2026 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). You do this by describing the projects and activities you implemented over the previous 12 months and the progress each one made toward its identified outcomes. It also provides a space for the local MainStreet organization to demonstrate how its projects and activities justify the ratings provided by the organization when completing the Main Street America Accreditation Self-Assessment.

For 2026, NMMS will continue to use virtual meetings to conduct the annual program review and accreditation process. To make the best use of meeting participants' time (NMMS, local MainStreet organization and City/County leaders), it is imperative that this report be submitted to NMMS **no later than 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. We also strongly encourage you to share the report with your board and local government partners prior to the meeting as well.

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. 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. Please note, your organization should make sure to include any projects or activities in this section that support/justify ratings of 3, 4 and/or 5 (on a scale of 1 to 5) on the Main Street America Community Evaluation Self-Assessment (this is a self-assessment process created by Main Street America in which each program is asked to evaluate itself against the MSA Community Evaluation Framework Standards). This section asks for several pieces of information:

a. <u>ETS, CBS, Other</u>: Check the appropriate box to identify which strategy or strategies the project supports or if it was a project unrelated to your strategies.

b. <u>MSA Community Evaluation Framework Standards:</u> List the Standard(s) that the project specifically supports. You will have some projects that support multiple Standards, and some that support NONE. That is ok and to be expected, as the MSA Standards do not encompass all the work a MainStreet program might engage in.

c. <u>Project Title</u>: Use the project title from your organization’s annual work plan.

d. <u>Project Completion Status</u>: Identify the status of your project (Completed, Ongoing, In-Progress, Delayed): When did (or will) your organization complete the project? Did you initiate work on it, but were forced to delay? Have you completed one phase, while the rest will be completed in the future? Please provide as much detail here as possible. If completed, indicate completion date; if “in progress” include project initiation date and/or date of most recent project progress.

e. <u>Project Description/Outputs/Outcomes</u>: In this box, please provide a brief 1-2 sentence description for the project, as well as the project outputs and outcomes. The outputs detail what your organization implemented – activities, tasks, actions, etc. No need to list every single step as you would in a 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. 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 because of the project? What *economic or social conditions* changed as a result?

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**. 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 conducting your annual accreditation meeting in October 2026, you would report on what you worked on from October 2025 through September 2026. If you are reporting on an “Ongoing,” “In-Progress,” or “Delayed” project, you are welcome to relay your next steps, just ensure it is clear they are to be implemented in the “future.”
- You should ideally have some sort of **hard data or numbers (quantifiable) to help communicate your “Outputs” and your “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, please identify your expected outputs and outcomes, to the best of your ability and indicate that they are “expected” outputs or outcomes.

- **Outcomes come in three types.** *Knowledge* outcomes are short-term: someone learned something, became aware of an opportunity, or shifted an attitude or opinion. *Behavior (or Action)* outcomes are medium-term: someone acted on that new knowledge by changing a practice, making a decision, or adopting a policy. *Conditions* outcomes are long-term: the economic, social, or civic reality of your district measurably changed, which often takes more than one reporting year.

- 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 your assigned NMMS Organization Revitalization Specialist for assistance — Amy Barnhart (ambconsultingnm@gmail.com; 773.368.7557), Sasha Pellerin (sasha@b-sideconsultants.com; 505.322.8898), or Donald Wood (dwood@oneeightcreate.com; 501.400.6404).

	OUTPUTS what your program did		OUTCOMES what changed as a result?		
	Activities *what you do*	**Participation** *who you reach*	**Short Term KNOWLEDGE** *what people learned*	**Medium Term ACTIONS / BEHAVIOR** *what people did differently*	**Long Term CONDITIONS** *what measurably changed*
Business Assistance	Workshops, one-on-one technical assistance, business accelerator, seed grants	District business owners; aspiring entrepreneurs, partner Econ. Dev. orgs	Owners learn social media, merchandising, financial management and crowdfunding	Owners post regularly, refresh displays, extend hours, launch campaigns	Sales and foot traffic rise; businesses survive and expand; new jobs created
Façade & Building Improvements	Façade squads, design renderings, materials drives, before-and-after promotion	Property & biz owners, volunteers, service clubs, NMMS Design RS	Owners see what is possible and learn what design help and incentives exist	Owners repair, repaint and reinvest; neighboring owners request assistance	Private investment in buildings; vacancies filled; property values and tax base rise
Vacant Property Marketing	Property inventory, available-properties web page, window clings, property tours	Property owners, realtors, prospective tenants, investors, residents	Prospects learn what space is available and what businesses residents want	Prospects inquire, tour and negotiate leases; owners list and show space	Vacancy rate falls; net new businesses open; district business mix improves
Events, Promotions & Placemaking	Signature events, retail promotions, murals, wayfinding, seating and lighting	Residents, visitors, business owners, artists, sponsors, volunteers	Residents discover businesses they did not know about; visitors learn downtown is worth a trip	People return on non-event days; businesses join promotions; sponsors renew	Sustained foot traffic and sales; stronger downtown identity and civic pride
Organizational Capacity	Board recruitment and training, volunteer drives, fundraising plan, sponsor campaign	Board & committee members, volunteers, donors/sponsors	Board understands its fundraising and advocacy role; volunteers learn the work	Board solicits donations and leads projects; volunteers return for repeat projects	Operating budget, staffing and reserves grow; more projects delivered each year
Local Govt Partnership & Advocacy	Council/commission presentations, monthly staff meetings, service contract proposal, plan input	City/county staff, elected officials, other district organizations	Officials understand what your organization does, delivers and needs	City brings you into project planning early; Council increases the contract	Larger and more stable public investment; supportive policy or ordinance adopted

Read each row left to right: the activity you delivered, who it reached, and the change it produced over time. Adapted for New Mexico MainStreet from the University of Wisconsin-Extension Logic Model.

Assistance with Report Preparation

If you have any questions related to completing this report, please do not hesitate to contact NMMS Organization Revitalization Specialists Amy Barnhart, Sasha Pellerin, or Donald Wood for help.

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:

- An annual impact report, designed with free NMMS technical assistance.
- Reports to the municipal government, including the annual budget or service contract request.
- Grant proposals.
- 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 the following pages of this document. It lists one Economic Transformation Strategy and a Capacity-Building Strategy. It then lists several projects in support of the ETS and CBS. These two Strategies are provided as a frame of reference for the example projects and their outcomes.

You will notice that the projects in this sample do not address every Outcome listed for the SMS Strategies. That is because this is only a partial 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 Vacant Properties," 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. However, only do this if there is a direct, clear, and specific relationship between the smaller projects. Do not combine so many small projects together that the project table stretches across several pages and is challenging to understand.

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

THIS IS A SAMPLE REPORT: USE THE ATTACHED "2026 LOCAL PROGRAM ANNUAL PERFORMANCE REPORT TEMPLATE" TO REPORT ON YOUR ACTIVITIES.

ECONOMIC TRANSFORMATION STRATEGY #1
Better serve Shelbyville residents by increasing access to entertainment, activities, convenience goods and professional services, restaurants, and retail.
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).*

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 $9k, enabling the organization to hire part-time staff for increased project implementation *(Conditions).* 5. Increased staff time spent on grantwriting activities *(Conditions).*

2026 Local Program Annual Performance Report SAMPLE

LOCAL PROGRAM NAME:	REPORT COMPLETION DATE:
SHELBYVILLE MAINSTREET	SEPTEMBER 15, 2026

ETS #1:	Better serve Shelbyville residents by increasing access to entertainment, activities, convenience goods and professional services, restaurants, and retail.
ETS #2:	Grow the creative economy of Shelbyville by supporting local arts, culture, and creative practitioners, endeavors, and assets.
ETS #3:	
CBS:	Continue to build organizational and operational capacity to support revitalization of the Shelbyville MainStreet District

ETS #1 ☒	ETS #2 ☐	ETS #3 ☐	CBS ☐	OTHER ☐
STANDARD(S) OF PERFORMANCE:				
Standard 2: Inclusive Leadership & Organizational Capacity; Standard 3: Diversified Funding & Sustainable Program Operations; Standard 5: Preservation-Based Economic Development; Standard 6: Demonstrated Impact & Results				
PROJECT TITLE:		**PROJECT COMPLETION STATUS:**		
Locally-driven “façade squad” on two adjoining storefronts		Initiated in May 2026; Completed July 2026		
PROJECT DESCRIPTION/ OUTPUTS/ OUTCOMES:				
• A district property owner wanted to improve the exterior of two storefronts – one vacant and one housing an antique store – to appeal to both shoppers and prospective renters.				

- We engaged with a district property owner and a business owner on the project in May 2026 and requested assistance from NMMS with exterior design renderings that month.
- SMS solicited donations of paint and supplies in June 2026 from two businesses that had not previously donated to SMS ($500 value) and recruited five new individual volunteers and one new service organization to help with the façade squad in June 2026.
- We completed façade improvements on two storefronts, including minor repairs, fresh paint, new signage, weeding and landscaping in July 2026 and publicized the 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).
- 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). *(Behavior, Conditions)*
- The property owner reported that inquiries on renting the vacant storefront increased by 100% in the first two months since project completion compared to all of 2025 (from six to 12 inquiries). At the time of this report, the property owner was negotiating a lease with a new tenant for the vacant space. *(Behavior, Conditions)*
- 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 2026/27 annual work plan to include consultation with the property owners and NMMS in late 2026, with further project implementation and completion to be included in the 2026/27 work plan. *(Behavior)*

ETS #1 ☒	**ETS #2** ☐	**ETS #3** ☐	**CBS** ☐	**OTHER** ☐
STANDARD(S) OF PERFORMANCE:				
Standard 4: Strategy-Driven Programming; Standard 5: Preservation-Based Economic Development; Standard 6: Demonstrated Impact & Results				

PROJECT TITLE:	**PROJECT COMPLETION STATUS:**
Marketing of Vacant Properties	Website updated in March 2026; Window clings installed in May 2026; Tour held in June 2026; Social media promotion, ongoing

PROJECT DESCRIPTION/ OUTPUTS/ OUTCOMES:

- SMS conducted a business and property inventory in late 2025 and determined the SMS district had a 25% vacancy rate (20 of 80 storefronts), several of which resulted from COVID-19 business closures. 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. Through

a community input process, SMS has identified a number of businesses desired by residents, such as a brewery, ice cream parlor, and gift shop; SMS will integrate these desired businesses into its marketing efforts. • We contacted owners of all 20 vacant properties and received responses from 16, with 10 choosing to be featured in SMS marketing efforts. SMS built an "available properties" page on the SMS website and entered relevant information on 10 properties currently for rent or sale. We designed, printed and installed window clings in the 10 available vacant storefronts, advertising their availability, businesses desired by community members, and contact information to learn more about the spaces. SMS worked with local realtors to create and promote a vacant property tour of all 10 properties. Four tours were held throughout the day-long event, with 30 attendees per tour (each tour was at max capacity). • SMS promoted the available properties website page, the window clings and the vacant property tour via social media. We highlighted each available property on FB and IG, twice per week, leading up to the tour. SMS has continued to highlight available properties every other week since then. We promoted the window clings once on social media, with the story being picked up by the local newspaper and regional broadcast news stations. The vacant property tour was also marketed in conjunction with the opening day of the farmers' market. • Unique visits to the "available properties" page have 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. *(Knowledge, Behavior)* • 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. *(Knowledge, Behavior)* • 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. *(Behavior, Conditions)*

ETS #1 ☒	**ETS #2** ☐	**ETS #3** ☐	**CBS** ☐	**OTHER** ☐
STANDARD(S) OF PERFORMANCE:				
Standard 3: Diversified Funding & Sustainable Program Operations; Standard 6: Demonstrated Impact & Results				

PROJECT TITLE:	**PROJECT COMPLETION STATUS:**
Business Crowdfunding Seed Grants	Initiated in September 2025; completed in October 2025
PROJECT DESCRIPTION/ OUTPUTS/ OUTCOMES:	

- SMS successfully applied for a $2,500 grant to provide up to five seed grants of $500 or more to MainStreet district businesses that complete SMS' Business Accelerator program. 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.
- We developed a program timeline, guidelines and application and marketed the program to Business Accelerator participants via social media, email, and phone. SMS reviewed applications and approved four businesses for participation in the program, awarding each $625. We coordinated with NMMS to provide a crowdfunding campaign development and marketing training webinar to participating businesses. SMS stayed in contact with businesses to provide support, ensure they were implementing their crowdfunding campaigns and to ensure they had completed funder-required reports.
- Participating business owners reported that their knowledge of crowdfunding and online marketing increased as a result of the training and immediate practical implementation *(Knowledge).* Seventy-five percent of participating businesses (three of the four) reported that they would never have launched a crowdfunding campaign without the encouragement, education and support of SMS and NMMS *(Behavior).* Each participating business matched the seed grant amount, with most tripling or quadrupling it (three of the four). Among the four businesses, $7,800 was raised via the crowdfunding campaigns *(Conditions).* All participating businesses reported that generating the additional income via GoFundMe helped their businesses launch or expand with more cushion, enabling them to spend more on marketing and property upgrades *(Conditions).* The results and impacts of the project were shared on social media channels, in the organization's annual report, with the funder, and in reports submitted to the municipal partner.

ETS #1 ☐	ETS #2 ☐	ETS #3 ☐	CBS ☒	OTHER ☐

STANDARD(S) OF PERFORMANCE:
Standard 1: Broad-based Community Commitment to Revitalization

PROJECT TITLE:	**PROJECT COMPLETION STATUS:**
Enhance coordination and communication with the Municipality	Ongoing; initiated January 2026

PROJECT DESCRIPTION/ OUTPUTS/ OUTCOMES:
• During the 2025 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.

- SMS presented quarterly updates on the organization's ongoing work and accomplishments at City Council meetings, two (2) presentations at the time of this report. We 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.
- Via informal survey at the June 2026 City Council meeting, locally elected officials stated that they have a greater awareness of the activities and accomplishments of SMS. *(Knowledge)*
- The 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. *(Knowledge, Behavior)*

ETS #1 ☐	**ETS #2** ☐	**ETS #3** ☐	**CBS** ☒	**OTHER** ☐

STANDARD(S) OF PERFORMANCE:

Standard 1: Broad-based Community Commitment to Revitalization; Standard 2: Inclusive Leadership & Organizational Capacity; Standard 3: Diversified Funding & Sustainable Program Operations; Standard 6: Demonstrated Impact & Results

PROJECT TITLE:	**PROJECT COMPLETION STATUS:**
Increase operating funds via fundraising and advocacy activities	Ongoing; initiated in February 2026

PROJECT DESCRIPTION/ OUTPUTS/ OUTCOMES:

- 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. 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 dollar amount in 10 years, despite steadily increasing revenue for the City.
- SMS completed a fundraising plan in February 2026 with technical assistance from NMMS and identified specific fundraising goals. We launched a new annual solicitation/sponsorship campaign in March 2026, including new solicitation materials, new contact channels (face-to-face meetings, email, social media, etc.) and better donor cultivation/stewardship efforts.

- As a result of these efforts, we increased the total number of annual donors/sponsors from 20 to 60, a 200% increase; increased funds raised for organizational operations from $7,000 to $12,000, a 71.4% increase; increased board participation in fundraising from six to 12 board members, a 100% increase and full board participation; developed a new service contract proposal for the city budget committee in April 2026, in collaboration with the City Administrator; and increased the service contract request amount from $46,000 to $54,000 in April 2026, ultimately receiving a service contract increase of 8.7% ($50,000).
- As opposed to previous years, the SMS board identified a specific dollar 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 dollar 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)*
- 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 $50,000. *(Knowledge, Behavior, Conditions)*
- 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)*