



# **AGENDA**

**Tuesday, September 21, 2021 - 4:00 P.M.**

**The regular meeting of the Metropolitan Redevelopment Area Commission will be held in the Executive Conference Room, 800 Municipal Dr., Farmington, NM**

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1. Meeting Called To Order
2. Approval of the August 17, 2021 Meeting Minutes
3. Discussion Regarding Animas District Plan – (Beth Escobar)
4. Brownfields/Graves Property Update – (Beth McNally)
5. Cooper Apartments Renovations and Mission Senior Living Construction – (Beth McNally)
6. MRA Staff Updates – (Warren Unsicker)
  - a. City Administration Meeting Regarding Trash Issues at The Arc
  - b. Farmington MS/ACD Accreditation & Site Visit
  - c. Other Updates
7. Business From:
  - a. Floor
  - b. Chair
  - c. Members
  - d. Staff
8. Next Meeting – October 19, 2021
9. Adjournment



# MINUTES

## Metropolitan Redevelopment Agency Board of Commissioners – August 17, 2021 Held in the Executive Conference Room at 800 Municipal Dr., Farmington NM

**Members Present:** John McNeill, D.D.S. – Chair (via Conference Call)  
Jill Tanis – Vice Chair  
Doug Dykeman – Commissioner  
Elizabeth McNally - Commissioner

**Members Absent:** None

**Staff Present:** Julie Baird  
Warren Unsicker  
Shaña Reeves  
Elizabeth Sandoval

**Others Present:** None

### 1. Call to Order

The meeting was called to order at 4:03 p.m. by Vice Chair Tanis. A roll call was taken showing Chair McNeill (via conference call), Vice Chair Tanis and Commissioner Dykeman in attendance and Commissioner McNally absent. There being a quorum, the following proceedings were duly had and taken.

### 2. Approval of the Amended July 20, 2021 Minutes

Chair McNeill sent an email August 11, 2021 to request the following changes be made to the draft minutes of July 20, 2021:

Page 7 - ~~Chair McNeill asked Mr. Unsicker if he would be able to set up a meeting with the City Manager to discuss possible options for a solution of The Arc.~~ **Chair McNeill asked Mr. Unsicker if he would please set up a meeting with a City Manager, Ms. Wilkins and Chair McNeill to discuss possible solutions for the ARC's problems which were presented at this meeting.** Page 8 - ~~Mr. Unsicker stated that the property was gifted to the City and it is not being brought forth for a private entity to take the~~

~~property over.~~ Mr. Unsicker stated that the property was gifted to the City and it is **now** being brought forth for a private entity to take the property over.

The changes were made and emailed to the MRA Board on August 16, 2021.

A motion was made by Commissioner Dykeman and seconded by Chair McNeill to approve the amended minutes of July 20, 2021, and upon voice vote the motion carried unanimously 3-0.

### **3. Presentation by Arts Council on Public Art in Downtown Core**

Commissioner McNally joined the meeting.

Julie Baird, Assistant City Manager, presented the concept of public art in the downtown core. Ms. Baird stated that the City would like to work with the Arts Council and begin to do some public art in the downtown corridor. Ms. Baird referenced [www.downtownngj.org/aotc](http://www.downtownngj.org/aotc), Downtown Grand Junction Colorado's website, which shows how Grand Junction conducts public art in their downtown core, which has been a successful program and mirrored in many cities across the country. Ms. Baird stated that the process is an outside juried art show, there is an application process and artists are selected and issued a stipend, art is displayed for one year and if the art sells, a percentage is given to the organization, which funds the honorarium for the next juried show. Ms. Baird stated that at this time locations for public art could be identified downtown and planning could begin for our downtown area. Ms. Baird stated that she is bringing this concept before the MRA board to get thoughts and input and would like to create a proposal and move it forward to Council within the next month, with a possible Spring 2022 installation of art. Ms. Baird stated that within the four roundabouts downtown, the City and community should invest in permanent structures in these locations. Ms. Baird then referenced <https://www.visitbend.com/things-to-do/art-museums-history/arts/roundabout-art-route/>, Roundabout Art Route in Bend, Oregon, as an example of some art pieces that are on display in their roundabouts. Ms. Baird stated that Bend, Oregon does work with their Convention and Visitors Bureau and has a route that people can take to see the art in the roundabouts. Ms. Baird stated that the Arts Council is interested in how they could encourage public art downtown. Ms. Baird asked the MRA Board if they had any questions.

Vice Chair Tanis asked if the competition would be for local artists or for any individual who would like to participate.

Ms. Baird stated that had not been decided, but that it could be opened up to any individual that would like to participate, maybe with 50% of the show open to only Four Corners artists.

Vice Chair Tanis stated that there are so many great artists, it would be good to give them some consideration. Vice Chair Tanis stated that it might be worth considering this for Broadway, as well as other parts of the city, for future planning.

Ms. Baird stated that as this project begins to expand, other locations could be considered.

Chair McNeill asked if Bev Taylor was representing the Farmington Arts & Cultural District and if Flo Trujillo was involved in the discussions as well.

Ms. Baird stated that both Bev Taylor and Flo Trujillo were involved in the discussions.

Chair McNeill stated that he believed this is a great project. Chair McNeill asked if the project violated the concept of roundabouts never being higher than the driver of the vehicle and never being something distracting that one wouldn't be paying attention to the street and if these issues were discussed as part of the project.

Ms. Baird stated that we are early on in these discussions and her first task was to present this concept to the MRA Board; the next task would be to go to Community Works and the Traffic Division to discuss any concerns and best practices for this project.

Commissioner Dykeman stated that he likes both concepts presented and is 100% in favor of this project. Commissioner Dykeman stated that when the project is presented to the Traffic Division there should be discussion on allowing large pieces of art in the roundabouts.

Ms. Baird stated that a time will be identified to present this project to Council, possibly before the next MRA Board meeting.

Vice Chair Tanis made a recommendation to promote and move this project through the essential steps and be presented to the City Council for approval. All board members were in full support of this recommendation. The recommendation carried 4-0.

Chair McNeill asked Ms. Baird which department within the City would maintain this project and who would serve as the jury, install the art and upkeep and maintenance.

Ms. Baird stated that the Arts Council would maintain this selection of art and the program of the project with City-wide assistance for installation and maintenance.

#### **4. Debrief with Farmington Clean and Beautiful**

Shaña Reeves, PRCA Director, stated that Farmington Clean and Beautiful is currently overseen by Debbie Homer, Clean and Beautiful Specialist. Ms. Reeves stated that the Farmington Clean and Beautiful initiative has been in the PRCA Department for 8 years and has been funded by grants that are dwindling each year and is being supported mostly by City funds. Ms. Reeves stated that during the pandemic, Debbie Homer was reassigned to the Farmington Civic Center to fill in as the Administrative Assistant position and is on a transition plan back to the PRCA Administration Department, in hopes to increase the time Ms. Homer can spend on Farmington Clean and Beautiful initiatives. Ms. Reeves stated that in terms of Main Street, PRCA would like to work with Warren Unsicker, Economic Development Director and a new Downtown Coordinator, should one be hired, to reinstitute the Front Porch Initiative for downtown businesses; this initiative is not new and reminds business of front porch upkeep and how to attract a shopper's eye to shop in their store. Ms. Reeves stated that another thing that Farmington Clean and Beautiful could work on with the MRA is the trash compactor project, keeping an eye out for grant funding. Ms. Reeves stated that Farmington Clean and Beautiful will also be working on initiatives for organized cleaning of the lake, the river and downtown, hopefully inspiring business owners to clean up their spaces. Ms. Reeves stated that within the next year the PRAC would be updating their master plan, noting that the MRA is an important stakeholder to the PRCA Department and would be

invited to a stakeholder meeting, looking for input on bringing organization to the Animas District, which fits in with the master plan. Ms. Reeves asked the Board if they had any questions.

There were no questions.

**5. Brownfields Grant Debrief**

Commissioner McNally asked that this agenda item be moved to the next meeting.

**6. Updated Plans for OR Conference and NMMS Conference**

Mr. Unsicker stated that there have been a lot of events going on downtown, noting the Downtown Takeover scheduled for September 10, 2021, an off road vehicle showcase, Habitat for Humanity Car Show on the September 18, 2021 and the Outdoor Economic Conference on end of September – beginning of October, a statewide conference being sponsored and hosted by the City of Farmington at the Farmington Civic Center. Mr. Unsicker stated that there is also a soon to be announced Apple Festival hosted by the Arts Council, showcasing both art and the heritage of apples in the community.

Ms. Baird stated that this festival event is a qualifier for the Art Council to be part of an Arts District, unique to the Arts Council. Ms. Baird stated that the Arts Council stated that they hope for this event to become an annual event and in hopes to partner with the Chamber of Commerce's annual Chili Festival.

Mr. Unsicker stated that the New Mexico Main Street (NMMS) Quarterly Conference will be a two day event beginning Wednesday, October 20, 2021 through Friday, October 22, 2021. Mr. Unsicker stated that this event will be hosted at the Totah Theater.

Ms. Baird stated that remodeling of the Totah Theater is ongoing and if the venue is not available the Farmington Civic Center stands ready to host the event.

Chair McNeill asked Mr. Unsicker if there is anything the MRA Board can do to assist with the NMMS Conference.

Mr. Unsicker stated that he is still in the planning phase of this event and will let the board know when more information becomes available.

**7. MRA Staff Updates**

Mr. Unsicker stated that new businesses continue to locate downtown. Mr. Unsicker stated that The Connect Space, a co-working space, will have their grand opening this week, Calaveras, Santos Y Mas just opened with sugar skull art, Sandstone Bicycles, a market co-op space has opened; businesses continue to open up downtown.

Chair McNeill asked Mr. Unsicker for an update on the follow up to the presentation from The ARC trash issues and the meeting that would be setup with upper level City administration, Chair McNeill, Ms. Wilkens from the ARC, Mr. Unsicker and possibly Waste Management to discuss the trash issues at The Arc.

Mr. Unsicker stated that he has put in a request for this meeting and would get back with Chair McNeill on dates and times.

Ms. Baird asked Chair McNeill when he would be back in town.

Chair McNeill stated hopefully sometime in the middle of September.

**8. Business From:**

**Floor** – There was no business from the Floor.

**Chair** – There was no business from the Chair.

**Members** – Vice Chair Tanis thanked Ms. Sandoval for her work in preparing the meeting minutes and keeping the board on schedule.

**Staff** – There was no business from Staff.

**9. Adjournment**

A motion was made by Commissioner Dykeman and seconded by Commissioner McNally to adjourn. The motion passed unanimously 4-0. The Metropolitan Redevelopment Agency meeting was adjourned at 4:44 p.m.

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John McNeill, Chair

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Elizabeth Sandoval, Administrative Assistant

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## Brownfields Grant Update

9/21/21

1. July 21, 2021 – Warren Unsicker, COF, John McNeill, MRA, and Beth McNally, MRA, met on-site and off-site with KSU-TAB (Kansas State University Technical Assistance for Brownfields) and NMED (Karen Menetrey, Jennifer Muus, and Duncan Sill) to learn more about the Graves property and future development in the Animas Area. They were supportive of the City's and MRA's work on development. They had recommendations on pursuing additional technical assistance and grant opportunities for the Animas Area.
2. July 22, 2021 – Warren Unsicker, COF, and Beth McNally, MRA, attended a virtual debrief of the Brownfield's Multipurpose Grant Proposal (October 2020) with Denise Williams and Paul Johnson, USEPA. Overall, the proposal was strong, and each section was reviewed with specific recommendations how to improve each area of the proposal. Competition for the Multipurpose grant was very strong, but no proposals from Region 6 were awarded grants. Next Multipurpose grant period is in 2022.
3. August 24-27, 2021 – Brownfields Virtual Conference was attended by Beth McNally. The conference had a lot of good information about opportunities for technical assistance and additional support from other agencies besides USEPA, including USDA Rural Development, FEMA, and state agencies. Key takeaways include:
  - a. The Graves property is not believed to be eligible for the Brownfields Cleanup grants; however, there is an exclusion that was included in the 2019 Build Act that may actually allow this property to be admitted into Brownfields. We will need to coordinate with the NMED and Paul Johnson USEPA to get a confirmation on this.
  - b. KSUTAB & USEPA's Smart Growth & Land Revitalization Programs can offer technical assistance on developing a Strategic Implementation Plan (SIP) for the Animas Area. The Land Revitalization program connects various other programs – including brownfields, green infrastructure, smart growth, urban waters, etc. Smart Growth is the program that oversees Local Food, Local Places.
  - c. NMED can offer assistance/possible funding for Targeted Assessments in the Animas Area; it may also be possible to have assessments done on properties that are owned by others.
  - d. Savannah Richards NMED Voluntary Remediation Program presented on state projects. Of interest was Sawmill Village in Albuquerque (between Downtown and Old Town). This area has been redeveloped as a live, work, play zone.



**From:** Amy Barnhart <[ambconsultingnm@gmail.com](mailto:ambconsultingnm@gmail.com)>  
**Subject:** Instructions for Farmington MS/ACD Annual Accreditation & Site Visit - Tuesday, Oct. 19, 2:30 pm  
**Date:** September 13, 2021 at 2:37:27 PM MDT  
**To:** Warren Unsicker <[wunsicker@fmtn.org](mailto:wunsicker@fmtn.org)>, John McNeill <[jjdmcneill@hotmail.com](mailto:jjdmcneill@hotmail.com)>  
**Cc:** Lucas Pedraza <[Lucas.Pedraza@state.nm.us](mailto:Lucas.Pedraza@state.nm.us)>

Good Afternoon Warren & Dr. McNeill,

I want to thank you for all your ongoing dedicated efforts to support the revitalization of your MainStreet district throughout the last 15 months of the pandemic. Your efforts are appreciated and we hope everyone in the community recognizes your incredible contributions during these critical times.

It is time once again for the NMMS team to conduct the annual accreditation reviews. As in years past, local MainStreet programs will be asked to complete a self-assessment of their organization and its work, to report on progress made in implementing their Economic Transformation Strategies and to participate in a meeting with New Mexico MainStreet program leadership and consultants. Some instructions are provided below; please read through all the details carefully.

1. **Annual site visit:** Lucas Pedraza (NMMS Project Coordinator) and I will be on site **Tuesday, October 19, at 2:30 pm.** The general schedule is as follows:

a) Lucas and I will meet with the Executive Director and support staff (30-45 minutes) in a brief **tour of the district.** We wish to discuss progress with your Economic Transformation Strategies, troubleshoot any challenges the organization may need assistance with and solicit feedback for the later meeting with the Board and local government partners. Volunteers and partners are also welcome to participate in the district tour.

b) **Annual review meeting with Board, Staff and local government partners (1-1.5 hrs.):** The discussion will review progress with strategies and projects in the previous 12 months. We also want to discuss future goals and needs and how NMMS can assist with resource identification, technical assistance and project implementation. We can troubleshoot any current challenges during this meeting. *Please establish a meeting location and request local government participants (Mayor, Councilors, Commissioners and Administrators) to schedule time for this important feedback session.* **At least 80% of your board members should attend this meeting.** Key partners or other district stakeholders are also welcomed at this meeting. If there are any specific topics that you or your board would like the NMMS team to address during the site visit, please let me know at your earliest convenience.

Make sure that meeting locations and logistics accommodate Covid-safe practices and preventative measures.

2. **Main Street America Accreditation:**

a) **Local Program Annual Performance Report:** Please complete the Local Program Annual Performance Report template, attached to this email. This report provides you with a space to report on the accomplishments and successes of your organization *during the previous 12 months*. Instructions on completing the template are included in a separate document (also attached); it includes the "Shelbyville MainStreet" sample report. Use it as a guide to support your responses. The program report should be uploaded to the digital dashboard (item #2 under the Main Street America Accreditation section), **at least one (1) week prior to the site visit.**

b) **Update Dashboard Compliance Documents:** The NMMS digital dashboard helps you track your organization's progress towards Main Street America Accreditation. The dashboard is a secure web

space that allows you to login and upload critical compliance files that NMMS needs to determine your status as either an Affiliate or Accredited program. I have updated your dashboard to reflect those areas in the "Compliance" section that must be updated for you to maintain your Accreditation for the 2022 calendar year. Update your work plan as needed and upload to the dashboard. **Please upload required documents no later than one (1) week prior to the site visit.** To ensure your organization is eligible for Main Street America Accreditation, ALL OUTSTANDING compliance documents must be updated and uploaded by November 19th.

You should have received invitations to log in to the dashboard previously. If you need the login information resent, please let me know, and I'll send a separate email inviting you to sign in. Use the temporary password assigned in the email to login with your email account. Once you login, you can change your password via the "change password" link at the top right-hand side of the webpage.

To return to the dashboard, go to [www.nmmainstreet.org](http://www.nmmainstreet.org). Scroll down to the bottom of the home page of [nmmainstreet.org](http://nmmainstreet.org) and click on the "Digital Dashboard Login: Members Login here" link on the right-hand side of the screen. You will then be prompted to enter your user ID and password.

c) **Partner Surveys:** The annual review still includes a very brief online survey for community partners; it should take no more than 5-10 minutes to complete. Please share the link below with municipal leaders (Mayor, city/county commissioners, city/county administrators and managers), community partners (other non-profits you work with, EDC, CDC, or Chamber of Commerce leaders), and any volunteers that aren't part of your board. The community partner survey is an important feedback tool. **Please recruit at least 8-10 community partners to complete the survey no later than no later than one (1) week prior to the site visit.**

The link to the survey is here: <https://www.surveymonkey.com/r/DFpartners>

d) **NMSC Standards of Performance Self-Assessment.** All MainStreet programs must complete the National Main Street Center Six Standards Self-Assessment. *NMSC is in process of making some final revisions, so the Self-Assessment will be distributed to each community in September 2021. As a result, the deadline for submission of this document will be at a later date than the other compliance documents required in advance of the site visit.*

We look forward to seeing you again in person and will connect with you in advance to work through final logistics of the site visits. Don't hesitate to contact me if you have any questions.

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Amy M. Barnhart  
New Mexico MainStreet Revitalization Specialist in Preservation & Non-Profit Resource Development  
AMB Consulting  
773-368-7557



## 2021 Local Program Annual Performance Report

LOCAL PROGRAM NAME:	REPORT COMPLETION DATE:

<b>ETS #1:</b>	
<b>ETS #2:</b>	
<b>CBS:</b>	

<b>ETS #1</b> <input type="checkbox"/>	<b>ETS#2</b> <input type="checkbox"/>	<b>CBS</b> <input type="checkbox"/>	<b>COVID-19/OTHER</b> <input type="checkbox"/>
<b>PROJECT TITLE:</b>		<b>PROJECT COMPLETION STATUS (COMPLETED, ONGOING, DELAYED):</b>	
		[If completed, include date]	
<b>PROJECT DESCRIPTION (1-2 SENTENCES):</b>			
<b>OUTPUTS (WHAT WAS IMPLEMENTED/ACCOMPLISHED/COMPLETED? QUANTIFY THE ACTIVITIES AS MUCH AS POSSIBLE):</b>			
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>			
<b>OUTCOMES (DESCRIBE RESULTS AND HOW MEASURED):</b>			
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>			

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## 2021 Local Program Annual Performance Report Instructions

### Introduction

The Local Program Annual Performance Report template provides a structured format for each local MainStreet organization to report on progress made in implementing its chosen Economic Transformation Strategies (ETS) and Capacity-Building Strategy (CBS). This is accomplished by providing details on the projects/programs/events/activities implemented during the previous 12 months and the progress toward planned outcomes achieved for each.

NMMS recognizes that the **COVID-19** pandemic has resulted in major changes in the programmatic and operational work of each local MainStreet organization, shifting the focus from the projects and activities outlined in each organization's work plans to instead focusing on sustaining their organizations and local businesses through this health crisis that has resulted in temporary (and permanent) business closures, cancellation of major events and activities, and a curtailing of many of the activities that local MainStreet organizations normally engage in. Additionally, NMMS recognizes that project opportunities arise that may support your overall revitalization goals but are not directly tied to a specific Economic Transformation Strategy. As a result, we anticipate that your organization will be reporting on activities that do not necessarily correspond to your chosen Strategies but do support your efforts to combat the negative impacts of **COVID-19** or are projects of opportunity. NMMS has adjusted this reporting document to make it easier for you to report on these shifts and opportunities, as outlined in the section below.

For 2021, NMMS will be returning to an in person annual site visit process. To make the best use of the meeting participants' time (NMMS, local MainStreet organization and City/County leaders), it is imperative that this report be submitted to NMMS by **at least one week in advance of the meeting** to allow for review of the report by the NMMS representatives conducting the annual accreditation process for each individual community prior to the annual site visit meeting. We also strongly encourage you to share the report with your board and local government partners prior to the meeting.

## Completing the Report

The report template contains three distinct sections:

1. The **FIRST SECTION** at the top of the document asks for the name of the MainStreet organization and the date the report was completed.
2. The **SECOND SECTION** provides a place for you to list your Economic Transformation Strategies and Capacity Building Strategy.
3. The **THIRD SECTION** provides a place for you to detail your projects and activities, including which of your Strategies each project supports OR if it was a COVID-19 response. There are 10 tables (one for each project) provided to communicate this information. Please copy and paste more tables (or delete tables) as needed to address all projects undertaken in the past 12 months. This section asks for several pieces of information:
  - a. ETS, CBS, Covid-19/Other: Check the appropriate box to identify which strategy(s) the project supports or if it was related to a COVID-19/Other project.
  - b. Project Title: Use the title from your organization's annual work plan.
  - c. Project Completion Status: Identify the status of your project (Completed, In-Progress, Delayed): When did (or will) your organization complete the project? Is it an ongoing project? Did you initiate work on it, but were forced to delay due to **COVID-19**? Have you completed one phase, while the rest will be completed in the future?
  - d. Project Description: Provide a brief 1-2 sentence description for the project.
  - e. Outputs: The outputs detail what your organization implemented – activities, tasks, actions, etc. No need to list every single step as you would in your Project Implementation Plan, this is just a way to document the main activities/tasks you engaged in to complete the project. Quantify your activities as much as possible.
  - f. Outcomes: Describe your project outcomes and how you are measuring that progress. What impact did your project have? What were the results? What *knowledge/awareness* was established? What *actions/behavior* changed as a result of the project? What *economic or social conditions* changed as a result?
4. The **FOURTH SECTION** provides a place for you to list the future projects your organization will be engaging in over the next 12 months and any NMIMS technical assistance required to assist with successful project implementation. There are eight spaces available to enter projects, please copy and paste more if needed.

When you are completing the report, please consider the following:

- If possible, please try to order your projects in the report based on the strategy they support; or, if it is a **COVID-19** response project, group it with other such projects. We recognize that some projects support multiple strategies, and therefore may not be so easily

grouped. For example, try to put the projects that support ETS #1 together at the beginning of the project list, followed by those that support ETS #2, etc. If the project supports both ETS #1 and ETS #2, put it at the end of the ETS #1 projects. Just do your best.

- Do not report on projects/activities your organization has not begun work on. Only report on what your organization has initiated work on or completed in the 12 months prior to this report. If we are visiting your community in September 2021, you would report on what you worked on from September 2020 through August 2021. If you are reporting on an “Ongoing” or “In-Progress” project, you are welcome to relay your next steps, just ensure it is clear they are to be implemented in the “future”; this also applies to projects that were “Delayed” by **COVID-19**.
- You should ideally have some sort of hard data or numbers (quantifiable) to help communicate your “Outputs” and your “Progress toward Planned Outcomes.” This will help your organization justify that its “outputs” are advancing its progress toward achieving the planned “outcomes.” If your project was initiated but then delayed by **COVID-19**, please identify your expected outputs and outcomes, to the best of your ability.
- When reporting on your projects, the information reported in the “Outcomes” box should not be exactly the same as the information reported in the “Outputs” box. Please see the graphic below for clarification on the difference between Outputs and Outcomes. If you are still struggling with understanding the difference between the two, please contact Eduardo or Amy for additional clarification.

OUTPUTS (what we do)		OUTCOMES (what changed? what was the impact?)		
Activities (what we do)	Participation (who we reach)	Short Term KNOWLEDGE	Medium Term ACTIONS	Long Term CONDITIONS
Training Workshops Meetings Service Deliv. Product Dev. Assess Facilitate Map Partner	Participants Clients Agencies Stakeholders Customers Partners	Learning Awareness Knowledge Attitudes Skills Opinion	Behaviors Practices Decisions Policies	Economic Social Civic Environmental

[http://www.uwex.edu/ces/Imcourse/Module\\_1\\_pages/M1\\_Section2/HTML/m1s2p3a.htm](http://www.uwex.edu/ces/Imcourse/Module_1_pages/M1_Section2/HTML/m1s2p3a.htm)

### **Assistance with Report Preparation**

If you have any questions related to completing this report, please do not hesitate to contact an Organization Revitalization Specialist for assistance. It is recommended that you work with the individual who will be conducting the annual accreditation of your MainStreet program – Eduardo X. Martinez ([emartinez@meridianstrategy.com](mailto:emartinez@meridianstrategy.com); 505-239-7170) or Amy M. Barnhart ([ambconsultingnm@gmail.com](mailto:ambconsultingnm@gmail.com); 773-368-7557).

### **Other Uses for this Report**

Please keep in mind that the information you are being asked to provide in this report will also be useful to your organization in other circumstances as well. You may want to use the data in:

- Reports to the municipal government, including the annual budget or service contract request
- Grant proposals
- Annual reports or newsletters
- Marketing materials for the organization and/or its projects/programs
- Solicitation/fundraising materials for the organization

### **Shelbyville MainStreet Sample Report**

A sample report for the imaginary Shelbyville MainStreet (SMS) has been provided on pages 5 – 11 of this document. It lists one Economic Transformation Strategy and a Capacity-Building Strategy. It then lists several projects in support of the ETS, CBS and **COVID-19** response. Two of Shelbyville MainStreet’s Strategies have been provided to you as a frame of reference for the example projects and their outcomes.

Please keep in mind that the SMS Strategies have identified some Outcomes that are not met by the two projects identified under each strategy. That is because we have not provided a full report of the imaginary organization’s projects and activities. For example, Shelbyville MainStreet’s ETS #1 would also include projects such as a signature event, retail promotions, business trainings and other business recruitment efforts.

For the second project under ETS #1, titled “Marketing of Vacancies,” you will notice that three different projects have essentially been combined into one. This is because, though each project is distinct (available properties website page, vacant building window clings, available properties tour), they work together to market vacancies in the district. If you have a similar situation in which you have several smaller projects/activities that intersect with each other or are working toward the same objectives/outcomes, feel free to combine them into one “project” for the performance report.

## SHELBYVILLE MAINSTREET ECONOMIC TRANSFORMATION STRATEGY #1 & CAPACITY-BUILDING STRATEGY

**THIS IS A SAMPLE REPORT: USE THE ATTACHED "2021 LOCAL PROGRAM ANNUAL PERFORMANCE REPORT TEMPLATE" TO REPORT ON YOUR ACTIVITIES.**

### ECONOMIC TRANSFORMATION STRATEGY #1

Enhance the small business and entrepreneur environment by providing small business supports, improving physical properties, and marketing business and property opportunities

#### ECONOMIC TRANSFORMATION STRATEGY #1 EXPECTED OUTCOMES (DESIRED CHANGE IN KNOWLEDGE, BEHAVIORS OR CONDITIONS)

1. Increased interest of potential entrepreneurs and property owners in locating downtown via marketing of vacancies and façade squad (*Knowledge, Behavior*)
2. Increased online presence of district businesses via social media marketing counseling, resulting in increased foot traffic and retail sales (*Knowledge, Behavior*)
3. Increased interest and engagement of district businesses in SMS's projects and activities via façade squad and event activities (*Knowledge, Behavior*)
4. Increased foot traffic and retail sales for district business owners via façade squad and event activities (*Behavior, Conditions*)
5. Reduced overall vacancies in the district by 20% via façade squad and marketing of vacancies (*Conditions*)
6. Increased the number of local businesses in the district by 20% from 60 to 72 (*Conditions*)
7. **COVID-19 related: Maintain existing businesses throughout pandemic via information, education, resources, and other supports.**

### CAPACITY BUILDING STRATEGY

Continue to build organizational and operational capacity to support revitalization of the Shelbyville MainStreet District

#### CAPACITY BUILDING STRATEGY EXPECTED OUTCOMES (DESIRED CHANGE IN KNOWLEDGE, BEHAVIORS OR CONDITIONS)

1. Enhanced relationship with City staff and elected officials, leading to greater project/planning collaboration (*Knowledge, Behavior*)
2. Increased overall board engagement in meetings, project leadership and fundraising, reducing the workload of the executive director (*Knowledge, Behavior*)
3. Expanded pool of episodic and dedicated volunteers and increased volunteer retention for enhanced project implementation (*Behavior, Conditions*)
4. Increased operating funds by \$10k, enabling the organization to hire part-time staff for increased project implementation (*Conditions*)
5. Increased staff time spent on grantwriting activities (*Conditions*)
6. **COVID-19 related: Maintain operating budget throughout pandemic via grants, loans, and new fundraising methods.**



## 2021 Local Program Annual Performance Report SAMPLE

<b>LOCAL PROGRAM NAME:</b>	<b>REPORT COMPLETION DATE:</b>
SHELBYVILLE MAINSTREET	SEPTEMBER 21, 2021

<b>ETS #1:</b>	Enhance the small business and entrepreneur environment by providing small business supports, improving physical properties, and marketing business and property opportunities
<b>ETS #2:</b>	Grow the creative economy of Shelbyville by supporting local arts, culture, and creative practitioners, endeavors, and assets.
<b>CBS:</b>	Continue to build organizational and operational capacity to support revitalization of the Shelbyville MainStreet District

<b>ETS #1</b> <input checked="" type="checkbox"/>	<b>ETS#2</b> <input type="checkbox"/>	<b>CBS</b> <input type="checkbox"/>	<b>COVID-19/OTHER</b> <input type="checkbox"/>
<b>PROJECT TITLE:</b>			
Locally-driven “façade squad” on two adjoining storefronts			
<b>PROJECT DESCRIPTION (1-2 SENTENCES):</b>			
District property owner wanted to improve the exterior of two storefronts – one vacant and one housing an antique store – as people begin to return to the downtown district and shop in person post-pandemic.			
<b>OUTPUTS (WHAT WAS IMPLEMENTED/ACCOMPLISHED/COMPLETED? QUANTIFY THE ACTIVITIES AS MUCH AS POSSIBLE):</b>			
<ol style="list-style-type: none"> <li>1. Engaged with district property owner and business owner on project in May 2021.</li> <li>2. Requested assistance from NMMMS with exterior renderings in May 2021.</li> <li>3. Solicited donations of paint and supplies in June 2021 from two businesses which had not previously donated to SMS (\$500 value).</li> <li>4. Recruited five new individual volunteers and one new service organization to help with the facade squad in June 2021.</li> </ol>			

<p>5. Completed façade improvements on two storefronts, including minor repairs, fresh paint, new signage, weeding and landscaping in July 2021.</p> <p>6. Publicized project on social media before, during and after project completion, over a four-week period in June/July (eight posts total; average reach: 5,000; average engagements: 1,400).</p>
<p><b>OUTCOMES (DESCRIBE RESULTS AND HOW MEASURED):</b></p> <p>1. The antique store owner reported that foot traffic increased by 75% the month after project completion (from an average of 15 people a day to 26) and dropped down to a 25% increase (from 15 up to 19) for the three months up until the time of this report (compared to monthly foot traffic average for the previous 12 months). She also reported a consistent 25% increase in sales since completion of the project (from an average of \$1,500 a day to \$1,875 a day). (<i>Behavior, Conditions</i>)</p> <p>2. The property owner reported that inquires on renting the vacant storefront increased by 100% in the first two months since project completion compared to all of 2020 (from six to 12 inquires). At the time of this report, the property owner was negotiating a lease with a new tenant for the vacant space. (<i>Behavior, Conditions</i>)</p> <p>3. Three property/business owners have contacted SMS for assistance in improving the exterior of their properties since completion of the project. SMS is planning to adjust the 2021 annual work plan to include consultation with the property owners and NIMMS in late 2021, with further project implementation and completion to be included in the 2022 work plan. (<i>Behavior</i>)</p>

<p><b>ETS #1</b> <input checked="" type="checkbox"/></p>	<p><b>ETS#2</b> <input type="checkbox"/></p>	<p><b>CBS</b> <input type="checkbox"/></p>	<p><b>COVID-19/OTHER</b> <input type="checkbox"/></p>
<p><b>PROJECT TITLE:</b></p> <p>Marketing of Vacant Properties</p>			
<p><b>PROJECT DESCRIPTION (1-2 SENTENCES):</b></p> <p>SMS conducted a business and property inventory in late 2020 and determined the SMS district had a 25% vacancy rate (20 of 80 storefronts), several of which resulted from COVID-19 business closures. In preparation for the reopening of the state post-pandemic, the organization decided to address this issue via online and storefront marketing, building up to a vacant property tour to coincide with opening day of the farmers market in early June.</p>			
<p><b>OUTPUTS (WHAT WAS IMPLEMENTED/ACCOMPLISHED/COMPLETED? QUANTIFY THE ACTIVITIES AS MUCH AS POSSIBLE):</b></p> <p>1. Contacted owners of all 20 vacant properties; received responses from 16, with 10 choosing to be featured in SMS marketing efforts.</p> <p>2. Built “available properties” page on the SMS website and entered relevant information on 10 properties currently for rent or sale.</p>			

<ol style="list-style-type: none"> <li>3. Designed, printed and installed window clings into the 10 available vacant storefronts, advertising their availability, business opportunities and contact information to learn more about the spaces.</li> <li>4. Worked with local realtors to create and promote a vacant property tour of all 10 properties. Four tours held throughout the day long event, with 30 attendees per tour (each tour was at max capacity).</li> <li>5. Promoted the available properties website page, the window clings and the vacant property tour via social media. Highlighted each available property on FB and IG, two per week, leading up to the tour. Have continued to highlight available properties every other week since then. Promoted window clings once on social media, with the story being picked up by the local newspaper and regional broadcast news stations. Vacant property tour was also marketed in conjunction with the opening day of the farmers' market.</li> </ol>
<p><b>OUTCOMES (DESCRIBE RESULTS AND HOW MEASURED):</b></p> <ol style="list-style-type: none"> <li>1. Unique visits to the "available properties" page has held steady at an average of 200 a month. Since completion of the website, realtors have reported a 50% increase in the monthly average number of inquiries and viewing requests on downtown listings from 10 to 15 per month. (<i>Knowledge, Behavior</i>)</li> <li>2. Since installation of the window clings, an average of 10 people per month call or walk into the SMS office to inquire about available properties and refer to the window clings as having captured their interest and directed them to the office. Prior to this, there were no "walk-in" inquiries on available real estate. (<i>Knowledge, Behavior</i>)</li> <li>3. Three participants in the available properties tour have since moved into the SMS district – two are renting retail space, while the third purchased a building that had been on the market for one year and is building out the interior for a restaurant. Filling these three vacancies, as well as the vacancy potentially filled from the façade squad, will result in a 20% reduction in vacancies in the district. (<i>Behavior, Conditions</i>)</li> </ol>

ETS #1 <input type="checkbox"/>	ETS#2 <input type="checkbox"/>	CBS <input checked="" type="checkbox"/>	COVID-19/OTHER <input type="checkbox"/>
<b>PROJECT TITLE:</b>			
Enhance coordination and communication with the Municipality		PROJECT COMPLETION STATUS (COMPLETED, ONGOING, DELAYED):	
		Ongoing; initiated January 2021	
<b>PROJECT DESCRIPTION (1-2 SENTENCES):</b>			
During the 2020 NMMS Annual Accreditation process, City officials stated that while they were supportive of SMS, they were not aware of all the organization's accomplishments. Similarly, SMS board and staff stated that they were not always aware of City redevelopment projects that were impacting the district until they were on the verge of implementation. Both the City and SMS wanted to improve their communication.			
<b>OUTPUTS (WHAT WAS IMPLEMENTED/ACCOMPLISHED/COMPLETED? QUANTIFY THE ACTIVITIES AS MUCH AS POSSIBLE):</b>			



<ol style="list-style-type: none"> <li>Presented quarterly updates on the organization’s ongoing work and accomplishments at City Council meetings, two (2) presentations at the time of this report.</li> <li>Met monthly with the City Administrator to review ongoing SMS and City projects that might intersect or require buy-in and input, eight (8) meetings at the time of this report.</li> </ol>
<p><b>OUTCOMES (DESCRIBE RESULTS AND HOW MEASURED):</b></p> <ol style="list-style-type: none"> <li>Via informal survey at the June 2021 City Council meeting, locally elected officials stated that they have a greater awareness of the activities and accomplishments of SMS. <i>(Knowledge)</i></li> <li>City Administrator has stated that she now understands which City projects require input/buy-in from SMS. After meeting twice with the City Administrator, the SMS Executive Director was included on emails and invited to attend City committee meetings on projects that impact the district, including new sidewalks in the district and development of a vacant piece of land located on the edge of the district, resulting in a sidewalk construction mitigation plan for the district businesses and a community-supported plan for the development of the lot. The continued meetings ensure that the City and SMS remain on the same page on existing projects, collaborate on future projects, and identify and leverage all possible resources. <i>(Knowledge, Behavior)</i></li> </ol>

ETS #1 <input type="checkbox"/>	ETS#2 <input type="checkbox"/>	CBS <input checked="" type="checkbox"/>	COVID-19/OTHER <input type="checkbox"/>
<b>PROJECT TITLE:</b>			
Increase operating funds via fundraising and advocacy activities			
<b>PROJECT DESCRIPTION (1-2 SENTENCES):</b>			
<p>SMS board and staff have the Downtown Summerfest sponsor solicitation process “down pat.” However, when it comes to soliciting donations for operating funds, the board feels less confident and is less committed to hitting their fundraising goal, which they have fallen short of the last three years. Additionally, COVID-19 has severely impacted fundraising efforts with the cancellation of fundraising events (like Summerfest).</p> <p>For the last five years, the organization has been using the same service contract proposal when presenting to the city budget committee. This proposal is out-of-date and doesn’t reflect SMS’ shift from an “event” focus to a “business development” focus. Additionally, the organization has not requested an increase in its contract \$\$ amount in 10 years, despite steadily increasing revenue for the City. Additionally, COVID-19 has positively impacted GRT, as Shelbyville residents have spent more money locally than out of town.</p>			
<b>OUTPUTS (WHAT WAS IMPLEMENTED/ACCOMPLISHED/COMPLETED? QUANTIFY THE ACTIVITIES AS MUCH AS POSSIBLE):</b>			
<ol style="list-style-type: none"> <li>Completed a fundraising plan in February 2021 with technical assistance from NMMS and identified specific fundraising goals.</li> </ol>			

2. Launched a new annual solicitation/sponsorship campaign in March 2021, including new solicitation materials, new contact channels (face-to-face meetings, email, social media, etc.) and better donor cultivation/stewardship efforts.
3. Increased the total number of annual donors/sponsors from 20 to 60, a 200% increase.
4. Increased funds raised for organizational operations from \$7,000 to \$12,000, a 71.5% increase.
5. Increased board participation in fundraising from six to 12 board members, a 100% increase and full board participation.
6. Developed a new service contract proposal for the city budget committee in April 2021, in collaboration with the City Administrator.
7. Increased the service contract request amount from \$35,000 to \$42,000 in April 2021.
8. Received service contract increase from \$35,000 to \$40,000, an increase of 14.3%.

**OUTCOMES (DESCRIBE RESULTS AND HOW MEASURED):**

1. As opposed to previous years, the SMS board identified a specific \$\$ amount that they wanted to raise and identified exactly how they were going to reach that number in the fundraising plan. The board actively worked toward hitting that number instead of passively soliciting donations in any \$\$ amount. As a result, the organization hit its annual solicitation campaign fundraising goal for the first time in three years (\$12,000) and significantly increased board engagement in fundraising. *(Behavior, Conditions)*
2. Since January, SMS has been cultivating a stronger relationship with the City, which resulted in the organization requesting, and the City feeling comfortable awarding, an increase in the annual service contract to \$40,000. *(Knowledge, Behavior, Conditions)*
3. With these additions to the operational funds of the organization, SMS will now be able to hire a part-time staff person to assist the executive director. This new staff person will take on many of the responsibilities associated with event management and the executive director will increase her grantwriting activities to generate additional funds for project implementation. *(Conditions)*

<b>ETS #1</b> <input type="checkbox"/>	<b>ETS#2</b> <input type="checkbox"/>	<b>CBS</b> <input type="checkbox"/>	<b>COVID-19/OTHER</b> <input checked="" type="checkbox"/>
<b>PROJECT TITLE:</b>			
Business Crowdfunding Seed Grants			
<b>PROJECT DESCRIPTION (1-2 SENTENCES):</b>			
<p>SMS successfully applied for a \$2500 grant to provide up to 10 seed grants of \$250 or more to MainStreet district businesses negatively impacted by the COVID-19 related temporary business closures. The seed grants were used to launch crowdfunding campaigns on GoFundMe to raise additional funds from the community. NMMS provided technical assistance including webinars on developing and marketing a successful crowdfunding campaign.</p>			
<b>OUTPUTS (WHAT WAS IMPLEMENTED/ACCOMPLISHED/COMPLETED? QUANTIFY THE ACTIVITIES AS MUCH AS POSSIBLE):</b>			
<ol style="list-style-type: none"> <li>1. Successfully applied for \$2500 grant to provide seed grants.</li> <li>2. Developed program timeline, guidelines and application.</li> <li>3. Marketed program to district businesses via social media, email, and phone.</li> <li>4. Reviewed applications and approved seven businesses for participation in program, awarding each \$357.</li> <li>5. Coordinated with NMMS to provide crowdfunding campaign development and marketing training webinar to participating businesses.</li> <li>6. Stayed in contact with businesses to provide support, ensure they were implementing their crowdfunding campaigns and to ensure they had completed NMMS-required reports.</li> </ol>			
<b>OUTCOMES (DESCRIBE RESULTS AND HOW MEASURED):</b>			
<ol style="list-style-type: none"> <li>1. Participating business owners reported that their knowledge of crowdfunding and online marketing increased as a result of the training and immediate practical implementation. (<i>Knowledge</i>)</li> <li>2. 60 percent of participating businesses (four of the seven) reported that they would never have launched a crowdfunding campaign without the encouragement, education and support of SMS and NMMS. (<i>Behavior</i>)</li> <li>3. Each participating business matched the seed grant amount, with most tripling or quadrupling it (six of the seven). Between the seven businesses, \$18,500 was raised via the crowdfunding campaigns. (<i>Conditions</i>)</li> <li>4. All participating businesses reported that generating the additional income via GoFundMe helped their business survive the months that they were unable to operate normally. (<i>Conditions</i>)</li> </ol>			

PLEASE LIST ANY PROJECTS TO BE IMPLEMENTED IN THE NEXT 12 MONTHS THAT YOU ANTICIPATE WILL REQUIRE NIMMS TECHNICAL ASSISTANCE.	
<b>PROJECT:</b>	<b>NIMMS ASSISTANCE NEEDED:</b>
Sample Business Plan – SMS has identified the need for a women’s apparel store in the district.	Development of a sample business plan and proposal that we can use to recruit new entrepreneurs and businesses to the district.
<b>PROJECT:</b>	<b>NIMMS ASSISTANCE NEEDED:</b>
Business Marketing Training – In collaboration with the SBDC and EDC, launch a series of business trainings in 2021.	A training on online and social media marketing for businesses.
<b>PROJECT:</b>	<b>NIMMS ASSISTANCE NEEDED:</b>
Volunteer Development Plan – Launch a comprehensive volunteer development plan in January 2021.	Strategy development for volunteer recruitment, training, management and retention.
<b>PROJECT:</b>	<b>NIMMS ASSISTANCE NEEDED:</b>
Streamline Board Meetings & Operations – Work on getting Board meetings down to 1 hour and moving “committee” work out of Board meetings. Develop new policies that enable the Executive Committee to make some decisions that do not require a full Board vote.	Some consultation with Organization RS on streamlining meetings and policy language.