April 10, 2026

To the Chico City Council,

On behalf of the Downtown Chico Business Association (DCBA), I would like to sincerely thank you for your financial support over the past three years. Your investment has made it possible to accomplish a significant amount of work toward rebuilding, strengthening, and revitalizing Downtown Chico.

We recognize that the DCBA has experienced challenges during this period. As with any organization undergoing transition, not all circumstances were within the control of current leadership, and the information available today is at times limited. That said, our focus remains firmly on accountability, transparency, and moving forward with clarity and purpose.

Since I joined the DCBA as General Manager in August 2025, my approach has been to thoroughly review all available reports, documentation, and outcomes from the duration of the investment period. This has allowed us to better understand where we are, identify opportunities for improvement, and establish a more consistent and reliable operational foundation.

Significant steps have already been taken to strengthen the organization, including hiring full-time administrative staff, implementing board training, and establishing essential policies and procedures. These efforts have positioned the DCBA on a clear path toward long-term stability and sustainability.

Looking ahead, I am confident in the organization's future. With my background in marketing, event planning, and business development—combined with the experience and commitment of our Board of Directors—we are well-equipped to build on this foundation and deliver meaningful results for Downtown Chico.

We appreciate your continued partnership and support as we move into this next phase with focus, professionalism, and optimism.

Sincerely,

Celeste Cramer

Celeste Cramer
General Manager
Downtown Chico Business Association

FINAL REPORT

Downtown Chico Business District Enhancement Program
Downtown Chico Business Association (DCBA)

I. Project Overview

The Downtown Chico Business Association (DCBA) was contracted by the City of Chico to administer the Downtown Business District Enhancement Program, funded through the American Rescue Plan Act (ARPA), with the purpose of stabilizing, revitalizing, and enhancing the downtown district following the significant economic and operational disruptions caused by COVID-19.

The program was designed to:

- Rebuild organizational capacity
- Strengthen economic vitality
- Enhance placemaking and safety
- Expand marketing and engagement
- Increase event-driven activation

Over the course of the project period, DCBA implemented a comprehensive strategy aligned with the four required service areas:

1. Organizational Rebuilding
2. Place Development
3. Marketing & Communication
4. Events & Promotion

This report provides a detailed summary of work completed, outcomes achieved, and improvements made to ensure long-term financial stability and vitality of Downtown Chico.

II. Organizational Rebuilding

A central objective of the project was to rebuild DCBA into a stable, professional, and sustainable organization capable of delivering long-term impact. At the beginning of this project, the DCBA was:

- Initially operated with one full-time staff and heavy reliance on board members and volunteers, demonstrating the scale of organizational rebuilding required
- Board members and Executive Committee actively managed operations, finances, and partnerships during early phases of recovery

Staffing & Organizational Structure

- Transitioned from limited staffing to a stable full-time team:
  - General Manager
  - Events & Promotions Manager
  - Office & Logistics Assistant Manager
- Expanded capacity through:
  - Intern partnerships (Chico State & Butte College)
  - Volunteer programs
  - Marketing contractor support
- Conducted staff evaluations and clarified roles and responsibilities
- Improved operational efficiency through structured workflows and planning systems

Systems Modernization (Salesforce CRM)

- Built a centralized CRM system with:
  - 1,300+ business accounts and contacts
  - Vendor, sponsor, volunteer, and event tracking
- Integrated:
  - Sponsorship agreements
  - Volunteer applications
  - Event registrations

    - Board and communication tracking
- Created internal knowledge systems (FAQ, communication logs)
- Enabled data-driven decision-making and continuity across staff

Governance & Organizational Development

- Strengthened Board structure and engagement, reinforcing clear governance roles and strategic oversight
- Developed and implemented board training to strengthen governance knowledge, clarify roles and responsibilities, and ensure alignment with fiduciary duties and organizational best practices
- Increased transparency and accountability through:
    - Standardized sponsorship contracts
    - Improved financial reporting processes
    - Clear documentation and tracking of organizational activities
- Conducted extensive business outreach, identifying and engaging 400+ downtown businesses, strengthening relationships and improving communication across the district
- Strengthened governance structure and organizational accountability through the development and implementation of comprehensive policies and foundational documents, including:
    - Board Member Code of Conduct
    - DCBA Financial Management Policy
    - Bylaws & Articles of Incorporation
    - DCBA Employee Handbook
    - Records Retention Policy
    - Reserve & Investment Policy
    - DCBA Business Expense Policy
- These policies establish clear expectations for ethical conduct, financial oversight, transparency, and operational consistency, ensuring alignment with nonprofit best practices and legal requirements
- The Financial Management Policy provides detailed guidance on budgeting, spending authority, internal controls, and reporting procedures, ensuring strong fiscal oversight and accountability at all levels of the organization

- The Board Member Code of Conduct formalizes expectations around ethical leadership, fiduciary responsibility, confidentiality, and governance roles, reinforcing trust and professionalism across the organization
- Collectively, these efforts are critical to:
  - Ensuring fiscal responsibility and proper stewardship of public funds
  - Creating organizational stability and continuity beyond individual staff or board members
  - Establishing clear roles, responsibilities, and decision-making authority
  - Reducing risk and improving compliance with City, State, and nonprofit standards
  - Supporting long-term sustainability and credibility with partners, funders, and the community

Financial Stability Improvements

- Transitioned from reliance on unstable revenue streams to:
  - Strong event revenue
  - Structured sponsorship programs
- Reduced accounts receivable and improved invoicing processes
- Updated QuickBooks chart of accounts for clearer financial reporting
- Built systems to track assessments and financial performance

Outcome: DCBA successfully transitioned into a stable, professionally managed organization with scalable systems and sustainable operations, meeting the core requirement of organizational rebuilding. Early phases of the project required significant focus on rebuilding foundational organizational capacity, including staffing, governance, and financial systems. These efforts were essential to enabling the substantial growth in events, marketing reach, sponsorship revenue, and economic impact achieved in later phases of the project.

III. Place Development

The project significantly enhanced the physical environment, safety perception, and activation of downtown public spaces. Implemented block-by-block placemaking audit strategy to systematically evaluate downtown conditions (safety, lighting, landscaping, storefronts).

Public Space Activation (City Plaza)

- Activated City Plaza and other public spaces through consistent, intentional programming
- Implemented ongoing activations to bring regular use to previously underutilized areas

Spring Fling Activation (Free Community Event)

- Provided free, inclusive community programming designed to activate City Plaza and encourage broad participation
- Featured:
    - Yo-Yo Championship Practice & California State Championship
    - Free Tai Chi with Grandmaster Azad
    - Chico State Pep Band performances
    - Salvation Army Easter Service
    - Lunch in the Plaza with Live DJ
- Increased daily and weekly activation of City Plaza
- Improved perception of safety through consistent positive use

Arts & Beautification (COBA Revival)

- Revitalized public art through the relaunch of the Chico Open Board Art (COBA) program
- Partnered with:
    - Butte College
    - MONCA
    - Chico Arts organizations

- Installed new student-created artwork in Diamond Alley
- Established a rotating art model to ensure long-term sustainability and continued engagement

ARTober Fest (Revitalized 2024)

- Revitalized ARTober Fest as a month-long, community-centered celebration highlighting Chico's artistic expression, cultural diversity, and creative talent
- Designed to be accessible, inclusive, and representative of the full cultural landscape of the Chico community
- Brought together a wide network of partners, including:
    - Museum of Northern California Art (MONCA)
    - Chico Art Center
    - Chico Arts Commission
    - Chico Arts & Culture Foundation
    - Chico Visual Arts Alliance
    - Butte College
    - Chico State
    - Local artists and community organizations
- Featured programming across the city, including:
    - Live performances
    - Art exhibitions
    - Interactive workshops
    - Public art demonstrations
    - Youth programming
    - Cultural events for all ages
- Strengthened downtown and citywide identity as a hub for arts and culture

Safety Improvements

- Improved safety perception through coordinated events, increased foot traffic, and partnerships
- Collaborated with:
    - Chico Police Department
    - PBID Ambassadors

- Event safety improvements resulted in:
  - Treat Street being recognized as the “safest street closure Chico has ever seen”
- Introduced safety trainings for businesses (“Communicating for Safety”)

PBID Support

- Supported the Downtown Chico Property-Based Improvement District (PBID) by providing foundational resources, including:
  - Website support
  - PO Box
  - Operational and administrative assistance
- These efforts helped strengthen PBID’s ability to improve safety, cleanliness, and overall downtown vitality

Vacant Building & Business Environment Efforts

- Identified 468+ downtown businesses and gaps in licensing compliance
- Started collaboration with the City on:
  - Business outreach and stakeholder engagement
  - Licensing alignment
  - Addressing discrepancies
- Initiated strategies for:
  - Storefront improvements
  - Vacancy reduction
  - Activation through events and art
- Installed and supported small-scale infrastructure improvements such as:
  - Bike parking installations
  - Event wayfinding signage

Parking

- In 2023, partnered with the City to implement a Kiosk Concierge Program, deploying staff to assist visitors and improve usability of new parking systems
- Supported businesses in advocacy and education about the new parking system

Outcome: Downtown Chico's public spaces have become more active, welcoming, and functional through consistent programming, strategic partnerships, and targeted improvements. These efforts have enhanced safety perception, increased daily and event-based utilization, and strengthened the overall environment for businesses, residents, and visitors. Increased activation and foot traffic contributed to a stronger sense of place and supported ongoing economic vitality in the downtown district.

IV. Marketing & Communication

A major focus of the project was rebuilding public perception of downtown and increasing visibility of businesses. In the first year of the project, the DCBA focused on:

- Early marketing efforts focused on a "return to downtown" campaign emphasizing that downtown is clean, safe, and vibrant
- Implemented "We Heard You" communication strategy to respond directly to business feedback and improve transparency
- Increased business-to-business communication and outreach by over 40%, strengthening relationships with downtown stakeholders
- Launched business opening promotion campaigns, highlighting new businesses and encouraging community support

In the past several years, the DCBA expanded their marketing and communications by developing and implementing a formal brand guideline system to ensure consistency across all marketing materials, events, and communications, and the following:

Multi-Channel Marketing Strategy

- Implemented integrated campaigns across:
    - Social media (Facebook, Instagram)
    - Radio (Deer Creek Broadcasting, Results Radio)
    - Website and newsletters
    - Press releases and media outreach

- Leveraged strategic media partnerships to generate over $50,000 in donated TV and radio advertising, significantly expanding reach without additional cost
- Achieved over 6 million+ billboard impressions through digital and physical placements across key corridors (Hwy 99 and Hwy 32)
- Distributed 220 newsletter campaigns highlighting downtown events, business updates, and community news
- Reached a total of 299,150 emails sent with an average 48% open rate, demonstrating strong engagement and effective communication with stakeholders and the broader community
- Messaging focused on:
    - Downtown safety
    - Accessibility (parking)
    - Events and experiences
    - Supporting downtown businesses

Digital Growth & Reach

- Social media growth expanded to:
    - 28,000+ Facebook followers
    - 18,000+ Instagram followers
- This growth significantly increased DCBA's ability to promote downtown businesses, events, and initiatives to a broader audience
- Significant increases in:
    - Engagement
    - Reach
    - Business visibility

Marketing Materials & Business Promotion Updates

- Downtown Chico Dining Map
    - Has been fully updated and printed and distributed to hotels throughout the region, helping drive visitors directly to downtown restaurants and businesses

  - Supports promotion of 70+ downtown dining establishments and strengthens Downtown Chico's position as a regional dining destination
  - Builds on prior efforts to develop and distribute visitor-facing materials through partnerships with hotels, tourism organizations, and local businesses to increase visibility and economic activity

"We Are Downtown Chico" Campaign

- Launched October 2025
- No-cost promotional campaign for businesses
- Participation:
  - 50–60+ businesses
- Features:
  - Business spotlights
  - Owner and staff storytelling
  - Website and social media integration
- Expanded the *We Are Downtown Chico* campaign through print media by featuring 30 individual downtown businesses in a four-page spread in Upgraded Living magazine
- Increased visibility beyond digital platforms, reaching a broader regional audience and further promoting downtown Chico businesses
- Ongoing campaign with 2026 goals:
  - 100+ businesses featured
  - Expanded regional reach (Redding to Sacramento)

Website & Business Promotion

- Website performance reached 140,000 active users, 138,000 new users, and over 1 million annual clicks in 2025, reflecting a significant expansion in digital reach and effectiveness in promoting downtown businesses, events, and visitor engagement
- Updated website to include:
  - Business listings
  - Event participation visibility
  - Direct links to business websites
- Created centralized hub for:

- Press releases
- Business highlights

Targeted Regional Marketing

- Implemented targeted social media marketing campaigns reaching a 100-mile radius (Redding to Sacramento)
- Strategy focused on attracting visitors from surrounding communities to increase regional tourism and economic activity in Downtown Chico

City Collaboration & Communication

- Worked in partnership with the City of Chico to help distribute key information and engage downtown business stakeholders, ensuring consistent communication and alignment on initiatives
- The General Manager distributes a monthly email update to downtown stakeholders, ensuring consistent communication, increased awareness of initiatives, and stronger engagement with businesses and partners

Technology & Interactive Tools

- Developed interactive event maps to highlight downtown businesses within event footprints that are open during events
- Purchased and implemented event software to provide a more modern, interactive user experience and better showcase participating businesses

Outcome: DCBA significantly expanded its marketing reach and effectiveness through coordinated, multi-channel strategies, resulting in increased visibility, stronger business engagement, and broader regional awareness of Downtown Chico. These efforts have played a key role in shifting public perception and attracting new and returning visitors to the district. 42.38% of the project funds received by the project was dedicated in 2025 to Marketing & Communication.

V. Events & Promotion

Events served as the primary driver of economic activity, foot traffic, and community engagement.

Attendance & Growth

- All events in 2025 significantly exceeded attendance compared to previous years, demonstrating increased community interest and successful programming and marketing
- Events such as Thursday Night Market and Friday Night Concerts doubled in participation, reflecting significant growth in attendance and community engagement

Event Impact on Downtown

- Events are designed to create positive, memorable experiences that encourage visitors to return to downtown even outside of event days
- Increased foot traffic directly supports:
    - Local business revenue
    - Positive perception of downtown
    - Increased activity in areas impacted by concerns such as homelessness, parking, and vacancies

Foot Traffic & Perception Shift

- Increased foot traffic helps:
    - Drive economic activity for businesses
    - Reinforce downtown as safe and welcoming
    - Shift public perception and highlight positive experiences

Signature Revenue-Generating Events

- **2025 Taste of Downtown**
    - 1,350+ attendees

    - $40,000+ revenue
- **2025 Art & Wine Walk**
    - 1,175+ attendees
    - $40,000+ revenue

Regional Attendance & Economic Impact

Ticketed events, including the Art & Wine Walk and Taste of Downtown, provide the most accurate data on visitor origin and demonstrate that Downtown Chico events attract a significant regional audience. Analysis shows that approximately 30% of attendees travel from outside Chico, with 12–15% coming from outside the immediate Butte County region, including the Sacramento area, Bay Area, Central Valley, and Southern California. A small percentage of attendees also travel from out of state.

Because ticketed events are the only events where attendee location data is consistently captured, they provide a strong indicator of overall visitor patterns. These findings confirm that DCBA events function as regional destination drivers, bringing new visitors and external spending into Downtown Chico, directly supporting local businesses and contributing to overall economic vitality.

2025 Overall Breakdown (Art & Wine Walk and Taste of Downtown – Verified)

Of the 2172 attendees that the address was collected:

- Local (Chico): ~70%
- Regional (Butte County & surrounding areas – Paradise, Oroville, Durham, Gridley, etc.): ~17%
- Out-of-Area California (Sacramento, Bay Area, Central Valley, Southern CA): ~10–11%
- Out of State: ~2–3%

Attendees traveled from across California, including the Sacramento region, Bay Area, Central Valley, and Southern California, demonstrating the event's role as a regional destination.

Large-Scale Community Events

- Thursday Night Market
  - 5,000–14,000 weekly attendees
  - 180+ vendor applications in 2026
- Friday Night Concerts
- Treat Street (record safety + sales impact)
- Christmas Preview and holiday activations
- Retail & Shopping-Focused Events: Implemented events specifically designed to encourage in-store shopping and direct economic activity for downtown businesses, including:
  - Small Business Saturday
  - Harvest Sidewalk Sale
  - Slice of Chico
- Restaurant & Hospitality Activation: Taste of Downtown encourages the community and visitors to explore and experience a wide variety of downtown restaurants and bars which provides direct exposure for participating businesses, increases customer traffic, and introduces new patrons to local dining establishments
- These events drive foot traffic directly into businesses, support local retailers, and reinforce the importance of shopping local

Free Community Programming

- Majority of events kept cost-free to ensure accessibility
- Increased inclusivity and participation across all demographics
- Supported downtown as a community gathering space

Youth & Community Programs

- Young Entrepreneurs Initiative (YEI)
  - Provided training, mentorship, and hands-on guidance to youth entrepreneurs, equipping them with foundational business knowledge and practical skills

- Created real-world market participation opportunities through DCBA events, allowing participants to develop, market, and sell their products directly to the public
    - Supported youth in gaining experience in customer engagement, pricing, branding, and business operations, helping build confidence and entrepreneurial mindset
    - Designed to give young people the tools and experience needed to start and sustain their own businesses, setting them up for long-term success
    - 48 participants since 2024, demonstrating strong interest and growing engagement in youth entrepreneurship
    - The YEI program not only supports youth development but also contributes to the future economic vitality of Downtown Chico by fostering the next generation of local business owners
- Community Trainings – Communication for Safety
    - Implemented Tactical Communication and Persuasive Authority Training ("Communication for Safety") to support downtown business owners and their staff in managing challenging situations
    - Provided practical tools and techniques focused on de-escalation, conflict resolution, and effective communication in real-world scenarios
    - Designed to help businesses confidently respond to situations involving customer conflict, safety concerns, and high-stress interactions
    - Strengthened the ability of downtown stakeholders to maintain a safe, respectful, and welcoming environment for customers, employees, and the broader community
    - Contributed to improved overall safety perception and preparedness within the downtown district

Event Innovation & Expansion

- Monthly themed activations (Health, Diversity, Nonprofits, etc.)
- Expansion of Thursday Night Market footprint to Main Street
- Addition of:
    - Kid zones
    - Enhanced entertainment

- Interactive maps

2026 New Event: First Bloom

- Introduced First Bloom, a new event aligned with Chico State recruitment efforts
- Designed to welcome approximately 6,000 prospective students and their families
- Showcases downtown as a vibrant destination, supporting:
  - Increased university enrollment interest
  - Long-term economic impact through student spending

Re-Envisioned Treat Street

- Redesigned Treat Street with:
  - Full street closures
  - Games and interactive activities
- Resulted in:
  - Increased attendance duration
  - More time spent in stores
  - Improved overall experience for families and businesses

Outcome: DCBA's events have evolved into high-impact economic drivers, generating record-breaking attendance, increasing foot traffic, and creating positive, memorable experiences in Downtown Chico. These events not only support immediate business activity but also contribute to long-term visitation by reinforcing downtown as a vibrant and desirable destination.

VI. Financial Stability & Sustainability

A core requirement of the project was improving financial stability for both DCBA and the downtown district.

Revenue Growth

- By hiring an experienced General Manager, DCBA was able to secure over $90,000 in sponsorships within four months, demonstrating the direct impact of professional leadership and strategic fundraising
- Sponsorship structures were redesigned to be more sustainable, transparent, and attractive to long-term partners
- Strong event revenue performance ($190K+ events in 2025)
- Shifted from inconsistent revenue sources to a more reliable mix of sponsorships, events, and partnerships
- End-of-year revenue increased from $46,617.71 in 2024 to $59,200.97 in 2025, representing an approximate 27% increase, driven by expanded events, improved sponsorship strategies, and strengthened organizational capacity

Structural Improvements

- Standardized sponsorship packages and contracts
- CRM-based tracking for revenue and commitments
- Reduced reliance on inconsistent funding sources

Cost Controls

- Reviewed expenses and staffing models
- Adjusted pricing strategies (events, vendor fees)
- Improved financial reporting accuracy

City Investment Impact

City of Chico funding enabled:

- Organizational rebuilding
- Staffing stabilization
- System development
- Program expansion during critical recovery years

END-OF-PROJECT FINANCE REPORT

Financial Summary

- Positive net revenue and stable financial position
- Revenue sources include assessments, City funding, sponsorships, and events
- Strong financial oversight and reporting systems in place

Use of Funds

- Organizational stabilization and staffing
- Event production and promotion
- Marketing and communications
- Placemaking and activation

Outcomes

- Increased economic activity and foot traffic
- Expanded marketing reach and business visibility
- Strengthened organizational capacity

Sustainability

- Long-term financial stability achieved
- Diversified revenue streams and sponsorship growth
- Continued investment in community programming and downtown activation

Conclusion: Through improved financial management, diversified revenue streams, and strategic sponsorship development, DCBA has achieved a significantly more stable and sustainable financial position. This progress ensures the organization's ability to continue delivering high-quality programs while maintaining fiscal responsibility and reducing reliance on a single funding source.

VII. Looking Ahead

Building on the progress made through this project, the DCBA is focused on expanding programming, strengthening organizational capacity, and increasing economic impact in Downtown Chico.

Event Expansion & Activation

- Expanding the Thursday Night Market to bring more visitors downtown, further activate Main Street businesses, and increase opportunities for live entertainment and community engagement
- Introducing a new Expo Series within the Thursday Night Market to diversify programming, attract new audiences, and provide additional opportunities for vendors and community organizations

  2026 Expo Lineup:

  April: Health & Wellness Expo
  May: Outdoor Adventures Expo
  June: Unity Through Diversity Expo
  July: Giving Back to Chico (Nonprofit Expo)
  August: Wedding & Events Expo
  September: Pet Expo

- Continuing to evolve Treat Street into a festival-style event, encouraging downtown businesses to "give back" through games and activities that create meaningful connections with the community
- Developing additional interactive, in-store activation events to drive foot traffic during slower periods, including:
  - July: Fairy house installations in downtown businesses to encourage exploration and shopping
  - March: Leprechaun trap scavenger-style activity to engage families and increase business visits

Marketing & Regional Reach

- Expanding targeted marketing efforts across a 100-mile radius (Redding to Sacramento) to attract new visitors and increase regional awareness of Downtown Chico
- Continuing to grow digital, print, and in-person marketing strategies to support downtown businesses and events
- Developing a targeted marketing campaign to address perception challenges and highlight Downtown Chico as a safe, welcoming, and has accessible parking, supported by regional radio advertising through Deer Creek Broadcasting and Results Radio to broaden reach and attract visitors

Business Engagement & City Collaboration

- Expanding training opportunities for downtown businesses, including marketing strategy workshops, to help businesses increase visibility, attract customers, and adapt to changing market conditions
- Exploring strategies to reduce costs for downtown businesses with active City of Chico business licenses participating in events, making participation more accessible and increasing overall involvement, including:
  - Securing partnerships with wine distributors to donate or offset product costs for events such as Art & Wine Walk
  - Evaluating increased vendor incentives, including raising the Thursday Night Market booth discount from 20–40% to 30–50% by 2027
- Providing hands-on support to downtown businesses to increase customer engagement during events, including strategies for eye-catching signage, promotional offers, and interactive experiences that convert foot traffic into sales
- Partnering with the City to conduct a comprehensive audit of downtown businesses to:
  - Collect updated contact information
  - Identify business license status
  - Improve communication with stakeholders
  - Support increased compliance and revenue for both the City and DCBA

Organizational Sustainability & Governance

- Engaging a non-profit attorney to provide board training and update bylaws to ensure continued compliance and alignment with best practices
- Continue partnering with the City to improve enforcement and collection of business licensing requirements, with the goal of increasing assessment revenue from approximately $25,000 to $50,000, thereby strengthening the financial sustainability of downtown programs and services
- Advancing a new assessment proposal to City Council, which, upon approval, will provide sustainable funding to:
  - Support long-term operations
  - Hire a full-time marketing professional dedicated to promoting Downtown Chico
- Exploring the establishment of a 501(c)(3) nonprofit arm to allow DCBA to directly accept grants and sponsorships without reliance on a fiscal sponsor, increasing funding flexibility and long-term sustainability
- Working toward hiring a full-time Development Manager to expand funding and organizational capacity, with responsibilities including:
  - Researching, writing, and submitting grant proposals to foundations and government agencies
  - Securing corporate partnerships and sponsorships, particularly for events, through structured marketing and advertising opportunities
  - Updating and maintaining the CRM with accurate downtown business contact information and identifying new businesses within the district

With a strong operational foundation now in place, DCBA is well-positioned to expand its impact through enhanced programming, targeted marketing, and continued collaboration with the City and community partners, ensuring sustained economic vitality and long-term success for Downtown Chico.

VIII. Conclusion

Through strategic investment, organizational restructuring, and community-focused programming, the Downtown Chico Business Association successfully fulfilled the objectives of the Downtown Business District Enhancement Program.

The project resulted in:

- A stabilized and professional organization
- Increased economic activity and foot traffic
- Enhanced public spaces and safety perception
- Expanded marketing reach and business visibility
- Strong community engagement through accessible events
- A sustainable financial foundation for future growth

Collectively, these efforts demonstrate a successful transformation of the DCBA from an organization in recovery into a stable, strategic, and systems-driven organization with formal policies, modern tools, and structured programs aligned with the City's Scope of Work. Through this work, DCBA has met and exceeded the objectives of the project, delivering measurable economic and community benefits to Downtown Chico. The City of Chico's support during a critical recovery period made this progress possible, enabling the organization to rebuild, stabilize, and evolve into a resilient entity capable of driving long-term downtown vitality.

Appendix: Financial Reports

- Statement of Activity (2025)
- Budget vs. Actual (2025)
- Statement of Financial Position (Dec 31, 2025)
- Budget (2026)

Statement of Activity

Downtown Chico Business Association

January-December, 2025

	TOTAL
Income	
4110 Corporate Contributions	41,930.73
4130 Government Contributions	111,651.00
4160 Assessment Dues	26,957.44
4170 Program Income	
4171 Sponsors	63,606.99
4172 Space Rental	125,199.24
4173 Ticket Sales	82,121.02
Total for 4170 Program Income	**$270,927.25**
Total for Income	**$451,466.42**
Gross Profit	**$451,466.42**
Expenses	
5010 Communication Expense	2,940.86
5020 Dues & Subscriptions	328.00
5030 Insurance	15,092.31
5040 Licenses and Permits	7,442.00
5050 Advertising & Marketing	
5051 Contractor	3,510.00
5052 Software	1,546.69
5053 Billboards & Print	14,786.80
5055 TV & Radio	9,400.00
5056 Website	4,782.50
Total for 5050 Advertising & Marketing	**$34,025.99**
5060 Miscellaneous	1,921.93
5070 Office Supplies & General Software	7,697.41
5080 Program Operations	
5081 Contract Services	56,508.32
5082 Software	479.95
5083 Program Supplies	10,833.20
Total for 5080 Program Operations	**$67,821.47**
5090 Postage and Delivery	1,333.74
5100 Printing and Reproduction	
5101 Office Copies and Print	4,791.56
Total for 5100 Printing and Reproduction	**$4,791.56**
5200 Professional Development	
5202 Materials and Supplies	1,274.25
5203 Training and Education	399.95
Total for 5200 Professional Development	**$1,674.20**
5300 Professional Fees	
5301 Accounting	3,625.00
5302 Bookkeeping	10,830.00
5303 Consultants	38,589.00
Total for 5300 Professional Fees	**$53,044.00**

Statement of Activity

Downtown Chico Business Association

January-December, 2025

	TOTAL
5500 Repairs & Maintenance	
5503 Office Maintenance	1,113.80
Total for 5500 Repairs & Maintenance	**$1,113.80**
5600 Salary & Wages	$160,255.05
5602 Payroll Taxes	1,917.16
5603 Payroll Expenses	1,879.67
5604 Medical Insurance Reimbursement	1,442.60
5605 Personal Phone Reimbursement	100.00
5606 Seasonal Labor	679.50
Total for 5600 Salary & Wages	**$166,273.98**
5700 Service Charges	
5701 Bank Fees	216.83
5702 Merchant Fees	9,694.84
5703 Interest Fees	1,876.18
Total for 5700 Service Charges	**$11,787.85**
5900 Utilities	
5901 Electricity/Gas	228.63
Total for 5900 Utilities	**$228.63**
6000 Vehicle	
6001 Gas	232.12
6002 Maintenance	528.54
6003 Registration	188.00
Total for 6000 Vehicle	**$948.66**
Payroll	13,799.06
Unapplied Cash Bill Payment Expenditure (Old)	0.00
Total for Expenses	**$392,265.45**
Net Operating Income	**$59,200.97**
Net Other Income	
Net Income	**$59,200.97**

Budget vs. Actuals 2025
January 1-December 31, 2025

	2025		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Income				
4110 Corporate Contributions	41,930.73	30,500.00	41,930.73	30,500.00
4130 Government Contributions	111,651.00	148,800.00	111,651.00	148,800.00
4160 Assessment Dues	26,957.44	25,000.00	26,957.44	25,000.00
4170 Program Income		0.00		$0.00
4171 Sponsors	63,606.99	63,100.00	63,606.99	63,100.00
4172 Space Rental	125,199.24	122,700.00	125,199.24	122,700.00
4173 Ticket Sales	82,121.02	59,900.00	82,121.02	59,900.00
Total for 4170 Program Income	**270,927.25**	**245,700.00**	**$270,927.25**	**$245,700.00**
4100 Individual Contributions		1,500.00		1,500.00
4150 General Marketing				
4151 Website Sponsors		5,000.00		5,000.00
Total for 4150 General Marketing		**5,000.00**		**$5,000.00**
Total for Income	**451,466.42**	**456,500.00**	**$451,466.42**	**$456,500.00**
Cost of Goods Sold				
Gross Profit	**451,466.42**	**456,500.00**	**$451,466.42**	**$456,500.00**
Expenses				
5010 Communication Expense	2,940.86	7,605.00	2,940.86	7,605.00
5020 Dues & Subscriptions	328.00		328.00	
5030 Insurance	15,092.31	15,000.00	15,092.31	15,000.00
5040 Licenses and Permits	7,442.00	8,068.00	7,442.00	8,068.00
5050 Advertising & Marketing		45,251.00		$45,251.00
5051 Contractor	3,510.00	100.00	3,510.00	100.00
5052 Software	1,546.69	1,800.00	1,546.69	1,800.00
5053 Billboards & Print	14,786.80		14,786.80	
5055 TV & Radio	9,400.00		9,400.00	
5056 Website	4,782.50	8,050.00	4,782.50	8,050.00
5054 Social Media/Digital		450.00		450.00
Total for 5050 Advertising & Marketing	**34,025.99**	**55,651.00**	**$34,025.99**	**$55,651.00**
5060 Miscellaneous	1,921.93	6,125.00	1,921.93	6,125.00
5070 Office Supplies & General Software	7,697.41	11,200.00	7,697.41	11,200.00
5080 Program Operations		0.00		$0.00
5081 Contract Services	56,508.32	44,766.00	56,508.32	44,766.00
5082 Software	479.95		479.95	
5083 Program Supplies	10,833.20	12,530.00	10,833.20	12,530.00
Total for 5080 Program Operations	**67,821.47**	**57,296.00**	**$67,821.47**	**$57,296.00**
5090 Postage and Delivery	1,333.74	950.00	1,333.74	950.00
5100 Printing and Reproduction		0.00		$0.00
5101 Office Copies and Print	4,791.56	7,500.00	4,791.56	7,500.00
Total for 5100 Printing and Reproduction	**4,791.56**	**7,500.00**	**$4,791.56**	**$7,500.00**

Budget vs. Actuals 2025

January 1-December 31, 2025

	2025		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET
5200 Professional Development		1,000.00		$1,000.00
5202 Materials and Supplies	1,274.25		1,274.25	
5203 Training and Education	399.95		399.95	
5204 Meals		250.00		250.00
Total for 5200 Professional Development	**1,674.20**	**1,250.00**	**$1,674.20**	**$1,250.00**
5300 Professional Fees		0.00		$0.00
5301 Accounting	3,625.00	3,500.00	3,625.00	3,500.00
5302 Bookkeeping	10,830.00	14,000.00	10,830.00	14,000.00
5303 Consultants	38,589.00	71,000.00	38,589.00	71,000.00
Total for 5300 Professional Fees	**53,044.00**	**88,500.00**	**$53,044.00**	**$88,500.00**
5500 Repairs & Maintenance		1,000.00		$1,000.00
5503 Office Maintenance	1,113.80		1,113.80	
Total for 5500 Repairs & Maintenance	**1,113.80**	**1,000.00**	**$1,113.80**	**$1,000.00**
5600 Salary & Wages	160,255.05	155,000.00	$160,255.05	$155,000.00
5602 Payroll Taxes	1,917.16	15,000.00	1,917.16	15,000.00
5603 Payroll Expenses	1,879.67	1,800.00	1,879.67	1,800.00
5604 Medical Insurance Reimbursement	1,442.60	4,440.00	1,442.60	4,440.00
5605 Personal Phone Reimbursement	100.00	600.00	100.00	600.00
5606 Seasonal Labor	679.50		679.50	
Total for 5600 Salary & Wages	**166,273.98**	**176,840.00**	**$166,273.98**	**$176,840.00**
5700 Service Charges		0.00		$0.00
5701 Bank Fees	216.83	250.00	216.83	250.00
5702 Merchant Fees	9,694.84	5,500.00	9,694.84	5,500.00
5703 Interest Fees	1,876.18	50.00	1,876.18	50.00
Total for 5700 Service Charges	**11,787.85**	**5,800.00**	**$11,787.85**	**$5,800.00**
5900 Utilities				
5901 Electricity/Gas	228.63		228.63	
Total for 5900 Utilities	**228.63**		**$228.63**	
6000 Vehicle		1,500.00		$1,500.00
6001 Gas	232.12		232.12	
6002 Maintenance	528.54		528.54	
6003 Registration	188.00		188.00	
Total for 6000 Vehicle	**948.66**	**1,500.00**	**$948.66**	**$1,500.00**
Payroll	13,799.06		13,799.06	
6560 Payroll Expenses (deleted)		0.00		0.00
Total for Expenses	**392,265.45**	**444,285.00**	**$392,265.45**	**$444,285.00**
Net Operating Income	**59,200.97**	**12,215.00**	**$59,200.97**	**$12,215.00**
Other Income				
Other Expenses				
Net Other Income				
Net Income	**59,200.97**	**12,215.00**	**$59,200.97**	**$12,215.00**

Statement of Activity

Downtown Chico Business Association

January 1-December 31, 2025

	TOTAL
Income	
4110 Corporate Contributions	41,930.73
4130 Government Contributions	111,651.00
4160 Assessment Dues	26,957.44
4170 Program Income	
4171 Sponsors	63,606.99
4172 Space Rental	125,199.24
4173 Ticket Sales	82,121.02
Total for 4170 Program Income	**$270,927.25**
Total for Income	**$451,466.42**
Gross Profit	**$451,466.42**
Expenses	
5010 Communication Expense	2,940.86
5020 Dues & Subscriptions	328.00
5030 Insurance	15,092.31
5040 Licenses and Permits	7,442.00
5050 Advertising & Marketing	
5051 Contractor	3,510.00
5052 Software	1,546.69
5053 Billboards & Print	14,786.80
5055 TV & Radio	9,400.00
5056 Website	4,782.50
Total for 5050 Advertising & Marketing	**$34,025.99**
5060 Miscellaneous	1,921.93
5070 Office Supplies & General Software	7,697.41
5080 Program Operations	
5081 Contract Services	56,508.32
5082 Software	479.95
5083 Program Supplies	10,833.20
Total for 5080 Program Operations	**$67,821.47**
5090 Postage and Delivery	1,333.74
5100 Printing and Reproduction	
5101 Office Copies and Print	4,791.56
Total for 5100 Printing and Reproduction	**$4,791.56**
5200 Professional Development	
5202 Materials and Supplies	1,274.25
5203 Training and Education	399.95
Total for 5200 Professional Development	**$1,674.20**
5300 Professional Fees	
5301 Accounting	3,625.00
5302 Bookkeeping	10,830.00
5303 Consultants	38,589.00
Total for 5300 Professional Fees	**$53,044.00**

Statement of Activity

Downtown Chico Business Association

January 1-December 31, 2025

	TOTAL
5500 Repairs & Maintenance	
5503 Office Maintenance	1,113.80
Total for 5500 Repairs & Maintenance	**$1,113.80**
5600 Salary & Wages	$160,255.05
5602 Payroll Taxes	1,917.16
5603 Payroll Expenses	1,879.67
5604 Medical Insurance Reimbursement	1,442.60
5605 Personal Phone Reimbursement	100.00
5606 Seasonal Labor	679.50
Total for 5600 Salary & Wages	**$166,273.98**
5700 Service Charges	
5701 Bank Fees	216.83
5702 Merchant Fees	9,694.84
5703 Interest Fees	1,876.18
Total for 5700 Service Charges	**$11,787.85**
5900 Utilities	
5901 Electricity/Gas	228.63
Total for 5900 Utilities	**$228.63**
6000 Vehicle	
6001 Gas	232.12
6002 Maintenance	528.54
6003 Registration	188.00
Total for 6000 Vehicle	**$948.66**
Payroll	13,799.06
Total for Expenses	**$392,265.45**
Net Operating Income	**$59,200.97**
Net Other Income	
Net Income	**$59,200.97**

2026 DCBA Budget

Downtown Chico Business Association

January 1-December 31, 2026

	2026	TOTAL
Income		
4100 Individual Contributions	3,000.00	3,000.00
4110 Corporate Contributions	70,000.00	70,000.00
4120 Foundation Contributions	4,000.00	4,000.00
4130 Government Contributions	43,200.00	43,200.00
4150 General Marketing		
4151 Website Sponsors	3,000.00	3,000.00
4152 Print Guide Sponsors	4,000.00	4,000.00
Total for 4150 General Marketing	**7,000.00**	**$7,000.00**
4160 Assessment Dues	30,000.00	30,000.00
4170 Program Income		
4171 Sponsors	84,500.00	84,500.00
4172 Space Rental	192,000.00	192,000.00
4173 Ticket Sales	71,800.00	71,800.00
Total for 4170 Program Income	**348,300.00**	**$348,300.00**
4190 In-Kind Contributions	22,800.00	22,800.00
Total for Income	**528,300.00**	**$528,300.00**
Cost of Goods Sold		
Gross Profit	**528,300.00**	**$528,300.00**
Expenses		
5010 Communication Expense	6,000.00	6,000.00
5020 Dues & Subscriptions	200.00	200.00
5030 Insurance	15,000.00	15,000.00
5040 Licenses and Permits	7,670.00	7,670.00
5050 Advertising & Marketing		
5051 Contractor	28,000.00	28,000.00
5052 Software	1,600.00	1,600.00
5053 Billboards & Print	15,250.00	15,250.00
5054 Social Media/Digital	2,550.00	2,550.00
5055 TV & Radio	5,500.00	5,500.00
5056 Website	2,400.00	2,400.00
Total for 5050 Advertising & Marketing	**55,300.00**	**$55,300.00**
5060 Miscellaneous	2,000.00	2,000.00
5070 Office Supplies & General Software	13,000.00	13,000.00
5080 Program Operations		
5081 Contract Services	53,800.00	53,800.00
5082 Software	1,350.00	1,350.00
5083 Program Supplies	24,550.00	24,550.00
Total for 5080 Program Operations	**79,700.00**	**$79,700.00**
5090 Postage and Delivery	500.00	500.00

2026 DCBA Budget

Downtown Chico Business Association

January 1-December 31, 2026

	2026	TOTAL
5100 Printing and Reproduction		
5101 Office Copies and Print	4,000.00	4,000.00
5102 Outside Copies and Print	2,000.00	2,000.00
Total for 5100 Printing and Reproduction	**6,000.00**	**$6,000.00**
5200 Professional Development		
5201 Fees and Dues	600.00	600.00
5202 Materials and Supplies	250.00	250.00
5203 Training and Education	1,200.00	1,200.00
5204 Meals	300.00	300.00
Total for 5200 Professional Development	**2,350.00**	**$2,350.00**
5300 Professional Fees		
5301 Accounting	3,500.00	3,500.00
5302 Bookkeeping	11,520.00	11,520.00
5303 Consultants	1,500.00	1,500.00
Total for 5300 Professional Fees	**16,520.00**	**$16,520.00**
5400 Rent	22,800.00	22,800.00
5500 Repairs & Maintenance		
5501 Computer Repairs	500.00	500.00
5502 Equipment Repairs	500.00	500.00
5503 Office Maintenance	1,000.00	1,000.00
Total for 5500 Repairs & Maintenance	**2,000.00**	**$2,000.00**
5600 Salary & Wages	197,000.00	$197,000.00
5601 Insurance - Workers Comp	10,000.00	10,000.00
5602 Payroll Taxes	30,000.00	30,000.00
5603 Payroll Expenses	2,000.00	2,000.00
5604 Medical Insurance Reimbursement	13,320.00	13,320.00
5605 Personal Phone Reimbursement	600.00	600.00
5606 Seasonal Labor	19,450.00	19,450.00
Total for 5600 Salary & Wages	**272,370.00**	**$272,370.00**
5700 Service Charges		
5701 Bank Fees	200.00	200.00
5702 Merchant Fees	5,050.00	5,050.00
5703 Interest Fees	2,000.00	2,000.00
Total for 5700 Service Charges	**7,250.00**	**$7,250.00**
5800 Travel		
5801 Lodging	500.00	500.00
5802 Travel Meals	250.00	250.00
5803 Travel Transportation	250.00	250.00
Total for 5800 Travel	**1,000.00**	**$1,000.00**
5900 Utilities		
5901 Electricity/Gas	12,000.00	12,000.00
Total for 5900 Utilities	**12,000.00**	**$12,000.00**

2026 DCBA Budget

Downtown Chico Business Association

January 1-December 31, 2026

	2026	TOTAL
6000 Vehicle		
6001 Gas	600.00	600.00
6002 Maintenance	1,000.00	1,000.00
6003 Registration	200.00	200.00
Total for 6000 Vehicle	**1,800.00**	**$1,800.00**
Total for Expenses	**523,460.00**	**$523,460.00**
Net Operating Income	**4,840.00**	**$4,840.00**
Other Income		
Other Expenses		
Net Other Income		
Net Income	**4,840.00**	**$4,840.00**