

Relaying the Impact of Revitalization Projects

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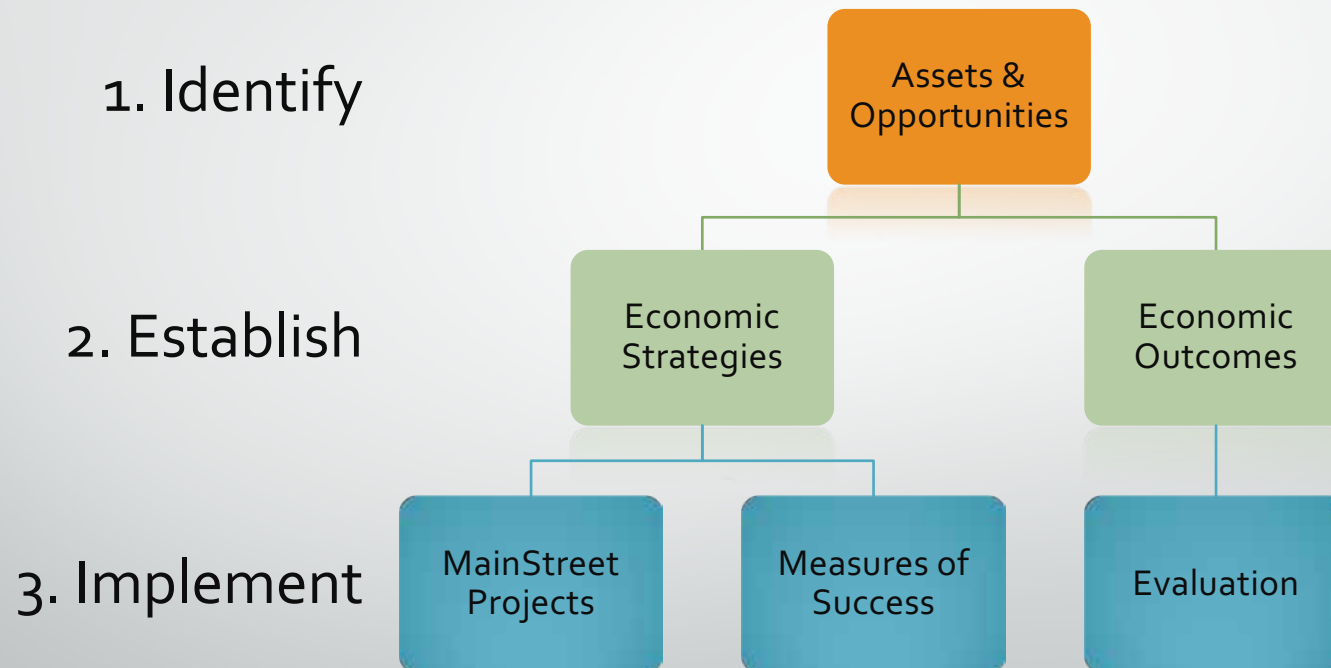


Why Economic Transformation Strategies?

- Provide a clear sense of priorities and direction for the revitalization and economic growth efforts
- Are implemented through all Four Points
- Bring about substantive transformation
- Reflect the broader community's vision, needs and wants
- Are based on an understanding of the district's economic performance and opportunities



Economic Transformation Strategies Work Flow and Tasks



HOW ETS AND PROJECTS WORK TOGETHER



Why Measure Impact?

1. High impact nonprofits can clearly articulate their “theory of change”
2. High impact nonprofits seek capital at scale.
3. High impact organizations learn from each other, share best practices, work in partnership.

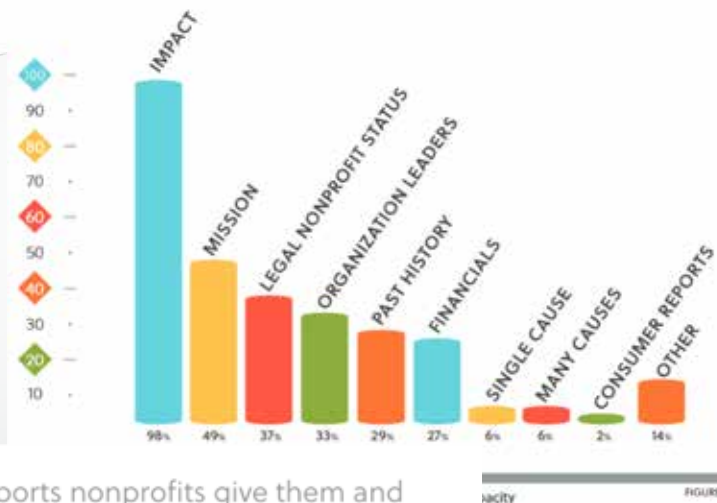
CONTEXT: High-impact organizations place themselves in the context of their communities.

Another important element of impact measurement is to educate supporters and investors on the **economic impact of your nonprofit's work**. Nonprofits operate in the context of communities; their impact occurs within an ecosystem. That impact might be cultural, social, or economic. In Massachusetts, the Worcester Center for the Performing Arts demonstrated significant impact when they transformed an abandoned cinema into a 2,300-seat auditorium at the center of a new theatre district. An impact study conducted in 2008 projected that the project would create 135 jobs in the community, generating an estimated \$5.5 million in annual income for local businesses. With the support of the New Markets Tax Credits Program, WCPA's

First thing's first – does your organization's impact really matter to funders?

According to our survey, the answer is an overwhelming yes. When asked what the top considerations funders use to determine whether or not to fund an organization, **98%** of them said impact is among their top 3.

Source:
Social Solutions,
2017 Survey



We asked the funders what kind of data they look for in the reports nonprofits give them and **88% of them answered that they look for program outcomes**, which is not surprising. It's important to show that your organization is actually achieving some, if not all, of the goals it set for itself.

41% of the funders also value impact stories when they are looking at reports. Impact stories are a great way to show the progress of an individual, which can shed light on the overall success of the organization. When combined with the outcomes your data can prove, your nonprofit will be well on its way to proving your impact and gaining more funding.



OUTPUTS VS. OUTCOMES

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/lmcourse/Module_1_pages/M1_Section2/HTML/m1s2p3a.htm



Measuring Outcomes Doesn't Have To Be Hard



Measuring Outcomes Doesn't Have To Be Hard

- **DESCRIBE the outcomes you want to achieve.**
 - **Why are you implementing these projects/activities in the first place?**

<http://measurementresourcesco.com/2014/02/02/outputs-vs-outcomes-matters/>



Economic Transformation Strategy #1

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

Outcomes

- 1. More retail businesses in the district, like clothing, outdoor outfitters and carry out restaurant!**
- 2. Educate the community as to what downtown has to offer!**
- 3. Help businesses be more profitable**
- 4. Make downtown THE place to open a business**
- 5. Fewer vacant buildings!**
- 6. Better prepared business owners and entrepreneurs**
- 7. Less business turnover; help keep existing businesses in business!**



Measuring Outcomes Doesn't Have To Be Hard

- DESCRIBE the outcomes you want to achieve.
 - Why are you implementing these projects/activities in the first place?
- **Transform the identified outcomes into a quantitative measure.**
 - **Identify a time-frame in which these desired outcomes will be achieved**
 - **i.e. number of new businesses opened in 2019, % of vacancy reduction over 18 month period, etc.**

<http://measurementresourcesco.com/2014/02/02/outputs-vs-outcomes-matters/>



Economic Transformation Strategy #1

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

Outcomes

1. Increase the **number of retail businesses** by 20%, from 15 to 18
2. Increase community **knowledge** of district retail options by 25%
3. Increase **Gross Receipts Tax** for the district by 20%
4. Increase **interest** in locating businesses in the district by 200%, from 10 annual inquires to 30
5. Reduce the **number of vacancies** in the district by 40%, from 10 to SIX (6)
6. Increase business-related **knowledge** of entrepreneurs and business owners by 20%
7. Reduce **annual business turnover** in the district by 50%, from FOUR (4) to TWO (2)



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- Transform the identified outcomes into a quantitative measure.
 - Identify a time-frame in which these desired outcomes will be achieved
 - i.e. number of new businesses opened in 2019, % of vacancy reduction over 18 month period, etc.
- **Confirm that your desired outcomes are actually linked to your outputs or activities.**
 - **Ensure that it is reasonable to expect your desired outcomes to be achieved based on your activities.**

<http://measurementresourcesco.com/2014/02/02/outputs-vs-outcomes-matters/>





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3. Increase overall **annual sales \$\$\$** for existing **businesses** by 10%, from \$1.5 million to \$1.65 million

Outcomes	Projects/Activities/Events
1 & 4	Sample Business Plans for Targeted Businesses: Apparel, Outdoor Outfitters & Carry Out Restaurant
2, 3 & 7	Marketing Campaign - Social Media, Website & E-newsletter
3 & 7	District Events: Downtown Summerfest & Holiday Extravaganza
4 & 5	Vacant Building Façade Improvements
1, 4 & 5	Marketing of Vacant Buildings - Window dressing campaign, available properties webpage & available properties tour
3, 6 & 7	Biz Dev Trainings & Support - Biz marketing, social media, biz expansion financings & biz mentor program



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 - Identify a time-frame in which these desired outcomes will be achieved
 - i.e. number of new businesses opened in 2019, % of vacancy reduction over 18 month period, etc.
- Confirm that your desired outcomes are actually linked to your outputs or activities.
 - Ensure that it is reasonable to expect your desired outcomes to be achieved based on your activities.
- **Track the measures you identified for your activities/projects.**

<http://measurementresourcesco.com/2014/02/02/outputs-vs-outcomes-matters/>



METRICS MUST BE

Replicable: Your performance indicators must be things that you expect to happen, with relative frequency, in a given time frame. For instance if the community attracts tourists during a given season reasonable metrics may be hotel vacancies, Airbnb stays, event attendance, etc. It is important to choose metrics that apply to a community's unique position.

Measurable: You must be able to track your metrics. You must be able to collect the data on any key metric you plan to use to determine the economic health and well being of the district. Also, if an indicator is chosen there must be sufficient human capital to collect the data and distill it into meaningful results. If you want to measure dollars flowing into the community from neighboring states but don't have anyone available with the expertise to find that data, it's not a truly measurable indicator.

Useful: People must care about the information. One can collect information on the amount of birds cataloged each year at the local Audubon center but that has little to do with economic well being. There is a finite amount of metrics that can be accurately tracked. Choose wisely.

Vacant Building Façade Improvements

- Track number of inquiries on buildings that received improvements

Marketing of Vacant Buildings: Window dressing campaign, available properties webpage and available properties tour

- Track number of inquiries in response to window dressings & website
- Track number of participants in the available property tours
- Track number of participants in the available property tours who follow up with post-tour inquiry
- Track number of inquiries real estate agents receive about downtown properties
- Track number of "available properties" webpage views

Marketing Campaign: Social Media, Website & E-newsletter

- Survey community member knowledge of downtown retail offerings via social media, website and e-mail surveys BEFORE launching campaign
- Survey community members AGAIN after marketing campaign to determine increase in knowledge
- Ask businesses to anonymously respond to survey questions regarding sales from the prior year
- Ask district businesses to anonymously respond to survey questions regarding sales from the current year; do these quarterly throughout the year or after marketing pushes or special events

District Events: Downtown Summerfest & Holiday Extravaganza

- Survey event attendees as to how much they spent while downtown and on what (food, drink, merchandise, etc.)

Sample Business Plans for Targeted Businesses

- Track the number of inquiries in response to posting plans to website, promoting them via social media and biz dev partners sharing them

Business Development Trainings & Support: Biz Marketing, Social Media, Biz Expansion Financings & Biz Mentor Program

- Survey training participants on their knowledge of the topic areas PRIOR to the trainings
- Survey training participants on their knowledge of the topic areas AFTER the trainings
- Conduct one-on-one follow up meetings to determine how they are implementing their new knowledge and identify follow up support/trainings

Measuring Outcomes Doesn't Have To Be Hard

- DESCRIBE the outcomes you want to achieve.
 - Why are you implementing these projects/activities in the first place?
- TRANSFORM the identified outcomes into a quantitative measure.
 - Identify a time-frame in which these desired outcomes will be achieved
 - i.e. number of new businesses opened in 2019, % of vacancy reduction over 18 month period, etc.
- CONFIRM that your desired outcomes are actually linked to your outputs or activities.
 - Ensure that it is reasonable to expect your desired outcomes to be achieved based on your activities.
- TRACK the measures you identified for your activities/projects.
- **SHARE and BUILD off your success because you have the data to confidently and appropriately communicate your impact and value!**



LET'S EXERCISE!

I mean, let's DO an exercise.

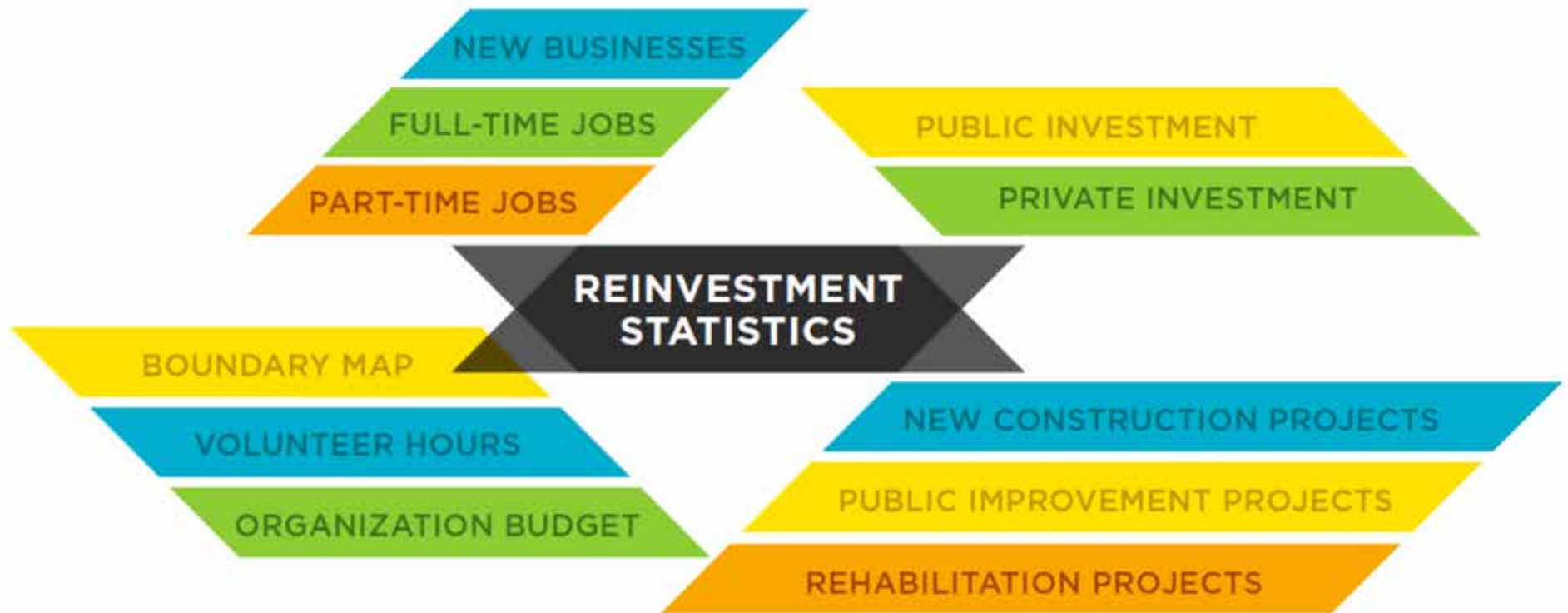


LET'S DO AN **EXERCISE!**



1. **DESCRIBE** the outcomes you want to achieve for ONE (1) of your ETS.
2. **TRANSFORM** the identified ETS outcomes into a QUANTITATIVE MEASURE.
3. **MAKE** sure your outcomes are linked to your projects and activities.
4. **IDENTIFY** MEASUREMENTS for TWO of your projects and activities and **DETERMINE** how you will TRACK them.

Measuring the Impacts



Measuring the Impacts of Placemaking Research and Resources

5-2014

Measuring the Outcomes of Creative Placemaking

Mark J. Stern

University of Pennsylvania, stern@sp2.upenn.edu

http://www.goethe.de/ins/us/was/pro/creative_placemaking/2014_Symposium_Report.pdf

RESEARCH REPORT

Measuring Creative Placemaking

**Measuring Livability in the Station North Arts & Entertainment District,
Baltimore**

Mark Treskon

<https://www.arts.gov/sites/default/files/Research-Art-Works-Urban.pdf>

Measuring the Impacts of Placemaking Research and Resources

The Economic Impact of **PLACEMAKING**

High quality places are critical to attracting talent. Enhancing walkability, promoting entrepreneurship, and expanding transit help create a vibrant place and are effective ways to improve a community's local economy.

<http://placemaking.mml.org/wp-content/uploads/2013/02/mml-economic-impact-of-placemaking-june2014.pdf>

Place Vibrancy and Its Measurement: Construct Development, Scale Development, and Relationship to Tourism

John D. Delconte
University of Massachusetts - Amherst, jdelconte@umass.edu

<https://scholarworks.umass.edu/cgi/viewcontent.cgi?article=2125&context=ttra>

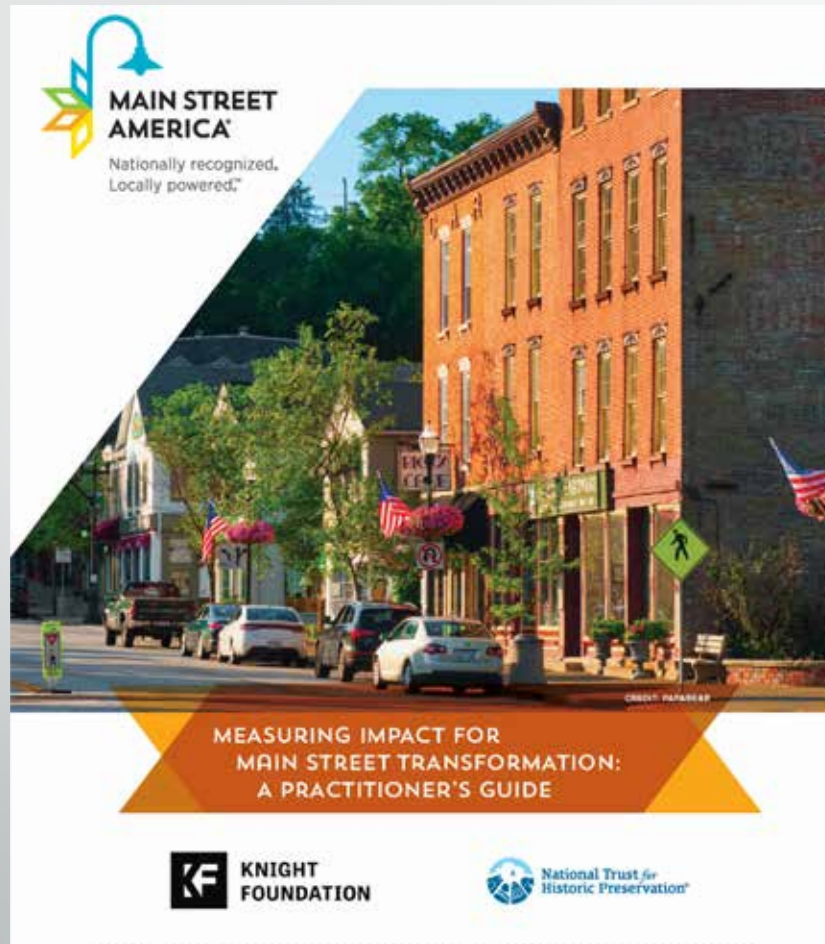
Assessing a Set of Indicators for Creative Placemaking: Reflections From the Field

Elaine Morley and Mary K. Winkler
Urban Institute¹

Along with the interest and growth in creative placemaking is a concomitant interest in measuring and communicating accomplishments of those efforts and sharing good practices among creative placemaking practitioners. Toward this end, funders, researchers, and other interested parties are developing methods of measuring impact and identifying what information (e.g., indicators) to collect to measure

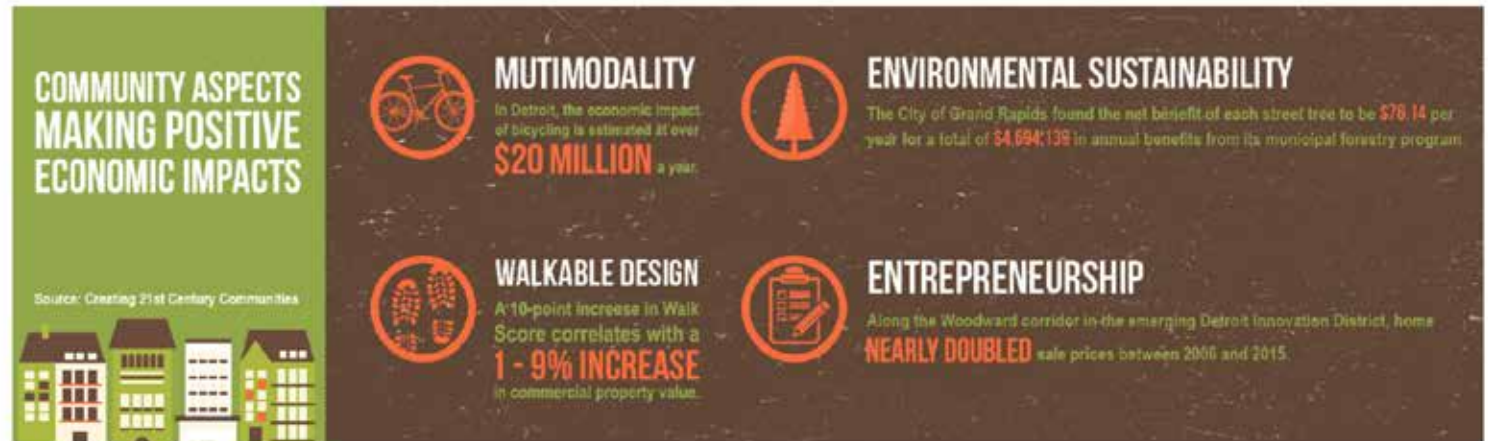
<https://www.frbsf.org/community-development/publications/community-development-investment-review/2014/december/assessing-a-set-of-indicators-for-creative-placemaking-reflections-from-the-field/>

Measuring the Impacts of Placemaking Research and Resources



Measuring the Impacts of Placemaking Research and Resources

New study confirms economic impact of eight placemaking assets every community should have



<https://www.modeldmedia.com/features/pscspcialo6-21-16.aspx>

Measuring the Impacts of Placemaking

▶ **Economic Impact:** Talent Attraction and Retention

▶ **Economic Impact:** Entrepreneurship and Small Business Development

▶ **Economic Impact:** Walkability

▶ **Economic Impact:** Transit and Transit-Oriented Development

<http://placemaking.mml.org/wp-content/uploads/2013/02/mml-economic-impact-of-placemaking-june2014.pdf>

Measuring the Impacts of Placemaking

The eight aspects found to have positive economic impacts on communities are:

1. Physical design and walkability
2. Community messaging and technology
3. Multimodal transportation networks
4. Environmental sustainability
5. Arts and culture development
6. Entrepreneurship
7. A welcoming culture
8. Education

Indicator**Resident Attachment to Community**

Capacity for homeownership (proportion of single-unit structures)

Length of residence (median length)

Proportion of housing units owner occupied

Proportion of housing units occupied

Election turnout rate

Household outflow (tax returns leaving)

Civic engagement establishments per 1,000 population

Quality of Life

Median commute time

Retail and service establishments per 1,000 population

Violent crime rate

Property crime rate

Percentage of residential addresses not collecting mail

Net migration

Arts and Cultural Activity

Median earnings of residents employed in arts- and entertainment-related establishments

Proportion of employees working in arts- and entertainment-related establishments

Relative payroll of arts- and entertainment-related establishments

Arts, culture, and humanities nonprofits per 1,000 population

Arts and entertainment-related establishments per 1,000 population

Economic Conditions

Median home purchase loan amounts

Median household income

Active business addresses

Unemployment rate

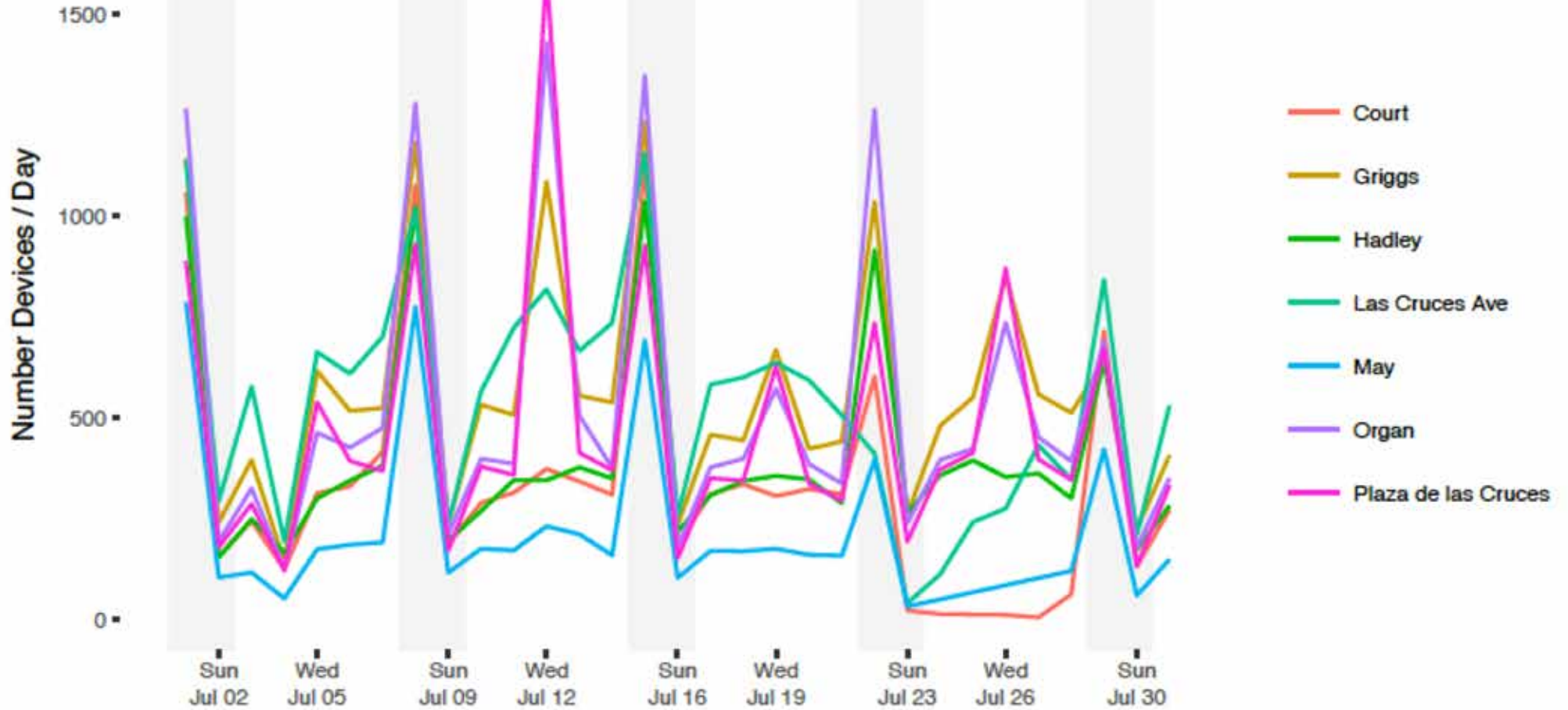
Income diversity

<https://www.frbsf.org/community-development/publications/community-development-investment-review/2014/december/assessing-a-set-of-indicators-for-creative-placemaking-reflections-from-the-field/>

Measuring Foot Traffic - Soofa Devices



Measuring Foot Traffic - Soofa Devices





SHARING & BUILDING OFF YOUR SUCCESS

How do you do it?



Fundraising Materials

Dear Ned,

Thanks to you, 2015 may have been the most exciting year on record for homeless animals! It certainly was for Rhubarb, a very special dog whose medical needs were so great he was a long shot for adoption. But lo and behold, he made the trip to his forever home in California! Then after months of behavioral rehabilitation Carmello the cat found a home too! And for former "Vicktory" dog Georgia, it was an amazing year as well. She passed a behavior test to make it possible for her to be adopted!

Your support also changed the lives of animals across the country...

- 400 community cats of Tangier Island can now live their natural lives, without multiplying, thanks to a massive spay/neuter program
- Pit bull terriers in five cities found loving homes through Best Friends' Shelter Partners for Pit Bulls program
- Around 1,500 dogs moved across the country to find homes through Pup My Ride

October 10, 2013

Dear Kathy,

What a truly fantastic summer show season it has been at Big Top Chautauqua. The season featured new Blue Canvas Orchestra shows, a stellar line-up of touring talent, educational offerings, and free family performances. Night after night at the Tent acts and artists made you laugh, made you think, had you on your feet dancing and in your seats singing along.

But did you know that the revenue from ticket sales covers just 64% of Big Top's operating costs? The financial support of donors and show sponsors is what bridges that gap and makes Big Top's seasons exceptional year after year.

Join Big Top's family of donors and support our ability to present an eclectic and exceptional line-up of performers again next year. Your gift will also support the creation of original musical performances, help to offer free educational opportunities for youth and families, and help maintain Big Top's one-of-a-kind canvas tent venue.

Give a tax-deductible donation and support another wonderful season of performances at Big Top Chautauqua. Return your gift in the envelope included or give online at www.bigtop.org. Gifts of all amounts are important and sincerely appreciated!

Thank you,



Chelsea Spreeman
Development Director

P.S. Give \$100 or more to join our 'Blue Canvas Club' and get early notice of all the shows coming to Big Top next year – and you can purchase your tickets before they go on sale to the public!

P.P.S. Easier to give \$10/month? Call our office and enroll in our easy monthly giving program at any level you choose. 715-373-5520.



\$66,000
in contributions
still needed to meet
our 2013 budget



2,050
youth and families
participated in free
workshops and
performances



\$134,000
to replace the tent
in 2014 due to
weather and wear



28
continuous seasons
of operation



50 summer
evenings of live
performance



52 local
artists performed
at Big Top



\$3.9
million in revenue
added to the local
economy annually
from Big Top's
operations



26,701
season attendance



50 public
radio stations carry
Tent Show Radio,
recorded at the Tent



Sponsorship Materials

Events held :	26	Volunteer Hours Tracked:	8223
Total Attendance:	14,920	Volunteer Dollars Worked if paid:	\$197,620
Visual Impressions:	146,920	New Businesses Opened:	6
Number of times the general public saw the Main Street name via: US mail, e-mail advertising, press releases and media coverage		Business Closed:	2
Unique Visitors to Website per year:	72,000		

The Hill 'n the Ville Music Festival

Sponsorship Levels:
 Presenting Sponsor: \$2,500
 Event Sponsor: \$1,000
 Supporting Sponsor: \$500

Timing: Mid-September

Target Audience: Area college students & community members

Estimated Attendance: 2000+



Objective: To welcome college students back to town, introduce them to downtown Waterville, and bring them into meaningful contact with area residents and businesses.

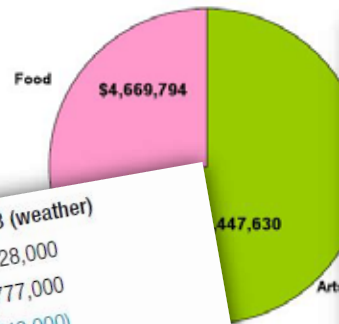
Event Summary: A five music festival on the waterfront featuring big name acts and top-notch stage and sound equipment. The event also includes a variety of food and retail vendors and games for all ages.

ECONOMIC IMPACT

A snapshot of the festival's economic benefits shows:

- Overall dollars generated by the festival in 2012 were more than \$27 million, almost \$7 million daily.
- Visitors' onsite spending grew by 18.5%, rising from \$13,190,329 in 2009 to \$16,363,444 in 2012.
- Visitors spending in the region of the festival grew by 21.2% from \$3,163,761 in 2009 to \$4,017,832 in 2012.
- Visitors' length of stay in the area grew by 19% in 2012 from 2009 (71.28 + 59.76 hours respectively).

Total On-Site Spending



F. VOLUNTEERS AND DEMOGRAPHICS:

16 - Member Festivals and Events Committee (vision, policy)
 65 - Member Event Steering Committee (operations, management)
 945 - Volunteers staffing 1,440 positions
 Volunteer demographics match our overall event demographics, with a diversity of cultures, ages and gender working tirelessly behind the scenes to make the arts festival a success.

Age:
 16 - 25: 19%; 26 - 35: 30%; 36 - 54: 34%; 51 - 64: 15%; Over 64: 2%

Income:
 Majority (56%) earn over \$50,000 per household

Ethnicity:
 Caucasian: 58%; Hispanic: 22%; African American: 12%; Other: 8%

C. REVENUES/ EXPENSES:

	2011	2012	2013 (weather)
Revenues:	\$2,007,000	\$2,163,921	\$1,728,000
Expenses:	\$1,720,000	\$1,839,687	\$1,777,000
Net:	\$287,000	\$324,234	(\$49,000)

D. EVENT ATTENDANCE: Tens of thousands - please contact for further information

ATTENDANCE: As an ungated event, we do not have specific attendance figures. Our attendees are mostly married, college graduates, 36 – 50 years of age with incomes of between \$50,001 - \$75,000. The most common occupational category is Professional/Technical. Complete demographic information available.

Budget Request/Municipal Contract/Lodger's Tax

Indicators: 1) Number of businesses, civic groups, community partners and other stakeholders that collaborate/partner with in Grants MainStreet Project helping to achieve the downtown master plan; 2) number of businesses and volunteers that participate in promotional events and other downtown revitalization activities sponsored by Grants MainStreet Project. Volunteer hours will be tracked as an indicator of broad-based support.

CAPITAL OUTLAY PROJECTS

In the last 10 years, Carlsbad MainStreet has brought more than half a million dollars in capital outlay to Carlsbad.

Streetscape Improvements -- \$140,000

Downtown Parking Improvements -- \$25,000

Streetscape Improvements, Pedestrian Amenities, Site Furnishings & Parking Improvements -- \$38,500

City-wide Wayfinding Signage Plan -- \$46,000

Streetscape Improvements for Canal Street Construction -- \$130,000

Downtown Master Plan -- \$86,000

Halagueno Arts Park Phase IIa -- \$80,000

TOTAL -- \$545,500



2017 GATE CITY MUSIC FESTIVAL SURVEY RESULTS

	TRAVELERS	LOCALS			
1. How did you hear about GCMF?					
Social Media	79	29			
Radio	26	51			
Newspaper		1			
Word of Mouth	29	21			
Posters	1	35			
Website		1			
Pepp Trucks	2	4			
Magazine					
Other	6	1			
	Natural Gas newsletter				
2. Are you from out of town?					
Clemson (6)	Claxton(5)	Des Moines(8)	Cajon		
Gladstone	Springer (7)	Wagon Mound	Las Vegas		
Alamogordo (3)	Abuquerque (4)	Santa Fe (2)	Tijeras (2)		
Taos County	Crows	Quartz (4)	Trinidad (9)	Home (2)	Branson, MO
Colorado	Apa, CO	Tomball, CO	Stoutburg, CO	Campana City, CO	Driver (3)
Calo State, CO	Lanucha, CO	Golds, CO	Colyer, KS(2)	Norman, OK	Fl. Worth, TX, Austin, TX(2)
Bel, CA	Merara	Tucson, AZ	Midvale, WI(2)		
	# People	# Nights			
3. Did you stay in a Raton Hotel/Motel?	23	1, 2, 3, 4, 7, 14			
4. How much do you think you spent in Raton this weekend?			Locals	Travelers	
			\$ 8,210.00	\$31,210.00	
5. Will you come back next year?	Yes	No	Maybe		
	Local	1	5		
	Travelers	53	18		
6. Comments:					
Local:	Greet (2)	Very good! Great work by MainStreet!			
	Great Event! (2)	Wonderful Event!			
	Nice to have this kind of event in Raton over Labor Day.				
	Great job! (3)	Brands did great!			
	Love it! (7)	Love this country music!			
	Thank you for all the work in organizing this.				
	Keep up the good work & energy. We need events like this.				
	It was an honor to meet and greet and talk with Stacy Higgins.				
	The City Manager is awesome! Everyone from GCMF did wonderful!				
	Keep up the good work. (5)	It's good for Raton!			
	Have a music event at Sagar's State Park.				
	Nice dance and festival.				
	Get different vendors and lets make this amazing.				
	Enjoyed the food & music. Theater performance was spectacular!				

2017 GATE CITY MUSIC FESTIVAL SURVEY RESULTS (cont'd)

Additional Comments (cont'd):

Travelers: So glad to have this so close to home. Keep up the hard work! Thank you! Do it again! Well organized - Fabulous Music (2) This was amazing! Great! Thanks! It was fun! Everyone we've met has been so friendly and made an awesome impression. I can see why Raton supports this grand ole theater. Chris Stapleton 2018!! Great venue for concert (Shuler Theater) Nice theater Great time I had a great weekend! You're doing a great job! Kudos to your group! Love Raton (2) The girls/ladies on MainStreet should get paid or get a paid vacation. Nice music venue. Need a promoter? Friendly place, love the 1st St Some parts of town pretty run down. Like it here. People are welcoming.

Harding County MainStreet Return on Investment - 2014-2016

Services Received from Main Street	Amount
Calendar Year 2013	\$ 21,375
Calendar Year 2014	\$ 36,355
Calendar Year 2015	\$ 38,655
Calendar Year 2016	\$113,175
Total Cost of Services Received	\$209,560
Financial Support Received from Harding County	Amount
Calendar Year 2013	\$ Honor
Calendar Year 2014	\$15,000
Calendar Year 2015	\$ 50,000
Calendar Year 2016	\$ 50,000
Total Amount Received from Harding County	\$115,000

MainStreet Volunteers for Local Projects

Activity	Year	Local	Travelers	Total
Meetings	2014	44	2.5	46.5
Paint Projects	2014	9	.4	9.4
QLII Meetings	2014	1	.40	1.40
NM Econ Dev Course	2014	3	.40	3.40
Total	2014	57	3.7	60.7
Meetings	2015	95	3.95	98.95
Conferences	2015	3	.70	3.70
BBER/Master Plan	2015	29	4.4	33.4
Total	2015	127	9.05	136.05
Meetings	2016	134	4.25	138.25
Master Plan	2016	44	3.9	47.9
QLII Mtg/Aessment	2016	12	.2	12.2
Total	2016	190	8.35	198.35
Grand Total		374	12.1	386.1

Sample Survey

Gate City Music Festival Survey

How did you hear about the Gate City Music Festival Concert?

Where are you from?

Did you stay in a Raton Hotel/Motel?

How many nights?

How many people in your party?

How much money would you say you spent in Raton this weekend?

Will you come back next year?

Any other comments or suggestions:

County of Harding received an 83% Return on their Investment!

Annual Report/Newsletter/Press Releases

CARLSBAD DOWNTOWN FARMERS' MARKET (CDFM)

Overall, the 2012 CDFM season was very successful. We had an increase in growers and produce at the market, resulting in a 50 percent increase in vendor sales and a 40 percent increase in customer attendance. By the end of the market season on Sept. 29, the market had approximately 5,658 market visitors and generated \$29,464 in vendor sales. There were a total of 38 vendors and the market averaged about 23 vendors a market day. There were 22 vendors selling locally-grown food; the rest were crafters and prepared food vendors.

We implemented a few changes this season. The first CDFM vendor meeting was held in February, earlier than normal, to provide a forum for our experienced and less-experienced growers to interact and answer each other's questions. We held educational sessions throughout the season on topics such as composting/ mulching and "how to grow for a farmers' market". We also extended the season two weeks longer than the previous season. For the 2013 season, we hope to open the market earlier than late June and continue to increase the number of growers and attendees.



Established by the National Trust for Historic Preservation in 1980, the National Main Street Center helps communities of all sizes revitalize their older and historic commercial districts. Working in more than 2,200 downtowns and urban neighborhoods over the last 32 years, the Main Street program has leveraged more than \$55.7 billion in new public and private investment. Participating communities have created 473,535 net new jobs and 109,693 net new businesses, and rehabilitated more than 236,418 buildings, leveraging an average of \$18 in new investment for every dollar spent on their Main Street district revitalization efforts.

###

3

ENCOURAGE BUSINESS CREATION, RECRUITMENT, INFILL OF VACANT BUILDINGS, AND NEW CONSTRUCTION IN THE DISTRICT

GALLUP MAINSTREET ARTS & CULTURAL DISTRICT WILL PLAY A LEADING ROLE IN THE INCREASE IN NUMBER OF TARGETED DOWNTOWN JOBS AND BUSINESSES. ECONOMIC VITALITY STRENGTHENS OUR COMMUNITY'S EXISTING ECONOMIC ASSETS WHILE DIVERSIFYING ITS ECONOMIC BASE.

GOALS

- PROVIDE PATHWAYS FOR ENTREPRENEURSHIP.
 - COFFEE HOUR
 - ONE-ON-ONE CONSULTATION
- FILL VACANT STOREFRONTS.
- RECRUIT NEW BUSINESSES TO GALLUP.
- STRENGTHEN EXISTING BUSINESS ENVIRONMENT.
 - BUSINESS SUCCESSION PLANNING GRANT -AUGUST
- INTEGRATE ARTS AND CULTURE INTO STRATEGY.
 - ARTIST INCUBATOR -ANTICIPATED
- INCREASE DOWNTOWN HOUSING TO PROMOTE DENSITY.

THERE ARE THINGS HAPPENING DOWNTOWN!

NUMBER OF NEW BUSINESSES

8

NUMBER OF BUILDING REHABILITATIONS

5

DOLLARS OF PRIVATE INVESTMENT

\$111,339

ECONOMIC VITALITY

Grant Applications

Outcomes: What are the 2–4 measurable outcomes of the project that will define success of the grant (i.e., the changes in people or institutions that are expected to occur as a result of the activities)?

Describe the information that will be provided to us next year in your final report (or annual interim reports if multi-year grant) that will demonstrate achievement of the activities and outcomes.

Policy change is a long-term process, which is measured in the incremental steps necessary to achieve such change. The greater the involvement of advocates, the quicker the desirable outcomes will be won. To accomplish the ultimate outcomes, short-term outcomes that will be measured include

- Scarlet Plague Advocacy Network Growth: by EOY 2012, Scarlet Plague Advocacy Network membership will exceed 9,000 members.
- Scarlet Plague Advocacy Network Impact: by EOY 2012, Scarlet Plague Advocacy Network members will have made 7,000 legislative contacts via visits, letters/emails, and phone calls to advocate for the scarlet plague policy agenda.
- Scarlet Plague Advocacy Network Engagement: by EOY 2012 National Scarlet Plague Association's Scarlet Plague Advocacy Network will have distributed at least six action alerts consistent with the scarlet plague policy agenda, with a minimum 10% response rate from members.

In addition, National Scarlet Plague Association will monitor and report any policy shifts and legislation passed. This information will be provided to ABC next year in the final report if this request is approved.

Evaluation: How will you monitor your performance and measure the impact?

Objective goals have been established to monitor incremental progress related to advocacy goals. Key criteria for measuring the success of the initiative also will include subjective measures of satisfaction and empowerment from Network members.

The Association will measure the impact and effectiveness of this project by **collecting evaluation forms from advocates and analyzing the results, tracking registration (membership) data, assessing the efficacy of the skills training, and surveying** (annually and post-Lobby Day) participants' satisfaction, sense of empowerment, and additional need for support. Other program components to be measured include the **number of people who sign up to receive e-newsletters and action emails** and the **number of people who send action emails**. The evaluation results will be used to make midcourse corrections and increase National Scarlet Plague Association's capacity to empower scarlet plague survivors to advocate for their own needs.

Metrics will be reported on a monthly basis. Engagement will be measured and reported based on log-ins to the Network and analysis of kinds of engagement (what actions members took).

Event Date:	July 13-17, 2016, 4.5 days
Activities within the Production:	27
Number of organizations Providing Assistance:	39
Approximate Number of Attendees:	11,000 +

MISSION

The mission of Los Alamos ScienceFest is to celebrate the scientific heritage and excellence of our community by showcasing cultural activities for people of all ages.

GOALS

- Showcase the remarkable science and technology community of Los Alamos
- Draw people to the central business district and support a vibrant downtown Los Alamos.

AUDIENCE

- » Primary Audience: New Mexico festival-going individuals, families and science-inclined youth
- » Secondary Audience: Los Alamos working professionals and their families

ECONOMIC IMPACT

Overall economic impact was impressive. If each of the 11,000 attendees spent a conservatively estimated \$10 in the community, that represents \$110,000 in economic impact brought in to Los Alamos and the State of New Mexico by ScienceFest. The \$10 dollar figure was determined through the National MainStreet Association's guideline for average dollars spent downtown while attending an event.

4.3 Eligible Grant Purpose

This proposal would meet the following Business Opportunity goals:

1. Identify, train, and provide technical assistance to existing and prospective entrepreneurs through outreach.
2. Establish a Business Support Center.
3. Conduct leadership training through business breakfasts, trainings, and workshops.
4. Pay fees for professional services necessary

• Suggested Performance Criteria:

Suggest one or more relevant criterion to be used to evaluate the performance of the grant project during its operational phase post-award, as benchmarks to assess whether or not the primary goals and objectives proposed in the scope of work are accomplished during the project period. These criteria should relate to the overall project goal of financing and/or assisting small and emerging businesses or conducting business opportunity projects, with a resulting creation or saving of jobs.

Currently, there are about 80 businesses operating in downtown Truth or Consequences. It is the goal of MainStreet to provide services to at least 24 businesses through trainings and workshops. We also aim to help 24 businesses create or update their business plans and help at least 24 develop marketing plans.

Another goal for us would be to provide access to resources to at least 35 current or prospective business owners at the business resource center. Lastly, our goal is an increase in net new jobs of 25 in the downtown area as tracked by MainStreet quarterly reports.

Infographics

<https://venngage.com/>

HOW THE CARTERS HELPED PUT HABITAT ON THE MAP

In 1984, Habitat for Humanity was a great — if not widely known — idea. Then came Jimmy and Rosalynn Carter and an annual "work project," and the idea grew.

“1986: “We thought we’d maybe take a shorter project up to New York to work for a week. We ended up with 42 people on a 7-day project.” — President Carter

1 former U.S. President & 1 former First Lady
1 week a year since 1984

1986: The Carters celebrated their 40th wedding anniversary building with Habitat in Chicago.

88,000+ volunteers

👤 = 1,000 VOLUNTEERS

★ Famous volunteers include Bill Hays, Brad Pitt, Susan Sarandon, John Abraham, Demi Moore and Tom Cruise, Tom Brinkley, and Jim Carrey.

151,578+ miles traveled IN 14 countries



3,833 HOMES built, repaired & rehabilitated

MILLIONS OF PEOPLE have been impacted and inspired by the work and example of the Carters as they have built awareness of Habitat's vision of a world where everyone has a decent place to live.

THANK YOU FOR 30 YEARS OF BUILDING

Habitat for Humanity Builds & Restores Carter Work Project 2013 • WORLD HANDBY DAY EVENT habitat.org/cwp

Advocacy

MAINSTREET INVESTMENTS FROM FY14-18 CREATED:



2,714
NET NEW JOBS



1,172
BUILDING REHABILITATIONS



593
NET NEW BUSINESSES



\$124,466,432
PRIVATE SECTOR REINVESTMENT

New Mexico MainStreet develops local capacity for economic redevelopment, to create the right environment to increase economic health and opportunities in our downtown districts.

WWW.NMMAINSTREET.ORG

NMMS ANNUAL ACCREDITATION REPORT

PROJECT TITLE	<input checked="" type="checkbox"/> D <input checked="" type="checkbox"/> O <input checked="" type="checkbox"/> P <input checked="" type="checkbox"/> EV	PROJECT COMPLETION STATUS
Los Alamos ScienceFest		Completed for 2018 & Ongoing Overall Enhancement
PROJECT DESCRIPTION		
Los Alamos ScienceFest is the signature and largest event in the County – spanning five days. 2018's event marked ScienceFest's 11 th year, with a "Science Rules" theme. The five-day festival was complete with live music, interactive and family-friendly events for all ages, and out-of-the-classroom Science, Technology, Engineering, Art and Math (STEAM) learning opportunities.		
OUTPUTS (AND/OR EXPECTED OUTPUTS)		
<ol style="list-style-type: none"> 1. Developed ScienceFest programming to bring in new and returning visitors 2. Connected with community partners to work on enhancing and executing programming 3. Developed timeline for promotional activities, working closely with the County and their marketing team 4. Executed promotions, including a new "Business Specials" flyer that encouraged people to check out the local science and other STEM-related products and specials at local MainStreet businesses 5. Developed map, which included re-envisioning location of ScienceFest, to encourage more visits / traffic flow to downtown businesses 6. Launched the event, including the biggest day, Discovery Day. Filmed and shot photos throughout the day. 7. Conducted a post-event survey for exhibitors and partners, and analyzed results of the participant survey 		
METRICS (AND/OR EXPECTED METRICS)		
<ul style="list-style-type: none"> • 30 activities across 5 days; 70+ exhibitors with hands-on STEAM demos during Discovery Day (up from 42 in 2017); and 35 community collaborators to make the event happen. • In general, 12,972 ScienceFest attendees x \$10 spent in the community adds up to approximately \$129,720 of economic impact. • 81% percent of ScienceFest attendees who took the ScienceFest survey said they spent money with a local business during Discovery Day. • Survey results from exhibitors and partners noted a 71 Net Promoter Score for ScienceFest and all said they plan to return next year. Anecdotal feedback stated that Discovery Day attendance seemed up overall, and the Business Specials flyer feedback was positive (with businesses seeing direct sales as a result of these promotions). • Doing a direct comparison of sales reported by the Historical Museum, last year's total was \$4,237 versus \$4,800 this year - a 13% increase. • Hotel occupancy rates were around 90% or higher, with the Comfort Inn & Suites indicating, "Looks like we had good weekend turn out for ScienceFest. All the brochures you brought over are all gone... On Friday night I called all the hotels in the area and they were completely sold out all the way down to Cities of Gold." Several hotels sold out on different nights during ScienceFest week as well (which wasn't the case in 2017). • Out-of-town attendance was around 31%. primarily from around New Mexico. This number represents 13 cities in New Mexico beyond Los Alamos/White Rock, 12 states and 3 countries. 		

A FEW MORE THINGS TO CONSIDER. . .

- **Never assume that your audience already knows about the work your organization is implementing**
 - NMMS, City/County, Donors, Volunteers, etc.
- **Tailor your message based on the audience you are addressing**
 - How you articulate your work to the City, might not be the same as how you articulate it to your volunteers
- **Tracking metrics for your events/projects/activities enables your organization to evaluate their effectiveness and make adjustments for the following year**
 - Is your retail promotion actually generating \$\$\$ for district businesses? How can we tweak it? Should we scrap it?
 - Are your business trainings effective? Are you providing the content they need?

THANK YOU! QUESTIONS?



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