

# Corporate Profile

## What is RDDC?

The Rochester Downtown Development Corporation (RDDC) is a private, not-for-profit, economic development entity, and is primarily funded by corporations, institutions and real estate companies. It is structured as a 501(c)(3) corporation where financial support is treated as a charitable contribution.

RDDC's role is to deliver a vibrant and economically strong downtown as part of the regional asset package. The corporation is viewed regionally as the "expert" on downtown issues, market information and stakeholder positions. RDDC is a highly effective leadership vehicle that explores, influences, and directs action on key projects and issues that impact stakeholder interests downtown.

## What does RDDC do?

### ***ADVOCACY***

- Make downtown welcoming for everybody, and share why this is important
- Expose and push for infrastructure needs specific to downtown
- Lead and/or convene groups to solve problems (*e.g., school busing, parking*)
- Act as intermediary with the City and/or City Council, where necessary and appropriate
- Call for needed services in the new downtown environment

### ***MARKET TRACKING***

- Evaluate market conditions, and expose new local trends
- Share information with wide range of market-interested players
- Support and encourage investors and developers
- Track the innovation and creative class sectors downtown
- Explore what's happening nationally in cities and downtowns, and identify the "next new things"

### ***ECONOMIC DEVELOPMENT***

- Connect downtown prosperity to opportunity for urban entrepreneurs, helping to build a stronger urban entrepreneurship ecosystem
- Active leadership in Finger Lakes Regional Economic Development Council work (*e.g., Next Gen Manufacturing & Technology Workgroup, Entrepreneurship & Development Workgroup, DIZ Subteam, Video Game Industry Group*)
- Build new downtown kitchen incubator (*The Commissary*), hold workshop series for food entrepreneurs
- Support development of the new downtown EcoDistrict

### ***TELL THE STORY***

- Articulate how downtown is changing, describe the "new downtown"
- Cultivate and maintain strong media relationships
- Lead process to rebrand downtown – concept development, execution of new brand
- Market and support the Downtown Innovation Zone
- Share the downtown story across the region
- Develop strong social media presence
- Create active and useful websites (*e.g., downtown portal, DIZ website, The Commissary*)

### ***INITIATE NEW WAYS TO FILL MARKET GAPS***

- Leverage RDDC's deep market knowledge, and use lean size to operate as an agile and nimble organization
- Hold constantly evolving program of content-related events (*e.g., Economic Growth Series, member briefings, new Innovation Series, real estate breakfast series*)
- Explore new downtown events to enliven and reactivate downtown street life

# RDDC's Key Accomplishments:

## *What would downtown be like without RDDC?*

### IMPROVING COMMERCIAL TENANCY

- Lead support for the **Downtown Innovation Zone (DIZ)**, launched in 2014 in a unique collaboration between the City of Rochester and High Tech Rochester; now contains 140 innovation and creative class enterprises and four new and planned business incubators. RDDC launched the DIZ website in February 2016 ([www.RocDIZ.com](http://www.RocDIZ.com)).
- Convening public & private sector representatives to jointly solve downtown's parking issues that impact the ability to retain and attract office tenancy.
- Employing a **multi-pronged downtown marketing and promotion campaign** with very few resources, but significant impact to heighten downtown visibility in the marketplace and build caché for downtown as a business location.
- RDDC's multi-year advocacy and operation of the now de-funded Red Shirts Program resulted in the City's creation of the RPD's "fifth quadrant" — the **Central Section** — which serves the center of the city and has added significant police resources downtown.
- Impacting the design and activation of many public infrastructure projects that improve downtown's public realm and therefore the street experience of residents, employees, business clients, and visitors.



### ADVANCING DEVELOPMENT & INVESTMENT

- RDDC's **market tracking work** inspires the lending environment and strengthens investor confidence.
- Assists **housing developers** by sharing market preferences, orienting out-of-town investors, fostering connections with City officials, and creating greater regional awareness about the explosive growth in downtown living both nationwide and here in Rochester.
- **Working frequently with potential tenants** to sell the downtown environment and to connect them with property owners and leasing agents.
- Bringing a network of experts together to **solve a collective downtown problem or move a critical opportunity forward**.
- **Case Study: Midtown Block Redevelopment.** Recognizing that the Midtown Complex was about to go dark, RDDC privately convened its out-of-town ownership, local elected leaders, and RBA (now Chamber) and GRE leadership to begin a critical dialogue to ensure local control over the fate of that block. RDDC raised \$110,000 in three weeks to bring a panel of national Urban Land Institute experts to Rochester to assess the redevelopment potential of the core of downtown. Dozens of local private and public sector leaders were engaged, and presentation of the national team's recommendations created a media sensation. It is not likely that Paetec (now Windstream) would have considered consolidating his headquarters on the Midtown Block without this critical pre-development work.
- **Other examples:** North Water Street/Olde Rochesterville redevelopment; design & installation of Albert Paley railings on Main Street Bridge; Bausch & Lomb Library; Frontier Field; two-way street conversions (*St. Paul Street, Clinton Avenue, Broad Street*); Inner Loop East redevelopment; and, the Main Street Streetscape Enhancement Project (*Genesee River to Liberty Pole*).



### IMPROVING THE PERCEPTION OF DOWNTOWN

- Developed strong, long-term relationships with reporters, editors, and a wide variety of media outlets that yield frequent coverage of downtown with numerous interviews, stories, and taped shows on downtown trends, projects and issues that tell a more impactful and accurate story about downtown's new growth trajectory.
- Connects RDDC members to reporters for media coverage and quotes, which increases the visibility for member companies and their projects.



# RDDC's Key Accomplishments, cont'd

## ADVOCATING FOR DOWNTOWN INTERESTS

### Parking

- Managing a new parking collaboration between City leadership, developers and property owners to assess changing parking demand by block, and to creatively address emerging parking deficit areas.
- Advocating aggressively to identify and improve negative impacts of downtown parking system on tenant attraction, tenant retention, and property values.
- Benchmarking alternative mid-sized city models to rethink Rochester's current downtown parking system.
- Developed new future development and parking system database as the backbone to permit more accurate forecasting of future parking needs downtown.

### Public Safety

- Created the Red Shirts program in 2007 using retired law enforcement personnel to increase perceptions of safety, which became a highly regarded institution (de-funded by the City in June 2015). The City created a new Central Section facility in the heart of downtown as part of its 2014 reorganization of the Rochester Police Department.
- Convened the Mayor's office, RGRTA, City School District, Rochester City Council members, and private property owners to resolve the spate of downtown youth violence resulting from the transport of 1,500 students twice daily through the new Downtown Transit Center in late 2014 and early 2015.
- Advanced the issue of unruly and violent youth in 2010 with the Rochester School District, bus company, Rochester Police Department and Mayor's office – ultimately raised funds to open a Downtown Youth Arts Center as an after school alternative to downtown streets for more than 85 teens.

### Government Relations

- Acting as both a channel and a direct intermediary with City and County leadership regarding downtown projects and issues, these strong working relationships cement RDDC's reputation as a "go to" leadership organization.
- Active in the Finger Lakes Regional Economic Development Council's DIZ Sub-Team, Next Gen Manufacturing & Technology, and Innovation and Development Workgroups.
- RDDC leadership is frequently involved in moving individual downtown development projects forward and targeting statewide roadblocks to center city investment and redevelopment.
- Working with the NYS Urban Council to draft "white papers" on the contribution of successful downtowns to the state economy, and to identify ways to unleash the power of these targeted geographies statewide.

## TRUSTED SOURCE FOR MARKET DATA & TRENDS

- Trends in vacancy and occupancy are identified accurately and quickly as a result of RDDC's exclusive detailed market data on downtown's office space and housing markets, much of which goes back to the early 1980's.
- RDDC's market data is used by developers, investors, lenders, government, media, and potential tenants to better understand emerging trends and opportunities in the downtown market. Market data can be accessed in report form, on individual webpages on [www.rochesterdowntown.com](http://www.rochesterdowntown.com), and through special data runs for potential investors and developers.

## MARKETING & PROMOTING DOWNTOWN

- Showcasing key development projects and highlighting downtown developers, RDDC's annual "DOWNTOWN RISING" event is often cited by reporters and others as their favorite event of the year as it exposes the momentum around downtown investment.
- RDDC's "Downtown Market Report" combines all of its market tracking work in an easily digestible format that highlights trends and new investment patterns for media, investors, government, and other interested players.
- Downtown's official website ([www.rochesterdowntown.com](http://www.rochesterdowntown.com)) and social media pages provide detailed information about all of downtown's office buildings, residential units, and more.

# Become a Member Today.

RDDC is supported by visionary leaders who drive downtown's progress, aggressively advocate for its needs, and celebrate its growth.

## Make Connections: Creating valuable relationships, member to member.

- Downtown business leaders have the opportunity to create dynamic partnerships and collaborations with other RDDC members and receive unique access to "power players" in the downtown community.
- Our engaged and highly-respected membership shares experience, advice, and market knowledge with other members.
- RDDC's Economic Growth Series events feature VIP receptions for members to network with presenters and sponsors. RDDC members enjoy reduced sponsorship rates and admission fees for the events.

## Be Heard: The more members, the louder our voice.

- Our Board of Directors acts as a powerful, private sector leader focused on protecting investment, encouraging growth, and increasing downtown tenancy.
- RDDC uses the collective influence of our member base to impact development incentives, government programs, public policy, and the physical environment to make downtown a more dynamic place to do business.
- RDDC's leadership works actively with the City of Rochester to address many of downtown's challenges, particularly those impacting the business community.

## Stay Informed: Connecting you to what's relevant and emerging downtown.

- RDDC is the leader in tracking downtown tenancy, investment, and development trends through annual surveys, our real time Downtown Investment Map, annual downtown market report, and regular meetings with developers, neighborhood groups, and City officials.
- RDDC members have exclusive access to VIP receptions at RDDC events, Members Briefings, RDDC's annual shareholders meeting, and Member Socials.
- RDDC facilitates special meetings on hot topics impacting downtown's business climate (e.g., parking, public safety), and with developers on upcoming projects and investments.

## Get Noticed: Increase your visibility with downtown's business leaders.

- Members benefit from RDDC's extensive media relationships that yield frequent and positive visibility for member companies and investments.
- RDDC member organizations are listed with live links on [www.rochesterdowntown.com](http://www.rochesterdowntown.com) – the only source for "everything downtown" – where members receive discounted rates on additional website advertising.
- RDDC promotes its members, downtown's progress, and happenings through downtown's official social media platforms, reaching thousands of followers.



**ROCHESTER DOWNTOWN DEVELOPMENT CORPORATION**

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# 2019-2020 RDDC Leadership

## *EXECUTIVE COMMITTEE*

### **CHAIR**

**Dr. Joel Frater**, Executive Dean, MCC Downtown Campus

### **IMMEDIATE PAST CHAIR**

**Deborah Standardi**, Vice Pres., Govt. & Community Rel., Rochester Institute of Technology

### **VICE CHAIRS**

**Jim Brown**, Executive Director, Floreano Rochester Riverside Convention Center

**Tim Corcoran**, CFO, CGI Communications

**Steve Dubnik**, President and CEO, The Strong

**Brian Flanagan**, Partner & General Counsel, Nixon Peabody LLP

**Bret Garwood**, Chief Operating Officer, Home Leasing

**Chris Hill**, Vice President, I. Gordon Corporation

**Chris Mannelli**, Executive Director, Geva Theatre Center

**Roosevelt Mareus**, Dean/Executive Director, Rochester Educational Opportunity Center

**Joe Rizzo**, Manager, Economic Development & Community Relations, NYSEG and RG&E

**Patrick Tobin**, Senior Vice President & Market Executive, S&T Bank

**Victoria Van Voorhis**, CEO, Second Avenue Learning

**Christine Vargas**, Founder & Owner, Vargas Associates

### **TREASURER**

**Brie Harrison**, CFO, Rochester Public Library

### **SECRETARY**

**Pete Giovenco**, President & CEO, Bergmann Associates

## *ADDITIONAL BOARD MEMBERS*

**David Beinetti**, Principal & CMO, SWBR Architecture, Engineering & Landscape Arch., P.C.

**Tara Boggio**, Senior Business Development Manager, Upstate New York, T.Y. Lin International

**Scott Burdett**, VP, Marketing & Brokerage Services, Flaum Management Company, Inc.

**Craig Burton**, Senior Vice President, Commercial Real Estate Executive, Five Star Bank

**Keith Cleary**, VP/Director - Business Banking, ESL Federal Credit Union

**Jim Doser**, Director, Institute for Music Leadership, Eastman School of Music

**Patrick Dutton**, President, Dutton & Company

**Rich Finley**, COO, Buckingham Properties

**Andy Gallina**, President, Gallina Development Corporation

**Francis L. Gorman III**, Senior Counsel, Harris Beach PLLC

**Ken Hall**, CFO, Riedman Companies

**Bob Healy**, President, LaBella Associates, P.C.

**Kate Karl**, Partner, Chair of Banking/Real Estate Groups, Underberg & Kessler LLP

**Ben Keller**, Partner, Real Estate Development & Finance Group, Woods Oviatt Gilman LLP

**Paul Kremp**, General Manager, Holiday Inn Downtown Rochester

**Peter Landers**, Managing Member, Landers Management LLC

**Jean Maess**, Site Manager, Thomson Reuters

**Stuart Mitchell**, President & CEO, PathStone Corporation

**Richard Mueller**, Administrative Vice President - Commercial Real Estate Finance, M&T Bank

**Dr. Art Papier**, Co-Founder & CEO, VisualDx

**Michael Pietropaoli**, Vice President Senior Relationship Manager, KeyBank

**Jim Redmond**, Regional VP - Communications, Excellus BCBS

**Patrick Rogers**, Vice President, Pike Company, Inc.

**Kevin Ryan**, Executive Director, Monroe County Bar Association

**Naomi Silver**, President, CEO & COO, Rochester Red Wings

**Steve Webster**, Owner, Webster Properties

**Dawn Williams-Fuller**, Owner, Ambassador Union Street, LLC

# 2019 RDDC Membership

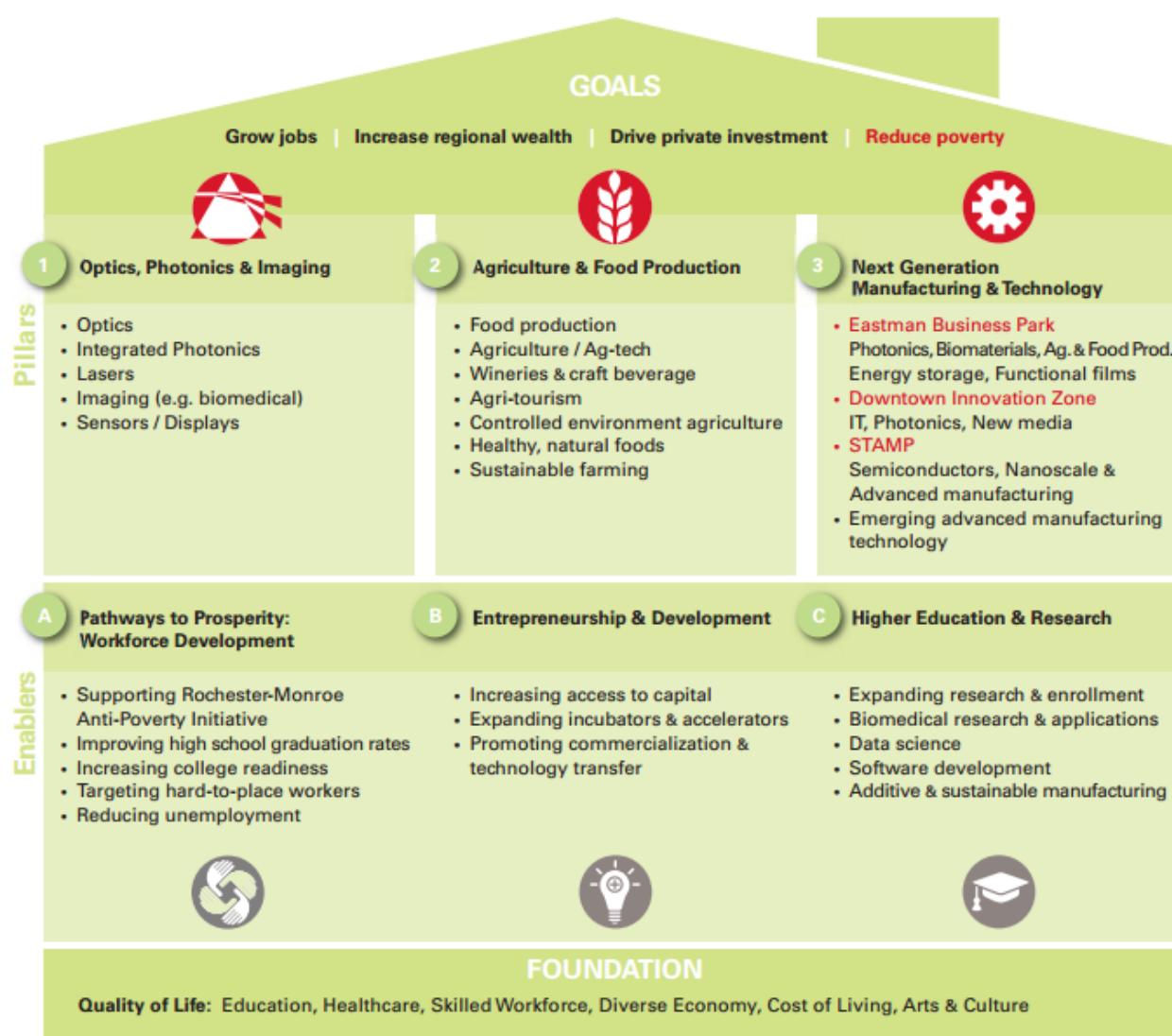
## PREMIER MEMBERS

*Ambassador Union Street, LLC • Excellus BCBS Rochester Region • Hyatt Regency Rochester • Nixon Peabody • Pyramid Brokerage Company • Thomson Reuters*

AIA – Rochester	Fisher Associates	KeyBank	Rochester Red Wings
Ajay Glass Company	Five Star Bank	LaBella Associates, P.C.	Rynne, Murphy & Associates, Inc.
Allpro Parking, LLC	Flaum Management Company, Inc.	Landers Management	S&T Bank
Ashley Management Corporation	Floreano Rochester Riverside Convention Center	Landmark Society of Western New York	SEI Design Group
BOMA of Greater Rochester	Flower City Management, Inc.	LeChase Construction Services, LLC	SVN Realty Performance Advisors
Bergmann Associates	FORTIFIED	The LiRo Group	SWBR
Birnbaum Companies	Foundation Design, P.C.	Lifetime Financial	Savin Engineers
Borrelli & Yots PLLC	Gallina Development Corporation	M&T Bank	Second Avenue Learning
Boundless Connections	Galvin Realty Group	M/E Engineering, P.C.	Smith + Associates
Bruckner, Tillet, Rossi, Cahill & Associates	Genesee Regional Bank	MCC Downtown Campus	Spoleta Development
Buckingham Properties	Geva Theatre Center	Manning Squires & Hennig Inc.	SPOT Cowork
C&S Companies	Grand Atlas Property Management	Mission Commercial Realty	Stantec
CB Richard Ellis	Greater Rochester Association of REALTORS®	Monroe County Bar Association	Stern Properties
CGI Communications, Inc.	Greater Rochester Chamber of Commerce	NextCorps	Stewart Title Insurance Company
Cabot Group	Greater Rochester Enterprise	Norry Management Corporation	The Strong
Canandaigua National Bank & Trust	Hamilton Stern Construction	NorthMarq Capital	T.Y. Lin International
Catholic Family Center	Hanlon Architects	Passero Associates, P.C.	Taylor the Builders
Chaintreuil/Jensen/ Stark Architects, LLP	Hanna Commercial	PathStone Corporation	Times Square Building
Christa Construction	Harris Beach PLLC	Philippone Associates	UDN, Inc.
City Newspaper	Harter Secrest & Emery, LLP	Phillips Lytle, LLP	UNICON
Clark Patterson Lee	Hilton Garden Inn	Pike Company	U.S Employee Benefits Services Group
The College At Brockport	Hochstein Memorial Music School	Riedman Corporation	Underberg & Kessler, LLP
The Community Foundation	Holiday Inn Downtown Rochester	Rochester Building Trades Council	University of Rochester
Community Preservation Corporation	Home Leasing	Rochester District Heating Cooperative	The Upstate Bank
Conifer Realty LLC	Howard Hanna	Rochester Educational Opportunity Center	Vargas Associates, Inc.
Corn Hill Navigation	Hudson Partners Development	Rochester Gas & Electric Corporation	VisitRochester
Corporate Communications	HUNT E   A   S	Rochester Institute of Technology	Visual Dx
Costanza Enterprises, Inc.	ID Signsystems	Rochester Management, Inc.	Webster Properties, LLC
Democrat & Chronicle	I. Gordon Corporation	Rochester Philharmonic Orchestra	WinnDevelopment
Digital Hyve	Johnson Controls	Rochester Public Library	Woods Oviatt Gilman
DiMarco Constructors, LLC			YMCA of Greater Rochester
ESL Federal Credit Union			
Eastman School of Music			

*(As of 6/13/19)*

# REGIONAL ECONOMIC GROWTH STRATEGY



The Finger Lakes Regional Economic Development Council has set the tone and direction for economic growth within our nine-county region in its October 2015 Upstate Revitalization Initiative Plan titled “United for Success”. This plan contains priorities that both influence and impact investments and strategies that are driving growth in the center of the city. These elements include:

1. *Develop the Downtown Innovation Zone to increase entrepreneurial activity, retain university graduates, and grow start-ups located in the city*
2. *Develop an incentive program for businesses to locate and create jobs within the Downtown Innovation Zone;*
3. *Increase access to capital and promote incubation & acceleration efforts in the three key pillar industries — optics, photonics & imaging; agriculture & food production; and, next generation manufacturing & technology*
4. *Support grassroots entrepreneurship as an important component of the region’s high priority anti-poverty efforts*
5. *Build an Urban Entrepreneurship Ecosystem to catalyze job growth and build community wealth for urban “main street” businesses*

# RDDC STRATEGIC PLAN, 2018-23

**MISSION:** *RDDC drives economic vitality in Downtown Rochester through innovation and collaboration.*

## GOALS & OBJECTIVES

### **GOAL #1: Accelerate downtown economic vitality**

#### **Objectives:**

- ◆ Advocate for business and physical infrastructure, programs and partnerships
- ◆ Drive activities aimed at improving street vitality and growing civic pride
- ◆ Advance programs and services that increase commercial occupancy
- ◆ Initiate and support programs and services that increase residential occupancy
- ◆ Drive microenterprise growth downtown

### **GOAL #2: Position and market downtown and its assets to support business attraction and downtown investment**

#### **Objectives:**

- ◆ Conduct market tracking and trend analyses
- ◆ Develop and execute a marketing and communications plan
- ◆ Nurture strategic partnerships and collaborations
- ◆ Engage in advocacy education efforts

### **GOAL #3: Catalyze innovative ideas that make downtown a more vibrant and inclusive community**

#### **Objectives:**

- ◆ Grow the Downtown Innovation Zone (DIZ)
- ◆ Promote walkability
- ◆ Create a more inclusive downtown
- ◆ Leverage technology and innovation to drive downtown success

### **GOAL #4: Maximize the ongoing impact of the organization**

#### **Objectives:**

- ◆ Affirm RDDC commitment to improving the lives of people in our community
- ◆ Adopt an operational structure and financial strategies that reflect organizational priorities
- ◆ Increase and diversify funding sources for EDDC programs and operations
- ◆ Refresh RDDC's brand and brand identity
- ◆ Build capacity for organizational leadership continuity

# 2019 Dues Structure

RDDC has five basic dues categories which reflect the size and breadth of individual downtown stakeholder interests. Factors such as total downtown assessed value owned, number of downtown employees, and numbers of annual attendees, patrons and guests impact assignment to a category. These factors all contribute to the value of RDDC's work in driving increased downtown tenancy, improving corporate and residential neighborhoods, and growing a safer, more walkable, and appealing downtown environment.

## **East Avenue: \$6,825**

- Large banks (greater than \$3B in local deposits)
- Largest commercial real estate holdings downtown (assessed value downtown greater than \$30M)
- Largest downtown employers (downtown staff greater than 500)

## **Court Street: \$3,415**

- Larger credit unions (greater than \$1B in total assets) smaller banks (less than \$3B in local deposits)
- Downtown hotels
- Large A/E firms and real estate sector vendors (local staff greater than 200)
- Large commercial real estate holdings downtown (assessed value downtown between \$10M - \$30M)
- Large downtown employers (downtown staff between 200-500)
- Large downtown law firms (local staff greater than 200)

## **State Street: \$1,705**

- Small and medium-sized credit unions (less than \$1B in total assets)
- Construction companies
- Large cultural, educational and not-for-profit institutions (990 reported income, downtown real estate greater than \$10M each)
- Law firms not located downtown
- Medium commercial real estate holdings downtown (assessed value downtown between \$1M - \$10M)
- Mid-size A/E firms and real estate sector vendors (local staff between 50-200)
- Mid-size downtown employers (total downtown staff between 50-200)
- Mid-size downtown law firms (local staff between 50-200)

## **Gibbs Street: \$885**

- Mid-sized cultural, educational and not-for-profit organizations (990 reported income greater than \$1M and/or downtown real estate valued less than \$10M)
- Real estate appraisers
- Real estate brokers and management firms
- Small A/E firms and real estate sector vendors (less than 50 local staff)
- Small commercial real estate holdings downtown (\$1M or less in total assessed value downtown)
- Small downtown employers (less than 50 staff downtown)
- Small downtown law firms (less than 50 local staff)
- Sports teams
- Title insurance

## **Fitzhugh Street: \$575**

- Homeowner and/or neighborhood associations
- Small cultural, educational and not-for-profit organizations (990 reported income of \$1M or less)
- Solo practitioners