



IEDC WEBINAR



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL



October 19, 2020

The Economic Revitalization of the Over-the-Rhine Community: A Balanced Perspective



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Rodney Crim

CEO and President
St. Louis Economic Development
Partnership
St. Louis, MO



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Mary Burke Rivers

Executive Director
Over-the-Rhine Community Housing
Cincinnati, OH



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Joe Rudemiller

Vice President, Marketing &
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Cincinnati, OH



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Darrin M. Redus, Sr.

Vice President
Cincinnati USA Regional Chamber
Cincinnati, OH



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Amber David

Economic Development Manager
The Kroger Co.
Cincinnati, OH

OTRCH

COMMUNITY HOUSING

Housing First. Community Always

114 W. 14th St.
Cincinnati, Ohio 45202
513-381-1171
www.otrch.org



Over-the-Rhine Community Housing (OTRCH) was born out of the merger of ReSTOC and Over-the-Rhine Housing Network in 2006. Two long standing CDCs.

OTRCH has developed more than 725 units of affordable housing and currently manages approximately 472 units . We have saved 45 historical buildings from the wrecking ball.





About OTRCH

- Mission: To develop and manage resident-centered affordable housing to build inclusive community and benefit low-income residents.
- Vision: Quality stable housing for all in a socially, racially and economically inclusive community.

Mainstream Narrative

- Population 7,000 v.s. peak 45,000 (early 1900s)
- 96% renters
- 80% below poverty level
- Over-the-Rhine viewed as dangerous





**How Cincinnati Salvaged the Nation's Most Dangerous
Neighborhood
Politico June 2016**

Over-the-Rhine We Know and Love



The Over-the-Rhine That We Know



Washington Park Pool



1225 Vine St. – Recovery Hotel



Bill of Rights.

9/21/94

Over the limit

One more social service agency, one too many for Over-the-Rhine

Cincinnati's unpolished jewel is Over-the-Rhine. The downtown time capsule of historic housing escaped the wrecking ball of urban renewal and survived decades of neglect and poverty. But now, on the heels of its being...

are they not supporting low-income housing, they're against us." It's true that the future of...

Cincinnati Post 9/17/94

Over-the-Rhine interests oppose drug treatment site

By France Griggs
Post staff reporter

A plan to renovate a vacant building into a residential treatment center covering addicts is opposed by some business and development interests.

The Over-the-Rhine Chamber of Commerce, a supporter of mixed-income development, is predominantly low-income community leader to Mayor Roxanne Qualls this week "strongly opposed" to the project.

Marge Hammelrath, executive director of the chamber, said it's time for social programs to be placed in areas of the city. The neighborhood, she said, and it threatens to drive people out.

Their stance puzzles the project. "We're surprised because it's for them," said Pat Clifford, a consultant at the Drop Inn Center in Over-the-Rhine.

against certain projects. They're really changing." The Drop Inn Center and its housing development group, Restock, are asking City Council for approval to renovate a 20-unit building at 1225-1231...

Cincinnati Post 9/17/94

City asked not to fund addict home

Site on Vine said unsuitable

BY MARK BRAYKOVICH
The Cincinnati Enquirer

9/17/94

Clifford said the U.S. Department of Housing and Urban Development, which two years ago funded a rent subsidy program. To get a subsidy, Restock needs to get a rehab. Restock already has brick backing on the "It really was a big got funded," Clifford center is going to be Among the chamber... The city Department of Conservation (NI

Before and After Photos

1300 Vine St. Before



1300 Vine St. After



April 2001- A Turning Point in OTR

- Timothy Thomas is shot and killed by Cincinnati Police on April 7, 2001.
- The community erupts demanding police reform and equitable investment in communities.



April 2001- A Turning Point in OTR

- “When anything goes wrong in a city, policy makers all too often just want to move black people around.” Mindy Fullilove, clinical psychiatrist at the New School
- The inclusion ordinance was passed to make affordable housing development more difficult.
- ReSTOC, OTRCH’s predecessor organization, was forced to sell this building so that it could be developed for market housing. The building had already been approved for inclusion in a LIHTC project.



April 2001- A Turning Point in OTR



OTR at the Millennium

- Cincinnati Public Schools initiates the Facilities Master Plan. CPS schools in OTR are in flux.
- A single owner of Project Based Section 8 Housing in OTR opts out of the program.



OTR at the Millennium

- ReSTOC and Over-the-Rhine Housing Network have Community Views and Vine Street People's Co-op projects in development.
- The community is engaged in a comprehensive planning process and invites Policy Link to help shape the plan including equitable development tools.



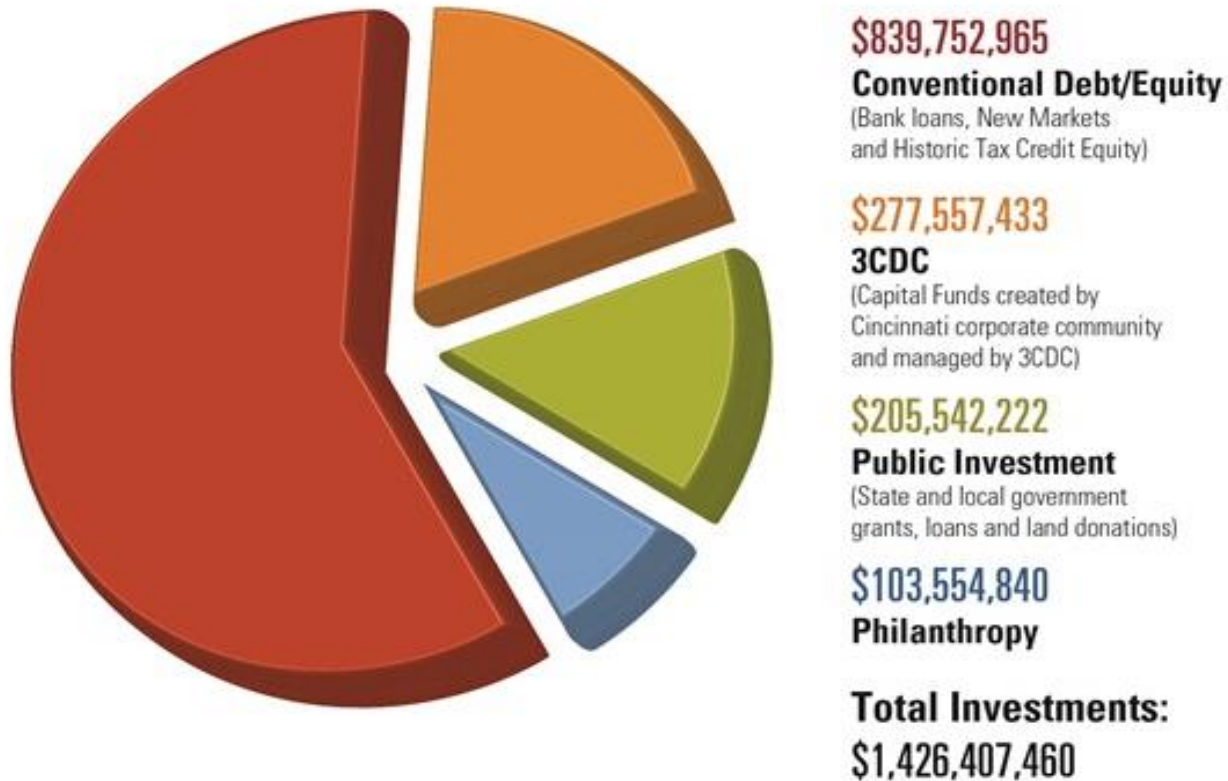
2004 – Dedicated CDC Formed

Support for the Cincinnati Central City Development Corporation (3CDC) comes from Cincinnati's largest corporations led by Proctor & Gamble. Since 2004, \$1.3 billion invested in Downtown & OTR.



1.4 Billion in Public and Private Investment

Source of \$1.4 Billion in Investments (2004-2018)



Source: Drexel University: A Private Led Model for Revitalizing Urban Neighborhoods by Bruce Katz, Karen Black, Luise Noring

OTR – Changing Demographics



1990, 2000, 2010 Census

Race	1990	2000	2010
African American	6835	5876	5040
White	2645	1482	1711
Total Population	9573	7638	6964

Census Tract Data

- **Tract 9**

- **Household income:** Since 2000, the percentage of households earning \$50,000 or more has increased from 4.9 percent to 28.6 percent, according to 2000 and 2010 U.S. Census Bureau data and estimates

- **Racial composition:** The number of African-Americans has decreased from 1,469 (71 percent) to 1,059 (64.1 percent). Whites now make up a third of the tract's population, though the number of white residents in Tract 9 increased from 505 to 539.

Source: Mark Curnutte

Cincinnati Enquirer November 7, 2012

Census Tract Data

- **Tract 10**

- **Household income:** The number of households earning \$50,000 or more increased from 14.8 percent to 29.7 percent, while the number of owner-occupied housing units jumped from 24 (3.3 percent) to 123 (15.8 percent).

- **Racial composition:** The number of African-Americans decreased from 921 to 791 (67.9 percent to 55 percent), and the white population increased from 384 to 578 (28.3 percent to 40.2 percent)

Source: Mark Curnutte

Cincinnati Enquirer November 7, 2012

OTR Housing Inventory

2002 – 2015

source: CBI Xavier University 2015 Housing Inventory Study

	<u>2002</u>		<u>2015</u>	
• <i>Population</i>	7,638	(2000 Census)	5,610	(2014 ACS)
• <i>Housing Units</i>	5,261	(2000 Census)	5,229	(2015 Inventory)
• <i>Occupied</i>	3,594	(2000 Census)	4,040	(2015 Inventory)
• <i>Vacant</i>	1,667	(2000 Census)	1,189	(2015 Inventory; excludes units available to be occupied)
• <i>Units Affordable to People in 0%-30% of AMI category</i>	3,235		869	(2015 Inventory)

Market Rate next to PSH

Recovery Hotel



Bakersfield otr



buddy's place & Mercer Commons



1300 Vine Street



Elm and Liberty



Resources

- Next City
 - <https://nextcity.org/features/view/just-city-essys-toni-griffin-theaster-gates-angela-glover-blackwell>
- National Low Income Housing Coalition
 - <https://nlihc.org/>
- Policy Link – Lifting Up What Works
 - Equitable Development Toolkit
 - www.policylink.org



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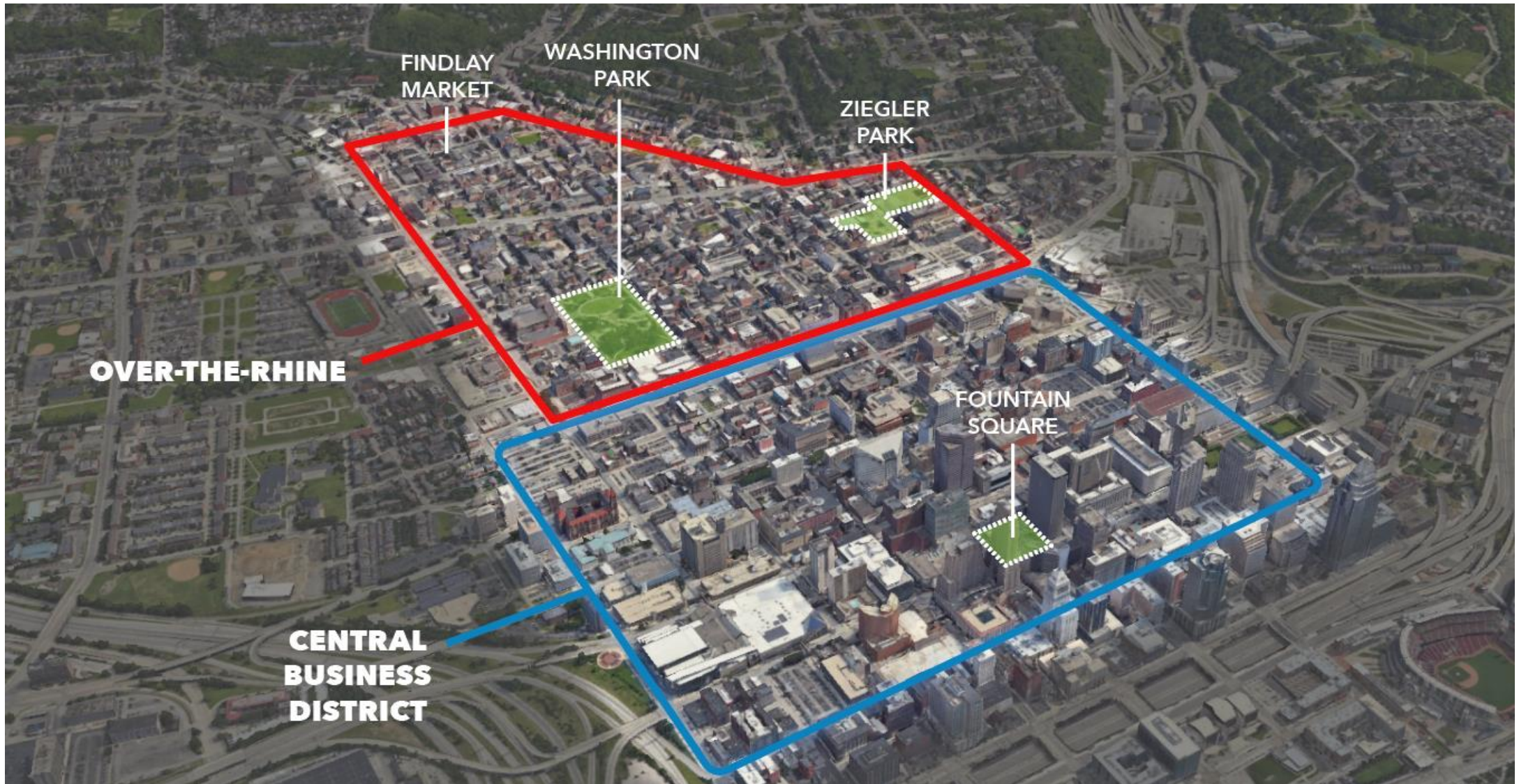
- Housing First. Community Always.



3CDC | CINCINNATI
CENTER CITY
DEVELOPMENT
CORPORATION



3CDC is a non-profit, real estate development and finance organization focused on strategically revitalizing Cincinnati's downtown urban core in partnership with the City of Cincinnati and the Cincinnati corporate community. Our work is specifically focused on the Central Business District and in Over-the-Rhine.





**CREATE /
MANAGE GREAT
CIVIC SPACES**



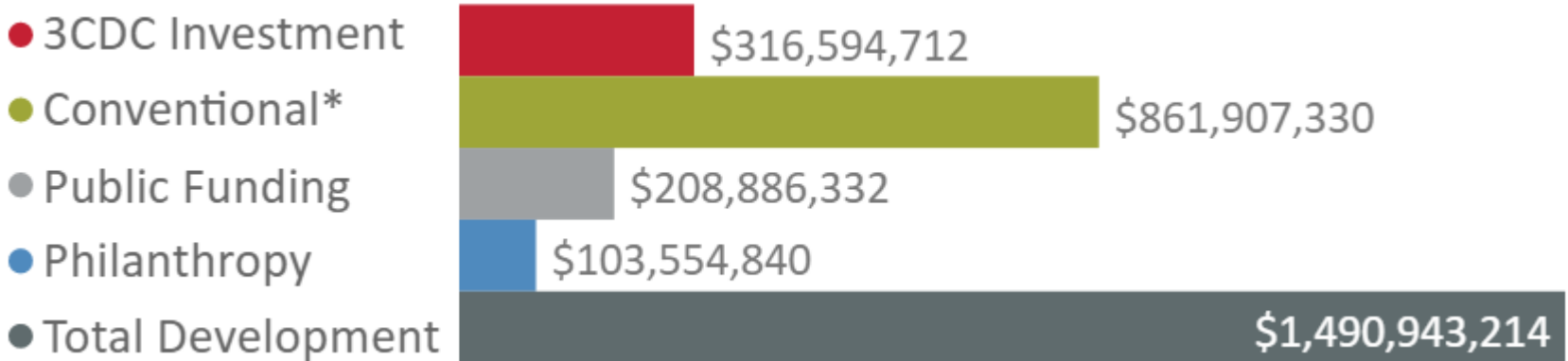
**CREATE HIGH-
DENSITY
MIXED-USE
DEVELOPMENT**



**PRESERVE HISTORIC
STRUCTURES AND
IMPROVE
STREETSCAPES**



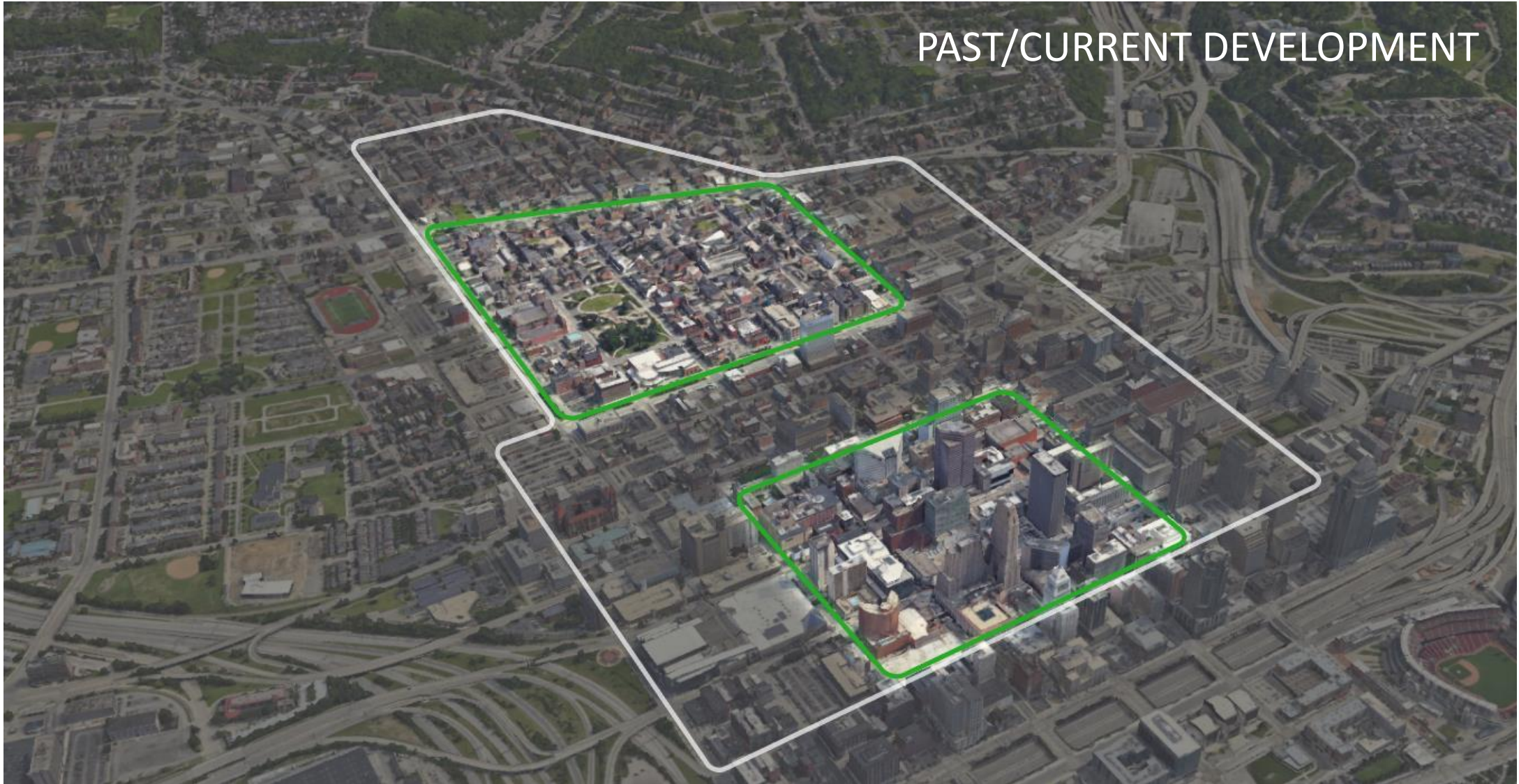
**CREATE DIVERSE,
MIXED-INCOME
NEIGHBORHOODS
SUPPORTED BY
LOCAL BUSINESSES**



*Debt and Equity

\$1.49 billion investment has resulted in:

Buildings Restored	166
Civic Buildings	2
Apartments	1,332
Condos	534
Hotel Rooms	156
Shelter Beds	320
Commercial SF	1,087,519
Parking Spaces	4,925



PAST/CURRENT DEVELOPMENT

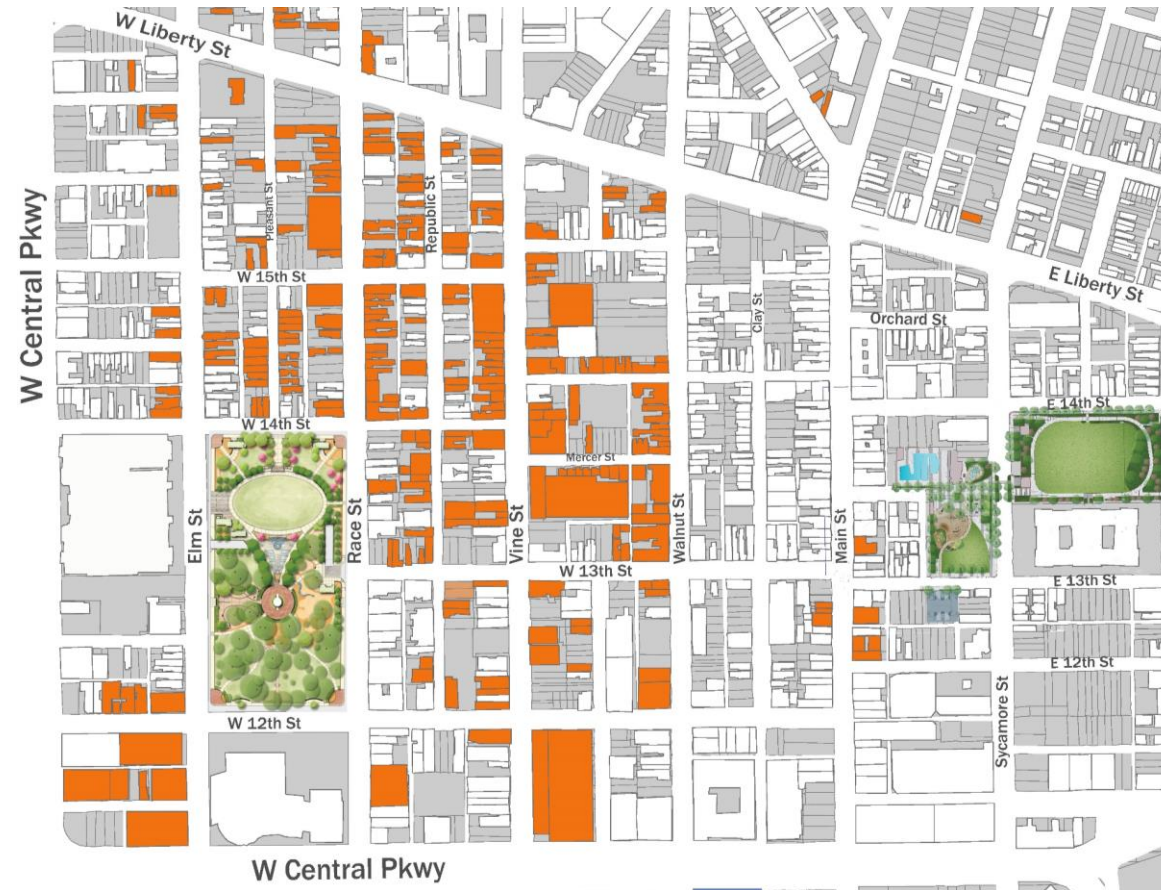
500
VACANT
BUILDINGS



700
VACANT
LOTS

1,667
VACANT HOUSING UNITS

- 3CDC has invested over \$32.8 million in private funding to land bank properties OTR
- 3CDC owns:
 - ✓ 200 buildings
 - ✓ 169 vacant parcels
- Over \$700,000 in annual carrying costs







EQUITABLE DEVELOPMENT EFFORTS

- 3CDC is committed to creating high-quality affordable housing in OTR
- Current affordable housing projects:
 - Perseverance (partnering with OTRCH)
 - Will create 32 apartments (100% affordable)—OTRCH
 - Willkommen (partnering with Model Group)
 - Will create 163 apartments (69 affordable units; 94 market-rate)
- 279 of 446 (63%) apartments developed in OTR are affordable units
- 3CDC has provided support on another 203 affordable units



- \$42 million project that created three comprehensive residential homeless facilities
- New men's shelter, women's shelter, faith-based shelter
- 320 total beds



- Initiative created to help homeless individuals and panhandlers
- Jobs Van gives panhandlers a day's pay for a day's work
- Outreach workers connect individuals on the street with social service agencies
- Stats through January 2020:
 - 102 connected to permanent housing
 - 29 connected with permanent employment
 - 289 connected to other social services
 - 7,497 bags of trash filled
 - 858 miles of road cleaned by Jobs Van workers



- 3CDC produces over 750 free family-friendly events each year between Fountain Square, Washington Park, Ziegler Park, and Memorial Hall
- 3CDC has placed a focus on serving low-income neighborhood youth and their families at Ziegler Park, in particular. In 2019 alone:
 - **237 children** attended free swim lessons or participated on our free swim team
 - **35 adults** attended free swim lessons
 - **80 neighborhood youth** attended free summer camp
 - **80% of pool passes** were sold to families making less than \$35,000 per year



- Four of seven most recent construction projects led by minority-owned firms:
 - Meiners/Behlen (TriVersity)
 - 45% of subcontractors are true MBEs
 - Elm Industries (Megen)
 - 31% of subcontractors are true MBEs
 - Court Street Condos (TriVersity)
 - 30% of subcontractors are true MBEs
 - Perseverance (TriVersity)
 - 20% of subcontractors are true MBEs



- 3CDC has 74 restaurant/retail tenants
- 19% (14/74) of 3CDC's first-floor retail tenants are minority-owned businesses
- 39% (28/74) of 3CDC's first-floor retail tenants are women-owned businesses
- Represent initiative introduced in late 2018
 - Goal is to significantly increase the number and percentage of minority-owned businesses, specifically Black-owned businesses, in OTR
 - Partnership with MORTAR, African American Chamber of Commerce, 3CDC and several others
 - In process of hiring full-time Program Director to oversee these efforts





THANK YOU





Cincinnati USA
Regional Chamber
Minority Business Accelerator

The Minority Business Accelerator Overview Presentation

October 19, 2020

Accelerator Mission

To **accelerate** the development of **sizable** minority businesses and **strengthen** and **expand** the regional minority **entrepreneurial** community.

Brief Historical Profile

- ❑ Founded in 2003
- ❑ Product of Cincinnati Action Now (CAN) Commission
- ❑ Emphasis on African American- & Hispanic-owned businesses
- ❑ Address well-documented economic disparities by stimulating high growth entrepreneurship and job creation
- ❑ 2004 Portfolio consisted of 20 firms with average revenues of \$6.7 million
- ❑ Early “Spending” from area corporations with local minority firms of ~ \$100 million at inception

Current State



Cincinnati USA

Regional Chamber

Minority Business Accelerator

42

high performing minority businesses

\$1B

aggregate annual sales

3,500+

jobs created

\$1B

regional minority spending

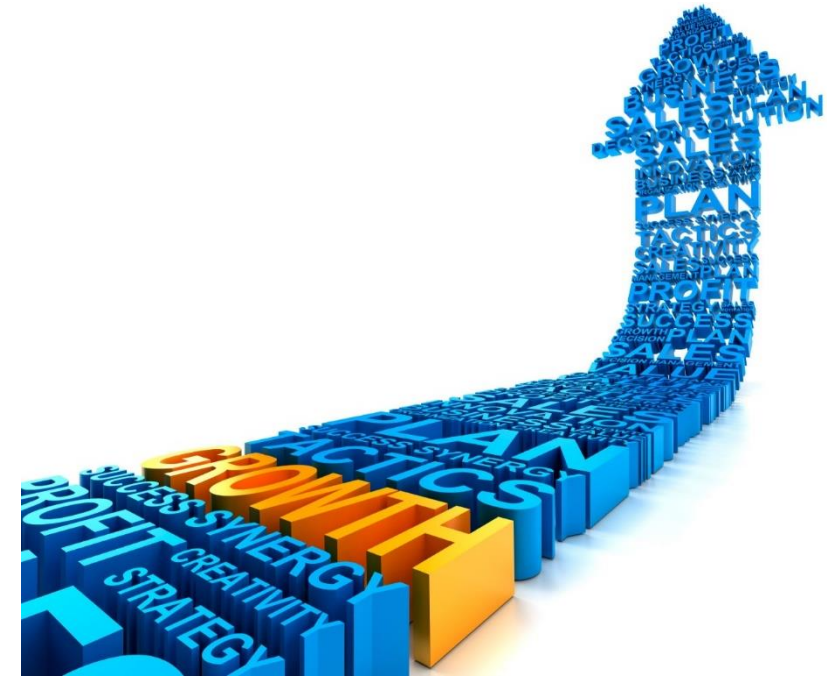
5 Year Growth Objectives & BHAG

Increase Aggregate Annual Revenues of Portfolio by:

\$1 Billion

Create:

3,500 additional jobs



essentially doubling current state of portfolio

Key Strategies & Initiatives

4 Primary Efforts...

1. Grow Existing Portfolio (Core work with Portfolio Firms/Goal Setters)

Includes new partnership with The Health Collaborative to create a regional healthcare supplier diversity initiative

2. Build the Pipeline (CMBC Cincinnati Minority Business Collaborative)

3. Attract Larger Scales MBEs (REDI Collaboration)

4. Create New MBEs via acquisition (Business Succession/Acquisition Strategy)

Grow Existing Portfolio

Core work with Portfolio Firms & Goal Setters



Accelerator Portfolio Companies

- ✓ Business Assessments
- ✓ S.W.O.T Analysis
- ✓ Capital Readiness
- ✓ Capacity Building/Client Readiness
- ✓ Strategic Introductions

Goal Setters

- ✓ Identifying Spend Goals/Opportunities
- ✓ Leveraging “Business Case” for Inclusion
- ✓ Strategic Sourcing/Partnering Needs
- ✓ Optimization of new/existing MBE vendors
- ✓ Industry Verticals with little/no MBE Spend

*****Leading Regional Healthcare Supplier Diversity Strategy*****

Build The Pipeline via CMBC



- Identify 10 high potential firms annually – 50 over 5 years which demonstrate:
 - ✓ \$5Million minimum upside sales potential in 3-5 years
 - ✓ Create a minimum of 15 new jobs in 5 years

Attract Larger MBEs via REDI Collaboration



- Unique business attraction strategy focused on larger-scale minority-owned firms
- Leveraging the proven business attraction efforts of REDI Cincinnati with the national networks and relationships of the Accelerator
- Complimentary strategy to specifically target underrepresented sectors for minority entrepreneurs
- Leveraging and optimizing the unique minority spending commitments of the region's corporate community (The Accelerator's "Goal Setter" partners)
- Nationally significant and competitive opportunity for the Greater Cincinnati Region

Create Larger MBEs via Acquisition



Cincinnati USA
Regional Chamber
Minority Business Accelerator

- Partnering with area Banks, Accounting Firms, Law Firms, etc. to engage “deal flow”
- Targeting existing mainstream businesses (i.e. manufacturing firms) with no identified succession plan
- Identifying credible minority buyers via Portfolio Firms & Business Professionals
- Unique “sell side” opportunity to leverage growing demand for larger scale MBEs





The Economic Revitalization of the Over-the-Rhine Community: A Balanced Approach

IEDC Webinar

October 19, 2020

The Kroger Co.

- Headquartered in Cincinnati, OH
- Operates 2,782 supermarkets under a variety of banner names, 37 food production plants, and 2,268 pharmacies
- Nearly half a million associates serving more than 11 million customers per day
- Among the top 3 largest Cincinnati employers



Kroger On the Rhine



Lessons Learned

- Listen Twice
- Maintain and Cultivate Trust
- Bolster Small Business Ecosystem
- Encourage Innovation





THANK YOU





IEDC WEBINAR

Q&A Discussion – Please type your questions into the “Questions” box



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UPCOMING WEBINARS

The Equitable Allocation of Incentive Dollars: Closing the Equity Capital Gap for Businesses of Color

- Monday, November 9 | 3:00 p.m. – 4:30 p.m. EST



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THANK YOU

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Questions? Please contact webinar@iedconline.org.