,022.00	\$3,000.00
	EXPENSE	\$1,295.00	\$2,000.00
		<u>\$727.00</u>	<u>\$1,000.00</u>
4TH OF JULY (50/50 SPLIT WITH GGVC)	PROFIT		\$5,000.00
FOOTHILL CELEBRATION	PROFIT		\$15,000.00
LOCAL 4 LOCALS	PROFIT		\$9,000.00
NET INCOME		<b>-\$32,005.00</b>	\$27,500.00



GRASS VALLEY DOWNTOWN ASSOCIATION

# Grass Valley Downtown Association 2022-2024 Strategic Plan

Prepared by [Lillie Piland Chair, GVDA](#)

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

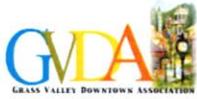
**GOAL: Strengthen and broaden downtown's economic base to sustain a financially, viable business district that appeals to locals and visitors alike.**

<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 GGVC 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**

<b>Objectives (2022-2024)</b>	<b>2023 Priorities</b>	<b><u>Expected Outcomes</u></b>
<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>



# Annual Review

—  
2022

# Introduction

The Grass Valley Downtown Association is a 501 C 4 Not for Profit organization that provides the 240+ downtown businesses located within the Business Improvement District (BID) boundaries with a unified voice and an umbrella organization that concerns itself with those issues impacting the downtown area.

The GVDA operates under the National Main Street Four Point Approach to downtown revitalization that are key to sustaining and enhancing a vibrant, strong, healthy commercial business district.



# Our Team



**Robin Galvan Davies**

Executive Manager



**GVDA and GV Chamber — We're Engaged!**

- **Lillie Robertson,**  
Chairperson
- **Joy Porter,**  
Vice Chairperson
- **Debbe Blakemore,**  
Treasurer
- **Alyssa Orellana,**  
Secretary

- **Sue Amick,**  
Board Director
- **Nicole Arbaugh,**  
Board Director
- **Craig Hamilton,**  
Board Director



**Mary Ann Boyer**

Member Outreach, Event Support

**Rachel Rodgers**

Media Coordinator, Event Support

**Last year**



## ORGANIZATION- Operational Highlights and Accomplishments

Bank of the West  
Special Document Delivery!



This past year we delved deep into our organizational footprint. We cleaned, cleared, reinvented and rebuilt this pillar of the GVDA. We transitioned the organization from dying to thriving.

- Entered into a management agreement with the GGVCC to allow for a revamp of our organization.
- Received a \$69,000 ARPA Grant from County of Nevada
- Ensured our organization was adhering to all Brown Act Laws governing our non-profit
- Moved the office to new location and digitized all files
- Cleaned up our book-keeping system so it was accurate and usable. Filed back tax returns
- Reinstated our Foundation in order to pursue grants in 2023 and onward

**The alliance with the Chamber has increased the GVDA's capacity and resiliency. Our organization is now able to thrive in all aspects of carrying out our goals and objectives.**

## DESIGN-Beautification Highlights and Accomplishments



### Improved the Overall Physical Appearance of the Downtown Business District

- Invested \$8,000 for Pigeon mitigation in downtown. **One hundred and sixty-six** pigeons were humanely captured and relocated.
- Spent \$3425 for Christmas light-scape repairs along roof lines on Mill and Main streets, including City Hall
- Worked with the City and Chamber to help plant flowers
- Lobbied for way-finding signs for parking areas and the informational kiosk installed on Mill St to share information with Merchants and Community Members
- Actively participated in the Mill Street Redesign Project.

**We can't wait for the Mill Street project to be completed. It's going to be beautiful!**

## ECONOMIC VITALITY Highlights and Accomplishments

### Assisted with the Retention of Businesses in Downtown

- Welcomed 21 new businesses to downtown
- Host merchant meetings that are well attended by our BID and the City
- Launched Monday Merchant Memos- better communication with our members
  - 720 subscribers with a 49-53% open rate
  - Feature a “Merchant Spotlight” and BID member news each week
- Reinvigorated the organization with a strong, working board and committee participation:
  - 9 Members – Economic Vitality Committee
  - 6 Members – Promotions Committee
  - 5 Members – Design Committee
- Acted as liaison for property owners and potentially interested parties to help fill vacancies



**Working diligently to create value in the BID of which our membership and community partners can be proud.**

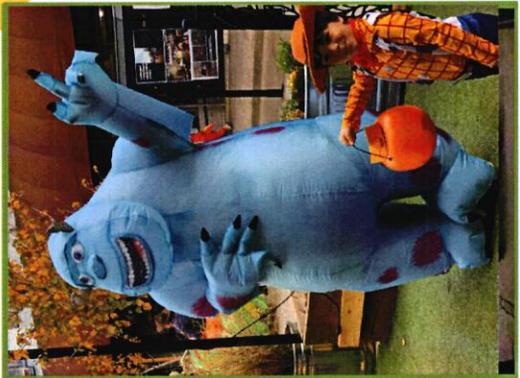
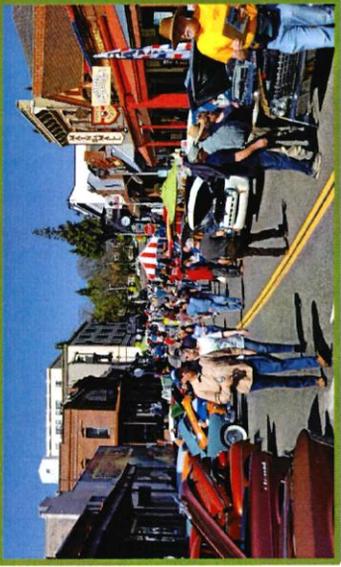
## PROMOTIONS- Events and Marketing Highlights and Accomplishments



### Reformatted and Curated high-quality events that were profitable

- Reformatted our signature events and increased sponsorship by 500% over 2022
- Developed a format for each event, including usable templates, branded advertising materials, and easy to understand vendor, expense and profit records to simplify reproducing in future years
- 2022 Cornish Christmas was the busiest the street has ever been. The Union's photos are a testament to how crowded it was!
- Elevated our most well-known event with a \$3,300 investment in new props including Santa's sleigh and chair.
- Car show: 218 participants, Increased sponsorship by \$7680 and profits by 100%
- Brew Fest 600 attendees Increased sponsorship by 100% and profits by 100%. 3 top title sponsors have already recommitted for 2023
- Hosted Holiday Open House, which merchants reported was in their top 3 most profitable days of the year
- Other successful community focused events included: Thursday Night Markets, July 4<sup>th</sup> festivities, The Sidewalk Sale, St Piran's Day and Donation Day Parade.

**Showcased our BID merchants, and a thriving downtown shopping and entertainment district through elevated events**



# Goals for 2023

## Organizational Priorities

- Define a formal Strategic Alliance with the GGVCC
- Rectify the BID list used to identify member and educate those who are not currently paying their dues

## Beautification Priorities

- Continue to be the front-line cheerleaders of the redesign project
- Advocate and participate in the ongoing discussions regarding parking and permanent bathrooms
- Pigeon Mitigation

## Economic Priorities

- Increase our profit margin by 10%
- Identify grant opportunities to leverage our newly reinstated 501C3
- Social media/branding workshops for members

## Event Priorities

- Increase profitability of each event by at least 10%
- Launch two new signature events
  - Locals for Locals
  - Day of the Dead





# Looking ahead

We are re-creating our program of work to provide value in the contributions we make to our members and community.

Having completed a year of restoring the Grass Valley Downtown Association, we are dedicated to achieving a sound and sustainable financial platform, attaining organizational clarity and polishing our exceptional calendar of events, and ultimately, to showcase Downtown Grass Valley as the crown jewel of Western Nevada County.

**Thank you for your time!**