

2019 ANNUAL REPORT



BLINK MURAL AT NEW CENTRAL AND WALNUT PARKING LOT

3CDC CONTINUED ITS EVOLUTION into being much more than just a private non-profit real estate developer in 2019. The organization took on an even bigger role in the management of place following its merger with Downtown Cincinnati Inc. (DCI) on Jan. 1. Similar to its organic growth into one of the Cincinnati's largest event programmers by virtue of renovating and managing some of downtown's key civic spaces, the merger with DCI seemed like a natural progression for the organization. Having produced nearly \$1.5 billion in downtown development since 2004, 3CDC has continually placed additional focus on protecting that investment.

Given the similar services provided by 3CDC and DCI, the merger made a great deal of sense and the efficiencies found through joining the two organizations were apparent very early. In 2019, over \$575,000 was saved in marketing, event, personnel and overhead expenses, and in 2020, these expense reductions will produce over \$700,000 in annual savings. With these savings, 3CDC has added to the clean and safe staff, expanded beautification activities (street trees, flowerpots, etc.) and increased the number of events in downtown.

In addition to the growth of the organization from a place management and operational perspective, 3CDC continued to expand upon its development program. The completion of the new Kroger on the Rhine, located at the corner of Court and Walnut streets, brought a new energy to a dormant area of town. 3CDC continued to work to add vitality to this area with the completion of its Court Street Condos project and development of a new surface lot, directly across the street. The staff has recognized the need to expand its development efforts in the northern section of the Central Business District, which is plagued by vacant structures, surface parking lots and underutilized buildings, in order to bridge the investments surrounding Fountain Square to Over-the-Rhine.

In looking to connect the vibrancy of OTR with the energy of Fountain Square, 3CDC continued to look at ways to develop Court Street. The organization worked with the City of Cincinnati to form a task force that looked at converting Court Street to a more pedestrian-friendly civic space, work that has continued into 2020.

The organization also continued to proceed with development in the Southwest quadrant of the Central Business District. Construction on the mixed-use 4th & Race development is ongoing. 3CDC is also working on a redevelopment plan for Fountain Place, as the organization looks to strengthen the connection between Fountain Square and the Convention Center District.

3CDC also continued to focus on creating more affordable and mixed-income housing throughout OTR. In addition to completing the 36-unit Columbia Flats, 3CDC continued predevelopment work on several affordable and mixed-income, mixed-use developments throughout OTR – Willkommen and Perseverance, both of which are expected to break ground in 2020.

As with everything 3CDC does, the primary mission of revitalizing Cincinnati's urban core is at the forefront of the decision-making process. From taking on additional clean and safe services throughout downtown, to developing more affordable housing in OTR to bridging the gap between Fountain Square and OTR, creating a strong, safe, dynamic center city guides the organization's work. Similarly, at the heart of the organization is the partnership with the City of Cincinnati and support of the major corporations that call Cincinnati home, without whom none of 3CDC's work would be possible.

FOUNTAIN SQUARE 2019 PROGRAMMING

3CDC has been producing free programmed events and activities at Fountain Square for the past 14 years, helping to maintain it as one of Cincinnati's main attractions. Events can be found nearly every day of the week, all year long. In 2019 alone, the Square attracted over 7 million visitors, boasting 418 3CDC-produced events, in addition to 177 third-party events. Families, office workers, music lovers, trivia geeks, foodies, and tourists all crowded the Square for our highly anticipated seasonal events, from Trivia night to the Strauss Troy Market and Fifth and Vine Live to Reggae Wednesday.



FOUNTAIN SQUARE WAS LIT UP FOR BLINK 2019

2019 marked the beginning of a landmark sponsorship deal with Fifth Third Bank, focused on enhancing the free programming offered at The Square. As a part of

a multi-year agreement, Fifth Third serves as the lead sponsor for all free programming produced on Fountain Square throughout the year,

supporting everything from markets in the spring to concerts in the summer to the ice rink each winter. Previous sponsorship agreements had focused solely on the Square's summer event season, making Fifth Third's year-round agreement unprecedented.

BLINK returned to the city in 2019, drawing in 1.5 million visitors to Downtown Cincinnati. Fountain Square hosted one of the most unique installations in the City, an interactive and immersive light projection experience that visitors could walk through on the plaza.

Immediately following BLINK, the Fountain Square Ice Rink opened with a new name and a new look. The UC Health Ice Rink presented by Fifth Third Bank was open 118 days from November 1 - February 2 and drew a crowd of 49,000 skaters during the 2019-2020 season. In addition to daily rink hours, the Rink hosted many special events including Light Up the Square, Downtown Dazzle, Winter Market, New Year's Eve and more.

Fountain Square continues to serve as Downtown Cincinnati's primary gathering space for residents, workers and visitors alike. From live concerts to business lunches to ice skating in the winter, the Square has something for everyone all year long. This is all made possible thanks to the generous support of our sponsors, who make everything we do on Fountain Square possible.

WASHINGTON PARK 2019 PROGRAMMING

It was another record-breaking year at Washington Park, with 5 million patrons visiting and the Park playing host to 618 events, including 532 produced by 3CDC, in addition to 86 third-party events. Both long-time Cincinnati residents and first-time visitors to the city are drawn to this urban oasis. The number of free events held in Washington Park annually continues to grow, attracting larger and larger crowds.

The Summer Series returned this year from Memorial Day through Labor Day, this time with a new sponsor, First Financial Bank. Live music from bluegrass to R&B attracted diverse audiences from all over town. Fitness buffs and amateurs enjoyed a variety of free workouts three days a week, while children and families participated in our Pop-Up Play series, which included reading, crafts, water balloon tosses, science experiments and more.

New to Washington Park in 2019 was the Queen of the Wing chicken wing festival. The event featured 38 chicken wing vendors, live performances, competitions, a kid's craft zone, and more. The inaugural event drew approximately 20,000 patrons to the park who consumed approximately 90,000 wings during the 11-hour event.

BLINK also returned to Washington Park in 2019. The Park once again hosted an Architects of Air installation, which was on display on the civic lawn. During the four days of BLINK alone, the installation welcomed over 9,700 visitors to check out the colorful luminarium – a one-of-a-kind inflatable sculpture.

The Porch at Washington Park, which continues to grow in popularity, underwent a \$500,000 renovation in the spring. A permanent roof that provides better protection from the elements was built, and a permanent bar with new refrigeration and storage was installed, which improved staff's ability to serve patrons. These capital improvements increased the demand for rentals, with The Porch being rented on 43 separate occasions to host private events like birthday parties, corporate functions and more. In addition to more rentals, the park saw an increase in daily traffic and bar sales and hit a major milestone, exceeding \$500,000 in beverage sales for the first time.

Washington Park remains the most democratic space in Downtown Cincinnati, and one that people of all ages, races and socioeconomic backgrounds can experience. But while the space itself can be enjoyed at any time, the free family-friendly programming provided throughout the year is truly the result of the generosity of our sponsors.



QUEEN OF THE WING FEST AT WASHINGTON PARK

MEMORIAL HALL 2019 PROGRAMMING

Memorial Hall welcomed 73,500 patrons to its shows and events in 2019, hosting a total of 288 events, including 82 third-party events. Programs included an intimate Jazz Series, Family Theatrical and Spoken Word performances, as well as Premiere Concerts, providing a variety of programming that could be enjoyed by a wide demographic. Though the Hall is primarily a ticketed venue, it hosted 12 FREE events, including both children's and Veteran's Day programming, allowing patrons the chance to attend a program regardless of their ability to pay. In addition to the shows and performances that have brought this historic neighborhood venue back to life, Memorial Hall is also available as a rental space, accommodating events of all kinds from weddings, to corporate functions, to theatrical performances and more.

Some of the most notable performances of 2019 include Judy Collins, Vienna Boys Choir, Chris Thile, Ambrosia, Mat Kearney, and the Jazz Ambassadors of the US Army Field Band. Returning for a third year was the Hall's popular Jazz at the Memo Series. This 13-week series took place every Monday night from June-August. The series highlights the best of Cincinnati's thriving jazz scene in the intimate setting of

Memorial Hall's Green Room. Also returning for the third year was Valentine's at the Memo, a unique progressive dinner prepared by a local chef and served course by course in different rooms of The Hall.

Since it reopened following its renovation in 2016, Memorial Hall has continued to evaluate and refine its programming. The Hall is focused on ensuring it can strike the right balance between keeping the Hall affordable while still generating enough ticket revenue to keep the space thriving. The support of our sponsors is a critical aspect in maintaining that balance, and we are grateful for their generosity.



JAZZ AT THE MEMO SERIES

ZIEGLER PARK 2019 PROGRAMMING

Ziegler Park and Pool have both continued to show significant growth in popularity and utilization, as more and more people have learned of the unique spaces and excellent programs being offered. During the 2019 summer, Ziegler Park, played host to 223 events, a 30% increase from 2018, including 203 events produced by 3CDC, in addition to 20 third-party events.

The Park's deep-water swimming pool continued to make waves, welcoming 41,988 swimmers in 2019, an increase of 22%. The pool was open for 140 days and hit maximum capacity many hot weekends.



SWIM LESSONS AT ZIEGLER PARK

In total, 441 individuals obtained seasonal pool memberships, 85% of which were sold to families making less than \$59,000 per year, including 80% to families making less than \$34,000 per year.

The Pool's popular Adult Swim event made a

highly anticipated return in 2019. The event gives patrons age 21 and older the chance to gather at the pool in the evenings for an adults-only event complete with an on-site DJ and cash bar. The crowds were so large this summer, several of the dates reached maximum capacity shortly after the gates opened.

The *Everybody In* program returned in 2019, seeing continued growth and success in reaching neighborhood youth. The program makes it

possible for Ziegler Park to offer a free swim team, free swim lessons, Saturday Hoops and a nearly free summer camp.

In its third year, Ziegler Park Summer Camp hosted 80 campers three days a week for nine weeks, providing free breakfast and lunch. Campers participated in a variety of daily activities, including swimming, athletic conditioning, basketball, gardening, STEM programs and much more.

Dozens of children in Cincinnati learned life-saving swimming skills and honed their techniques through their participation on the Rhinos Swim Team this summer. In its second year, more than 40 children participated on the swim team with most of the participants having little to no experience in the water. The Rhinos team is all about building self-confidence, team values, and teaching life-saving swim skills. The team was again made available to neighborhood youth at no cost, and swimmers earned all needed equipment through participation in practices and meets thanks to the *Everybody In* program.

Free swim lessons were back in 2019, with 193 children participating over four sessions. New this year was the addition of adult swim lessons, geared towards adults who are uncomfortable in the water, or have no previous swim lesson experience. The response to adult swim lessons was overwhelming, with 36 applications coming in to fill 16 spots. 3CDC worked with Swim Safe to accommodate all 36 adults over two sessions. Students learned basic swimming techniques and key water safety skills from a certified instructor specifically trained to teach adults.

Ziegler Park serves all members of the community, many of which are children who could not afford these programs if there was a fee associated with participation. Thanks to our sponsors' generous contributions, *Everybody In* remains accessible to neighborhood youth.

DEVELOPMENT



COURT & WALNUT

COURT & WALNUT

This mixed-use development was a successful partnership between 3CDC, The Kroger Company, North American Properties, Rookwood Properties and Northpointe Group, featuring a 560-space parking structure, a 45,000-square-foot grocery store and 139 market-rate residential rental units. The project was phased with three rolling completion dates, with the garage opening in February, the new Kroger On-the-Rhine grocery store – Kroger’s first full-service grocery store in downtown Cincinnati in 70 years – opening in September, and the residential units finishing in November.

MEINERS

A Second Renaissance Revival building constructed in 1888, Meiners is an incredible space with 10,838 square feet of office space and 2,800 square feet of restaurant space. It is located at the northeast corner of 15th and Vine streets, just across the street from 3CDC’s recently completed 15th & Vine office project. By the end of December, construction was complete on the base of the building, and crews were preparing to start tenant fit-out work for building’s second-floor office tenant. Leasing efforts continue, with several parties interested in upper floor office space and multiple candidates for the first-floor restaurant space.

BEHLEN

Originally home to the carriage company of Charles Behlen, the Behlen Building is located at the Southeast corner of 15th & Vine streets in Over-the-Rhine. The project includes 11,200 square feet of prime office and commercial space. By the end of 2019, the tenant fit-

out for Nostalgia, a jazz and wine bar on the first floor, was underway. The final certificate of occupancy was received in late December just as final touches and cleaning were taking place. The 3CDC leasing team and its third-party broker are currently marketing the remaining commercial space in this property.

ELM INDUSTRIES

Originally built as a carriage and wagon factory, Elm Industries is a rare industrial property south of Liberty Street with beautiful facades on both Pleasant and Race streets. The project yielded roughly 13,500 square feet of office space spread across three floors and nearly 5,400 square feet of street-level commercial space. The building’s main tenant, goDutch, moved into the building in late November, and is operating out of the third and fourth floors of the building. Construction on the building was fully completed in May 2020.



MEINERS & BEHLEN

DEVELOPMENT



COURT STREET CONDOS

4TH & RACE

The 4th & Race mixed-use development is a partnership between 3CDC and Indianapolis-based developer Flaherty & Collins and involves the construction of a new residential tower on the northwest corner of 4th & Race streets. Upon completion, the project will consist of a 584-space above-grade parking garage, 22,000 square feet of street-level commercial space, and a 264-unit apartment building, beginning at level 7. The garage is expected to be completed in late

2020, followed by the street-level commercial space and apartment units, which are scheduled to be finished in 2021.



4TH & RACE

included a total gut renovation of six historic buildings to create 16 new residential units and five street-level commercial spaces. In October, the residential units were listed for sale. Within a month, seven of the 16 units were under contract with buyers and the first lease had been signed for one of the storefront spaces. The outdoor plaza connecting

the Central and Walnut parking lot to Court Street was complete and open in November. As 2019 concluded, 10 of the residential units had been sold or were under contract, and leases for two commercial spaces were executed, with several others being negotiated.

COLUMBIA FLATS

Columbia Flats included the complete renovation of 32,000 square feet of an existing historic building, creating 36 apartment units and four first-floor commercial spaces. As part of 3CDC's larger strategy to develop quality, mixed-income residences in the heart of OTR, eight of the residential units were made available to families at 80% of the Area Median Income (AMI). Construction was completed in Summer 2019 and by the end of the year, over half of the residential units had been leased and the design phase for the building's first street-level commercial tenant, O Pie O, was complete. The OTR Chamber had moved into one of the street-level commercial spaces, as well.

RENNEN & BEECHER FLATS

Located at 1505 Race Street, the Rennen & Beecher Flats development included the new construction of two mixed-use buildings, one of which integrates a historic structure. Combined, the completed buildings have yielded 18 condo units and three street-level commercial spaces. While the bulk of construction took place in 2018, work continued into 2019, with the project finishing construction by March. Two commercial tenants – Fillo Greek Bakery and The Standard Bottle Shop – had both signed leases and begun construction before year end. As of the second quarter of 2020, only three residential units remained on the market.

EQUITABLE DEVELOPMENT



PERSEVERANCE

AFFORDABLE HOUSING INITIATIVE

Working in partnership with The Model Group, Over-the-Rhine Community Housing, Cornerstone Renter Equity and various other partners, 3CDC has continued to focus on an ambitious plan to develop hundreds of affordable and market-rate apartments in OTR. Over the past several years, 3CDC and its partners have completed nine projects as part of the initiative, adding 356 affordable housing units to the neighborhood in addition to 197 market-rate units.

PERSEVERANCE

Located in the 1500 Block of Vine Street, the Perseverance project is a partnership between Over-the-Rhine Community Housing and 3CDC. The project will create 32 apartments affordable to residents making 50% - 60% of the Area Median Income (AMI), and 6,700 square feet of commercial space. The project includes the renovation of three historic buildings and one new infill building. The project closed on financing in November 2019 and construction began in December. By April 2020 foundations were underway for the new construction and structural framing was underway in the historic buildings. The project is scheduled to be complete in January 2021.

WILLKOMMEN

Together with the Model Group, a key focus for 3CDC in 2019 was advancing predevelopment on a large scattered-site, mixed-income project called Willkommen. The project will include 163 total residential units and 20,000 square feet of commercial space, and includes the construction of four new buildings and renovation of 16 historic structures. Included in the project will be 91 market rate units and 72 units affordable to residents earning 50% - 80% AMI.

REPRESENT OTR

3CDC, MORTAR and the African American Chamber of Commerce continue to lead the effort to jumpstart this initiative aimed at increasing representation of Black-owned businesses in Over-the-Rhine. Called 'Represent,' the goal of the initiative is to make OTR the most diverse business district in the nation. While the number of black-owned businesses has fallen short of the percentage of African American residents in Cincinnati, 3CDC, among other commercial real estate developers, has committed to increasing business diversity in its commercial spaces. 3CDC staff have worked with MORTAR and the African American Chamber of Commerce to build a diverse Board of Directors for this program, which is currently looking to hire a Program Director to oversee day-to-day operations.



RENDERING OF WILLKOMMEN

COMMERCIAL LEASING (NEW LOCAL BUSINESSES IN 2019)



LOSANTI

In 2019, 3CDC overhauled its commercial leasing operations. This included the hiring of a new senior commercial leasing officer and creating a new position focused on tenant relations. The organization activated nearly 60,000 square feet of space with new tenants in 2019.

HOMEMAKER'S BAR, 35 E. 13TH STREET

Homemaker's Bar is a retro cocktail bar and disco that gives off a '70s house party vibe with craft cocktails and small bites. Two non-Cincinnati natives – one behind Metropole's cocktails and the other from Sundry & Vice – made their homes here and jointly opened this warm, not-your-grandma's space in The Stafford at 35 E. 13th Street. The bar, which recently won an OTR Made Award as Bar/Restaurant of the Year, opened in June.

HUTCH BABY, 1209 VINE STREET

Hutch Baby came to Vine Street's Parvis Lofts from Kenwood Town Center in November. The store offers shoppers a place where they can find higher-end apparel and gifts for babies and children. The hand-picked collection is comprised of sustainably sourced apparel available in sizes ranging from newborn to youth 14/16. The space also caters to parents with its play area and nursing room. Hutch Baby's new space was specifically designed to be family-friendly.

LOSANTI, 1401 RACE STREET

The husband-and-wife duo behind Crown Republic decided on the space at 1401 Race Street for their newest restaurant, Losanti. The white-tablecloth steakhouse that opened in October overlooks Washington Park and offers a casual twist. The menu includes both seafood and pasta, and the restaurant—named for the original Cincinnati settlement of Losantiville—also has an intricate classic cocktail program.

MY00Z, 1525 RACE STREET

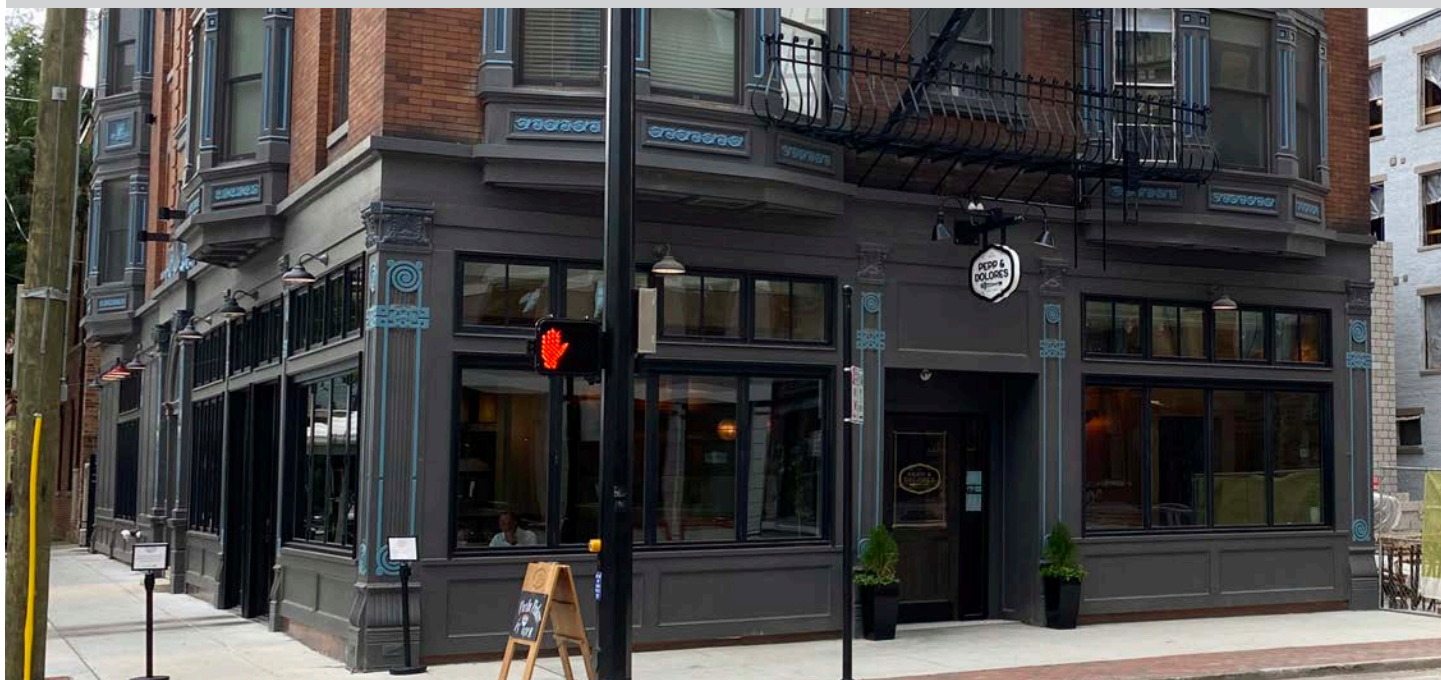
Inspired by her creative force, Tyara Brooks realized she was her own muse and wanted to spread the idea to others. In April, she opened a retail space in 3CDC's Abington Race & Pleasant development at 1525 Race Street, where she sells women's apparel. The shop holds karaoke night every other Thursday, regularly offers beauty styling services and encourages women to be their own inspiration.

PAPER WINGS, 1207 VINE STREET

Mike & Carolyn Deininger's first shop, Mica 12/V has been a staple in OTR since 2007. Ultimately, its success gave them the urge to open a sister store focusing on paper goods, and in June, they opened Paper Wings just two doors down. Located at 1207 Vine Street inside Parvis Lofts, the new store features greeting cards and desk items, in addition to showcasing and selling artwork created by local artists.



MY00Z

COMMERCIAL LEASING (NEW LOCAL BUSINESSES IN 2019)

PEPP & DOLORES
PEPP & DOLORES, 1501 VINE STREET

Sunday supper was the vision behind Thunderdome's latest restaurant, Pepp & Dolores. Located at 1501 Vine Street, it was named for two of the owners' Italian grandparents, paying homage to their roots with the pasta-centric menu. The 3,057-square-foot space, which opened in December, includes a dimly lit basement with a romantic vibe.

SMITH & HANNON BOOKSTORE, 1405 VINE STREET

Perfectly timed to open during the annual Independent Bookstores celebration, Smith & Hannon Book Store moved from the National Underground Railroad and Freedom Center to 1405 Vine Street in April. The shop specializes in African American literature, but also carries other genres, as well as jewelry, souvenirs and stationery. It is the only freestanding bookstore owned by an African American in Cincinnati. Owner Joyce Smith aims to promote literacy in the African American community.

SPACES, 1435 VINE STREET

Four floors of coworking space opened above Sacred Beast at 15th and Vine as Spaces officially opened its doors in July. This increasingly popular idea of renting a desk, office or communal area provides local professionals and travelling businesspeople the resources they need for hours, days and months at a time. The second floor serves as a reception area and the top floor is reserved for a single company to occupy the entire space, leaving the middle two floors open as a common working space with 22 dedicated desks, one meeting room and a full-service staff.

SUGAR, 6 W. 14TH STREET

When Andrea Sutton Lee left her profession as an educator, she turned to her baking hobby as a therapeutic outlet. In September, Lee opened Sugar – a bakery specializing in gourmet cakes, cookies and cupcakes – at 6 W. 14th Street in Parvis Lofts.

TAGLIO, 56 E. 12TH STREET

After the success of A Tavola on Vine Street, owners Jared and Nick Wayne and Jake Goodwin decided to expand with Taglio, a restaurant specializing in Detroit-style pizza. The space, located at the corner of 12th and Walnut streets on the ground floor of 3CDC's offices, opened in June.

THE CONFETTI ROOM, 1531 RACE STREET

Event industry whiz Simone Charles noticed a need for an intimate event space that could provide the same service and detail that a large wedding could, so in August, she moved into the space in Abington Race & Pleasant at 1532 Race Street and opened The Confetti Room. The 1,573-square-foot venue is able to host bridal and baby showers and smaller events, while Charles uses her own props to decorate.


SPACES

CLEAN & SAFE AND BEAUTIFICATION SERVICES



DOWNTOWN CINCINNATI AMBASSADORS

DOWNTOWN CINCINNATI IMPROVEMENT DISTRICT

In 2019, 3CDC continued to expand its management role through its merger with Downtown Cincinnati Inc. (DCI). On January 1, 2019, DCI became a wholly owned subsidiary of 3CDC. Following the merger, the newly combined organization immediately started to craft a transition plan that focused on evaluating each area where the organizations provided similar or overlapping services – clean and safe activities, event management, retail services, stakeholder engagement and marketing – and identifying efficiencies and cost savings that could be realized. With a transition plan in place, the organization next moved to implementation, which happened gradually over the course of 2019.

The staff's assessment and identification of efficiencies ultimately resulted in a significant annual cost savings (over \$700,000), resulting from the following:

- **Personnel** – decreased significantly as 3CDC senior management's payroll and benefits are not allocated to DCI
- **Overhead** – cost savings relate to consolidating office space, information technology, legal services, and insurance, among other general office expenses
- **Retail Development** – cost savings resulted from changing service providers of the gift card program and moving from a physical card to a digital platform; this change had the added benefit of drastically reducing the amount of staff time dedicated to the fulfillment of gift cards, which was substantial during the holiday season but never officially tracked
- **Marketing** – savings were realized through a reduction in website maintenance costs, internally performing public relations, and taking a more digital approach to advertising and marketing materials, including producing the State of Downtown Report online instead of in print

- **Events** – although staff was able to increase Macy's Downtown Dazzle from three to four weekends, significant cost savings resulted from internally producing and marketing the event.

The majority of these cost savings were redeployed into clean and safe services. 3CDC increased weekly hours for base operations staff from 1,014 to 1,238 (22%), weekly hours for seasonal operations staff (April through October) from 80 to 272 (240%), and weekly supervisory hours from 80 to 152 (90%). The increase in weekly hours resulted in a targeted approach to hot spots, the implementation of a new third-shift program, and an overall increase in quality of service resulting from proper supervision.

While the increase in supervision had a tremendous impact on the quality of service provided in the Downtown Cincinnati Improvement District (DCID) service area, 3CDC also recognized that the clean and safe program it was already operating in the OTR District could be utilized to provide clean and safe services in a more effective manner in the Central Business District (CBD). While DCI had previously contracted Block by Block to provide these services, this extra layer of staff (3CDC to Block by Block managers to field staff) made it more difficult for 3CDC staff to communicate with the employees in the field. As a result, in May 2019, 3CDC terminated the contract with Block by Block, and brought the clean and safe services in-house.

3CDC evaluated the performance of each Block by Block field employee, offering jobs as 3CDC Ambassadors to those who were performing well. These staff members received an increase in pay and were also offered health benefits at no cost. Ultimately, 18 of 24 previous Block by Block employees were hired on as 3CDC Ambassadors, several of whom were elevated to supervisory positions due to their excellent work in the field.

CLEAN & SAFE AND BEAUTIFICATION SERVICES

OTR DISTRICT MANAGEMENT

Since 2013, 3CDC has been operating a privately funded clean and safe program in OTR, at a cost of roughly \$500,000 annually. 3CDC's OTR District Management program has been primarily funded by 3CDC, along with smaller contributions from community partners like Model Group, Urban Sites and others. The OTR District Management program has been focused on clean and safe activities near 3CDC properties and projects in the organization's OTR focus area (Central Parkway to the south, Liberty Street to the north, Central Avenue to the west and Sycamore Street to the east). The majority of work has taken place on main thoroughfares like Vine and Main streets,

with cleaning services provided less intensely and less often in lower traffic areas throughout the neighborhood.

For several years, 3CDC and a group of key community stakeholders have felt the neighborhood could benefit from a formal Special Improvement District (SID), similar to DCID, which has been in place in the CBD since 1994. However, property values were not at a high enough level in the past to implement such a program, as the potential pool of

funds would not have been high enough to support the work required throughout the district.

Beginning in 2018, a group of community partners began to work on establishing a SID in OTR, a process that gained momentum in 2019. 3CDC staff has been supporting the group's effort, but is not formally involved, as the organization would be a logical choice to step in as the service provider for the eventual SID, if it were formed. The working group has developed a Services Plan, generated a governance outline and held four public community meetings to gather feedback from the community.

In early 2020, the group – the Committee for a Cleaner & Safer OTR – put the OTR South SID up for a vote among property owners in the proposed service area. The Service Plan and Assessment must be approved by 60% of property owners, based on linear front footage, in order to pass. If approved, the new OTR South SID would go into effect on January 1, 2021.



OTR AMBASSADOR POWER WASHING VINE STREET

GENEROCITY 513

The GeneroCity 513 initiative was launched in July 2018 to help individuals who have been driven to panhandling, including those facing unfortunate circumstances like homelessness, addiction and mental illness. In 2019, following the 3CDC-DCI merger, the initiative was brought in-house. Since both 3CDC and DCI were involved in the original collaboration that led to the creation of the initiative, its transition was seamless.

The GeneroCity 513 initiative is comprised of two programs – the Jobs Van, operated by City Gospel Mission, and Outreach Workers, staffed by Greater Cincinnati Behavioral Health Services (GCB). While DCI had previously employed two outreach workers through Block by Block, 3CDC felt that these services were better off being overseen by true outreach professionals rather than 3CDC staff, which is why the decision was made to contract with GCB for the Outreach program.

The Jobs Van operates four days per week, picking up 10 individuals each day and transporting them to a job site for a day's work, where they are paid \$9 per hour. The Jobs Van program offers a positive

alternative to panhandling and helps connect panhandlers to social service agencies that provide opportunities for shelter, employment, and mental health and substance abuse services. GCB staffs three outreach workers that cover the CBD and OTR daily. Combining these two programs to collaboratively work together has resulted in positive results. The group meets weekly with police to address homeless camps and discuss hot spots downtown, and also maintains a "Top 15" list of at-risk clients that they are working together to get off the street.

Through 2019, there have been a number of key successes, including:

INDIVIDUALS CONNECTED WITH PERMANENT HOUSING	46
INDIVIDUALS CONNECTED WITH FULL-TIME EMPLOYMENT	21
INDIVIDUALS REFERRED TO OTHER RESOURCES	247
CASE CLOSURES OF PANHANDLING	137
MILES CLEANED	720
BAGS OF TRASH COLLECTED	6,085



GENEROCITY 513 OUTREACH WORKER

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Retired Chairman & CEO
The Kroger Company

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EVP Real Estate
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AMY SPILLER

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OPEN POSITIONS

American Financial Group
United Way of Greater Cincinnati



ZIEGLER PARK SUMMER CAMP

MICHAEL FISHER

President & CEO
Cincinnati Children's Hospital Medical Center
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President Ohio/Northern Kentucky
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KEY

- ▲ EXECUTIVE COMMITTEE MEMBER
- AUDIT COMMITTEE MEMBER
- DEVELOPMENT & FINANCE COMMITTEE MEMBER
- ✱ GOVERNANCE & HR COMMITTEE MEMBER
- ✱ ASSET COMMITTEE MEMBER
- ✱ EVENT AND SPONSORSHIP COMMITTEE MEMBER
- ✱ CENTER CITY MANAGEMENT COMMITTEE MEMBER