

2025-2028

OVER-THE-RHINE SOUTH

Special Improvement District

Services Plan & Budget



CENTRAL PARKWAY

LIBERTY STREET

15TH STREET

14TH STREET

RACE STREET

VINE STREET

WALNUT STREET

SYCAMORE STREET

BROADWAY STREET

13TH STREET

ELM STREET

MAIN STREET

12TH STREET

CENTRAL PARKWAY

OVERVIEW

This brochure is designed to provide information about the Over-the-Rhine South Special Improvement District (OTR South SID), and the 2025-2028 Services Plan and Budget. For the Services Plan and Budget to be approved, state statute requires signatures from property owners representing at least 60% of the front footage **OR** 75% of the assessed value inside the Over-the-Rhine South Improvement District.

The District includes all property within the following boundaries:

- South of Liberty Street
- East of Central Parkway
- North of Central Parkway
- West of Broadway Street

Note: The boundary also extends east of Broadway Street, to Spring Street, from Central Parkway to E 13th Street.

The SID provides funds that are used to carry out a Services Plan, which is executed by a contractor selected to provide the services. In its first term (2021-2024), the SID contracted with Cincinnati Center City Development Corp. (3CDC) to carry out the Services Plan. 3CDC provided employees of the SID a living wage, covered their benefits at 100%, provided additional support tools such as financial literacy classes and worked with various job readiness programs, placing an emphasis on fair chance hires and hiring individuals in recovery.

SERVICES

The following services will be provided as part of the Over-the-Rhine South Special Improvement District Services Plan.

GOAL: Enhance Appearance of Streets, Sidewalks, and Public Spaces

APPROACH

- Deliver Ambassador Services to maintain and enhance the appearance of sidewalks, curbs, and right-of-way via the following detail cleaning services:
 - Litter abatement
 - Weed abatement
 - Leaf and debris removal
 - Graffiti and sticker removal
 - Short-dump garbage removal
 - Trash bag removal/trash receptacle cleaning
 - Pressure washing/hosing
- Partner with City of Cincinnati's Department of Public Services to coordinate and leverage sanitation/cleaning services provided by the City in an effective and efficient manner.
- Work closely with property owners and other partners to assess needs and ensure a clean, healthy, and litter-free environment.
- Proactively work with City and County on addressing built-environment issues, as well as making improvements (*e.g., lights, sidewalks, benches, bikeways, streateries, etc.*).
- Complete various specialty projects, as necessary:
 - Detailed graffiti removal
 - Tree well clean-outs
 - Paver/masonry work
 - Alley cleanup
 - Painting (*e.g., street poles, meters, utility boxes, etc.*)
 - Clean inside, under and around City trash cans, and replace liners
- Snow removal from sidewalks and curb cuts, beginning on main thoroughfares and gradually moving to the remaining service area.



EVALUATION

- Daily tracking of cleaning services, including the following metrics:
 - Litter collected
 - Weeds removed
 - Sticker/Graffiti removal
 - Other categories, as agreed upon with OTR South SID Board
- Specialty projects – time to complete, before/after pictures, and total projects completed
- Snow removal – daily tracking of snow removal by block

GOAL: Encourage Pride in Location and Space

APPROACH

- Facilitate partnerships among retailers, restaurants, and property owners to enhance and optimize storefronts, lighting, and maintenance.
- Lead beautification efforts in collaboration with Keep Cincinnati Beautiful, City of Cincinnati, Cincinnati Park Board, Urban Forestry, and other partners to increase tree canopy, maintain landscape areas, assist with streetcar shelter maintenance, etc.
- Help improve front-line hospitality through briefings and other information on features and benefits of OTR South SID for visitors and residents.
- Organize volunteer groups for beautification projects, including litter pickup, landscaping and painting on available walls throughout the District.

EVALUATION

- Tracking total number of planters maintained in OTR South District.
- Tracking number of trees/plantings added to District.
- Tracking number of beautification projects closed out.



GOAL: Improve Safety and the Perception of Safety in Over-the-Rhine South Approach

APPROACH

- Provide extra eyes and ears for the Cincinnati Police Department (CPD) by strategically deploying trained Ambassador staff to serve as a highly visible street presence throughout the District; ensure Ambassadors are properly trained to intervene when safety concerns arise, escalating issues to CPD when needed.
- Support the Ambassador program and CPD by coordinating and attending meetings of key stakeholders in the District, sending out Virtual Block Watch email communications, partnering with property owners and managers, and creating other programs to maintain a positive environment for OTR South SID workers, visitors and residents.
- Maintain regular communication with key community groups, including the OTR Community Council, Pendleton Community Council, OTR Chamber of Commerce, and Downtown Residents Council to ensure ongoing coordination in efforts to improve safety.
- Partner with the **GeneroCity 513** initiative to deliver coordinated outreach to individuals who have been driven to panhandling, including those facing unfortunate circumstances like homelessness, addiction and mental illness. Utilizing a multi-faceted approach, help connect panhandlers to social service agencies, and provide strategic case management to the most visible homeless persons in OTR South.
- Address safety issues such as lighting, blighted buildings, etc. through partnerships with the City of Cincinnati, Duke Energy, Hamilton County, and others, handling tasks if possible and advocating in cases where another entity must complete the task (e.g., streetlight replacement).
- Develop various communications to inform key stakeholders about the safety of OTR South (e.g., *regular status reports, marketing campaigns*).



EVALUATION

- Crime statistics, as provided by the Cincinnati Police Department.
- Regular coordination with City's Department of Transportation and Engineering (DOTE) on lights out in the OTR South SID and tracking of progress on repairs/improvements.
- Regular tracking of number of safety/business checks by ambassadors.
- Regular outreach updates, including numbers of encounters and outcomes.

GOAL: Community Engagement and Stakeholder Relations

APPROACH

- Deliver additional Ambassador Services to connect with the general public and business owners in OTR South, including:
 - Engage the public with friendly greetings and respond to opportunities to provide directions, recommendations or other assistance.
 - Check in with four to eight businesses per shift to engage business managers.
 - Act as public safety escorts by meeting district workers, residents or visitors at their location and escorting them to their destination.
- Provide free events, such as movie nights and grill outs, to engage community members and stakeholders and create a positive environment throughout the District.

EVALUATION

- Tracking of ambassador trainings, including customer service classes, certified tourism ambassador certification, safety/de-escalation classes, and new business/district training.
- Tracking of:
 - Stakeholder service requests
 - Safety escorts and public interactions
 - Safety/business checks by ambassadors



BUDGET

The total annual budget to provide the services as outlined in the proposed Plan is \$991,116, with a 3% increase in expenses budgeted in each year of the Services Plan, which concludes in 2028. The allocation of these resources, subject to annual review and adjustment by the OTR South SID Board, is currently projected below.

The total assessment, which begins at \$750,000 in 2025 and increases by \$25,000 each year of the services plan, is comprised of contributions from both private and public property owners. Property assessments will be supplemented by a 3CDC contribution of \$100,000 in 2025, which increases 3% each year. The budget is also supplemented by Community Partner contributions, and additional income sources secured by 3CDC, including event revenues, grants, and cleaning contracts from third parties. With the supplemental revenues provided by 3CDC and its Community partners, total revenues generated in 2025 are budgeted at \$991,116.

REVENUE	2025	2026	2027	2028
Special Improvement District Assessment	\$750,000	\$775,000	\$800,000	\$825,000
3CDC Contributions	\$100,000	\$102,500	\$105,000	\$107,500
Event Revenues, Grants, Cleaning Contracts, Etc.	\$141,116	\$144,450	\$147,883	\$151,420
TOTALS	\$991,116	\$1,021,950	\$1,052,883	\$1,083,920

EXPENSES	2025	2026	2027	2028
Environment: Clean & Safe	\$772,921	\$799,973	\$827,972	\$856,951
Environment: Beautification	\$79,944	\$83,343	\$84,813	\$87,357
Environment: GeneroCity513	\$35,000	\$36,750	\$38,588	\$40,517
Stakeholder Services	\$515	\$530	\$546	\$563
Marketing	\$525	\$541	\$557	\$574
Events	\$29,704	\$30,595	\$31,513	\$32,459
Personnel: Non-Clean & Safe	\$20,931	\$21,559	\$22,205	\$22,871
Overhead	\$32,207	\$35,322	\$34,460	\$41,260
Reserve	\$19,369	\$14,337	\$12,229	\$1,368
TOTALS	\$991,116	\$1,021,950	\$1,052,883	\$1,083,920

Personnel expenses include support staff that are needed to carry out various Accounting, Human Resources and Communications tasks related to the services performed in the SID. Overhead expenses include Hamilton County's collection fee, insurance, legal services, and accounting services (including preparing an annual 990 tax return and submitting annual reporting of financial information to the Ohio Auditor of State (OAS), which is reviewed by the OAS biennially).

FAQ'S

What is a Special Improvement District (SID)?

A Special Improvement District (SID) is a private, not-for-profit organization established under state law. A SID is a mechanism through which property owners assess themselves to provide funding for extended services aimed at the economic enhancement of the area. The need for such services has arisen as traditional U.S. cities have faced competition from shopping malls, out-of-town business/shopping centers and other new business districts. The experience of more than 1,000 existing SIDs throughout the United States has demonstrated the effectiveness of this mechanism in addressing the present economic and social challenges of urban development.

What is the SID Services Plan?

The OTR South SID Services Plan outlines the services and activities to be funded by the assessment paid by the property owners in the District. These services can be changed at each new term to meet the changing needs of the District.

Does everyone in the District have to pay the assessment?

If the owners representing 60% of the front footage in the District sign the enclosed petition, then everyone owning private property in the District will receive an assessment for their required portion. Public property - including any church property, or property of the federal or state government or a county, township, or municipal corporation - is exempt, unless the entity specifically requests that the property be included within the district, or unless the church is a member of the existing qualified nonprofit corporation creating the district at the time the district is created.

How will I pay the assessment?

District assessments will be collected by the Hamilton County Auditor's Office. Notification that your assessment is due will appear as part of your semi-annual property tax bill.

What safeguards exist to ensure property owners benefit from the services?

The assessment term is four years and its renewal is determined by the property owners of the District. The property owners of the District elect their own board of trustees, individuals who own property or represent property owners within the District. Elections are held every four years to coincide with the start of a new Services Plan. This elected board of trustees is responsible for the governance of the OTR South SID - more specifically, for ensuring the Services Plan is being executed by the Service Provider. Owners may appeal to their board of trustees regarding any issue in the District. The board will make every effort to address the legitimate concerns of all property owners. In the event that a majority of property owners believe the District is not providing sufficient benefit, state statute provides a mechanism for the District to be terminated at any time.

How is the assessment calculated?

By state statute, the special improvement district assessment must be apportioned equitably among all property owners within the service delivery area. Within the OTR South SID, plans call for 75% of the cost to be based upon the assessed value of your property, and 25% according to its front footage. Front footage, as defined by Ohio Revised Code 1710.01, is all real property located in the District that abuts upon any street, alley, public road, place, boulevard, parkway, park entrance, easement, or other existing public improvement within the District. The formula equally distributes the burden among large and small properties.

$$\frac{\text{Property Owner Assessed Value}}{\text{Total OTR SSID Contributors Assessed Value}} \times \text{Total District Budget} \times 75\% = \text{Assessed Value Charged to Property Owner}$$

$$\frac{\text{Property Owner Front Footage}}{\text{Total OTR SSID Contributors Front Footage}} \times \text{Total District Budget} \times 25\% = \text{Front Footage Charged to Property Owner}$$

TOTAL Charge to Prop. Owner

2021-2023

SUMMARY OF WORK COMPLETED:

A significant amount of positive work has been completed in the Over-the-Rhine (OTR) South Special Improvement District (SID) during its first term, which runs from 2021 – 2024. The SID has contracted with Cincinnati Center City Development Corp. (3CDC) to carry out the Services Plan, which was focused on enhancement of the public environment, beautification, safety, outreach and operations. The following are highlights of the work completed in each area during the first three years of the SID's initial term.

Environment & Beautification

3CDC is focused on enhancing the built environment and providing ongoing beautification efforts. The organization works closely with several partners, including the City's Department of Transportation and Engineering (DOT&E) and Urban Forestry, Keep Cincinnati Beautiful, and many others, to accomplish many tasks within the District. 3CDC also coordinates volunteer groups to conduct special beautification projects.

The following efforts are just a few tasks carried out by the organization that help improve the aesthetics and appearance of the OTR South SID:

- Increasing tree plantings
- Addressing lighting outages
- Abatement of litter, weeds, leaves, and trash
- Removal of graffiti, stickers, debris
- Pressure washing/hosing

STATS

124 TREES PLANTED

309 VOLUNTEERS

1,631 BLOCKS PRESSURE WASHED

252 LIGHTING OUTAGES FIXED

215,353 BLOCKS SWEEPED

4,574 GRAFFITI TAGS REMOVED

13 SPECIAL PROJECTS

10,507 BAGS OF TRASH COLLECTED

2,351 BUS STOPS CLEANED

21 VOLUNTEER GROUPS

10,001 BULKY ITEMS REMOVED

1,352 BLOCKS WEEDED



Workforce Development

3CDC is dedicated to hiring a diverse staff and offering second- and third-chance opportunities to those who have formerly been incarcerated or are in recovery. The organization partners with various jobs programs like Cincinnati Works, CEO Works, Hamilton County Office of Re-Entry, City Gospel Mission, Ohio Means Jobs and Urban League.

3CDC employs an in-house Training & Engagement Coordinator who assists field staff in a variety of ways. This individual helps team members find housing and transportation, improve their financial literacy, and maintain their personal health and wellness. As a result, we have minimal turnover and high internal referral rates.

BY THE NUMBERS

100% OF PREMIUMS FOR HEALTH AND DENTAL INSURANCE ARE PAID BY 3CDC

38% OF STAFF ARE SECOND CHANCE HIRES

\$33.37 AVERAGE HOURLY RATE FOR A FULL-TIME MANAGER

39% OF STAFF ARE INTERNAL REFERRALS

\$18.51 AVERAGE HOURLY RATE FOR A FULL-TIME AMBASSADOR

85% STAFF RETENTION RATE OVER THE PAST 12 MONTHS



Safety

While safety throughout the District has been top-of-mind for 3CDC staff throughout the SID term, Main Street was an area of major concern that impacted the entire District during 2022. The OTR SID Board encouraged the City to form the Main Street Task Force. This group consists of residents, business owners, OTR Chamber, Cincinnati Police Department, Urban Sites, various City Departments and 3CDC. As a result of the work of the group, the following changes were implemented:

- Additional storefront lighting in the 1300 block of Main Street
- Additional cameras provided by Urban Sites and CPD
- Increased police enforcement and traffic management, including rideshare zones, added CPD coverage during peak times, and off-duty police shifts implemented by 3CDC from 4 - 11 pm daily (when filled)
- Expansion of Ziegler Park to improve pedestrian safety and easier implementation of rule enforcement in public space
- Introduction of Main Street Pop-up Program to fill vacant commercial storefronts

RESULTS

46% REDUCTION IN VIOLENT CRIME IN MAIN/ SYCAMORE AREA IN 2023 VS. 2022



Social Services

3CDC provides outreach services to our neighbors in need who may be homeless or panhandling through our GeneroCity 513 program. The program utilizes a multi-faceted approach to offer a positive alternative to panhandling, help connect panhandlers to social service agencies, and provide strategic case management to the most visible homeless persons in downtown Cincinnati.

The initiative's programs include a Jobs Van and Outreach Workers, which both play a crucial role in connecting our neighbors in need with shelter, employment, mental health services, and substance abuse/addiction services. GeneroCity 513 is a partnership between 3CDC, the City, City Gospel Mission, Greater Cincinnati Behavioral Health Services, and Strategies to End Homelessness.

STATS

890 CLIENTS ENGAGED

1,246 REFERRALS TO SOCIAL SERVICES

305 HOUSING CONNECTIONS

1,891 JOBS VAN RIDERS

6,035 BAGS OF TRASH COLLECTED

1,127 MILES CLEANED

Over-the-Rhine South Special Improvement District (OTR South SID)
2025-2028 Services Plan and Budget

www.otrsouthsid.com