

2020 ANNUAL REPORT



3CDC WORKED WITH THE CITY OF CINCINNATI TO DEVELOP PERMANENT OUTDOOR DINING AREAS THROUGHOUT THE URBAN CORE

WHILE 3CDC ENTERED 2020 WITH A GREAT DEAL OF MOMENTUM, the organization was forced to quickly pivot like many others when the world was hit with a once-in-a-lifetime pandemic. COVID-19 impacted every aspect of the organization's operations – from the free family-friendly events programmed at 3CDC-managed civic spaces, to ongoing real estate development projects, to the clean and safe services provided by 3CDC ambassadors throughout the urban core.

Despite these challenges, 3CDC took swift action at the start of the pandemic to ensure the long-term health of the organization and to do everything in its power to support the small businesses that are truly the lifeblood of Downtown Cincinnati.

3CDC implemented several programs to help these businesses, including the Cincy Card Connection, a gift-card matching program that generated \$677,000 that was directly injected into 284 different local businesses via gift card purchases. The organization also worked closely with the City of Cincinnati to quickly develop an outdoor dining program that provided expanded seating for bars and restaurants that otherwise had limited space for social distancing. More than 25 businesses took advantage of the program. Finally, 3CDC took several steps to help its 78 street-level commercial tenants survive the shutdown. Through a combination of rent forgiveness, abatements, and deferments, 3CDC either forgave or deferred a total of \$2.5 million in rent payments for these tenants.

At the same time 3CDC was creating programs to support small businesses, staff continued to pursue an aggressive development agenda, collaborating with the City of Cincinnati on a redevelopment plan highlighted by three major projects: **Willkommen**, a partnership with The Model Group that will include 20,000 square feet of street-level commercial space and 163 apartments – 69 of which will be available to people making 50-80% of the Area Median Income (AMI); **Court Street Plaza**, the reimagining of Court Street between Vine and Walnut streets

into a new civic space that will better connect the energy at Fountain Square with the vibrancy in OTR; **The Foundry** (formerly Fountain Place), a \$51 million mixed-use redevelopment that will reanimate one of the most prominent buildings in Cincinnati's urban core, serving as an extension of Fountain Square directly across the street.

After brief shutdowns, Washington Park, Ziegler Park, and Fountain Square all started coming back to life in mid-2020. The Washington Park Porch, presented by PPG Paints, was the first to reopen in a safe, socially distant manner, with 3CDC bringing back small-scale programming such as fitness classes and small concerts shortly after. At Ziegler Park, the pool opened with a reservation system to limit the number of guests at any given time. 3CDC also brought back summer camp, free swim lessons, and the free swim team. Meanwhile, Fountain Square's new permanent stage – Fifth Third Center Stage – officially opened and played host to acoustic concerts and socially distant programming. The Ice Rink also returned, introducing new bumper cars on the ice that proved to be a hit.

Due to the pandemic, 3CDC was forced to limit its Ambassador staff for safety reasons. However, the small crew of Ambassadors that did stay on did excellent work to keep the City clean and safe during the pandemic. Additionally, the OTR South Special Improvement District was officially formed in October, with more than 60% of property owners approving its passage.

Through all the challenges of the past year, the 3CDC team never lost sight of its focus on revitalizing Downtown Cincinnati, whether that meant supporting small businesses, activating civic spaces, developing vacant property or ensuring the City remained clean and safe. Due in large part to the partnership from the City of Cincinnati and the support of the major corporations that make 3CDC's work possible, the organization managed to move forward in 2020, rather than managing over decline during a difficult year.

FOUNTAIN SQUARE 2020 PROGRAMMING

The COVID-19 pandemic presented programming challenges at all four civic spaces managed by 3CDC, and Fountain Square was no exception. There was a significant drop in traffic in the Central Business District, and 3CDC was forced to cancel all events until June.

By summer, the organization's events team had developed creative ways to implement socially distanced programming, allowing visitors to return to Fountain Square in a safe manner. Weekly trivia and Fountain Feud returned, as did regularly scheduled live music and lunchtime events with food trucks.

Perhaps the highlight of 2020 at the Square was the unveiling of Fifth Third Center Stage, the new permanent stage on the Square that was generously donated by 3CDC's partners from Fifth Third Bank. A ribbon-cutting ceremony took place in August to celebrate the stage's official completion and the stage was utilized to showcase local musicians playing acoustic sets due to the pandemic.

The UC Health Ice Rink presented by Fifth Third Bank opened November 6 with new safety measures in place. A reservation system was implemented to limit the number of visitors at a given time, giving guests an hour to enjoy the skating rink. Despite the pandemic, Fountain Square successfully added bumper cars to the ice rink, creating daily split-ice sessions where visitors could

enjoy both activities. Guests were also treated to hourly light shows throughout the season, with an 8-minute show playing each hour. The ice rink welcomed more than 37,000 visitors over the course of the 2020-2021 season.

Despite the challenges that resulted from COVID-19, Fountain Square managed to maintain its presence as the main gathering spot in Cincinnati's urban core, as it played host to 261 3CDC-produced and third-party events from June to December. While the crowds were smaller than normal in 2020, 3CDC staff looks forward to a full season of events in 2021, all of which is made possible due to the generosity of our sponsors.



FOLKS ENJOYING A CONCERT AT THE NEW FIFTH THIRD CENTER STAGE

WASHINGTON PARK 2020 PROGRAMMING

Although the first six months of the year saw no programming at Washington Park, it was the first 3CDC-managed civic space to add activity back, beginning with the dog park, which re-opened with strict social-distancing rules in place. Next to open was the Porch, with a new partnership and new name: The Porch, Presented by PPG Paints. The space featured spread-out tables and chairs, and a new plexiglass barrier at the bar, but was still able to accommodate patrons when the summer weather arrived.

Formal programming also returned in June, with 3CDC and PPG partnering to create 'pods,' or painted circles, on the Civic Lawn to

designate socially distant locations for attendees. Programming included Washington Park Workouts two days a week, Shakespeare in the Park, Jazz popups, and Summer Cinema, which hosted the Black Family Movie Series.

In October, The Porch was outfitted with large heaters throughout so patrons could socialize in a safe, outdoor environment as the weather turned chilly. This allowed the space to remain open throughout the rest of 2020 on better-weather days. Fall Fest and Winter Market were also able to set up during their respective seasons, and patrons were able to find craft and homemade items, baked goods and holiday gifts in a safe manner. The Park also featured socially distanced photos with Santa at Santa's Workshop, which returned every Saturday and Sunday until Christmas. The workshop featured Black Santa on Sundays. The Park played host to 157 3CDC-produced and third-party events from June to December, along with 34 pop-up events specifically at the Porch, including a new Monday night jazz series.

While Washington Park is always a space filled with individuals of all ages, races and socioeconomic backgrounds, it truly served as an oasis for OTR residents that had been cooped up due to the pandemic. When combined with the free family-friendly programming that returned mid-year, which is provided as a result of our generous sponsors, the space was full of life during a difficult year.



THE WASHINGTON PARK PORCH

MEMORIAL HALL 2020 PROGRAMMING

Memorial Hall was impacted by the pandemic more than any other civic space operated by 3CDC, due to its sole reliance on indoor events. January and February saw more than 7,500 patrons attend 23 shows and events before the Hall was forced to shut down in March in order to implement and follow COVID-19 protocols. Prior to the shutdown, Valentine's Day at the Memo returned for the fourth consecutive year, featuring a course-by-course dinner party prepared by a local chef in different rooms of the Hall.

Due to the uncertainty with respect to the length and rules surrounding the pandemic, Memorial Hall staff made the difficult decision to remain closed for an extended period of time, rescheduling as many shows as possible for future dates. In the fall, Queen City Church utilized the space in a socially distant manner, following all COVID-19 protocols, so it could safely gather its congregation.

In October, Memorial Hall reopened and resumed small shows with spread-out audiences, including the Resilience Staged Reading Series,

which hosted guests with a pay-what-you-can donation model that went directly to artists and show staff.

After a challenging year in 2020, Memorial Hall staff is looking forward to getting back to normal in 2021, with a wide variety

of programming that serves a diverse audience. The Hall continues to focus on providing a mix of unique and affordable programming while still generating enough revenue to maintain a high-level operation, which would not be possible without the generous contributions from our sponsors.



VALENTINE'S DAY AT THE MEMO

ZIEGLER PARK 2020 PROGRAMMING

Ziegler Park and Pool have continued to be a popular outdoor go-to for both neighborhood residents and surrounding visitors, especially in 2020, since outdoor time was necessary for families who had spent much time inside due to COVID-19. During the 2020 summer season, Ziegler Park was forced to modify much of its *Everybody In*

programming, getting a later start compared to previous years.

Despite the challenges presented by the pandemic, 3CDC staff worked closely with third-party pool operator SwimSafe to get the pool open for business as soon as it was permitted by the State of Ohio. The pool opened the first week of June with a new reservation system in place, which ensured a safe capacity each day. While capacity was limited, the Pool still welcomed over 18,500 patrons and sold 530 season passes to individuals, 76% of which went to families making less than \$50,000 per year, including 69% to families making less than \$34,000 annually.

Thanks to the *Everybody In* program, free swim lessons also returned in 2020 for both children and adults, with 214 students ultimately taking advantage of the free program. Students learned basic swimming techniques and key water safety skills from a certified instructor. Additionally, the 23 members of the OTR Rhinos swim team, which had its third season in 2020, were able

to join for free, and participation in practice and meets was made possible thanks to the *Everybody In* program.

Summer camp operated June through August, hosting fewer campers in its fourth year to maintain a safe environment for those attending. A total of 39 children attended camp four days a week for eight weeks, where they were provided with free breakfast and lunch, and participated in daily activities including swimming, athletic conditioning, STEM programming and more. Ziegler Park Summer Camp is a critical program for youth in the OTR and Pendleton neighborhoods, as 92% of campers in 2020 were living below the federal poverty line.

The season at Ziegler Pool ended with the fourth annual Dog Swim on September 27, with proceeds going to the *Everybody In* campaign. More than 100 dogs enjoyed frolicking in the water before the Pool closed for the rest of the year.

Through generous contributions from our sponsors, the *Everybody In* program makes swim lessons, swim team, summer camp, and other programs accessible to neighborhood youth. This allows Ziegler Park to serve the full community, including many children who could not afford these programs if there was a fee associated with participation.



SUMMER CAMPERS AT ZIEGLER PARK POOL



CHESS WAS A HIT AT THE ZIEGLER PARK SUMMER CAMP

DEVELOPMENT



ACADEMY LOFTS

4TH & RACE

This \$118 million mixed-use development, located in the heart of the Central Business District, is a partnership between 3CDC and Indianapolis-based developer Flaherty & Collins. Construction on the project, which was previously the dilapidated Pogue's parking garage, began in December 2018. The project consists of a new 584-space above-grade parking garage, 22,000 square feet of street-level commercial space, and a 264-unit apartment building on the upper floors. The garage phase was completed and opened to the public in November 2020. Commercial spaces will be fit out to suit tenants, and the residential units are expected to be completed in Summer 2021.



4TH & RACE

ACADEMY LOFTS

In 2008, 3CDC began work on Gateway Arts, a mixed-use development that included 12 residential units to be operated by the Art Academy of Cincinnati for student housing. The street-level space became Taste of Belgium Bistro, as well as its corporate office. In 2020, after the Art Academy of Cincinnati selected a new site for student housing, 3CDC began work to convert the apartments into condos. The conversion has resulted in 10 condos that were finished in early 2021. By mid-2021, seven of the 10 units had been sold.

COURT STREET PLAZA

In early 2019, a Pedestrian Task Force was created in a joint effort with the City of Cincinnati to pinpoint pedestrian and traffic improvement needs along Court Street, facilitate community engagement, and, along with Human Nature and 3CDC, develop design options for an updated plaza. The result was Court Street Plaza, a reimagined civic space with widened sidewalks, making the area more pedestrian-friendly, and allowing for more outdoor dining options for restaurants located within the plaza. The new space also includes a reconfigured festival-style street, allowing for vehicular closure of the street and opening the entire street to pedestrians for organized events. Demolition of the street began in Fall 2020 and construction on the project was completed in Summer 2021.

DEVELOPMENT



COURT STREET PLAZA

COURT STREET SOUTH CONDOS

The Court Street South Condos project began taking shape at the end of 2020. It consists of the renovation of two buildings, located at 7-11 E. Court Street and 915-917 Vine Street. The finalized project will result in 16 residential condominiums and three commercial spaces. Completion of these buildings is expected to occur in 2021, and will complement the renovation of both the new Court Street Plaza as well as the recently finished Court Street Condos located on the north side the street.

THE FOUNDRY

The \$51 million Foundry project involves the conversion of the former Macy's-anchored Fountain Place into a 3.5-story mixed-use development. 3CDC purchased the property in 2019 in order to bring one of Downtown's most prominent buildings back to life. Located across the street from Fountain Square, the structure will be converted into a modern building that will feature 150,000 square feet of Class A office space, 35,000 square feet of street-level retail/restaurant space, and a 164-space parking garage that will remain in operation throughout the duration of the project. By the end of 2020, the building's original façade had been completely removed and the skywalk and LED board atop the structure had both been demolished. By mid-2021, a new Fifth Third LED Board had been installed and crews were working on wrapping the building with its new all-glass façade.

GOSLING FLATS

Gosling Flats, which involves the redevelopment of two historic buildings, began in November 2020. Both structures were built at the end of the 1800s, and the final product will result in 11 residential condos and 1,300 square feet of office space situated above two street-level commercial spaces at 1508 Race Street and 26 W. 15th Street. Gosling Flats is expected to be finished in July 2021.



RENDERING OF THE FOUNDRY

EQUITABLE DEVELOPMENT



PERSEVERANCE

AFFORDABLE HOUSING INITIATIVE

Working in partnership with several organizations, including The Model Group, Over-the-Rhine Community Housing, Cornerstone Renter Equity and various others, 3CDC has continued to concentrate on an overarching plan to develop hundreds of affordable and market-rate apartments in OTR. Since 2016, 3CDC and its partners have completed or are under construction on 11 projects as part of the initiative, adding 457 affordable housing units to the neighborhood in addition to 291 market-rate units.

PERSEVERANCE

Perseverance includes the renovation of three existing historic buildings and infill construction on one vacant lot in the 1500 block of Vine Street. 3CDC partnered with Over-the-Rhine Community Housing (OTRCH) on the \$13.9 million mixed-use development, which will yield 32 residential apartments – 100% affordable units, available to people making 30-60% of the Area Median Income (AMI) – and five street-level commercial spaces, totaling 6,700 square feet. The project closed on financing in 2019 and construction began shortly after. Construction continued throughout 2020, and the project was ultimately completed in Summer 2021.

WILLKOMMEN

3CDC and its partners at The Model Group spent significant time in 2019 pushing forward on their scattered-site, mixed-used, mixed-income development, Willkommen. The \$50 million project, which includes the construction of four new buildings and renovation of 16 historic structures, had its financing closed in July 2020 with construction starting immediately after. Work on the project continued throughout 2020, with an expected completion date in April 2022. When finished, the project will ultimately create 163 apartment units – 69 affordable to those making 50-80% AMI – and nearly 20,000 square feet of first-floor commercial space.

KEYER ROW

Located at the 1200 block of Main Street, Keyer Row involves the renovation of three historic buildings into 22 new apartments – ranging from efficiencies to 2-bedroom units – above six street-level commercial spaces, totaling nearly 7,000 square feet of space. The project, which includes four units affordable to those making 80% AMI, was in predevelopment for most of 2020, before closing financing and starting construction in March 2021. Construction on the \$8.5 million project is expected to be complete in January 2022.



A WILLKOMMEN NEW CONSTRUCTION INFILL BUILDING ON PLEASANT STREET

COMMERCIAL LEASING

Small businesses were hit especially hard by the pandemic, but 3CDC did everything in its power to help not only its 78 street-level restaurant and retail tenants, but all Downtown businesses. To help minimize the impact of COVID-related shutdowns, 3CDC staff took a three-pronged approach to assist businesses in both the CBD and OTR. For 3CDC tenants, the organization forgave, abated and deferred rent payments, resulting in a total benefit to tenants of roughly \$2.5 million. 3CDC also created a gift-card matching program (the Cincy Card Connection), in conjunction with several partner organizations and funders, which generated \$677,000 of cash that was directly injected into local businesses via gift card purchases. Finally, 3CDC worked with the City to implement permanent outdoor dining areas, called streateries, that expanded seating capacity, added vibrancy to the urban core and added a traffic calming element to the streets, thus improving pedestrian safety.

Additionally, 3CDC continued to work with entrepreneurs to open small businesses throughout the urban core, with a specific emphasis being placed on increasing the number of Black-owned businesses in OTR. As of early 2021, 10 of 3CDC's last 14 (71%) street-level tenants have been Black-owned businesses. In total, 18 of 70 (26%) of 3CDC's street-level commercial tenants in OTR are Black-owned businesses, while 29 of 70 (41%) are woman-owned businesses. This will continue to be an area of emphasis for the organization. The following businesses opened in 3CDC storefronts in 2020.

AM|PM EXCHANGE, 1421 VINE STREET

am|PM Exchange is an upscale women's boutique that opened at 1421 Vine Street, adding to the growing retail district in OTR. Owner Myriah Hutchings is a graduate of University of Cincinnati who wanted to bring L.A. style to the Midwest. She operated online from 2016 until 2020, when she decided to open a brick-and-mortar. Her shop opened in December.

CINCINNATI MUSIC ACCELERATOR, 33 E. 13TH STREET

Cincinnati Music Accelerator is an organization led by composer Kick Lee, that helps musicians and music creatives harness their passion as a sustainable career. In February, CMA expanded and relocated to The Stafford building, located at 33 E. 13th Street. The space is able to accommodate more students across its Music Business, Artist Development and Youth Music Accelerator programs.

GHOST BABY, 1314 REPUBLIC STREET

A nightclub and music venue with a historical twist, Ghost Baby, opened in February. The new speakeasy-style bar is located at 1314 Republic Street, four stories below street level in an old brewery that hasn't been around since the late 1800s. Owner Josh Heuser spent more than a year designing the space, which features two rooms, two bars and a den with a stage for live music.

O PIE O, 32 E. 13TH STREET

O Pie O moved into the 895-square-foot space located at 32 E. 13th Street, taking one of the street-level commercial spaces resulting from the Columbia Flats project. The family business initially sold pies out of a Findlay Market popup tent before opening its first brick-and-mortar location in East Walnut Hills. O Pie O is known for both sweet and savory pies that utilize local, seasonal ingredients. The OTR location opened in August.

NOSTALGIA, 1432 VINE STREET

Nostalgia is the brainchild of Tammie Scott, serving as her recreation of an integrated night club her grandmother used to tell her about. The intimate wine and jazz bar, which opened in August at 1432 Vine Street in the Behlen building, features a rotating wine list solely highlighting women and minority winemakers, and hosts live music four nights a week. Nostalgia also serves charcuterie boards from The Rhined, which is located at Findlay Market.



GHOST BABY

REIGN BEAUTY, 1523 RACE STREET

Reign Beauty Studio is a makeup and tanning boutique that opened at 1523 Race Street at the beginning of 2020. The Reign team specializes in special event and bridal makeup, as well as tanning services. They also host fashion and beauty events for larger groups, and offer makeup lessons for clients.

STANDARD, 112 W. 15TH STREET

Located in Rennen & Beecher Flats at 112 W. 15th Street, Standard Beer is a bottle shop and taproom that offers hundreds of different craft beers and a handful of wine options available for carryout or to drink onsite. Owner Brett Gage curates the selection of bottles and cans, and features a rotating selection of draft beers as well. His one-of-a-kind shop opened in February.



NOSTALGIA WINE & JAZZ LOUNGE

CLEAN & SAFE AND BEAUTIFICATION SERVICES


DOWNTOWN CINCINNATI AMBASSADORS WON A DESERVING NEIGHBOR AWARD FOR THEIR WORK DURING THE PANDEMIC

DOWNTOWN CINCINNATI IMPROVEMENT DISTRICT

In 2020, 3CDC Ambassadors maintained their efforts to help keep Downtown beautiful, safe and clean. The staff continued to assess hot spots – areas that needed more attention on a regular basis. They also focused on graffiti removal as well as pressure washing, trash removal and bus stop shelter cleaning across the Central Business District and OTR.

The onset of COVID-19 presented plenty of challenges to 3CDC's efforts to keep Downtown clean, safe, and beautiful, but the staff was able to maintain its role as a vital asset to the community. At the beginning of the pandemic, the operations team took proactive measures to ensure the health and safety of staff members. This meant temporarily scaling back ambassadorial services, while continuing to provide full salaries and benefits though employees were not working. With a smaller staff, Ambassadors stepped up to fill the voids throughout both districts. Ultimately, the obstacles that the operations team faced during the summer of 2020 resulted in the development of a much stronger core team and helped refine processes, such as equipment management, staff development, routes, and approach to special projects. In October, 3CDC Ambassadors were presented with a Deserving Neighbor Award from Procter & Gamble, Kroger, and Cincinnati Magazine for their continued efforts in keeping Downtown safe and clean, going above and beyond during the COVID-19 pandemic.

With 3CDC operating most of the year with reduced staffing, the partnership with the Cincinnati Police Department became critical to addressing challenging areas and individuals. This partnership was also important during the protests and one weekend of civil unrest that occurred Downtown. In the long-term, 3CDC and CPD collaborate to establish hot-spot locations based on CPD calls for service and CBD/OTR stakeholder requests.

While COVID created staffing challenges, restricted volunteer projects, and overall stunted productivity, 3CDC was still able to work with partners to improve a number of Downtown areas. Partnerships with several City partners returned these highlighted results in 2020:

- DOTE (lighting) – improved the lighting grid in the CBD by installing 229 LED high-lights.
- Public Services (greenspace projects) – improved greenspace on 2nd and 3rd streets, rehabbing more than four (4) acres of Downtown space that will be easier to manage moving forward.
- Urban Forestry (street trees) – developed a comprehensive database of trees in Downtown and Over-the-Rhine. This management tool was used to install 84 trees and improve maintenance tracking moving forward.

CLEAN & SAFE AND BEAUTIFICATION SERVICES

OTR SOUTH SPECIAL IMPROVEMENT DISTRICT

For seven years, 3CDC operated a privately funded clean and safe program in OTR, at a cost of roughly \$500,000 annually. The OTR District Management program mirrored a more formal Special Improvement District (SID), but had a smaller geographic footprint and was primarily funded by 3CDC, along with smaller contributions from community partners like The Model Group, Urban Sites and others.

After several years of work to create a formal SID, similar to the Downtown Cincinnati Improvement District (DCID), which has been in place in the CBD since 1994, The Committee for a Cleaner & Safer OTR officially petitioned neighbors in the proposed District in 2020 to determine the interest in forming the SID.

Even as COVID-19 made in-person communication with property owners extremely difficult, Committee members managed to secure the necessary votes to get the OTR South SID approved, with over 62% of property owners by front footage agreeing to form the district (60% was required for passage). The OTR South SID received final approval from City Council in October.

In early December, the first meeting for the OTR South SID was held with the sole purpose of deciding on a 12-member Board of Trustees. Nine members were elected by OTR SID property owners, with two additional appointees from the City and one from the County. These twelve individuals will serve a term equal to the term of the initial Services Plan, which officially went into effect on Jan. 1, 2021, and will run 2021-2024.

GENEROCITY 513

COVID-19 challenges had a drastic impact on 3CDC's GeneroCity 513 program in 2020, as Downtown experienced a 30-40% increase in individuals living on the street and panhandling Downtown during the year.

The program's Jobs Van, operated by City Gospel Mission, did not operate for a majority of 2020, halting work beginning in March due to the inability to create social distancing on the van. When it finally resumed in fall, it looked a bit different. Once picking up 10 individuals a day and transporting them to a job site for a day's work, the program transitioned to a ticketed system that advised panhandlers where to meet the following morning, where workers were still paid \$9 per hour and provided lunch.

Meanwhile, due to the influx of homelessness and panhandling, 3CDC decided to increase the number of outreach workers – provided by Greater Cincinnati Behavioral Health Services (GCBHS) – from three to four. Although outreach staff members experienced a myriad of challenges, they were still able to do a tremendous job of establishing relationships with individuals on the streets and generating positive outcomes for clients. The outreach staff was able to connect 77 individuals with permanent housing, 37 with substance abuse programs, and 26 with transitional shelter housing.



OTR AMBASSADOR DISINFECTS PARKING PAY STATION



AMBASSADORS MULCH TREES ALONG VINE STREET IN OTR



GENEROCITY 513 OUTREACH WORKER

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CITY FLEA RETURNED TO WASHINGTON PARK

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OPEN POSITIONS

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WINTER WONDER LIGHTS DEBUTED AT THE FOUNTAIN SQUARE ICE RINK

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KEY

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