

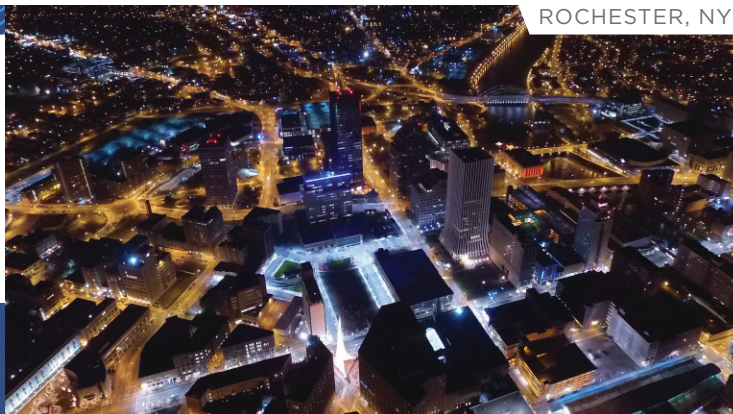
OPPORTUNITY PROFILE:

PRESIDENT & CEOROCHESTER DOWNTOWN
DEVELOPMENT CORPORATION**EXECUTIVE SUMMARY**

The Rochester Downtown Development Corporation (RDDC), a 501(c)3 chartered to drive economic vitality in downtown Rochester, is seeking a President and CEO who is a visionary leader, skilled relationship builder, change agent, and an expert business and financial executive who will lead the creation and management of a downtown Business Improvement District (BID) to transform downtown Rochester into a world-class 21st century center city.

This is a unique opportunity for a President & CEO to lead an organization in the 21st century **transformation** of a storied American city. This transformation has already begun, driven by unprecedented investment and development downtown and along the city's riverfront, now poised to grow over the next five years. Dramatic game-changing projects are rebuilding the fabric of the city, increasing its density, attracting thousands of new residents, and creating exciting new centers of gravity.

Diversity, equity, and inclusion will be integral and intentional as downtown Rochester becomes a center for all citizens, and a model for American cities. Recent announcements by Governor Hochul will help fund more riverfront projects and redevelop a blighted block in the center of downtown. A \$50 M. investment from the State for "Roc the Riverway" projects is igniting the community and growing a network of riverfront trail connections and new public spaces. RDDC is central to all of this. In addition to establishing the new BID, **RDDC is now activating the street-level experience and generating new riverfront activity throughout downtown.**


**Downtown
Rochester—
Positioned for
Dynamic Growth**

For the first time, private sector, political, and institutional stakeholders have all aligned and ensured the financial resources needed to establish a new organization. This provides a rare opportunity for an experienced, effective, and creative downtown management professional to lead a growing organization, develop a new business improvement district, and shape the future of an energized center city—and in that supportive environment, build an enduring personal and professional legacy.

MAJOR INVESTMENT LEVELS

- **\$2.5 B.** invested downtown since the year 2000
- **\$615 M.** in projects planned and underway in 2022
- **12+** ROC the Riverway projects already underway, **\$50 M.** from the State
- **36** projects in development, including **14** housing projects (**1,084** new units)
- **Corporate HQs announced:**
Constellation Brands (2024)

DOWNTOWN INNOVATION ZONE (DIZ)

- **193** innovation and creative class enterprises before COVID
- **8** incubators and accelerators, **99** businesses onsite, **800+** others served in 2021
- Business types include Main Street to Fiber Alley

KEY STATS

- **8,100** residents, **1,084** more with projects coming online
- **122** office buildings, **8.8 M.** square feet, **48,000** employees pre-COVID
- **5** hotels (**816** rooms), **3** more coming (**390** rooms)
- **5,200** higher ed students in **4** institutions

INNOVATION LEADING THE WAY


A December 2019 report by the Brookings Institute titled Regional Technology Hubs placed Rochester at **5th in their list of top 10 “growth centers.”** The report considered population, University STEM R&D doctoral degrees per 100,000, and the innovation sector’s share of jobs in the city/region.

Other sources have also recognized the impact of innovation on Rochester’s future growth:

- ▶ **#1 Metro** for future growth — *Jump Starting America*
- ▶ **Top 25** most innovative city — *24/7 Wall Street*
- ▶ **#1 Metro** in STEM degrees per capita — *USDOE*
- ▶ **#5 Metro** in patents per capita — *USPTO*



Visit our website:
RochesterDowntown.com

When you see this icon,  ‘click’ to learn more. Throughout this document, you’ll find links to informative websites.

The Future of RDDC and the new BID

RDDC’s next President & CEO will be charged with activating the interim, pre-BID activities, and continuing the transformation process to establish a new downtown BID. RDDC’s leadership has now secured the funding to activate the pre-BID work, working closely with the two funding entities (Empire State Development & ROC 2025), City of Rochester, and County of Monroe. Over the next three to five years the goals are:

- Transition RDDC from a membership-based revenue model to larger organization with significantly higher and more diversified revenue sources.
- Lead all aspects of the BID development process including stakeholder engagement, the legal formation process and serve as the chief advocate and champion for BID benefits and impacts.
- During the pre-BID phase, manage three entities (Rochester Downtown Development Corporation, Rochester Downtown Partnership, and Rochester Commissary LLC), including all corporate oversight and management; staff oversight and management; daily financial oversight and annual audits; all required grant reporting; oversight of all contract relationships; and program execution in accordance with approved workplan.
- Create and activate a new, high-impact downtown events and marketing program.
- Update the five-year, pre-BID annual workplans and budgets to reflect:
 - (1) additional staffing and services contracts.
 - (2) a more robust events and marketing program.
 - (3) RDDC’s continuing economic development, market tracking, issues advocacy, and membership support work; and
 - (4) continued management of The Commissary, RDDC’s new food business incubator and shared kitchen facility.

Also...

Secured Funding to support the transition and the creation of the BID:

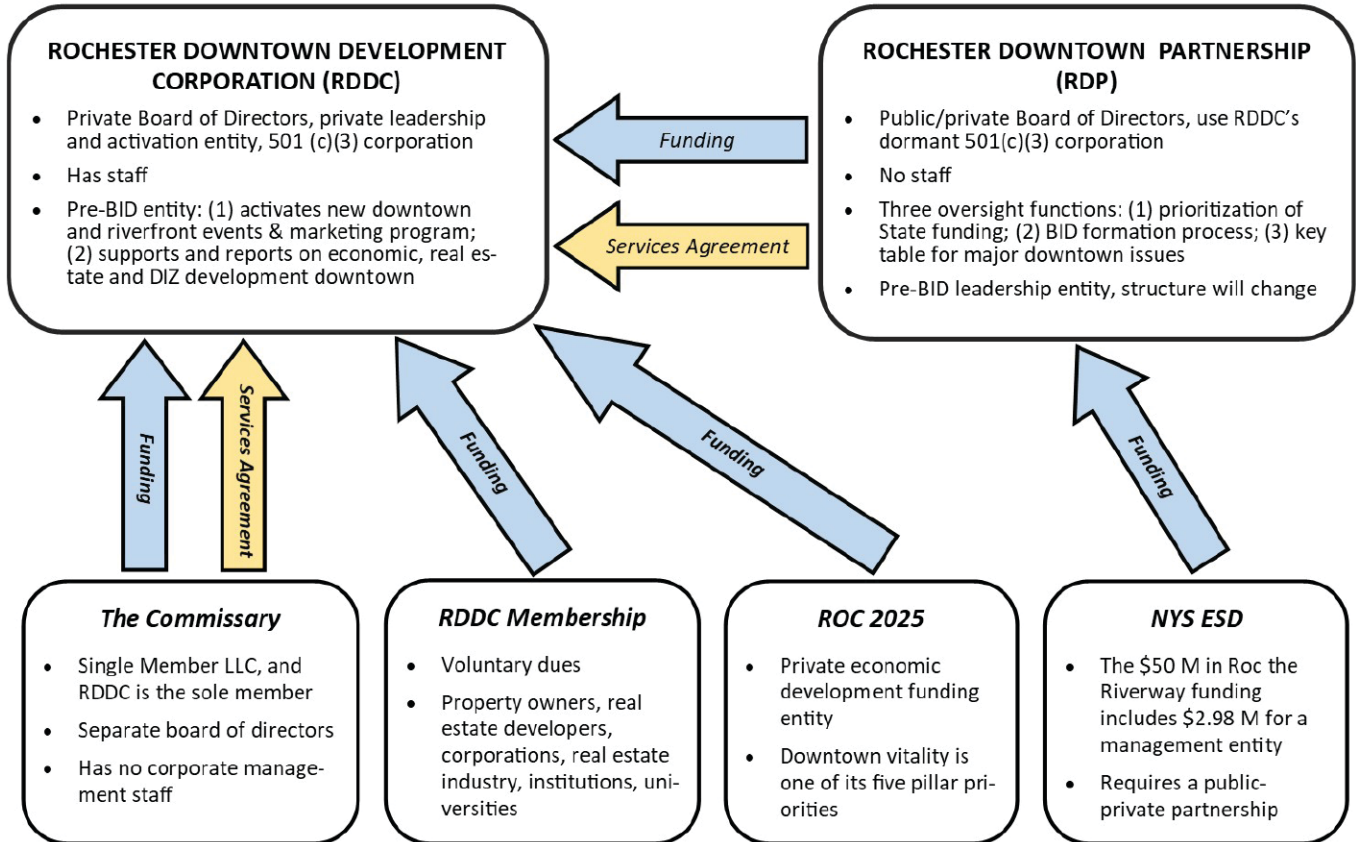
- \$2.98 M.—Empire State Development
- \$1 M.—ROC2025
- \$750,000 — (RDDC contributes all its revenue)

Organizational goals:

- Secure long-term sustainable funding by creating a Business Improvement District (BID).
- Create a program of events and activities downtown and on the riverfront.
- Build a highly qualified professional staff that can deliver results with excellence and efficiency.

DOWNTOWN & RIVERWAY MANAGEMENT STRUCTURE

(2022 - 2027)



RDDC—1/10/22



Downtown Riverfront



“We finally have the opportunity to actually move this (the downtown BID) forward. It’s very exciting, and, it’s going to take a lot of work, but I’m just happy to see that we’re getting off the ball to actually have the opportunity to really have what every other downtown in every other part of the country has.”

—Mayor Malik Evans

Excerpt from WXXI News Story

[Click here to read full article](#)

MORE ABOUT RDDC

RDDC accelerates downtown development by positioning and marketing assets that attract businesses and investment and catalyzing innovative ideas, making downtown a more vibrant and inclusive community. It is an economic development entity and leadership vehicle which supports downtown residents, visitors, and businesses; tracks downtown investment, office space and housing markets; and supports a variety of private business innovation initiatives.

RDDC has operated as a membership-based organization since 1977, and now serves more than 90 member entities representing a wide range of real estate, hospitality, financial services and insurance enterprises, cultural institutions, as well as colleges and universities, and community-based not-for-profit organizations.

RDDC developed and operates **The Commissary, the only food business incubator and shared kitchen facility in Upstate New York.** While the facility opened at the height of the pandemic, it now serves 45-member food service entrepreneurs. The Commissary also sponsors various programs, events, and services for both member – and non-member – food businesses to create stronger food service entrepreneurs and fill a crucial gap in the region’s entrepreneurial ecosystem. Its corporate entity, Rochester Commissary LLC, has its own governing board and is a Single Member LLC under New York State laws. RDDC is its sole member.

RDDC currently employs four staff, headquartered downtown, and co-located with two key economic development entities – the Greater Rochester Enterprise and ROC2025. Staff turnover is very low, with a passionate team eager for opportunities to grow RDDC’s capabilities and impact. RDDC has a successful record in managing its varied and evolving stakeholder relationships. The organization has also become a key player on the Greater Rochester Region’s recently strengthened and empowered economic development team.

The organization has a dynamic and engaged Board of Directors and Executive Committee, a five-year Strategic Plan (2018–2023) to which it remains faithful, and a high degree of consensus on the following:

1. Acting in the best interests of both downtown and the RDDC.
2. Clear vision of what RDDC can accomplish for its members, synergistic with RDDC’s unique value proposition.
3. Strong advocacy for the Downtown Innovation Zone (DIZ), improving residential and commercial tenancy, and attracting significant real estate investment.
4. Entrepreneurial spirit and energy to create exciting opportunities that transform downtown Rochester in a way that promotes economic equity and ensures widespread accessibility.



Click to learn more:



The Commissary

DOWNTOWN IS AN ECONOMIC DEVELOPMENT DRIVER

Rochester's center city has been undergoing significant growth, experiencing \$2.5 billion in real estate development since the year 2000. The conversion of 53 downtown commercial buildings to residential use has transformed downtown, and more projects are about to be announced. With high occupancy rates and 14 more housing projects announced and under construction, downtown's current base of 8,100 residents will grow to 10,000 within a few years.

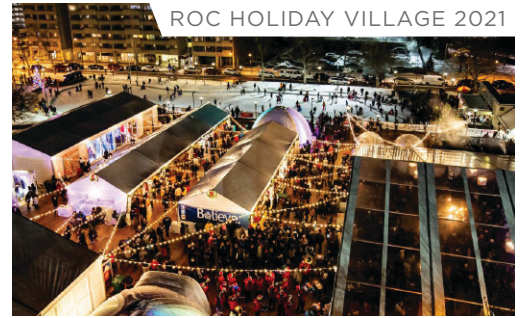
This remarkable residential growth not only breathed new life into the center of the city, but also jump-started the **Downtown Innovation Zone (DIZ)**. The DIZ grew organically and now features eight business incubators and accelerators (one of which RDDC owns and operates), and 193 innovation and creative class enterprises. Some of these companies were growing significantly before COVID, and they all represent the most important tenancy growth segment for downtown's 90 competitive office buildings.

Downtown's investment and residential occupancy rates continue to be surprisingly strong despite the pandemic. RDDC is tracking 38 development projects in 2022, totaling more than \$615 million and bringing 1,084 new housing units, 390 additional hotel rooms, new cultural spaces, and several corporate headquarters into the city center. With **public investments creating new public spaces** (most recently a downtown skatepark), business density and street-level vibrancy have a real opportunity for rebirth.

In addition, Rochester has been awarded \$50 million for a series of projects that will create public spaces and access points on a six-mile portion of the Genesee Riverway. Significant sites in that territory are located downtown, and new public investments and exciting private development are either announced or already under construction. Part of this award includes funding for a **downtown and riverfront management entity**. RDDC has been selected as the activation organization to catalyze this work, which includes both operating as the pre-BID entity and creating the new downtown BID.

INCREASING DOWNTOWN VITALITY

Increasing downtown economic vitality is the primary mission of the RDDC. Despite the substantial investment in downtown over the past 20 years, more needs to be done to energize the street-level experience. RDDC has collaborated with its government and private sector partners to secure funding to facilitate a pre-BID entity, accelerate events programming, and create a new downtown BID.



**EASTMAN
INSTITUTE FOR
MUSIC LEADERSHIP**

EASTMAN SCHOOL OF MUSIC • UNIVERSITY OF ROCHESTER

[Click here](#) for a recent example of their exceptional events:

**"Awadagin Pratt:
Black in America"**



ABOUT ROCHESTER, NY

As New York State's fourth largest municipality (pop. 205,777), and a majority-minority city, Rochester benefits from proximity to major East Coast markets without the cost of living or commute associated with major metropolitan areas. Its nine-county regional population of 1.2 million includes a skilled and diverse workforce benefiting from major colleges and universities such as the University of Rochester, "one of the new Ivies" which includes the Laboratory for Laser Energetics (home to the highest powered laser in the world), and top internationally ranked Eastman School of Music; Rochester Institute of Technology (RIT), internationally recognized for its science, computer, engineering, and art programs; and Monroe Community College, the largest community college in Upstate New York and ranked as one of best associate degree producing colleges in the country.

Rochester has produced a significant record of innovation in energy; life sciences; food and beverage production; optics, photonics, and imaging; and advanced manufacturing.

Greater Rochester is one of the most productive regions in the country, ranking third in college degrees per capita and #1 in STEM fields (U.S. Department of Education). Its workforce outperforms regions three times its size, excelling in areas such as cancer-preventing vaccines, fuel-cell prototypes, and technology supporting missions to Mars.

Recent rankings include:

- ▶ **#1 Best Place to Live** in the Northeast After COVID-19 (*Business Insider*)
- ▶ **#1 Top Metro** in U.S. for Future Growth (*MIT Economics*)
- ▶ **#2 Most Neighborly City** in the U.S. (*Travel + Leisure*)
- ▶ **Top Ten Best Cities for Nightlife** (*Rent.com*)

Located on Lake Ontario, and part of the picturesque Finger Lakes Region of the State, Rochester provides a quality of life that surpasses most urban areas. The Genesee River winds through downtown Rochester and is being developed with **ROC the Riverway** funding in conjunction with several partners including RDDC.

As a mid-sized city, Rochester's cultural density sets it apart featuring theater, music, dance, visual arts, and museum entities and venues as well as over 180 festivals that sustain a vibrant arts ecosystem. As an example, the Strong Museum of Play is undergoing a massive expansion and is building a "Neighborhood of Play" around it. Downtown is home to the minor league baseball team, the Rochester Red Wings, who play at Frontier Field in heart of the city. Rochester is among the hottest real estate markets nationally, and business leads are at an all-time high.

Rochester is accessible via land, air, rail, and waterway. The city is located near a major Interstate (I-90). The Greater Rochester International Airport is a public airport located within the City of Rochester, three miles southwest of Downtown. The Port of Rochester is located on Lake Ontario where the Genesee River meets the lake, about 9 miles north of downtown Rochester.



Click to learn more:
ROC the Riverway

ORGANIZATIONAL OVERVIEW, SKILLS AND EXPERTISE

PRESIDENT & CEO:

Rochester Downtown
Development Corporation

OVERVIEW:

The President / CEO is responsible for planning, implementing, and managing all programs and policies of the Downtown Rochester Development Corporation, its affiliated entities, and the creation of the Business Improvement District (BID).

The Downtown Rochester Development Corporation Team Members share a responsibility for recognizing, creating, and implementing plans to promote diversity and inclusion within the organization's respective programs and initiatives. Whenever possible, this includes involving external stakeholders to coordinate and promote the Corporation's commitment to diversity and inclusion. The Downtown Rochester Development Corporation views Diversity and Inclusion as a moral and economic imperative for building a great city.



Genesee River

LEADERSHIP

- Explores new ways to craft collaborations and public-private partnerships that expand the reach and impact of RDDC.
- Provides visionary and strategic leadership in advancing the programs and goals of both RDDC and RDP with a clear vision of what can be accomplished.
- Maintains momentum in the effort to create a new downtown BID.
- Maintains RDDC as a strong, pre-BID entity and manages the corporate transitions required to create and activate the new downtown BID.
- Shares RDDC-generated information to educate public policy makers on matters that impact downtown and its continued stability, vitality and growth.
- Represents the RDDC organization and global downtown interests at a wide variety of economic development and community tables.

DOWNTOWN BUSINESS IMPROVEMENT DISTRICT (BID)

- Manages the process to create a new downtown BID in compliance with NYS BID Law.
- Engages downtown property owners, government officials, and other stakeholders in the development of the elements required to develop the proposed BID District Plan.
- Manages the process to secure all necessary approvals to create and activate the new BID.



Kodak Hall at Eastman Theatre

ECONOMIC DEVELOPMENT

- Represents RDDC at the meetings of ROC2025's Board of Directors and Leadership Team.
- Actively participates in meetings related to the urban entrepreneurship ecosystem.
- When appropriate, provides mentorship to the leadership of The Commissary.

INCLUSION & ECONOMIC EQUITY

- Actively participates in intentional economic development work focused on significantly improving economic equity in our work and in the systems that impact the city.
- Continue to diversify RDDC's membership, Board leadership, and staffing.
- Explore and implement best practices that produce inviting and inclusive downtowns.
- Partner with key community stakeholders to develop inclusive initiatives that celebrate the diversity of our community.

EVENTS

- Collaboratively executes, coordinates, and markets an exciting annual program of events and activities to enliven public spaces throughout downtown and along the core of the Genesee riverfront.
- Manage an annual program of high value, content-driven business and economic development events which yield maximized net revenue.



Downtown Mural – "Stories of Strength" by Sarah C. Rutherford

ORGANIZATIONAL MANAGEMENT

- Assures sound financial oversight, practices, and timely reporting for both RDDC and RDP.
- Hires, leads, manages, and inspires all RDDC staff and contractors.
- Continues to support continued growth of The Commissary.
- Proposes the annual vision and work program for both RDDC and RDP.
- Grows RDDC's membership base.
- During the pre-BID period, serves as the Executive Director for RDP.

BOARD MANAGEMENT

- Proposes agendas for RDDC's Board and Executive Committee meetings.
- Recommends agenda for RDP Board meetings.
- Oversees required corporate record keeping for the boards and committees of both RDDC and RDP.
- Expands participation and engagement of RDDC board members to drive the work outcomes, and impact of both entities. Makes effective use of board to advocate organizational objectives and to address any objections or issues. Keeps board informed in a mutually agreed to fashion.

STRATEGIC PLANNING

- Spearheads RDDC's upcoming strategic planning process.
- Guides both RDDC and RDP through the pre-BID period and the transitions necessary to activate the BID.
- Helps craft the optimal structure and funding needed to achieve the community's downtown management vision.
- Oversees the interim pre-BID organizational management duties to effectuate the transition from a membership-based organization to a BID.

MARKETING & COMMUNICATIONS

- Serves as the public face of RDDC.
- Manages a high impact program of social media and other communication platforms to support and enhance the reputation of downtown, its marketplace, and the new program of events and activities.
- Represents RDDC in all matters related to the media, and a variety of government, civic, neighborhood, and community stakeholder groups.

ADVOCACY

- Actively advocates for policies, projects and plans that grow a healthy downtown, and that support downtown investment, tenancy, and activity.
- Acts as a skilled advocate, educator, and negotiator on many levels, as liaison to all stakeholders including the RDDC's Board of Directors, members, interim funding agencies, local and regional governing bodies, downtown businesses and residents, and community stakeholders.
- Navigates priorities, sometimes conflicting, between RDDC members, wider downtown stakeholders, and government agencies.
- Employs diplomacy, tact, transparency, and sometimes confidentiality in all matters, including the evolution of RDDC and the new downtown BID.

LEADERSHIP SKILLS

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.
- “Ambidextrous” leadership skill — Can manage and deliver current mission and key roles while seeking future trends and needs and readying organization for the future.
- Demonstrated integrity and character. Will to do the “right thing” and is a reliable partner and colleague.
- 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.

LEADERSHIP AND INFLUENCE

- Builds common ground, convergence, and consensus about the future direction of the organization and downtown development/progress 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 RDDC.
- 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. Clearly demonstrates “emotional intelligence.”
- Acts as an ambassador for the downtown organization and for the community.

LEADERSHIP SKILLS, continued...

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.
- Effective and creative in identifying and growing additional resources and funding sources to leverage investment of stakeholders and build partnerships.
- 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.

INTERPERSONAL CHARACTERISTICS

- “Honest Broker” — Recognition across sectors as a trusted, objective, authentic, and credible leader.
- 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” professional with a passion for change and a willingness to think locally and regionally.
- Expert listener.

SELF MANAGEMENT, ACHIEVEMENT, AND ETHICAL INTEGRITY

- Possesses a strong sense of personal integrity, duty, and responsibility. Upholds ethical practices.
- 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.



Geva Theatre Center — World Class Regional Theater

EDUCATION

- Bachelor’s Degree in business, economics, public policy, urban planning or an equivalent combination of education, training, and expertise preferred.



top | First Federal Plaza Building

bottom | Borinquen (Youth) Dance Theatre

ACKNOWLEDGMENTS:

Our special thanks to the following organizations for providing narrative and pictures for this document. Click the links below to learn more:



Rochester Downtown Development Corporation (RDDC)

www.RochesterDowntown.com

Greater Rochester Enterprise (GRE)

www.RochesterBiz.com

Greater Rochester Chamber of Commerce

www.GreaterRochesterChamber.com

ROC the Riverway

www.CityofRochester.gov/ROctheRiverway

The City of Rochester

www.CityofRochester.gov

Monroe County

www.MonroeCounty.gov



**EXECUTIVE
SEARCH
CONSULTANTS**

*Integrity
Knowledge
Service*

COMPENSATION

A competitive compensation package will be provided.

APPLICATIONS

Electronic applications preferred.

Send Nominations & Applications to:

David Smith | dpsmith@hrsinc.com

**Please reference the subject line:
RDDC President & CEO**

APPLICATION DEADLINE:

March 11, 2022

Rochester Downtown Development Corporation (RDDC) Search Team:

- **David P. Smith**
Engagement Manager
- **David N. Ginsburg**
Engagement Coordinator
- **Weida Tucker**
Partner

Graphic Design by Lauren DiColli Hooke