



## Position Specification

### Executive Director

#### Cleveland Public Market Corporation

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#### ***The Organization***

Under the direction of a committed Board of Directors, the newly created nonprofit Cleveland Public Market Corporation (CPMC) is seeking to make West Side Market the nation's premier public market by meeting the evolving needs of merchants, customers, and the community. CPMC's mission is to preserve the city's public market tradition while making the local food system more accessible, equitable, and diverse.

Following national best practices among the nation's large urban markets, Cleveland Mayor Justin Bibb and his administration initiated the effort to transition day-to-day operations of the West Side Market from city management to the leadership and direction of CPMC. While the City will maintain ownership of the building, CPMC is on track to take over operation of West Side Market in fall 2023. The City and a diverse Advisory Committee of city government representatives, local stakeholders, and Market merchants is currently working with an experienced public market consultant to create a masterplan to guide the new organization and to ensure a successful transition.

CPMC is expected to have an operating budget of approximately \$2MM. The Executive Director will be CPMC's first hire, the initial step in building a talented and dedicated team to carry out the mission and strategy of the organization.

#### ***The West Side Market***

Cleveland's West Side Market is one of the greatest public markets in America and a beloved destination for residents and visitors alike. Located in the vibrant Ohio City neighborhood of Cleveland at the corner of Lorain Avenue and W. 25<sup>th</sup> Street, the West Side Market opened its doors on November 2, 1912. Serving as both a functional space and an architectural marvel, the Market has undergone expansions and renovations throughout its more than 110-year history. Today, the Market Hall, Arcade, and adjacent outdoor public spaces comprise more than 85,500 square feet of vendor and gathering areas.

The West Side Market is a preeminent institution in the region and a source of pride for Cleveland. West Side Market attracts tourists from all parts of the United States and the world. Its national profile has been boosted in recent years by coverage on various programs produced by the Travel Channel and Food Network.

Dedicated vendors are at the heart of West Side Market, predominately small family businesses with many operating stalls over multiple generations, several dating to 1912. The Market has maintained its focus on fresh foods over the decades and offers a diverse selection of baked goods and other specialty foods. The Market is recently experiencing some vacancies, providing the opportunity to expand the Market's product mix and diversify the population of businesses so it better reflects the racial and ethnic composition of the community. The masterplan will offer guidance to the Executive Director and board as it addresses vendor recruitment and retention, as well as physical upgrades and other capital and operational improvements.

#### ***The Position***

##### ***Location***

CPMC's offices will be based in the West Side Market located at 1979 W. 25<sup>th</sup> Street, Cleveland, Ohio 44113.

##### ***Reporting Relationships***

The Executive Director is hired by and reports to the Board of Directors of CPMC. In consultation with the Master Plan Advisory Committee, the inaugural board will soon be selected by the Mayor of Cleveland (with three board members selected by the merchants' association and one by the Cleveland

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City Council) and will initially have about 15 members. The masterplan will include a staffing plan for CPMC, and the Executive Director will also be responsible for hiring and leading that team.

Later this year, the City of Cleveland and CPMC expect to enter into a management agreement that enumerates the responsibilities of each entity for the ongoing operation and maintenance of West Side Market. The Executive Director will be the primary contact point between the two organizations. Other important relationships include: merchants, community leaders, local politicians, representatives of funding and partnering organizations, outside vendors and consultants, and patrons of West Side Market.

***Position Charter***

Cleveland Public Market Corporate is hiring an Executive Director to lead the revitalization of one of Cleveland's greatest assets – historic West Side Market. The Executive Director is responsible for building a new team of leaders to carry out the West Side Market masterplan in pursuit of fulfilling CPMC's mission of striving to make West Side Market the nation's premier public market by meeting the evolving needs of merchants, customers, and the community.

Supporting CPMC's vision of West Side Market bringing joy as an authentically Cleveland place to shop from local food entrepreneurs, the Executive Director will provide strategic, operational, and financial leadership while fulfilling CPMC's core values:

***Diversity*** – Welcome and serve businesses, residents, and visitors with diverse lived experiences and perspectives.

***Opportunity*** – Create the conditions for thriving, independent, and diverse local businesses that offer good jobs in the community.

***Authenticity*** – Preserve the unique historic characteristics that make West Side Market a cherished institution.

***Food Access and Education*** – Improve the community's access to and knowledge about high-quality, interesting, creative, affordable, and healthy food.

***Sustainability*** – Center environmental impact in decision-making.

***Community Engagement*** – Promote diverse and representative leadership that values input by stakeholders.

***Community Building*** – Create spaces and programs that build community connections.

***Fiscal Responsibility*** – Make sound financial decisions to achieve self-sufficient operations.

***Professionalism*** – Operate to the highest standards of integrity, creativity, and competence.

***Major Duties and Responsibilities***

Property Management & Operations:

- Ensure the terms of the management agreement between CPMC and City of Cleveland are met.
- Direct the property management functions, including leasing, maintenance, rules enforcement, and tenant services.
- Ensure effective implementation of operating policies and procedures for licensing and use of CPMC property.
- Build strong and streamlined operations to deliver a safe, clean, and welcoming West Side Market that allows independent, diverse food-related businesses to thrive.
- Refine and implement leasing and merchandizing strategies to ensure market offerings serve a broad range of customers.
- Develop and track performance metrics.

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**Financial Management:**

- Oversee and manage an annual operating budget of approximately \$2M.
- Oversee timely financial reporting and administration of appropriate financial procedures, including audits.
- Identify and implement opportunities for increasing revenue at West Side Market with the goal of achieving financial independence.
- Develop and manage budgets for major projects and capital improvements.

**Staff Leadership:**

- Attract, develop, and retain diverse talent for CPMC staff while aligning organizational policies, benefits, and programs.
- Oversee hiring, firing, training, and supervising of employees and contractors of CPMC.
- Ensure staff understands their role, associated goals, strategies, and measures, and are equipped with the resources necessary to deliver results.
- Ensure proper personnel policies are created and followed.

**Relationship Building:**

- Develop and nurture positive relationships with Market merchants and the merchants' association, City of Cleveland leadership and staff, and with leaders across sectors to develop, establish, and maintain programs, projects, and opportunities that further the mission of CPMC.
- Preserve and expand the connection with the surrounding community and West Side Market's shoppers.
- Be the 'face' of the organization and ensure that West Side Market is at the table for key discussions about the development of the neighborhood and surrounding community.

**Fundraising:**

- Develop relationships with funders, both institutional and individual, to increase philanthropic support for West Side Market.
- Provide oversight of a significant capital improvement agenda.
- Strategize and execute fundraising opportunities, including single events and detailed campaigns to successfully achieve fundraising goals.
- Effectively convey the mission, vision, and values of CPMC to potential donors.

**Board management:**

- Cultivate a strong and transparent working relationship with the board and ensure open communication about the measurement of financial, programmatic, and impact performance against stated milestones and goals.
- Assist the board to develop diverse and representative membership and to become high functioning.

**Planning and Programming:**

- Implement West Side Market masterplan.
- Set the vision for the organization in partnership with the Board of Directors and align funding requests to meet the needs for organizational growth.
- Maintain knowledge about public market best practices with peer institutions nationally.
- Establish programming focused on food justice and advocacy, as well as education, to enhance the local food system.

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***Compensation***

The Executive Director is expected to earn an attractive salary in the \$130,000 to \$150,000 range. Compensation will be commensurate with the candidate's experience and knowledge. In addition, the candidate will receive appropriate benefits such as medical, dental, retirement, and relevant and related work reimbursements, paid holidays, and other paid time off.

***The Candidate***

***Education***

A Master's or bachelor's degree in a relevant field is valued. However, lived, learned, and previous relevant professional experience will be given equal consideration.

***Professional Qualifications***

The ideal candidate is currently an Executive Director or in a similar leadership position or is a strong second in command of a non-profit organization with a comparable mission. However, professional experience in leadership roles within the for-profit sector, government, community development, economic development, tourism, multi-use sites, or micro retail incubators among others will be considered. In addition, the ideal candidate will possess the following:

- A minimum of five (5) years' experience in relevant positions, preferably with a focus on community or economic development, with a minimum of three (3) years in increasingly responsible supervisory or management positions.
- Evidence of attracting, developing, empowering, and retaining strong leadership talent.
- Experience in human resources, media relations, and performance measurement.
- P&L responsibility for a \$2M+ budget.
- Understanding of how climate change, climate justice, and sustainability inform strategic planning and Market operations.
- Experience working and thriving in a diverse urban community.
- Skill and experience in program management and leading effective teams.
- Experience working with and engaging a nonprofit board.
- Meaningful track record of leading the strategic direction and growth of an organization.
- Working knowledge of real estate development and finance.
- Demonstrated experience working with a development team to raise philanthropic funds to support a mission.
- Knowledge of standard office procedures, practices, and adept use of technology tools.
- Willing to work some non-traditional hours, including evenings and weekends.

The Executive Director will be aided during the transition period by a Senior Strategist in the Mayor's Office, ensuring timely and focused attention by city leadership. The ED will also be supported by the project's public market consultant, who brings over 30 years' experience in public market planning, development and operations.

***Desired Traits***

- **Mission Driven:** Authentically able to embrace CPMC's mission, vision, and values.
- **Collaborative:** Demonstrated ability to collaborate with community partners and other leaders to advance objectives
- **Visibility:** Demonstration of being the face of an organization that has resulted in strong community relationships across public, nonprofit, and private sectors to produce effective collaboration
- **Inclusive:** Commitment to creating a diverse and inclusive work environment; demonstrated ability to relate to and work effectively with persons of diverse racial, ethnic, gender, sexual preference or orientation, religious and socioeconomic backgrounds.

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- **Interpersonal Skills:** Demonstrates skill in the development and maintenance of effective working relationships with all levels of executive and managerial personnel, merchants, various governmental agencies, and other key stakeholders.
- **Emotional Intelligence:** Proven ability to cope with conflict, stress, and crisis situations; uses and manages own emotions in positive ways to drive for success; ability to operate with tact, discretion, and confidentiality.
- **Integrity:** Possesses the highest ethical and moral standards.
- **Change Agent:** Has a proven track in change-management and a record leading and executing large-scale projects.
- **Organized:** Able to manage multiple high-priority tasks simultaneously.
- **Visionary:** sees beyond daily operations toward strategic goals; can articulate a strategic vision and plan to others.
- **Analytical:** Demonstrates sound judgement and firmness in decision-making.
- **Problem Solver:** Demonstrates excellent mediation skills and decision-making abilities; seeks to understand the “why” and the “how”.
- **Strategic:** Understands how to use multiple sources of data to inform strategy.
- **Political Instincts:** Ability to effectively navigate among individuals, especially elected officials, and their staff.
- **Self-Starter:** Proactively sets goals and develops strategies and schedules for meeting those goals; self-motivating even in the face of challenge.

***The Opportunity***

The projected first-year accomplishments for the new Executive Director include:

- Establish relationships with merchants, city government, and local stakeholders through authentic interactions and building trust through consistent and meaningful communication.
- Structure and implement operational protocols for West Side Market.
- Generate confidence that West Side Market is being given the day-to-day care and attention it needs and deserves to thrive.
- Build and retain necessary team members and Board members to execute strategy for the West Side Market.
- Solidify and prioritize a capital plan.
- Continue to refine and contribute to the vision and strategy for the West Side Market revitalization.

As the inaugural Executive Director working for the newly formed nonprofit corporation that is taking over management of West Side Market, the Executive Director will have a unique and exciting opportunity to set the stage for the Market’s next chapter and to bring it to its full potential. Cleveland and the neighborhood surrounding the Market are exciting, thriving, and growing. With community and administration support, West Side Market can serve as an anchor for economic development which will generate the opportunity to best serve all residents of the city.

While some of the foundation and framework has been put in place, the Executive Director will have the opportunity to significantly contribute to the crafting and execution of the vision for West Side Market as its revitalization moves forward.

***Cleveland and Northeastern Ohio***

Cleveland Public Market Corporation and the West Side Market is in one of the nation’s most exciting metropolitan areas. The Greater Cleveland region includes residents with diverse identities and backgrounds and has maintained a solid economy with a mix of service, healthcare, academic, and manufacturing businesses. A rich arts and culture scene includes galleries, community festivals, restaurants, a world-renown orchestra, art museums and a thriving theatre district. On the shores of Lake

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Erie, the area is also home to beautiful parks and a myriad of recreational opportunities. Educational organizations include outstanding public and private school systems, community colleges, and several public and private institutions of higher learning. Professional and collegiate athletics include major league football, baseball, basketball, and collegiate Division I, II and III sports programs.

***Contacts***

Our client and WAVERLY PARTNERS firmly support the principle and philosophy of equal opportunity for all individuals, regardless of race, religion, sex, age, national origin, or disability. Interested candidates should send a resume to Waverly Partners at the address shown below or by contacting directly either consultant.

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