

OPPORTUNITY PROFILE:

PRESIDENT & CEO

DOWNTOWN TOLEDO
DEVELOPMENT CORPORATION



OPPORTUNITY OVERVIEW

TRANSFORMATIONAL OPPORTUNITY

Toledo’s urban core is undergoing an exciting and comprehensive change that will transform the city into one of the most vibrant and livable cities in the Great Lakes region. Led by a group of influential corporate and civic executives with the 22nd Century Committee, a dynamic Master Plan for Downtown Toledo was established. Using a process that included extensive public input, a master plan was created that encompasses infrastructure, catalytic projects, transit and transportation development, riverfront development, an innovation district, housing initiatives, planning, green space creation and expansion, retail and entertainment, culture and arts expansion, and programs designed to energize the Toledo experience.

**THE MASTER PLAN —
LEVERAGING THE MOMENTUM
& IMPLEMENTING THE VISION**

FIND THE MASTER PLAN AT:
<http://DowntownToledoPlan.com/Report>

Recognizing that a strong urban core is central to a strong city and critical to sustainable job growth and expansion throughout the Northwest region of Ohio, corporate and civic leadership have committed significant funding to support the Toledo renaissance.

DOWNTOWN TOLEDO IS AT THE CUSP

of a renaissance

National and regional trends are pointing to the resurgence of urban areas and the local market momentum is shifting in the direction of Downtown Toledo. Jobs and residents are returning to downtown. New parks and open spaces are being created along the riverfront and investments are being made in entertainment and hospitality facilities. All of these elements are essential to creating an active, livable, and attractive downtown.

The Downtown Toledo Master Plan process harnessed this energy, receiving tremendous public interest and support, echoing a desire for continued improvement. Residents of all ages are seeing the action downtown and want to be a part of it. Now is the time to tap into that enthusiasm — and support for change and reinvestment — and build the Downtown Toledo of the future.

THE GREAT OUTDOORS
Enjoy hiking, biking, fishing and more



BON APPÉTIT
Enjoy unique culinary experiences

ARTS & ENTERTAINMENT
Experience the Toledo Opera at the Valentine Theatre



TOLEDO'S DISTANCE TO MARKETS:

- 1: **Ann Arbor** — 53 miles
- 2: **Detroit** — 61 miles
- 3: **Chicago** — 245 miles
- 4: **Cincinnati** — 204 miles
- 5: **Cleveland** — 118 miles
- 6: **Columbus** — 143 miles
- 7: **Indianapolis** — 229 miles
- 8: **Pittsburgh** — 233 miles
- 9: **Nashville** — 479 miles
- 10: **Toronto** — 290 miles

THE DOWNTOWN TOLEDO MASTER PLAN CREATES A VISION OF A THRIVING RIVERFRONT CITY

Toledo is a city that celebrates and builds from its greatest natural asset and amenities outward into the surrounding neighborhoods, districts, and communities. Community conversation has led to a common vision and consensus regarding next steps.

In convening this planning process and seeing it through to completion, the 22nd Century Committee has completed its objective. The committee has now disbanded, but many of its members will serve on the board of directors of the Downtown Toledo Development Corporation. The next step for the DTDC is to build the leadership, partnerships, and capabilities to begin implementation.

COMMITMENT MADE TO DOWNTOWN TOLEDO DEVELOPMENT

<http://tinyurl.com/downtowntoledo>

The Maumee River is a valuable public asset and will be the key to the revitalization of Downtown Toledo. The Maumee River is one of the most distinct features of the Toledo region. It is the biggest of the Great Lake tributaries and flows into Lake Erie. Approximately five miles from the mouth of the river there is a distinct bend, the apex of the bend is the site of Downtown Toledo.

THE DOWNTOWN TOLEDO DEVELOPMENT CORPORATION

The Downtown Toledo Development Corporation is the focal point for leading strategic and sustainable growth in Toledo's urban core and for implementing and evolving the Downtown Toledo Master Plan.

The **Downtown Toledo Development Corporation** is seeking a dynamic, metrics-driven, marketing savvy, strategically-focused, President & CEO who possesses strong development experience, and is **passionate about leading a bold, broad-based, urban transformation.**

ABOUT

The Downtown Toledo Development Corporation (DTDC) is a consensus-driven, public-private partnership focused on the revitalization, development, beautification, and advancement of Downtown Toledo. DTDC currently encompasses ParkSmart, the downtown parking system, and the Toledo Design Center. Discussions are underway to potentially integrate other organizations into the DTDC as well as exploring a shared space concept.



◀ Downtown Jet Skiing on the Maumee River

QUALITY OF LIFE

"YOU WILL DO BETTER IN TOLEDO"

Toledo consistently ranks high in many "best of" categories related to quality of life factors. SmartAsset named Toledo...

THE 5TH MOST AFFORDABLE CITY IN THE COUNTRY.

Contributing to that ranking is the fact that houses in Toledo cost approximately \$100,000 less than the national average. Renters are enjoying similar savings; the average rent for a one-bedroom apartment in Toledo is about \$515 per month, far below the national average of \$975 per month. US News and World Report ranks the city as one of the best places to live in America. "You will do better in Toledo," the slogan which was introduced in 1913, represents the positive attitude of the city's residents. Whether your interests lie in arts, culture, or the outdoors, Toledo has much to offer.

ARTS AND CULTURE

Cultural points of interest located within the city include the Peristyle—a concert hall located in a wing of the Toledo Museum of Art, the Valentine Theatre—home of the Toledo Opera, the Toledo Zoo, the Toledo Metroparks and Imagination Station. Imagination Station was selected as a finalist for the 2016 National Medal for Museum and Library Service.

ENTERTAINMENT

Hensville has become the focal point of Downtown Toledo. The \$21 million mixed-use development of restaurants, office and event space, and retail shops anchored at Fifth Third Field in the Toledo Warehouse District has become Toledo's premier entertainment destination. Entertainment ranging from concerts to festivals will be held in the park, rooftop decks, and other venues in the development.

2 TOLEDO NAMED THE #2 MOST FUN PLACE TO LIVE FOR OUTDOOR LOVERS

By U.S. World and News Report

OUTDOOR

Scenic parks and waterways, trails with captivating wildlife, and one of America's Great Lakes provide the ideal habitat for outdoor adventure in Toledo. Discover the coastlines, and islands surrounding Northwest Ohio and Toledo—the "Water Recreation Capital of the Midwest." Nestled along Lake Erie, within the Maumee River Valley, Toledo offers a wealth of year-round experiences and activities.

METROPARKS TOLEDO

Toledo's regional system of public parks preserves 11,500 acres of natural areas and historical sites—Open every day, free of charge. Each of the Metroparks offers ample picnic areas, playfields, trails for hiking and cross-country skiing, interpretive information, and natural beauty. Each park also offers something that makes it unique. Attractions within the parks include the National Center for Nature Photography, the Canal Experience, the Wildwood Manor House and more. Middlegrounds, the first Metropark on the downtown Toledo waterfront, opened in September 2016. Middlegrounds Metropark is located adjacent to the Anthony Wayne Bridge and encompasses approximately 28 acres along the Maumee River. The park takes the historical name of the property, which was the "middle ground" between the river and Swan Creek, where railroads met the canal and industries developed.



MIDDLEGROUNDS PARK



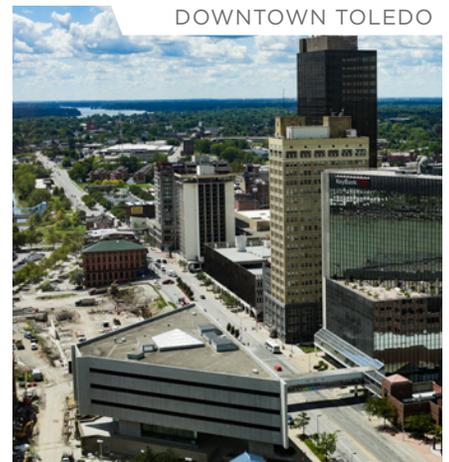
HENSVILLE ROOFTOP



TOLEDO BALLET ASSOCIATION



METROPARK BICYCLISTS



DOWNTOWN TOLEDO

QUALITY OF LIFE

MUSEUMS AND MORE

Toledo Museum of Art and Glass Pavilion

The Toledo Museum of Art's collection of more than 30,000 works of art, plus a Sculpture Garden and Glass Pavilion, ranks among the finest in the United States receiving Travel + Leisure's 2007 Design Award for "Best Museum" and other accolades for its innovative architecture.



National Museum of the Great Lakes

Built in 2014, the museum reviews the history of the Great Lakes as a part of the building of America. Included as a part of the museum tour is the S.S. Col. James M. Schoonmaker. Visitors can comb through the "Queen of the Great Lakes" on her present home on the Maumee River. This was the largest vessel on the Great Lakes when she was launched in 1911.



The Toledo Zoo

The Toledo Zoo is the wildest place in town! **The Toledo Zoo has been named the number one Zoo in the country by USA Today.** Home to more than 9,000 animals, representing over 800 species, let the Toledo Zoo take you from the Arctic tundra to the wilds of Africa, from the tropical rainforest to the Sonoran Desert and all points between — all in one great day. The zoo's special events include The Lights Before Christmas which attracts nearly 1 million visitors annually.



SPORTS

Baseball — Toledo Mud Hens International

The Toledo Mud Hens Baseball Club, a Triple-A affiliate of the Detroit Tigers, plays at Fifth Third Field.

Hockey — Toledo Walleye (ECHL)

The Toledo Walleye, a member of the ECHL, began play in October of 2009 at the Huntington Center in downtown Toledo. The Huntington Center is one of the nation's first LEED-certified professional concert and sports arenas. In February, the Huntington Center was nominated for Academy of Country Music Venue of the Year.

Auto Racing — Toledo Speedway

Toledo Speedway features the weekly racing divisions of Sportsman on the half-mile and Figure 8, Factory Stock and four cylinders on a quarter-mile track inside the big track.



THE PORT OF TOLEDO

The Port of Toledo is at the mouth of the Maumee River at the southwestern most tip of Lake Erie. The Port has been an integral part of the history of Toledo for over 200 years establishing its place in industry. This inland distribution point is home to 15 terminals which transfer large volumes of coal, grain, industrial equipment and more.

The Toledo-Lucas County Port Authority was the first port authority established in the state of Ohio in 1955. Today, the Port Authority focuses on three initiatives — Maritime, Aviation and Development. Let the Toledo-Lucas County Port Authority be your source for the transport of your supplies and cargo.

TRANSPORTATION

This region has been at the heart of industrial activity since the time it was founded as a terminus of the Miami & Erie Canal, then as a key railway center between New York and Chicago, and finally as a cornerstone of the automobile industry. Today, Toledo sits at the busiest intersection in the country — Interstate 75 and Interstate 80. Toledo is within a 500-mile radius of more than 93 million people — almost 40 percent of the North American population.

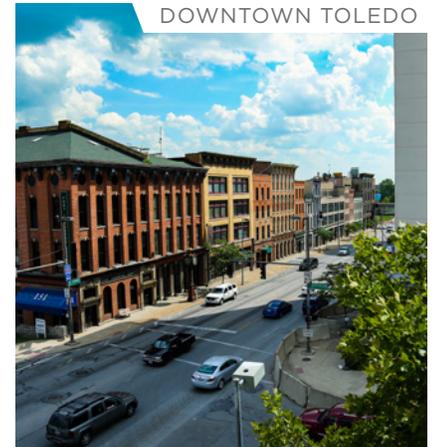
The major transportation elements of the regional center include: The Toledo Express Airport (with air cargo, general aviation, passenger service, air national guard activity); the Norfolk-Southern Airline Junction Intermodal Yard (connecting Toledo by rail to Chicago, Detroit and east coast ports); the Southern Great Lakes Distribution Corridor (with access to strategic north/south and east/west interstate highways serving all of eastern North America); the Toledo Seaport (with direct water access to global markets via the St. Lawrence Seaway System); the CSX Northwest Ohio Intermodal Terminal (with direct rail access to west and east coast seaports); and the Amtrak Station at Dr. Martin Luther King, Jr. Plaza.

MASS TRANSIT

With 54 bus routes, the Toledo Area Regional Transit Authority (TARTA) serves the communities of Toledo, Ottawa Hills, Maumee, Rossford, Sylvania, Sylvania Township, Spencer Township, and Waterville with second-to-none service and trouble-free, safe travel. All buses are wheelchair accessible, equipped with bike racks, and are “green” — using biofuels to save money and protect our environment.



FIFTH THIRD FIELD



DOWNTOWN TOLEDO



MAUMEE RIVER YACHT CLUB



MAUMEE RIVER, DOWNTOWN



MIDDLEGROUNDS PARK

EDUCATION

Toledo and its economy are influenced heavily by the surrounding educational institutions and the promise of the alternative energy industry, both of which rely on the area's colleges and universities, namely the University of Toledo and Bowling Green State University.



36

TOLEDO HAS 36 COLLEGES AND UNIVERSITIES IN A 60 MILE RADIUS

CORPORATE TOLEDO

Toledo is firmly anchored by several businesses in the downtown core as represented by the membership of the 22nd Century Committee.

FOR EXAMPLE:

Owens Corning has been integrated in the fabric of Toledo for over 75 years. This Fortune 500 company has more than 15,000 employees worldwide and has deep roots in downtown since its beginning. Owens Corning recently expanded its investment in Downtown Toledo by installing a solar parking canopy at its headquarter campus.

Fifth Third Bank's commitment to the redevelopment of Toledo is marked by its presence in northwest Ohio through its regional office in Downtown Toledo. Fifth Third supported economic development in the city in many ways including sponsorship of the Mud Hens stadium in 2001 which enhanced the perception of change in downtown.

ProMedica, a mission-based, not-for-profit healthcare organization serving northwest Ohio and southeast Michigan, includes a 13-hospital system with more than 17,000 employees, 2,300 physicians with privileges, and more than 800 healthcare providers. ProMedica's downtown headquarters campus project is an investment representing approximately \$60 million and will eventually bring 2,000 - 3,000 jobs to Toledo's central business district.

MAJOR INDUSTRIES



Advanced & Alternative Energy



Advanced Materials & Manufacturing



Automotive



Bioscience



Food Processing & Agribusiness



Transportation & Integrated Logistics



Health Care & Medical Technology



Education



Retail



Finance

ORGANIZATIONAL OVERVIEW

POSITION TITLE:

President and CEO

The **Downtown Toledo Development Corporation** (DTDC) is a public-private 501(c)3, non-profit organization dedicated to the long-term economic health of Downtown Toledo. The DTDC has traditionally played a crucial role in bringing the public and private sectors together as partners in Downtown Toledo's redevelopment and revitalization. Currently, the DTDC will focus on building the leadership, partnerships, and capabilities necessary to implement the Downtown Toledo Master Plan while driving pre-development and planning activities covering a variety of downtown development projects. The Downtown Toledo Development Corporation also serves as the agent to interface with the public sector.

The DTDC is managed by a 16-member Board of Directors, many who also served on the 22nd Century Committee. The board is currently chaired by Randy Oostra, President and CEO, ProMedica. The DTDC's vice chairman is Bob LaClair, President and CEO, Fifth Third Bank. The Search Committee is led by the board chair and vice chair. The Board of Directors represents a broad array of corporate and civic executive stakeholders.

LEADERSHIP AND ORGANIZATIONAL PROFILE

Position Scope and Objectives: The President & CEO of the DTDC is responsible for the development, conduct, execution, and management of the policies, programs, and initiatives of the DTDC as directed by its Board of Directors in its mission of improving the long-term economic health and vitality of Downtown Toledo. The President and CEO recognizes and respects diversity and works effectively with people of different cultures, backgrounds and industries.

QUALIFICATIONS:

Duties and Responsibilities

- Assumes management responsibility for all services and activities of the Downtown Toledo Development Corporation.
- Recommends to, and administers policies and procedures of, the Board of Directors.
- Develops an Annual Work Program and Annual Budget for the DTDC.
- Leads and participates in the development and implementation of goals, objectives, policies, and priorities for the organization.
- Develops, in conjunction with the Board of Directors, strategies for enhancing Downtown Toledo.
- Primary responsibility in the development, implementation, and oversight of the Toledo Downtown Master Plan.
- Develops and maintains effective relationships with persons and groups directly or indirectly involved in the planning, maintenance, operations, and development of Downtown Toledo.
- Develops and maintains a close and effective working relationship with the elected officials.
- Coordinates the activities of and assists committee members with implementation of the work plan.
- Serves as the DTDC's primary external contact and spokesperson, including interaction with the media, community associations, private development entities, and others as necessary and appropriate.
- Develops special DTDC initiatives designed to encourage improvement and investment in the downtown area through public/private partnerships, new programs, and improvements to existing downtown development programs and operations.
- Hires, supervises, trains, and evaluates staff members, as well as oversees the work of professional consultants.
- Develops—in conjunction with the Chair—the agenda for the Board meetings; attends and reports to the Board at its meetings; oversees or performs an accurate recording of the proceedings; and distributes information as requested.
- Prepares a variety of special reports as requested by Board members.
- Works with potential developers and those considering investment in Downtown Toledo.
- Evaluates potential new development initiatives and priorities relative to the Toledo Downtown Master Plan.

ORGANIZATIONAL OVERVIEW, continued

SKILLS AND EXPERTISE

- Strong understanding of urban real estate development, including finance.
- Strong understanding of municipal finance, public incentive programs, and capital investment budgeting.
- Expertise in crafting public-private partnerships.
- Ability to develop and implement long-range development plans designed to transform downtown into a place to live, work, and play.
- Strong understanding of urban design principles as they relate to central business district characteristics while incorporating attractive, well-defined public spaces which support a wide variety of activities.
- Understanding of issues confronting downtown business and property owners, public agencies, and community organizations.
- Ability to work closely and effectively with a Board of Directors and its Executive Committee and Officers.
- Ability to work closely and effectively with both public and private sector individuals, officials, and organizations.
- Ability to develop and maintain effective working relationships with elected officials, business owners, real estate development entities, and financial institutions, City Council, City staff, and community members.
- Strong written and verbal communication skills, particularly public speaking.
- Budget preparation, fiscal management and analysis.
- Ability to supervise and manage both a professional and administrative staff.

GOVERNMENT

- Proven ability developing and monitoring local, state, and federal legislation, programs, and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state, and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local, state, and federal government.
- Proven ability to work with internal stakeholders to identify and solicit government funding opportunities. Demonstrated ability to direct the development of successful government proposals.

MANAGEMENT

- Utilizes the guiding principles defined in the Master Plan to develop long-term plans and programs to evaluate work accomplishments.
- Adept project manager, comfortable managing multiple projects, timelines, and audiences with varied priorities.
- Ability to analyze data, exercise sound judgment, and arrive at valid conclusions.
- Ability to communicate ideas clearly and concisely, verbally, and in writing.
- Ability to establish and maintain effective working relationships with stakeholders, colleagues, subordinates, and officials from other governmental and private organizations and the general public.
- Ability to develop and control operating budgets. Skilled in budget preparation and fiscal management. Knowledge of financial/ business analysis techniques.
- The ideal candidate will possess a demonstrated record of performance leading change.
- History and proven track record of influencing diverse organizational stakeholders with regard to coordinated strategic planning, branding, and unified tactical implementation.
- Ability to communicate with the Board of Directors.

URBAN PLANNING AND DESIGN

- Knowledge of downtown and community central core redevelopment issues to include development, transportation, as well as livability elements including parks and greenspace, walkable tree-lined streets, bike facilities, public art, transit, traffic calming, and outdoor dining.
- Ability to capitalize, enhance, and maximize natural and existing assets of the waterfront for the purpose of industrial and recreational activities.
- Knowledge of urban planning and economic issues affecting community redevelopment.
- Experience in revitalizing urban environments while keeping neighborhoods intact, safe, and authentic.
- Knowledge of the principles and practices of urban planning, design guidelines, zoning, historic preservation, and housing.
- Knowledge of marketing and information dissemination techniques.
- Knowledge of local government organizations and procedures.
- Sense of architectural design and aesthetics.

ORGANIZATIONAL OVERVIEW, continued

ECONOMIC DEVELOPMENT

- Strong economic development credentials with both private sector and government real estate and finance.
- Successful track record of evaluating and executing a strategic economic development plan for a vibrant downtown; knows industry clusters, funding availability, and opportunity assessment.
- Experience working in collaboration with local and regional economic development organizations.
- Experience serving as an “advocate” on behalf of downtown business
- Experience in private, public, and non-profit sector fund raising.
- Experience in packaging deals with prospective investors, developers, and business owners.
- Familiarity with local, state, and federal funding resources (tax incentives, etc.) available for “deal making.”
- Knowledge of, and experience in, leading successful downtown development initiatives.

PUBLIC RELATIONS

- Experience serving as the organization’s chief spokesperson.
- Experience developing and implementing an effective, centralized public relations program.
- Knowledge of public information and community relations concepts, principles, methodology, and techniques.
- Proven media relations and issues management experience.
- Ability to develop, implement, and evaluate public opinion surveys and related data collection vehicles.
- Knowledge of current and emerging public relations issues and trends applicable to the downtown environment.

INTERPERSONAL CHARACTERISTICS

- “Honest Broker”—Recognition across sectors as an objective, authentic, and credible leader.
- Charismatic and collaborative.
- Displays passion and conviction.
- Action-oriented, “get it done” economic development professional with a passion for change and a willingness to think regionally.
- Remains fully engaged to insure that marketing initiatives generate documented results with regard to job growth and economic development.
- Strong Values—integrity, strong service orientation, confident yet modest, and assumes responsibility for own actions.
- A visionary.
- Creative drive.
- Expert listener.

MARKETING

- Demonstrated ability to conceptualize, design, implement, and evaluate a fully integrated strategic marketing program. The ideal candidate must be able to proactively position the downtown as a premier destination—create and sell the vision.
- Proven experience developing research-based programs that address image and brand awareness in a competitive global market. The ideal candidate will become familiar with the history of Toledo and be able to articulate the downtown’s vision as a center of commerce, culture, and entertainment.



Spike Tunnel – Toledo Walleye

ORGANIZATIONAL OVERVIEW, continued

EDUCATION

Graduate Degree in the following or closely related fields:

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



Maumee River, Downtown Toledo

BEHAVIORAL LEADERSHIP PROFILE

Candidates will participate in a leadership assessment. Assessment results will be compared to the leadership profile developed for top performing economic development executives as published in recent studies conducted by DHR International for the International Economic Development Council (IEDC) and the IDA.

APPLICATIONS

Electronic applications preferred.

Nominations & applications should be sent to:

EconDev@dhrinternational.com

Please reference the subject line: DTDC President & CEO

COMPENSATION:

Salary will be competitive and commensurate with experience and qualifications.

APPLICATION DEADLINE:

Immediate or until the position is filled.

THE DTDC SEARCH TEAM

David P. Smith Partner, DHR Economic Development	Steven Oberhoffer Partner, Jobplex Enterprise Solutions	Martita Mestéy Partner, Jobplex Diversity	Tina Winner Partner, Jobplex Emerging Leaders
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