The Dynamic Duo: Board and Staff Leadership for Thriving Districts

Thursday, September 25, 2025 | 2pm – 3:15pm

Speakers:

Kimberly Bares, President and CEO, The Magnificent Mile Association

David Downey, President and CEO, International Downtown Association

INSPIRED LEADERS
SHAPING CITIES

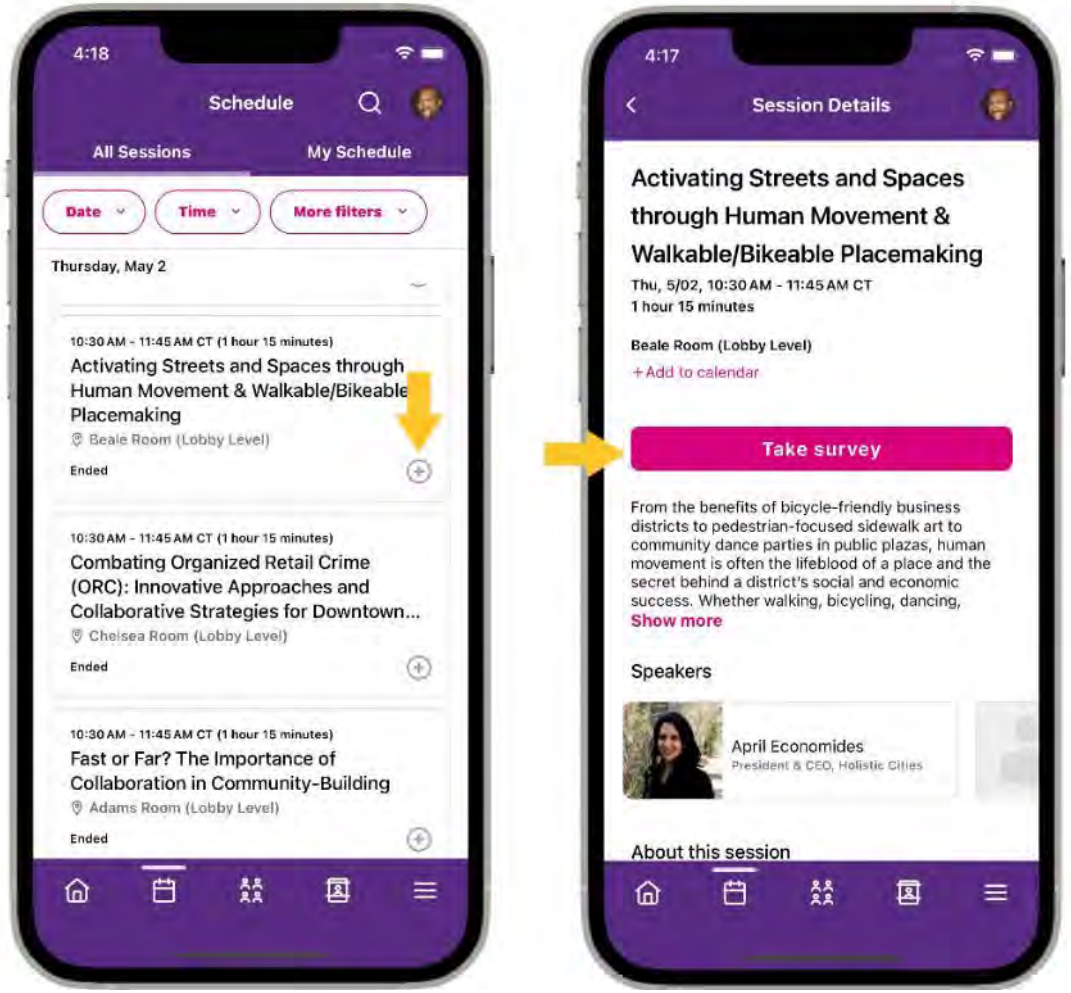
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I'd like to announce the members of my new committee to resolve the "too many cooks in the kitchen" issue...

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How the three main roles of the board relate to the 10 basic responsibilities of nonprofit board members:



The three legal duties of a nonprofit board member:

Care
Pay attention to the organization's activities and operations

Loyalty
Put the interests of the organization before personal and professional interests.

Obedience
Comply with applicable federal, state, and local laws; adhere to the organization's bylaws; and remain the guardians of the mission.

How current boards rate themselves on the ten basic responsibilities:

Responsibility	CEO	Chair
Mission	A–	A–
Financial Oversight	B+	B+
Legal/Ethical Oversight	B+	B+
CEO Support	B	B+
Strategy	B–	B
CEO Evaluation	B–	B
Monitors Performance	B–	B
Community Relations	C+	C+
Board Composition	C	C+
Fundraising	C	C

CHECKLIST OF BOARD RESPONSIBILITIES

ESTABLISHING IDENTITY AND DIRECTION

- Has the board adopted or revised a strategic plan or defined a strategic direction for the organization within the past three years?
- Does the board ensure that the organization's mission, vision, and values are reflected in the organization's programs?
- Are the organization's strategic priorities adequately reflected in the annual budget?

ENSURING THE NECESSARY RESOURCES

- Has the board adopted policies related to funds to be pursued and/or accepted in support of the mission?
- Does the board expect all its members to be active participants in fundraising efforts?
- Does the board's composition reflect the strategic needs of the organization?
- Is the board confident that the chief executive's skills and other qualities represent a good match for the organization's strategic needs?
- Does the board seek and review information related to the organization's reputation?

Credit ~ BoardSource

CHECKLIST OF BOARD RESPONSIBILITIES

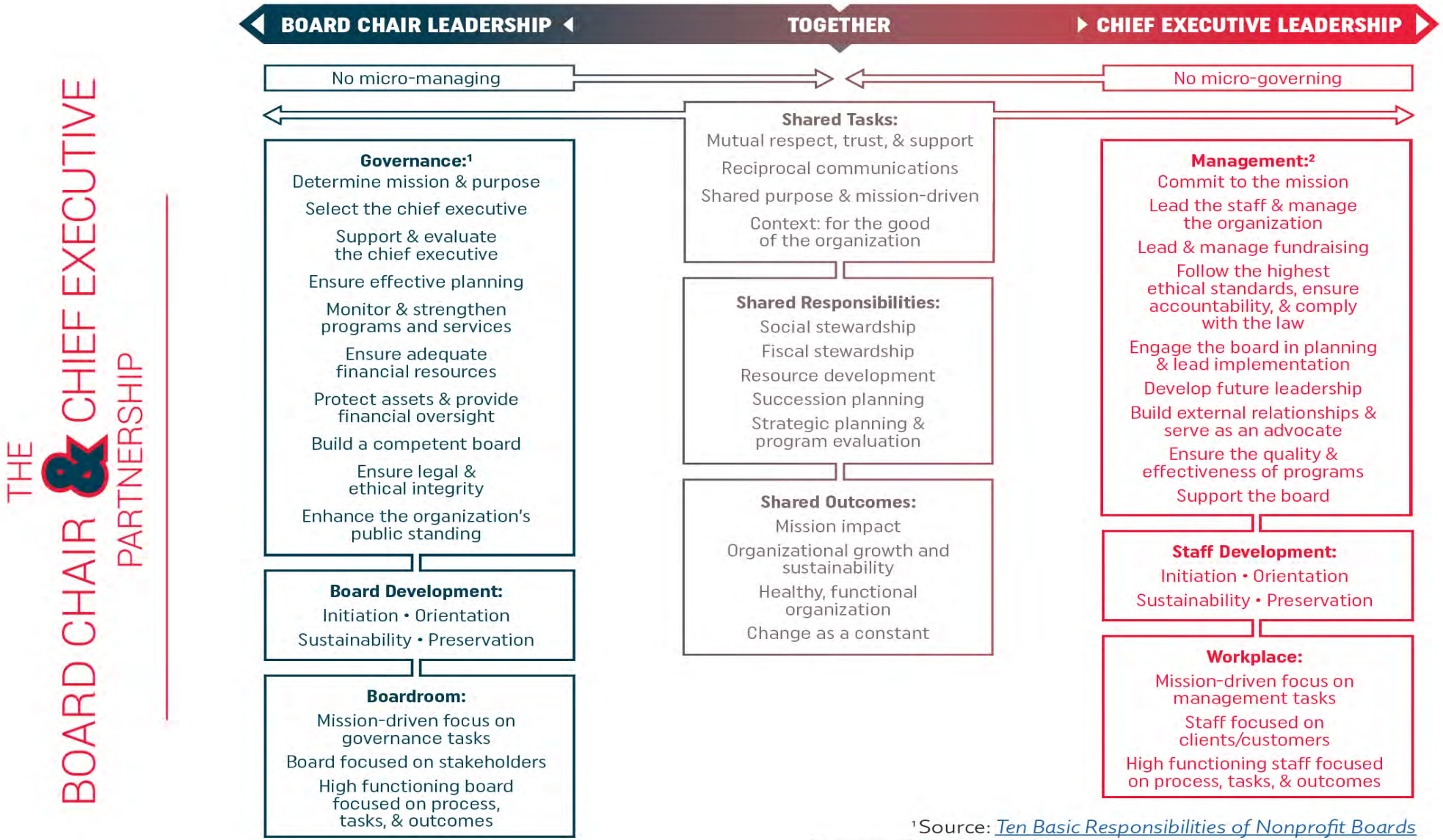
PROVIDING OVERSIGHT

- Does the board contract with an outside auditor for the annual audit?
- Does the organization have up-to-date risk management policies and plans?
- Does the board monitor progress toward achievement of goals related to the organization's programs?
- Does the board have a clear understanding of the organization's financial health?
- Does the chief executive receive an annual performance review by the board?
- Are all board members familiar with the chief executive's compensation package?

BOARD OPERATIONS

- Does the board regularly assess its own performance?
- Are organizational and board policies regularly reviewed?
- Do committees and task forces actively engage board members in the work of the board?
- Do board meeting agendas focus the board's attention on issues of strategic importance?
- Do board members have easy access to information needed for effective decision making?

Credit ~ BoardSource



[1]Source: *Ten Basic Responsibilities of Nonprofit Boards*
[2]Source: *The Nonprofit Chief Executive's Ten Basic Responsibilities*

Board Chair & CEO Partnership

BOARD CHAIR AND CHIEF EXECUTIVE RESPONSIBILITIES

A strong partnership between the chief executive and board chair is essential to leading an effective organization. When the relationship goes awry, it's often due to confusion over individual responsibilities.

In general, the chief executive's role is focused on management and working with staff to implement programs and initiatives in support of the mission. The board chair is responsible for governance and oversight, leading the board in evaluating the organization's work from a macro-perspective and ensuring that the work advances the mission in an ethical and legal manner.

But how do these general roles manifest in key responsibilities, such as fundraising or board meetings? Read on to find out.

POLICY AND PLANNING

Board Chair/Governance	Shared	Chief Executive/Management
Develops and/or reviews guiding principles (mission, vision, values) and policies	Strategic planning and program evaluation	Commits to and carries out mission
Ensures effective planning, overseeing board involvement in development and approval of strategic plan	Mission impact	Provides administrative support for board policymaking
Monitors organization's programs and services in support of the mission and strategic plan	Organizational growth and sustainability	Engages the board in planning
		Implements strategic plan
		Monitors the quality and effectiveness of individual programs, providing board with data and information needed to evaluate program effectiveness, impact, and outcomes

BUDGET AND FINANCES

Board Chair/Governance	Shared	Chief Executive/Management
Ensures adequate financial resources; protects assets; provides financial oversight	Fiscal stewardship	Prepares and proposes budget to board
Reviews and approves annual budget		Manages programs according to board-adopted financial policies and budget guidelines
Oversees annual audit process		

FUNDRAISING AND DEVELOPMENT

Board Chair/Governance	Shared	Chief Executive/Management
Maximizes board member participation in resource development; oversees approval of fundraising plan	Solicit contributions from outside donors	Develops fundraising plan and coordinates overall fundraising efforts
Attends fundraising events, cultivates donors, and makes a personal contribution	Engage board members in fundraising activities	Ensures staff support for board fundraising
Solicits contributions from board members	Evaluate effectiveness of fundraising strategies	Updates board on development efforts

BOARD MEETINGS

Board Chair	Shared	Chief Executive
Leads and facilitates board meetings	Develop meeting agenda	Ensures that board members have necessary information and meeting materials
		Attends meetings, except specific executive sessions

COMMITTEE WORK

Board Chair	Shared	Chief Executive
Ensures that board has effective committee and task force structure	Develop and review committee structure and individual committees to ensure alignment with mission and strategic goals	Sits in on appropriate committee meetings as non-voting member
Appoints board committee and task force chairs	Identify committee members	Ensures that committee members have staff support and needed materials/information
Serves as ex officio, non-voting member of all committees, except the governance committee when discussing elections		
Keep board informed of committee and task force work		

BOARD RECRUITMENT AND DEVELOPMENT

Board Chair	Shared	Chief Executive
Ensures strategic board building and recruitment Sets goals and expectations for the board Cultivates leadership among individual board members Prioritizes board development, including orientation and educational sessions	Identify skills, expertise, and attributes needed for the board Keep all board members engaged in the work of the organization	Develops and sustains strong working relationships with board members Shares appropriate information to keep board informed and educated about ongoing organizational activities and changes in the field in which the organization works Identifies potential new board members and participates in orientation

BOARD ASSESSMENT

Board Chair	Shared	Chief Executive
Ensures regular opportunities for assessment Oversees comprehensive board assessment every two years	Evaluate assessment results and identify board development opportunities in collaboration with governance committee	Assists board assessment process

STAFF OVERSIGHT, COMPENSATION, EVALUATION

Board Chair	Shared	Chief Executive
Oversees hiring, compensation, and evaluation of chief executive Ensures chief executive succession plan exists	Provide general oversight to ensure strong and effective staff resources	Oversees and evaluates all staff Sets staff salaries within budget constraints

Knowledge-Based Decision-Making

Four essential bases when making an informed decision in a mission-driven organization.

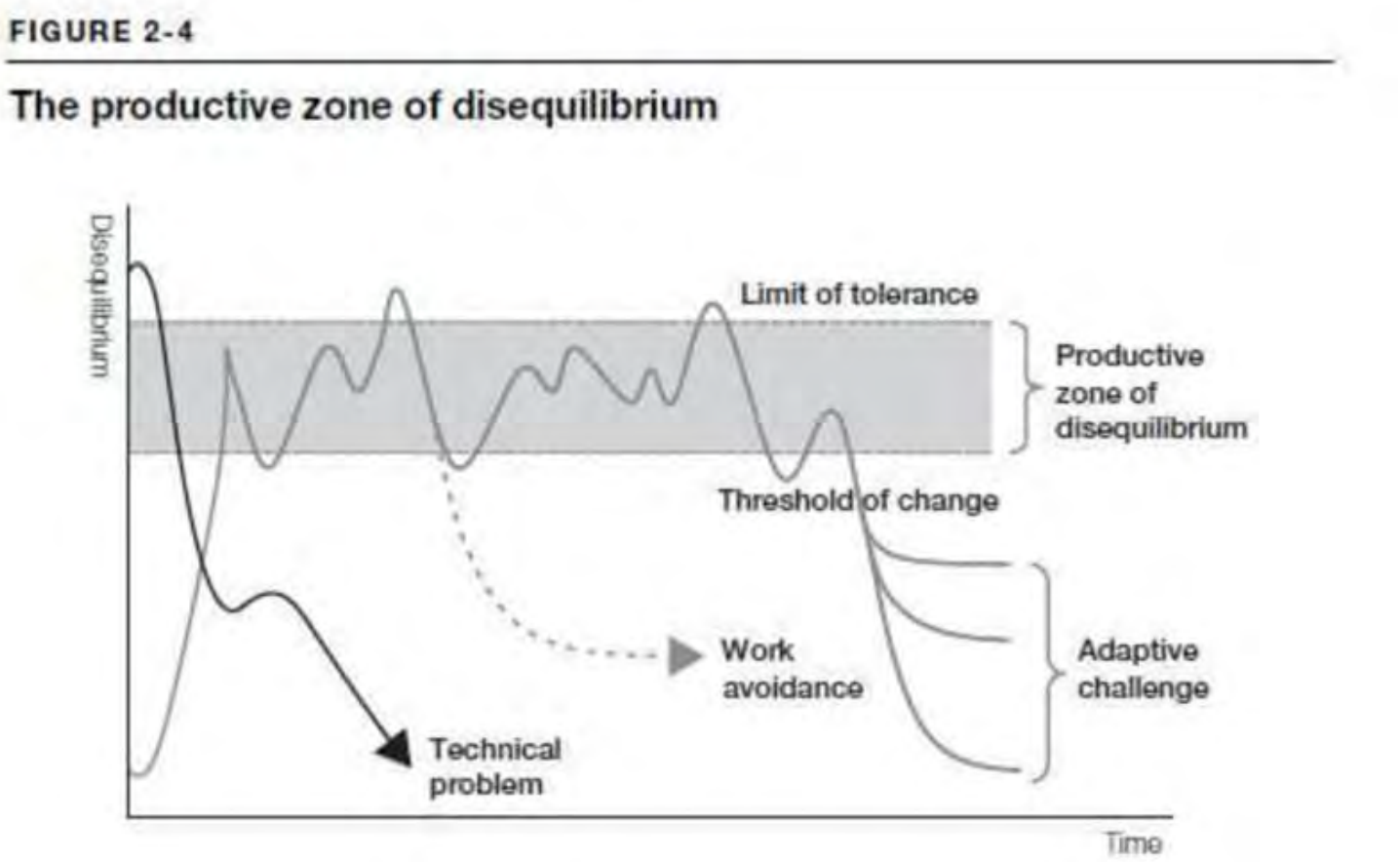
- *Question 1: What do we know about our stakeholders' needs, wants, and preferences that is relevant to this decision?**
- *Question 2: What do we know about the current realities and evolving dynamics of our environment that is relevant to this decision?**
- *Question 3: What do we know about the "capacity" and "strategic position" of our organization that is relevant to this decision?**
- *Question 4: What are the ethical implications?*

**And also…"What do we wish we knew but don't?"*

Credit ~ Glenn Tecker

Adaptive Leadership Challenges

Source~ Marty Linsky and Ronald Heifetz

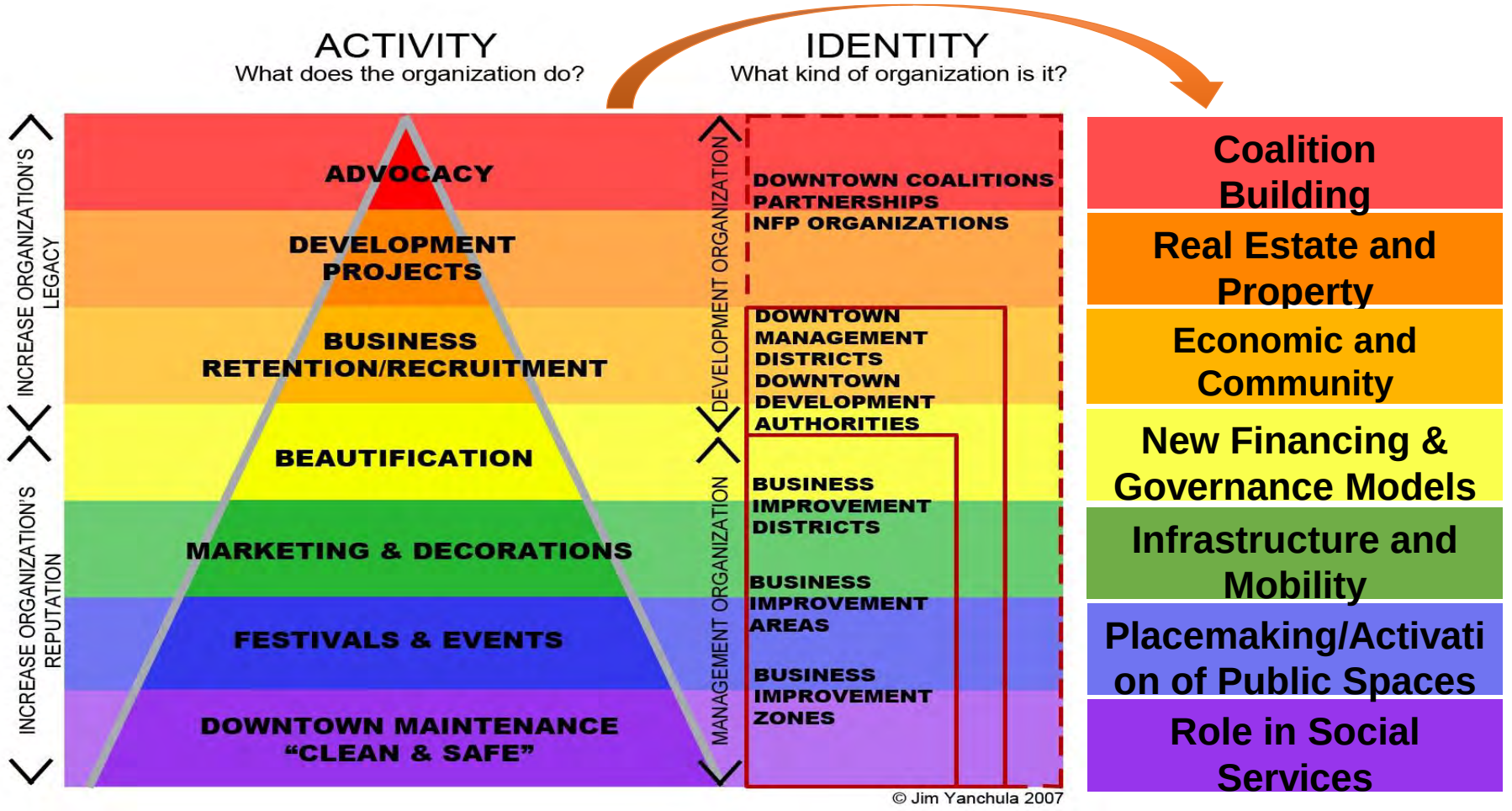


Rebuilding Challenges

1. Safety & Security
2. Homelessness, Mental Health, Addictions
3. Future of Office
4. Housing
5. Vacant Retail
6. Inflation
7. Inclusive Entrepreneurial
8. Bold Placemaking
9. Parking & Mobility

Downtown Santa Monica

3.3% of city land - $10 Million Budget (1.5% City) - July 1 to June 30 FY

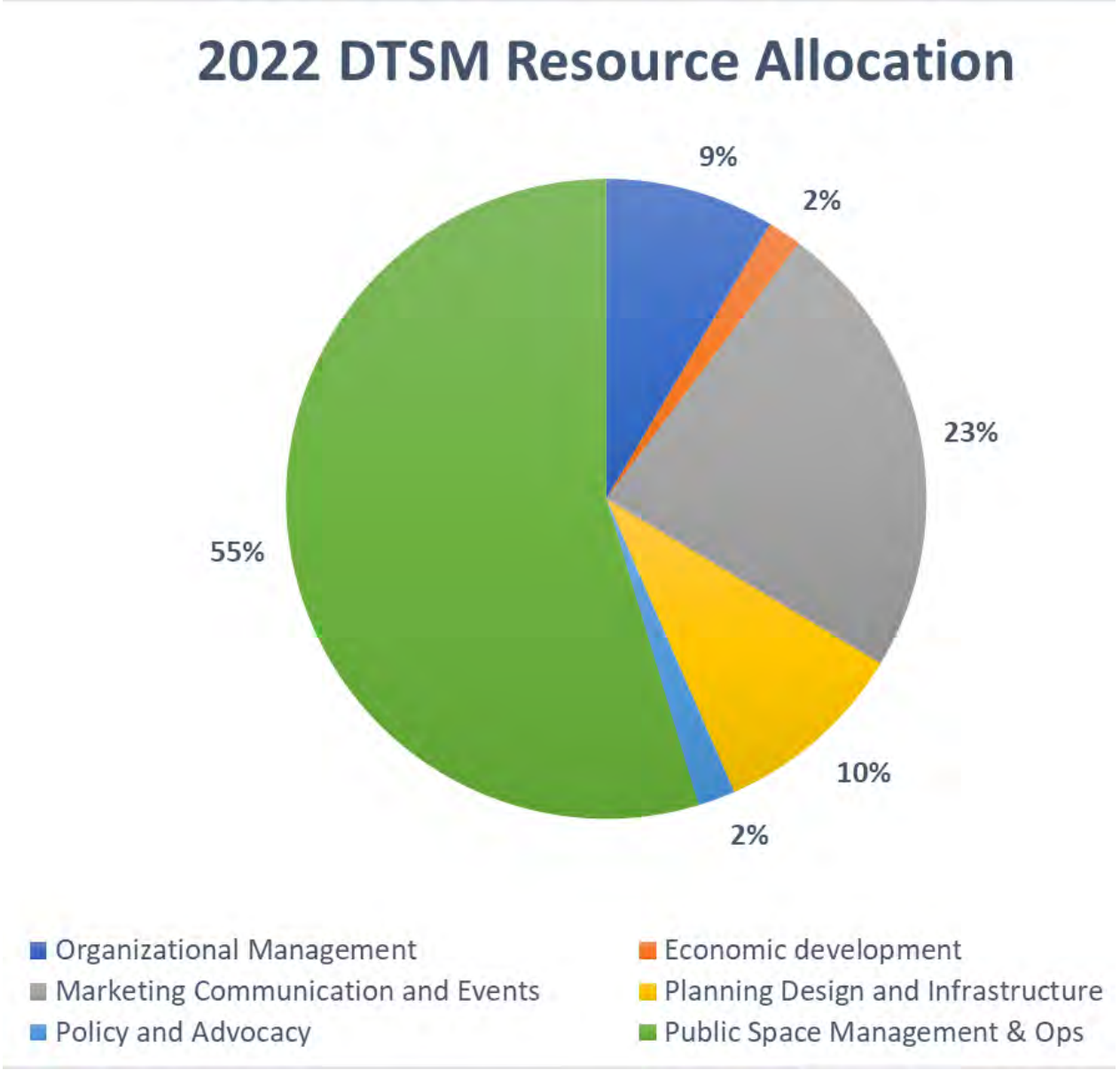


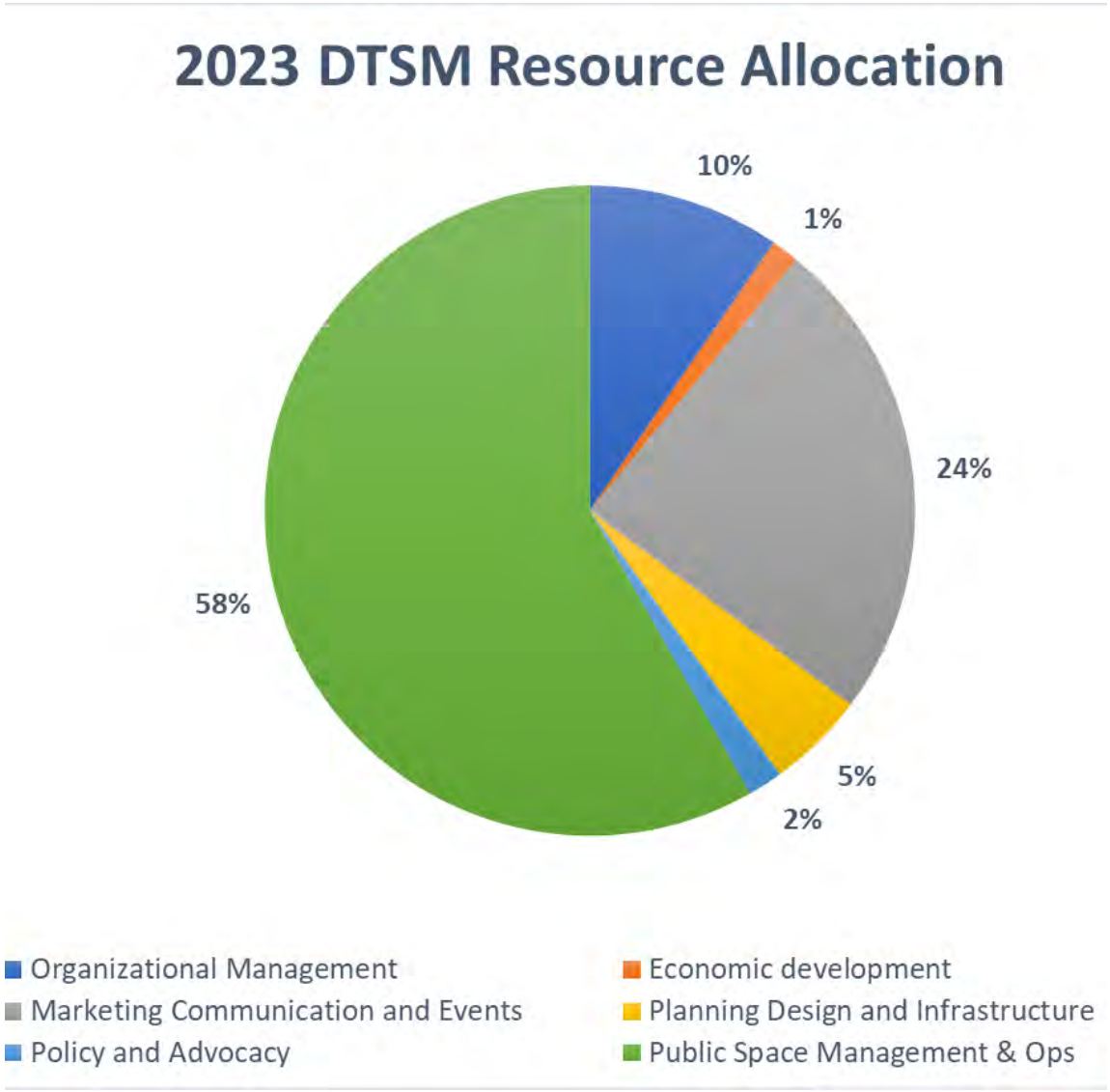
DOWNTOWN SANTA MONICA, INC.

Attachment A: Budget Summary

FY23 (Jul. 1, 2022 to Jun. 30, 2023)

CATEGORY	FY23 BUDGET	FY22 BUDGET	FY22 TO FY23 DIFF.
Income			
Property Assessments	5,607,516.41	5,607,516.41	0.00%
Business Assessments	1,430,880.00	1,430,880.00	0.00%
Enterprise Programs	3,169,020.12	3,485,487.78	-9.08%
Total Income	**10,207,416.53**	**10,523,884.19**	**-3.01%**
Expenses			
Personnel	1,672,813.77	1,758,295.22	-4.86%
Organizational Management	554,787.76	481,830.50	15.14%
Economic Development	34,000.00	70,000.00	-51.43%
Marketing, Comm. & Events	1,958,081.18	1,951,377.12	0.34%
Planning, Design & Infrastructure	386,909.67	924,409.67	-58.15%
Policy & Advocacy	67,750.00	89,641.13	-24.42%
Public Space Mgmt. & Ops.	5,495,693.85	5,324,043.63	3.22%
Total Expenses	**10,170,036.23**	**10,599,597.26**	**-4.05%**
Net Income (Loss)	**37,380.30**	**(75,713.07)**	**149.37%**
Special Allocations			
General Reserve Allocation	(37,380.30)	75,713.07	-149.37%
Total Special Allocations	**(37,380.30)**	**75,713.07**	**-302.55%**
Total	**0.00**	**0.00**	**0.00%**





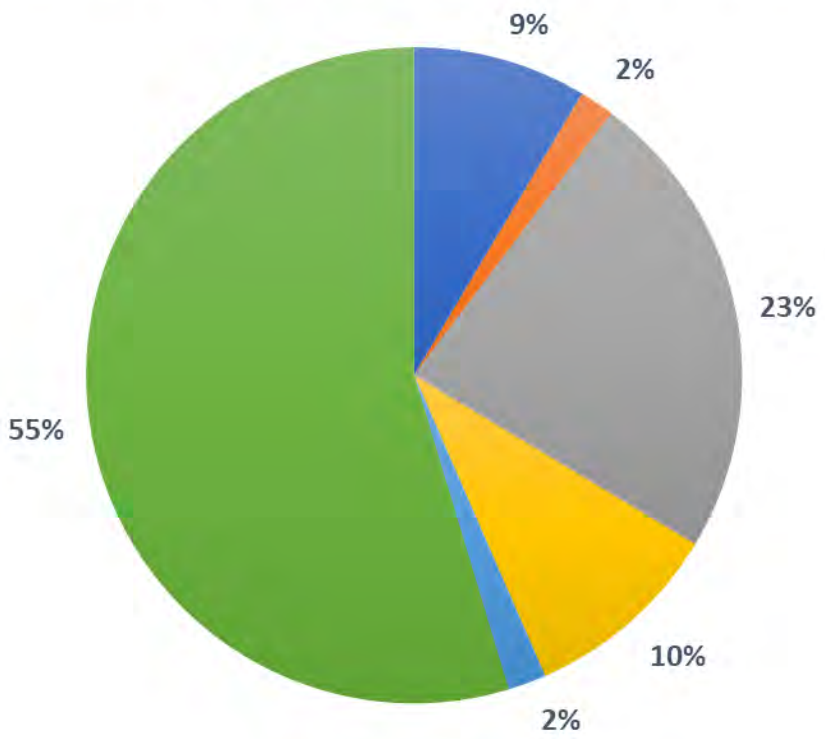
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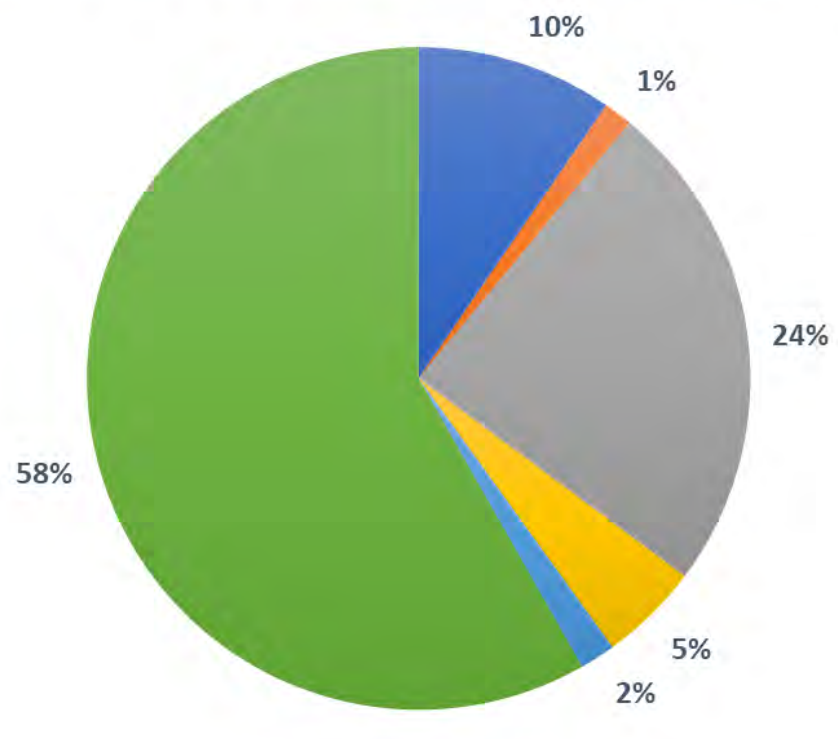
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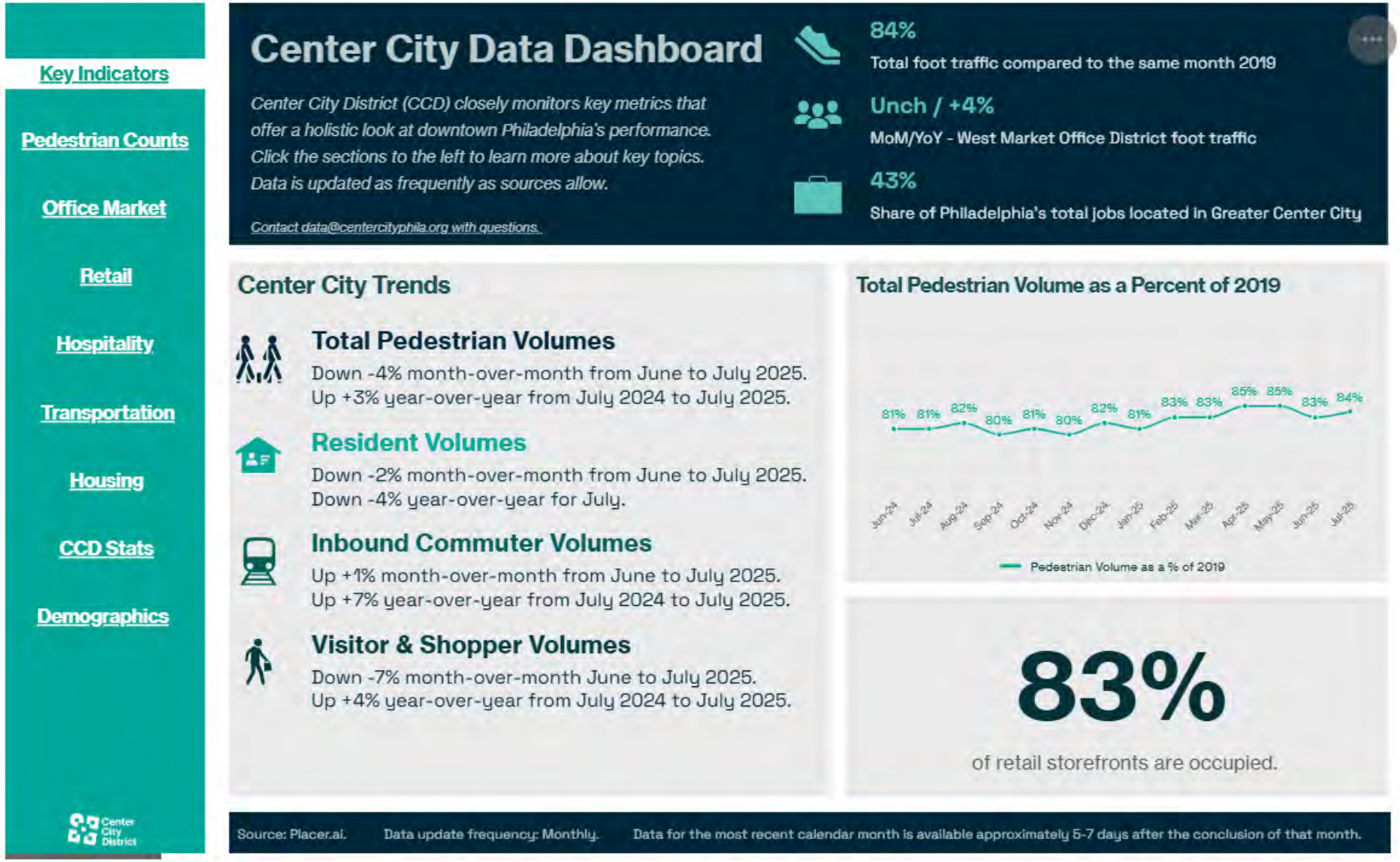
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2022 DTSM Resource Allocation



2023 DTSM Resource Allocation




Key Indicators
Pedestrian Counts
Office Market
Retail
Hospitality
Transportation
Housing
CCD Stats
Demographics
Center City Data Dashboard
Center City District (CCD) closely monitors key metrics that offer a holistic look at downtown Philadelphia's performance. Click the sections to the left to learn more about key topics. Data is updated as frequently as sources allow.
Contact data@centercityphila.org with questions.
84%
Total foot traffic compared to the same month 2019
Unch / +4%
MoM/YoY - West Market Office District foot traffic
43%
Share of Philadelphia's total jobs located in Greater Center City
Center City Trends
Total Pedestrian Volumes
Down -4% month-over-month from June to July 2025.
Up +3% year-over-year from July 2024 to July 2025.
Resident Volumes
Down -2% month-over-month from June to July 2025.
Down -4% year-over-year for July.
Inbound Commuter Volumes
Up +1% month-over-month from June to July 2025.
Up +7% year-over-year from July 2024 to July 2025.
Visitor & Shopper Volumes
Down -7% month-over-month June to July 2025.
Up +4% year-over-year from July 2024 to July 2025.
Total Pedestrian Volume as a Percent of 2019
81% 81% 82% 80% 81% 80% 82% 81% 83% 83% 85% 85% 83% 84%
Jun-24 Jul-24 Aug-24 Sep-24 Oct-24 Nov-24 Dec-24 Jan-25 Feb-25 Mar-25 Apr-25 May-25 Jun-25 Jul-25
Pedestrian Volume as a % of 2019
83%
of retail storefronts are occupied.
Source: Placer.ai. Data update frequency: Monthly. Data for the most recent calendar month is available approximately 5-7 days after the conclusion of that month.

New Leases Update: 2025 Year to Date



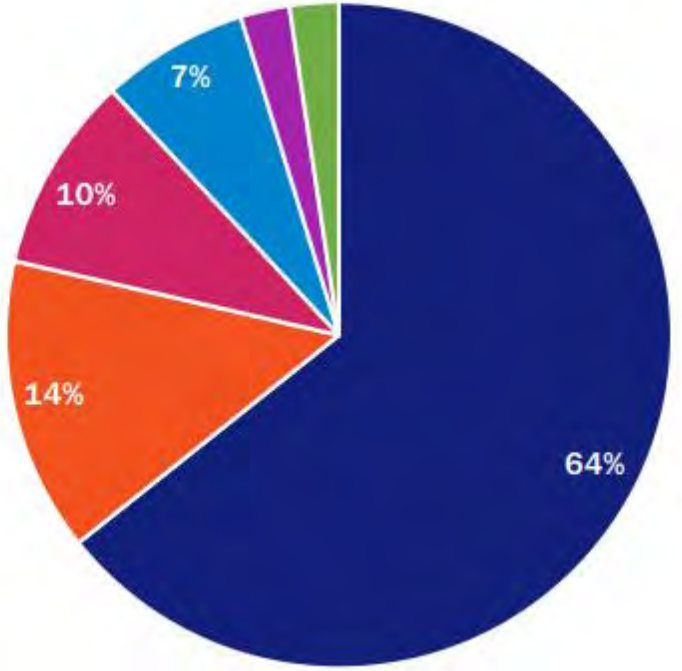
KEY

- Downtown Area Plan Boundary
- Downtown Business District Boundary
- Food & Beverage (F&B)
- Retail/Service
- Retail
- Event Space
- F&B/Entertainment
- Service

View Interactive Map: HERE

By Program

Retail/Restaurant New Business Mix



https://www.downtowndenver.com/_files/ugd/f83d72_3c0e6ecf6be241509eb65b7cb78f2572.pdf











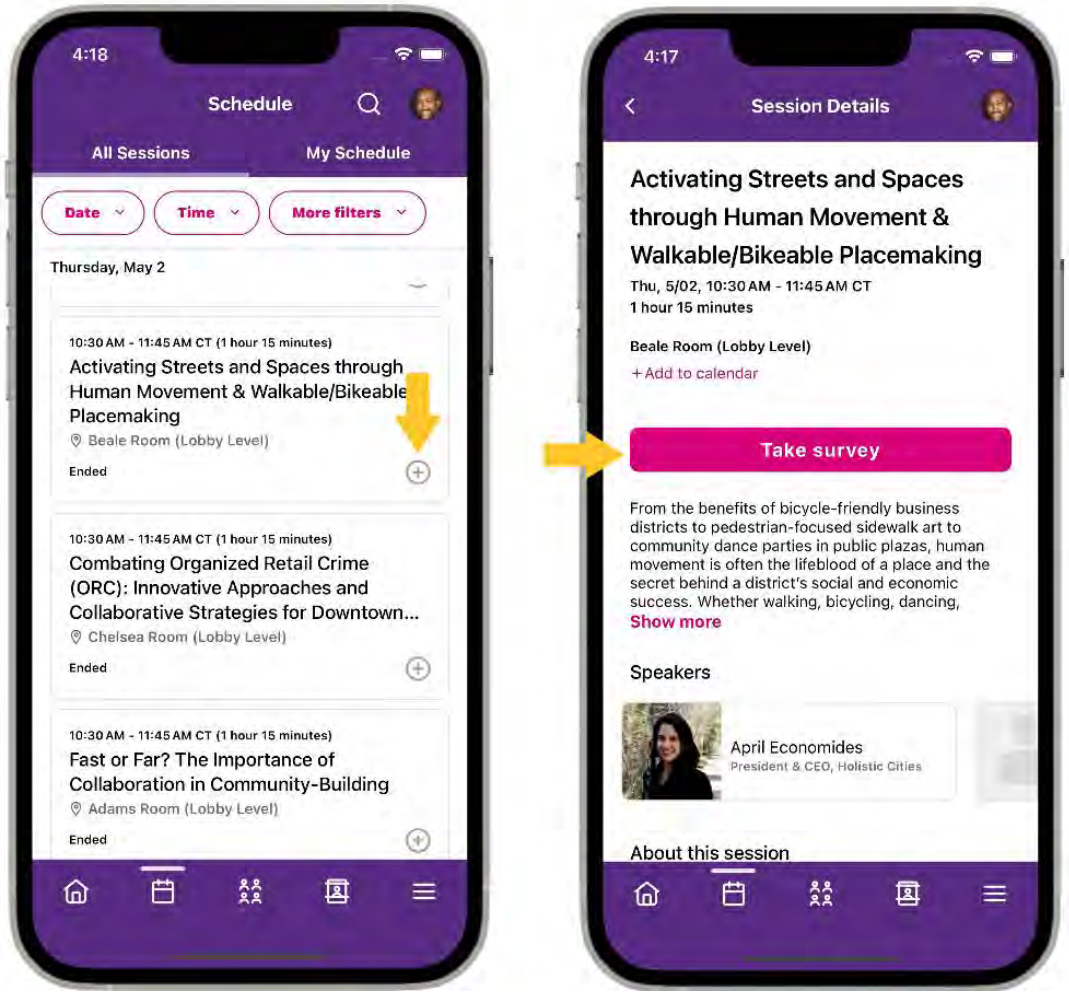
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312.264.5455

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David@downtown.org

202.438.9714

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Strategy versus Operations

Strategy: a general plan to achieve one or more long-term or overall goals
Operations: performance of a practical work; a method or manner of functioning

Strategy	Operations
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9	9
10.	10.