



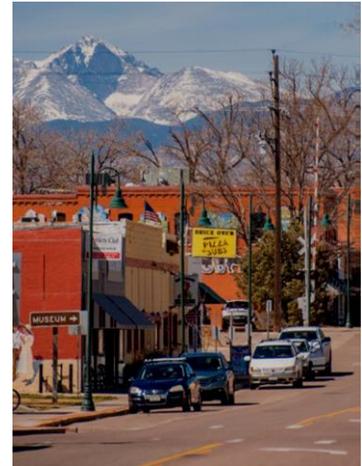
Berthoud Main Street Program Vision, Mission, Strategic Plan & Annual Work Program 2019-2020



COLORADO
Department of Local Affairs

Berthoud Vision, Mission, Strategic Plan & Annual Work Program

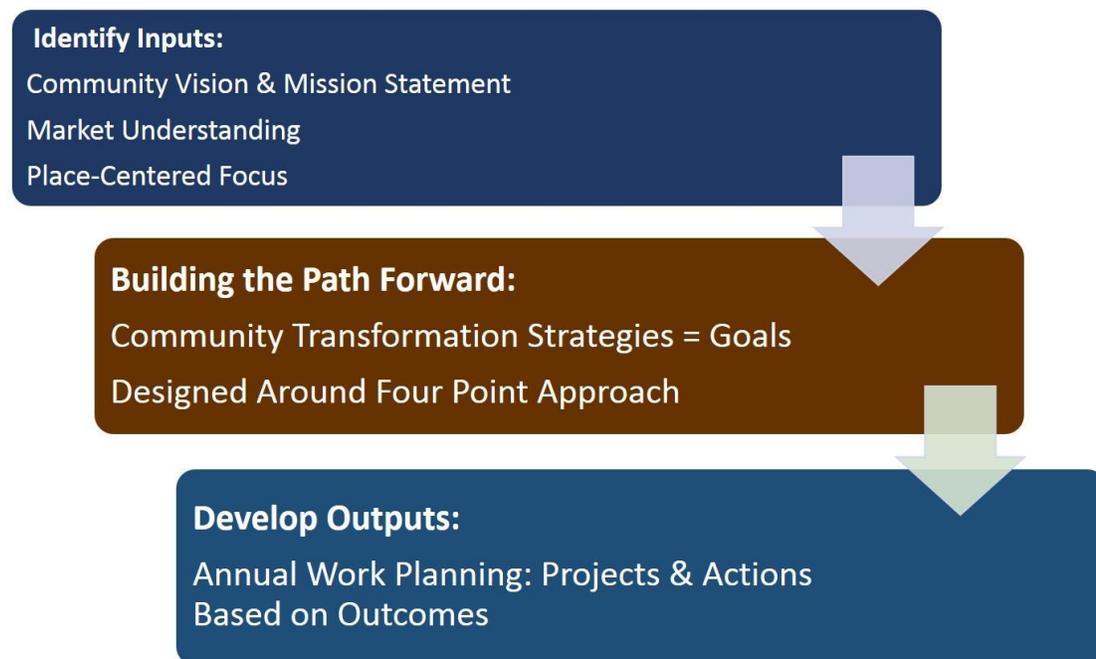
In May of 2019, the Berthoud Main Street Board of Directors undertook a Strategic Planning effort offered through the Colorado Main Street Program. The Berthoud Main Street Board worked together with Melissa Antol and Melissa Leland, hrQ strategic planning consultants for a one month period to define their Vision and Mission, develop a Strategic Plan and develop an Annual Work Program to organize specific activities for the Berthoud Main Street Program. The following sections represent the accomplishments and the results of their work together to produce the Berthoud Main Street Strategic Plan and Annual Work Program.



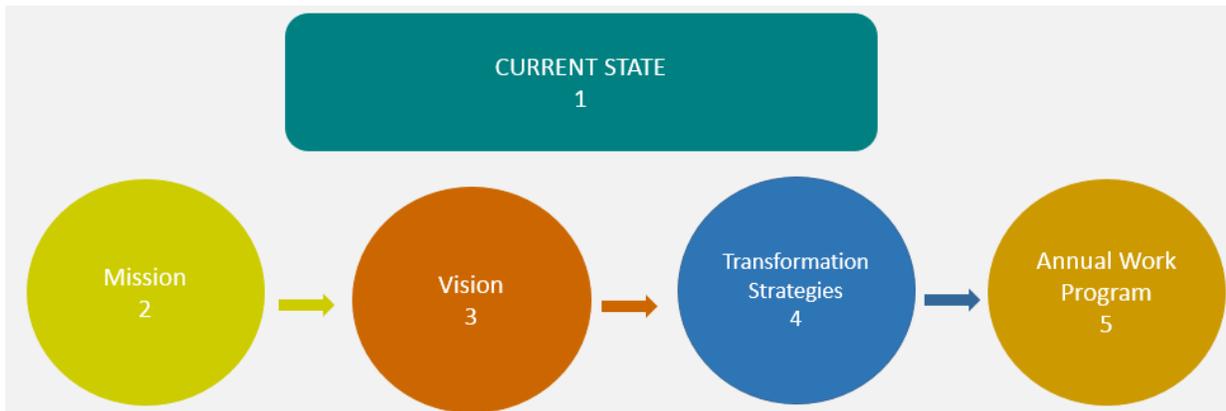
Process

The Berthoud Main Street Board of Directors participated in two workshops where they worked together through a series of interactive exercises to revisit the Berthoud Main Street Vision and Mission Statements, confirm their Transformation Strategies and develop their Annual Work Program. Following each workshop, the Berthoud Main Street Board reviewed draft work products to obtain agreement on the results. Pictures 1 & 2 illustrate the steps in the process.

Picture 1: Planning Objectives for Berthoud Main Street Strategic Planning



Picture 2: Berthoud Strategic Planning Process Steps



Community Context & Current State

Strategic Planning requires having a solid understanding of where your community stands today, understanding its strengths, assets and driving attributes. Obtaining this understanding of the current community context accomplishes two things: it enables workshop participants to slip into a creative planning mindset and step away from the activity of their daily work. Second, it provides an illustrative list of their successes and strengths that can be built upon for future work.

The Berthoud Main Street Board participated in two different activities to obtain an understanding of where they stand to date. Board members identified five different types of community assets the town possesses and then used an attribute scale to rate where Berthoud stands in relation to typical downtown redevelopment/revitalization planning components.



Community Assets

Workshop participants were asked to identify assets that Berthoud possess for each of the categories below. Table 1 represents the results of their assessment.

Table 1: Berthoud Current Assets & Types

Cultural/Historic Assets	Aesthetic/Design Assets	Demographic/Population Assets	Economic Assets	Natural Recreation Assets
Active Historical Society	City Star Brewery (redo)	Cool mix of age groups	Hydro Power Plant – Great Robotics Program	Rocky Mountain National Park (40 Minutes)
Downtown Businesses featuring historic enhancements	Artists Live in Town	High Achieving Student Population		Carter Lake

Cultural/Historic Assets	Aesthetic/Design Assets	Demographic/Population Assets	Economic Assets	Natural Recreation Assets
Berthoud days	Downtown Park	Quality Schools	Increasing Tax Base	Two Observatories
Summer Music Festival	Concentrated Downtown	Bedroom Community	Increased interest in Business Development	Finkel Park on Main St
Oktoberfest	Town looking for an identity	Diverse Population	Loves Truck Stop	Beautiful Mountain Setting
Christmas festival	Dark Sky Ordinance	Good Business Partnerships/ Mentorships with Schools	Supportive Town Council	Golf Course
Lakota Indian Festival	Farm Family Painting on Grain Elevator	Community Still in Touch with its Roots	Larger Than Thought 2 nd Street Manufacturing District	Nearby skiing
Small town feel	Phase 1 Main Street Improvements (benches, sidewalks, lights, flowerpots)		Northern Water (400 Employees)	Park & Rec Areas
Many 100 year old buildings	Farmers Market		Extensive Ownership of Water Rights	Great bicycle paths
Music Program Free Summer Concerts at the museum	Small Town Atmosphere		Berthoud Community Fund	Local 5K runs (3) that can be used to qualify for Boulder Boulder
Strong Vet Community & Organizations	Park Sculpture		Potential for Planned Growth	Large Tree Lined Streets downtown
Existing Historic Preservation Survey	Two Local Art Organizations		Johnstown Industrial Park	Trail/Park Program
Berthoud High School – Active student community that support local projects through their clubs			Lively stores & Restaurants on Main Street	Outdoor recreation minded population
Purchase & Preservation of			Lehman Printing (Newspapers:	

Cultural/Historic Assets	Aesthetic/Design Assets	Demographic/Population Assets	Economic Assets	Natural Recreation Assets
Farm West of Town			Longmont & Reporter Herald)	
Central to three Universities			Two Pot Shops	
			Energy Logic	

Attributes

The attributes workshop exercise asked participants first to rate where Berthoud stands today in relation to different attributes that contribute to the successful reinvestment and revitalization potential of the downtown area. Participants were asked to rate Berthoud’s attributes on a scale of 1 to 5. A rating of one indicates there is not a strong presence of that attribute in the community presently, while a 5 rating indicates a strong presence. During the visioning portion of the workshop, participants were asked to return to the attributes table and indicate where they would like Berthoud to be in the future, within the next 3 to 5 years. Again, participants rated where they would like Berthoud to be in the future by using the rating scale. The consultants acknowledge that some attributes such as geographic location and access are not things that will likely shift over time, but highlight the need to overcome those obstacles with targeted planning efforts. Table 2 represents the results of these two planning exercises with the Berthoud Main Street Board.

Table 2: Berthoud Asset Rankings – Current & Future Goal

ATTRIBUTES	DESCRIPTION	CURRENT RATING FROM 1 TO 5	FUTURE RATING FROM 1 TO 5
Geographic Location	Remote access to community versus direct access & wayfinding signage	3	4.5
Size of Community Population	Number of seasonal residents versus year-round residents	4.5	2.5
Visitation Levels	Indirect visitation versus Berthoud as a primary destination	2	4
Volunteer Interest/Community Partnerships	Little to no existing volunteers and community organizations versus high level of engagement and participation by volunteers and organizations	3	5
Board Effectiveness/Capacity	Newly formed Board with limited time, training and focus versus high	4	5

ATTRIBUTES	DESCRIPTION	CURRENT RATING FROM 1 TO 5	FUTURE RATING FROM 1 TO 5
	functioning Board with expertise and time commitment		
Events and Attractions	Low versus high number of annual events & regular attractions	3	4
Business Climate/Development	Regulatory & code challenges with historic preservation, redevelopment & re-use versus business friendly support to encourage development	3	4
Customer Identity/Niche Markets/Market Potential	Need to identify customer types, niche markets, & potential businesses versus understanding of target market	3	5
Infrastructure: Buildings, roads, sidewalks, access, lighting, aesthetics	Ease and desirability of locating businesses in existing buildings and with sufficient infrastructure to support pedestrian, bicycle and vehicle access and circulation throughout the district	1.5	5
City of Berthoud recognition as a destination	Low level of marketing, PR and promotional information Berthoud versus high regional knowledge of its significance as a destination	1	4.5
Change Readiness	Low or high commitment, capacity and financial capability to invest in rebuilding and enhancing Berthoud Main Street	3.5	5

Mission

One of the key components of the Berthoud Strategic Planning workshop involved developing a Mission Statement for the Berthoud Main Street Program. Mission Statements are an integral element of Strategic Planning as they define the focus of what the Program does, its purpose, its audience (the intended population), its impact and benefit of the work completed. The Mission Statement is different than the Vision Statement. The

Mission Statement focuses on the purpose of the Main Street Program, while a Vision Statement defines an aspirational picture of the preferred future. A Vision Statement answers the question, "If the organization fulfills its mission, what will the future look like?"

The Berthoud Strategic Planning Workshop asked participants to undertake development of their Mission Statement through a series of group exercises. Exercises began with storytelling. Storytelling is a comfortable way for participants to share their ideas about the work they do for the Main Street Program. Participants were asked to consider the following questions in telling their story: "What does it look like when we're doing our best work?" "What would it look like when we're doing our best work?" Key words from each participant's stories were captured on flip charts. Similarities in words used were grouped to identify primary themes. From these exercises a clear focus for the Berthoud Main Street Program Mission Statement emerged.



Berthoud Main Street Program Mission Statement

Following the Mission Statement exercises, the group volunteered to revise their current Mission Statement. Their primary goal in revising the Mission Statement was to provide a shorter, more impactful statement that could be easily remembered. The draft was reviewed by the group and a decision was agreed upon to adopt the following Mission Statement:

Mission:

"To promote and preserve the unique character of the Berthoud Main Street District."

Previous Mission Statement: To promote and preserve the history, culture, architecture, economy and public use of Berthoud's Mountain Avenue corridor including the Area's commercial, civic and religious enterprises and residences while contributing to its betterment in partnership with its citizens.

Vision Statement

Development of a Vision Statement for the Berthoud Main Street Board was one of the key components of the workshop and the Strategic Planning process. Distinct from an organization's Mission Statement that focuses on purpose, the Vision Statement describes the aspirations of the group's identity and what it would like to accomplish in the long term future. The Vision Statement describes what the Berthoud Main Street Program and community wants to BE.

From both a programming and planning perspective it is important to have a Vision Statement. Its benefits are many, as summarized below, but its primary focus is on providing the organization and the community with a focus and a sense of direction. It serves as a touchstone for the organization, so even when activities, membership and programs shift over time, the focus of the organization is continuous.

Vision Statements help to:

- Empower people and focuses their efforts
- Focus energy for greater effectiveness
- Raise the standard of excellence
- Give hope for the future
- Bring unity to the community
- Raise commitment level
- People set priorities and make decisions

The Berthoud Main Street Board participated in several exercises for development of the Vision Statement. Group participants first undertook a visualization activity where they were asked to visualize talking to a reporter from a major state/regional newspaper who is interviewing them because of Berthoud’s great reinvestment/redevelopment success and award winning downtown. Participants were asked to share answers to the following three questions:



- What does the headline of the story read?
- Why did Berthoud win the award?
- What did you do or achieve?
- What specific examples of Berthoud’s successes would you share with the reporter?

They then worked together to discuss their ideas and key words that represented Berthoud’s success.

Part 2 of the Visioning exercises focused on having participant return to the attributes worksheet and rate where they would like to be in the next 3-5 years (*see Table 2 for future ratings*).

From the material collected form the visioning exercises, the Board agreed to revise and update their current Vision Statement. Several drafts of the Vision Statement were sent for Board review. The previous and new Vision Statement are listed below:

Vision:

“Promote a vital and culturally rich Main Street District embracing history, business, art, innovation and community partnerships.”

Previous Vision Statement: To create a unique and vital downtown that enriches the business community, embraces history, celebrates the arts, preserves our natural environment and promote quality events to instill a sense of community

Transformation Strategies

The second portion of the workshop focused on strategic planning and included development of Transformation Strategies that will be used to guide the efforts of the Berthoud Main Street Program over the next 3-5 years. Strategic



Planning is a critical element for organizations because it defines how an organization will work towards achievement of their Vision. Achievement of Vision is accomplished by establishing goals that define what the organization will focus its energy on, and on objectives, which identify how they will approach goal achievement. The third leg of strategic planning is development and implementation of an Annual Work Program, comprised of specific tasks or actions taken to achieve their objectives.

The Berthoud Strategic Planning workshop utilized the Main Street framework for identifying Goals (Transformation Strategies) and Objectives (utilizing the Four Point Approach).

Transformation Strategies were developed using a series of interactive exercises and information. For the workshop, a Transformation Strategy was defined as possessing the following attributes:

- Provides community focus for the next several years
- Economically grounded: Tied to individual community context (unique attributes), market support and local outcomes
- Articulates a clear, action-oriented path forward
- Can include long or short-term strategies
- Supported by specific projects, programs and/or activities that create the Annual Work Program

Each strategy encompasses purpose, customers, benefits, tradeoffs and other considerations

Important to the development of Transformation Strategies is obtaining an understanding of the local community dynamics in Berthoud. These factors often help communities better understand what strategies will help them to specifically advance the Vision of their organization. Some of these factors are listed below.

- Market Opportunities
 - ✓ Local, niche, regional
- Customers in Main Street Area
 - ✓ Type: demographics, visitor, resident, worker
 - ✓ Volume: Low, medium, high
 - ✓ Day/night
 - ✓ Weekday/weekend
 - ✓ Tourist Attraction/Event Oriented
 - ✓ Demand for Products/Services in Main Street Area
- Partnerships with local government, agencies, and NGOs to Assist in Carrying out Strategies
- Infrastructure to Support Implementation of Transformation Strategy

The Berthoud Main Street Board discussed and identified the potential customers, markets and infrastructure needed for revitalization of the downtown area. This discussion helped to formulate their specific Transformation Strategies.

Transformation Strategies

The Berthoud Main Street Board was asked to use the information collected from our work together to craft Transformation Strategies that acknowledge the current conditions in Berthoud, the desired path for the future and reflect the strengths the community offers. The following represent the three Transformation Strategies identified by the group.

- 1. Collaborate on creating an inviting, attractive Main Street environment through wayfinding, streetscape implementation, park and aesthetic enhancements**
- 2. Make the Berthoud Main Street Program Sustainable**
- 3. Identify an annual community event/project that Berthoud Main Street can Champion**

Berthoud Main Street Transformation Strategies & Objectives

Transformation Strategies identify the broader goals of the Berthoud Main Street Program. Development of objectives helps the organization define the path forward. The following section represents the objectives that will be undertaken by the Berthoud Main Street Board to advance each of the Transformation Strategies.

Transformation Strategy#1:

Collaborate on creating an inviting, attractive Main Street environment through wayfinding, streetscape implementation, park and aesthetic enhancements

Objectives

- Coordinate with all stakeholders & volunteers
- Identify and create outdoor event spaces & events
- Develop prioritized list of projects for Main Street (who funds it, how, who does it work)
- Integrate accessible & innovative technology to attract people to downtown

Transformation Strategy #2

Make the Berthoud Main Street Program Sustainable

Objectives

- Recruit Board members
- Identify stakeholders and recruit volunteers
- Maintain and utilize Main Street Status

- Build networks and Partnerships
 - Email List
- Create Berthoud Main Street Program Brand & Marketing Strategy
 - Active web site/social media
- Identify funding mechanism & strategies

Transformation Strategy #3

Identify an annual community event/project that Berthoud Main Street can Champion

- Identify purpose, vision and plan for project implementation
- Obtain financial sponsorship
- Approval from city & CDOT
- Coordinate projects with appropriate departments and partners
- Pre/post Promotions/Marketing Strategy

Annual Work Program

The Berthoud Main Street Board participated in a second planning workshop in late May of 2019 to identify specific actions necessary to carry out the Board’s Transformation Strategies and Strategic Plan. The Annual Work Program provides the Board with a specific method for tracking progress for the Berthoud Main Street Program on an annual basis. It enables the Board Members to identify actions, prioritize, schedule, budget and amend activities for the program. It is anticipated that the Board will use the work program as a part of their regular meetings to review actions and progress and make inroads into the revitalization of downtown Berthoud. The following section describes the components that make up the Annual Work Program and can be used as an ongoing planning tool to develop subsequent work programs.

Defining Actions

1. What the action will accomplish
2. Resources required to accomplish the action
3. Key person(s) responsible for the action
4. Criteria for successful completion of the action

Opportunities & Constraints

- Consider unique opportunities to capitalize on events, resources, existing complementary activities that could be advanced through partnerships or sharing of resources
- Constraints are obstacles that may get in the way of advancing an action due to timing, capacity, funding, or any physical obstacles

Budget

- Annual work program should reflect true costs of actions
- Should be tied to overall budget for the local Main Street Program

Success = Key Performance Indicators & Metrics

Measure: a dimension, attribute or amount, in a quantified observation

Metric: a measure used for comparison or prediction. Two or more measures used together.

KPIs/Metrics: Help assess the value of actions and help identify outcomes associated with work

What you should know and be tracking about Main Street Activities?

- Who are the direct beneficiaries of your work?
- What value do you add?
- How do you know when you're doing well?
- What is the current level of performance?

Sample Metric Areas:

Increased visibility (Media/PR/ Word of Mouth)

- Business downtown
- Volunteer expansion
- Increased partnerships
- Increased visitation
- Funding Eligibility
- Board Effectiveness

Timing & Schedule

- Actions should be organized with a firm start/end date & can include:
 - Short term actions: can be achieved in one year or less
 - Incremental actions: Advancement of a longer term action
 - Multi-year effort: not appropriate for annual work program

Status: Assessing Progress

- Quarterly updates provided by the Board Members
 - Evaluate progress
 - Amend actions
 - Re-allocate resources as priorities shift, opportunities arise
 - Verify completed actions
 - Reflect changes in updated Annual Work Program
 - ✓ Not started
 - ✓ Ongoing
 - ✓ Completed
 - ✓ Program Constraint: budget, people, process
 - ✓ Stopped/Removed

Prioritization

Determining Priorities Among Competing Actions

- Strategic Fit
 - Alignment with Goals/Objectives
 - Market positioning
 - Capabilities
- Economic Impact
 - Revenue potential
 - Cost/benefit
 - Low cost

- Feasibility
 - Technical
 - Financial Resources
 - People Resources

P1= High Priority

- Unique opportunities
- Catalytic
- Time sensitive
- Low hanging fruit
- Low resource use

P2= Medium Priority

- Precursor to future work
- Next reasonable step

P3= Low Priority

- Complex
- Multiple coordinated efforts needed
- Resource intensive

Guide to the Lay out of the Annual Work Program:

The Annual Work Program is organized in a table format to enable the community to identify and track activities on an ongoing basis. Each page of the annual work program is organized by Transformation Strategy, which are listed again below.

- 1. Collaborate on creating an inviting, attractive Main Street environment through wayfinding, streetscape implementation, park and aesthetic enhancements**
- 2. Make the Berthoud Main Street Program Sustainable**
- 3. Identify an annual community event/project that Berthoud Main Street can Champion**

The following section describes the abbreviations used for development of the Annual Work Program Table.

- Priorities and their ranking are abbreviated as P1, P2 AND P3
P1 + High Priority; P2 = Medium Priority and P3 = equals low priority
- Status of Action Items is described by the following terms: Ongoing; Completed; Not Started; Program Constraint; Stopped/Removed
- The Main Street Four Point Approach categories are abbreviated as follows, with a description of each category provided in the section below.
EV = Economic Vitality; P= Promotion; D= Design; O = Organization



- Economic Vitality: What business development activities will be planned and what types of business would you recruit?
- Design by enhancing the visual and physical assets that invite people into the district and give it a distinct identity
- Promotion: How to approach business promotions, special events, and branding position the downtown as the center of the community and a hub of economic activity, and highlight the community's unique characteristics.
- Organization: Creates a strong foundation for a sustainable revitalization effort and includes cultivating partnerships, community involvement, and resources for the district.

TRANSFORMATION STRATEGY # 1: Collaborate on creating an inviting, attractive Main Street environment through wayfinding, streetscape implementation, park and aesthetic enhancements

Objective	Action	Responsible	Budget	SUCCESS = KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
Coordinate with all stakeholders & volunteers	Develop Logo/letterhead	Christine	\$500		Q1	P1	O	
	Town & Board meetings once a month	Meinte	\$0	10 / year	Q1 – Q4	P1	O	
	Volunteers on web site	Tim	\$0		Q1 – Q4	P2	O	
	Meet with Chamber once a month/ share annual calendar	Tim	\$0	10 / year	Q1 – Q4	P2	O	
Identify and create outdoor event spaces & events	Town inventory of spaces for events (indoor/outdoor)	Meinte	\$0	% complete	Q2	P2	D	
	Develop town wide annual calendar	Tim	\$0		Q1 – Q4	P3	P	
Develop prioritized list of projects for Main Street (who funds it, how, who does it work)	Conduct a Community Poll to identify needs, desires for events, improvements & programs	All	\$500	% complete	Q2	P1	O	
	Tractor Pull/Parade	All	\$250	0 / 100%	Q4	P3	P	
Integrate accessible & innovative technology to attract people to downtown	Identify free internet available from existing businesses	John	\$0	% complete	Q1 – Q4	P2	EV	

TRANSFORMATION STRATEGY # 2: Make the Berthoud Main Street Program sustainable

Objective	Action	Responsible	Budget	SUCCESS = KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
Recruit Board members	Develop Board Member Job Description	Meinte		Board comprised of 9 members	Q1	P1	O	ongoing
	Target local businesses on Mountain, Town admin staff, (invite), event coordinators	All					O	
Identify stakeholders and recruit volunteers	Target local residents, philanthropists art/event organizations, high school students	All		Increased number of volunteer hours & volunteers	Q1 & Q2	P2	O	
	Create volunteer form on website	Christine/Tim					O	
Maintains and Utilize Main Street Status	Establish bank account	Meinte			Q1	P1	O	
	Finalize by-laws	Tim					O	
	Confirm boundaries	Meinte					O	
	Secure tax-exempt status	Meinte					O	
Build Networks and Partnerships	Email List (Mail chimp)	Christine		Number of mailing list sign ups	Q1-Q4	P1	P	
	Web sign up	Tim		Google Analytics tracking activity			P	
	Social media			Number of like/shares			P	
Create Berthoud Main Street Program Brand & Marketing Strategy	Active web site/social media – create accounts (Instagram, Facebook, twitter)	Tim/All		Google & Facebook Analytics show high visitation	Q2-Q3	P2	P	
	Logo Design	Christine	\$1,000				P	
	Banner (print media)	Christine/Tim					P	
	Ad for Berthoud Days/Berthoud Chamber	Christine/Tim					P	
Identify funding mechanism & strategies	Donations	Christine		Establish/Increase Main Street	Q3	P3	P	

				Program Bank balance				
	Sponsorships	Christine		Help to increase attendance			P	
	Grants	Signe/Kim		Secure funding for operations, events, improvements			P	
	Cost share	John		Provide for sustainability of events over time			P	

TRANSFORMATION STRATEGY # 3: Identify an annual community event/project that Berthoud Main Street can champion

Objective	Action	Responsible	Budget	SUCCESS = KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
Identify purpose, vision and plan for project implementation	To Attract attendees of the TPC webcom tournament to visit Berthoud Main Street	Christine	\$1500	How many people from the tournament attend Berthoud Main Street Event downtown	Q1-Q4	P1	P & EV	
	Host events, activities and food/drink from local Main Street businesses	Christine			Q2	P2	P	
	Make modest improvements to Main Street to beautify the area for the event	All			Q3	P2	P & D	
Obtain financial sponsorship	Identify popular and appropriate sponsors that can promote Main Street: City Star Brewery, New Taco, Berthoud Brewery, Lune + Art, Rise, O'Reily, Sidetracked/ Hayes	Tim, Meinte			Q2	P1	O & EV	
Coordinate projects with appropriate departments and partners	Identify events, activities, entertainment and vendors that can showcase all Berthoud Main Street has to offer: Farmers Market, Plant flowers with kids, live music, dance floor for line dance lessons, Bouncy House, Stilt guy, Food trucks, Alcohol?, Berthoud History Museum & Historical Society dressed in period costumes, tractors, old cars display, fire trucks, hayrides	Christine, Kimball, Signe				P2	P	
Pre/post Promotions/Marketing Strategy	Coordinate with Chamber, TPC, city	Meinte, Christine			Q3	P3	O	
	Develop specific print and social media campaign	Christine, Tim			Q2	P2	P	

