Successful businesses are vital to a thriving district.

BUSINESS KEY FOCUS AREAS

Business Retention Strategies | Business Recruitment Strategies | Business Plan Competitions
Incentive Strategies | Rightsized Retail | Expansion Exploration | Retail Market Data
Succession Planning | New Business Start Up Package

business solution scorecard

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	**1**	**2**	**3**	**4**	**5**
1. Business development efforts and the broader scope of district revitalization initiatives are focused on a targeted geographic area that is clearly defined and mapped	○	○	○	○	○	○
2. A building and business inventory of the district has been completed for all properties and businesses within the district	○	○	○	○	○	○
3. A map identifying and analyzing the district's business and activity mix on first and upper floors is in place and updated regularly or as changes warrant	○	○	○	○	○	○
4. The organization has programming and resources in place to actively assist small businesses and entrepreneurs in the district	○	○	○	○	○	○
5. The organization maintains current market information and a list of targeted business expansion and recruitment opportunities	○	○	○	○	○	○
6. Business development and recruitment collateral materials are in place and updated regularly or as needed	○	○	○	○	○	○
7. The organization hosts regular business owner meetings and/or communicates regularly with business owners to determine needs or challenges, and share successes	○	○	○	○	○	○
BUSINESS TOTAL SCORE						

SCORING SCALE

0—1 Starting: Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

2—3 Evolving: Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

4—5 Excelling: Actively and consistently demonstrated or mastered with a high degree of proficiency and quality— commonly viewed among our greatest strengths.

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

SCAN ME

MSSC

Investment in property development and building rehabilitation is the key to growing

REAL ESTATE KEY FOCUS AREAS
Building Inventory | Available Property Listings | Property Owner Brainstorms | Vacancy Treatments | Building Rehabilitaiton | Property Redevelopment | Upper Floor Renovations

real estate solution scorecard

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
1. A building inventory identifying occupancy status and uses located in each building's ground and upper levels is complete and kept up to date	◯	◯	◯	◯	◯	◯
2. Organization leaders are familiar with existing plans, market studies, zoning ordinances, and other district planning and development-related documents	◯	◯	◯	◯	◯	◯
3. Real estate-related projects and programming are aligned with, support and/or leverage existing plans, market studies, land use strategies, etc.	◯	◯	◯	◯	◯	◯
4. The organization actively assists and provides resources to promote and support real estate development activity in the district	◯	◯	◯	◯	◯	◯
5. The organization has programming and resources in place to actively assist property owners and to encourage development, building rehabilitation and/or facade improvements	◯	◯	◯	◯	◯	◯
6. The organization is well-versed in local development processes and has a strong rapport with development partners and officials	◯	◯	◯	◯	◯	◯

REAL ESTATE TOTAL SCORE

SCORING SCALE
0—1 Starting: Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

2—3 Evolving: Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

4—5 Excelling: Actively and consistently demonstrated or mastered with a high degree of proficiency and quality— commonly viewed among our greatest strengths.

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

SCAN ME

A well designed event strategy creates vibrancy, builds brand equity, and proves market viability.

EVENTS KEY FOCUS AREAS
Small, Reoccurring Habit Forming Events | Extended Hours Events
Streamlined Festivals | Micro-celebrations

event solution scorecard

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	**1**	**2**	**3**	**4**	**5**
1. The organization produces, provides assistance and/or supports events that build brand equity for the district	○	○	○	○	○	○
2. The organization's annual events calendar includes a mix of special events, retail events, and image-building events with specific goals identified	○	○	○	○	○	○
3. An organized approach or program is in place and working effectively to procure and manage event sponsorships	○	○	○	○	○	○
4. The organization regularly (e.g. post-event or annually) completes an evaluation of events, including a cost-benefit analysis, and acts accordingly	○	○	○	○	○	○
EVENT TOTAL SCORE						

SCORING SCALE

0—1 Starting: Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

2—3 Evolving: Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

4—5 Excelling: Actively and consistently demonstrated or mastered with a high degree of proficiency and quality— commonly viewed among our greatest strengths.

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

SCAN ME

MSSC

Telling your story and building your brand is essential to district success

MARKETING KEY FOCUS AREAS
Storytelling | Social Media Spotlights | Faces of Places Spotlight | Image Building | Promotion and Advertising Strategies

marketing solution scorecard

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
1. The organization orchestrates, provides assistance and/or supports place-based marketing programs and activities consistent with the district's brand	◯	◯	◯	◯	◯	◯
2. The organization effectively uses social media, advertising, materials, and/or other medium to tell a story, reach targeted audiences, and highlight district assets	◯	◯	◯	◯	◯	◯
3. A quality branding system for the district is in place and being implemented effectively across all medium to build brand equity	◯	◯	◯	◯	◯	◯
4. The organization has developed a communication plan outlining regular communication efforts with key stakeholders	◯	◯	◯	◯	◯	◯
MARKETING TOTAL SCORE						

SCORING SCALE
0—1 Starting: Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

2—3 Evolving: Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

4—5 Excelling: Actively and consistently demonstrated or mastered with a high degree of proficiency and quality— commonly viewed among our greatest strengths.

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

SCAN ME

MSSC

Our buildings are our character. They make us who we are. We must restore and protect our authenticity and uniqueness.

PRESERVATION KEY FOCUS AREAS
Façade and Building Improvement Grants | Community Master Plans and Ordinances
Component Grants | Roof and Building Stabilization | Historic Preservation Standards
Property Owner Education | Historic Designation

perservation solution scorecard

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
1. The organization has programming and resources in place to actively encourage appropriate building rehabilitation and façade improvements	○	○	○	○	○	○
2. The organization has strong relationships with local and/or state historic preservation partners and works actively to promote the benefits of preservation	○	○	○	○	○	○

PRESERVATION TOTAL SCORE

SCORING SCALE
0—1 Starting: Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

2—3 Evolving: Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

4—5 Excelling: Actively and consistently demonstrated or mastered with a high degree of proficiency and quality— commonly viewed among our greatest strengths.

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

SCAN ME

MSSC

Placemaking binds people to place. That connection drives investment.

PLACE KEY FOCUS AREAS
Parklets | Banners | Wayfinding Systems | Streetscapes | Parking Systems & Awareness | Public Art

place solution scorecard

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	**1**	**2**	**3**	**4**	**5**
1. The organization provides support and assistance for ongoing district cleanliness, maintenance and beautification efforts and projects	○	○	○	○	○	○
2. The organization provides support and assistance for public spaces, public art, or other district placemaking efforts, enhancements and projects	○	○	○	○	○	○
3. Placemaking projects and activities are coordinated with local government, property and business owners, and other partners to maximize resources and results	○	○	○	○	○	○
PLACE TOTAL SCORE						

SCORING SCALE
0—1 Starting: Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

2—3 Evolving: Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

4—5 Excelling: Actively and consistently demonstrated or mastered with a high degree of proficiency and quality— commonly viewed among our greatest strengths.

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

SCAN ME

MSSC

A strong, sustainable organization is one that understands and communicates its value to the community.

CAPACITY KEY FOCUS AREAS

Single-ask sponsorship Campaigns | Investor Relations | Proactive Communication | Diversifying Revenue | Building Volunteer Support | Spotlighting Volunteers

capacity solution scorecard

PERFORMANCE MEASURE	STARTING 0	1	EVOLVING 2	3	EXCELLING 4	5
1. The organization effectively engages and mobilizes volunteers to implement select projects and programs	○	○	○	○	○	○
2. The organization has specific protocols, tools, and/or programs in place - and makes an intentional effort - to cultivate a strong volunteer base	○	○	○	○	○	○
3. Effective efforts or programs are in place to engage district business owners, property owners and residents and to nurture their buy-in and support of the organization	○	○	○	○	○	○
4. Effective efforts or programs are in place to engage other community organizations and partners, to develop and maintain their buy-in and support of the organization, and to collaborate in pursuit of shared interests	○	○	○	○	○	○
5. Effective efforts or programs are in place to engage and communicate with local government leaders, and to maintain their buy-in and support of the organization	○	○	○	○	○	○
6. The organization is effective at identifying organizational capacity needs and in pursuing and leveraging resources and support, when and where needed	○	○	○	○	○	○
7. A budget and budgeting processes to support the organization and its programs and projects are in place and effectively administered	○	○	○	○	○	○
8. Line items in the organization's budget align with and support implementation of the organization's strategic plan	○	○	○	○	○	○
9. The organization has a plan in place and is working effectively to increase and diversify funding through fundraising, annual sponsorships, events, etc.	○	○	○	○	○	○

CAPACITY TOTAL SCORE

PEOPLE

Grassroots economic development is people-driven.

PEOPLE KEY FOCUS AREAS
Mobilizing Leaders and Volunteers | Single-serving Missions | Strategy Driven Focus | Respecting Human Capital
Celebrating Investments of Time | Measuring Impact | Telling Our Story

people solution scorecard

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
1. An organizational chart and clear management structure governing the organization's operations are in place	◯	◯	◯	◯	◯	◯
2. The composition of the organization's governing board or leadership team is diverse and representative of the district's stakeholders	◯	◯	◯	◯	◯	◯
3. The organization's day-to-day operations are effectively managed by professional, paid staff	◯	◯	◯	◯	◯	◯
4. Roles and responsibilities of the organization are well-defined, differentiated, and complementary to the work of other local organizations	◯	◯	◯	◯	◯	◯
5. The organization has, and works effectively to foster, a vision and goals for the district that are supported by a consensus of key stakeholders	◯	◯	◯	◯	◯	◯
6. The organization has a strategic plan and/or develops and implements projects and programs to support the vision and goals for the district	◯	◯	◯	◯	◯	◯
7. The organization annually plans projects and programs and uses a work plan to track progress and measure impacts	◯	◯	◯	◯	◯	◯

PEOPLE TOTAL SCORE

SCORING SCALE
0—1 Starting: Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

2—3 Evolving: Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

4—5 Excelling: Actively and consistently demonstrated or mastered with a high degree of proficiency and quality— commonly viewed among our greatest strengths.

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

SCAN ME

DOWNTOWN AND DISTRICT MANAGEMENT SCORECARD

Record your score for each of the eight categories to see what areas your organization is strong in, and the areas that you might need to dig a little deeper into.

Business ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮ ⑯ ⑰ ⑱ ⑲ ⑳ ㉑ ㉒ ㉓ ㉔ ㉕ ㉖ ㉗ ㉘ ㉙ ㉚ ㉛ ㉜ ㉝ ㉞ ㉟

Real Estate ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮ ⑯ ⑰ ⑱ ⑲ ⑳ ㉑ ㉒ ㉓ ㉔ ㉕ ㉖ ㉗ ㉘ ㉙ ㉚

Events ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮ ⑯ ⑰ ⑱ ⑲ ⑳

Marketing ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮ ⑯ ⑰ ⑱ ⑲ ⑳

Preservation ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩

Place ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮

Capacity ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮ ⑯ ⑰ ⑱ ⑲ ⑳ ㉑ ㉒ ㉓ ㉔ ㉕ ㉖ ㉗ ㉘ ㉙ ㉚ ㉛ ㉜ ㉝ ㉞ ㉟ ㊱ ㊲ ㊳ ㊴ ㊵ ㊶ ㊷ ㊸ ㊹ ㊺

People ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮ ⑯ ⑰ ⑱ ⑲ ⑳ ㉑ ㉒ ㉓ ㉔ ㉕ ㉖ ㉗ ㉘ ㉙ ㉚ ㉛ ㉜ ㉝ ㉞ ㉟

A. Based on your scorecard results, which of the eight core areas represent the organization's greatest strengths? (select up to three)

B. Which of the eight core areas represent areas of greatest need or challenges facing the organization? (select up to three)

C. List or briefly describe five specific actions, projects, or areas of focus representing some of the best opportunities for growth or improvements for your organization and/or the downtown or district?

1.

2.

3.

4.

5.

Applying the Results EVALUATION AND STRATEGIC PLANNING

· Distribute a copy of the scorecard (and this summary evaluation worksheet) to each of your downtown or district management organization's board or leadership team members, including staff members.

· Set and communicate a deadline for completing and returning the scorecard.

· Compile completed scorecard results, paying special attention to areas of agreement and alignment, and areas of divergence.

· Facilitate a strategic planning session or retreat to review and discuss the compiled results. Discussion might revolve around questions and topics like:
  - What surprised you or stood out?
  - Which core areas or performance measures deserve more dialog or further exploration?
  - Looking deeper, what might be driving the results? (e.g. challenges, issues, timing, external forces, leadership, resources, etc.)
  - Who else—individuals and/or organizations—should be approached for perspective, clarification, or help?

· Build consensus around directions, priorities, actions, and/or next steps. For example:
  - To get started, refer to the list of "Best Opportunities for Growth or Improvements" compiled from this worksheet.
  - Invite each member to offer their own top three (these may come directly from the compiled list or may be new based on discussions and ideas shared at the session).
  - Create the list on chart paper and provide each member a chance to vote on their top 3 from the newly compiled list (the "dot" method works well for this purpose).
  - Tally the votes to identify areas and items of priority consensus. Choose three to five the organization will emphasize as organization development priorities over the next year.
  - Match priorities to Michigan Main Street Solution Center tools and resources for help getting started, elevating your efforts, and staying on track.

· Repeat the process annually to measure progress and re-assess organization development priorities.