Downtown Management Organization Checklist

This checklist outlines the fundamental criteria and best practices for downtown management organizations. It is intended to help you identify the foundational strengths of your downtown management organization and to prioritize opportunities for organizational development. The goal of the checklist is to provide a baseline to measure progress in the organization's ability to serve the needs of the downtown district.

This tool is informed by downtown management organization best practices. Each section offers statements that, if true, reflect the practices and behaviors of a high-performing organization.

## INSTRUCTIONS FOR COMPLETING YOUR Checklist

* Provide the tool to each of your downtown management organization Board members and/or leaders (staff and non-staff).
* Establish and communicate a deadline for completing the tool.
* Respondents will read each statement and consider its applicability to your organization. There are three possible answer choices:
	+ Sustain
		- *Select this answer if your organization actively and consistently demonstrates this criterion and has processes in place to support and maintain operations.*
	+ Grow
		- *Select this answer if your organization has taken steps toward actively and consistently demonstrating this criterion and recognizes that work needs to be done to ensure success.*
	+ Start-up
		- *Select this answer if your organization does not demonstrate this criterion and might need to consider this a priority for organizational development.*
* Gather the completed checklists and compile the results. You will look for how closely, or how far apart are the individual responses. Note where there is alignment, and where responses diverge.
* Hold a meeting to review and engage in a dialogue about the compiled results. Guiding questions might include:
	+ *What might you be noticing about these results?*
	+ *What stands out?*
	+ *What results, if any might require more exploration?*
* Ask organization members to individually select the top three criterion they believe most important to address over the next twelve months. Record these criteria on chart paper. Open the floor for additional dialogue or input. Provide each member with three votes (the “dot” method works well for this purpose) and have them select their top three from the compiled list. The three criteria with the most votes are the areas the organization will focus on for its development activities over the next twelve months.

|  |
| --- |
| DOWNTOWN MANAGEMENT **ORGANIZATION CHECKLIST** |
| This tool is intended to help you identify the foundational strengths of your Downtown Management Organization in order to prioritize opportunities for organizational development. Rate your Downtown Management Organization in each of the following criteria.  |
| **Criteria** | **Start-up** | **Grow** | **Sustain** |
| DISTRICT ASSESSMENT |
| Organization focuses on one targeted geographic area and the downtown district boundary is defined  |  |  |  |
| A map denoting the downtown district in relation to any other local district exists |  |  |  |
| The business and activity mix of the downtown district has been evaluated through the completion of a building and business inventory |  |  |  |
| A map denoting the activity mix of the downtown district on first and upper floors exists |  |  |  |
| A Business and Building Inventory exists for the downtown district |  |  |  |
| Organization has read, evaluated and uses existing planning documents, market studies, surveys, development plans and the zoning ordinance for the downtown district |  |  |  |
| ORGANIZATIONAL STRUCTURE AND CAPACITY |
| Organization has a management structure and organizational chart  |  |  |  |
| The board of the organization is composed of a diverse group of stakeholders from the downtown district |  |  |  |
| The organization has professional, paid staff |  |  |  |
| Organization has defined roles and responsibilities within the community that differ from and compliment the work of other organizations |  |  |  |
| Organization has a vision and goals for the downtown district that is supported by consensus from key stakeholders |  |  |  |
| Organization utilizes volunteers to accomplish some projects/programming |  |  |  |
| Organization works to cultivate a strong volunteer base |  |  |  |
| STAKEHOLDER ENGAGEMENT |
| Organization has buy-in and support from downtown business owners, property owners and residents |  |  |  |
| Organization has buy-in and support from other community organizations  |  |  |  |
| Organization has buy-in and support from the local municipality |  |  |  |
| Organization communicates regularly with key stakeholders to gain support and encourage engagement and participation in organization’s efforts |  |  |  |
| Organization has identified other community organizations and/or local service providers that exist to support the downtown district and communicates regularly with them |  |  |  |
| Organization knows where to go for resources and support, when needed |  |  |  |
| BUDGET AND FUNDRAISING |
| A budget exists to support projects and programming for downtown revitalization |  |  |  |
| The line-items in the budget directly support the organization’s strategic plan |  |  |  |
| Organization has a plan to increase revenues through fundraising efforts such as an Annual Sponsorship Program, events, merchandise, individual pledges and contributions |  |  |  |
| PROJECTS AND PROGRAMMING |
| Organization has a strategic plan and/or Organization develops and implements strategic projects and programming designed to support the vision and goals for the downtown district |  |  |  |
| Projects and programming are aligned with and support existing planning documents, market studies, surveys, development plans and the zoning ordinance |  |  |  |
| Organization assists and provides resources to real-estate development activity occurring in the downtown |  |  |  |
| Organization assists and provides resources to small businesses and entrepreneurs in the downtown |  |  |  |
| Organization assists and provides resources for building and/or façade rehabilitation within the downtown |  |  |  |
| Organization assists and provides support for cleanliness and beautification efforts in the downtown |  |  |  |
| Organization assists and provides support for public space and/or public art within the downtown |  |  |  |
| Organization assists and provides support for events in the downtown |  |  |  |
| Organization assists and provides support for the place-based marketing of the downtown |  |  |  |

What are the greatest strengths of your organization and/or downtown: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What challenges is your organization and/or downtown facing:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What are your organization’s and/or downtown’s greatest opportunities for improvement:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_