

INTERNATIONAL DOWNTOWN ASSOCIATION

# Downtown Huntsville

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## IDA Advisory Panel Report

10/15/2012

The International Downtown Association connects diverse practitioners who transform cities into healthy and vibrant urban places. Founded in 1954, the International Downtown Association has more than 550 members worldwide and is the guiding force in creating healthy and dynamic centers that anchor the well-being of towns, cities and regions of the world.

## **Downtown Huntsville, Alabama**

Downtown Huntsville was established in the early 1800s and for approximately 135 years remained a wonderful small southern town driven by the cotton, textile, and railroad industries. As recently as 1940, Huntsville was home to only 13,000 people, but quickly grew in the decades that followed with growth fueled by US Army operations, US missile development, and the US Space program. Nicknamed “The Rocket City”, Huntsville is the fourth largest city in Alabama and today has a population of over 180,000 citizens.

Huntsville did not experience a declining downtown like so many once thriving cities in the United States. In many ways, it remains the same small town it has always been. The downtown maintains its original charm centered on courthouse square, surrounded by the robust historic neighborhoods of Old Town and the Twickenham historic districts. Where many downtowns suffered from population loss and severe disinvestment, downtown remained relatively intact while fifty years of suburban development to the north, south, and more recently to the west became home to 20<sup>th</sup> century industries.

Downtown Huntsville remains the center of city government and serves as the Madison County seat. It is surrounded by key community assets such as the Huntsville Hospital, the convention center and performing arts arena, and Big Springs Park. Multifamily housing is beginning to take shape in the downtown and the night time economy is showing sustained growth. Rather than a downtown in need of revitalization, downtown Huntsville is positioned for growth and poised to benefit from the market demand for a 21<sup>st</sup> century urban renaissance.

The IDA Advisory Panel engaged over 65 downtown stakeholders, the board, and city leaders over a two and half day period beginning October 2<sup>nd</sup> and concluding on October 5<sup>th</sup>, 2012. The panel examined issues related to increasing downtown development and re-invigorating the Big Springs Partners organization. The Panel was asked to recommend a renewed vision for the partnership, to provide core service offerings that result in a positive impact on Downtown Huntsville, to establish two year goals for the organization, funding targets, and provide guidance for the hiring of the new CEO as well as the Board attributes needed to support the CEO and priority goals outlined.. The panel is pleased to provide this report with our recommendations for the above issues

## **Big Spring Partners**

The Big Spring Partners business model is based on the successful and well-funded partnership model found in the City of Chattanooga. In Huntsville’s case, the same funding devices seem unlikely to materialize. As a result, BSP has relied on city funding and revenue generated from real estate opportunities to provide operating income. While these real estate holdings are strategic, they have been a significant diversion for the organization’s original intent.

BSP is relatively small by design, and it has become viewed as somewhat mysterious and exclusionary to those not on the Board. Correctly or not, BSP has been challenged in the past by perceptions that some participant’s may have been advocating for their personal projects. Perceptions of self-dealing and exclusiveness combine to create an atmosphere of distrust and a reluctance to participate. Absent a generous benefactor, Downtown Huntsville’s advocacy and planning effort needs more participants to establish adequate funding support, greater transparency to eliminate perceptions of conflicts of interest, and a broad consensus on the overall vision. With this new model in place, organizational investment in the form of volunteer commitment and a broader funding base will follow. These

requirements can be achieved by adopting a new financially sustainable, inclusive operating plan and philosophy. The Panel believes the Big Spring Partnership must first restructure the organization under a new model to reposition the organization for success and prepare the organization to attract its new staff leader.

### **Revised Organization Mission**

The advisory panel interviewed more than 60 downtown stakeholders in either small group or one-on-one interviews. The panel concluded that downtown Huntsville is rich in community assets and unanimous support exists among all groups to position Big Springs Partners (BSP) as the steward and advocate for leading the continued growth of downtown. BSP is not without its challenges in stepping back into this role. Most importantly, BSP needs to mark a fresh start and deliver tangible results in order to demonstrate the capacity and focus to fulfill stakeholder expectations as a true downtown champion. The Panel recommends changing the mission of the organization as follows:

Current Mission: Big Spring Partners, Inc. is a nonprofit organization that supports downtown development efforts of the city through donations and private investments. BSP operates primarily for charitable and educational purposes to support the governing body of the City of Huntsville.

New Mission: Downtown Huntsville Inc. champions downtown revitalization through proactive economic and physical development, advocacy, promotion, planning, and strategic partnerships guided by a focused community vision.

The new mission sets the course for BSP as a renewed organization and as a proactive, independent advocate and partner for growing downtown Huntsville. A name that clearly communicates the mission is also recommended, perhaps *Downtown Huntsville, Inc.* A name change is important and marks a point in time allowing the new philosophy of BSP to emerge. The panel firmly believes that the final chosen name should include the word “downtown” and represent a shift to private sector leadership.

### **Goals**

#### **1. Adopt a Membership Organizational Structure**

The IDA Panel believes that a corporate structure change is needed. A broad based membership organization of stakeholders, created to foster and maintain a shared vision and supported by stable funding streams including a BID and contracts for services, is recommended. A larger, more inclusive Board should be recruited to sustain the organization and broaden influence and reach. Members should be considered based on the following attributes:

- Corporate leadership
- Civic leadership
- Foundation leadership
- Political influence
- Legal expertise
- Real estate expertise
- Visionary leadership
- Substantial community stature

A board of this kind will position itself to provide the private sector issue leadership sought by the City of Huntsville.

Membership Organization:

Membership organizations with dues revenue as their central funding source offer the broadest and most independent participation option. Membership organizations can contract with others to provide services. Parking, maintenance, banner installation, marketing, research, Tax Increment Finance District and Business Improvement District administration and a host of other downtown-centric responsibilities can be managed by this type of organization. These organizations are typically 501 (c) 6 private non-profits with private sector board leadership. 501 (c) 3 organizations are often paired with membership organizations to undertake charitable functions supported by gifts and foundation grants.

The successful membership organization creates broad consensus around a vision, requires thoughtful communication and transparency to members/stakeholders, creates stable core organization funding through dues revenue and provides a strong governance environment for BID or DDA management.

Because BSP has no members and its bylaws specifically *prohibit* them, following this model requires a change of corporate structure. Descriptions of BID and DDA have been included in Appendix 1 for reference.

**2. Sustained Funding Target**

To accomplish its goals and establish credibility, the new organization needs to be appropriately funded from the start. Based on interviews held during the IDA Advisory Panel visit, a preliminary organizational budget in the range of \$350,000 annually is recommended. This budget target will provide start-up funding for the base scope of services and provide for:

- Overall Staffing & Operations
- Visioning process (orchestrated by staff, city and civic partners)
- Basic Planning support
- Marketing & Communications

This funding can be achieved through a mix of membership dues, gifts, creation of a BID or DDA and contracts for services.

To attract the largest pool of qualified organization executive prospects, the panel strongly recommends that the new Board of Directors establish the organization with as robust a membership base as soon as possible. This demonstration of commitment and organization will establish confidence in the candidate pool, increasing Huntsville’s choices among strong candidates.

While a well-funded membership organization is key to initial organizational stability, significant groundwork to establish contract services and/or the creation of a BID will further enhance Huntsville’s recruiting options.

**3. Hiring of the CEO**

Hiring someone with the expertise required to implement the revised mission and carry the organization forward is, without a doubt, the most important job of any organization’s Board of Directors. The next two years under a new executive are critical and will need to produce both organizational and community development results in order to demonstrate long term viability and gain the needed confidence for continued financial support.

The panel recommends the hiring of a seasoned professional to lead and direct a renewed BSP toward its revised mission. Professionals with downtown experience are uniquely capable of leading such a group but even within the downtown industry, skill sets and experience varies considerably. Having positioned the renewed organization for success in downtown development, activation and stakeholder engagement, the panel recommends putting emphasis on hiring a leader with the following skills:

#### Functional Skills

- Diplomacy and consensus building
- Real estate sales & management
- Real estate development experience/exposure
- Understands and can work within local government structure
- Membership and fund development skills
- Design and planning aptitude
- Is a visionary leader

The downtown management industry has evolved over the last 30 years in the United States and now finds itself at a point where key attributes have been identified to portray successful Downtown CEOs. In a recent study conducted by DHR International, in conjunction with assessment partner, PeopleBest, the following descriptions were found to be true of top performing Downtown CEOs. Interestingly, these descriptions are often the same use for private sector equivalents.

- Conceptually thinking about best use of time and resources
- Proficient originating new ideas and concepts
- Comfortable taking a strong position and defending it
- Comfortable sharing viewpoint and persuading others
- Maintaining accurate perception of priorities & managing time efficiently
- Doing the right thing without direction from others
- Comfortable with risk and speed in choosing course of action
- Having strong desire to compete
- Willing to set challenging goals & objectives
- Stepping up and taking charge of situations
- Independent thinking, may be questioning of directives from others
- Oriented toward big picture thinking vs. details

A sample opportunity description is located in Appendix 2. The sample contains an abundance of descriptions and attributes which can be reviewed and prioritized by the partnership to produce a description specific to the renewed Huntsville organization. The partnership should be highly selective in creating the final description to assure it matches the new organizational approach that is ultimately determined.

#### **4. Board Development**

As David Lockwood, senior vice president of Colliers International in Columbia, South Carolina, once stated. "I have observed through the years, the boards and organizations that are most successful are generally those who maintain C-level decision makers as board leaders, and whose boards represent the range and diversity of the stakeholder groups that the organization serves".

Clearly this is true and good boards become great boards by adhering to best practices. Training and mentoring strong, independent board leaders combined with establishing clear expectations with

regard to involvement and commitment levels, defined board roles, and 2-year leadership terms for chairs, all build a strong foundation for success.

#### Top Performing Downtown Development Boards

- Board comprised of C-level leaders with stature in the community
- Board Members Commit: Time, Talent and Resources
- Strong Operating Procedures that address, at a minimum:
  - Selection Criteria
  - Terms of Service
  - Officer and Board Member Responsibilities
  - Conflicts of Interest
  - Meeting Schedule
  - Meeting Attendance/Participation Requirements
  - Committee Structure
  - Board Evaluation Process

#### Best Practices

1. Maintaining organizational clout is extremely important. A board should be comprised of C-level corporate and civic leaders to insure the organization maintains a significant leadership position with regard to “decision-maker” access, community influence and credibility.
2. In the case of downtown board composition, the board should include a broad base of community leaders. Board composition should incorporate and represent the diverse districts and stakeholder groups that comprise the downtown community. For those community leaders who cannot meet the prerequisites to participate as paying/voting members of the organization their involvement can be encouraged in a special category such as “Friends of the Board” or by serving in designated seats with equal voting rights but reduced entry costs.
3. Downtown boards should meet at least once per month. This prevents the Executive Committee from becoming too powerful which usually happens when infrequent board meetings are scheduled, such as bi-monthly or quarterly.
4. Chairs should serve terms of 2-years in order to provide more time for the Chair to learn the job and implement programs and initiatives. This 2-year term provides continuity of leadership and programming which can be supplemented by integrating a chair-elect.
5. Active board involvement is critical to the success of an organization and some chairs promote the use of “themed meetings” with a caterer and bar to keep members interested and committed. The goal is to build friendships so board members enjoy each other’s company and work and have fun together. Designing board meetings and activities that take board members into the community to experience first-hand the diversity and richness of the community is also important
6. Leadership roles and the relationships between boards, volunteers, and staff members must be clearly defined and accepted by all participants. Everyone must clearly understand their responsibilities and the boundaries between their respective roles. Authority parameters and responsibilities should be negotiated for best results. Boards should focus on future strategic issues while the staff focuses on the execution of day-today operational issues.

7. Board governance begins with a strong, independent nominating committee - "The King Makers cannot report to the King." Board policies must be well defined. As an example, the board's absenteeism policy must be very clear and prescribe an absolute threshold such as 70% attendance at functions in order to be eligible to participate on the executive committee.
8. Preparing board leaders is critical to both the board's effectiveness and the organization's ultimate success. The current chair, past chair, and incoming chair should all be involved in strategic planning and decision making activities such as: preparing for annual CEO evaluations; defining the division of labor relative to responsibilities/accountabilities between board and staff; providing support to staff; fund raising; and, strategic planning – defining organizational growth plans for the future along with board and CEO accountabilities. Community visibility – the board is a critical "leadership link" to the community and must be visible and involved in public relations.

## 5. Downtown Community Visioning

Downtown Huntsville stakeholders are hungry for a unified community vision and City leadership is inviting the downtown organization to take the lead in creating the vision. The Panel, and the downtown stakeholders, believes Big Spring Partners is the single organization positioned to facilitate this unified vision and by doing so will establish its own credibility.

During each stakeholder meeting conducted by the Panel, each person reported having a personal visions for downtown. They each acknowledged, however, the absence of a universal vision established through broad based community participation and they universally understood how the downtown community suffers from this absence. Huntsville must create its own vision, a vision that is created by the community for the community. The Panel presented the following sample vision at the Wednesday afternoon large group meeting to stimulate discussion.

*Downtown Huntsville will be the premier office, government, and finance center in North Alabama. The core will become a true pedestrian friendly mixed use neighborhood leveraging its unique, authentic southern charm and offering residential opportunities that complimenting its historic neighborhoods. Downtown will be the center of the regions entertainment, dining, and civic life.*

Without a vision, an organization can successfully manage downtown clean and safe programs; it can create and market events, produce brochures, and carry on other activities typical of downtown and business district management organizations. There is a reasonably good chance these activities, if implemented effectively, will improve the business district. However, there is very little chance that the downtown or business district will ever achieve its full potential. In fact, without a vision, it is nearly impossible to determine what that full potential might be.

Ken Blanchard and Jesse Stoner, writing for Leader to Leader Institute, propose three critical factors essential to world-class organizations:

- Clear vision championed by top management
- Trained and equipped people focused on the implementation of the agreed-upon vision and direction
- Established recognition and positive consequence systems that sustain behaviors and performance that the vision and direction require.

Clearly, according to Blanchard and Stoner, it all starts with vision. Neither of the other two critical factors is possible if the vision does not exist. And a compelling vision is not a formulaic document that gathers dust in a file. Blanchard and Stoner contend that a compelling vision must:

- State a significant purpose – answering the question, “What business are you in?”
- Paint a picture of the future – What will the future look like if you live according to your purpose?
- Articulate clear values – How do you want people to behave when they are working according to your purpose and on your picture of the future?

Downtowns are vital to the future of every city. Research has shown repeatedly that regions with strong central cities fare much better economically than those with weak central cities. Downtowns provide many dollars in tax revenues for each dollar of service consumed.

Great downtowns and great business districts are built on potent, well-crafted, broadly understood and supported visions. It is incumbent on every member of a downtown organization to know and understand the vision, and act consistently to achieve that vision.

### **Scope of Services**

Engaging the community in the creation of a shared vision for downtown is needed to fully establish a program of work for the organization moving forward. With vision in hand, the organization should prepare a 3-year organizational “Strategic Plan” supported by 1 year “Action Plans” developed by committee to fix responsibility and accountability.

However until the vision is established, the organization should work toward delivering the list of services below. Based on the interviews and initial understanding of the downtown issues, the Panel believes stakeholders will benefit most from the services listed. The list prioritizes low hanging fruit, capable of delivery from day one, that will further establish BSPs credibility and engage allies.

Community partnerships will be critically important to BSPs success especially in this renewal phase. Like all downtown organizations, BSP must establish solid working relationships with other community organizations in order to foster collaboration and deliver the initial services of the organization.

#### **Immediate Services**

- Marketing and communications - internal and external
- Public space programming efforts that drives energy, commercial opportunity and momentum into core
- Research production, assemblage production, assemblage and packaging

#### **Short Term**

- Civic obstacle knock downs
- Parking philosophy
- Permitting and inspections

#### **Mid Term**

- Real estate strategies for large adjacent parcels
- Incentive package aligned with vision
- Key vacant parcel infill strategies



- Physical environment improvements to support brand/downtown positioning
- Pedestrian design cues – create visual linkages
- Second/upper floor redevelopment strategies

### **IDA Advisory Panel**

The IDA Panel Advisory Service was established to provide communities with outside objective recommendations, from leading experts in the downtown industry, on how to address their challenges. The Downtown Huntsville Advisory Panel provided IDA a unique opportunity to assist the Big Spring Partners as they sought to reinvigorate and refocus the organization before embarking on the search for its next staff leader. The IDA Panel was comprised of these downtown industry leaders:

**Christine Burdick**, President, Tampa Downtown Partnership

**Andrew Taft**, President, Downtown Fort Worth Inc., Downtown Fort Worth Initiatives Inc.

**David Smith**, Executive Vice President with DHR International

**David Downey**, President & CEO, International Downtown Association

The IDA is extremely grateful for the contribution of the team and the Panel is honored to have assisted Big Spring Partners, the stakeholders of Downtown Huntsville, and the City of Huntsville Alabama. The IDA, its membership, and the panelists stand ready to assist Big Spring Partners as you embark on the next great phase of building a fabulous, and charming, 21<sup>st</sup> century downtown.

## Appendix 1

### Business Improvement District (BID)

Reliant largely on a special assessment approved by affirmative petition by downtown property owners to fund an agreed upon program of work and service plan, a BID can be formed to address a myriad of issues confronting the redevelopment and progress of downtown. These organizational models are used throughout North America, Australia, the UK, Europe and South Africa to provide reliable funding for planning, transportation, maintenance, safety, signage, landscaping, property acquisition, infrastructure, historic preservation, marketing, event production, organization administration and other downtown fundamentals. They can also contract with local governments to provide any or all of these services.

At their core, BIDs are an equitable way for downtown property owners to establish and fund an organization dedicated to their issues; an organization over which they have direct and immediate control via property owner representation on the governing body. These organizations are a powerful message sent from the private sector that they are serious about addressing their and partnering with others to overcome challenges. The feasibility of this option is largely dependent on property values and the ability to generate enough revenue to perform the work program. They depend on transparency, collaboration and commitment to a shared vision.

These organizations are created by the City and usually rely on annual City Council budget approval. BID advisory boards are often, at least in part, selected by elected officials. BIDs are often managed by private, non-profit corporations by contract. BIDs can be established with renewal periods – five to twenty years – or can be perpetual.

### Downtown Development Authority (DDA)

Downtown Development Authorities are subsets of local government. They are typically funded with a tax on downtown properties and controlled by a Board of property owners and other stakeholders appointed by the City. DDA's can perform all of the functions as BIDs and as an arm of the city, can contract to provide services. DDAs can be highly effective organizations.

DDA's position the City, partnered with its private sector led board, at the helm of downtown decision making. As subsets of local government, DDA's can be supported by local government but can also be particularly susceptible to political influence over time. Staggered board member terms help to mitigate the changing political winds.

## **Appendix 2**

### **LEADERSHIP AND ORGANIZATIONAL PROFILE**

Big Spring Partners, Inc. (BSP), is a nonprofit organization that supports downtown development efforts of the city through donations and private investments. BSP operates primarily for charitable and educational purposes to support the governing body of the city of Huntsville. Big Springs Partners champions downtown revitalization through proactive economic and physical development, advocacy, promotion, planning, and strategic partnerships guided by a shared community vision.

BSP will be inclusive and action-oriented and continue to address critical issues that affect Downtown's growth and well-being. BSP will foster a strong team environment where success depends upon collaboration and coordination within the organization and with other community groups, neighborhoods, and business and government entities.

The President and CEO will oversee all aspects of the organization. Responsibilities include financial management, board management and fundraising as well as community development and program oversight. The President and CEO is expected to be the "face of downtown" and as such will represent BSP in a wide array of community activities, organizations, and committees.

### **ORGANIZATIONAL DUTIES AND RESPONSIBILITIES**

The President & CEO will establish strategic direction for the organization in partnership with the BSP board and key stakeholders and in accordance with the organization's mission. Oversees day-to-day operations, assures fiscal responsibility in the funding and financial management of the organization and protects the assets of the organization. Liaison to the board of directors, mayor's office, city council and other key stakeholders. The President and CEO will work in collaborative partnership with government officials, developers, community and business leaders, residents and all downtown stakeholders to enhance the vitality of downtown Huntsville.

### **QUALIFICATIONS: NECESSARY SKILLS AND EXPERTISE**

#### **URBAN VISIONING**

- Demonstrated experience as a visionary – the ability to see beyond today.
- Demonstrated creative drive – the ability to identify new solutions and "think outside the box."
- Ability to develop and implement Downtown visioning plans.
- Knowledge of Downtown and community central core development issues to include: community building, neighborhood engagement, transportation oriented development, housing development, and open space/public realm integration.
- Knowledge of the principles and practices of urban planning to include: design guidelines, zoning, historic preservation and housing.
- Knowledge of the principles required to create urban "life, activity, and sustainable vitality."
- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local and state governments.

- Proven ability to work with internal stakeholders to identify and solicit government funding opportunities. Demonstrated ability to direct the development of successful government proposals.
- Sense of architectural design and aesthetics. Proven ability to recognize and pursue opportunities regardless of available resources.
- Intrinsically motivated to develop and implement new ideas.
- Ability to communicate and “sell” new ideas to a diverse stakeholder groups.
- Proven ability to move ideas from concept to implementation

#### **DOWNTOWN DEVELOPMENT**

- Strong economic development credentials with both private sector and government real estate and finance.
- Experience working in collaboration with local and regional economic development organizations.
- Experience in packaging deals with prospective investors, developers and business owners.
- Familiarity with local, state and federal funding resources (tax incentives, etc.) available for “deal making.”
- Knowledge of, and experience in, leading successful Downtown development initiatives.
- Expertise in crafting public/private partnerships.
- Strong understanding of urban design principles as they relate to central business district characteristics.
- Ability to manage projects in a manner consistent with their stated objective(s).
- Ability to prepare and make comprehensive presentations.
- Ability to research and answer complex questions.
- History and proven track record of influencing diverse organizational stakeholders with regard to coordinated strategic planning, branding, and unified tactical implementation.
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#### **ADVOCACY**

- Experience as a Downtown Advocate. Proven track record of marshalling resources and managing complex partnerships to focus on Downtown issues, projects and initiatives.
- Ability to establish and maintain effective working relationships with stakeholders, colleagues, subordinates, Huntsville officials, officials from other governmental and private organizations and the general public.
- Must be experienced in organizational development and have demonstrated the ability to win the trust and confidence of diverse stakeholders, constituencies and public and private collaborative organizations.
- An action oriented, “get it done” urban development professional with a passion for change and a willingness to think radically.
- The ideal candidate will possess a demonstrated record of performance leading change.
- Understanding of issues confronting Downtown business and property owners, residents, public agencies and community organizations.
- Ability to work closely and effectively with both public and private sector individuals and organizations including: business owners, developers, residents, investors, government officials and related economic development, promotion and capacity building organizations.
- Expert listener.
- Proven political skills.

#### **COMMUNICATION AND PUBLIC RELATIONS**

- Strong written and verbal communication skills, including public speaking.
- Experience selling concepts and generating the excitement necessary to propel successful accomplishments.
- Ability to express ideas effectively orally and in writing.
- Experience serving as the organization's chief spokesperson.
- Experience developing and implementing an effective, centralized public relations program.
- Knowledge of public information and community relations concepts, principles, methodology and techniques.
- Proven media relations and issues management experience.
- Ability to develop, implement and evaluate public opinion surveys and related data collection vehicles.
- Knowledge of current and emerging public relations issues and trends applicable to the Downtown environment.

### **MARKETING AND SALES**

- Demonstrated ability to conceptualize, design, implement and evaluate a fully integrated strategic marketing program.
- Able to proactively position the Downtown as a premier destination – **create and sell the vision.**
- Proven experience developing research-based programs that address image and brand awareness in a competitive global market.
- Familiar with the history of Hunstville and be able to articulate the Downtown's vision as a center of commerce, culture and entertainment.

### **FUND RAISING**

- Experience in private, public and non-profit sector fund raising.
- Ability to develop high-potential relationships with large corporations and other major potential funders/donors.

### **PERSONNEL MANAGEMENT**

- Ability to coordinate and evaluate the work of a professional staff.
- Ability to supervise and manage both a professional and administrative staff.
- Ability to develop long-term plans and programs and to evaluate work accomplishments.
- Ability to analyze facts, exercise sound judgment and arrive at valid conclusions.
- Ability to plan, direct and coordinate development programs and initiatives.
- Ability to communicate ideas clearly and concisely, verbally and in writing.

### **FINANCIAL MANAGEMENT**

- Considerable knowledge concerning the principles of public administration and public finance.
- Experience identifying alternative sources of funding.
- Strong understanding of urban real estate development, including finance.
- Strong understanding of municipal finance, public incentive programs and capital investment budgeting.
- Budget preparation, fiscal management and analysis.
- Ability to develop and control operating budgets. Skill in budget preparation and fiscal management.
- Knowledge of financial/ business analysis techniques.

## **BOARD MANAGEMENT**

- Ability to work closely and effectively with a board of directors and its executive committee and officers.
- Ability to communicate with the board of directors.

## **DOWNTOWN MANAGEMENT SERVICES**

- Proven ability managing Downtown clean and safe, public safety, parking, hospitality, social service outreach, landscaping (beautification) and technology integration.
- Proven experience involving “Way Finding” initiatives and the management of vehicular, pedestrian and cyclist traffic in Downtown/urban areas.
- Understanding of Downtown event, venue and place planning and utilization.

## **GOVERNMENT RELATIONS**

- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local government and state government.
- Ability to establish and maintain effective working relationships with civic leaders, other City officials and the general public.

## **PERSONAL**

*The candidate should possess the following leadership competencies:*

- **Managing People and Performance** –Manages people to help them achieve full potential and to attain exceptional individual and team performance.
- **Leading and Directing** – Inspires and leads through clear vision and directions, organizing and enabling resources and making critical decisions.
- **Managing and Leveraging Relationships** – Invest in relationships to successfully influence and build shared goals and achieve optimal organizational solutions and results.
- **Communication and Presenting** – Shares ideas and information across diverse audiences and entities to drive organizational performance and effectiveness.
- **Strategic Thinking** – Attuned to changing dynamics facing the organization; leverages sharp organizational acumen to develop opportunities and strategies for organizational success.
- **Analyzing and DecBSPng/Problem Solving** – Makes sound rational decisions by thoroughly analyzing all aspects of a problem or issue.
- **Planning and Organizing** – Plans and organizes detailed course of action that ensures successful accomplishment of organizational initiatives and objectives.
- **Executing for Results** – Drives performance through expert management and execution of organizational plans and activities.

- **Fostering Innovation and Change** – Embraces and promotes innovation and change as a way to enhance personal, team and organizational effectiveness.
- **Maintaining Self Awareness and Impact** – Maintains objectivity about own self; manages impact of self on others, and actively learns from experience to maximize positive impact.
- **Achievement Focus** – Strive to reach challenging work and career goals.
- **Adapting to Change and Stress** – Adapts and responds well to change; manages pressure effectively and copes well with setbacks.
- **Upholding Standards** – Consistently adheres to and upholds clear professional and ethical standards that complement those of the organization.

## **EDUCATION**

Possession of a bachelor's degree in planning, real estate, the social sciences, architecture or public administration, and five to eight years of experience in city planning or economic development of which four years must be in a supervisory or consulting capacity; or an equivalent combination of training and experience.

## **COMPENSATION**

Salary will be competitive and commensurate with experience and qualifications.