

2018

Victor Main Street Commission  
Vision, Mission, Strategic Plan,  
Transformation Strategies &  
Annual Work Program



**COLORADO**  
Department of Local Affairs



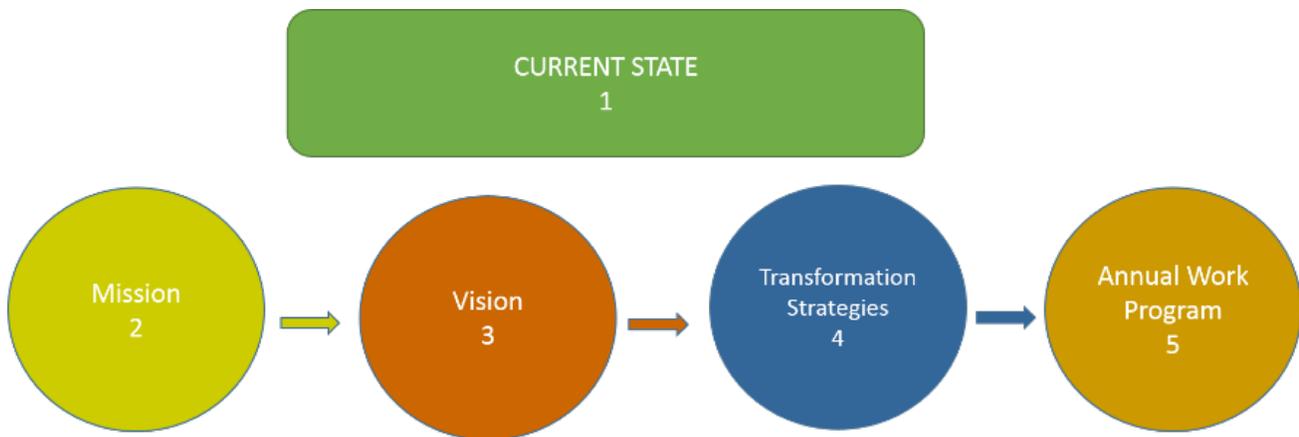
## Victor Draft Vision, Mission, Strategic Plan & Annual Work Program

In April of 2018 the Victor Main Street Commission undertook a Strategic Planning effort offered through the Colorado Main Street Program. The Main Street Commission worked together with consultants over a period of three months to define their Vision and Mission, develop a strategic plan and an annual work program to organize specific activities for the Victor Main Street program. The following sections represent the accomplishments and the results of their work together to produce the Victor Main Street Program Strategic Plan and Annual Work Program.

### Process

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

Picture 1: Victor Main Street Planning Process



Picture 2: Victor Main Street Planning Process



## 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 Victor Main Street Board participated in two current state activities: Identifying their community assets and using an attribute scale to rate where Victor stands in relation to typical downtown redevelopment/revitalization planning components.

## Community Assets

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

Table 1: Victor Community Assets

Economic Assets	Cultural/Historic Assets	Natural/Recreation Assets	Aesthetic/Design Assets	Demographic/Population Assets	Other
Soccer Camp	Multiple Museums	Mountain Views	New Streets & Sidewalks	Community Pride	RV Parking
Casinos	Gold Rush Days	Soccer fields	Clean & Tidy	Retired Citizens	Independence
Newmont/Large Operating Mine	1899 Buildings/Historic Architecture	Hunting Opportunities	Wayfinding Kiosks	Casino Employees	Flexibility in use of Private property (zoning/use of property isn't overly restrictive)
Bison Reservoir (for residents)	Ghosts/Paranormal Tourism	Hiking/Mountain Bike Trails	Trash Cans	Residents want to be here (not on the way to anyplace)	
Historic Buildings ready for occupancy	Rich Mining Heritage	ATV Trails		Engaged Community	
Broom Store	Historic Movie Theater	High Elevation Training Opportunities	1899 Architecture	Young/Old Mix	
Shipping Options/Availability	Miners' Union Wall	Night Sky	Cut Out Photo Ops		
Store variety	Lowell Thomas	Plaza	Artistic Murals		
Broadband/Reliable High Speed Wireless Connectivity	Great Natural Light for Artists	Ice/Hockey Rink	Artistic Cross Walks (railroads, hopscotch, shoeprint)		
CC-V	Jack Dempsey, Groucho Marks	Community Parks	Incredible Natural Beauty		
Housing	Historic Head Frames & Mining Infrastructure	Community Garden			
	Great Stories/History (presidential visits, early electricity, miners' union)	Trail of Gold			
	Skaguay Power Plant	Skaguay Reservoir			
	Lowell Thomas	Gold Bowl			
	Bowling Alley	Leaf Season			

Economic Assets	Cultural/Historic Assets	Natural/Recreation Assets	Aesthetic/Design Assets	Demographic/Population Assets	Other
	Mystique of Abandoned Mines & Historic Tunnels & U/G Workings				
	VCTA				

### Attributes

The attributes workshop exercise asked participants first to rate where Victor stands today in relation to different attributes that contribute to the successful reinvestment and revitalization potential of downtown areas. Participants were asked to rate Victor’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 Victor to be in the future, within the next 3 to 5 years. Again, participants rated where they would like Victor 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 Victor Main Street Commission.

Table 2: Victor Attributes Current State & Desired for Future

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	2	
Size of Community Population	Number of seasonal residents versus year-round residents	2	4
Visitation Levels	Indirect visitation versus Victor as a primary destination	2	5
Volunteer Interest/Community Partnerships	Little to no existing volunteers and community organizations versus high level of engagement and participation by volunteers and organizations	3-4	5
Board Effectiveness/Capacity	Newly formed Board with limited time, training and focus versus high functioning Board with expertise and time commitment	4	5
Events and Attractions	Low versus high number of annual events & regular attractions	2	5

Attributes	Description	Current Rating from 1 to 5	Future Rating from 1 to 5
Business Climate/Development	Regulatory & code challenges with redevelopment & re-use versus business friendly support to encourage development	3	5
Customer Identity/Niche Markets/Market Potential	Need to identify customer types, niche markets and potential businesses versus understanding of target market	2	5
Infrastructure: Buildings, roads, sidewalks, access, lighting, aesthetics	Ease and desirability of locating businesses in existing buildings with sufficient infrastructure to support pedestrian, bicycle and vehicle access and circulation throughout the district	4	5
City of Victor recognition as a destination	Low level of marketing, PR and promotional information about Victor as a destination versus high regional knowledge of its significance as a destination	1	5
Change Readiness	Low or high commitment, capacity and financial capability to invest in re-building and enhancing Victor Main Street	3	4

## Mission Statement

One of the key components of the Victor Strategic Planning workshop involved developing a Mission Statement for the Victor Main Street Commission. Mission Statements are an integral element of Strategic Planning as they define the focus of what the Commission 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 Commission, 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 Victor 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 and is represented into Table 3 below. From these exercises a clear focus for the Victor Main Street Commission Mission Statement emerged.

Table 3: Victor Themes for Mission Development

<b>Our Cause</b>	Improve downtown & business environment Historical preservation Residents Volunteers Downtown
<b>Our Actions</b>	Events/create a draw Spontaneous events Marketing Efforts are visible Infrastructure improvements
<b>Our Impact</b>	Participation Vibrant downtown Profits Community pride Resident involvement Multiple partners Buildings occupied Downtown activated Increased revenue

### Victor Main Street Program Mission Statement

Following the Mission Statement exercises, two of the group participants volunteered to craft a Draft Mission Statement using the themes table. The draft was reviewed by the group and finalized to produce the following Mission Statement:

***“To improve the downtown business environment and preserve our history by providing visible improvements to instill vibrancy, increase revenues and cultivate community pride.”***

### Vision Statement

Development of a Vision Statement for the Victor Main Street Commission was the third activity for 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 Main Street Commission 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 Victor Main Street Commission participated in several exercises for development of the Vision Statement. Group participants first undertook an individual visualization activity where they were asked to visualize talking to

a reporter from a major state/regional newspaper who is interviewing them because of Victor’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 Victor win the award?
- What did you do or achieve?
- What specific examples of Victor’s successes would you share with the reporter?

The Commission then worked together to share their answers and record theme statements, or key words that represented Victor’s success. Some of those key statements and themes are represented below in Table 4.

Table 4: Vision Exercise Results

Statements/Themes from Visioning Exercise
The Smallest Big Town in Colorado
Victor: Bust to Boom
Victorious Victor: A new Golden Age
Stories unfold on the streets of gold
Not your Grandfather’s gold Mine
Showcase
Explore
DREAM
Victor, Colorado: Hipper than Mayberry and with better milkshakes
Picturesque
Instilled Pride in Community & Ownership
Boom in Outdoor Recreation
Increased Occupancy
Increased Tourism
Something for Everyone
Unique
Hospitality

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).

After completion of the visioning exercises, two of the group participants agreed to take the results of their work together and develop language for a draft Vision Statement. The group reviewed the draft language at a subsequent meeting and agreed upon a Main Street Commission Vision Statement.

**Victor Vision Statement**

The following statement below represents the Victor Main Street Commission Vision Statement.

**“Shaping the future of Victor while preserving its history and heritage. “**

## Transformation Strategies

The second half of the Victor workshop focused on strategic planning and included development of



Transformation Strategies that will be used to guide the efforts of the Victor Main Street Commission 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 Victor 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 Victor. 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
- Infrastructure to Support Implementation of Transformation Strategy

The Victor Main Street Commission participated in a group activity to identify the potential customers, markets and infrastructure needed for revitalization of the downtown area. Table 5 below represents the results of

opportunities the Victor Main Street Commission identified, and helped to formulate their specific Transformation Strategies.

Table 5: Victor Local Community Dynamics

Market Opportunities	Customers In Main Street Area	Infrastructure to Support Implementation
<ul style="list-style-type: none"> <li>• Local clothing, supplies, safety items for miners, “work wear”</li> <li>• Evolving: Bike shop. Sporting equipment</li> <li>• Minerals/prospecting equipment</li> <li>• Artists co-op</li> <li>• Rock shop</li> <li>• Coffee shop</li> <li>• Craft food</li> <li>• Candy</li> <li>• Wholesale/retail</li> <li>• Niche: Brooms, cookie cutters</li> <li>• Regional; Brew pub with distribution</li> <li>• Local/Service: barber/salon, gym, spa</li> <li>• Hotels</li> <li>• Campground</li> </ul>	<ul style="list-style-type: none"> <li>• Victor residents</li> <li>• Mine employees</li> <li>• Tourists</li> <li>• Seasonal Residents</li> <li>• Internet based</li> <li>• Cripple creek spillover</li> <li>• G.I.s outfitters, hunters</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering, structural and mechanical assessment of 26 of 60 downtown structures, provides list of what needs to be done</li> <li>• Building code flexibility for historic buildings</li> <li>• Business incentives: water, city tax, enterprise zone (tax credits)</li> <li>• CDOT Business loop signage (need gateway wayfinding from highway)</li> </ul>

### Victor Transformation Strategies

The Victor Main Street Commission was asked to use the information collected from our work together to craft Transformation Strategies that acknowledge the current conditions in Victor, 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. Increase the occupancy of downtown commercial buildings**
- 2. Position Victor as a destination to explore in every season**
- 3. Promote Victor as a reasonably priced, residential community where people want to live**

### Victor Transformation Strategies & Objectives

Transformation Strategies identify the broader goals of the Victor Main Street Commission. Development of objectives helps the organization define the path forward. Table 6 represents the objectives that will be undertaken by the Victor Main Street Commission to advance each of the Transformation Strategies. Objectives are organized using the Main Street Four Point Approach to emphasize how the Victor Main Street Commission activity addresses critical elements of downtown revitalization.

Table 6: Victor Transformation Strategies & Objectives

TRANSFORMATION STRATEGY & OBJECTIVES	FOUR POINT APPROACH (Economic Vitality, Organization, Promotion, Design)
<b>Transformation Strategy</b> <b>1. Increase the occupancy of downtown commercial buildings</b>	
<i>Objective:</i> Bolster the economic development incentives that are offered for businesses/building rehabilitations	Economic Vitality
<i>Objective:</i> Create a business recruitment toolkit	Economic Vitality, Promotion
<i>Objective:</i> Strategically target location neutral businesses (distribution, online sales, east coast partners) and businesses that are supportive of outdoor recreation industry, historic preservation & service	Economic Vitality
<i>Objective:</i> Create a District Asset/Attribute List	Promotion
<i>Objective:</i> Improve our relationships and exposure to/within neighboring communities	Promotion
<b>Transformation Strategy</b> <b>2. Position Victor as a destination to explore in every season</b>	
<i>Objective:</i> Identify target audiences for business recruitment & marketing opportunities, i.e., outdoor recreation, historians, scenic drives, business, casino escapees	Design
<i>Objective:</i> Locate Gateway signage off of the intersection of Hwy 67 & Hwy 281	Economic Vitality, Promotion
<i>Objective:</i> Market Victor as a destination for other organizations to hold events	Promotion
<i>Objective:</i> Continue to create/promote a unique aesthetic experience in downtown Victor	Promotion
<b>Transformation Strategy</b> <b>3. Promote Victor as a reasonably priced, residential community where people want to live</b>	
<i>Objective:</i> Promote the attractiveness & simplicity of Victor as a desirable place to live	Economic Vitality/Promotion
<i>Objective:</i> Work with the city to identify obstacles/changes needed to deliver different short term and permanent housing options	Economic Vitality

## Annual Work Program

The Victor Main Street Commission participated in a second planning workshop in May of 2018 to identify specific actions necessary to carry out the Commission’s Transformation Strategies and Strategic Plan. The Annual Work Program provides the Commission with a specific method for tracking progress for the Victor Main Street Program on an annual basis. It enables Commission members to identify actions, prioritize, schedule, budget and amend activities for the program. It is anticipated that the Commission 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 Victor.

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
- Costs of implementing actions should not extend beyond the annual budget!

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

- T- Strategy # = Transformation Strategy: Victor's Transformation Strategies are listed below, and are represented in the table numerically as:
  1. Increase the occupancy of downtown commercial buildings
  2. Position Victor as a destination to explore in every season
  3. Promote Victor as a reasonably priced, residential community where people want to live
- Priorities and their ranking are abbreviated as P1, P2 AND P3  
P1 = High Priority; P2 = Medium Priority and P3 = equals low priority
- The Main Street Four Point Approach categories are abbreviated as follows:  
EV = Economic Vitality; O = Organization; \*D= Design; P= Promotion
- Status of Action Items is described by the following terms: Ongoing; Completed; Not Started; Program Constraint; Stopped/Removed



## VICTOR MAIN STREET COMMISSION ANNUAL WORK PROGRAM

T-Strategy #	Objective	Action	Responsible	Budget	KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
1	<b>Bolster economic development incentives that are offered by other cities for building rehabilitations and business assistance</b>	Explore incentives other communities have used	Becky	0	Information on statewide incentives & value for Victor	Q2	P2	EV	
		Compile information & make presentation to council	Board: Bruce	0	Presentation & Council is aware	Q3	P2	EV	
1	<b>Create a Business Recruitment Toolkit</b>	Create a fact sheet on victor (assets, cool things, factoids, parody, regional attractions)	Bruce	0	Fact Sheet Created	Q4	P1	EV	
		Review & Update Victor(RE) to show available buildings/ properties	Becky	0	Website Updated	Q3	P1	P	
		Update Web based platform & link to other resources	Becky	0	Linked/Connected	Q3	P1	P	
		Reevaluate collateral materials	Bruce	0	Recommendations drafted for enhancements	Q4	P2	P	
1	<b>Strategically target location neutral businesses (distribution, online sales, east coast partners) and businesses that are supportive of outdoor recreation industry, historic preservation &amp; service</b>	Research smaller companies evaluate trends, mission, purpose and understand their target audience, workforce requirements	Board	0	Fact Sheet compiled from Market Study	Q4	P2	EV	
1	<b>Create a District Asset/Attribute List</b>	Compile a list of cool facts about living in Victor	Joe	0	List compiled	Q2	P1	P	

T-Strategy #	Objective	Action	Responsible	Budget	KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
		Design parody social media bursts to promote assets	Joe	0	1/month	Q2-4	P1	P	
1	Improve our relationships and exposure to/within neighboring communities	Utilize Project Pickaxe to introduce messaging	Board	\$1000	Messaging created for various audiences	Q2	P1	P	
		Create branded banners/window displays to promote exposure and community Main Street Recognition	Bruce	\$1000	Banners Created/Window opportunities identified	Q2-3	P1-2	P	
2	Identify target audiences for business recruitment & marketing opportunities, i.e., outdoor recreation, historians, scenic drives, business, casino escapees Locate Gateway signage off of the intersection of hwy 67 & hwy 281	Create fact sheet from market analysis to include in recruitment toolkit	Board	0	Fact sheet created	Q3	P2	EV	
		Work with a graphic artist to apply existing design concept to a gateway sign, determine sign dimensions	Becky/Joe	0	Concept design created	Q4	P2	D/EV	
		Identify optimal signage location	Bruce	0	Location identified	Q3	P2	P/D	
		Identify ownership	Mark	0	Ownership identified	Q3	P2	P/D	
		Evaluate opportunities to secure an easement for the sign location	Becky	0	Opportunities presented to City	Q4	P2	P/D	
2	Continue to create/promote a unique aesthetic experience in downtown Victor	Develop Street art including crosswalks downtown	Joe	\$1000	Crosswalks painted	Q3	P2	D	
		Host 6 movie nights in the Plaza	Mark	\$3000	Movie nights hosted	Q3	P1	P	
2	Market Victor as a destination for other organizations to hold events	Create an event destination packet	Glori/Becky	0	Packet Created	Q4	P2	P	
		Promote Victor at Trade shows/events	Glori/Becky	0	3 events attended	Q4	P2	P	
		Create collateral materials & an interactive display that will engage event participants	Glori/Joe	\$500	Display created	Q3	P2	P	

T-Strategy #	Objective	Action	Responsible	Budget	KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
3	<b>Promote the attractiveness &amp; simplicity of Victor as a desirable place to live</b>	Create a list of benefits of living in Victor (live in Victor Packet)	Board	0	Live in Victor Packet Created	Q3	P2	P/EV	
		Hold annual, seasonal community-oriented activities that help to build community cohesion	Board	\$1000	Additional activities participated in	Q4	P3	P	
3	<b>Work with the city to identify obstacles/changes needed to deliver different short term and permanent housing options</b>	Explore incentives to encourage housing development	Becky	0	Presentation made to City staff	Q4	P3	EV	