Building better communities by providing assistance to downtowns, commercial districts, and town centers in Colorado.

Resource Team Report December 8-10, 2008

Berthoud Main Street

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Colorado Department of Local Affairs
Main Street Approach and Principles
The Main Street Four Point Approach™ was created by the National Trust for Historic Preservation. Through their National Main Street Center (NMSC) they have refined the techniques necessary for successful downtown revitalization, and they have willingly transferred many of the lessons learned to others. Downtown Colorado, Inc. (DCI), with support from the Colorado Historical Society, directs the state Main Street Program. The Main Street Four Point Approach™ uses organization, promotion, design and economic restructuring to address downtown concerns. Organization is the vehicle by which people come together to identify areas of common interest and decide strategies for moving forward. Promotion involves defining an image for the downtown and marketing that to people within and beyond the community. Design represents the physical image as well as the manner in which downtown functions, both publicly and privately. Economic restructuring is the acknowledgment that the market for downtown has changed and we need to understand the forces of change and what that means for future development.

Several principles have emerged as equally critical to Main Street’s success. Main Street is:
• Comprehensive--it does not focus on only one issue but instead looks to the interrelationship of many issues;
• Partnership driven--no one individual or group can or should have to solve all of downtown’s problems; rather it is through partnerships, especially among public/private/non-profit sectors, that success occurs;
• Quality--downtown must put forward quality in every way, whether it is through customer service or through the quality of public improvements, to be competitive;
• Action-oriented--while planning is critical, success depends on making things happen to garner interest and support;
• Built on local assets--the best strategy for economic growth is to build on local assets, not to depend on external solutions or investments;
• Incremental/long-term--revitalization is best achieved through individual improvements, and their collective impact over time can be quite significant.

Self-help--Main Street is truly a local program, and its success is directly proportional to the commitment and leadership applied locally;
• Management directed--the one significant distinction between Main Street and other good-faith efforts to revitalize downtowns is the requirement of full-time downtown management. Despite all of the interest and energy of volunteers, their accomplishments are limited by other commitments. A manager cannot only keep the momentum going between meetings but can also bring professional skills and knowledge to the tasks.

Introduction
Berthoud Main Street is the fifth Colorado Main Street Program to receive a Resource Team Visit. The visit was conducted as part of the package of training and technical assistance provided by DCI to Colorado Main Street organizations.

Members of the Resource Team
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The agenda for the Resource Team Visit was organized by Eric Boyd, Berthoud Main Street Executive Director.
Acknowledgements

DCI is very grateful to the Town of Berthoud and their Town Manager, Jim White for their continuing commitment to downtown and the Main Street Program.

DCI is also thankful to all the people and organizations in Berthoud that helped with and participated in the visit.

Eric Boyd, Berthoud Main Street’s executive director, did most of the advance preparation and gathered previous reports, collateral materials, organized each meeting and invited participants. We are very grateful for all of the hard work that Eric did in advance and while here to help make our visit more productive.

The time, meeting space, and resources provided by BMS, its board and committees were extremely helpful and we appreciate those who were able to volunteer their time.

We are also grateful to the Colorado Department of Local Affairs and State Historical Fund whose support made this Resource Team Visit possible.

Purpose of the Visit

The purpose of the Resource Team Visit was to take a look at the downtown community and Berthoud’s Main Street program and offer suggestions and recommendations. While the organization as a whole and each of its committees is off to a good start, with this report the Team is offering suggestions for your prioritization of projects, and some ideas for new projects and/or approaches.

This report is not a directive. As outsiders, it is not appropriate that we offer directives. Rather we offer suggestions for how you might proceed related to the Main Street Four Point Approach™ based on the extensive prior experiences of the Resource Team members.

Our primary role during the visit was to observe and listen. We were there primarily to take in information about your downtown, about your organization, and about the primary issues that you face. We tried to get the “big picture” and resisted focusing in on just a few issues. While we considered your current work plan, we tried also to consider the full range of possibilities and potential challenges to your work. This report attempts to “call it like we saw it.” We have tried to reflect our observations back to you honestly and provide you with objective information to help you make good decisions going forward.

The Resource Team Visit is just one part of the relationship between Berthoud Main Street and DCI. It is hoped that the community will use the report as a catalyst for ongoing dialogue and discussion about what’s best for Berthoud’s town center and how to achieve it. The citizens and officials of Berthoud should study these recommendations, debate them, refine them, but by all means use them to shape a downtown revitalization program. Only through action can the process for downtown revitalization be successful.

Format and Use of This Report

This report is loosely organized along the Four Points. Each of the sections was drafted by a particular member of the resource team. As such, these different sections are each organized a little differently according to the nature of the issues addressed and the style of the writer. These sections were not extensively edited but the entire draft report was circulated among all team members for final review and comment.
Messaging and Identity

Many Main Street communities struggle to find their own unique niche. What makes one Main Street different from another, and how those unique differences are capitalized on, is a key element to promoting any community. Knowing the true identity of your downtown, and finding ways to effectively communicate and build on that message with your unique audience is a key element to Main Street success. And success will occur when you learn to gently guide the change in perception through strong connections with your audience, consistency, and the patience to find a message and stick with it.

The following observations and recommendations present ideas for improving Berthoud Main Street’s messaging and identity, and provide suggestions for helping Main Street staff, board and committees perform more effectively.

The following recommendations are meant to provide a framework for resurrecting activity on the Main Street Board and Organization Committee and to shape and sustain the organization over the long term. Recommendations for organization examine the overall function of the program, the management of resources, and the promotion of the program. This section of the report addresses the four primary sub-categories of the Organization point of the Main Street Four-Point Approach TM; including public relations/outreach, volunteer recruitment, fund-raising, and operations.

Public Relations/Outreach
Organization means getting everyone working toward the same goal under one unified message. In order for Berthoud Main Street to grow into a mature organization that is effective and efficient, it is critical to have a clear identity/unified message that will strengthen the program and image throughout the community.

Clarify Roles, Objectives and Message for Downtown Berthoud

OBSERVATION: There are many organizations and entities trying to do the same things in this small community. Additionally, there is a lack of understanding about who does what, who’s responsible for what and how everyone can work together.

RECOMMENDATION: QUALITY NOT QUANTITY

1. Main Street, the Chamber, the Town, Berthoud Economic Advisory Committee (BEAC), Berthoud Economic Restructuring Team (BERT), and Berthoud Economic Development Commission (BEDC) need to define their roles, responsibilities and relationships to consolidate work thereby conserving resources.

2. All community groups need to be bought into the message. All can have unique identities, but need to be working towards the same goal.

3. In order to create a presence of Berthoud Main Street, the Main Street Board and Organization Committee should be working together and communicating what’s going on downtown at every opportunity.

4. Divvy up the strategies to get to the goal and work together to get it done.

The Community Organization Chart (below) graphically depicts the relationship between the community (businesses, citizens and volunteers), Berthoud Chamber of Commerce, Town Board and Berthoud Main Street as well the role and responsibilities for oversight and implementation needed to create the presence of Berthoud Main Street. It also depicts potential mergers that could conserve resources e.g., having BERT merge with the Economic Development Committee or have BERT Marketing merge with the Promotions Committee.
OBSERVATION: Downtown Berthoud is uncertain of its identity. “You can’t sell it if you don’t know what it is!” Knowing the true identity of your downtown, your organization, your partners and finding ways to effectively communicate and build on that message with your audience is a key element to Main Street success. When asked “who are you?” and “who represents you?” a unified response was not clear. While long-time locals know that Berthoud has a “Garden Spot” connection, it isn’t an obvious association made by community members we spoke with. It will be important to reach out to the community, residents, potential partner organizations, and businesses and develop an understanding of your identity. It seems that there is a lack of understanding and communication with Berthoud residents, community organizations, local government and businesses. There is really no indication of what the community desires or realization that Main Street represents Berthoud’s downtown.

The key requirements to establishing an organizational identity is awareness of the constituency, mission, and resources. In a town with a small population, various organizations, independent personalities, and limited resources, success will depend on the ability to collaborate, reduce duplication, and create clear internal communications and a clear targeted external message.

When formulating the message, the unique character of Berthoud as expressed by Berthoud residents should be considered:

- Community first and foremost
- Independent, locally owned
- History

The town is small enough to have one message for Downtown Berthoud. The Main Street program needs to be the keeper and enforcer of identity. The message statement should:

- Highlight primary motivators for your target markets.
- Be accurate and concise.
- Evoke emotion and then create action, leading to change.
- NOT try to be all things to all people.

A. RECOMMENDATION: EXPAND YOUR HORIZONS LOCALLY

Make a conscious outreach effort to the community. Specifically, reach out to residents and assess their retail needs. Find out what is compelling to them, what they need and what is currently available. Find out how they identify with Berthoud. Listen to clues as to what they like and what they are looking for.

B. RECOMMENDATION: USE ONE MESSAGE FOR EVERYTHING YOU DO! THEN, INFILTRATE THE COMMUNITY WITH THE MESSAGE

1. Program planning: When creating a new event, think about how to tie it into the identity.
2. Influence events: Review events that happen in downtown and see what add-ons might include a reference to your new identity.
4. Communications: Review the Main Street logo, the newsletter, all materials, and publications and ensure that they are reflective of the downtown identity.
5. Business Recruitment: Assess the downtown business mix in terms of identity and what busi-
nesses would continue to build that identity.

6. Community Interaction: Use the identity development process as a celebration or community event. Create a competition for school kids to draw what makes Berthoud special, show the art work in public places on Main Street and have the public vote on Berthoud’s new image.

7. Cross promotion: Use your retailers and focus on the commonly visited places e.g., restaurants, observatory, B&B, Library and museums.

C. RECOMMENDATION: DEVELOP AN EDUCATIONAL CAMPAIGN
Edute the relatively new town Trustees about Berthoud Main Street, including what it does, who is involved, what it has accomplished, what it has planned, and what kinds of support it needs from the Town. We recommend the following specific activities for the educational campaign:

1. Provide each Trustee with printed information about Berthoud Main Street, including any program brochures, list of accomplishments, board and committee roster, and budget.

2. Request agenda time at a Town Board meeting to briefly present the findings and recommendations of the Resource Team and give each Trustee a copy of the report.

3. Continue to make regular presentations to update the Board about what Main Street is doing; these are most effective when done by a volunteer or in conjunction with a volunteer and staff.

D. RECOMMENDATION: KEEP BERTHOUD MAIN STREET IN THE PUBLIC EYE
Ensure that the Organization Committee has volunteers with public relations skills and experience to develop a regular schedule of public relations activities. Potential volunteers include public relations professionals, media relations specialists, high school/college instructors in the subject, English or journalism students, and/or residents with good writing skills. The focus of all public relations efforts should include print, web and broadcast media.

1. Create a Communication Plan
   i. Issue press releases about noteworthy Main Street events and accomplishments.
   ii. Coordinate a written Main Street column in the local newspapers. Alternate authors, including staff, the board president, and committee chairs.
   iii. Contribute articles about Berthoud Main Street to other organization’s newsletters and publications.
   iv. Post features about Berthoud Main Street on other organization’s websites, including any well-read community blogs.
   v. Development of collateral materials for Berthoud Main Street, including brochure, flyers, applications, summary of the organization’s annual program of work, an annual report (or list of accomplishments, at a minimum).
   vi. Issue communication materials to members.
   vii. Provide regular updates to State level elected officials as well as local, etc.

2. Revamp and keep Berthoud Main Street Website continually updated.

3. Create regular E-newsletters (informational email blasts) to inform people about Berthoud Main Street activities and accomplishments. Collect email addresses for regularly issued electronic newsletters.

4. Provide quarterly reports to Main Street Board and Town Board on all four points of Main Street.

5. Schedule speaking engagements to inform community groups about Berthoud Main Street. First, identify the most impactful civic organizations and associations in the community, then develop a schedule of presentations to priority civic groups. Ideally, hit each one at least once per year with Berthoud Main Street staff and board member making those presentations.

6. Develop Berthoud Main Street project signs to post at all Main Street projects and events. These could be banners for events, in-ground or on-fence signs posted
at redevelopment projects with which Berthoud Main Street has assisted, or window signs placed in buildings. Language should be up-beat and positive with Berthoud Main Street’s name prominently feature, e.g., “Pardon our progress – another project of Berthoud Main Street” or “A project of Berthoud Main Street – Moving downtown forward!” etc. Ensure that Berthoud Main Street signs comply with local sign regulations.

Organization

To be effective, downtown revitalization cannot be a haphazard undertaking or a set of disparate projects. It requires collaboration, focus and continuity. Organization is about bringing these qualities to a community’s downtown revitalization efforts by integrating diverse interests in the community and focusing them on a shared, long-term agenda for restoring downtown’s physical beauty and economic viability.

Organization, one point of the Main Street Four Point Approach™, is about marshaling the human and financial resources to implement a comprehensive downtown revitalization process. Therefore, the organizational component is the work of both the Organization Committee and the Board of Directors of Berthoud’s Main Street Downtown program. Indeed the credibility of the organization, and therefore revitalization efforts as a whole, rely on the Main Street organization’s effectiveness in outreach to the community and setting the standard for transparency, governance, and accountability.

The Berthoud Main Street Program has been in existence for six years wherein the major success rests with the Design Committee’s streetscape improvement project funded by a CDOT Enhancement Grant through the Town of Berthoud. Unfortunately, the Organization Committee limited participants’ have resigned resulting in no Organization Committee activity for all of 2008. With that aside, there are some noteworthy organization strengths/assets that include the following:
• Dedicated Executive Director
• Strong Support from the Town
• Strong history of success and potential for a stronger Farmers Market
• Strategic location in Northern Colorado
• State Highway as Main Street brings traffic and potential business
• Berthoud has achieved tangible results with Streetscape - Good energy right now
• Strong historic preservation movement in community - Buy in to idea of Main Street
• Well educated population - Focus on science and technology
• Good financial support from the Town
• Active and committed elected and appointed Officials, Town Administrator, and Main Street Board
• Leadership recognizes the need to develop downtown as a community
• Numerous opportunities for partnership and collaboration e.g., museum, observatory, library, movies in the park, etc.

VOLUNTEER RECRUITMENT

People: the key resource. Even if the program had more money than they knew how to use, a good corps of volunteers is essential to Main Street success. A key component is developing good procedures for keeping volunteers productive and happy.

OBSERVATION: There is no clear means for attracting and maintaining volunteers. There is no clear distinction between materials, benefits, or roles for members, donors and volunteers. There are a number of volunteers throughout the town; however, it is not clear that they are aware of Berthoud Main Street, and engaged in downtown revitalization. Other organizations that have potential for collaboration aren’t engaged in the Four Points through committees.

A. RECOMMENDATION: ADD STRUCTURE TO THE ORGANIZATION AND INVOLVE THE COMMITTEES.

By creating structure and making volunteer development a significant goal of the organization, Berthoud Main Street will not only expand its human resources, it will also build awareness of and support for Main Street within the community. The key to recruitment is to know what you need to “raise,” to identify the target “donor” (the volunteer); to identify what will appeal to them and to ask. To support a significant expansion in the Main Street
volunteer base, we encourage the organization to do the following:

1. Combine the organization committee with the Main Street Board.

2. Develop clear materials and procedures for volunteer recruitment management, staff oversight, fundraising and developing collaborative activities with key partners.

3. Foster relationships with key partners such as the library, museum, and historical society and pool resources of volunteers. The Design committee can foster collaboration and reporting on activity of the Historical Society, the Historical Preservation Commission, etc., The Promotions committee might collaborate on events that take place downtown (whether it is organized by the Historical Society, the library, or the observatory). The Economic Restructuring committee might collaborate with the Chamber, BERT, BEAC, etc., on completing surveys or economic gardening initiatives.

4. Each committee should create job descriptions for volunteers they hope to have, define roles, create clear tasks, track amount of time volunteers participate, and evaluate performance.

5. Develop a leadership succession plan. Identify which key leadership positions (including staff and volunteers) are likely to turnover in the next 12 to 26 months. Identify the likely impact of that transition on the organization, as well as likely replacements for those individuals. Where feasible, establish co-chair positions, chair- or president-elect positions, etc., to provide “on-the-job” training that enables a smoother transition. Create term limits to keep the organization vibrant and give new people leadership opportunities. Use the Leadership Succession Form to develop the succession plan.

6. Establish a database of “on-call,” project-oriented volunteers. This database should include individuals who have said they would like to help but don’t want to serve on a committee. The inventory should include name, contact information, and their volunteer preferences or dislikes, including specific projects and Main Street’s Four Points. Recruit a volunteer knowledgeable in database development and management to assist with the creation and upkeep of the database.

7. Consider quarterly or twice annual “Main Street Mixers” as a volunteer recruitment tool. A volunteer recruitment mixer is a short-and-sweet event, such as a wine-and-cheese reception or donuts-and-coffee-breakfast to which potential volunteers are invited to learn more about the organization and to sign up for specific committees or projects. The event(s) should include a social component; along with a short presentation about the organization, each of Main Street’s committees, and special projects. Volunteer inventory forms should also be available to capture potential volunteers’ interest immediately.

B. RECOMMENDATION: DEVELOP A CAMPAIGN TO ATTRACT MEMBERS OF OTHER COMMUNITY ORGANIZATIONS, STAKEHOLDERS AND PRIVATE CITIZENS.

At an upcoming board meeting, devote 20 minutes to brainstorm potential individuals or organizational partner volunteers. Discuss potential volunteers according to the Four-Points, e.g., board members identify potential Promotion Committee volunteers, then Design, etc. Also, identify volunteer needs within each of the committees. As part of its annual planning efforts, each committee should identify if it needs additional members and/or volunteers to assist with specific volunteer projects. Committees should detail their volunteer needs according to desired skills, experience, and/or affiliation. Committee members, staff, and/or the board of directors can identify potential volunteers that meet those needs; each committee can then ask those potential volunteers to be involved at the committee or project level. Use Volunteer Matrix for brainstorming tools to assist with this process. Identify Main Street volunteer needs within the board of directors. Staff and/or the executive committee should identify any director positions that need to be filled, and what skills, interests, or affiliations should be sought when recruiting new directors. Use the Volunteer
Matrix brainstorming tools to assist with this process. Cultivate partnerships with other community organizations to implement Berthoud Main Street projects. Each committee and/or the board should review the list of projects and identify any local organizations that might be interested in co-sponsoring the activity financially and/or with volunteer support. Asking an organization for volunteers is more expedient and more likely to yield multiple volunteers with a single “ask.” Use the “potential project partners” volunteer matrix to assist with this process. Recruit one or two volunteers annually from the Chamber. Ask Chamber leaders to encourage one or two institute participants to “adopt” Berthoud Main Street as their organization project each year.

C. RECOMMENDATION: REQUIRE ALL COMMITTEES TO DEVELOP DETAILED PROJECT IMPLEMENTATION PLANS.

Work plans are an excellent volunteer recruitment tool (See sample organization project work plan to understand the format and level of detail that makes these work plans effective.) By listing specific tasks that need to be implemented to accomplish a certain project, committees will have a much better idea of where and when they need volunteers. Committees can then recruit additional individual or organizational volunteers to support the implementation of that task and project. And, when potential volunteers contact Berthoud Main Street, the organization can have an easy and immediate means of putting them to work. As an additional bonus, written project implementation plans provide an excellent means of documenting the organization’s work and activities.

D. RECOMMENDATION: CONDUCT ANNUAL TRAINING AND ORIENTATION FOR ALL NEW BOARD AND COMMITTEE MEMBERS.

Training does not have to be elaborate, but should provide new volunteers with an understanding of the Main Street Four-Point Approach, the organization, its structure, accomplishments, participants, and procedures, as well as individual board member or committee member roles and responsibilities. Berthoud Main Street can purchase support materials from the National Trust Main Street Center such as its board and committee member handbooks or training PowerPoint presentations, or it can develop its own. Berthoud Main Street staff and volunteers can conduct the orientation, or an outside facilitator, perhaps from Downtown Colorado, Inc., network, can be utilized. Suggested training opportunities include:
1. Downtown Institutes
2. Quarterly trainings for Main Street
3. Downtown Colorado, Inc., annual conference
4. National Trust Main Street Center conference
5. Development of cross-promotion activities
6. Committee head training on recruiting and managing volunteers.

E. RECOMMENDATION: RECOGNIZE HARD WORK AND ACHIEVEMENTS

Conduct an annual volunteer recognition event to highlight and celebrate each of Berthoud Main Street’s volunteers. The event can be down-home or up-scale and of varying format (reception, dinner, picnic, breakfast, lunch, etc.) and can be as informal or as ceremonial as the organization desires. The important thing is to have a fun, entertaining event with food and drink in honor of Main Street volunteers. Contact other Main Street organizations to gather ideas about various themes and types of recognition events.

FUND-RAISING

DIVERSIFY FUNDING SOURCES

OBSERVATION: Currently, there is a lack of fundraising activity. Although Berthoud Main Street receives strong support from the Town, the Farmers Market seems to be the major source of revenue resulting in uncertainty thereby adding stress and ultimately reducing focus of the mission. It is a known fact: few of us really love to raise money. But everyone knows that the program, to be success-
ful, must have money….and a constant stream of it. The good news is that there are resources that could be tapped through a change in approach.

A. RECOMMENDATION: THE MAIN STREET BOARD SHOULD TAKE THE LEADERSHIP ROLE IN RESOURCE DEVELOPMENT.

A fundraising plan should be developed and it should detail every dollar brought in - and how the money will be raised. The fundraising plan should assess stakeholders and the level of desired involvement. It would be a good idea to conduct the stakeholder analysis as a Board with Committee head involvement. Most importantly, the fundraising plan should include the strategy for obtaining on-going financial support from the Town, event revenues, dues, and sponsorships. Make sure there are answers to the following questions: who will be responsible for each component? What is the timetable for each element? How much money is expected to be raised?

B. RECOMMENDATION: BERTHOUD MAIN STREET SHOULD EXPAND THE OUT-OF-DOWNTOWN DONOR BASE BY KICKING-OFF A NON-DOWNTOWN CONTRIBUTION CAMPAIGN.

Businesses, industries, and future institutions outside of the downtown area could represent a significant source of potential revenue for the organization. Develop a list of potential donors and their contribution/membership level. Develop an informational piece tailored to them, describing Berthoud Main Street contributions to the community and reasons why those non-downtown entities should become donors/members. Begin the non-downtown contribution campaign by sending them a cover letter with the material, and then following up with an in-person request for funding. As with the membership drive, set a target number of non-downtown contributors and dollars to be raised.

C. RECOMMENDATION: NEXT, OUTLINE YOUR ANNUAL MEMBERSHIP CAMPAIGN.

Develop clear membership materials including highlighted benefits, brochures, flyers, applications, etc. Include specific plans for recruiting and training solicitor-volunteers and developing collateral materials such as sample letters, solicitation lists, and information packets. Review members’ contribution amounts and determine if a larger membership level is appropriate. It is good to have a general sheet of contributors and past contributions all in one place to help fill in gaps and to develop recognition and achievement programs. Include a goal for new members and total dollars to be raised, and remember that the most effective method for raising funds is a face-to-face request made by board members or other volunteers from the organization. Be sure to draw up a schedule for soliciting memberships, following up with each prospect, and completing the campaign.

Operations

Organizationally, Main Street Berthoud seems to be content but needs to undertake a strategic planning process to build on existing momentum as well as establish staff management procedures and assess options for assistance in staffing for the organization.

Defining the organization’s strategic priorities and major areas of work for a three to five year period is critical to keep up the momentum from current achievements. The strategic planning process should include input from downtown stakeholders, organizational partners, major funders, residents and Berthoud Main Street staff and volunteers. The ideal planning process will take 3 to 6 months and will review accomplishments; downtown and organizational strengths, weaknesses, opportunities, and threats; stakeholder’s preference for activities and priority areas of work for the organization. The resulting strategic plan can be then used to guide Main Street activities and operation into the near future.

A. RECOMMENDATION: TO ENSURE THE SUCCESSFUL OPERATION OF BERTHOUD MAIN STREET, ESSENTIAL STAFF MANAGEMENT TOOLS AND PROCEDURES SHOULD BE ESTABLISHED AND IMPLEMENTED.
This includes an up-to-date executive director job description (use the sample Executive Director Job Description as a starting point), an annual written staff performance plan, and an annual staff performance review process. The written performance plan should be mutually developed by the executive director and the president or the director and the executive committee. The plan should identify the major areas of work/responsibility, as well as specific and measurable performance objectives for staff to focus on during the calendar year. It should also identify any areas for staff development/improvement. Use the sample performance plan form as a starting point for developing staff’s 2009 performance plan. The annual performance evaluation should be based on the measurable objectives outlined in the staff’s annual performance plan. Staff should also conduct a self-evaluation based on the same objectives. The president, executive committee, or a personnel subcommittee of the board should meet with staff to review and discuss the performance evaluation.

In addition to providing good staff management practices, these tools also help to ensure that the employer-employee relationship and expectations are well-documented, prudently protecting both the organization and its staff.

B. RECOMMENDATION: EXPLORE WAYS TO EXPAND STAFF FOR THE ORGANIZATION.

Research some possibilities for interns through existing programs such as VISTA, community college students, etc., or look into developing a program with the Berthoud High School, Front Range and Aims Community Colleges. In the longer term, we support the idea of expanding Main Street staff by adding a promotion/events coordinator. This would alleviate time-consuming tasks from the Program Manager, and provide him with the ability to focus on all Four-Points instead of just one. In the shorter term, administrative and/or project support staff would yield the same results. Explore the possibility of hiring a part-time administrative and/or project staff. As mentioned above, recruiting a regular office support volunteer or high school/college intern to lend support is a great option. Paid staff is preferable if the budget can support it, but regular volunteers and interns can be equally productive and reliable.

Promotion

The job of the Promotion Committee is to PROMOTE downtown as the center of commerce, culture and community life for residents and visitors alike. To be effective, your committee must move beyond the typical “tried-and-true” downtown promotion ideas of yesteryear. The Promotion Committee must think about promotion in a broader sense and develop new strategies by:

- Understanding the changing market—both potential shoppers and your “competition”;
- Identifying downtown assets—including people, buildings, heritage, and institutions;
- Defining Main Street’s market niche—“position” in the marketplace; and finally
- Creating NEW image campaigns, retail promotions, and special events to lure people back downtown.

Observations:

One of the first observations of the Berthoud’s Promotion function is that there is good staff support for this downtown point. Eric is a dedicated Executive Director who has the necessary skills to advance the Promotion Committee and their activities. It was the impression of The Team, that he is “up for the challenge” of assisting the Promotion Committee (PC).

The Berthoud Farmers’ Market was Berthoud Main Street’s (BMS) only 2008 promotional activity. The success of this event has varied over the years. Similar to other Farmers’ Markets its success is dependent on weather, vendor’s availability and attracting customers. It was observed that the Berthoud’s farmers’ market area has room for expansion. It was also observed that this event is popular with local residences. It was also observed that the market had challenges due to the health department regulations.
The Team observed that Berthoud has a wide variety of community events occurring that involve many citizens and different organizations. Many of these events occur in downtown Berthoud and have potential for BMS.

Berthoud has unique businesses and is a good downtown to promote. Downtown Berthoud has many assets; a library, museum(s), observatory, a park and good building stock.

The Wildfire Summer Films Promotion is a good promotion and there is potential for BMS to partner.

There is not a functioning PC as the only two previous members retired. Eric was the only spokesperson in the area of promotion.

The Farmers’ Market in 2008 was the only promotional activity completed by BMS and had a difficult year.

There is an opportunity to promote math/science/history as the community has interest and resources to support these activities. Downtown Berthoud is a historic area with many cultural resources to promote.

**RECOMMENDATION A. RECRUIT NEW PC MEMBERS AND ALSO A CHAIRPERSON.**
Consider developing a job description and approaching some active members of BERT. While they are focused on economic restructuring, there are also BERT members geared toward increasing retail sales and marketing downtown. If the promotions committee was explained in terms they are familiar with, they might be interested.

This committee needs to involve at least 7 people who will understand the promotional needs of the downtown. The committee should be comprised of retailers, restaurateurs, service/professional businesses, representatives from the library and the museum/Berthoud Historical Society and the two local newspapers, the Berthoud Recorder and the Berthoud Weekly Surveyor. Also, a high school student could serve on the committee to represent the promotional needs of the downtown’s future customers.

**RECOMMENDATION B. FACILITATE A 2009 PROMOTION PLANNING RETREAT.**
Have a professional facilitator assist with this activity. The facilitator could possibly be a representative from one of the Community Colleges, the local Small Business Association or Small Business Development Center. During the Planning Retreat the committee should develop detailed work plans for each activity. Retreat should be in a fun, relaxed atmosphere that will allow the community to be creative. A suggestion is to have the Retreat after normal business hours and bring in pizza and beverages.

**RECOMMENDATION C. FOR 2009 AND FUTURE PROMOTIONS, DEVELOP A UNIFORM PROMOTION CHECKLIST AND POST ASSESSMENT FORMS.**
This will allow the committee and staff to remain organized when planning a promotion and also properly document the successes or failures for future events. These forms are working documents just like a budget and can be changed and im-
What Is Promotion as it Relates to the Four-Point Approach™?

Promotion means selling the image and promise of the downtown business district to all prospects. By marketing the district’s unique characteristics to shoppers, investors, new businesses and visitors, an effective promotion strategy forges a positive image through advertising, retail promotional activity, special events and marketing campaigns carried out by local volunteers.

RECOMMENDATION D. EXPAND THE FARMERS’ MARKET BY ADDING SOME CREATIVE ACTIVITIES.

The Scarecrow Decorating Event is a good example of how the BMS program expanded the event in 2008. Some additional ideas are to have a culinary event involving local restaurants and their chefs. Customers at the Farmer’s Market can visit local restaurants and see the chefs prepare recipes using local produce. The success of the Food Network can be brought to Berthoud during the weekly Farmers’ Market.

RECOMMENDATION E. ANOTHER IDEA IS TO HAVE A “PLANT A POT” ACTIVITY INVOLVING CHILDREN.

Provide small clay pots and seedlings free for each child. This small side activity will attract more families and encourage our “Future Farmers of America”.

RECOMMENDATION F. A FINAL RECOMMENDATION IS EXPAND THE MUSIC AT THE FARMERS’ MARKET.

Have a variety of music that will appeal to different age groups.

RECOMMENDATION G. BEGIN PROMOTING ALL THE EVENTS THAT OCCUR DOWNTOWN, REGARDLESS OF WHAT ORGANIZATION IS HOSTING THIS EVENT.

Take advantage of another organization’s hard work and their ability to attract people to your downtown. The best way to do this is to keep an updated calendar of events on the BMS website. An example of this is when Berthoud Library hosts Summer Children’s Programs. BMS needs to promote the library’s event on their website. Also, during these other community events BMS could distribute publicity materials on their future events.

RECOMMENDATION H. PLAN (1) NEW SPECIAL EVENT FOR DOWNTOWN BERTHOUD IN 2009.

A special event can be centered on community heritage such as a “Candlelight Tour of Historic Downtown Buildings”, special holidays such as “Holiday Cookie Quest”, or social events such as “First Friday’s After Work Street Fair”. Utilise a Strategic Event Matrix will help in deciding what you hope to accomplish with this event. Are you doing this special event to be a “traffic builder for your downtown” or to target a niche market or to generate future sales for your businesses? Five Essentials of a Good Special Event

- Music
- Food
- Overlapping activities
- Appeal to all ages
- Something Free

RECOMMENDATION I. EXPAND THE WEBSITE TO INCLUDE AN “EVENT BUTTON” TO PROMOTE UPCOMING OR CURRENT SPECIAL EVENTS.

Button will provide information on date/times, location and additional information.

RECOMMENDATION J. PLAN ONE (1) RETAIL PROMOTION FOR DOWNTOWN BERTHOUD IN 2009.

Remember a retail promotion rings the cash register for downtown businesses. A retail event does not have to be a clearance sale or sidewalk sale for your downtown businesses. If the committee brainstorms they can come up with a creative, innovative and successful retail promotion. Examples of types of retail promotions.

- Cooperative - Taste of Berthoud or Mother’s Day
- Cross-retail - Coupon Exchanges
- Niche - Dad’s Day Out or Chocolate Lovers’ Day
RECOMMENDATION K. PLAN ONE IMAGE CAMPAIGN FOR DOWNTOWN BERTHOUĐ IN 2009.

An image campaign can capture the public’s imagination, reflect the true quality of the place and enhance the marketability of your downtown. Your PC needs to identify your district’s unique character and then design an image campaign that will enhance Berthoud’s identification. The image campaign can be an advertising blitz, street banners, posters, radio ads or other forms of communicating your image. The following are examples of image campaigns for a downtown are:

- Shop it dine it love it
- Buy Local Be Local
- Do it Downtown
- The Owner is Home
- Keep Austin Weird
- Discover downtown

RECOMMENDATION L. DEVELOP A DOWNTOWN BERTHOUĐ BRAND

The downtown brand is the relationship customers express when they see a logo, tagline or the mention of your downtown. The following is a strategy to developing your downtown brand:

**Step 1- Develop the brand team**- Recruit retailers, restaurateurs, service and professional providers, downtown property owners and other downtown stakeholders. Select someone in the group to be the “brand keeper”, that person who will make sure that the branding is a pure process and will have the final say on the brand.

**Step 2 - Asses the current situation**- Determine what do customers, newspapers and stakeholders think of your downtown. Review your information and determine if you need to gather additional data.

**Step 3- Develop the brand promise**- What does our brand stand for and what does it have to offer to your targeted customers? The branding committee needs to determine:

- What business is the downtown in?
- What does it provide?

This committee needs to involve at What is the downtown not?

- What is the downtown?
- What differentiates downtown from the competition?
- What does the downtown do better than others?

**Step 4- Create the brand communication plan**- Decide how consumers and stakeholders will view your brand. Develop a powerful logo and identity program that will involve graphics, colors palettes, fonts, images and etc. You need to give your brand “personality”. Make decisions on your advertising and collateral materials.

**Step 5- Build the brand for stakeholders**- Remember to include the brand on memos, tee shirts, website and all forms of communication to your stakeholders. Building a brand internally can be as important as promoting to the outside world.
Economic Restructuring

In the Main Street program, the economic restructuring component for downtown revitalization works to ensure that downtown is an attractive place for investors and businesses. The ER committee helps to recruit, retain and expand opportunities for investment in downtown. The committee also helps to build harmony between the businesses, people, and living environments in the downtown. The next section will look at observations and recommendations for economic restructuring in Berthoud.

A full assessment of Berthoud’s downtown assets is an essential component to consider when looking at building upon Berthoud Main Street’s success in recent years. It would allow you to determine what pieces of your puzzle work and which pieces need to be reconfigured to provide the best benefit to your community and others that stand to benefit from a vibrant downtown. Economic restructuring allows you to take that overview and analyze it while providing necessary assistance in helping your downtown become as great as it can be. This section of the report will cover observations and recommendations for how the organization can move forward with providing tools and assistance with efforts to recruit, retain and expand opportunities for investment in downtown Berthoud.

Observations
The resource team recognized the enthusiasm, interest and support provided to Berthoud Main Street by the Town of Berthoud and its citizens. It is best exemplified by the excitement that seems to exist related to the completion of streetscape project. The residents recognized the Town’s center is the heart of the community and extremely important to the region’s overall success.

The Town also benefits overall from an extensive and energetic pool of volunteers, including those that are members of BERT. The group’s participants recognize the need for an increased focus on economic development activities. A suggestion for increasing the level of focus is included among the recommendations that follow.

The downtown’s lack of big box and national/regional chain stores provide several opportunities for area residents to pursue entrepreneurial dreams. A potential new business owner would have the chance to focus on providing a quality service without necessarily having to worry about competing with larger organizations.
Those anchor businesses that do exist provide an opportunity for complimentary businesses to be developed and expanded to serve not just the Town of Berthoud but the entire community. There may also be an opportunity to create new business types that are not necessarily available at this time.

One thing that was noticed by all of the team members was the fact that while Main Street was supported as a great program for the community, there was a disconnect with regard to the importance of the program in terms of the town’s economic development efforts. The plans that were discussed for outside of the Town center could potentially negate the benefits of a revitalized downtown, keeping traffic from discovering the quaintness and nuances.

A revitalized downtown Berthoud serves as a major selling point for all other aspects of the community, including serving as a destination for residents.

**RECOMMENDATION A. REORGANIZE YOUR ECONOMIC RESTRUCTURING COMMITTEE**

Berthoud Main Street’s Economic Restructuring Committee needs to be reorganized as soon as possible so that you can gather information necessary for the other committees to do complete their tasks. One way to jumpstart the activities and add to the manpower of the committee would be to engage members of BERT that are currently focused on downtown priorities. It would allow the committee and the organization to take advantage of the energy and dedication of the BERT volunteers to move the Main Street program forward. It would also provide the easiest way possible to allow for coordination of activities and projects undertaken by BMS and the Town of Berthoud as they pertain to economic development.

The inclusion of BERT in a revamped economic restructuring committee would also prevent duplicative efforts from being undertaken, allowing for energy and resources to be evenly distributed among several different initiatives pertaining to downtown at the same time and allowing for forward movement on all of them.

**RECOMMENDATION B. TAKE CHARGE OF YOUR ECONOMIC FUTURE**

1. Build on BERT downtown business survey. The activities undertaken by BERT, particularly the downtown business survey, would provide Berthoud Main Street with the resources necessary to complete a market analysis for the town center. Berthoud Main Street is charged with undertaking efforts for the town center; even though the information previously collected for the region is important, the wide net cast when looking at those numbers prevents the organization from focusing on their charge. The completion of the analysis allows Berthoud Main Street to create tools that can serve as both important and functional for attracting business investment outside of the town’s center.

2. Assess retail needs of residents. While some of the focus has been placed previously on the attraction of outside visitors into the Berthoud’s downtown, it’s extremely important that the businesses be serving the immediate community first. Your residents would not only serve as your downtown’s greatest ambassadors as a result, but you will also provide a dedicated source of customers for the businesses.

3. Conduct a survey assessing the retail needs of the residents immediately surrounding the town center. The crux of the survey is determining specific items that they need – items that they currently either leave the town to purchase or purchase during their commute to and from work. Once you’ve collected the results, you would then determine if the items are currently available in downtown Berthoud, providing you with another opportunity to visit with local businesses and discuss the Main Street Program. The results of this effort could be shared with area residents using both the organization’s website and local media outlets. Sharing the results using those methods would also provide you with opportunities to publicize the current efforts of the organization as...
well as direct potential new business and property owners to resources available to them if they wanted to help fill the gaps identified through the survey.

4. Take advantage of Carter Lake. While the Lake may be a seasonal asset, it is one that could be built upon greatly. It is a gateway city to the lake and this provides an opportunity to develop businesses that would draw folks back into the town in the evening. It also provides an opportunity for marketing to a captive audience during the season, directing them to support town center businesses.

5. Provide support for area businesses. There are two areas of support that you can look into providing for your town center businesses: technical and financial.

RECOMMENDATION C. TECHNICAL SUPPORT
Continue providing monthly workshops for interested parties. It would be important to plan your workshops around the possibility that both existing and potential business owners will look into attending. BMS could look into partnering with the city, the Chamber and other interested parties when designing the workshop series and identifying topics. These workshops should have a focus on issues or practices that would most impact your existing downtown merchants. You may also look into partnering with area community colleges and universities and providing online resources for those merchants that may not be able to leave their business to attend a session. Webinars are becoming increasingly easy to set up separately, or you could even look into recording the workshop with attendees and providing a link on the Main Street website to allow both those that attended and those that wanted to attend an opportunity to participate and have access.

RECOMMENDATION D. FINANCIAL SUPPORT
The resource team was told of efforts to create a microloan program for downtown Berthoud. That program could be designed to provide capital to do things including window displays, purchasing merchandise and providing additional training opportunities for owners and staff. The team would recommend that you consider participating in the workshop series a prerequisite of being able to receive funds from the microloan fund. If you were to administer a façade improvement program, you would not want to put the same restrictions on the monies available from it. The improvements made to the buildings as a result of the improvement program will stay with the building forever; the lessons learned from the workshops if tied to the microloan program will benefit the occupant of the building wherever they may go and whatever they accomplish.

RECOMMENDATION E. TAKE ADVANTAGE OF EXISTING DCI TRAINING OPPORTUNITIES
Downtown Colorado, Inc. is a valuable resource to members of all of your committees and we would stress that you consider taking advantage of the training opportunities.

RECOMMENDATION F. INVESTIGATE LODGING TAX
Consider the number of shovel ready sites that will be available in the area in addition to other planned projects, it would be a great time to look into implementing a lodging tax. The revenue generated by the tax could then be used to fund maintenance in downtown Berthoud. It would also provide the funds to expand the in-
frastructure and thus the assets of the community for your desired residential/commercial demographic.

The best approach would be to include the owners of the two businesses currently offering rooms in the conversations so that it was fair to them and a realistic amount.

**RECOMMENDATION G. EXPAND ESSENTIAL INFORMATION ON THE WEBSITE**

The organization’s website provides an opportunity to provide valuable information to potential new business owners that fall within the boundaries of what you’re looking for. Updating the site to include information about vacant properties, links to specific sections of municipal sites and providing more frequent updates to the site will enable your volunteers to serve as ambassadors armed with the information needed at their fingertips.

The descriptions of all of the committees and opportunities included on the volunteer form should provide only examples as the activities of the committees will change based on the needs of the organization.

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**Design on Main Street?**

Design takes advantage of the visual opportunities inherent in downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality and to expedite improvements in the downtown. At the forefront of the design effort is the restoration of historic buildings which helps provide the back drop for downtown’s sense of place.

**Maintenance of Depot**

**Observations**

The depot is one of the most important buildings for downtown Berthoud. This structure has a lot to do with the founding of the community and was for a long time the point of entry and departure for many of its residents. Currently the depot is stable but it appears there are several areas where moisture damage has caused the brick to spawl. Earlier attempts to “seal” the brick appear to not to be working.
RECOMMENDATION. CORRECT THE CURRENT STATE OF CONDITIONS IMPACTING THE DEPOT.

1. Make application to the State Historic Fund for repairs as a part of a Berthoud Main Street application.

2. Remove the paint. Paint holds moisture in the building which can lead to mortar deteriorating faster than normal. Additional this raises the moisture content of the brick which can lead to spalling of the brick face.

3. Make sure that the grade is pitched away from the building and the gravel and drains around the building are moving water away from the building.

4. Repoint and replace bricks as needed. Several bricks around the base of the building have their faces split off due to raised moisture contents. The only thing that can possibly be done in this situation is for a skilled mason to take out the brick and turn it around and this can be done only in certain situations. Advertise this job to qualified firms, take references and check these references. Any contractor working on this building should be involved in this work on a regular basis.

Wayfinding

Observations

Wayfinding is an important concept for Berthoud due to downtown’s distance from Interstate 25 and Hwy 287. Way Finding can be defined as a user or motorists impressions they gain as they travel a route on their way to a destination. This happens due to the context of the route and signs along the route. Context is defined by natural elements such as landscaping treatments, trees in particular and how man made elements are handled such as buildings and business signs. Signs tend to fall into three different categories:

• Gateway
• Entrance
• Pedestrian Level

RECOMMENDATION. ASSEMBLE MULTI JURISDICTION TEAM TO OVERSEE THE WAYFINDING PROCESS.

The team should be composed of representatives of these organizations and others as needed.

• Town representation
• Chamber
• Main Street
• Leaders of major destinations

This group should work hand in hand with the Identity task force as outlined in this report. Berthoud’s identity or “brand” first needs to be developed. After this is defined the community can then think about the type of signs and the locations that are appropriate for these signs.

Historic Preservation Commission

Observations

Berthoud is fortunate to have a new Certified Local Government for reviewing design and development projects in its downtown district. This district has the ability to shape the near term future of downtown making it more attractive for developers in the future when passenger rail finally arrives. Often when new CLG’s are put into place there are a lot of assumptions about their role and what they can and can’t do and how they do it.

RECOMMENDATION. MAKE SURE THAT THE CLG’S OR PRESERVATION COMMISSION’S DECISIONS ARE AFFORDABLE, EASY TO IMPLEMENT, CONSISTENT AND FAIR.

1. Make sure the CLG is quick in dealing with applicants matters. The time frame for reviewing projects will improve as the group gains more confidence. Make sure to stick to the relevant topics to review. Reviewing things outside your area or even discussing them will give disgruntled applicants fodder to undermine your efforts. For example, if you can’t review color then make sure it’s not discussed.

2. Be clear about the application process

3. Offer pre application conferences with the property owner and or their architect so time and money is not wasted reviewing ideas after they’ve been committed to paper.

4. Allow staff to review certain things that don’t need
to be reviewed by the commission such as basic maintenance of existing elements. This will speed up review time. (Obviously staff should take note of when someone is doing maintenance on inappropriate layers that should come off a building which might actually save the property owner money or result in a project that has better value.)

5. Make sure to follow through on developing illustrated design guidelines. Illustrations that are based on Berthoud’s building palette are invaluable in yielding consistent decisions and ones that are fair to the public. A picture is truly worth a thousand words in this instance.

6. Make Sure Guidelines Reflect Standards That Facilitate Retail development so that the guidelines can be pitched as being pro-business. These guidelines allow retailers to prosper by maintaining and developing a street environment that encourages transparency and pedestrian movement along the sidewalk. These guidelines are:
   - Zero lot setback
   - Degree of first floor transparency (80 percent of first floor and no smoked glass, heavily tinted glass or mirrored glass)
   - Primary entrance to the retail space opens onto the primary shopping street.
   - Percentage of front lot line coverage (Ideally 100%)

Historic District

Observation

Typically it’s rare for all property owners to want to be included any historic district, new or old. To have only three property owners not want to be included is pretty good.

RECOMMENDATION A. DON’T EXCLUDE BUILDINGS IN DISTRICT

The resource team suggests that you retain all the properties in the district. To have most properties included and not others will potentially establish a disjointed district. Here are the significant reasons on why you want them included.
   - Their design influences the collective image
   - Their design impacts the ability of other retailers
   - You want the ability to weigh in on their design

Passenger Rail

Berthoud needs to get behind this effort. From my professional experience it’s a matter of when this will happen and not if it will happen. Rail will:
   - Connects you to key Denver amenities and beyond
   - It’s Green transportation
   - Frees one’s transit time to be more productive and it reduces stress
   - Safer than car travel
   - Allows mobility in inclement weather
   - Keeps your transit dollar at home

Rail needs to happen ASAP.

Rail Station Siting Observation

The development of a rail station stop has untold potential benefits for Downtown Berthoud. The following observations and recommendations Prairie Star represents what will happen as rail is built in this corridor and this is a good thing. It will attract more compact and more efficiently designed communities. Prairie Star is:
   - Approx 1,000 units
   - Horizontal mixed-use development
   - About ¼ the number of dwelling units as Berthoud and the same density
• Designed by a well known Planner, Peter Calthorpe that has extensive experience in transit oriented development.

RECOMMENDATION A. DOWNTOWN’S ROLE IN RAIL STATION DEVELOPMENT

1. Downtown needs to articulate the same type of vision as Prairie Star and this should happen through a charrette process. This type of process requires community participation as professionals engage them in a series of exercises. In turn the charrette’s information should then be translated into reasonable modifications to the community’s master plan, zoning and development codes. This will make your town “shovel ready for transit oriented development” which will attract quality oriented developers.

2. There’s a great potential for a significant amount of infill development in downtown and close to downtown. The question becomes how much, what density, where and how will it be linked to downtown and the station stop(s). A charrette process will help identify answers to the following questions.
   – Where will 500 new residences go within a 5 to 10 minute walk of the station?
   – Plan on sites on both sides of the track so that downtown will be a walkable distance to the station and it will be an easy, enjoyable walk.

3. Build coalitions among potential cities and user groups to build awareness and lobby for the rail project and the station stop in downtown Berthoud
You need to continue to build a downtown that will attract developers that will see a revitalized downtown as a marketing amenity for the rail project. You’re building the market and shaping the market. The higher quality your downtown is the more likely it is that you’ll attract a quality developer

4. Consistently articulate and drive the vision.

5. Form public/private partnerships to implement the vision.

6. Emphasize that downtown is already built and it’s vertical mixed use. Downtown is more densely developed than Prairie Star will be.

7. Infrastructure is already in place

8. If rail can stop at both places, great. Follow through and be Persistent

9. Berthoud shouldn’t just get rail approved and then sit back and wait for the market to deliver. You may not get what you want such as a “drive to only” station with no spinoff development of housing and commercial

10. You do want to have an anchor that is a walkable connection to downtown.

Public Space Planning

RECOMMENDATION A. CONSIDER NARROWING THE SECTION OF THIRD STREET NORTH OF MOUNTAIN TO CREATE A LARGER PARK IN DOWNTOWN.

Railroad Park could be widened by up to 25 feet and not reduce the ability to park and drive safely on this section of Third Street. The comfortable, minimum width for angle parking on both sides of street with two-way traffic is 65 feet from curb to curb. This section of Third is 90 feet.

RECOMMENDATION B. CONSIDER ADDING A FARMER’S MARKET CANOPY ALONG THE WESTERN EDGE TO RAILROAD PARK IF ITS WIDTH IS EXPANDED.

RECOMMENDATION C. CONSIDER ADDING A WROUGHT IRON FENCE ALONG THE EASTERN EDGE OF RAILROAD PARK TO SHIELD PEOPLE (KIDS) FROM WON-
DERING INTO THE TRACKS.

RECOMMENDATION D. CONSIDER ANGLE PARKING SOUTH OF MOUNTAIN ON 3RD STREET.
This section of third is now about 65 feet wide, the ideal width. You would virtually double the amount of on street parking on this section of Third which is important because this is easier than driving in and around the parking lot to find a space. On street parking is most convenient and you convenience oriented businesses in this stretch of Third, a Subway Sandwich Shop, the Post Office and a Salon.

Building Facades

Observations

Continue to focus on highly visible, low cost improvements. This strategy applies to many of downtown Berthoud’s buildings because many are only one story and the detailing straightforward. These types of improvements validates the program in the public’s eyes and they come on heals of the streetscape improvements.

RECOMMENDATION A. FOCUS ON MOUNTAIN AND THIRD STREETS AS MUCH AS POSSIBLE BECAUSE THESE ARE THE FIRST IMPRESSIONS OF DOWNTOWN.

While Massachusetts Ave has several buildings that need attention you should focus your efforts on Mountain. The architecture here is simple and it’s easy to accomplish what needs to be done with merely paint, awnings and signs. These types of improvements are also likely to improve the businesses bottom line. Prioritize your work by lowest cost implement, high reward and high visibility facades.

Façade Improvement Funding

Observation

Many of the businesses downtown are suffering due to the recession and some will attribute this to the streetscape project. It’s unlikely in this environment that many of the businesses will want to spend money on their facades beyond necessary repairs.

RECOMMENDATION B. MAKE APPLICATION TO STATE HISTORIC FUND FOR A SERIES OF FACADE GRANTS.

Look at website (http://www.coloradohistory-oahp.org/programareas/shf/application.htm). Private individuals and for-profit businesses may participate in State Historical Fund projects by finding an appropriate public entity or non-profit organization willing to apply for and administer a grant on their behalf. Consider asking for a grant amount of $100,000 and disburse this over 10 different properties. This will make a significant difference in the appearance of downtown. Having several businesses improve their facades will allow Berthoud to capitalize on the notoriety and novelty of a having a new streetscape.
Land Use Opportunities

The Colorado Brownfields Foundation defines infill opportunities as vacant buildings and under-utilized sites that could contribute to downtown vitality; a site where reuse would not dislocate existing businesses, but would fill a physical and economic gap or remove an eyesore. Commercial buildings can be considered the vertical infrastructure of business and infill opportunities can include reuse, renovation, adaptive reuse, or redevelopment.

Background

While infill sites may be in good locations, there is a need to address physical and market issues to enable reuse. From an environmental standpoint, it is desirable to provide information to possible buyers and occupants to counter liability concerns and support their revitalization efforts or identify strategies for cleanup where there is a problem. Evaluating potential environmental risks ahead of time can inform construction work plans and budget projections. The process of assessment and cleanup ensures a safe environment for residents and workers; clearing liability enables financing & funding. There are various state and federal sources of environmental grants and loans for assessment and cleanup work, and the Colorado Brownfields Foundation can provide liaison and coordination services.

Land Use Opportunities

Various infill opportunities in Berthoud were noted. Downtown opportunities include the Massachusetts Avenue and Third Street area. Massachusetts Avenue is recognized by the community as a historic asset and, with appropriate preservation and restoration, can better contribute to Berthoud’s character, community pride, and tourist economy. Underground fuel storage tanks and potential asbestos may be encountered during renovation and redevelopment activities along Massachusetts Avenue.

There is an apparent interest in upgrading or replacing Town Hall, one of the least historically significant buildings on the Massachusetts Avenue block. This is an opportunity to introduce retro-historical facades on a replacement Town Hall or to move Town Hall and bring in a new commercial building. Public facilities generate foot traffic throughout the day in the area and the impact of moving this foot traffic out of the downtown should be carefully considered before moving Town Hall to a new location.

Third Street just north of Massachusetts is an entry to the Town’s historic residential neighborhood; however, unkempt facades and appearances are a visual distraction that may detract from an otherwise inviting avenue. These buildings are part of the railroad site (although the buildings are privately owned) and would likely benefit from façade upgrades. Potential environmental hazards arise from contaminants in construction debris stored on-site and possible hazardous waste storage and/or transport at the site.

Sites that impact downtown by their proximity and visibility, so-called “gateway” sites also offer opportunities. The Town’s former detention pond is located on the east side of the tracks, opposite downtown. Recent storm water improvements have rendered this town-owned property available for a new use. This becomes a very attractive site for transit related uses when the Front Range commuter rail is eventually implemented. One option may be to assemble this site with the adjacent Sonoco site and create a relatively large area for new business or transit oriented development. Environmental issues may arise from pond sediment, stored equipment, and manufacturing processes and should be evaluated prior to reuse.

A site at Mountain Avenue and Second Street is owned by the Town and has been considered for a new location for Town Hall. A well designed public building can be a welcoming sight at the entrance to downtown. The site may also accommodate a primary employer or business incubator, perhaps catering to the science and technology fields that the Town of Berthoud embraces. Again, careful consideration should be given as to land use planning and siting of Town Hall.

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