



3CDC

CINCINNATI CENTER CITY
DEVELOPMENT CORPORATION



- I. OTR South SID Overview & Governance
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OTR South SID Overview & Governance

A **Special Improvement District (SID)** is a structured method of raising funds in a geographical area in order to manage and deliver critical services above the level of services provided by local government. According to the Urban Land institute (ULI), it:

- Is a system by which multiple unrelated property owners cooperate to share the costs of common problems.
- Creates a sustainable funding system, making possible multiple year funding plans and budgets.
- Is authorized by government through legislation that defines the organization's purpose, governing structure, functions, and limits.

Background

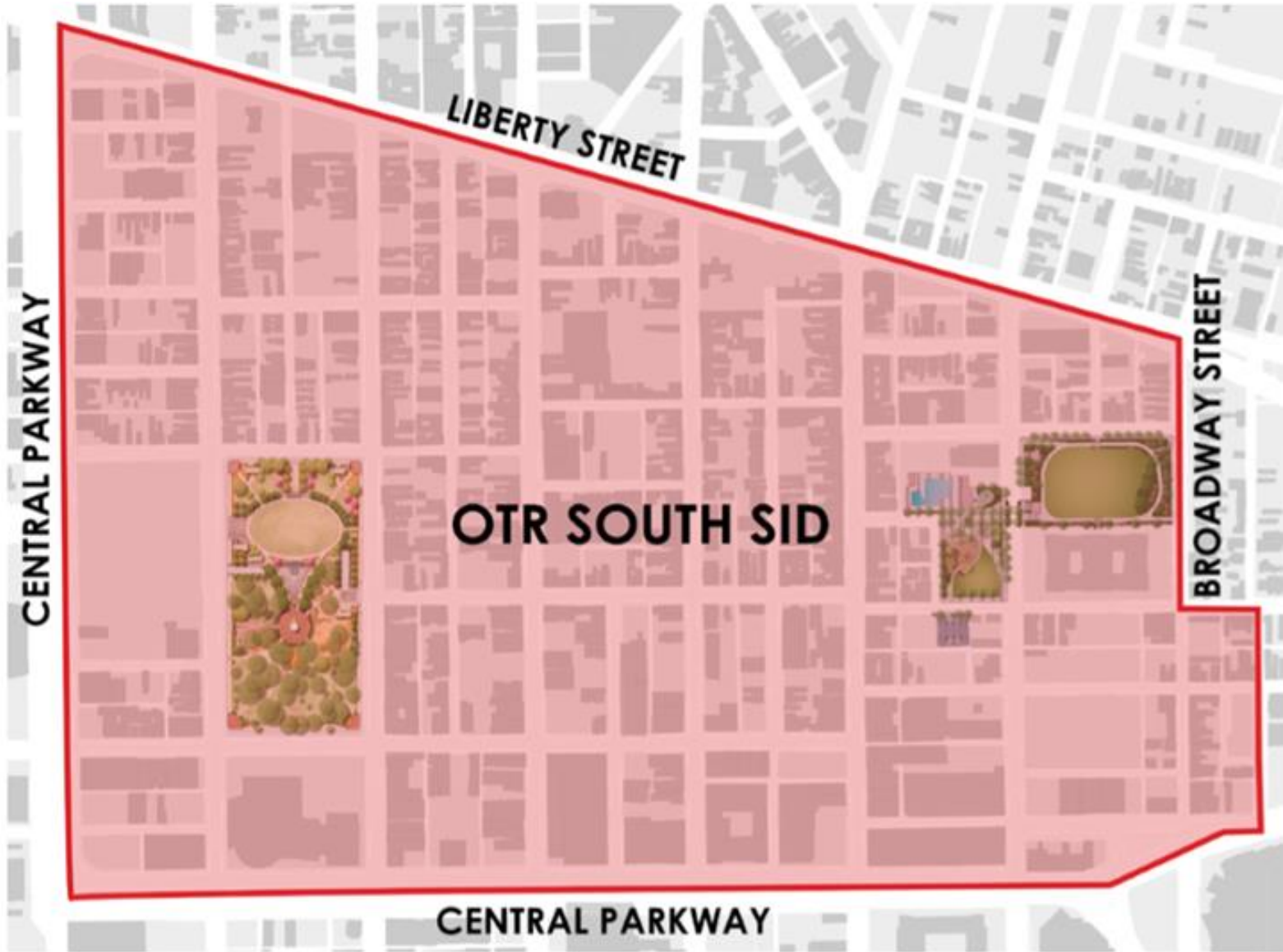
- In 2017, a working committee of neighborhood stakeholders revisited previous potential for SID creation; created a steering committee to assess viability and leveraged 20 years of experience from the downtown SID (DCID).
- 3CDC and private neighborhood partners have been voluntarily funding supplemental services above the level of local government service for the last 8 years

How is a SID Governed?

- An independent non-profit corporation is formed to govern
- Property owners elect a Board of Trustees responsible for executing the Service Plan by directing services, usually by hiring a third-party provider
- 100% of the net assessments go directly to the Trustees to fund the Service Plan.
 - The county auditor charges 3-4% for administration, per code

Board of Trustees

Board Chair	At-Large Property Owner	Bobby Maly <i>CEO, Model Group</i>
Vice Chair	Large Property Owner	Greg Olson <i>CEO, Urban Sites</i>
Secretary	At-Large Property Owner	Daniel Baranowski <i>Senior Asset Manager, Eagle Realty Group</i>
Treasurer	Nonprofit Property Owner	Andy Hutzal <i>Director of Housing Services, OTR Community Housing</i>
	Residential (Single Family or Condo Owner)	OPEN
	Retail	Bob Deck <i>Owner, Four Entertainment Group</i>
	Medium Property Owner	Jim Price <i>CEO, Empower</i>
	Small Property Owner	Anthony Maieron <i>Owner, Revel Winery</i>
	Residential Renter Representative	Robby Wellington
	City of Cincinnati Appointee	Tammie Scott <i>Owner, Nostalgia</i>
	City of Cincinnati Appointee	Carl Hunt <i>Owner, Goods on Main</i>
	Hamilton County Appointee	Marc Von Allmen <i>Senior Policy Manager, Hamilton County</i>



Primary Goals:

1. Enhance Appearance of Streets, Sidewalks, and Public Spaces
2. Improve Safety and the Perception of Safety in OTR South
3. Encourage Pride in Location and Space
4. Community Engagement and Stakeholder Relations

Approach:

- Visibility and safety presence in collaboration with CPD
- Detailed litter control, power washing and cleaning including weed and graffiti removal
- Streetscape beautification (e.g. planters)
- Deliver coordinated social service outreach
- Collaboration with Keep Cincinnati Beautiful, Urban Forestry + Cincy Park Board for beautification projects
- Create communications and engagement opportunities for general public and business owners

OTR South SID Budget

	10/31/21 Actual	12/31/21 Projected
Cash	\$ 29,066	\$ 5,516
Accounts Payable	-	(4,300)
Net Assets	\$ 29,066	\$ 1,216

	2021 Projection*	2021 Budget	Change	
			\$	%
Special Improvement District Assessments	\$ 628,531	\$ 650,000	\$(21,469)	-3%
Allowance for Uncollected Assessments	-	(15,000)	15,000	-100%
TOTAL REVENUES	628,531	635,000	(6,469)	-103%
OTR DM Service Contract	595,000	582,000	13,000	2%
County Collection Fees	18,307	22,500	(4,193)	-19%
Accounting Services	4,300	18,000	(13,700)	-76%
Legal Services	7,500	5,000	2,500	50%
D&O Insurance	2,009	7,500	(5,491)	-73%
Bank Fees and Other	199	-	199	100%
TOTAL EXPENSES	627,315	635,000	(7,685)	-1%
NET SURPLUS/(DEFICIT)	\$ 1,216	\$ -	\$ 1,216	100%

* Actual results through October

	2022	2021	Change	
	Budget	Projection	\$	%
Special Improvement District Assessments	\$ 650,000	\$ 628,531	\$ 21,469	3%
Allowance for Uncollected Assessments	(15,000)	-	(15,000)	100%
TOTAL REVENUES	635,000	628,531	6,469	1%
OTR DM Service Contract	600,000	595,000	5,000	1%
County Collection Fee	22,225	18,307	3,918	21%
Accounting Services	4,500	4,300	200	5%
Legal Services	5,000	7,500	(2,500)	-33%
D&O Insurance	2,109	2,009	100	5%
Bank Fees and Other	313	199	114	57%
TOTAL EXPENSES	634,148	627,315	6,832	1%
NET SURPLUS/(DEFICIT)	\$ 852	\$ 1,216	\$ (364)	-30%

OTR District Management Budget

	2021	2021	Change	
	Projection*	Budget	\$	%
Special Improvement District	\$ 595,000	\$ 582,000	\$ 13,000	2%
Community Partner Contributions	10,000	-	10,000	100%
3CDC Contributions	109,000	125,000	(16,000)	-13%
Event Revenues	20,000	20,000	-	0%
Cleaning & Beautification Contracts	19,716	-	19,716	100%
TOTAL REVENUES	753,716	727,000	26,716	4%
Environment: Clean & Safe	602,300	572,846	29,454	5%
Environment: Beautification	68,710	59,458	9,252	16%
Environment: GeneroCity 513	24,997	25,000	(3)	0%
Stakeholder Services	2,500	15,000	(12,500)	-83%
Marketing	425	5,300	(4,875)	-92%
Events	21,700	20,000	1,700	9%
Personnel	25,172	25,891	(719)	-3%
Overhead	7,542	1,800	5,742	319%
TOTAL EXPENSES	753,346	725,295	28,051	4%
NET SURPLUS/(DEFICIT)	\$ 370	\$ 1,705	\$ (1,335)	-78%

* Actual results through October

OTR DM Operating Budget – 2022

	2022	2021	Change	
	Budget	Projection*	\$	%
Special Improvement District	\$ 600,000	\$ 595,000	\$ 5,000	1%
Community Partner Contributions	30,000	10,000	20,000	200%
3CDC Contributions	72,270	109,000	(36,730)	-34%
Event Revenues	36,200	20,000	16,200	81%
Cleaning & Beautification Contracts	18,750	19,716	(966)	-5%
TOTAL REVENUES	757,220	753,716	3,504	0%
Environment: Clean & Safe	595,314	602,300	(6,986)	-1%
Environment: Beautification	63,153	68,710	(5,557)	-8%
Environment: GeneroCity 513	24,996	24,997	(1)	0%
Stakeholder Services	500	2,500	(2,000)	-80%
Marketing	-	425	(425)	-100%
Events	44,480	21,700	22,780	105%
Personnel	26,513	25,172	1,341	5%
Overhead	1,664	7,542	(5,878)	-78%
TOTAL EXPENSES	756,620	753,346	3,274	0%
NET SURPLUS/(DEFICIT)	\$ 600	\$ 370	\$ 230	62%

* Actual results through October

- **Environment: Safe & Clean**

- Ambassador hours (see table to the right)
 - Increase in full time positions and field coordinator hours
 - Fewer seasonal hours
 - Increase in hour rate for part time employees from \$13.25 to \$14.00 per hour
- Salary allocation – same as 2021
 - VP Operations – 15%
 - Operations Manager – 15%
 - Operations Engagement Manager – 10%
 - 2nd Shift Supervisor – 80%

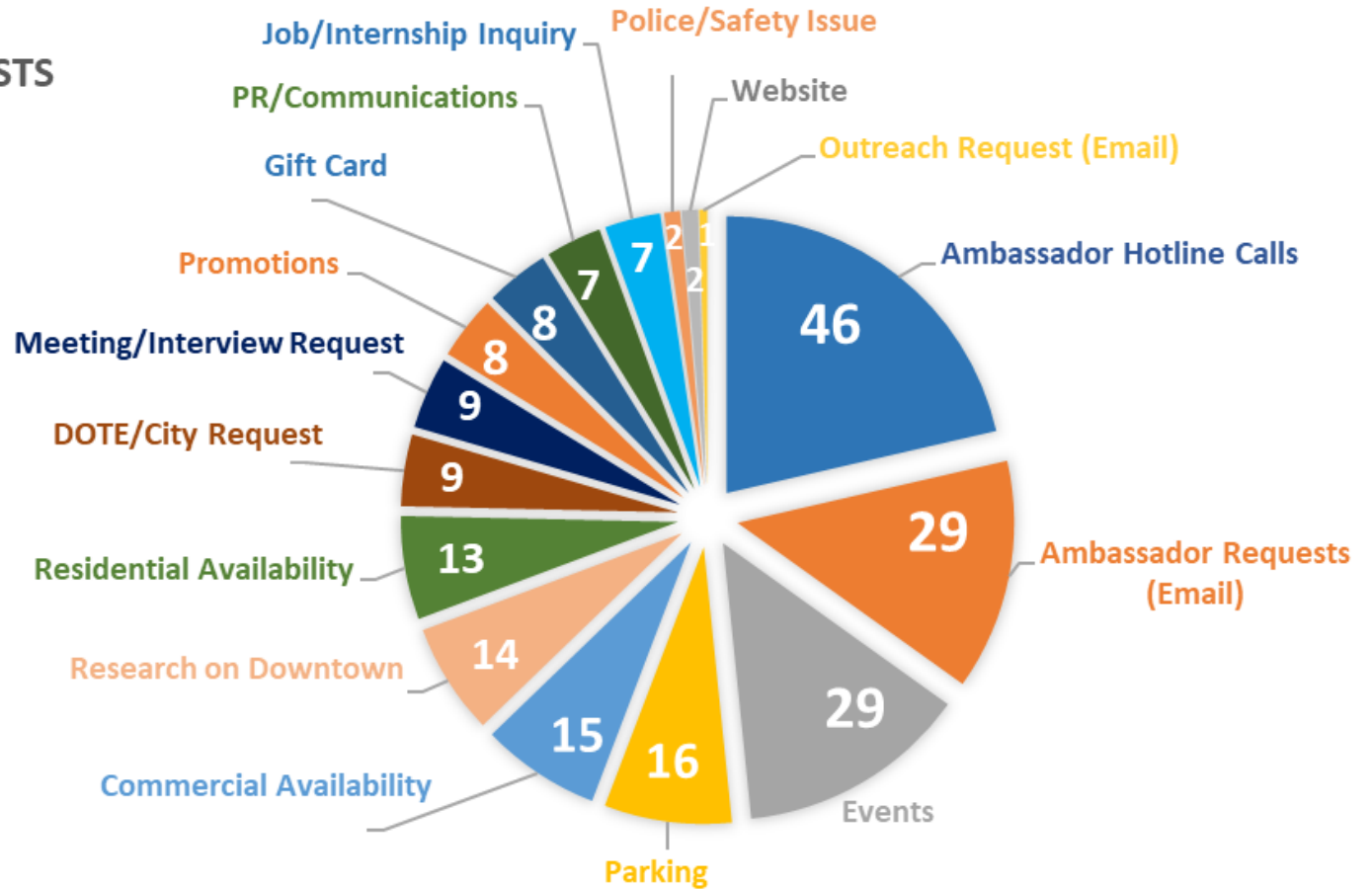
	Ambassador Hours		
	2022	2021	Change
Jan	1,424	1,412	12
Feb	1,296	1,272	24
Mar	1,443	1,398	45
Apr	1,633	1,856	(223)
May	1,673	1,898	(225)
Jun	1,634	1,836	(202)
Jul	1,681	1,916	(235)
Aug	1,682	1,896	(214)
Sep	1,634	1,846	(212)
Oct	1,424	1,908	(484)
Nov	1,394	1,356	38
Dec	1,442	1,418	24
Total	18,360	20,012	(1,652)

Stakeholder Services

Stakeholder Request Tracking

STAKEHOLDER REQUESTS
2021 YTD
OTR

215 TOTAL



Ambassador & Outreach Card

- Ambassadors and Outreach staff distribute in the field.
- Stakeholders may request copies to keep in their buildings or businesses.
- Ambassador Hotline is for any requests related to safety or cleanliness
 - *Please call 911 for emergencies!*
- Outreach Hotline is for panhandling or homelessness issues

DOWNTOWN CINCINNATI
ambassadors
Serving the Central Business District and Over-the-Rhine



HOTLINE:
(513) 623-3429
or email: ambassadors@3CDC.org

HOURS:
Monday-Sunday: 7a-10p

The Ambassadors keep Downtown Cincinnati clean and safe by providing:

LITTER PATROLS • GRAFFITI REMOVAL • WEEDING & MULCHING
PRESSURE WASHING • SAFETY ESCORTS

Become an Ambassador: [Apply at www.3cdc.org/Careers](http://www.3cdc.org/Careers)

DOWNTOWN CINCINNATI
outreach
Serving the Central Business District and Over-the-Rhine



OUTREACH HOTLINE:
(513) 498-6192
or email: outreach@generocity513.org

HOURS:
Monday-Friday, 7a-9p; Saturday-Sunday, 11a-9p

Connecting those in need with:

MEALS • HOUSING • ADDICTION TREATMENT • EMPLOYMENT

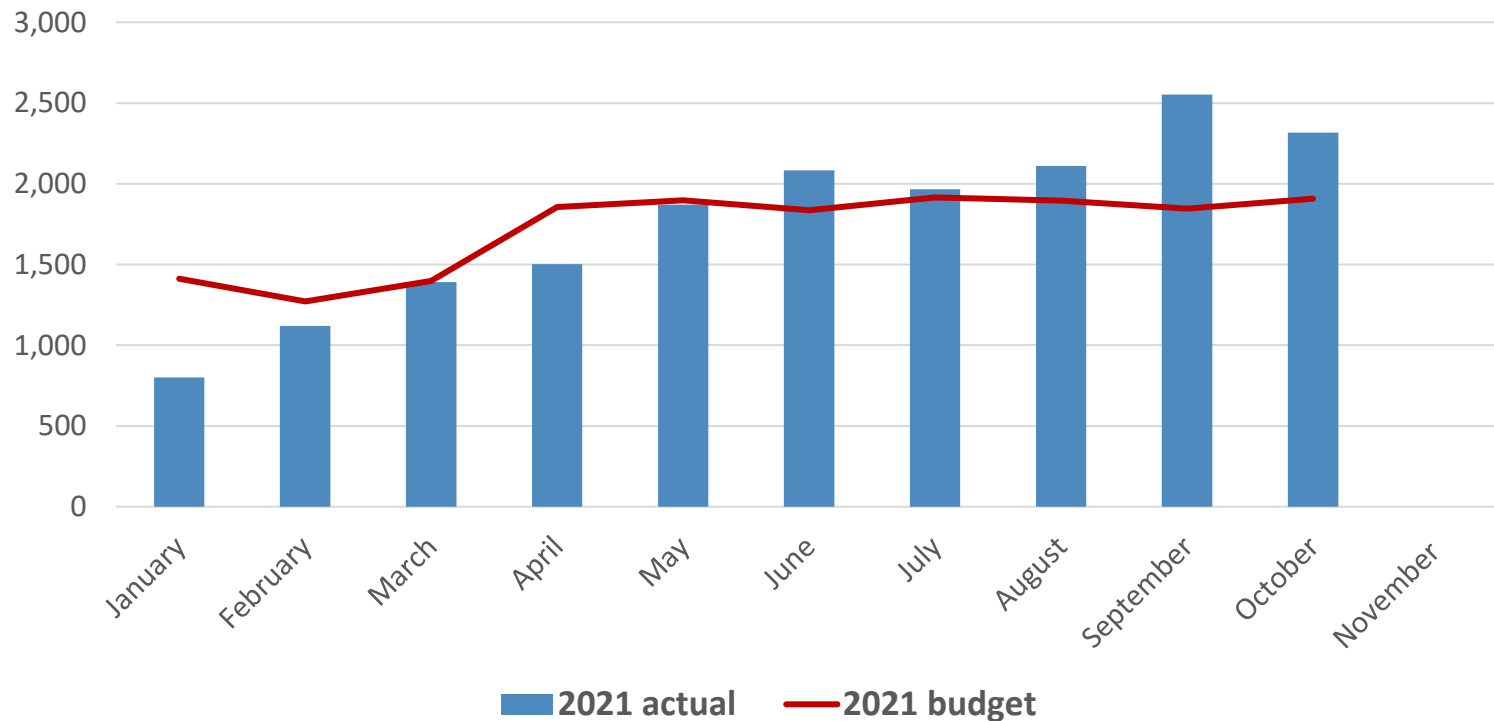
www.generocity513.org

GENEROCITY⁵¹³

Environment

Ambassadorial Hours – Actual vs Budget

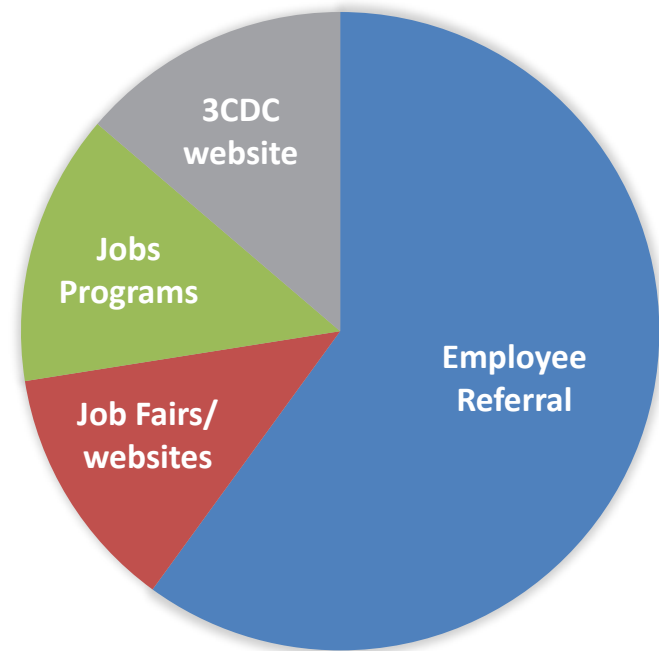
OTR Total Hours Comparison



Hiring Update

- Partner with various jobs programs:
 - Cincinnati Works
 - CEO Works
 - Hamilton County Office of Re-entry
 - City Gospel Mission
 - Multiple Recovery & Addiction Service Organizations
- 40% of staff are second chance hires
- 58% of staff live within 5-mile radius (6 staff live in Over the Rhine)

2021 STAFF REFERRALS



Operations Staffing

- Average Hourly Rates
 - Field Coordinator – \$21.32
 - Ambassador (full time) – \$15.82
 - Ambassador (part time) – \$14



Floyd – 1st Shift

Benefits Overview

- 100% of Premiums for Health and Dental Insurance is Employer paid
- 70% of Full-time staff are contributing on average of 5% to their 403(B). 3CDC matches their contribution up to 5%.
- All Full and Part-Time Staff and their dependents are eligible for the Employee Assistance Program, offered through Concern, Tri-Health.
- Generous PTO plan offered to all Full-time Staff.

Staff Development

- Staff set personal & professional goals and work towards them with the help of Operations Management staff & partners.
- Quarterly meetings with full-time staff to check in on individual progress.

Financial Literacy	Housing & Transportation	Education	Health & Wellness
<i>27 participating</i>	<i>29 participating</i>	<i>in progress</i>	<i>30 participating</i>
<i>16 improved</i>	<i>3 improved</i>		<i>30 improved</i>

OTR Operations Supervisor Team



Jake – 1st Shift



Maurice – 1st Shift



Famble – 2nd Shift



Michael – 2nd Shift

Staff Deployment

- AM Shift:
 - 4 Ambassadors deployed daily
 - Litter removal from entire route
 - Project-based tasks completed once route cleared

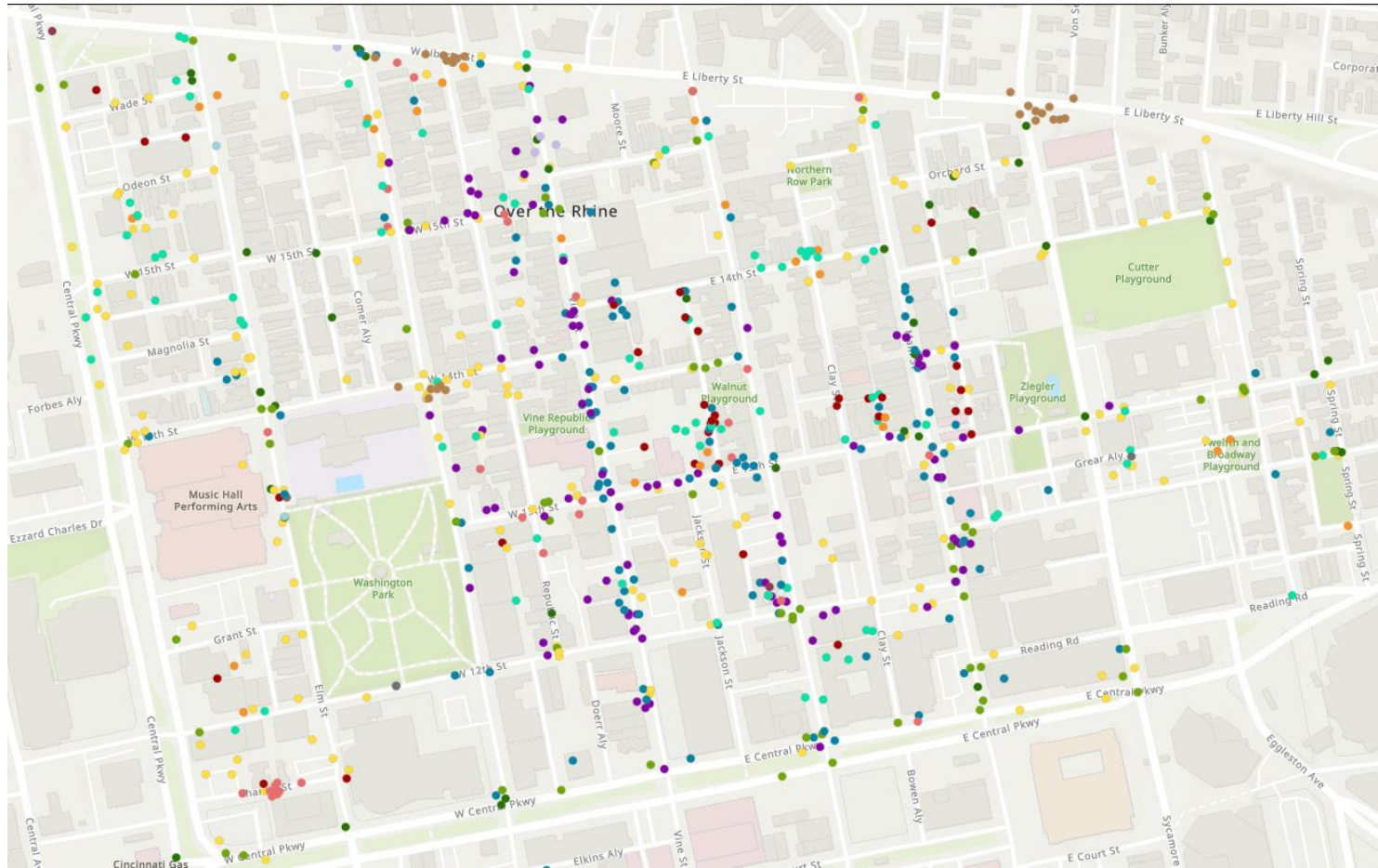
- PM Shift:
 - 3 Ambassadors deployed daily
 - Litter removal from route
 - Customer service, safety focus after 5p



Special Projects – 6/1/21 to 11/30/21

Project

- Alley Detailing
- Cleanup
- Graffiti Removal
- Mowing
- Weeding
- Painting
- Pressure
- Washing

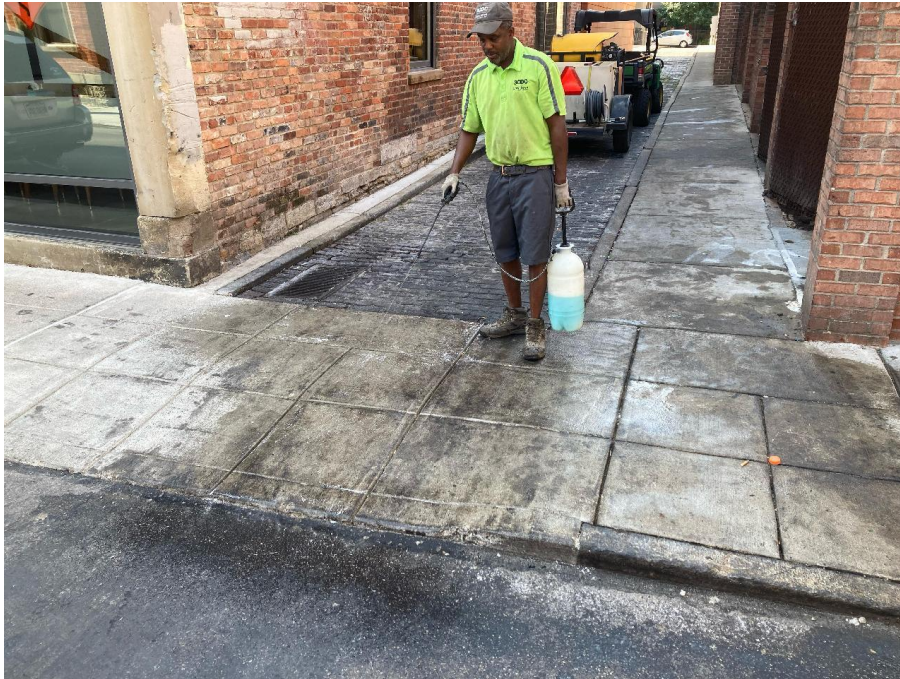


Special Projects – Alley Detailing



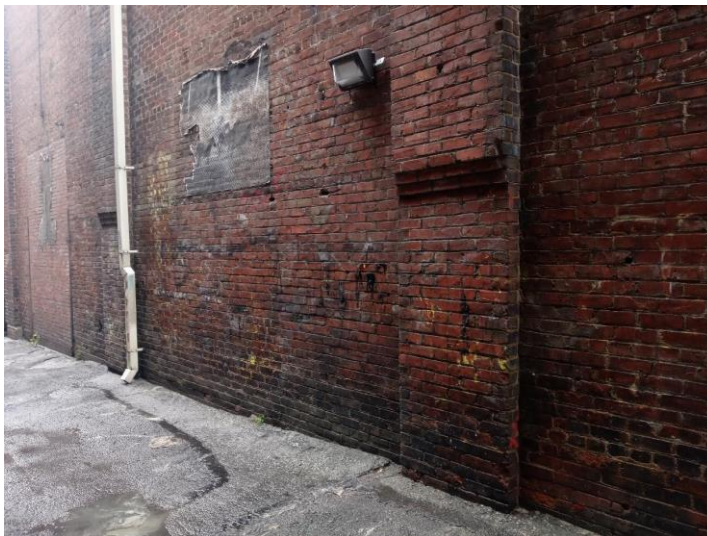
Alden Alley

Special Projects – Pressure Washing



14th Street

Special Projects – Graffiti Removal



Wilkymacky Alley

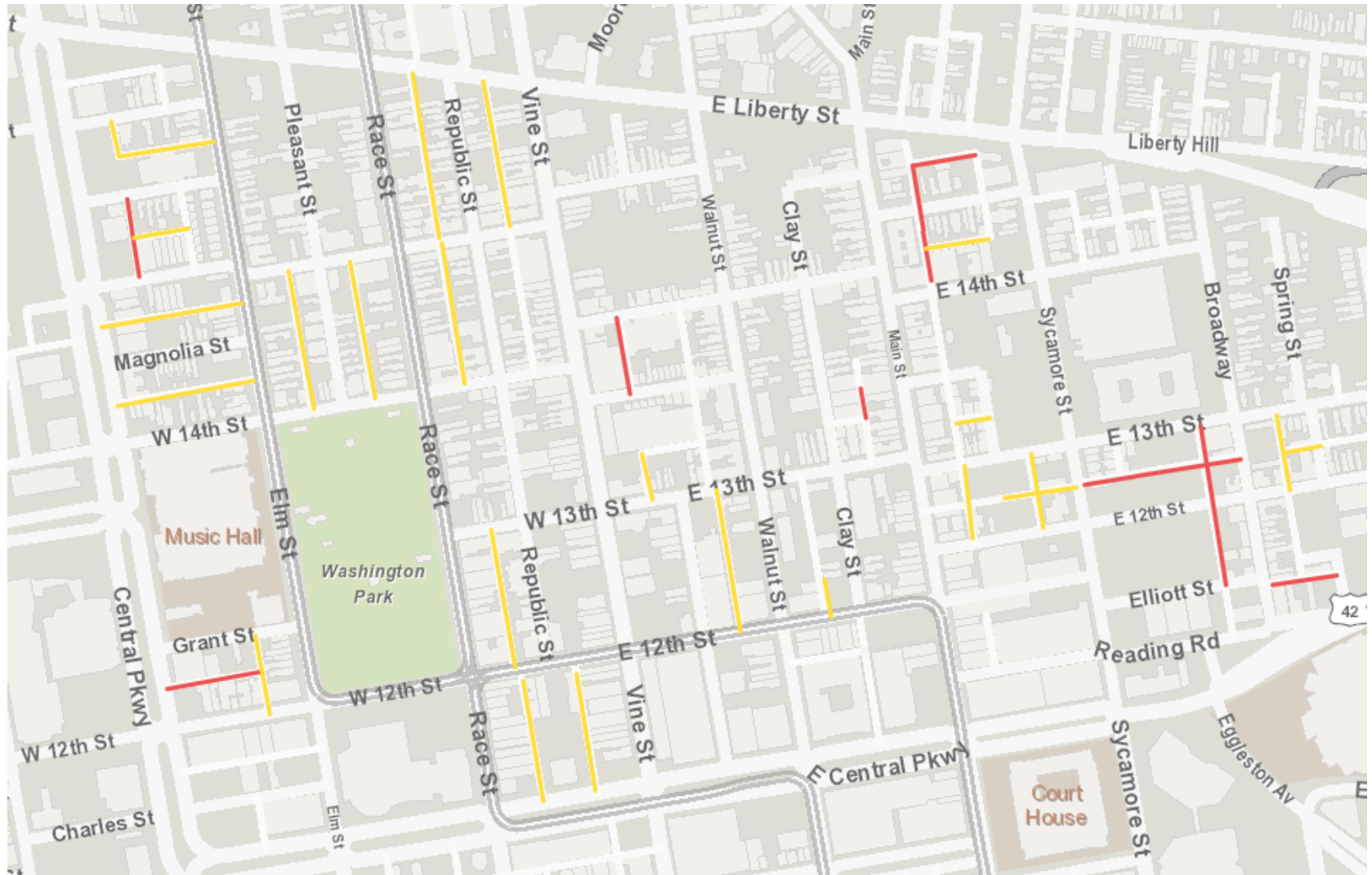
Main Street

Special Projects – Leaf Removal



Republic St.

Special Projects – Alley Management



Special Projects- Alley Management

2022 Improvements:

- Pre-emergent application in spring and fall for weed prevention
- Supervision to complete monthly alley inspections. Rating condition of alley for staff deployment.
- Mapping technology will allow staff to see in real-time which alleys are complete and direct deployment based on activity during each month.

Snow Removal

Staff Coverage:

- 7 staff over first and second shift
- All staff on call for snow removal
- Staff schedules adjusted to pretreat sidewalks, focus when snow is complete

Equipment:

- 3 snow brushes
- 6 salt spreaders
- ATV with plow

Full Snow Removal Plan will be available on the OTR South SID website.



Hotspots

- 13th Street from Republic to Ziegler Park
 - CPD increased directed patrols and visibility
 - Drug activity still present at 13th/Jackson, 13th/Walnut, Woodward/Main



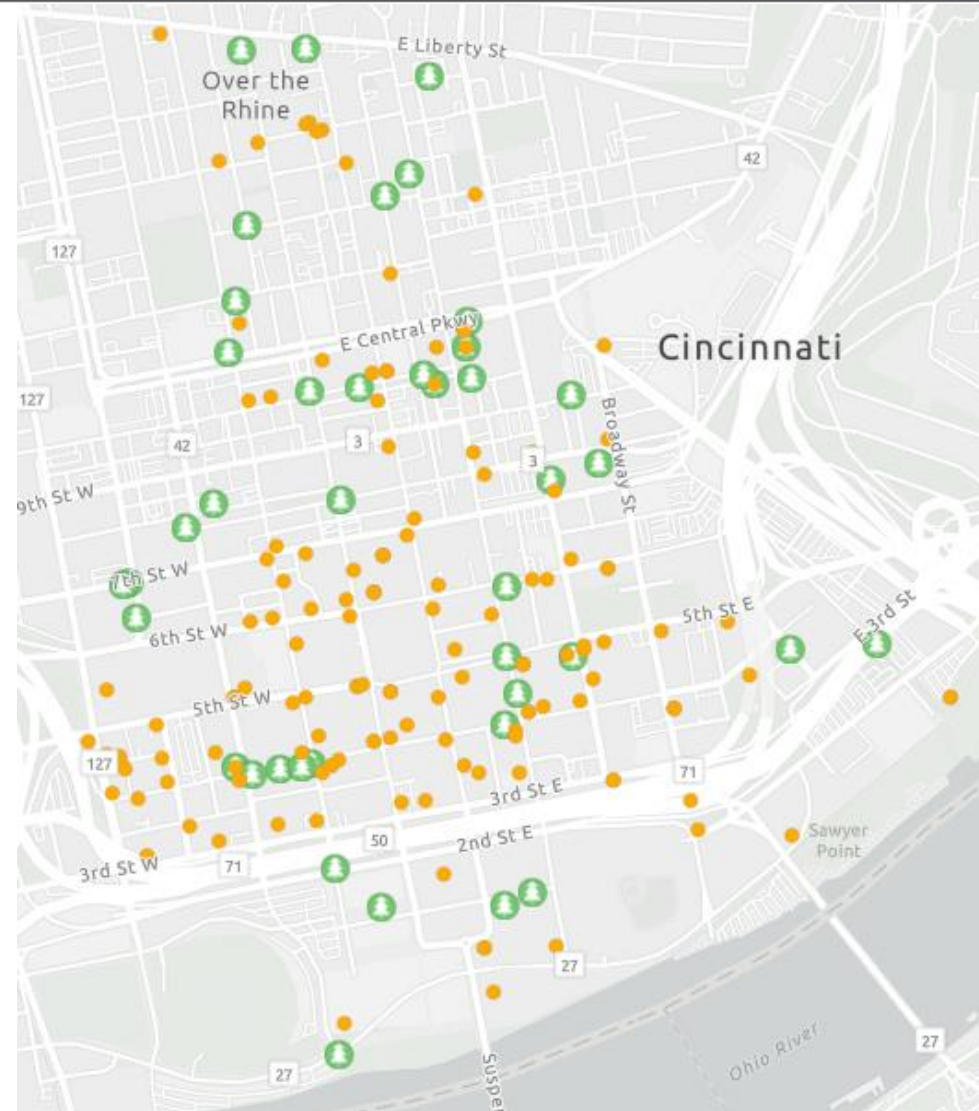
City Partnerships

Urban Forestry/Street Trees:

- 102 trees planted in Spring 2021
- 54 trees planned for Fall 2021

DOTE/Lighting:

- 256 total lighting CSRs submitted in 2021 YTD – 217 have been closed (85%)
- Establishing timeline for requests to be completed
- Most lights in OTR are managed by Duke vs. DOTE.



● Completed Lighting Repairs

🌳 Trees Planted

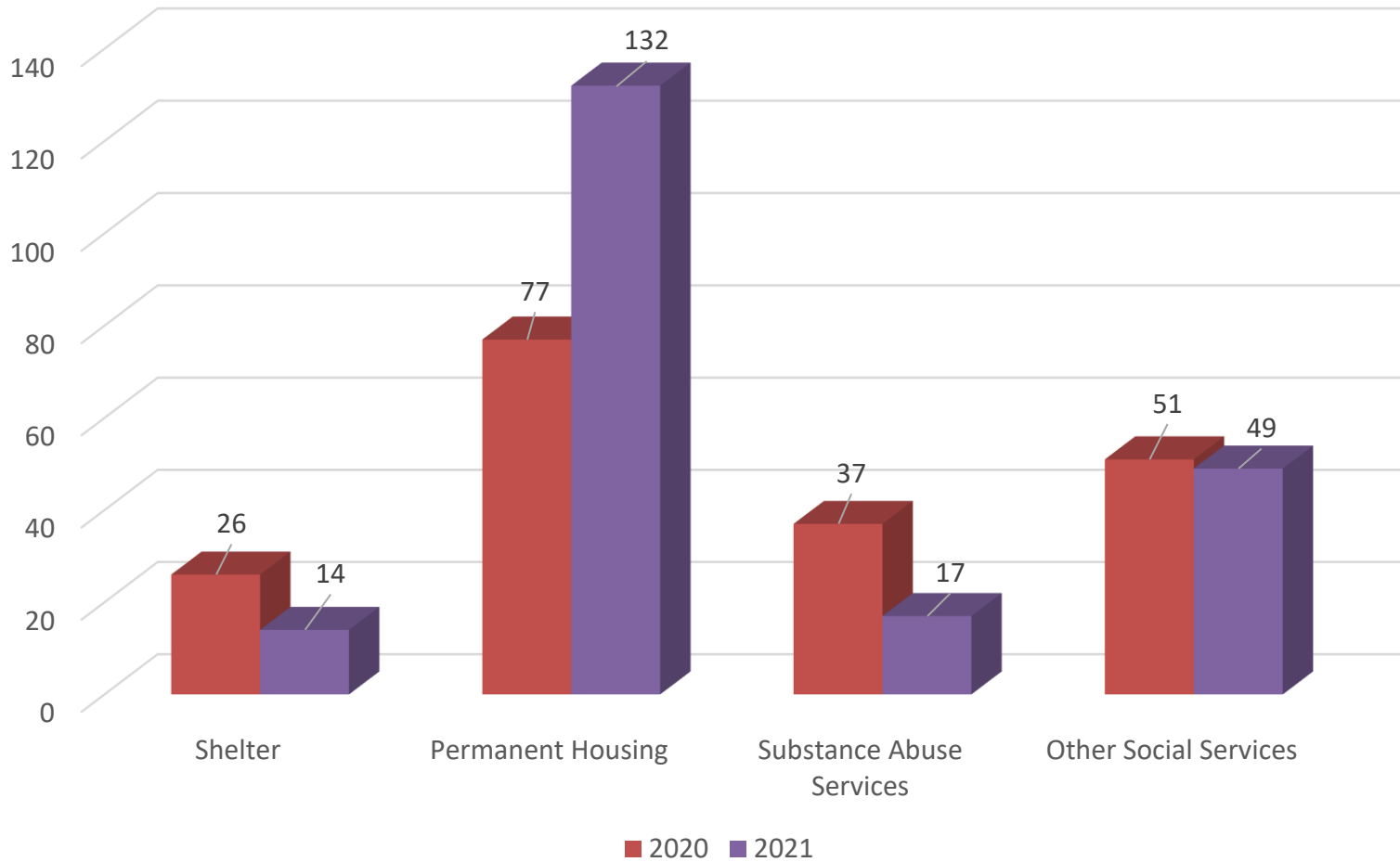
GeneroCity 513

Overview

- Initiative aimed at helping homeless and panhandlers in Downtown Cincinnati
- Outreach Services contracted through Greater Cincinnati Behavioral Health Services
 - Added 4th outreach worker
 - Added 5th seasonal outreach worker to manage influx of clients during warmer months
- Jobs Van Program services contracted through City Gospel Mission
 - Staffing challenges related to COVID led to fewer days in operation.
 - Operations adjustment due to COVID resulted in the van not being used for operations



YTD October 2021



Communications/Marketing

Traffic Calming - Vine and Main Street

- Raised crosswalks installed on Vine & Main Street as traffic calming measures



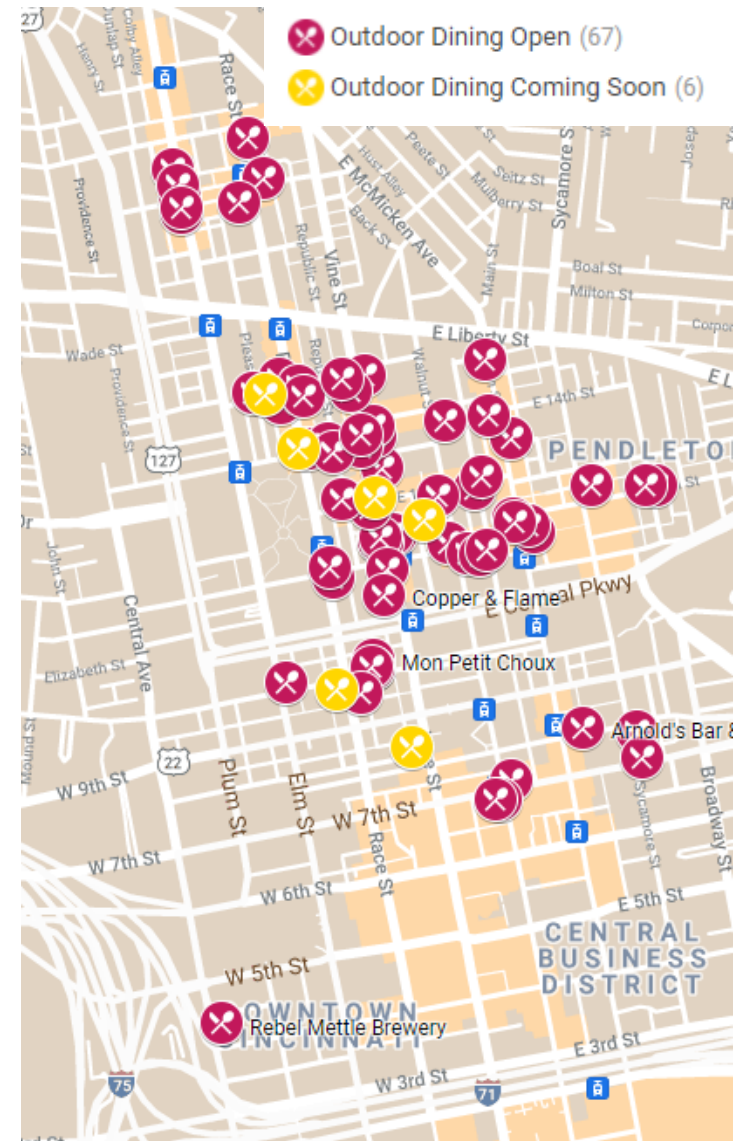
Main Street



Vine Street

Project Summary

- Completed in Phase 1:
 - More than 70 businesses benefit:
 - Wood Parklets – 50
 - Concrete Bump-outs – 7
 - Street Closures – 9
- In process is Phase 2:
 - Additional Funding request of \$2 million awarded (ARP Local Fiscal Recovery Fund)
 - 20 Additional Wood Parklets
 - Street Closure Enhancements
 - 6 Raised Crosswalks at Main (complete) and Vine (complete)
- First round completed, second round complete in March www.3cdc.org/streateries



Project Summary

- More than 90 businesses benefit
 - 75 businesses in OTR
- Full listing/map available at:
www.3cdc.org/streateries



“Save Local” Marketing Campaign

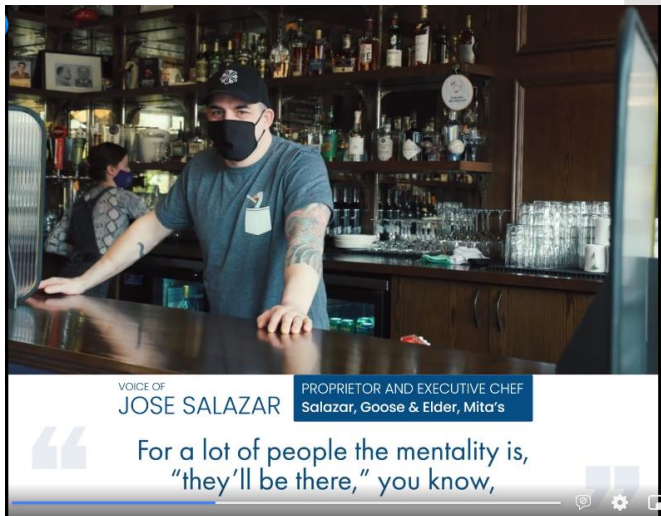
- Goal: Encourage people to support Downtown Cincinnati businesses in winter to ensure they’d be open in spring
- Weekly e-newsletter, social media, earned media, new webpage
- Launched 2/8/21
- Email Recipients: 152,844
- Email Opens: 32,137 (21% open rate)
- Social Media Reach: 37,526
- Digital Ad Impressions: 434,881



02.15.21

We're back with more events and promotions to help you [Save Local](#) and have some fun this week - whether you're venturing out or looking to help from home!

...ndle up for [Mittenfest at Washington Park](#) this week. We're serving up a variety of craft beers. This is a ticketed event featuring one-ounce beer pours, a complimentary Coca-Cola party, and a participating taproom. To limit crowd size, tickets are limited to a specific timeslot, and they're going fast! Tickets are available for our tickets and have a Sunday Funday at Washington Park. Tickets are available throughout the event space to help you wa...



- Goal: promote the vibrancy of Downtown & encourage individuals to return to the urban core
- Partnered with 6 developers to fund campaign
- Five :30 videos as the center of the campaign
- Supplemented by social media, digital ads, radio, e-newsletters

Campaign Stats

- **Social Media:** 467,215 video plays on Facebook
- **Digital Ads:** 6,538,196 impressions from ROS campaign across local websites
- **Radio:** 1,134 radio spots
 - Approximately 5 million gross impressions
- **Influencers:** Support from radio personalities Natalie Jones, Lincoln Ware, and Jay Kruz
- **Gift Cards:** \$2,000 in Queen City Cards given away
- **Support from 3CDC assets:** TWD newsletter, Civic Space pages Facebook and Instagram accounts



Campaign Launch Video



Sample Digital Ad



Downtown Holidays

- Partnership with Agar & Haile Foundation to combine efforts with the Banks, DCI, OTR Chamber, and Findlay Market to create an umbrella holiday campaign to make Downtown a true holiday destination in the winter months.
- Campaign includes:
 - ✓ [Foundcincinnati.com](https://foundcincinnati.com): Mobile browser app to aggregate all holiday happenings
 - ✓ **Nov. 20**: Found Holiday Homecoming Kickoff Concert at the Banks
 - ✓ **Nov. 26**: Walkable holiday window installations spanning length of Vine Street
 - ✓ **Nov. 26**: 50-tree light art installation in Imagination Alley
 - ✓ **Nov. 29**: Four-week scavenger hunt throughout the urban core



THANK YOU

