



MASCOMA VALLEY
PRESERVATION

STRATEGIC PLAN

2023 - 2028

Prepared by
the Mascoma Valley Preservation
Strategic Planning Committee

April 2023

MEMBERS OF THE STRATEGIC PLANNING COMMITTEE

MVP Board of Directors

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ABOUT MASCOMA VALLEY PRESERVATION

Founded in 2019, MVP is a grassroots organization dedicated to saving and repurposing historic buildings and landscapes in Mascoma Valley's rural communities. Originally organized to save the Grafton Center Meetinghouse, a landmark building seriously damaged by fire in 2016, MVP has since taken on three additional restoration and reuse projects: the Kimball Mill complex in East Grafton, Cheever Chapel in Dorchester, and Canaan's B&M Freight Shed.



PLANNING PROCESS OVERVIEW: JULY 2022 – APRIL 2023

Jul –
Oct

Nov -
Jan

Feb –
April

Phase I: Information Gathering

- Reviewed best practices for historic preservation organizations and non-profit organizational development.
- Conducted SWOT analysis.
- Interviewed professionals and stakeholders with relevant expertise and perspective.
- Assessed current organizational capacity and needs.
- Conducted initial planning workshop with strategic planning committee (SPC).

Phase I Deliverables

- Slide deck summarizing research and interview findings
- SWOT analysis summary

Phase II: Synthesizing Input and Building Foundational Elements

- Developed framework for organizational development and short-term goals for immediate improvement.
- Developed concepts for foundational elements of strategic plan.
- Iterated initial drafts of foundational concepts with SPC.
- Implemented initial operations improvement measures.
- Held two strategic planning workshops with SPC.

Phase II Deliverables

- Framework for organizational development
- Year one operations improvement recommendations
- Initial draft of foundational elements: mission, vision, values, and intended impact statements; strategic priorities

Phase III: Plan Completion

- Held final strategic planning workshop with SPC.
- Finalized foundational elements of the strategic plan with SPC.
- Developed implementation plan and refined with SPC.
- Prepared final strategic plan documents.
- Formally adopted plan.

Final Deliverables

- Finalized foundational elements
- Detailed implementation timeline
- Logic model
- Final strategic plan documents



MISSION STATEMENT

*Mascoma Valley Preservation saves
historic places to promote the vitality
of our rural communities.*

INTENDED IMPACT

Within the next decade, MVP will have achieved a positive impact on the economic vitality and quality of life in Mascoma Valley towns that are home to its projects. Indicators relevant to the purpose of each project will document this impact.

IMPACT INDICATORS

Impact indicators for MVP projects may include

- Increased cultural, educational, and recreational opportunities
- Contributions to the tax base
- Job creation
- New business development
- New community resources addressing local needs
- Enhanced community environment

FIVE-YEAR ORGANIZATIONAL VISION



By 2028, MVP will have achieved an inspiring track record of success and will be poised for sustainable growth. All four of the projects in process in 2023 will be complete and contributing to the vitality of their home communities.

ORGANIZATIONAL VISION, *continued*

MVP's capacity for sustainable growth and steadily increasing impact will be supported by

- A broad network of local volunteers and partners
- Meaningful presence in each of the targeted towns
- Comprehensive fundraising and public relations plans
- Revenue generated by completed projects
- An active board of at least 10 members
- An advisory board that supports all aspects of MVP's work
- Efficient operations informed by nonprofit best practices
- Evidence-based plans for integrating a professional staff
- Established criteria for adopting new projects and established procedures for managing projects from acquisition to completion and ongoing operations

VALUES AND BELIEFS

The following core values and beliefs guide what we do and how we conduct our work:

- We believe that saving historic places and making them useful offers unique benefits to our communities – preserving local character, strengthening local economies, and meeting local needs.
- We believe that making historic places useful is critical to ensuring their long-term survival.
- We value the beauty, craftsmanship, and heritage embodied in the historic places we aim to save.

VALUES AND BELIEFS, *continued*

- We believe that preserving historic places preserves our stories as rural communities, providing roots that enable us to write the next chapter.
- We believe that community engagement is essential to the long-term success of our projects.
- We believe that a regional approach to our work makes us more effective.
- We value ecologically responsible development, which our projects aim to achieve and inspire.
- We believe in giving back to our communities.

STRATEGIC PRIORITIES

To achieve its mission and vision, MVP will pursue the following strategic priorities over the next five years:

1. Enhance MVP's organizational structure and capacity.
2. Bring current projects to completion.
3. Develop and track impact indicators relevant to each project.
4. Increase public awareness of MVP's mission, achievements, and capabilities.
5. Expand and diversify sources of funding.
6. Prepare to take on new projects.

LOGIC MODEL: *How MVP expects to achieve its intended impact*

Intended Impact:

Positive Impact on the economic vitality and quality of life in towns that are home to MVP projects, as measured by indicators specific to each project.

Targeted Communities:

Rural towns in New Hampshire’s Mascoma Valley.

Planned Work

Intended Results

RESOURCES

To accomplish our activities, we will need the following:

Funding

- Public and private-sector grants, donations, and revenue generated by some completed projects

Volunteers

- Board of directors
- Advisory board
- Task force members
- Local residents who contribute labor to project rehabilitation and maintenance

Partners

- Local governments and civic leaders
- Business associations and interest groups relevant to the reuse plans for each project
- Institutional funders

Infrastructure

- By 2028, MVP operations will be supported by a central office and a lean professional staff working in concert with an active board of directors

ACTIVITIES

To achieve our intended impact, we will undertake the following work:

Identify historic places to be saved

- Inventory at-risk historic places in targeted communities.
- Evaluate and prioritize potential projects **using** established criteria.
- Adopt projects as organization resources allow.

Rehabilitate and maintain properties

- Identify and contract with qualified restoration and construction professionals.
- Supplement paid labor with volunteer labor as appropriate.

Develop and execute business plans for all projects

- Pursue uses for projects that address community needs and can be supported by the local market.
- Hire necessary staff or contract with proprietors capable of executing business plans.

Increase project portfolio as organizational resources allow

- Implement measures to preserve the availability of priority places until MVP can take them on.

OUTPUTS

The following achievements will serve as evidence of activity:

Restoration Completed

- Grafton Meetinghouse: 2024
- Kimball Mill: by 2025
- Canaan Freight Shed: by 2026
- Cheever Chapel: by 2027

Business Plans Developed

- Grafton Meetinghouse: 2023
- Kimball Mill: 2024
- Canaan Freight Shed: TBD
- Cheever Chapel: 2024

New Uses Established

- Grafton Meetinghouse: by 2024
- Kimball Mill: by 2026
- Canaan Freight Shed: TBD
- Cheever Chapel: by 2027

New Projects Adopted

- Three to five new projects will be initiated in targeted communities by the end of 2028.

Intended Results

ANTICIPATED BENEFITS TO TARGETED COMMUNITIES

Quality of Life

- New community resources addressing local needs, such as the need for a local store and gathering place in Grafton.
- Increased cultural, educational, and recreational opportunities provided at repurposed historic places.
- Enhanced visual environment.

Economic Vitality

- Contributions to the tax base from restored and repurposed properties.
- Job creation.
- New business development.



MASCOMA VALLEY
PRESERVATION

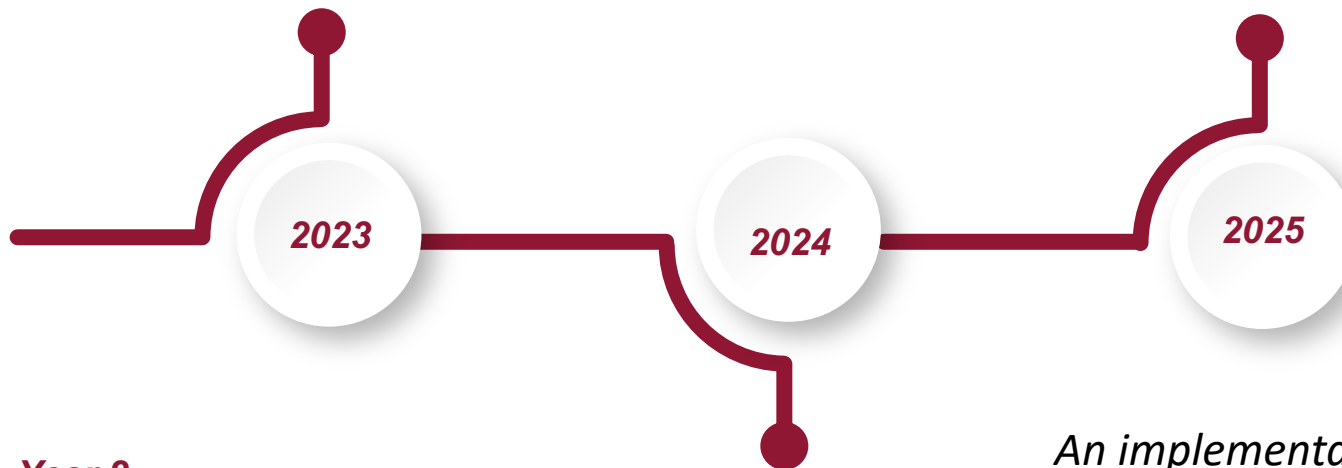
IMPLEMENTATION TIMELINE HIGHLIGHTS

Year 1

- Refine board roles, responsibilities, and decision-making protocol.
- Establish policies and procedures for all functions.
- Create an advisory board.
- Establish task forces for key functions and recruit volunteer members with targeted skills.
- Continue rehabilitation of Grafton Meetinghouse and develop Meetinghouse Marketplace business plan.

Year 3

- Complete Kimball Mill restoration.
- Begin identifying potential projects using established criteria.
- Employ holding strategies for high-priority prospects to preserve options until current projects are complete.



Year 2

- Complete Grafton Meetinghouse construction.
- Open Meetinghouse Marketplace.
- Develop business plans for Kimball Mill and Cheever Chapel.
- Expand board to 10 members.
- Establish criteria for taking on new projects.
- Begin hiring professional staff.

An implementation timeline for Years 4 and 5 of the strategic plan will be developed in Year 3, building on the progress of the first three years and reflecting lessons learned.