

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 advocate for the Downtown Innovation Zone (DIZ).** Emerging in 2014, the DIZ now contains 193 innovation and creative class enterprises. There are four business incubators and accelerators operating, and a fifth under construction. This sector represents the new office tenancy in the downtown marketplace.
- **Creating a 21st century parking strategy for downtown.** Actively convening public & private sector representatives to craft a realistic and viable strategy that supports the attraction and retention of office and residential tenancy.
- **Provides an updated downtown office market database.** Understanding the experience across downtown's different commercial neighborhoods, classes of space, and development districts provides greater market clarity. Available space information serves potential tenants, commercial brokers, and property owners.
- **Vocal leadership impacting the design and activation of public infrastructure projects** that improve downtown's public realm and therefore the street experience for residents, employees, business clients, and visitors.

ADVANCING DEVELOPMENT & INVESTMENT

- RDDC's **market tracking work** informs the lending environment and strengthens investor confidence.
- Assist **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.
- **Works frequently with potential tenants** to sell the downtown environment and to connect them with property owners and leasing agents.
- **Case Study: The Commissary.** RDDC understood that conventional retail was shrinking radically, and food and beverage operations were leading the way to revitalizing Main Streets in many cities. We raised \$2.1 million to build the first food business incubator and shared kitchen of its kind outside of NYC in our state, now under construction. There are over 150 food entrepreneurs interested in launching their businesses in our facility, and the project will open its doors in June 2020.
- **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, GRE, and RBA (now Chamber) leadership to jumpstart the process of local control over the entire block. RDDC brought in a panel of national Urban Land Institute experts to assess the redevelopment potential of the core of downtown. Dozens of local private and public sector leaders were engaged, and the results drove the first major infusion of State funds and private investments on this critical super block in 40 years.
- **Other examples of impact:** Design & installation of Albert Paley railings on Main Street Bridge; direct leadership in the development of the Bausch & Lomb Library and Frontier Field projects; two-way street conversions (*St. Paul Street, Clinton Avenue, Broad Street*); Inner Loop East redevelopment; Main Street Streetscape Enhancements; and helping to advance ROC the Riverway.

IMPROVING THE PERCEPTION OF DOWNTOWN

- Two years of successful **Restaurant Week** events, engaging dozens of restaurateurs and hundreds of new patrons.
- 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 the most 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 rapidly changing parking demand by block, and to creatively address emerging parking deficit areas.
- Partnering with the City and private property owners to identify and improve the impact of the downtown parking system on tenant attraction, tenant retention, and property values.
- Benchmarking approaches in forward-looking cities to expose innovative and cost-effective solutions to evolving downtown parking issues.

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.
- Recognize that increased street life is the best antidote to perceptions of safety downtown — working with Arts in the Loop and ROC the Riverway to improve the street level experience.

Government Relations

- Partnering with City and County leadership regarding downtown projects and issues, representing a wide range of private interests. Strong working relationships cement RDDC's impact as a "go to" and problem-solving organization.
- Active in ROC 2025, ROC the Riverway, and the Urban Entrepreneurship Partnership, supporting downtown's significant role in regional economic development.
- RDDC leadership is frequently involved in moving individual downtown development projects forward and targeting statewide opportunities to center city investment and redevelopment.
- Participating on the NYS Urban Council to articulate the contribution of successful downtowns to the state economy, and to identify ways to unleash the power of these targeted geographies statewide.

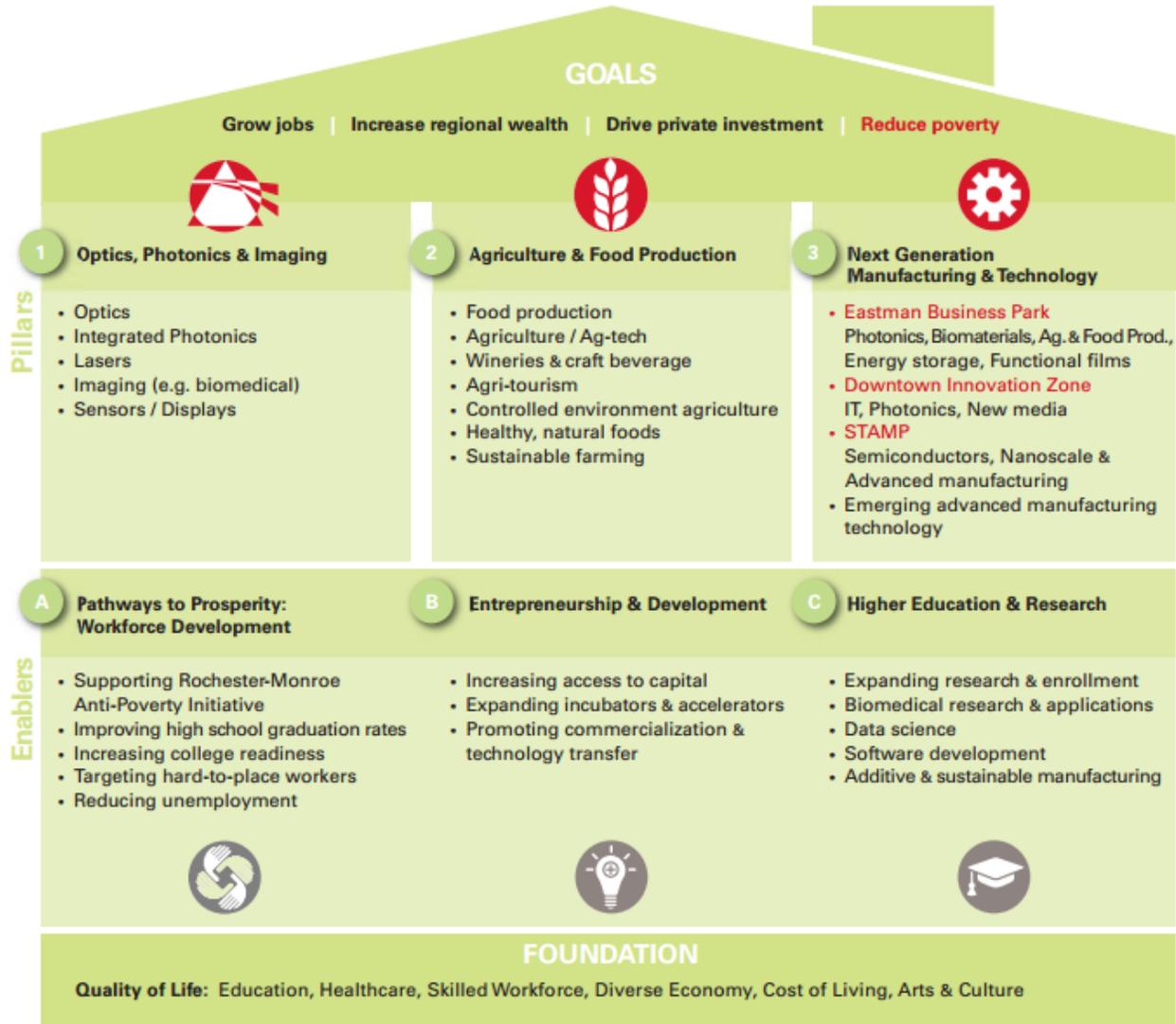
TRUSTED SOURCE FOR MARKET DATA & TRENDS

- **Trends in vacancy and occupancy are identified accurately and quickly as a result of RDDC's 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, 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" and "DOWNTOWN AWARDS" events are very popular and expose the depth, breadth, and momentum in downtown's growth trajectory and remarkable investment story.
- 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) and social media channels provide detailed information about all of downtown's office buildings, residential units, development projects, and more.

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 RDDC programs and operations
- ◆ Refresh RDDC's brand and brand identity
- ◆ Build capacity for organizational leadership continuity

2019-2020 RDDC Leadership

EXECUTIVE COMMITTEE

CHAIR

Dr. Joel Frater, Executive Dean, MCC Downtown Campus

IMMEDIATE PAST CHAIR

Deborah Stendardi, 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

2020 RDDC Membership

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

(As of 2/19/20)

2020 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: \$7,000

- 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: \$3,600

- 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: \$1,740

- 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: \$900

- 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: \$590

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

RDDC Sponsorship Opportunities

DOWNTOWN EVENTS

ECONOMIC GROWTH SERIES *These events focus on different aspects of the local economy, and attract hundreds of business leaders, public officials, and media. The four annual events include Downtown Rising, Downtown Definitely Awards, The State of Rochester's Economy, and Vision ~ Future.*

Lead Sponsor Level -- \$5,000 (RDDC members, \$4,800)

- Lead speaking role during luncheon program
- Table of eight (8) with company stanchion, prominently placed
- Recognition and company description during event introduction
- Company logo with live link to website included in electronic invitation (4,400 recipients)
- Logo and corporate write-up in event program booklet
- Full sponsor slide in large screen presentation
- Corporate banner prominently placed over head table, if desired
- Corporate display table space, if desired
- Corporate handout or giveaway placed at each guest seat, if desired

Corporate Sponsor Level -- \$2,000 (RDDC members, \$1,800)

- Table of eight (8) with company stanchion
- Verbal acknowledgement with company description during speaking program
- Company logo with live link to website included in electronic invitation
- Logo and brief corporate write-up in event program booklet
- Logo displayed in large screen presentation
- Corporate banner placed over head table, if desired
- Corporate display table space, if desired

Supporting Sponsor Level -- \$500 (RDDC members, \$450)

- Two (2) tickets to the event
- Verbal acknowledgement of sponsorship during speaking program
- Company logo with live link to website included in electronic invitation
- Logo included in event program booklet and in large screen presentation

All event sponsors are invited to attend the VIP Reception immediately preceding each event, exclusively for RDDC Members, event sponsors, and featured speakers.

GROWING THE INNOVATION ECONOMY SERIES *This free event series is focused on opening up a more real and inclusive conversation around the knowledge industry sector and the growing Downtown Innovation Zone.*

Annual Series Sponsor Level -- \$4,200 (RDDC members, \$4,000)

- Scripted speaking role during program
- Recognition and company description during event introduction
- Company logo with live link to website included in electronic invitation (4,400 recipients)
- Logo and corporate write-up in event program booklet

Supporting Sponsor Level -- \$500 (RDDC members, \$450)

- Verbal acknowledgement of sponsorship during speaking program
- Company logo with live link to website included in electronic invitation
- Logo included in event program booklet and in large screen presentation

NEW DOWNTOWN WEBSITE

Launched in June 2019, this dynamic new website features downtown's new "Downtown Definitely" brand; downtown investment project details; searchable pages for downtown housing and office space; downtown investment, office space and housing market reports; information on downtown's 14 neighborhoods; and much more.

New pricing and package deals currently under development.