

# POSITION PROFILE



**Minneapolis**  
*City of Lakes*

*On behalf of our client, City of Minneapolis,  
Chandler Group Executive Search is conducting a search for their*

## **EXECUTIVE DIRECTOR OF COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT**



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## CITY OF MINNEAPOLIS BACKGROUND

The City of Minneapolis is the county seat of Hennepin County, the largest city in the State of Minnesota and the 47<sup>th</sup> largest in the U.S. As of 2012, the estimated population of the city of Minneapolis was 392,880.

The City of Minneapolis is home to industry and businesses of all kinds, both large and small. Minneapolis and the surrounding metropolitan region consistently ranks among the best places to do business in the U.S. It was once the world's flour milling capital and a hub for timber, and today is the primary business center between Chicago and Seattle, with Minneapolis proper containing America's fifth-highest concentration of Fortune 500 companies.

Three things set the City of Minneapolis apart: 1) a robust and diverse economy; 2) a highly educated workforce; and 3) an outstanding quality of life. No wonder the metro makes the short list of site selectors, business owners, and entrepreneurs from around the globe.

## MAYOR HODGES' BACKGROUND

The newest Mayor of the City of Minneapolis, Betsy Hodges, was sworn in as the 47<sup>th</sup> mayor of on January 2, 2014, after decisively winning the first open seat for mayor in two decades in the 2013 mayoral election. She was elected on a clear message of growing a great city, continuing to run it well, and eliminating the many gaps — in jobs, income, housing, health and education, among others — that separate white people and people of color in Minneapolis.

In the service of those three goals, Mayor Hodges is focused on making Minneapolis a safe place to call home, creating economic opportunity, better connecting the City of Minneapolis through improved transit, building a sustainable city, and ensuring that all our children succeed, no matter their race, culture or zip code. She believes firmly that we are “One Minneapolis”, a city where every person and every community is responsible for, and benefits from, each other's successes.

## CITY COUNCIL BACKGROUND

The City Council is the legislative branch of the City of Minneapolis, established under the [City Charter](#). Its thirteen members — each elected from separate wards — work collectively, and in partnership with the Mayor, to enact local laws and public policies that strengthen and preserve the health, safety, and welfare of the community.

As an extension of representational duties, each Council Member represents the City of Minneapolis as a member of a number of outside organizations, associations, and groups. These additional duties enable the City Council to participate in metropolitan, regional, statewide, and national matters that impact Minneapolis and the quality of life for its residents. For details on these assignments, see [Council Member Assignments](#).

On March 28<sup>th</sup> of this year, the City Council adopted the [City's Vision, Values, Goals and Strategic Directions](#) that will guide the City of Minneapolis' work for the next four years.

Primary responsibilities of the City Council includes the following:

**Legislative Authority:**

Through its policy-making powers, the City Council governs the community and oversees the delivery of a wide range of municipal services and programs that directly impact the quality of life for residents.

**Election & Organizational Issues:**

Council Members are elected to concurrent, four-year terms in nonpartisan elections that are conducted in odd-numbered years. The City Council elects its officers and establishes its standing committee system to conduct business.

**Financial Management:**

The City Council is the final authority on management of city funds, and the budget is the centerpiece of its local policymaking authority.

**Land Use, Development & Zoning:**

The City Council encourages growth and orderly development through its land use and zoning authority, ensuring a balance among residential, commercial, and public spaces and places.

**Executive Oversight:**

The City Council provides policy direction to the City of Minneapolis' departments and divisions and monitors the execution and implementation of its policies through its standing committee system.

**Constituent Representation:**

Individually and collectively, Council Members provide a wide range of constituent services and represent the City of Minneapolis at local, regional, state, and national levels.

## **DEPARTMENT OF COMMUNITY PLANNING & ECONOMIC DEVELOPMENT BACKGROUND**

The Department of Community Planning & Economic Development (CPED) promotes and advances the City of Minneapolis' planning and community development goals through strategic partnerships and responsible management of resources.

CPED focuses on retaining, expanding, creating and attracting businesses throughout Minneapolis. It provides financing and tools for business development and expansion. It also enhances the tax base, creates and preserves living-wage jobs, redevelops blighted and contaminated areas, provides commercial services to city residents, and promotes Minneapolis as a world-class living and working community.

CPED is integral in ensuring that the City of Minneapolis' community and economic planning goals are achieved. Today, CPED employs 230 professionals and deploys a budget in excess of \$94M.

In addition, CPED's work is integral to the health of the City of Minneapolis. Recently, CPED's comprehensive set of strategies around workforce, small business and equity have played a role in vaulting Minneapolis out of the recession. This has resulted in lower unemployment rates, faster growth and more construction dollars than most other cities.

CPED works to grow a sustainable healthy city and strives to be:

- Effective public servants;
- Proactive, creative problem solvers;
- Responsible stewards of public resources;
- Strategic partners with enterprise, public and private entities; and
- Respectful public administrators who are responsive to the diverse cultures and changing needs of our community.

#### **CPED Goals and Business Plan**

Like all City of Minneapolis departments, CPED operates within the context of a five-year business plan, which is updated annually. The current business plan identifies five broad, departmental goals:

1. Plan and develop a vibrant, sustainable community;
2. Promote private sector growth to build a healthy economy;
3. Promote economic self-sufficiency for individuals and families;
4. Develop and preserve life-cycle housing throughout the city; and
5. Partner effectively to promote regional growth and investment.

For an outline of specific objectives and measures that relate to each of these goals, and how they relate to the citywide goals adopted by the Mayor and City Council in 2006, see our [2010-2014 Business Plan](#).

#### **CPED Programs and Services**

To achieve these goals, CPED provides programs and services in the following areas:

- [Business Assistance & Finance](#)
- [Employment & Training Assistance](#)
- [Housing Development, Rehabilitation & Ownership](#)
- [Planning, Zoning & Development Review](#)
- [Historic Preservation & Public Art](#)

#### **CPED Division Structure**

The existing organizational structure of CPED was created in 2003 through the combination of four previously separate entities: the Minneapolis Community

Development Agency (MCDA); the Planning Department; the Minneapolis Employment and Training Program (METP); and the Empowerment Zone (EZ).

Today CPED is organized into four divisions: Long Range Planning, Housing Development and Policy, Economic Development and Policy, and Development Services, comprised of roughly 230 staff members.

CPED's current organization chart is available [here](#).

## THE POSITION

### Overview

The Executive Director of CPED (Executive Director) works closely with the Mayor and the City Council of Minneapolis to achieve a shared vision and mission for building a robust planning and economic base for the City of Minneapolis.

In addition, s/he is responsible for collaboratively managing the finances of the department in a fiscally responsible and ethically sound manner in partnership with the CFO.

The Executive Director is responsible for leading, directing and managing the CPED department across the divisions of Economic Development, Housing, Long-Range Planning and Development Services. This includes management of 8 direct reports and a total department of 230 staff. S/he is responsible for working closely with other internal stakeholders and the City of Minneapolis' departments to ensure that the City of Minneapolis' planning and economic goals are achieved consistently throughout Minneapolis communities.

The Executive Director is responsible for collaboratively managing the finances of the department in a fiscally responsible and ethically sound manner in partnership with the CFO. In addition s/he is responsible for building relationships and working closely with external stakeholders and the business community to achieve the City of Minneapolis' planning and economic goals.

It is important that this leader is able to embrace and leverage the strong team of existing CPED leaders, ensure cohesion across CPED's divisions, and partner closely with various external stakeholders working to enhance the community, social, and economic base of Minneapolis.

### Mayor Hodges' Top Three Goals

For the 2014 – 2018 mayoral term, the Executive Director will be integral to ensuring that Mayor Hodges' three guiding questions are considered when considering all City of Minneapolis planning and economic development decisions. These guiding questions include:

- How does this move the dial on equity?

- How does this move the dial on growing the City of Minneapolis?
- How does this make the City of Minneapolis run well?

### **City of Minneapolis Initiatives Underway**

The Executive Director will be asked to support and assist the following initiatives already underway:

- **Housing** – Focus on tools to encourage and expand development of quality and affordable housing options for all, including through the hiring of a new Director of Housing Policy and Development.
- **Downtown 2025** – Partner with the Minneapolis Downtown Council to implement shared priorities in the MDC’s Downtown 2025 Plan, including doubling the downtown population, the redevelopment of Downtown East, and the transformation of Nicollet Mall.
- **Small Business Regulation** – Conduct comprehensive review of existing regulations and processes impacting businesses to ensure clear and efficient paths to small business investments, particularly for women-, minority-, and immigrant-owned businesses.
- **Transit** – Promote and leverage investments in transit and transit-oriented development, including along existing and planned LRT and enhanced bus lines and future streetcar corridors, to ensure maximum benefit for the community.

### **Primary Roles of the Position**

Specific areas of responsibility and accountability include:

#### ***Leadership: Vision and Strategy***

- Advise the City Council and Mayor on project decisions and broader development policy issues impacting CPED’s mission and vision.
- Lead CPED in the creation of a clear CPED vision and strategy that supports Mayor Hodges’ three goals.
- Act as the expert in economic development, remaining aware of national approaches to planning and economic development to ensure Minneapolis continues attracting and retaining businesses, growing the tax base, and ensuring desirable housing and employment opportunities.

#### ***Partnership and Negotiation***

- Advocate and negotiate contracts that grow and expand businesses in the City of Minneapolis through the lens of equity.
- Act as a spokesperson and champion for CPED during negotiations with business leaders and political decision-makers in projects aligned with CPED’s mission and City goals
- Build positive external relationships with City and County officials, non-profit partners, developers and the business community to ensure successful execution of the CPED mission.

- Forge public/private/non-profit partnerships that leverage resources in support of growing the city.

#### ***Management and Oversight***

- Working closely with each of the CPED divisions, build a business plan to ensure consistency of CPED strategic goals and alignment between divisions.
- Set goals and objectives for CPED divisions and work closely with leaders to ensure each division's goals are realized in support of overall CPED vision and strategy.
- Work to create a collaborative and supportive culture for CPED staff and its partners through developing and supporting staff in their individual roles.
- Create a proactive succession plan for CPED staff to ensure consistency and sustainability of current CPED programs over the upcoming years.
- Review, update and enforce planning policies and procedures to ensure development consistency across City of Minneapolis neighborhoods.

#### ***Financial Planning and Management***

- Work with staff and the CFO to manage the comprehensive and complex CPED fiscal year budget and projections, reconfiguring this budget where needed.
- Work with each CPED division to monitor and approve expenditures to achieve CPED objectives while adhering to the City of Minneapolis' budget principles, policies and financial direction.
- Ensure that sound accounting procedures and practices are followed.
- Promote financial transparency with the Mayor and City Council by providing comprehensive, periodic reports on the revenue and expenditures of CPED.

### **THE IDEAL CANDIDATE**

The ideal candidate for this position is a collaborative and energetic leader who has a strong background in public and private development, business development, urban planning and administration. S/he will be passionate about the City of Minneapolis' growth and success, and will show a demonstrated commitment to eliminating Minneapolis' race- and income-based economic disparities.

S/he will also excel in the management of complex and large departments and the creation of cohesive teams working toward common goals.

In addition, the ideal candidate will possess:

- At least ten years of diverse and progressively responsible experience performing related duties.
- Minimum of seven years administrative or management experience.
- Excellent organizational leadership and people-management skills, including the ability to inspire his/her team and hold them accountable to high standards.

- Strong financial acumen and discipline, including budget development and oversight.
- A passion for and experience in successfully driving an equity agenda to end disparities.
- Experience in both private and public sector preferred.
- Previous success in a political environment.
- Extensive knowledge of government and city processes, operations, functions and ordinances.
- A track record of forging partnerships and collaborating with a wide variety of constituents, including business, government, non-profit, religious, and cultural organizations.
- Proven ability to negotiate and execute complex transactions.
- Superior communication skills in a variety of settings and with diverse audiences.
- Creative problem-solving skills.

A bachelor's degree in a related field is required. A graduate degree in public policy, public administration, urban planning, community development, finance, business, law or a related field is preferred. The highest ethical standards are assumed.

## ABOUT CHANDLER GROUP EXECUTIVE SEARCH

Chandler Group Executive Search is a unique retained executive search firm committed to providing a better experience for clients, candidates and their families.

With an experienced team of leaders from many different industry sectors, we conduct senior executive searches for clients in non-profit, education, healthcare, financial services, technology and manufacturing. We are locally and nationally recognized as a top-ranked search firm by several publications.

Our unique approach is based upon several core values and best practices that are applauded by our clients:

- We consider each search a unique experience rather than a transaction. We value long-term relationships and consider ourselves as true partners with our clients and candidates.
- We work in teams. By combining our expertise and challenging one another, we deliver better solutions to our clients and ensure responsiveness to both clients and candidates.
- Cultural fit is as important as skills and experience. We spend significant time upfront in the process understanding clients' cultures and values. This is carefully matched with the style, career needs and experience of the candidates as well as the needs of their families.
- We place a high value on diversity and as such, make every attempt to build diverse slates of candidates for our clients, understanding the richness of diversity in every sense of the word.
- We provide newly placed executives with a guided process for integration into the new organization to facilitate an effective and supported start-up through the assignment of an independent, professional executive coach.

To learn more about this position or to submit your resume, please contact Chris Cohen or Lindsay Polyak (contact information found on the cover). All inquiries will remain confidential.