

OPPORTUNITY PROFILE:

PRESIDENT & CEO

CHERRY CREEK NORTH • DENVER, CO

EXECUTIVE SUMMARY

The Cherry Creek North Business Improvement District (CCN) is seeking a Chief Executive Officer (CEO) who is a visible, innovative and action-oriented leader and exceptionally skilled relationship builder with experience in marketing and promotion, retail, and development. The CEO will convene and lead diverse stakeholders to guide the future of this rapidly growing and prestigious destination. **Cherry Creek is recognized nationally as one of the top tourist destinations, prestigious office markets and premier shopping districts in Colorado.**

DENVER
BUSINESS JOURNAL**"The Bucks Stop Here;**

Cherry Creek has become 'Beverly Hills without the pretentiousness'—and business wants in"

ORGANIZATIONAL OVERVIEW

Since 1989, the Cherry Creek North Business Improvement District (BID) has been working to plan, manage and promote Cherry Creek North (CCN) on behalf of its constituents. Today, the BID represents over 400 businesses and property owners that invest in the vitality of CCN by funding maintenance services, marketing programs, outreach initiatives, economic development services and parking and mobility improvements.



**WHEN YOU SEE THIS ICON,
'CLICK' TO LEARN MORE.**

Throughout this document, you'll find links to informative websites and documents.

**Organizational Overview, continued...**

The last several years have been catalytic for CCN as the area has drawn investors looking for prosperous development opportunities. A resort within the city, Cherry Creek North is located just 3 miles southeast of downtown Denver. The area's evolution from a shopping and dining district into a mixed-use destination is well underway, and visitors are no longer just coming to the district to shop or dine; they are also coming to their place of residence, employment, or to stay at one of four hotels.

As CCN has evolved, so has the role of the BID. Today, the BID's program areas are multifaceted and offer a wide range of services:

- Consumer Marketing and Events
- Economic Vitality
- Physical Environment

Within these program areas, the BID ensures that Cherry Creek North is a premier destination through day-to-day maintenance and operations, marketing and advertising, constituent outreach, signature events and other initiatives. More details about each program are provided further into the summary.



Cherry Creek North BID
2018 Annual Report

THE GOOD LIFE SHARED

Brand Essence: **The Good Life Shared**

Cherry Creek North is a place to experience the best food, shopping and hospitality that Denver has to offer. The finer things. The simple things, and new things that you'll never forget. Delectably dine-able. Sensationally shop-able. Unforgettable unique. It's all here to enjoy. Encourage your guest to step out and explore the unexpected.

What sets Cherry Creek North apart?

Wonderfully Walkable

Over 16 tree-lined blocks, these streets were made for walking. Manicured sidewalks and a lively array of ground-level restaurants, galleries and stores create an iconic urban oasis that isn't just walkable, it's enjoyable.

- More than 650 trees
- Green space and seating
- **Premier urban center with the highest walk score in Denver**
- Multiple art spaces
- Sunlight and smiles
- Cafes and connections

Uniquely Upscale

Home to extraordinary restaurants, stores, and galleries you won't find anywhere else in Denver, Cherry Creek North exudes an unpretentious elegance that welcomes everyone into the good life.

- Upscale without the uppity
- Largest concentration of locally owned businesses in Denver
- Select nationally noted luxury businesses

Authentically Denver

Since the late 1800's we've been reflecting the best of our city's easy-going, creative vibrance—you'll see and feel it in our range of local, independently owned favorites, friendly smiles and genuine hellos.

- Open and welcoming Colorado spirit
- Rooftops with mountain views
- Beauty & light
- Concentration of local, independent businesses

AUTUMN LEAVES



TRUE FOOD



PREMIER SHOPPING DISTRICT



HALCYON HOTEL ROOFTOP



BID Map

Three miles from downtown Denver, the BID extends 16-blocks.

HISTORY

BID Formation

- 1: BID was established in 1989 as the first BID in Colorado
- 2: Cherry Creek North historically known as a haven for small retail businesses and that still rings true today with 70% of retail and restaurants locally owned
- 3: BID is 16 blocks and originally was a stopover destination in the 1800s for gold miners and cattle drivers on their way to downtown Denver
- 4: Footprint has not changed in over 100 years
- 5: The Cherry Creek shopping center was constructed in the 1950s, and renovated in the 1990s. A merchant's association was then formed in response to perceived retail competition, which led to the formation of the BID in the 80s.

Major Projects — Driving Growth

The New North

In 2010, the BID became the first in Colorado to issue its own bonds when it sold \$18.5 million in debt to finance improvements to the physical environment, a Capital Improvements Project (CIP) dubbed The New North. The CIP included improvements to landscaping to beautify the area and conserve water, new pedestrian lighting to enhance nighttime safety and ambiance, a new system of **wayfinding**, and a new visual identity for the district.

The final element was the redesign of **Fillmore Plaza**. As one of the major gateways in to Cherry Creek North, Fillmore Plaza was redesigned to enhance pedestrian, event and retail activity on the block. Upgraded features include special trees and landscaping, lighting, environmental graphics, street furniture and a central canopy-like shade structure. The new plaza provides vehicular access and also has the ability to be closed off throughout the year for events, including two of the BID's signature events, **Cherry Creek North Food & Wine** and **Winter Fest**. The BID was granted a master encroachment permit by the City of Denver in 2012 granting the BID maintenance responsibilities for all of the streetscape improvements within the 16-block district.

Simultaneously, new zoning in Cherry Creek North lifted the 55-foot building height limit and allowed hotels as a use-by-right. This kicked off an unprecedented amount of building construction and demolition along with renovation of outdated buildings. Over a five-year period, an additional 1 million square feet of commercial space was added to an existing base of 2 million square feet. The change in the built environment is the largest the 16-blocks of Cherry Creek North has seen in decades.

FILLMORE PLAZA



WAYFINDING



WINTER FEST



SMALL BUSINESS—BRASS BED



DEVELOPMENT

Cherry Creek North's future is bright. More residential mid-rises, luxury hotels and state-of-the-art office buildings are developing throughout the district. In the last five years alone,

- Residential units have increased 23%
- Hotel rooms have increased 69%
- Office space has increased 22%
- Retail space has increased 19%.

The development has resulted in new, unique businesses opening their doors, treasured retailers expanding their spaces and more visitors dubbing Cherry Creek North their favorite destination.

NEW CONSTRUCTION



2013-2018 Cherry Creek Area Development Report

A comprehensive overview of projects that have been completed in the last five years, are currently under construction, or have been announced. *Published February 2019*



WALKABLE NEIGHBORHOOD



DEMOGRAPHICS

Population

- 524 people live in Cherry Creek North (CCN), 7,273 people live in the Cherry Creek Area (CCA), and 34,338 people live in the one-mile radius around CCN.
- Between 2010 and 2017, all three geographies have grown at least 13%. Among the three geographies, CCN has grown at the fastest pace, rising an average of 24.1% per year or adding over 400 people during the period.
- CCN's population is slightly older than the surrounding areas, with nearly 47% of the population over the age of 55.
- Between 2010 and 2017, the 25- to 34-year-old age group grew at the fastest pace in CCN, with the share of residents in this age group increasing 3.2 percentage points during the period. This was the only geography to post an increasing share of the population in this age group during the period.

Educational Attainment

- About 84% of CCN's population had a bachelor's degree or higher in 2017, which was higher than in both the CCA (75.2%) and the one-mile radius (77.2%).

Housing

- The average household income was the highest in CCN (\$194,715), compared with \$144,705 in CCA and \$136,428 in the one-mile radius.
- Approximately 62% of households in CCN earned an income over \$100,000, compared with 44.2% in CCA and 44% in the one-mile radius.
- Of the 374 residential units in CCN, 57% were renter-occupied units with an average value of \$378,300 per unit and 43% were owner-occupied units with an average value of \$1.4 million per unit.

Workers

- There are approx. 7,000 employees in Cherry Creek North
- 50% are retail workers making an average annual salary of \$31,700
- 50% are office workers making an average annual salary of \$171,000



2017-2018 Cherry Creek North Annual Report



BID PROGRAM AREAS

Consumer Marketing and Events:

► Overview

- The BID works to generate awareness of and drive traffic to CCN. Through a comprehensive marketing, communications and special event program, the BID promotes CCN as a premier destination for shopping, dining, visiting and staying.

► Key Projects:

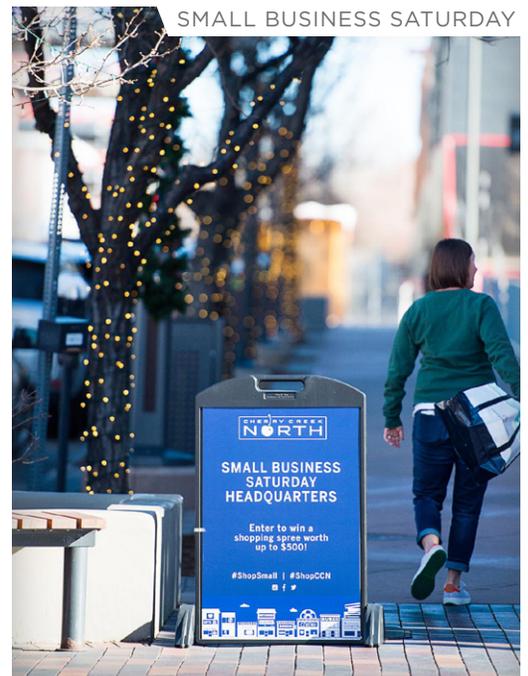
- **Brand Refresh:** Due to the development boom of the last 5-10 years, Cherry Creek North has evolved from a shopping and dining district into a truly mixed-use district drawing more residents, hotel guests and office workers than ever before. Realizing this shift in our built-in audience, along with the increase in residents across the city, the BID seized the opportunity to refresh our brand—repositioning the area as a top destination, updating our brand look and feel to and expanding our media plan tactics to reach our new target audiences. The first phase of the brand refresh launched to the public on June 10, 2019; the BID will continue the roll out throughout the year.
- **Signature Events and Promotions:**
 - **Sidewalk Sale:** Four days of deals and discounts in July, approximately 80-90 participating businesses
 - **Food & Wine:** The BID's largest event production of the year and only ticketed event; attracts approximately 900 people; 15-20 participating CCN restaurants and 10-20 sponsors
 - **Art Feast:** self-guided walking tour of CCN galleries with bites and beverages from CCN restaurants
 - **Small Business Saturday:** A promotion and ad campaign to celebrate CCN's 70% small businesses.
 - **Winter Fest:** A free event on Fillmore Plaza with live ice carving, music, fire pits and more. Plus, business participation offering activities for kids



FOOD & WINE



SIDEWALK SALE



SMALL BUSINESS SATURDAY



Watch the
2018 Event Highlights Video
and read more



BID PROGRAM AREAS

Economic Vitality:

► Overview

- Through the collection and analysis of economic data, the BID creates reports to help businesses and community leaders make informed decisions. The BID also partners with key local organizations to ensure Cherry Creek North and its constituents are represented in decisions that could impact the economic vitality of the area.

► Key Projects:

- **Pedestrian Sensor Installation and Data:** In November 2018, the BID installed Motionloft devices throughout Cherry Creek North to track pedestrian foot traffic patterns. This pedestrian sensor network tracks activity 24/7 at 16 different locations throughout the district. The data collected from this technology supports the BID and its constituents in a variety of ways, including assisting with retail recruitment and retention, demonstrating the impact of events and activation, and informing maintenance needs in the physical environment.
- **Parking Management Strategy:** BID contracted with AMP to accomplish the following:
 - Parking information (location & availability) is effectively communicated to all users.
 - Modern technology is utilized to inform meaningful parking management strategies.
 - Parking management strategies, including pricing, time restrictions, and coordination of the supply, encourage short term parking on-street, long-term parking off-street, and a “park once” environment.
 - Affordable parking and transportation options are available for retail and service employees.
 - Viable parking options are provided to encourage all users driving to the district to park within the BID or commercial areas.

► Key Projects:

- **Small Business:** As part of the organization’s foundation, the BID continues works to foster the success of small, independent businesses and property owners. Out of nearly 300 retailers in the compact district, 70% are independently owned, local businesses and 50% of those are women-owned.
- Combined with the Cherry Creek Shopping Center, the Cherry Creek Area has the highest concentration of high-end retail in the Rocky Mountain region.



BID Reports & Data

Review informative reports that are published monthly.



2018 Small Business Report

Meaningful statistics, plus insights from retailers.

BID PROGRAM AREAS

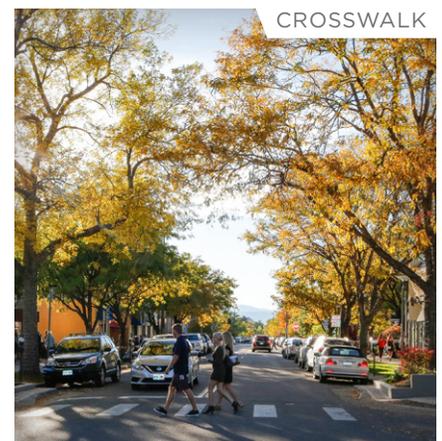
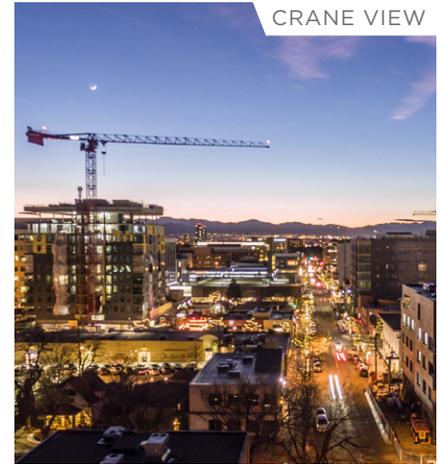
Physical Environment:

► Overview

- The BID works year-round to keep Cherry Creek North clean, accessible and green. Services like litter and trash removal, snow removal, irrigation, lighting, infrastructure maintenance, and tree and flower care ensure that Cherry Creek North is a destination that people love coming to.

► Key Projects:

- **District-Wide Infrastructure Improvements:** In 2018, the BID established a 2018–2019 plan for district-wide infrastructure improvements to improve the visitor experience. These improvements include:
 - Irrigation systems upgrades
 - Pedestrian lighting assessment
 - Tree canopy care program
- **Development New Standards:** While there are many positive impacts to the redevelopment, the high volume and rapid pace of building construction caused disruptions for existing businesses and visitors to the area, creating the need for higher standards for managing construction, as well as advanced communication with developers regarding streetscape design requirements. To address these needs, the BID worked for more than a year with the development community and the City to develop two sets of standards that were rolled out in 2018
- **The Cherry Creek North Construction Standards** inform parties undertaking construction projects within the BID’s boundaries of the requirements and expectations prior to, during and upon completion of construction. Per the BID’s standards, construction should be completed efficiently while maintaining a livable, vibrant, accessible and desirable public realm. The construction standards addressed the following areas:
 - Pedestrian safety and access
 - Communications plan between the City, developers, contractors and businesses
 - Construction parking and site staging
 - Signage and lighting
- **The Cherry Creek North Streetscape Design Standards and Guidelines** address design and improvement standards that maintain and strengthen the unique public realm in Cherry Creek North and the BID’s investment in the many streetscape assets. The standards help assure that the built environment is reinstalled or returned to the way it was designed in the streetscape project of 2011.
- The CCN BID’s new standards are having an impact beyond the district’s boundaries. They serve as a model of community partnerships and a resource for the City of Denver in refining their own builder requirements. As a result, the City has adopted some of the BID’s standards and is studying others. The process continues with each new project and has shown great results.



Construction Standards
For builders & developers
in Cherry Creek North



Streetscape Design
CCN Streetscape Design
Standards and Guidelines

ORGANIZATIONAL OVERVIEW, SKILLS AND EXPERTISE

PRESIDENT & CEO

Cherry Creek North
Business Improvement District

OVERVIEW:

The Cherry Creek North Business Improvement District (CCN) is seeking a Chief Executive Officer (CEO) who is a visible, innovative and action-oriented leader and exceptionally skilled relationship builder with experience in marketing and promotion, retail, and development. The CEO will convene and lead diverse stakeholders to guide the future of this rapidly growing and prestigious destination. Cherry Creek is recognized nationally as one of the top tourist destinations, and premier office, residential and shopping districts in Colorado.



The CEO will work with the CCN board to implement the mission and roles of the organization with a focus on excellence. The CEO will be a strong advocate and champion for CCN with the proven ability to energize and focus private-sector leadership and resources to enhance a strong growth agenda. The CEO will encourage innovative, creative and "outside the box" thinking. The CEO will be a collaborative leader of stature and influence to guide transformational processes and initiatives designed to keep CCN in the forefront of premier office and working environments, attractive urban living and unique shopping experiences.

The CEO will serve as the source for "urban best practices" relative to marketing and promotion, clean and safe, placemaking, wayfinding, space activation, transportation and connectivity, planning and design, workforce, and quality of life. The CEO will have experience encompassing sound business management and oversight and will coordinate strategy, lead operations and staff, and assure financial accountability and performance of the organization.



ABOVE, FOOD & WINE

TOP RIGHT, HOLIDAY LIGHTS ON FILLMORE PLAZA

MARKETING AND PROMOTION

- Enhances the image of CCN as Denver's premier outdoor shopping (retail), dining, health and wellness, art, and mixed-use destination. Increases constituent awareness of, and participation in, BID programs, activities, services, and mission.
- Maintains consistent and effective communication and relationship management with constituents in the district.
- Promotes the 1.5 million square feet of office space and rapid pace of new construction of diverse and state-of-the-art office product and ensures that the approximately 7,000 workers in the district are included in organizational programming, outreach, and promotion.
- Fosters collaborative and genuine personal and professional relationships with all stakeholders—business and residential—to achieve maximum success.
- Assures world-class customer service function.
- Represents the BID in all matters related to constituents, media, and neighborhood groups, civic organizations, chambers of commerce, professional associations, special interest groups.
- Serves as the official spokesperson for the BID communicating with diverse audiences.
- Leads the acceleration of innovative events and marketing programs that appeal to both visitors and the rapidly growing number of residents who occupy the over 500 apartments and condominiums in the BID.
- Ensures programs appeal to diverse audiences including disabled and those with special needs.

ADVOCACY

- Serves as an energetic "advocate" on behalf of CCN stakeholders necessary to build an organization that is trusted to "get the facts" and ensure all stakeholders are fully informed and engaged.
- Helps to promote and align the interests of CCN to actualize a "one cherry creek" vision
- Represents the interests and serves as the voice for the approximately 7,000 workers in the district with an average salary of more than \$171,000.

ADVOCACY, continued...

- Advances the interests of ALL visitors and stakeholders in the district with proven sensitivity to diversity in all of its forms.
- Articulates and promotes the value of CCN throughout Denver, the region, and nationally.
- Understands media and communications including the effective use of board and staff as appropriate.
- Expertise marshalling resources and managing complex partnerships to focus on CCN issues, projects, and initiatives.
- Establishes and maintains effective working relationships with stakeholders, colleagues, subordinates, officials from governmental and private organizations, and the general public.
- An action-oriented, "get it done," urban development professional with passion and a track record of accomplishments.
- Understands growth issues facing CCN business and property owners, and residents.
- Provides direct and, sometimes, tough messages to stakeholder groups and does so respectfully to maintain relationships of transparency and collaboration — "Honest Broker."

DISTRICT MANAGEMENT SERVICES

- Ensures a great first impression and experience of CCN for residents and visitors.
- Understands the relationship of a safe/clean district to further development.
- Familiar with techniques to measure success including "hard" measures and perception surveys.
- Understanding of the relationship with Police, and other public services and the ability to form mutually beneficial and respectful relationships.
- Proven ability to manage clean and safe, public safety, parking, hospitality, landscaping (beautification), and technology integration.
- Proven experience involving "Wayfinding" initiatives and the management of vehicular, pedestrian, and cyclist/scooter traffic in urban areas.
- Strong understanding of event, venue, and place planning, and utilization.

URBAN VISIONING, PLANNING, PROCESS, DESIGN

- Demonstrated experience as innovative urban leader.
- Develops and communicates a vision and strategic plan for the organization. Keeps vision and plan current. Designs and executes initiatives to move the organization toward its vision. Leads strategy, consensus and implementation.
- Demonstrated creative drive to identify new solutions, incorporate trends, cultivate best practices from subject-matter expertise in the downtown/urban sector.
- Knowledge of district and central core development issues including: community building, placemaking, neighborhood engagement, transportation-oriented development, and housing development.
- Open space/public realm integration expertise including: parks and greenspace; walkability; bike access/facilities; public art; transit; traffic calming; sustainability; and, outdoor dining.
- Sophisticated in the principles and practices of urban planning including: design guidelines; zoning; historic preservation; adaptive reuse; housing; and economic issues affecting community redevelopment with a sense of architectural design and aesthetics.
- Recognizes that design must incorporate all users of CCN including those with disabilities.
- Experience in revitalizing urban environments while keeping neighborhoods intact, safe, and authentic while incorporating the principles required to create urban “life, activity, and sustainable vitality.”
- “Student” of cities — well read in contemporary and classic literature; one who thinks creatively, strategically, and with an entrepreneurial spirit.
- A well-traveled individual with a keen perspective of the nuances that are uniquely CCN.
- Adopts a long-term perspective, especially when considering trends and new services to provide.
- Develops the economic base of CCN by seeking opportunities, connecting resources and needs, promoting strengths, identifying strategic synergies, and creating solutions to address weaknesses.
- Maintains facts, figures, and trend data to articulate and support programs and initiatives. Stays abreast of trends, models, and financing vehicles as they emerge.

COMMUNICATION, PUBLIC, AND GOVERNMENT RELATIONS

- Strong written and verbal communication skills, including public speaking. Serve as organization’s chief spokesperson.
- Exceptional ability to build, maintain and manage relationships with all stakeholders including small businesses, residents, public officials and property owners.
- Experience selling concepts and generating the excitement necessary to propel successful accomplishments. Develops, implements, maintains an effective, current centralized public relations program.
- Projects energy, gravitas, and leadership presence.
- Knowledgeable regarding public information and community relations concepts, principles, methodology and techniques. Develops and monitors local, state, and federal legislation, programs and proposals; assesses potential implications and/or organizational opportunities.
- Coordinates and communicates 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 government.
- Establishes and maintains effective working relationships with civic leaders, city officials, and the general public; ability to adapt to changing political conditions and leadership.



Sidewalk Sale

GOVERNANCE

- The CEO works on behalf of, and is accountable to, the board. S/he will work closely with and communicate effectively with the board of directors, executive committee, and members.
- Ensures adherence to and focus on CCN Mission Statement.
- Knowledgeable of all by-laws and guidelines and provides leadership to board regarding updates and revisions.
- Builds open channels of information and effective relationships with the board. Provides leadership in developing and managing effective committee structure, e.g. governance, safe/clean, finance, etc. Provides respectful and thoughtful feedback to the board to improve its performance.
- Looks ahead and plans for succession of leadership.
- Keeps board informed, responds to and follows through on board's requests and directives; anticipates needs and/or questions. Listens to opinions of board members and helps develop consensus and forward movement. Actively promotes engagement of all board members.
- Works with board to attract and retain new members with a focus on diversity and inclusion.
- Respectfully challenges the board if it moves from governance to management matters.
- Builds, revises, and articulates a comprehensive organizational value proposition attractive to the most influential business, community, and philanthropic leaders.
- Uses board(s) effectively to promote the organizations agenda and "defend" the organization when needed (sword and shield).

MANAGEMENT

- Coordinates and evaluates the work of a professional staff; supervise and manage a professional staff.
- Brings "servant leadership" style to staff.
- Is committed to and practices sensitivity and best practices regarding diversity and inclusion.
- Demonstrated coaching ability to help develop staff and ensure professional growth.
- Develops long-term plans and programs to evaluate work accomplishments.

MANAGEMENT, continued...

- Plans, directs, and coordinates development programs and initiatives.
- Establishes goals, work plans, and metrics for the organization and the staff; monitors and tracks progress, guides and encourages as appropriate. Provides clear direction and demands accountability.
- Analyzes the workload relative to organizational capacity, establishes priorities, manages work assignments and increases/decreases capacity when necessary.
- Fosters a positive, enjoyable, professional culture of inclusiveness with a strong sense of purpose, collaboration, and accountability necessary to attract, retain, and develop top talent.
- Monitors and recognizes direct reports' growth potential and professional development. Ensures appropriate feedback is delivered concerning accomplishments, strengths, development areas, and developmental recommendations.
- Demonstrates effective listening and meeting facilitation skills.

FINANCIAL MANAGEMENT

- Knowledgeable in the principles of public administration and public finance and has experience with municipal finance, public incentive programs, and capital investment budgeting.
- Demonstrated ability to read and interpret financial statements.
- Strong understanding of finance related to urban real estate development.
- Skilled in budget preparation and fiscal management, and analysis; ability to develop and control operating budgets.
- Marshalls and manages outside resources effectively (i.e. accountants, auditors, treasurer).
- Experience identifying alternative sources of funding and leveraging resources.
- Demonstrated transparency regarding financial issues and reports.

LEADERSHIP SKILLS

LEADERSHIP AND INFLUENCE

- Builds common ground, convergence and consensus about the future direction of the organization and CCN development initiatives.
- Effectively delivers presentations, proposals, and reports to diverse stakeholder groups; possesses effective public, group and one-on-one communication skills.
- Exhibits strong executive presence as reflected by behavior, appearance, demeanor and posture with a highly visible leadership presence for CCN.
- Thinks and responds effectively in real time and “off the cuff.” Listens to others’ ideas and opinions; practices active listening.
- Uses a thoughtful and deliberative decision-making style, weighing risks and impacts on stakeholders.
- Collaborates, supports and shares credit for success with staff and stakeholder groups.
- Understands the emotions of others and understands how her/his behaviors affect others.
- Acts as an ambassador for CCN and for the community – “Mayor of Cherry Creek.”

RELATIONSHIPS AND COLLABORATION

- Develops effective relationships and open channels of communication with stakeholder groups, owners of potential projects, resource groups, media, etc. Possesses an ability to communicate and “sell” new ideas to diverse stakeholders.
- Can be characterized as highly accessible.
- Understands the needs, goals, and motivations of external stakeholder groups as well as staff, board, peers, and direct reports. Identifies and proactively manages competing needs, goals and concerns among stakeholder groups and communities.
- Proven ability to build strategic partnerships along with demonstrated collaboration skills.
- Proven ability to recognize and pursue opportunities regardless of available resources.
- Intrinsically motivated to develop and implement new ideas from concept to implementation.

ANALYSIS AND DECISION-MAKING

- Possesses executive, strategic, and long-term critical thinking capacity with ability to absorb, analyze and retain large amounts of economic, business, demographic and people relationship data.
- Demonstrated integrity and character. Will to do the “right thing” and is a reliable partner and colleague.

- “Ambidextrous” leadership skill – Can manage and deliver current mission and key roles while seeking future trends and needs and readying organization for change.
- Ability to effectively make judgments based on intuition, experience and data while recognizing themes, patterns and trends in disparate data. Probes and digs for follow-up and additional information.
- Is flexible and open to ideas, opinions, and perspectives. Integrates own and others’ ideas into a cohesive perspective and plan of action.
- Develops logical approaches and sequences of steps to move an opportunity or project forward in the development process.

SELF MANAGEMENT, ACHIEVEMENT, AND ETHICAL INTEGRITY

- Possesses a strong sense of personal integrity, duty, and responsibility. Upholds ethical practices.
- Demonstrates an example of a work-ethic appropriate to a merchant/retail oriented district.
- Demonstrates strong personal commitment to the organization and its long-term success.
- Demonstrates the importance of confidentiality with all stakeholders.
- Understands the risks inherent in projects and negotiation tactics; takes appropriate steps to mitigate risk while keeping ethics in mind.
- Manages time effectively and in relation to priorities.
- Conveys confidence, passion, and poise. Recognizes, regulates and manages emotions and stressors.
- High level of personal energy. Engages in continuous learning.
- Performs tasks outside the normal role as needed.

INTERPERSONAL CHARACTERISTICS

- “Honest Broker” – Recognition across sectors as a trusted, objective, authentic, and credible leader.
- Kind – demonstrates “servant leadership” who is charismatic and collaborative.
- Mission driven and focused with a sense of urgency – tenaciously displays passion and conviction.
- Thoughtful and analytical.
- Action-oriented, “get it done” development professional with a passion for change and a willingness to think locally, regionally, and nationally – “Big Picture.”
- Expert listener.

EDUCATION

Prefer a Graduate Degree in the following or closely related fields:

- Urban planning, urban design, real estate development, finance, economics, business administration, public administration, or public policy.
- A minimum of ten (10) years' experience in relevant positions, particularly those related to downtown development, community development, urban planning, real estate development, public/private partnerships, civic or non-profit development institutions, with a minimum of five (5) years in increasingly responsible supervisory or management positions.



Food & Wine



**EXECUTIVE
SEARCH
CONSULTANTS**

*Integrity
Knowledge
Service*

APPLICATIONS

Electronic applications preferred and should be sent to:

David Smith
dpsmith@hrsinc.com

*Please reference the subject line:
Cherry Creek North BID*

APPLICATION DEADLINE:

Close of Business (MDT) Friday, July 12, 2019

The Cherry Creek North BID Search Team:

- **David P. Smith**
President, HRS Inc.
dpsmith@hrsinc.com
- **David N. Ginsburg**
Knowledge Partner
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ACKNOWLEDGMENTS:

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