



## PRESIDENT & CEO POSITION DESCRIPTION

March 2021

SALLY MSTERLING

EXECUTIVE SEARCH

## ABOUT THE DOWNTOWN CLEVELAND ALLIANCE

[Downtown Cleveland Alliance](#) is a 501(c)(3) nonprofit corporation completing its 15<sup>th</sup> year of service. DCA works in tandem with the Downtown Cleveland Improvement Corporation (DCIC) to build a clean, safe, welcoming and investment-ready environment. DCIC is comprised of all real estate property owners in the special improvement district (SID) who contribute annual assessments and is led by a board of directors comprised entirely of property owners that manages the district and contracts with DCA to directly provide all services to property owners. In addition to the revenues DCA receives through the SID, DCA also secures additional revenues through philanthropic support; corporate partners, members and sponsors; and earned income from service contracts and program income.

### MISSION STATEMENT

Downtown Cleveland Alliance is committed to making Downtown Cleveland the region's most compelling place to live, work, and play.

### VISION STATEMENT

Downtown Cleveland Alliance collaborates with property owners; small, middle market, and large businesses, residents, civic leaders, and neighborhood-based partners to create a vibrant, diverse, and equitable city center by enhancing the pedestrian experience and attracting more investment into Downtown Cleveland through strategic initiatives and advocacy efforts.

### THE OPPORTUNITY

Downtown Cleveland Alliance (DCA) is launching a search for a new President and Chief Executive Officer to succeed Joe Marinucci who will be retiring after 15 years of distinguished service to the organization. This is clearly a significant inflection point for the Alliance. With the highest concentration of jobs in the state and the largest residential downtown in Ohio, Downtown Cleveland is well-positioned to emerge strongly from the economic and public health challenges raised by the pandemic. The new President and CEO will have the opportunity to lead Downtown Cleveland to recover from unprecedented challenges to the economic underpinnings of place-based development and will benefit from strong community support, powerful existing momentum, a comprehensive five-year plan, and an engaged and educated board.

### KEY RELATIONSHIPS

Reports to	<a href="#">Board of Directors</a>
Direct Reports	Executive Vice President Executive Vice President, Business Development Vice President of Marketing & Public Relations Vice President of Operations Director of Development Director of Corporate Relations Director of Accounting Director, Executive Office and Strategic Initiatives

Other key Relationships

Downtown tenants and businesses  
Elected officials at the city, county, state and federal level  
Mayor's office  
Cleveland Agencies including Transportation, Police, Sanitation and Economic Development  
Funders  
Greater Cleveland Partnership  
Destination Cleveland  
Team NEO

**ORGANIZATIONAL DUTIES AND RESPONSIBILITIES**

- The President and CEO will establish strategic direction for the organization in partnership with the 25 member DCA and 23 member DCIC boards of directors.
- The President and CEO will oversee day-to-day operations, assure fiscal responsibility in the funding and financial management of this \$8.6 million organization, and protect the assets of the organization.
- He/She will lead and sustain a high functioning team of staff and consultants as well as a collaborative committed culture with a demonstrated allegiance to advancing racial equity and inclusion.
- This individual will be the liaison to the board of directors, mayor's office, city council, county officials, and other key stakeholders.
- The President and CEO will work in collaborative partnership with government officials, developers, community and business leaders, residents and all downtown stakeholder partners to enhance the vitality of downtown.
- The President serves as the face and voice for the Alliance and is the primary advocate for the stewardship and promotion of downtown Cleveland and the interests of the Alliance's members and stakeholders. This includes having a firm understanding and the ability to execute the following priorities:
  - Work with public officials and advocacy partners to promote public policies that support residential and commercial real estate development, business attraction, and talent attraction.
  - Aggressively market existing office, residential, and retail opportunities in downtown to visitors and future tenants.
  - Continue to effectively deliver clean and safe services to downtown property owners, businesses, and residents.
  - Work with property owners and developers to identify, develop, and bring to fruition new investment opportunities.
  - Work with downtown businesses, government, residents and stakeholders to create a vibrant, diverse, and equitable downtown which is an inclusive beacon for our region.
  - Promote enhancements that create distinctive spaces in the public realm to encourage gathering and celebrations.
  - Aggressively advocate greening and beautification strategies to help make downtown attractive and walkable for residents, businesses and visitors.
  - Promote downtown mobility infrastructure improvements and mobility options, which continue to be critical to attracting talent to Downtown Cleveland.
  - Help Downtown Cleveland property owners and businesses recover from the impact of the COVID-19 pandemic.

## **CRITICAL LEADERSHIP CAPABILITIES**

### **Strategic and Visionary Leadership**

The next President will have the capacity to create and execute strategies that will support and spur economic activity in downtown Cleveland in the midst and immediate aftermath of the pandemic. It is essential, however, that the President possess a long-term vision for the alliance and the ability to execute on that vision. The successful candidate will demonstrate the ability to:

- In partnership with the board, contribute to the development of an organizational strategy informed by a clear understanding of the most pressing issues and needs.
- Revise strategy as needed and propose new opportunities for the organization that is informed by an evolving marketplace.
- Think 3-5 years beyond the current defined strategy.
- Challenge assumptions and conventional wisdom with specific, supported, reasoned proposals.

### **Collaborating and Influencing**

Responsible for working effectively with multiple stakeholders including elected officials, city and county agencies, Alliance members, corporate leaders, partner and community organizations, and members of the Board, the President will be a strong relationship builder who will:

- Use complex, coordinated influencing/negotiating strategies, adapted to people, organizations and/or the situation.
- Leverage team members to facilitate increased collaboration across the organization, tapping their motives and values to energize them.
- Build and extend partnerships based on a common agreement that acknowledges different interests but creates win-win situations.
- Systemically builds support at multiple levels and across groups.

### **Resource Development**

The President will inherit a solid organization which has recently succeeded in obtaining the SID renewal with a new five (5) year-term which will expire at the end of 2025. The successful candidate will act ambitiously to fulfill the organization's mission, seizing opportunities to push the envelope as appropriate and:

- Identify alternative sources of funding beyond the current base.
- Cultivate relationships with corporate, foundation and individual funders.
- Develop new programs and services that will generate additional resources for the Alliance.

## **IDEAL EXPERIENCE**

### **Political savvy and credibility**

Proven advocacy experience/knowledge; established relationships and credibility in Cleveland will be helpful.

### **Senior leadership experience**

Experience leading a multi-disciplinary, complex organization or a significant department or division within a similar or larger – sized entity.

### **Experience serving as the fact and voice of an industry or organization**

An articulate and compelling spokesperson who has represented industries or organizations to a range of stakeholders including policymakers, business leaders and peers.

### **Experience building consensus and galvanizing support from a diverse range of stakeholders**

Track record of effectively engaging and gaining buy-in from disparate stakeholders with, at times, competing interests.

### **Experience advancing equity, diversity and inclusion**

As evidenced by leadership within an institution, by compassionate interaction with stakeholders of varying views and backgrounds, and by measurable and impactful outcomes that drive an organization to be welcoming at all levels.

### **Resource development experience**

Experience generating multiple revenue streams for an organization or sector.

### **Passion for Downtown Cleveland and/or Urban Development**

The demonstrated ability to proactively position the Downtown as a premier destination as a center of commerce, culture and entertainment.

### **Other Personal Characteristics**

Integrity, character, truthfulness, and transparent

High social and emotional intelligence

Innovative and creative problem solver

## **THE SEARCH PROCESS**

Downtown Cleveland Alliance is an equal opportunity employer and strongly encourages individuals of all backgrounds and cultures to consider this leadership position. DCA's commitment to inclusivity encompasses but is not limited to diversity in race, nationality, ethnicity, religion, gender, sexual orientation, age, and disability.

DCA has retained Sally M. Sterling Executive Search to support the search for its President and CEO. We welcome comments, nominations, or expressions of interest. Please send an email with any supporting materials to the confidential email address: [dca@sallysterlingexecutivesearch.com](mailto:dca@sallysterlingexecutivesearch.com)

All applicants are asked to include a letter of interest with their resume.