

## 2021 ANNUAL REPORT



COURT STREET PLAZA AND THE STANLEY & MOORE FLATS WERE BOTH COMPLETED IN 2021, REIMAGINING THIS AREA IN THE NORTHERN SECTION OF THE CENTRAL BUSINESS DISTRICT

**3CDC REMAINED COMMITTED TO PUTTING FORWARD AN AMBITIOUS DEVELOPMENT PROGRAM IN 2021**, despite the fact that the economy had not fully recovered from the effects of the pandemic that started in 2020. The organization placed the primary focus of its development pipeline on three targeted areas in the urban core: the Convention Center District in the southwest corner of the Central Business District (CBD), the northern section of the CBD, and Over-the-Rhine (OTR) North of Liberty. Each area featured projects that were either completed or under construction in 2021, as well as others in pre-development.

In the Southwest CBD, Considerable progress was made on The Foundry (formerly Fountain Place), with physical construction on the core and shell of the building being completed and all office space leased by the end of 2021. The project, which will also be home to French restaurant Royce and Jeff Ruby's Steakhouse, will help strengthen the connection from Fountain Square to the Convention Center District. In the CBD North, 3CDC either completed or was under construction on several projects in the Court Street District, including The Stanley & Moore Flats and Avril Lofts – a pair of mixed-use construction projects featuring a total of 21 condos and nearly 11,000 square feet of commercial space. Finally, in OTR North of Liberty, construction was gradually being completed on Willkommen – 3CDC's largest affordable housing project in OTR to date, completed in partnership with The Model Group – and the organization has pushed forward with the conceptual design of the Findlay Community Center, based on an extensive community engagement process.

The organization added two new civic spaces to its management and programming portfolio in 2021, with the introduction of the reimagined

Court Street Plaza and revitalized Imagination Alley. The completion of Court Street Plaza brought summertime programming in the form of car shows and markets. Additionally, the plaza hosted Asian Food Fest in October. Programming at other 3CDC-operated civic spaces began to see more patrons as the year went on, with new amenities like the Fountain Bar – a new semi-permanent container bar at Fountain Square – enticing Downtown residents and visitors alike to enjoy a beverage in the open air with friends. The Tyler Davidson Fountain turned 150 in October and the bumper cars made their return to The UC Health Ice Rink presented by Fifth Third Bank. Washington Park was home to pre-FCC match parties, summer movie nights and regular outdoor markets throughout 2021. Meanwhile, Memorial Hall played host to the Cincinnati Bell Rise Up Women's Series, a compilation of female-focused concerts and events to encourage female empowerment.

3CDC also continued to expand its role as a place manager in 2021, with the introduction of the Over-the-Rhine South Special Improvement District, which the organization was selected to manage, and the renewal of the Downtown Cincinnati Improvement District, which will run from 2022-2025.

Though Downtown has not fully recovered from the pandemic, continued progress was made into 2021 toward economic recovery in the CBD and OTR. 3CDC staff remains committed to ensuring the urban core ultimately returns to, and exceeds, pre-pandemic levels of economic activity, vibrancy and progress in the years ahead. This will be achieved through the organization's continued investment in the urban core, in partnership with the City of Cincinnati and the city's strong corporate community, and its commitment to providing diverse programming in a clean and safe environment.

## FOUNTAIN SQUARE 2021 PROGRAMMING

Fountain Square's 2021 event season got off to a slower start than normal, as employees had still not started fully returning to offices in the Central Business District at the start of the regular programming schedule.

Spring programming kicked off in April with the Opening Day Watch Party, as the Reds game was shown on a new 52-by-23-foot LED video board, sponsored by Fifth Third Bank, sitting atop 3CDC's Foundry development. Programming returned six days a week in May, with highlights including Not Your Average Paint and Sip classes; Strauss Troy Market; and the Spring Concert Series. Summer saw several beloved events return, including Salsa on the Square, Reggae Wednesdays, and Fifth and Vine Live, which featured a national act, Animal Collective, an event that drew approximately 2,500 people on a Tuesday night. This event took full advantage of the new Fifth Third Center Stage that had been unveiled a year before, in August 2020.

An exciting addition came to the Square in August when a new 20-by-8-foot Container Bar was installed in the southwest corner. Looking to recreate the communal feeling generated at the Washington Park Porch, 3CDC added the Fountain Bar, which will be operated year-round. Upon opening in August, Fountain Bar gradually became a popular gathering spot for residents, office workers, and visitors looking for an outdoor happy hour option.

In October, 3CDC and the City of Cincinnati celebrated the 150th anniversary of the Tyler Davidson Fountain with live music and a

floral installation at the foot of the famous fountain for patrons to use as a photo backdrop.

The UC Health Ice Rink, presented by Fifth Third Bank, opened November 6 with the reservation system from 2020 still in place, limiting the number of visitors at a given time and giving guests the ability to better plan their trips to the rink. Bumper cars made their return to the rink, again 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 during Winter Wonder Lights. The ice rink welcomed more than 42,000 visitors over the course of the 2021-2022 season.

Attendance picked up as the year progressed and Fountain Square ultimately played host to 333 3CDC-produced and third-party events from January to December. The realized goal of a full year of events in 2021 was made possible due to the generosity of our sponsors, and 3CDC looks forward to the same thing in 2022.



THE TYLER DAVIDSON FOUNTAIN TURNED 150 IN 2021

## WASHINGTON PARK 2021 PROGRAMMING

Washington Park was able to return to a post-pandemic normalcy with programming in each season in 2021. It kicked off in February with a winter outdoor event making its debut. Mittenfest encouraged folks to get out in the sunshine—and snow—to enjoy local breweries all in one location. Craft beers, a DJ and food trucks set up in the park for one weekend while guests bundled up and tried brews from 10 local favorites. Bockfest returned with a celebration at Washington Park where The Porch, presented by PPG Paints, served as the official venue for Rhinegeist, and German food was available for sale.

Like Fountain Square, Washington Park also hosted an Opening Day Watch Party in April with a baseball-themed movie weekend that

followed. April also saw the return of trivia, workouts and popup concerts that lasted throughout the summer. In May, Washington Park began hosting FC Cincinnati Pre-Match at the Park, presented by ProLink

Staffing. Before each home game, fans could attend this family-friendly event that featured outdoor activities, food and music. Summer Cinema returned at the end of May, showing a variety of movies nearly every Wednesday through the end of September.

The Porch was open year-round once again—with gas heaters for colder days—and continued to grow in popularity and become a gathering space for many in the community.

The U.S. Men's National Team came to Cincinnati to play Mexico in a World Cup Qualifier match, and Washington Park hosted a pre-game and watch party that featured drink specials at the Porch, music, food vendors and games. Fall Fest and Winter Market set up during their respective seasons, offering patrons the chance to find craft and homemade items, baked goods and holiday gifts. The Park again featured Santa's Workshop, which returned every Saturday and Sunday until Christmas, and once again featuring Black Santa. The Park played host to 306 3CDC-produced and third-party events from February to December, along with 63 pop-up events specifically at the Porch. While Washington Park is always a space filled with individuals of all ages, races and socioeconomic backgrounds, thanks to our generous sponsors, it truly served as an oasis for OTR residents that had been navigating the second year of a global pandemic.



WASHINGTON PARK



## MEMORIAL HALL 2021 PROGRAMMING

Memorial Hall continued to be impacted by the pandemic more than any other 3CDC-operated civic space in 2021, due to its sole reliance on indoor events. Despite the challenges, the Hall managed to host more than 43,000 visitors at 194 events throughout the year, including touring shows, national headliners and the Cincinnati Bell Rise Up Women's Series.

The Jazz at the Memo series, which continued to gain a larger following, returned January through April, hosting more than 1,000 patrons across 15 shows, including Mambo Combo, Shades of Blue and Brasilia.

In July and August, additional shows were included in the Memorial Hall lineup, including Judy Collins, Thee Phantom and the Illharmonic Orchestra, and Ambrosia. Additionally, The Children's Theatre brought five shows to Memorial Hall, including Harriet Tubman, Jacqueline and the Beanstalk and Pinocchio.

September saw the start of a monthslong program that allowed Memorial Hall and Washington Park to play host to some of the world's most inspiring women artists and thought leaders. The Cincinnati Bell RiseUp Women's Series kicked off with a free concert by legendary folk-

rock band 10,000 Maniacs with Mary Ramsey, and continued with Wild Child and Nella, an Austin-based indie-pop band and Latin GRAMMY winner, respectively. More than 2,700 patrons attended these concerts.

National acts on tour also stopped at Memorial Hall throughout the year, including Ana Gasteyer, Christopher Cross, Five for Fighting and Jefferson Starship. 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.



THEE PHANTOM & THE ILLHARMONIC ORCHESTRA AT MEMORIAL HALL

## ZIEGLER PARK 2021 PROGRAMMING

Programming at Ziegler Park picked up in February 2021 with Saturday Hoops, while the pool officially opened for the season on May 13. The pool again relied on a reservation system, in which visitors could sign up for one of three daily sessions in order to encourage social distancing. Additionally, two early-morning lap-swim timeslots could be reserved.

While capacity was limited, the Pool still welcomed nearly 40,000 patrons and sold 385 season passes to individuals, 16% of which went to families making less than \$50,000 per year, including 47% to families making less than \$34,000 annually. Thanks to the *Everybody In* program, free swim lessons also returned in 2021 for both children and adults, with 514 participants ultimately taking advantage of the free program. Students learned basic swimming techniques and key water safety skills from a certified instructor. Additionally, the 40 members of the OTR Rhinos

swim team, which had its fourth season in 2021, were able to join for free, and participation in practice and meets was made possible thanks to the *Everybody In* program.

Ziegler Park Workouts returned on Sundays in June and July, and concerts and movie nights made appearances on the lawn throughout the summer.

Summer camp operated June through August, hosting fewer campers in its fifth year to maintain a safe environment for those attending. A total of 43 children attended camp four days a week for 10 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 72% of campers in 2021 were living below the federal poverty line.

The season at Ziegler Pool ended with the fifth annual Dog Swim on September 12, with proceeds going to the *Everybody In* program. More than 115 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



SWIM LESSONS AT ZIEGLER PARK POOL

## COURT STREET PLAZA 2021 PROGRAMMING

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 is 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.



COURT STREET PLAZA

Demolition of the street began in Fall 2020 and Court Street Plaza officially opened to the public the weekend of June 11, 2021, with a ribbon-cutting ceremony, artwork reveal and outdoor market that featured local vendors and live music. In six months, Court Street Plaza hosted 12 3CDC and third-party events.

The Plaza regularly hosted outdoor markets and events throughout 2021, including a monthly Court Street Cruise In, which

featured a collection of classic cars on display; and the resurgence of an outdoor market in the same block that used to be home to Downtown's largest public market, Canal Market. Court Street Market operated monthly in the summer and featured local vendors, food and artwork.

Asian Food Fest hosted its food-festival weekend at Court Street Plaza in October, an event that featured more than 25 food vendors, live entertainment, family friendly activities and other Asian culture-based events.

In December, local artists residents and visitors gathered to help paint a mural along the Plaza that was designed and drawn by a local paint-and-sip company owner. The community-curated mural paid homage to the city of Cincinnati, and the event featured local musicians, coffee and take-home crafts. The first year of programming at Court Street Plaza was possible because of the generous contributions from sponsors, and more programming is in the pipeline for 2022.



THE HYBYCOZO ART INSTALLATION AT COURT STREET PLAZA

## IMAGINATION ALLEY 2021 PROGRAMMING

Construction on Imagination Alley was completed in late Summer 2021, and in early September, the renovated space was presented to the OTR community with a ribbon cutting event featuring several community speakers and free ice cream for attendees.

Physical renovations to the pocket park saw the addition of seating, lights, artwork and landscaping, creating an al fresco hideaway in the heart of a bustling Vine Street. Prior community art projects adorning the space, including the widely recognizable archway were maintained and incorporated into the redesigned space. Planned programming for the space includes movie nights and community picnics, but with the ribbon-cutting ceremony leading into the colder months, the space primarily served as a lunch spot.

In Winter, Founders Forest returned to Imagination Alley as an event under the FOUND series. Visitors could stroll through the alley, seeing dozens of holiday trees, including a main tree that was sponsored by Procter & Gamble and the Make-A-Wish Foundation.



THE RENOVATED IMAGINATION ALLEY REOPENED TO THE PUBLIC IN SEPTEMBER 2021



### DEVELOPMENT



4TH & RACE WAS COMPLETED IN MID-2021

#### 4TH & RACE

Construction on the \$118 million mixed-use 4th & Race development wrapped up in mid-2021, with 3CDC maintaining operation of the 584-space parking garage and working to fill the 22,000 square feet of street-level commercial space, which will be fit out to suit tenants. In October, Mayweather Boxing + Fitness signed a lease to be the first tenant at the 4th & Race project. Flaherty & Collins, which co-developed the project with 3CDC, is actively leasing the 264 high-quality apartment units in the building.

#### ACADEMY LOFTS

When the Art Academy of Cincinnati relocated its student housing from the 3CDC-developed Gateway Arts project in 2020, work began on its conversion into 10 market-rate condos. The uniquely designed condos were completed in early 2021, with seven units selling by mid-2021 and the final three units selling in October.

#### COURT STREET SOUTH CONDOS

Comprised of two buildings on Court and Vine streets, work on the Court Street South condos kicked off at the end of 2020 aiming to enhance the newly completed Court Street Plaza. The buildings at 9 Court Street and 915-917 Vine Street were renovated and subsequently named The Stanley and Moore Flats – paying homage to beloved 3CDC employ Jay “Stanley” Moore. The finalized project resulted in 16 residential condominiums and three commercial spaces. Completion of both residential and commercial

spaces in these building wrapped up in November 2021, and complements 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.



MOORE FLATS, PART OF THE COURT STREET SOUTH CONDOS PROJECT



## DEVELOPMENT



DELOITTE WAS THE FIRST OFFICE TENANT TO MOVE INTO THE FOUNDRY

### THE FOUNDRY

Construction on The Foundry continued into 2021 and by the end of the year, 3CDC had leased all 150,000 square feet of office space to three different tenants—Deloitte, Turner Construction and Divisions Maintenance Group—and signed leases for two street-level restaurants: Jeff Ruby's Steakhouse and Royce, a French brasserie concept. In December, the office lobbies were completed and opened, with Deloitte opening its doors to employees as the first tenant to occupy the building.

### FINDLAY COMMUNITY CENTER

In late 2020, the City of Cincinnati and Cincinnati Recreation Commission (CRC) requested that 3CDC take the lead on the Findlay Community Center project, which involves the redevelopment of four CRC-controlled properties in Over-the-Rhine: Findlay Playground, Grant Park, OTR Recreation Center, and the Elm Street pocket park. The project continued into 2021 with an initial community engagement phase to garner feedback from the neighborhood. The next phase included site programming and analysis, and in fall 2021, 3CDC and its design partners made recommendations for the site based on the community feedback that had been received, including but not limited to a new state-of-the-art recreation center; play fields and courts; facilities for aquatic activities, day care, after school programs, and health and wellness programs; areas for passive recreational activities and other amenities or programming identified in the community engagement process. The

community engagement and design process have continued into 2022, with 3CDC hoping to begin construction in 2023.

### GOSLING FLATS

The redevelopment of two historic buildings located at 1508 Race Street and 26 W. 15th Street make up Gosling Flats, a project that began construction in late 2020. In Summer 2021, the project was complete and yielded 11 residential condos and 1,300 square feet of office space situated above two street-level commercial spaces. Only one unit remained on the market at the close of 2021, with a sale pending for a February 2022 closing date.



GOSLING FLATS



## EQUITABLE DEVELOPMENT



### PERSEVERANCE

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. These groups are dedicated to creating high-quality housing for people at a variety of income levels. The following projects all include units that are below market-rate, many of which are income-restricted units to individuals making 50-80% of the Area Median Income (AMI).

### KEYER ROW

Located at the 1200 block of Main Street, Keyer Row consists of the renovation of three historic buildings into 22 new apartments — five of which are reserved for those making 80% AMI — and six street-level commercial spaces totaling 7,000 square feet of space. Construction

began on the \$8.5 million project in March 2021, with two commercial spaces and all residential units complete in December 2021. Units were move-in ready in January 2022, and the final three commercial spaces were completed in early 2022.

### PERSEVERANCE

Perseverance, which included the renovation of three existing historic buildings and infill construction on one vacant lot in the 1500 block of Vine Street, was complete in mid-2021. 3CDC partnered with Over-the-Rhine Community Housing (OTRCH) on the \$13.9 million mixed-use development, which yielded 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 held a ribbon-cutting ceremony in June 2021 with 30 residential units having been rented by that point. In 2021, two tenants opened in the street-level commercial spaces: Joy & Matt's Book Shop and Boutique Bellini.

### WILLKOMMEN

3CDC's largest-ever residential project in OTR, Willkommen is a partnership with The Model Group that began construction in Summer 2020. The scattered-site, mixed-use, mixed-income development will create 163 residential units—88 of which are affordable to those making 50-80% AMI—and nearly 20,000 square feet of commercial space across 20 buildings. Four of the 20 buildings are new construction, while the remaining 16 are historic rehabs. The \$51 million project will was ultimately completed in mid-2022, as the buildings were completed on a rolling basis across 2021 and 2022.



### KEYER ROW



## COMMERCIAL LEASING

Small businesses continued to experience challenges throughout 2021 due to the lingering pandemic. During the course of the year, 3CDC worked with the City to make permanent the previously temporary outdoor dining areas, called streateries, that expanded seating capacity, and added a traffic calming element to the streets, which also helped with pedestrian safety. A total of 85 businesses benefited from the permanent streateries, which created a total of 1,500 new seats across the impacted establishments.

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. By the end of 2021, 18 of 83 (22%) of 3CDC's street-level commercial tenants in OTR were Black-owned businesses, while 32 of 84 (38%) were woman-owned businesses. This continues to be an area of emphasis for the organization. The following businesses opened in 3CDC storefronts in 2021.

### **NAIL JOY, 1525 RACE STREET**

Meagan Joy opened Nail Joy on Race Street, in an area that has been growing into a block of service-based businesses, in March 2021. Nail Joy focuses on healthy, natural nails, but the owner also gives back to the community. Joy, a healthcare industry veteran, wanted to provide options for single and working mothers to start their own business, so she offers tuition assistance for nail tech students, as well as franchising opportunities for Nail Joy employees. She also provides nail and hygiene services to the homeless at her salon.

### **GALLERY AT GUMBO, 1300 MAIN STREET**

In April 2021, local entrepreneur Rico Grant opened Gallery at Gumbo, a barbershop-art gallery that showcases local artists and sparks conversation among its patrons. Located at 1300 Main Street, the gallery is the first of its kind Downtown. Grant hosts Shop Talk from



**ROSIE'S COCKTAILS AND PIES**

the space, a monthly podcast series that features various individuals from CEOs and local government representatives to nationally known athletes and sports team executives.

### **MOMMY MADE ENCAPSULATION, 1511 RACE STREET**

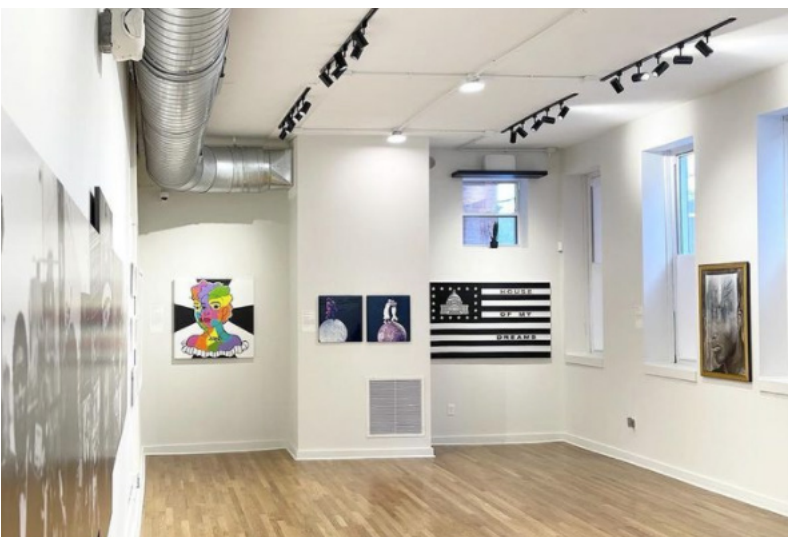
Mommy Made Encapsulation, a placenta encapsulation service for mothers, opened at 1511 Race Street in April 2021. The service is ideal for new or expecting mothers who want to provide a holistic alternative to their postpartum journey. Mommy Made was originally founded in California, and Cincinnati franchise owner Anya Harris opened her space after looking to utilize the service but finding no nearby options.

### **ROSIE'S COCKTAILS AND PIES, 300 E. SEVENTH STREET**

Anthony and Haley Sitek, the husband-and-wife duo who owns and operates Crown Republic Gastropub and Losanti Steakhouse, opened their third restaurant venture in May 2021. Rosie's Cocktails and Pies offers New Jersey-style pizzas and handcrafted cocktails, in an atmosphere meant to be a go-to spot for happy hours, quick dinners and lunch crowds. Anthony learned to make this type of pizza in his native New Jersey and he and his wife, Haley, were looking to bring the flavor to the Midwest.

### **PILAR, 56 E. COURT STREET**

Four Entertainment Group (4EG) opened its newest bar concept, Pilar, at the corner of the recently completed Court Street Plaza in June 2021. The bar is an homage to author Ernest Hemingway. Specifically, its nautical décor pays tribute to Pilar, Hemingway's beloved boat. The bar offers a cocktail menu with a heavy focus on rum, and features a patio in front that is open when weather permits. The bar is 4EG's 14th location in the Greater Cincinnati area.



**GALLERY AT GUMBO**



## COMMERCIAL LEASING

### POP CINCY, 1517 ELM STREET

Pop Cincy is a local design agency that opened its doors in 1999. The creative team that makes up Pop moved into the space at 1517 Elm Street in July 2021, where they focus on branding, strategy and content creation for both local organizations as well as global products.

### JOY & MATT'S BOOKSHOP, 1515 VINE STREET

In July 2021, 3CDC signed the first tenant for its recently completed Perseverance project: Joy and Matt's Bookshop. The shop is the brainchild of Matt Stonecash and Haixia "Joy" Nu, who were looking to carry a collection of books they love. They offer in-person and online sales and feature local authors as well.



FILLO

### MEMOR, 1405 REPUBLIC STREET

After working out of a warehouse-turned-studio space for more than two years, artist Maxine Midtbo moved into a space at 1405 Republic Street in August 2021. Midtbo, who specializes in mosaics utilizing found and recycled objects, is open by appointment only and occasionally hosts pop-up events open to the public.

### PEARLSTAR, 1220 VINE STREET

Nashville-based restaurateur, Terry Raley, opened Pearlstar at 1220 Vine Street in September 2021. The oyster bar is the first of its kind in OTR, and the first of two

new restaurants Raley plans to open in Downtown (Royce is slated to open in The Foundry in mid-2022). While the menu puts oysters at the forefront, it also features other seafood and meat options. In addition to the dining room, Pearlstar features a courtyard area with outdoor seating alongside two bocce courts, a wood-fired grill and wood-burning oven.

### MID-CITY, 40 E. COURT STREET

Longfellow Bar owner Mike Stankovich opened Mid-City in September 2021 along the newly completed Court Street Plaza. With a bar and dinner menu that focuses on shareable-sized items, Mid-City's dishes are all cooked on a plancha, an ideal surface for the smaller kitchen included in the space. An admirer of the old Canal Market that was set up where Court Street Plaza is today, Stankovich decided on the location because of the alleyway entrance and the small space that used to belong to a cigar maker.

### TIPSY TERRARIUM, 110 W. 15TH STREET

Ravee Elmer turned a pandemic hobby into a business, bringing with her a unique activity-based business when she opened Topsy Terrarium in the Rennen & Beecher Flats development in August 2021. Terrariums are glass containers are used primarily for growing and displaying plants; at Topsy Terrarium, Elmer hosts terrarium-making classes where guests can BYOB and enjoy a different kind of night out. They'll be provided with everything needed to create a mini masterpiece: succulents, cactus plants, colored moss and drainage rocks.

### BOUTIQUE CALA, 1321 VINE STREET

At the end of 2020, Boutique Cala started as a pop-up shop in its now-current home at 1321 Vine Street. By September 2021, owner Amanda Miller had outfitted and opened the permanent space to sell women's fashions. The shop highlights boho chic home décor, handmade jewelry and quality clothing brands, and the low-sensory environment was intentional to accommodate those with sensory issues who are still looking to shop Downtown.

### BOUTIQUE BELLINI, 1513 VINE STREET

In September 2021, a second women's boutique opened, this one in the recently completed Perseverance project at 1513 Vine Street. Boutique Bellini began as a mobile fashion truck, and in early 2021, owner Aleasha Smith decided to open her first brick-and-mortar. Boutique Bellini is the curated vision of a fashion industry veteran, as Smith worked in styling and fashion merchandising before starting her own mobile boutique.

### FILLO, 1505 RACE STREET

This combination espresso bar, bakery and full-fledged restaurant opened its doors in September 2021 in 3CDC's Rennen & Beecher Flats development near Washington Park. The new establishment offers espresso drinks, Greek pastries, salads and sandwiches, while also serving as a small Greek market selling Greek olive oil, snacks and coffee. From morning/afternoon to evening, Fillo will transition from pastries, coffee and sandwiches to the nighttime feel of a European café; it also hopes to be a gathering space for those attending shows at nearby theaters.



MID-CITY



## MANAGEMENT OF THE PUBLIC REALM

### DOWNTOWN CINCINNATI IMPROVEMENT DISTRICT

3CDC continued to commit a significant number of resources to its operations team and clean & safe program, as the organization's role of a place manager grows. As people began slowly returning the urban core throughout the year, additional 3CDC Ambassador staff was needed, so much of 2021 was dedicated to returning to the full staffing levels the operations team maintained prior to the pandemic.

Ultimately, the team was able to overcome significant hiring challenges, which was an issue across industries, and meet budgeted staffing levels. Despite these challenges, Ambassadors managed to keep Downtown Cincinnati clean and safe, and multiple beautification efforts – including placing artwork on vacant windows and adding murals to empty walls – were completed over the course of the year.

Ambassadors also continued providing regular services, such as graffiti removal, pressure washing, trash removal, and mulching/weeding throughout the Downtown Cincinnati Improvement District (DCID).

For the first time since 3CDC and Downtown Cincinnati Inc. merged in 2019, the organization was tasked with securing the renewal of the District in 2021. DCID had been renewed five previous times, with an average of 74% of property owners approving the district. Despite the economic challenges presented by the lingering pandemic, 3CDC secured the renewal, with 75% of property owners voting in favor of renewing the district. The new DCID Services Plan took effect on Jan. 1, 2022, with a new nine-member Board of Trustees being elected to serve during the length of the 2022-2025 Services Plan.

### OTR SOUTH SPECIAL IMPROVEMENT DISTRICT

Similar to DCID, property owners in the southern portion of OTR voted to form a Special Improvement District – called the Over-the-Rhine South Special Improvement District – in Fall 2020, which officially went into effect on Jan. 1, 2021. For several years prior to the creation of the district, the 3CDC operations team had been managing a safe and clean program in OTR, which had been privately funded (primarily by 3CDC). The District's boundaries are Central Parkway to the south, Liberty Street to the north, Central Avenue to the west and Sycamore Street to the east, and the initial Services Plan runs from 2021-2024.

Formalizing the district's annual assessment has allowed the organization to establish a more sustainable, community-driven program. Throughout 2021, regular board meetings were held (in person, at Memorial Hall, whenever possible) to share progress on clean, safe and beautification tasks being completed by 3CDC Ambassadors throughout the District, and to ensure 3CDC operations staff was keeping property owners updated on the tasks that were being completed.

Across both Districts, by early 2021, staff hours had returned to full capacity from the reductions in 2020 that resulted from



3CDC AMBASSADORS

the pandemic, through a combination of 3CDC working with its second-chance hiring partners at CEO Works, Cincinnati Works, and multiple rehabilitation programs, as well as staff referrals. This allowed the operations team, in conjunction with 3CDC's human resources team, to focus on staff recruitment, retention, and development. 3CDC unveiled a personal development program focused on financial literacy, housing & transportation, education, and health & wellness. Roughly 70% of operations staff participated in the program in 2021, with 40% of staff members making improvements in at least one area. 3CDC also focused on career development for members of the operations team, with six individuals earning internal promotions – two moving to salaried positions in other departments, and four being promoted to field supervisors. Overall, these promotions resulted in a 23% pay increase. For 2022, the operations team will focus on building on its staff development program.

### GENEROCITY 513

The GeneroCity 513 program continued to be affected by the pandemic in 2021, as Downtown's influx in individuals living on the street and panhandling during the year continued to be approximately 40% higher than pre-pandemic levels.

While the Jobs Van, operated by City Gospel Mission, was only able to operate intermittently throughout the year, 3CDC provided additional resources to the Outreach Team, which is overseen by Greater Cincinnati Behavioral Health Services (GCBHS). 3CDC added a seasonal Outreach Worker for the warmer months, brining the total Outreach staff to five. In 2021, the GeneroCity 513 program was able to connect 302 clients to social services; 18 to shelters; 158 to permanent housing; and 17 to substance abuse services.



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The Procter & Gamble Company

**KEVIN JONES ◆**

Regional President, Southern Ohio/  
Kentucky  
Huntington Bank

**ELLEN M. KATZ**

President & CEO  
The Greater Cincinnati Foundation

**STEPHEN G. LEEPER ▲**

President & CEO  
3CDC

**GARY LINDGREN**

Executive Director  
Cincinnati Business Committee

**RODNEY MCMULLEN ▲\***

Chairman & Chief Executive Officer  
The Kroger Company

**JOHN MERCHANT ■\***

Partner  
Dinsmore & Shohl, LLP

**JILL P. MEYER ▲ ●**

President & CEO  
Cincinnati USA Regional Chamber

**RALPH S. MICHAEL, III (VICE CHAIRMAN) ▲\*\***

President & CEO  
Fifth Third Bank, Cincinnati

**JOSEPH A. PICHLER (VICE CHAIRMAN) ▲**

Retired Chairman & CEO  
The Kroger Company

**TODD SCHNEIDER ◆**

President & CEO  
Cintas Corporation

**JAMES SOWAR ☆**

Cincinnati Managing Partner  
Deloitte & Touche LLP

**AMY SPILLER**

State President - Ohio & Kentucky  
Duke Energy OH & Duke Energy KY

**CAROLYN TASTAD (BOARD CHAIR - 2021) ▲\***

Group President, North America  
The Procter & Gamble Company



3CDC REVEALED AN HISTORIC FACADE BEHIND THE BRICK AT 628 RACE

**JEREMY VAUGHN**

Cincinnati Managing Partner  
Ernst & Young

**THOMAS WILLIAMS ▲ ■**

President  
North American Properties

**SHANE WRIGHT ▲ ☆**

Vice President & CFO  
GE Aviation

**JAMES M. ZIMMERMAN ▲\***

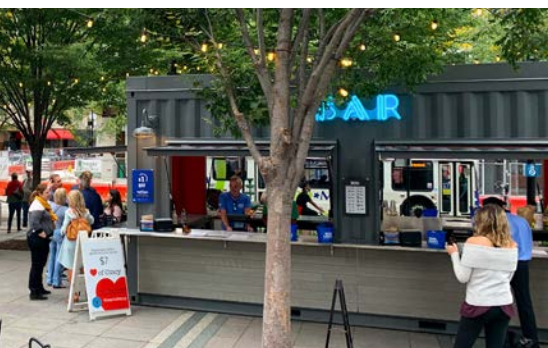
Retired Chairman & CEO  
Macy's, Inc.

**OPEN POSITIONS**

American Financial Group

**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



THE NEW FOUNTAIN BAR AT FOUNTAIN SQUARE