



IVCBA 2024 BUSINESS PLAN

MISSION:

Build and grow cohesiveness for the sustainability of Incline Village and Crystal Bay, NV,

VISION:

A thriving community that supports and is supported by its agencies, businesses, nonprofits, and residents

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A. Executive Summary

IVCBA is the community and business association in Incline Village Crystal Bay. It provides a framework to support and engage our residents, businesses, and nonprofits, thereby creating a more cohesive and sustainable community. It is “pro-community” and aims to help our community stakeholders work together in positive ways, including programs designed to promote and support local businesses and nonprofits. The community website (IVCBA.org), SnapShot weekly newsletter, social media channels, and the LIVE.WORK.PLAY. quarterly magazines are the core communication platforms and content is primarily gathered from member agencies, businesses, and nonprofits. Signature events such as the Local Heroes Parade and the Northern Lights Festival bring the community together and promote member organizations.

IVCBA funding is precarious. It is at the whim and the budgeting constraints of its Investor level members. By making ourselves a working partner and point of contact for Washoe County, it is our goal to establish consistent funding through the Washoe County budget, similar to how California counties fund their chambers and business associations. We do not have funding from bed taxes, but can try to align with TNTNV to justify additional funding that helps them meet their goals and objectives.

Staffing continues to be its greatest expense. As Linda transitions out of day to day operations and toward retirement in 2026/27, we will need to add more staff. A budget that looks like \$300,000 in 2024 could easily look like \$400,000+ in two years.

IVCBA VALUE PROPOSITION

IVCBA business membership more than pays for itself in promotions and interactions with the community. Residents like the local news and events that bring people together. Businesses join because they can see that the work on community connection initiatives like housing and transportation is an investment in the future of our community. It benefits employers, employees, locals and second homeowners. 2024 plans expand the number of interactions between residents and community agencies, businesses and nonprofits. It also builds collaborations with Washoe County and agencies to bring attention to the larger issues such as housing, revitalization and redevelopment that need those agencies to invest in Washoe Tahoe. Since we have no local government, it is critical that we align with Washoe County, TNTNV, and hopefully IVGID to create a stronger voice for Washoe Tahoe.

B. 2024 Operating Plan Highlights

Here's a summary of the goals along with new/existing program highlights

- Expand IVCBA's leadership position as the primary community communication resource
 - Ads in SnapShot
 - More promotions on social media
- Retain and build a membership base of 260 + 100 community supporters
 - Recruit more Community Supporter members as "paid subscriptions" to SnapShot
- Strengthen and grow the IVCBA business community through programs
 - Business Resource Guide microsite on IVCBA.org
 - Virtual merchant map
 - Variety of mixers/meetings
 - Business/Financial Industry, member to member
 - Special program for summer sports/cultural events
 - Stronger working relationship with NLT Chamber
 - Hire a Program coordinator in late summer
- Build a stronger base of support for residents.
 - Collaborate with Incliners for welcome bag distribution
 - Washoe Tahoe Leadership Academy
 - Reach out to Latinx community
- Engage all segments of the community in community events. Promote the Meet and Greet aspect of:
 - Local Heroes
 - Northern Lights
 - Partner events Incline Library Block Party and Community Clean-up
 - Sheriff's Picnic
- Grow cohesiveness by fostering collaboration and advocacy with community connection initiatives
 - Follow ups to WTHP housing roadmap and building local support
 - Incline Village Main Street program
 - Economic analysis dashboard to provide data for decision making
 - Beautification: roundabout/Inclined to Bloom
 - Transportation/walking map
 - Commercial signage
- Be a sustainable financial organization.
 - Present a proposal to TNTNV to run programs that are mutually beneficial for both organizations.
 - Work toward funding from Washoe County in FY24/25 to continue work on community connection initiatives funded by the ARPA grant

C. 2024 Goals

Goal 1: Expand IVCBA's position as the primary community communication source

1.1 Membership Software Utilization

- Use membership software to reinforce value to business members.
- Create tutorials on how to add information to InfoHub.
- Create incentives for members to add their community news, events, and jobs.
- Create an auto-drip email campaign for new and renewing members with InfoHub tutorials. Welcome and Tutorials as well as Promotion email for Corporate/Investor level members.
- Reach out quarterly to members with tutorials and Q&A email.
- Collect and communicate with contacts for various committees and lists.
- **New Strategy: Improve the business value proposition through IVCBA programs.**
 - More Meet and Greets for nonprofits and agencies
 - More networking for businesses
 - Improved programs for targeted business segments.
 - Ads in SnapShot.

1.2 SnapShot News & Information Source

- Build on SnapShot's success as a strong local news & information source.
- Aim to build our subscriber base to 2,500 subscribers and increase the number of paid subscribers (Community Supporters) from 55 -100.
- Gather and curate local community news, information, events, and jobs.
- Create Specific Weekly features for industries (Wellness, Real Estate, Financial)
- Feature relevant member content.
- Run giveaways and paid advertisements to increase engagement and grow subscriber lists.
- Advertise SnapShot signup at local events and add pop-up subscribe button on IVCBA.org.

1.3 Social Media Growth Strategies

- Increase Instagram followers to 1000 and Facebook followers to 1,000.
- Post relevant content 2-3 times a week.
- Repost and share members posts on stories and FB feed.
- Run social media giveaways and pay to boost important ads, information, or events.
- Feature relevant member content.

1.4 IVCBA.org Visibility and Functionality

- Embed content and CTA to subscribe via member campaign.
- SEO enhancement to increase organic search and drive traffic.
- Create IVCB Restaurant Week event microsite.

1.5 Jobs and Volunteer Board

- Share tutorials on how to add job/volunteer openings.
- Create incentives for members to add their job openings.
- Pay to promote job board.
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1.7 LIVE.WORK.PLAY. Magazine Publication

- Publish magazine in March, June, and November.
- Work with editorial committee and Just Imagine Marketing.
- Grow pool of local community content writers.
- Generate ad revenue to cover publication costs.

Goal 2: Retain and grow business membership to 260

2.1 Increase Investors by 10% with the goal of 22 total after attrition.

- Add better engagement through Conversations with the County.
- Strengthen identity as community leaders through 2 VIP Receptions.
- Ask for commitment to housing council and Main Street programs

2.2 Renew 95% of existing businesses/nonprofits: 185.

- Use website and promotions to ensure that all members are engaged.

2.3 Add 55 new businesses and end '24 with 165 Basic and 70 Local/Corporate.

- Organic growth through networking and business programs.
- Target restaurants/bars, building trade, and financial professions.

GOAL 3: Strengthen and grow the IVCBA business community through programs.

3.1 Strategy: Make information about businesses more accessible.

- Tactic: Merchant map distributed throughout community
 - Free for IVCBA members; \$100/nonmembers
 - Make online version more interactive
- Tactic: Produce industry guides and make available on website
 - Building trades
 - Utilize Tahoe EATS FB site
 - Health and Wellness

3.2 Strategy: Provide a plethora of networking opportunities

- Tactic: Quarterly Member Socials geared to new members at Mountain Workspace
- Tactic: Business Networking Mixer (any business or nonprofit member)
 - Hosted by 2+ businesses that benefit from the synergy
- Tactic: Business mixers by industry (includes industry guide)
 - Building Trades
 - Financial and professional services(advisors, mortgage, banks, insurance, lawyers, accountants, etc.)
 - Restaurant week
- Tactic: Job Fairs
 - Spring and fall tentative
- Tactic: BizBuz Mixers (must be Local or Corporate member)
 - June and September

3.3 Strategy: Partner with NTCA/NLT Chamber

- Tactic: Mixer in October hosted with NTCA and TNTNV
- Tactic: “Go Local” campaign
- Tactic: Virtual job fair

3.4 Strategy: Encourage new businesses and improve access to state resources

- Tactic: Starting a Business Resource page on website
- Tactic: Connect with EDawn and UNR business dept resources
- Tactic: Connect with local entrepreneurs(Tahoe Inc)

Goal 4: Build a stronger base of support for residents

4.1 Strategy: Increase engagement with new residents.

- Tactic: Reach 100 new residents with Renew Tap Into Tahoe Welcome bags.
 - Partner with Incliners and schools for distribution
 - Share bags with new IVCBA members
 - Develop social media campaign for it.
- Tactic: Improve online “New residents welcome kit”
 - Develop different resource guides with links to member agencies, etc.
- Tactic: Co-host Welcome to Incline socials with Incliners 1 or 2 times annually

4.2 Strategy: Offer a leadership academy to encourage positive engagement in community.

- Partner with Washoe County.

4.3 Strategy: Inclined to Meet Town Halls on relevant issues

- Tactic: Candidate forums,

4.4 Strategy: Build leadership presence by establishing relationships with key agencies like Washoe County, IVGID, TRPA, TPC, TTD, Placer County.

- Reinforce agency services through frequent communication.
- Offer opportunity to write an agency update through the Local Lens

Goal 5: Engage all segments of the community through a variety of events

5.1 Strategy: Grow support/ participation in the Local Heroes 4th of July Celebration

- Tactic: Continue to produce microsite for all events
- Tactic: Identify ways for businesses to be involved
 - Patriotic decor
 - Patriotic walk art sponsored by businesses
- Tactic: Participate in Community Fair by recruiting nonprofits for tents
 - Partner with Rotary on parade
 - Add patriotic music
 - Recruit Burning Man cars
 - Strategy: Produce First Annual IVCB Food & Drink Week.

5.2 Strategy: Grow support for participating in Northern Lights Celebration

- Tactic: Increase sponsors of holiday lighting through marketing campaigns
- Tactic: Retain Candy Cane Lane & Village as premier community event
- Tactic: Tailor Sip and Shop events to each center's or plaza's needs
- Tactic: Evening market with nonprofit beneficiary

5.3 Strategy: Introduce IV/CB Restaurant Week

- Tactic: Engage restaurants and bars to participate,
- Tactic: Create event microsite,
- Tactic: Secure three sponsors.

5.4 Strategy: **Promote Meet and Greet opportunities at member agencies**

- Tactic: Collaborate with Sheriff's Picnic
- Tactic: Collaborate with Incline Library Street Fair and Community Clean-up

Goal 6: Grow cohesiveness by fostering collaboration and advocacy with Washoe County, agencies and nonprofits.

6.1 Strategy: Washoe Tahoe Community Collaborative Summit on Housing

6.2 Strategy: Develop **Incline Village Main Street Program**

- Develop strategic plan that includes engaging community
- Economic analysis for future planning, Apply for Affiliate status.
- Apply for the next status level, “Affiliate” with the Main Street program.

6.3 Strategy: Develop walking path map and WF Transportation Roundtable.

- Partner with TNTNV, Get Andy Chapman involved.

6.4 Strategy: **Town Center Vision and Stakeholder Engagement**

- Begin to create a vision for a town center.
- Establish relationships with shopping center and plaza landlords and tenants.

6.5 **Beautification Projects and Community Initiatives**

- Establish beautification projects with NDOT and other agencies.
- Work on roundabout plans, roadside clean-up, public art, etc.

6.5 Strategy: **Be the anchor organization for Washoe Tahoe Housing Council**

- Tactic: Partner with United for Action on a Housing Speaker Series
 - Pick topics of interest to community for 2-4 programs
- Tactic: Create a “deal makers’ committee to examine building options
- Tactic: Build Outreach and awareness with Hispanics and young families
- Tactic: Gather support and leadership for WT Housing Council
 - Ask Investor members to be partners
 - Work as a council to identify and implement housing strategies
- Tactic: Work with Washoe County to implement Placemate

Goal 7: Financial Sustainability

7.1. Sources of revenue:

- Raise \$200,000 for programs through memberships
- Raise \$20,000 for events through sponsorships
- Raise \$15,000 for ad revenue and community supporters
- Use \$75,000 Washoe County grant for Main Street/housing adminNote: We do not have a preliminary budget yet; actual programs will depend on revenues. We tie expenses for staff to specific programs, i.e. communications, events, Main Street;

7.2 Utilize Incline Tahoe Foundation for charitable donations

Use the Incline Tahoe Foundation for charitable donations to beautification and events

7.3 Private and Government Funding Opportunities

- Seek grants and private donations from entities like Washoe County, Travel Nevada, NV Energy, Dave & Cheryl Duffield Foundation, etc.