

PURPOSE + PROGRESS



THE PORT
Making Real Estate Work



MESSAGE FROM LAURA BRUNNER, PRESIDENT & CEO

I am excited to present the 2012-2017 Impact Report on behalf of The Port staff and board, partners, and the organizations that we manage. This Report's theme is "Purpose + Progress" – it explores the interactions of our mission to strategically invest in blighted and unproductive real estate; our capital tools; our myriad of productive partnerships carefully built and nurtured over the past six years; and the operational areas of expertise that we employ in an effort to be truly transformative for Hamilton County.

We are measuring six years of impact because 2012 marked a new beginning for The Port. Prior to 2012, The Port (of Greater Cincinnati Development Authority) had built a distinctive portfolio of economic development projects through assisting development partners with public finance programs and by providing project management critical to the environmental remediation of hundreds of acres of urban brownfield sites. The board helped steer the organization's commitment to a vision of reviving our land resources to fuel the region's economic vitality. They successfully demonstrated the important role that a port authority can play in encouraging and implementing economic development in our region.

When I accepted the leadership of The Port in late 2011, I inherited this proud legacy. It has been my honor to work with our board to build on it. Quite incredibly, the opportunity to lead a new public revitalization agency – the Hamilton County Land Reutilization Corporation – emerged to us in 2012. The Port's management of the Landbank and the combination of the strengths of each has enabled a scaling, innovative and multidisciplinary approach to address significant real estate challenges.

Managing the Landbank and other organizations has made us more multi-dimensional and able to take our expertise further into the community in different ways. Another area in which we have expanded our capabilities around larger goals is in the redevelopment of industrial sites. One of the greatest challenges to recruiting and retaining businesses in Greater Cincinnati is the lack of large development-ready parcels for

advanced manufacturing and other next-generation operations. We have created a public-private partnership model to acquire and prepare sites for new investment.

Instrumental to building a high-impact redevelopment organization has been the constant collaboration with our founding partners – the City of Cincinnati and Hamilton County. We are grateful to them for the positive difference we are making together in our communities and in the lives of others.

Communicating what we have done is important. It is equally important that we demonstrate why we do this work. There is real urgency to revitalization. The cost of blighted land is very high. Bringing formerly blighted sites to their highest and best use is our calling to create change. Our vision is land that serves our future generations, with rehabbed homes, vibrant neighborhood commercial districts, and modern manufacturing employment centers.

We look forward to sharing this report with you and encourage you to share our impact.





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VISION 2022

The Port is a public, mission-driven development finance agency focused on revitalizing Hamilton County, Ohio, neighborhoods and legacy urban industrial sites. A port authority under Ohio Revised Code Chapter 4582, our diverse suite of programs and initiatives are structured to make significant impacts to improve our region in ways that reduce poverty, improve land value and create good-paying jobs. Our foundation is built on putting real estate back to work for everyone in Hamilton County. We do that through financial products and redevelopment, collaborating with dozens of economic development, community and corporate partners.

In June 2015, The Port's Board of Directors affirmed a strategic direction for the organization that will redevelop manufacturing and residential communities, building the foundation for job creation and sustainable neighborhoods where residents have the opportunity to participate in economic prosperity.



INDUSTRIAL REVITALIZATION

Re-purpose existing urban industrial zones within transportation corridors to attract manufacturers where legacy losses have been greatest



NEIGHBORHOOD REVITALIZATION

Return vacant, blighted properties to productive use for neighborhood transformation and attraction of residents



PUBLIC FINANCE

Provide public finance tools to support private for- and non-profit entities seeking to develop property in Hamilton County, Ohio



MESSAGE FROM CHARLES LUKEN, BOARD CHAIR

On behalf of the Board of Directors, I am pleased to present this account of The Port's work over the past six years. As a public economic development organization, The Port fills many roles in redeveloping Hamilton County – we act as a driver and financier of projects, a good partner, an able technician and project manager, and convener of resources. In this report, you will see how much our work has grown since 2012. This means that more people in the community have experienced our impact, as evidenced by the dozens of exciting new partnerships that we have launched in strategic areas such as neighborhood revitalization, industrial site readiness and public finance.

In the six-year period between 2012 and 2017, we made huge gains in strengthening the organization's financial ability to lead redevelopment, scaling our operations to address critical regional growth priorities, and focusing the work in three areas – all of which are geared toward “making real estate work.”

This report focuses on results, but just as critical is how we conduct ourselves as we drive the agency's priorities. To succeed, we have to be transparent and work openly to encourage diverse opinion. The Board often takes positions and creates policy around tough issues – we always want to hear

different perspectives to be able to serve the entire community through the decisions we make.

To be impactful, we have to take well-considered risks. We have to make investments in properties and projects that no developer in private industry would consider. These investments often have a long horizon to show a return to the community. Our challenge is to make certain that our community understands the complexity of our undertakings. Some of our efforts, like our industrial revitalization projects, will take years to reach the ambitious goals we have set. We must be patient to achieve highest potential results.

In Cincinnati, we are now 10 years past a housing market collapse beyond anything we could have imagined pre-2008. We are now much stronger than we were, but housing instability and financial vulnerability continue to affect too many of our residents. As a community, our goal must be to continue to rebuild for resiliency – leveraging all of our strengths – including our land assets – in a way that improves conditions for those who are vulnerable.

We have to work collaboratively. All of our development partners, stakeholders and advocates have to pull the wagon in the same direction.

This report will include stories of how problem properties become opportunities. Please enjoy it.

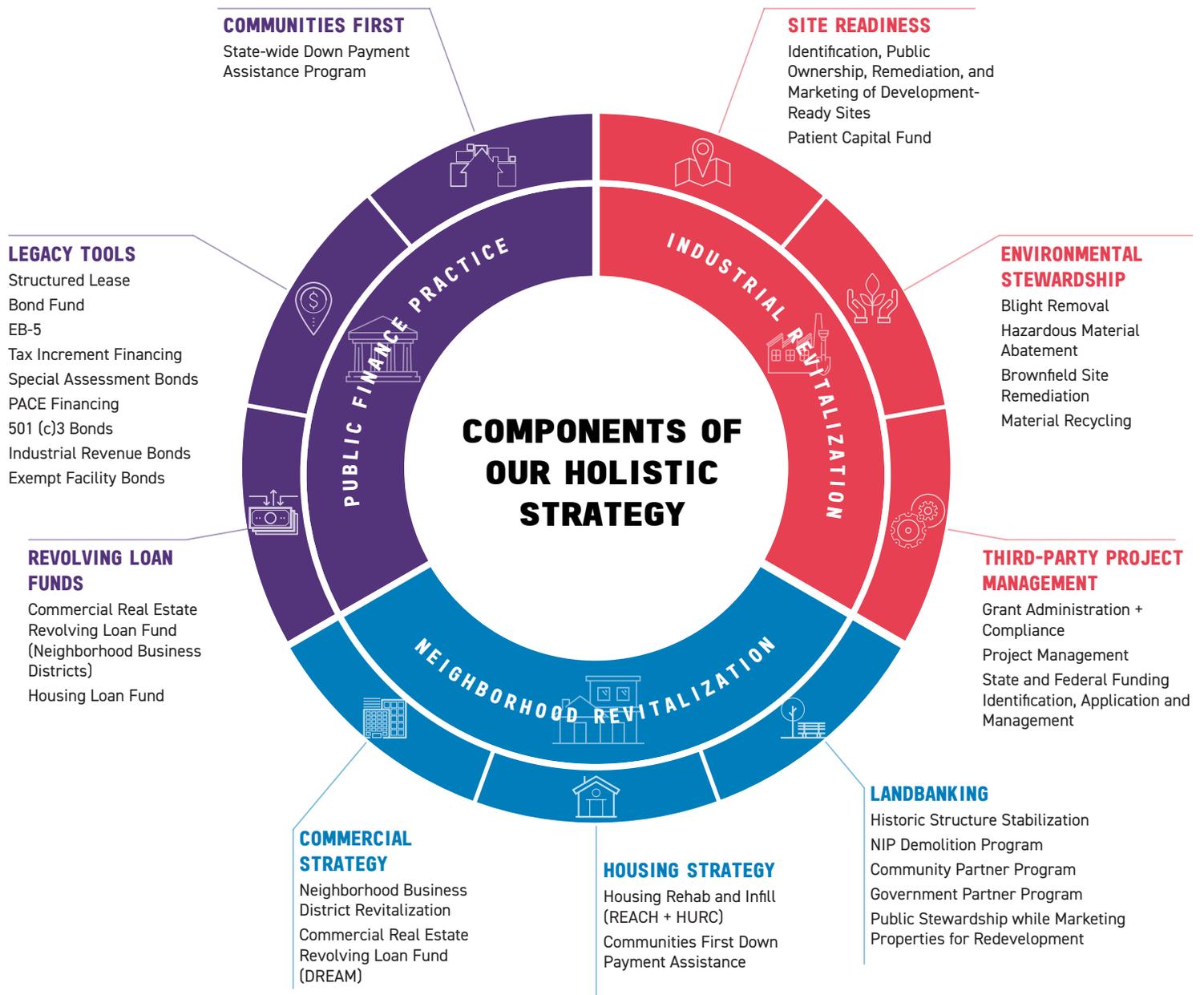
Charles Luken is senior counsel with Calfee, Halter & Griswold LLP; served Cincinnati as Mayor from 1983-1991 and from 1999-2005; and served as a congressman in the U.S. House of Representatives for one term.





MAKING REAL ESTATE WORK

The Port serves our community by cultivating partnerships that unlock the hidden value of real estate and realize the long-term prosperity for everyone in Hamilton County.





HOW WE INVEST IN REAL ESTATE AND LEVERAGE FUNDING

The Port invests in places for the benefit of people

Our method of investing in economically obsolete real estate, eliminating barriers to its redevelopment and putting properties on a path for achieving highest and best use, is our framework for stimulating growth. Our drive to leverage public funds with capital from new sources is accelerating our work and building opportunities for more people to share in the positive outcomes.

The Port invests.

We invest to make a difference today and we invest in complex projects that will require a long horizon to stabilize and become economically productive.

The properties we acquire are generally long-vacant and require repair, remediation and repositioning with costs that far exceed the value of the property even after it is redeveloped. 2012-2017 represents the period when The Port made owning obsolete property a principal redevelopment strategy, expanding on our legacy of managing the remediation of damaged sites. Property ownership and site control is an outgrowth of our six-year relationship with the Hamilton County Land Reutilization Corporation, managed by The Port since 2012. With combined capacity, the entities work in tandem to acquire the region's most challenged residential, commercial and industrial properties and develop strategies to reposition them through a variety of funding programs that capitalize on new trends in development finance, such as social impact investing and other patient sources of capital.





SOURCES OF FUNDS

Combined 6-year revenue and capital by organization and by source of funds.

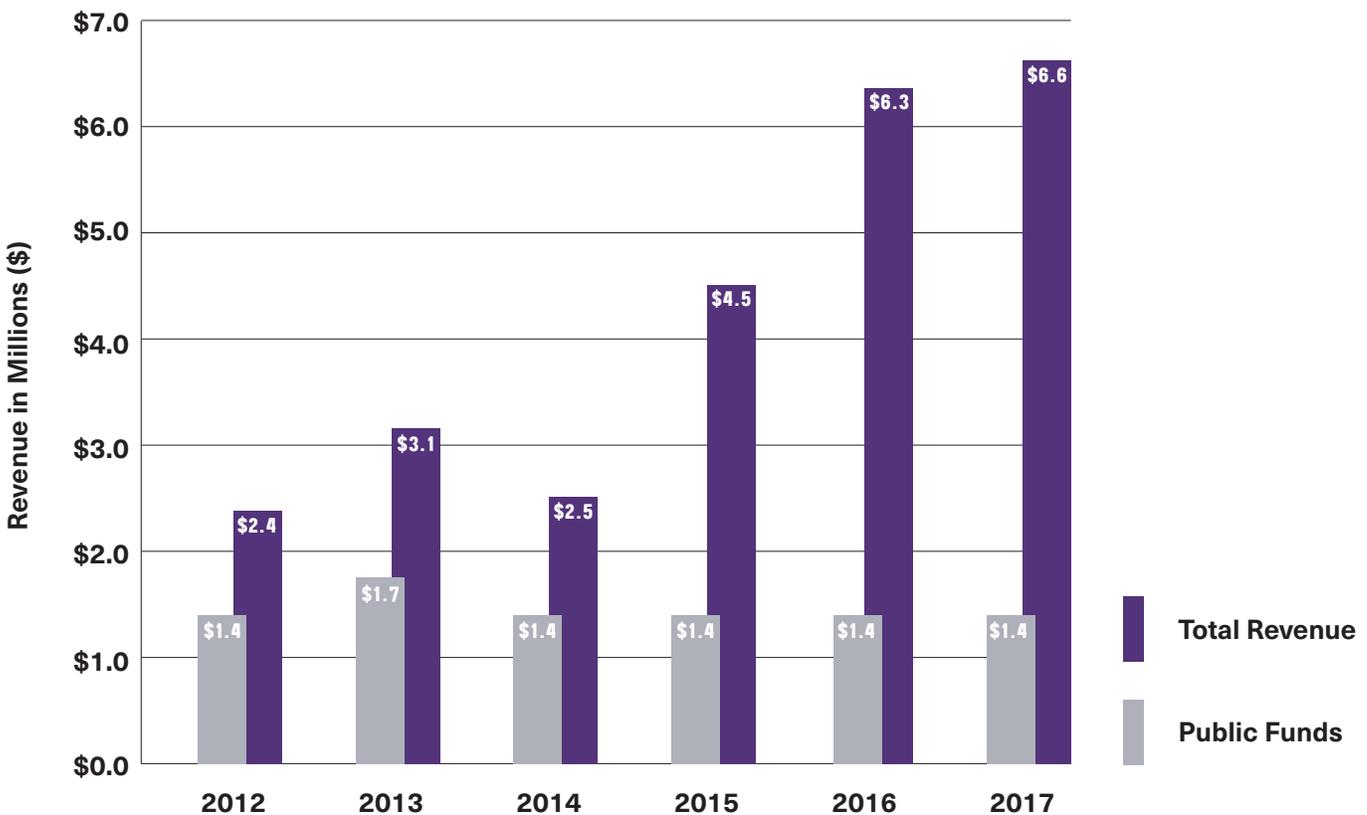
The Port	\$55,344,037
Landbank	\$33,645,532
HURC	\$9,324,055
TOTAL	\$98,313,624

\$98,313,624

County & City	44%
Earned Fees	19%
State & Federal	16%
Private Investors	11%
Property Sales	10%

PORT OPERATING REVENUE

The Port has diversified its revenue sources over the past 6 years, relying less on public operating funds.





OUR APPROACH TO INVESTMENT

FACILITATE PRIVATE CAPITAL

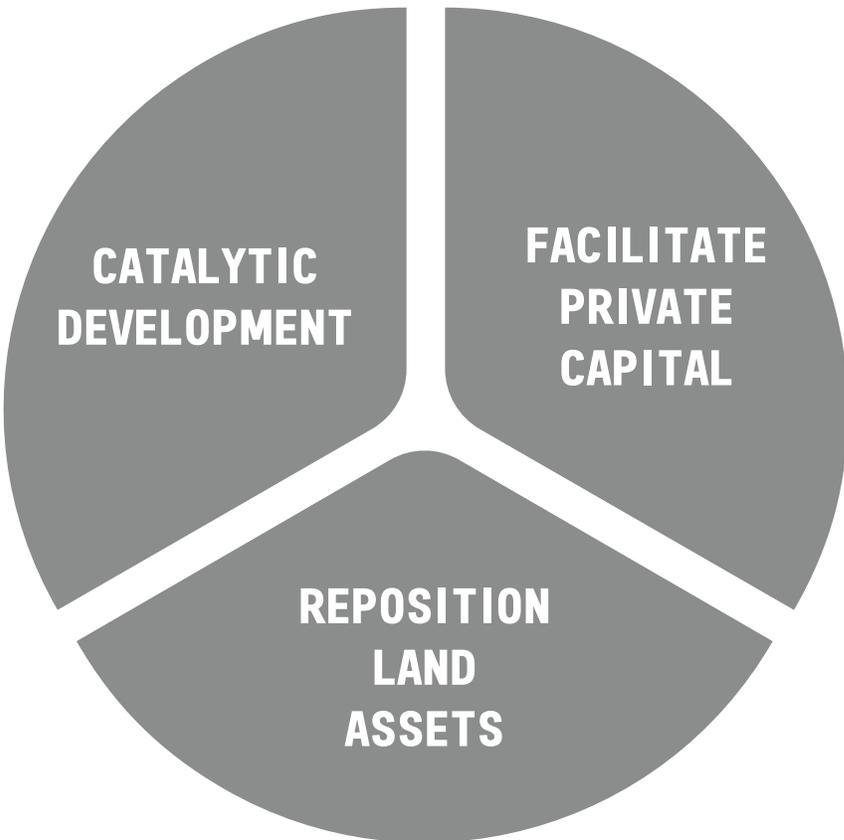
Facilitate private investment through public finance and attraction of impact investment and grants.

REPOSITION LAND ASSETS

Reposition vacant or underutilized property to generate economic and social value.

CATALYTIC DEVELOPMENT

Investments that result in additional economic activity in areas underserved by the market.

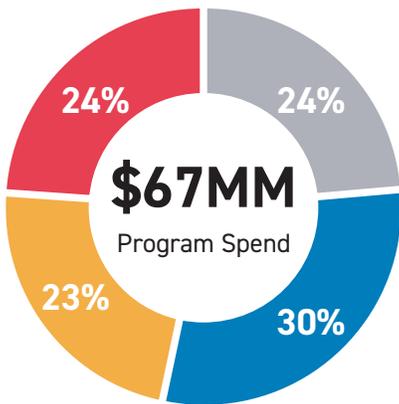




OUR REAL ESTATE SPEND - HOW WE HAVE DEPLOYED FUNDS

From 2012-2017 The Port and its managed entities raised and earned \$98 million, of which we made capital investments of \$67 million into Hamilton County properties and programs needed to improve those assets. These properties represent all market segments - residential, commercial, industrial and vacant land.

Funding Uses by Program



- Housing & Stabilization
- Demolition & Remediation
- Industrial
- Commercial



HOUSING & STABILIZATION

Focus on the creation of single-family homes through rehab or new build and stabilization of structures for future end users.

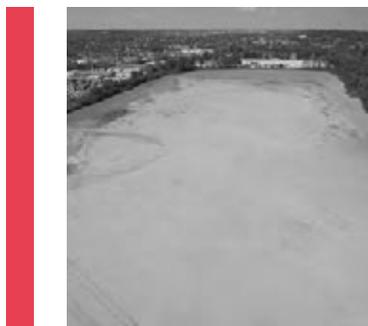
EXAMPLE: REACH Walnut Hills, Morgan Street



DEMOLITION & REMEDIATION

Focus on the removal of blight and health hazards from our communities to preserve property values and quality of life and facilitate new development.

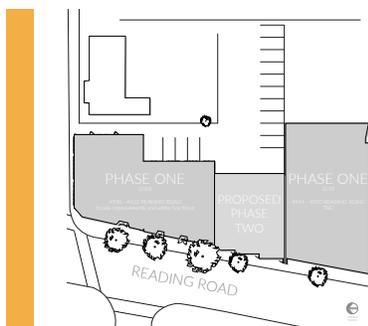
EXAMPLE: Moving Ohio Forward Demolition Program - St. Leger Apartments



INDUSTRIAL

Reposition and prepare 500 acres of underutilized industrial property into attractive parcels for next generation manufacturing expansion or relocation.

EXAMPLE: 2100 Section Road site



COMMERCIAL

Focus on revitalization of neighborhood business districts, historic commercial hubs and corridors, and attraction of new commercial enterprise to the region.

EXAMPLE: 4910-4930 Reading Road - Bond Hill Business District

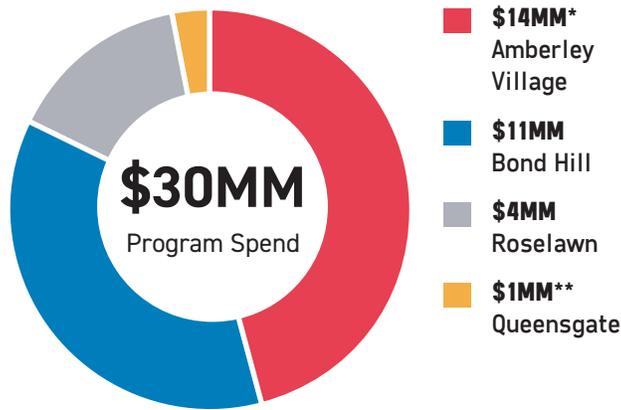


WHERE WE HAVE MADE INVESTMENT - THE PORT AND MANAGED ENTITIES

We work throughout Hamilton County, Ohio. From 2012-2017, we designated four neighborhoods for longer-term holistic redevelopment strategies — Bond Hill, Roselawn, Walnut Hills & Evanston.

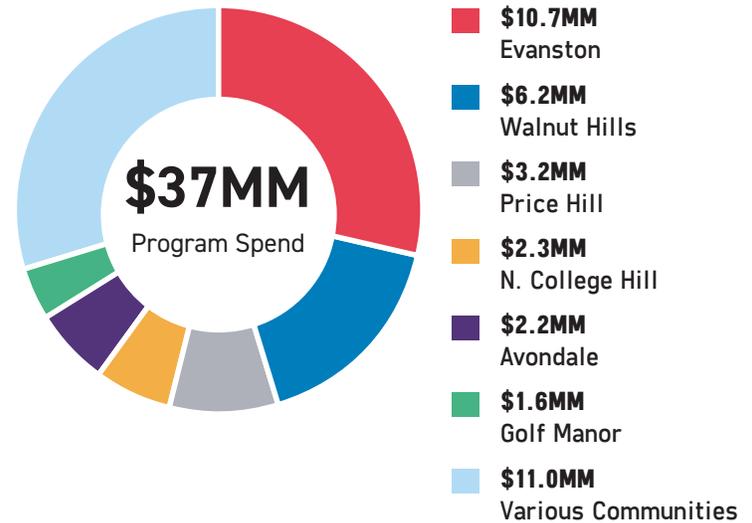
The Port Program Uses by Neighborhood

reflects places where we have made the largest investment in **commercial and industrial**.



The Landbank and HURC Program Uses by Neighborhood

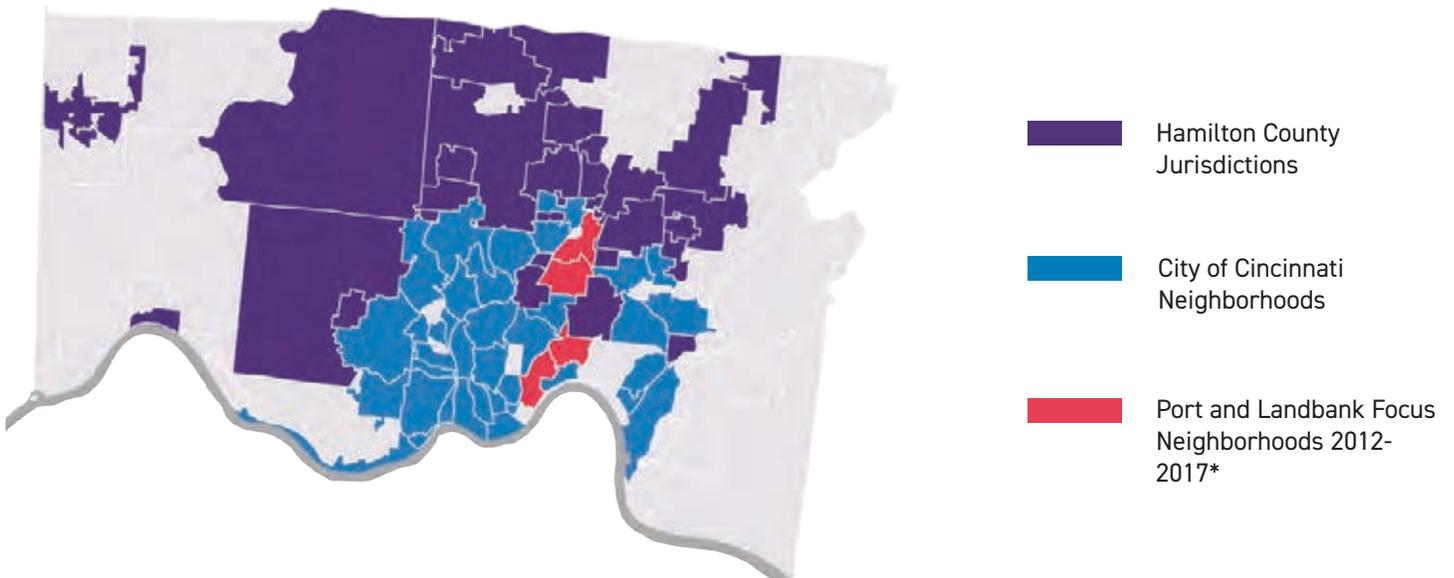
reflects places where we have made the largest investment in **housing**.



* \$7MM privately funded for site acquisition, which leveraged \$7MM in public grants & bond financing

** To be deployed

Hamilton County Jurisdictions and City of Cincinnati Neighborhoods Impacted by Our Work 2012-2017



* In 2018, The Port and Landbank added Avondale, Price Hill and the West End as focus neighborhoods.



EVANSTON - ONE NEIGHBORHOOD'S STORY

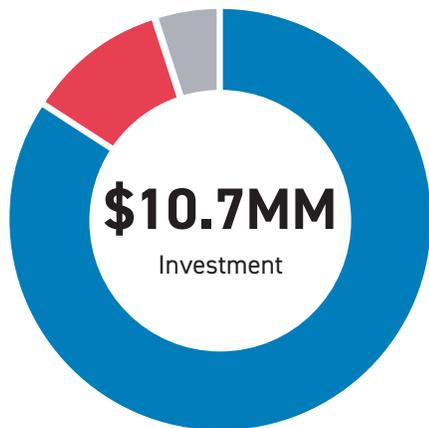


REACH Evanston new-build homes on St. Leger Place

Cincinnati's Evanston neighborhood demonstrates how a place-focused strategy with multi-pronged approach can accelerate revitalization. Evanston, among Cincinnati's neighborhoods hardest-hit by the housing foreclosure crisis, by 2012 had recorded no market home sale in nine years. The Port and Landbank began acquiring and rehabbing vacant single-family homes located near Walnut Hills High School. In less than five years, our real estate strategy has helped change the market dynamics in Evanston, attracting new residents, repopulating once-vacant homes, demolishing blighted properties, and attracting private investors who are buying Landbank-owned vacant lots to build new infill housing.

The Port and Landbank invested \$10.7 million in Evanston with the majority of funds going toward housing. About \$4 million in home sale proceeds have been invested into other projects.

Sources and Uses - Evanston



- \$ 9.4MM** Hamilton County Landbank ■ Residential
- \$.9MM** City of Cincinnati ■ Commercial
- \$.4MM** State of Ohio ■ Demolition

134

RESIDENTIAL BUILDINGS
+ LAND ACQUIRED IN
EVANSTON

27

HOMES REHABBED /
NEWLY BUILT THROUGH
HAMILTON COUNTY
LANDBANK'S REACH
EVANSTON



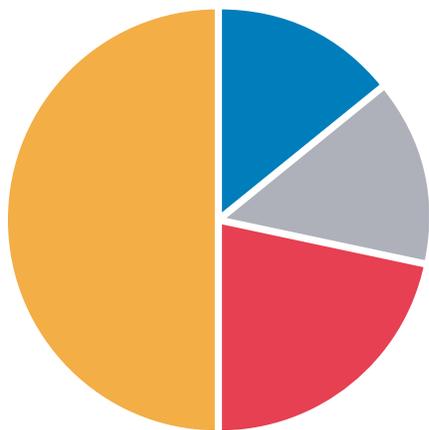
2100 SECTION ROAD - CASE STUDY FOR REDEVELOPMENT



A look at capital raised to reclaim the site of an idled manufacturing operation

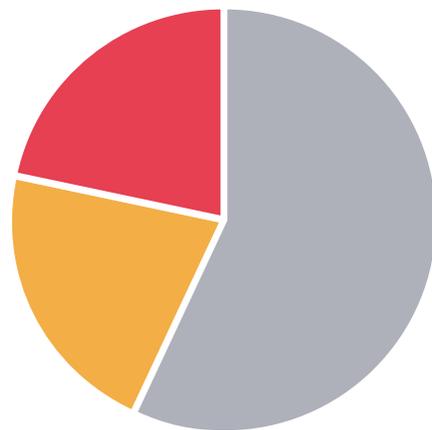
The foundation of The Port's Industrial Revitalization strategy is acquiring unproductive urban brownfield sites and improving them for future high-end industrial use. Unimproved, these sites still retain market value as they can be used for industrial storage, equipment staging or some other low-return activity. These charts reveal how The Port funded the acquisition, remediation, demolition and site preparation of our 2100 Section Road project – raising private “patient capital” for site acquisition and attracting state and local grants for project demolition and remediation. By acquiring the site in 2016, The Port prevented its piecemeal breakup and its continued decline in value and revenue generation.

Sources - 2100 Section Road



-  \$ 7MM Private Investors
-  \$ 3MM The Port
-  \$ 2MM State of Ohio
-  \$ 2MM Hamilton County

Uses - 2100 Section Road



-  \$ 8MM Site Acquisition
-  \$ 3MM Site Prep
-  \$ 3MM Demolition



THE PORT LEVERAGES ADDITIONAL SOURCES OF FUNDING ACROSS A DIVERSE SPECTRUM OF CAPITAL

"The Port has been held up by CDFA* as an exemplar DFA and one of the highest capacity organizations in the network."

- Aaron Seybert
Social Investment Officer
Kresge Foundation

*The development finance agency trade organization

In 2012-2017, The Port made meaningful advancements in leveraging the public funds under its stewardship by attracting external sources of capital and tapping in to a new development financing landscape where private investors and philanthropic organizations are making investment decisions with the goal of generating social impact. Case studies of projects where we have been able to attract funding through new partners aligned with our mission, such as Kresge Foundation, are found throughout this report.

CAPITAL FUNDING RAISED, 2012-2017

	Loan	Grant	Total
Government	\$2.5MM	\$62.7MM	\$65.2MM
Philanthropy	-	\$1.4MM	\$1.4MM
Impact Investment	\$15.8MM	-	\$15.8MM
The Port	\$2.5MM	-	\$2.5MM
TOTAL	\$20.8MM	\$64.1MM	\$84.9MM





INDUSTRIAL REVITALIZATION

THE PORT'S SHIFT FROM SITES TO STRATEGY

The availability of large, investment-ready manufacturing sites is critical to expanding and attracting businesses and good-paying jobs. Greater Cincinnati competes globally to attract these jobs, so it is important to have an inventory of sites where businesses can readily locate. From 2012-2017, The Port transitioned its legacy brownfield remediation and compliance expertise into a comprehensive program to redevelop 500 acres of underperforming industrial sites along key transportation corridors to attract manufacturing investment and create higher-wage, sustainable jobs. A principal advantage of The Port's prowess in urban industrial redevelopment is its strength in crafting successful public-private partnerships designed to leverage private capital and experience.



SITE READINESS



**ENVIRONMENTAL
STEWARDSHIP**

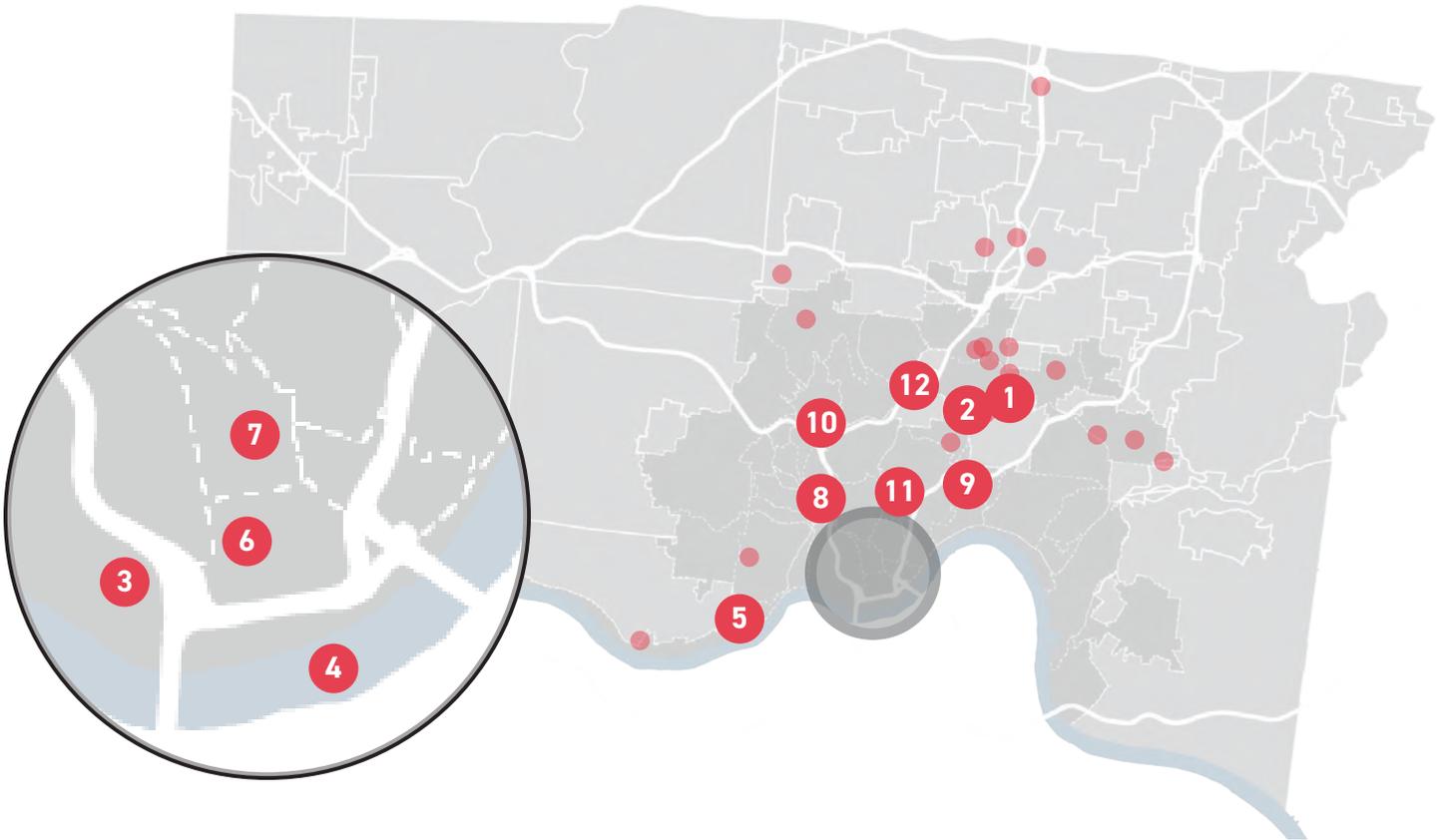


**THIRD-PARTY PROJECT
MANAGEMENT**



2012-2017

SELECT INDUSTRIAL PROJECTS



- 1** Amberley Village / 2100 Section Road
- 2** Bond Hill / 2250 Seymour Avenue
- 3** Queensgate / Former Hudepohl Brewery
- 4** Ports of Northern Kentucky and Cincinnati Redesignation
- Denotes additional projects 2012-2017

- 5** Riverside / Former Conrail Site
- 6** Central Business District / Former Shillito Building
- 7** Over-the-Rhine / Mercer Commons
- 8** Camp Washington / Former Kahn's / Sara Lee

- 9** Madisonville / Integra Life Sciences
- 10** Northside / The Gantry
- 11** Avondale / Gas Station Remediation
- 12** Lockland / Fmr Stearns & Foster



OUR PAST: BROWNFIELD CLEANUP

From 2001-2011, The Port was entrusted with the cleanup and reuse of contaminated sites known as brownfields. The Port obtained state and federal grant funding and administered it for demolition and site remediation. The Port carried out its brownfield mission in collaboration with affected Hamilton County communities and site owners. Through 2010, the Port created public-private partnerships on 11 projects. This work yielded 155 acres cleaned of contamination and prepared for new investment.

"The Urban Industrial Job Site Program is the latest example of The Port's commitment to creating project-ready sites that improve our region's competitiveness for business investment, strengthening our area as a true destination for industrial development."

Paul Brehm
Economic Development Director
City of Forest Park

BUILDING THE BUSINESS CASE FOR MANUFACTURING INVESTMENT

Beginning in 2013, The Port studied how it could leverage its expertise and expand its role in brownfield remediation and site repositioning. We benchmarked how other Midwestern cities were handling their transitions from being heavily dependent on industrial jobs to creating a diversified economy. We worked to understand what could yield the highest and best use from Hamilton County's idled or underutilized industrial and commercial sites. And, we learned our region must improve its regional property mix and increase our inventory of readily-developable sites to stay competitive.

Attracting manufacturing investment became a key part of our new strategy. Manufacturing advantages are significant:

- Each manufacturing job creates 1.5 jobs because of the effect from the supply chain;
- Manufacturing employs a disproportionate share of workers without a college degree;
- Average annual salary of manufacturing workers is \$65,000;
- Manufacturing inspires long-term improvement in standard of living.



This aligns with factors that are important to next-generation manufacturing operations considering a new site:

- 1. End-Users** - Prefer land controlled by a municipality or other public sector owner motivated to work with certainty toward a good outcome for the prospective user.
- 2. Speed to market** - Companies are making faster site location decisions. Eliminating uncertainty and delivering sites fully de-risked increases the likelihood of a relocation decision.
- 3. The move back to cities** - Businesses are choosing locations close to urban amenities and workforce. Hamilton County is predominately urban, which presents vast opportunities for redevelopment within the I-275 beltway.

OUR NEW STRATEGY: THE MANUFACTURING ECOSYSTEM

In 2015, The Port board adopted Industrial Revitalization as part of our strategic plan. This plan is broader than fixing one site. It strategically aligns with an entire manufacturing ecosystem that serves targeted industries and matches skill needs. Our program calls for catalytic investment in underperforming industrial sites. It encompasses a comprehensive process of site readiness – acquiring the sites, demolishing structures, preparing the site for a new industrial operation, and marketing the sites to qualified end users. The Port formed a new business operations team to create the investment profile and site ROI metrics based on our goal of maximizing good-paying jobs and tax return to the municipality from sites it acquires and redevelops.

OUR INDUSTRIAL INVESTMENT THEISIS:

500

ACRES OF DEVELOPABLE
SITES WILL YIELD

8,000

JOBS REPRESENTING

\$565MM

MILLION IN ANNUAL
PAYROLL



OUR PERFORMANCE MEASURES FOR INDUSTRIAL REVITALIZATION:

PRIVATE INVESTMENT

Raise private capital to create a fund to support site acquisition and redevelopment. Leverage private investment with public dollars critical for site remediation and preparation.

MULTIPLIER AFFECT

Each manufacturing job supports another 1.5 jobs due to the ripple effect through the manufacturing supply chain.

JOB

Set targets for jobs/acre and average salary.

RETURN ON PUBLIC INVESTMENT

Increase tax revenues generated by the project. Increase property value of the site surrounding the area. The goal is to recapture redevelopment costs through tax revenue within five years.

STRENGTHEN THE ECONOMIC BASE

Support shared regional economic development goals and industry clusters; target investment to geographic areas where there is already economic activity.

THE MANUFACTURING ECOSYSTEM

The Industrial Revitalization strategy of The Port is only one piece of the manufacturing ecosystem. In order for a manufacturing economy to thrive, workforce development and talent attraction are a must. The other pillars of the manufacturing ecosystem are led through other community partnerships, including the Cincinnati USA Regional Chamber and REDI Cincinnati. The collective success of the region is only possible through collaboration with these organizations and other economic development leaders.

A few ways The Port contributes to the regional ecosystem:

FOREIGN TRADE ZONE

The Port contributes to the manufacturing competitiveness of the region through our management of two Foreign Trade Zones (FTZ). FTZs play an important role in enhancing a company's ability to compete globally providing supply chain and tariff benefits and savings.

PORT REDESIGNATION

In 2015, the U.S. Army Corps of Engineers approved the expansion of the Cincinnati Port harbor to 226 miles. This project, led by The Port, required state, regional and federal support; ultimately elevating our region as an origin and destination for the movement of 43 million tons of goods for manufacturers and the supply chain.

SITE READINESS

One of the greatest challenges to the recruitment and retention of advanced manufacturing in Hamilton County is the lack of shovel-ready sites for expansion and new development. Investment in targeted industrial brownfield sites can create thousands of jobs, unlock millions in private investment and generate revenue back into the County.



BRINGING MANY TOOLS AND PARTNERS TOGETHER: TECHSOLVE II



ROSELAWN

TECHSOLVE II BUSINESS PARK

A blighted shopping center greeted cars at the busy intersection of Reading and Seymour for many years. This neighborhood gateway stood in stark contrast to the fully occupied TechSolve business park at Seymour and Paddock. Despite its locational advantages and the demand for business expansion space, this site sat nearly vacant and significantly blighted.

Today, after Port redevelopment into the 13-acre TechSolve II Business Park, only one acre remains available for sale. Jet Machine completed construction on its 100,000-square-foot facility on 8.5 acres in 2017. A new 26,000-square-foot spec industrial warehouse facility is complete and occupied and Port-led PACE financing has brought new life to an existing 25,000-square-foot facility. TechSolve II represents the transformation possible through a confluence of Port tools and expertise combined with municipal and private partnerships.

- 151,000 SF light manufacturing space
- Site supports 190 jobs
- 13 formerly underutilized acres at the mid-point of the City of Cincinnati are now redeveloped and nearing full occupancy

- Land assemblage by The Port and the Landbank with City of Cincinnati funding
- Due diligence - Phase 1 and 2 Environmental Site Assessments through US EPA Grant
- Demolition and sitework through Moving Ohio Forward grant and City of Cincinnati funding
- PACE financing for upgrades at 1682 Seymour Avenue
- Site marketing in conjunction with TechSolve and CBRE
- Duke Site Readiness Grant - \$400,000 to The Port for Bond Hill, Roselawn and Queensgate

Project Partners: The Port; City of Cincinnati; Hamilton County Landbank; TechSolve; CBRE; BH+R; Duke Energy; Kroger



2012-2017 PORT-OWNED INDUSTRIAL SITES: 2100 SECTION ROAD

56

ACRE SITE ACQUIRED IN
2016

700

JOB CREATION
ANTICIPATED

\$61.9MM

CAPITAL INVESTMENT
PROJECTED



AMBERLEY VILLAGE

56 ACRES AND NOW SHOVEL-READY

The Port purchased 2100 Section Road in mid-2016 and began the demolition of the 600,000 square foot obsolete manufacturing facility soon thereafter.

In addition to demolishing the building and rezoning a portion of the site, The Port's site development scope of work included:

- Geotechnical compaction
- FEMA floodplain correction
- Rerouting of stormwater infrastructure
- Installation of 5-acre detention basin
- FEMA map revisions
- Asbestos abatement - 26.41 tons
- Recycled metal – 3,745 tons recycled
- Concrete crushed for re-use – 21,438 tons
- Soil remediation – 548 tons remediated
- Contaminated water – 15,600 gallons removed
- GIBSON letters were removed and donated to Amberley Village

- Site is now being marketed for advanced manufacturing use – can accommodate up to 800,000 square feet

Engaging with Community: The Port conducted several public, community meetings early in the process to establish relationships, build trust, and ensure a positive development outcome for everyone. One end result of those meetings, was a request from the community for The Port to consider a modification of its original storm water utility design with a goal of keeping a tree-lined property buffer intact. The Port, in partnership with Amberley Village, agreed to alter the original open channel concept and install 72" pipes that would not only accommodate both storm runoff through the project site and for future development, but allow for protective screening for adjacent, residents and neighbors. Construction activities were scheduled to avoid site work on Jewish holidays. Work on Saturdays (Sabbath) was only allowed by permission.



2012-2017 PORT-OWNED INDUSTRIAL SITES: 2250 SEYMOUR AVENUE

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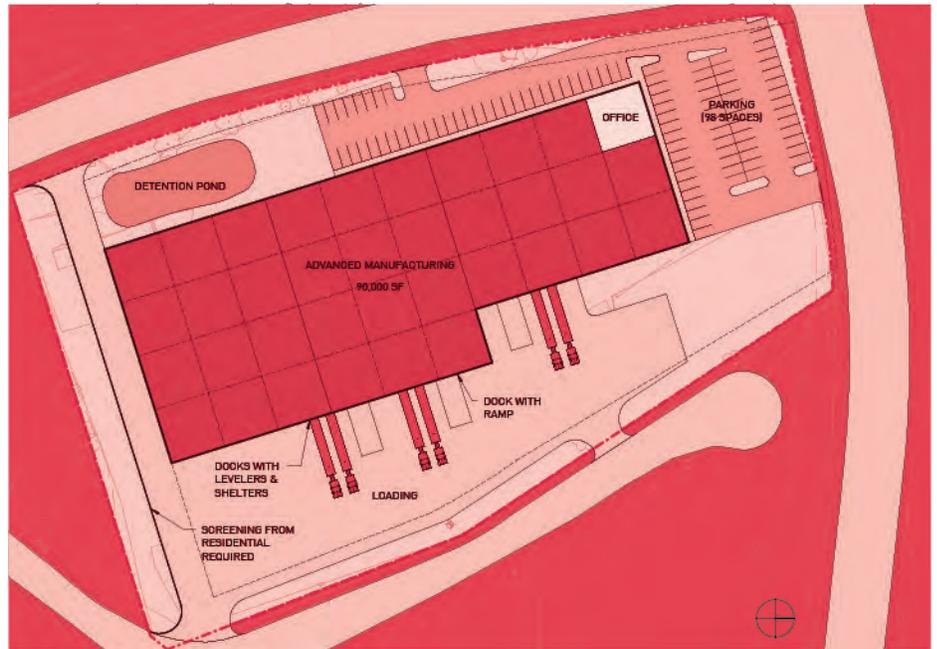
ACRE SITE ACQUIRED IN
2016

275

JOB CREATION
ANTICIPATED

\$20.6MM

CAPITAL INVESTMENT
PROJECTED



BOND HILL

ICONIC PROPERTY READY FOR NEW DEVELOPMENT

The Port purchased the Cincinnati Gardens property in 2016 as part of our land repositioning strategy. Total cost for site redevelopment is more than \$3 million, with funding primarily from the City of Cincinnati district tax increment financing and a state redevelopment grant.



CREDIT: BHDP Architecture

The Port's scope of work included:

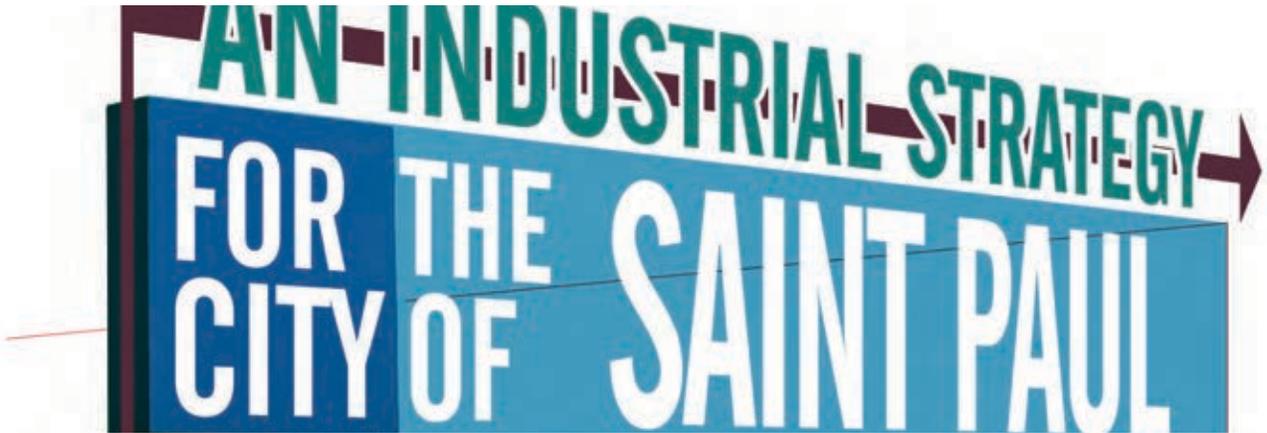
- Building demolition
- Asbestos abatement - 85 tons removed
- Recycled metal - 1,987 tons
- Concrete crushed for re-use - 10,048 tons
- 10,000-gallon underground storage tank - removed
- 6 bas reliefs - removed and donated with plans to repurpose
- CINCINNATI GARDENS historic porcelain letters - removed and donated to the American Sign Museum in Camp Washington
- 1,000+ venue seats - removed by Building Value, a non-profit Easterseals job-training program, and sold to the public



INDUSTRIAL REVITALIZATION

BENCHMARKING: AN INSTITUTIONAL APPROACH IN ST. PAUL

The Port studied other regions for insight in creating its Industrial Revitalization strategy.



CHALLENGE

St. Paul is losing industrially-zoned land to other encroaching uses that do not provide the extended benefits of manufacturing and industry.

STRATEGY

Protective zoning code

RECOMMENDATIONS

- Retain Industrially Zoned Land for Industrial Use with Limited Exceptions – to prevent industrial erosion
- Identify and Protect Critical Industrial Buffers – creation of buffers that physically separate industry from other uses
- Develop a Strategy for Older Industrial Districts – address districts that have less cohesive feel and a lack of identity
- Consider an Industrial Business Improvement District
- Undertake a Public Relations Campaign to Broaden the Discussion about Industrial Use
- Partner with Other Local Organizations to Advance the Conversation around Industrial Use
- Evolve cluster-specific strategies around real estate development
- Place greater emphasis on workforce development programs and partnerships

CONTINUED ON FOLLOWING PAGE



ST. PAUL REPORT EXCERPTS

“In light of the broad trend of industrial growth and its positive implications for the challenges facing the Twin Cities, **the role of lead industrial organizations, including the Saint Paul Port Authority, is more important now than ever.** Having served as an advocate for industry and a vehicle for industrial firms to succeed in Saint Paul for decades, **the process of re-imagining and modernizing the city’s economy requires the Port Authority to have a prominent voice.**”

“The Port Authority’s primary activity of converting brownfields into Business Centers that are home to large firms and thousands of jobs remains critical. These Business Centers have become an important part of the city’s economy, contributing nearly \$29 million in tax revenue and accounting for more than 17,000 jobs. **It is important not only that this land be protected, but that the city maximize its economic potential.**”

“Advantages of industrial activity can be seen clearly: **despite average salaries that are more than 15% higher than the rest of the city’s economy, accessibility to workers with a high school diploma or less is actually greater.** These figures highlight the importance of industrial activity in the current Saint Paul economy to not only maximize job creation, but to do so in a way that results in the type of high-quality jobs that can catalyze broad, equitable growth and in turn **play a role in reducing income inequality.**”

“Every industrial Business Center job yields roughly 1.6 additional jobs in the region; this is approximately 20 percent greater than the figure for all jobs in Business Centers and nearly 60 percent higher than the corresponding number for non-industrial jobs. Overall, this **indicates a significantly higher return on investment associated with industrial job creation,** with nearly 0.6 additional jobs derived from industrial employment as compared to non-industrial job creation.”

“A key principle that emerges from an examination of national trends is that **fiscally healthy cities must avoid becoming overly reliant on residential development.**”

“To estimate the impact of different activities on fiscal outcomes, costs and revenues in Saint Paul were analyzed.....we found that on average, **existing industrial activities generate significantly more in revenue than they consume in city services.** We estimate that industrial activity consumes only \$0.60 to \$0.70 in city services for every \$1.00 in revenue that it generates.”



RAISING PRIVATE CAPITAL TO FUND SITE ACQUISITION

“The Port has done a tremendous job exemplifying collaboration by engaging citizens, community and business on initiatives, getting their feedback and ideas and delivering results.”

- Amy Spiller, President, Duke Energy Ohio & Kentucky

To fund the acquisition and redevelopment of 500 acres, The Port recognized it would require an innovative approach to raise both public and private capital to invest in this work. The Port identified that private capital needed to be raised. In 2016, The Port created a Patient Capital Note Program – a new-to-market debt financing tool to raise private capital to support the public’s vision of social benefit. The investors in this impact investment program have agreed to trade social impact for financial return.

PATIENT CAPITAL RAISED 2012-2017

YEAR	AMOUNT RAISED	# NOTE HOLDERS
2016	\$ 7,325,000	7
2017	\$ 3,500,000	3
TOTAL	\$ 10,825,000	10

FUNDS LEVERAGED FROM PATIENT CAPITAL NOTE INVESTMENT 2012-2017

	FUNDS LEVERAGED	SOURCES
2100 Section Road	\$ 4,447,000	JobsOhio Hamilton County Amberley Village
2250 Seymour Avenue	\$ 2,522,219	JobsOhio City of Cincinnati



INDUSTRIAL REVITALIZATION

STUDY: DELOITTE - MANUFACTURING ATTRACTIVENESS OF CINCINNATI

As The Port invests millions in assembling and redeveloping sites, we decided we wanted to hear the good, bad and ugly about our region's "manufacturing attractiveness" from a national expert who could provide an independent, third-party assessment.

The Port, REDI Cincinnati, TechSolve and Cushman & Wakefield hired Darin Buelow, a Deloitte principal and nationally renowned real estate and site location expert, to evaluate Cincinnati for its manufacturing attractiveness. Deloitte:

1. Identified demand-side location factors that drive site location decisions in manufacturing;
2. Researched and reported on trends in urban manufacturing deployments;
3. Assessed strengths and potential drawbacks of Cincinnati from a manufacturing location perspective to help answer the question: "If we redevelop sites, will manufacturers come?"

We distributed the study results during a day-long series of media interviews, stakeholder events, and an evening panel presentation to stakeholders, regional economic development professionals and federal / state elected officials, manufacturing leaders and the commercial real estate community.

STUDY SUMMARY FINDINGS

- **Cincinnati has an advantage in the presence of industrial engineers, machinist and tool/die makers**, as well as a large supply of lower skilled production workers, giving the area a talent proposition to attract manufacturing deployments;
- A key driver of the evaluation process for manufacturing deployments is developable sites (adequate acreage free from wetlands issues and outside of 100 year flood plain, utilities present on site, free from environmental concerns, clear ownership of site, easily accessible for trucks, etc.) and **Cincinnati currently lacks suitable real estate options to entice most manufacturing operations;**
- Given Cincinnati's availability in key manufacturing skill sets and low/average cost in several talent segments, **an investment program to prepare site options would enhance its ability to attract manufacturing investment.**

"There is this thing that has been going on in manufacturing announcements and we think it's a new trend, urban manufacturing. Companies that are looking at infill and brownfield sites. Companies that aren't just going to the outskirts of town and going into a greenfield, former farmland property that is now an industrial park. This has a lot of relevance for Metro Cincinnati."

-- Darin Buelow, Deloitte



QUEENSGATE - CITY OF CINCINNATI

CASE STUDY: HUDEPOHL BREWERY BROWNFIELD SITE

The Port purchased the Hudepohl property in 2014, not as an immediate redevelopment prospect, but to act as an environmental fiduciary. We have delivered our technical expertise and grant / project management that allows us to create the safest and most cost-effective solution for blight abatement.

In its prime, the Hudepohl Brewery helped make Cincinnati a beer capital by producing top-selling Hudepohl beer for generations. The property, built in the 1900s, had been expanded and renovated several times to keep up with growing production needs. In 1987, with the beer industry in decline, the company closed the site. The six buildings, 17-story smokestack bearing the Hudepohl name, and 1.6 acres sat forgotten.

In May 2014, The Port stepped in, buying the property for \$400,000 and agreeing to assume responsibility for the cleanup. The Port has invested \$750,000 in stabilizing and securing the site. Concerned with the site's environmental condition, including a 30-foot debris pile that was co-mingled with asbestos, The Port requested assistance from U.S. Environmental Protection Agency (EPA) to conduct a removal evaluation. EPA completed the \$1,500,000 cleanup in 2018 with federal funds.



When the EPA was finished in Summer 2018, it had removed 4,450 tons of asbestos containing material - covering 0.75 acres - and 14,825 tons of co-mingled asbestos waste.

1860

YEAR BUILT, CONDEMNED BY THE CITY IN 2007

\$1.5MM

IN FEDERAL ASSISTANCE FOR ABATEMENT FROM US E.P.A.

\$2.2MM

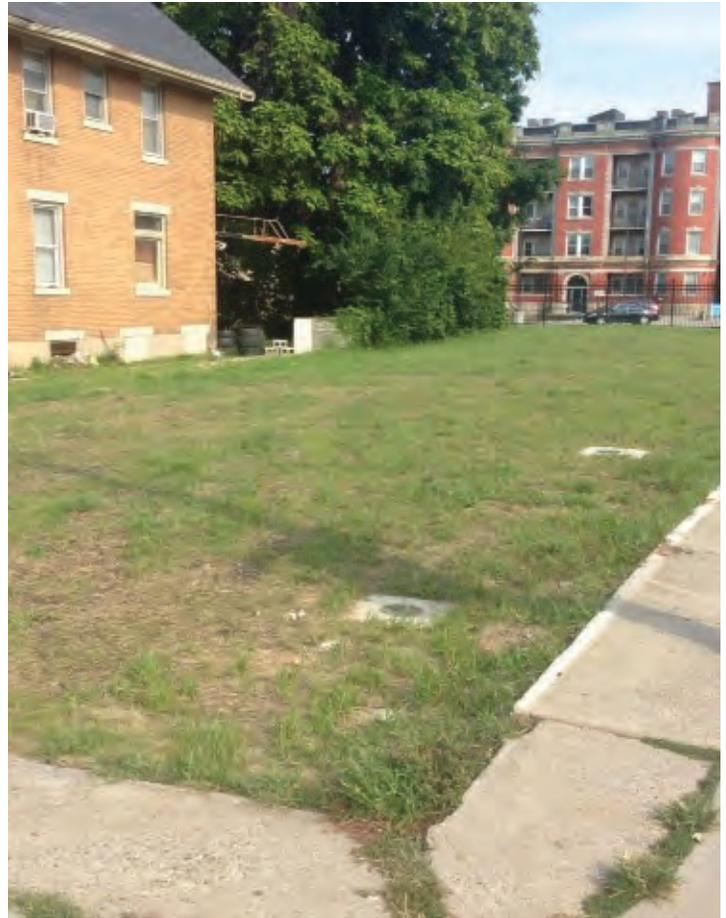
IN FUNDING FROM THE CITY OF CINCINNATI

10K

PEOPLE LIVE WITHIN ONE MILE OF THE SITE

4,450

TONS OF ASBESTOS CONTAINING MATERIAL



AVONDALE: 3449
Burnet Avenue
before and after
remediation with
grant funding
from the Ohio
Development
Services Agency.

IMPACT OF PROJECT MANAGEMENT

From 2012-2017, The Port:

- Completed three Clean Ohio brownfield site remediation projects under public-private partnership positively impacting 23.6 acres in Cincinnati and Hamilton County;
- Administered a \$1 million 2010 US EPA Brownfield Assessment Grant for 21 development sites located in Hamilton County;
- Secured and administered a \$100,000 Ohio Abandoned Gas Station Cleanup Grant for 3449 Burnet; utilizing the Ohio Petroleum Underground Storage Tank Release Compensation Board (PUSTRCB) funding for 3443 Burnet; remediation included removing five underground storage tanks;
- Successfully attracted the U.S. EPA to assist at The Port-owned Hudepohl site in Queensgate to clean up asbestos on a large contaminated debris pile that had been compromising air quality in the site's vicinity. This represents a \$1.5 million federal investment, and closed a financing gap for the building demolition.



2012-2017 INDUSTRIAL PROJECT MANAGEMENT

200 SHEPHERD AVENUE - LOCKLAND: This 5.955-acre site in Lockland was remediated by The Port in 2012 utilizing \$1.8 million in Clean Ohio funding. The site is currently being marketed by HCDC and the Village of Lockland for advanced manufacturing.



3241 SPRING GROVE AVENUE - CAMP WASHINGTON: Previously, the site of a meat processing plant that ceased operations in 2006, this 17-acre site is now going to become a light industrial park. The Port completed remediation and demolition work on this 17-acre site in 2013.



3443 / 3449 BURNET AVENUE - AVONDALE: These sites of former gas stations in Avondale are in remediation by The Port in order to prepare the properties for redevelopment. The Port is leading the demolition, tank system removal and soil remediation of 3449 Burnet with grant funding from the Ohio Development Services Agency.



105 WEST FOURTH STREET - CENTRAL BUSINESS DISTRICT: The Port was a development partner, utilizing \$750,000 in Clean Ohio funds for environmental services work and asbestos abatement. The revitalization of the 15-story, mostly vacant building was completed in 2012. The building now houses 88 apartments and a number of commercial tenants.





MESSAGE FROM FTZ 46+47 BOARD CHAIR, DAN TOBERGTE

Greater Cincinnati has many companies that participate in the global marketplace – importing and exporting goods and products to and from the region. The Foreign Trade Zone program was established to expedite and encourage foreign commerce in the U.S.

The Port manages the region’s two Foreign Trade Zones, (FTZ) No. 46 and No. 47, located in eight counties in Southwest Ohio and Northern Kentucky.

The Port has raised the profile of the FTZ program. It has become recognized as an important asset by Greater Cincinnati’s economic development advocates. Partnerships with key influencers include REDI Cincinnati, the European American Chamber of Commerce (EACC) Greater Cincinnati and NAIOP Commercial Real Estate Development Association.



Our goal is to make more companies aware of the FTZ program’s cost-saving benefits and value to a company’s bottom line. Our outreach through speaking opportunities and digital marketing is complemented by strategic partners who can convey our message to companies in the region and those considering locating here.

The FTZ program is a key asset for the region and our strong manufacturing and supply chain ecosystem. We are committed to sharing the program’s features and attracting more companies to participate in our FTZs.

~ Dan Tobergte, President of the Board of Directors, Greater Cincinnati Foreign Trade Zone, Inc.





NEIGHBORHOOD REVITALIZATION

HOLISTIC APPROACH TO RESTORING NEIGHBORHOODS AS PLACES OF OPPORTUNITY

Neighborhoods are the basic building blocks of cities. Many communities in Hamilton County have suffered from decades of disinvestment, blight, and vacancy, all of which was exacerbated in the wake of the 2007 foreclosure crisis.

Residents and other community stakeholders are keenly aware of the challenges facing their neighborhoods. Assembling the people and resources needed to drive lasting change requires sustained effort and strong partnerships focused on a community-driven vision.

The Port works in tandem with the Hamilton County Land Reutilization Corporation (Landbank) to focus on blighted, abandoned or foreclosed residential and commercial properties. Our reinvestment/stabilization is focused in neighborhoods with high to moderate vacancy, blight, high rates of foreclosure and other indicators of distress.

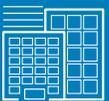
The Port leverages its many tools, including public finance, blight remediation, land-banking, residential and commercial redevelopment and small business lending. These tools are critical in supporting local initiatives and efforts to convert vacant, abandoned and tax delinquent land, and to put it back into productive use.



**LANDBANKING +
BLIGHT REMOVAL**



**HOUSING +
STABILIZATION**



**COMMERCIAL
STRATEGY**



MESSAGE FROM LANDBANK BOARD CHAIR, ROB GOERING

Bringing New Purpose to Vacant Properties

We have made significant strides through the Hamilton County Land Reutilization Corporation 'the Landbank' in reducing the number of vacant and uninhabitable structures in the County, restoring and redeveloping these properties to the benefit of our residents and communities. The Landbank was incorporated by the County Treasurer in October 2011 and The Port was contracted to manage the program in February 2012.

The Great Recession and foreclosure crisis left thousands of homes vacant and blighted throughout the County. Today, over 2,100 structures are identified as vacant and uninhabitable by the City of Cincinnati, and in Hamilton County, there are an estimated 41,000 vacant residential units. The mission of the Landbank is to return vacant, blighted properties to productive assets for our neighborhoods.

Landbank tools have been deployed county-wide to take possession of troubled properties, clear their titles, stabilize them and put them back to good use. We have maintained the goal of taking only vacant and abandoned property. Whether we have been able to rehab the properties or demolish them, we have focused on properties that can be turned around into a useful purpose, through sale or redevelopment.

In the six years since the Landbank was established, more than 1,100 properties have been removed from condemned or demolition status – becoming positive assets for their neighbors and communities. Dozens of historical homes and buildings have been stabilized and many commercial spaces are now home to businesses and jobs.

Because The Port manages the Landbank and has a holistic perspective for redevelopment in Hamilton County, we work with municipalities and neighborhoods through community development corporations (CDCs) to identify and acquire property in the public's interest. This approach ensures thoughtful, considerate development takes place.

I congratulate The Port for the positive impact the Landbank has had for our residents and in the neighborhoods of Hamilton County – it's more than impressive what we've achieved by making real estate work for all of us.

- Hamilton County Treasurer Robert Goering is President of the Hamilton County Land Reutilization Corporation.





2012-2017

LANDBANK BY THE NUMBERS

In 2011, the Hamilton County Land Reutilization Corporation was established and began an affiliation with The Port, which staffs and provides management services to the “Landbank,” working as a partnership to manage blighted property and create redevelopment opportunity.

From 2012-2017, the Landbank made significant progress in revitalizing distressed neighborhoods:

OWNED OR WORKED ON

1,138 Parcels

1,028

RESIDENTIAL

110

COMMERCIAL

DEMOLISHED OR FACILITATED DEMOLITION OF

976

BLIGHTED RESIDENTIAL PROPERTIES THROUGH TWO STATE GRANT PROGRAMS*

*Subrecipients included the City of Cincinnati and Colerain Township

STABILIZED / PRESERVED

120

PROPERTIES

DEPLOYED

\$9,347,459

TO RENOVATION, PRESERVATION, AND STABILIZATION PROGRAMS

SPENT

\$2,292,541

TO STABILIZE 15 HISTORIC STRUCTURES REPRESENTING 86,334 SQUARE FEET

CAUSED

512

PROPERTIES REMOVED FROM CONDEMNED OR DEMOLITION STATUS*

*through Landbank & Port-led demolition, stabilization, and rehab

GENERATED

\$5,791,000

THROUGH LAND SALES



LANDBANKING + BLIGHT REMOVAL:

- NIP / Moving Ohio Forward Demolition Programs
- Neighborhood-Based Development Partner Program
- Government Development Program
- Gardens and Greens
- Lot-to-Yard

LANDBANKING + BLIGHT REMOVAL

Blight and vacancy take a huge toll on municipal resources by causing increased code and nuisance abatement costs, coupled with declining property tax bases.

Research shows that areas surrounding vacant blighted properties had higher levels of drug activity, theft and violent crime, as compared to those without vacancy or blight. Such properties also cause millions of dollars in damage from fire, most caused by arson.

Throughout Hamilton County, it is estimated that there are a total of 41,000 vacant residential units. Here is what that kind of vacancy costs the City of Cincinnati in just one year — in FY2017, the City spent \$146,000 to barricade and \$1,558,000 to demolish vacant nuisance structures. The Hamilton County Landbank was created to relieve municipalities of the burdens associated with vacancy.

Demolition also correlates with decreasing mortgage-foreclosures, stabilization of surrounding property values and increased community safety.



LANDBANKING + BLIGHT REMOVAL

DEMOLITION PROGRAMS

Demolition by Numbers

From 2012-2017, the Hamilton County Landbank spent more than \$17 million allocated to Hamilton County from two state demolition grant and reimbursement programs. The Landbank and grant sub-recipients demolished 976 structures.

There is a wide variance in the cost to demolish properties. For example, testing for and removing asbestos can account for a sizeable portion of demolition costs. As another example, the Neighborhood Initiative Program allows for a \$1,200 maintenance fee, greening expense requirement and other costs.

In addition to demolishing single-family and multi-unit residential properties through the Hamilton County Landbank, The Port has led the demolition of commercial and industrial properties in alignment with a strategic redevelopment initiative, often at the request from neighborhood residents. In the case of Jack’s Carry Out in Evanston, concern over repeated crime occurring at this problem location was an impetus for its demolition. The Landbank later agreed to allow a community farm stand to operate on the site during summer months to make fresh produce available to Evanston residents.

DEMOLITIONS IN HAMILTON COUNTY 2012-2017

	MOVING OHIO FORWARD	NEIGHBORHOOD INITIATIVE PROGRAM	TOTAL
Within the City of Cincinnati	642	227	869
Within Hamilton County	83	24	107
TOTAL	725	251	976

DEMOLITION SPENDING 2012-2017

FUNDING SOURCE	AMOUNT
Moving Ohio Forward - State of Ohio	\$ 11,729,239
Neighborhood Initiative Program - State of Ohio	\$ 5,348,853
City of Cincinnati Grant Funding	\$ 3,825,262
TOTAL	\$ 20,903,354



LANDBANK TOOLS THAT REMOVE OBSTACLES TO REDEVELOPMENT



Clean, Marketable Title



Hold Property Tax-Free



Dedicated Funding Stream



Code Enforcement and Nuisance Abatement



Liability Shield



Non-profit Entity



DEMOLITION FACILITATES NEW SENIOR HOUSING IN ROSELAWN

ROSELAWN - ROSELAWN SENIOR APARTMENTS: The Port acquired this 3.1-acre parcel in 2014 through donation, including a vacant, blighted commercial structure that was preventing redevelopment of this prominent site on Losantiville Avenue. We remediated and demolished the structure before working with the Roselawn community to market the site. Roselawn Senior Apartments, a new 50-unit project, will provide affordable housing and also offer first-floor community space. Before the project's completion, there is a waiting list.





“In my 31 years with the City, **we have never found a better partner in code enforcement than the HCLRC (Landbank)**. Between the work of the Landbank and our own work, we have seen a 20% reduction in the number of vacated problem and condemned buildings.” (2,302 in 3/2015 to 1,841 in 9/2018)

Ed Cunningham, City of Cincinnati Department of Buildings and Inspection - Division Manager, Property Maintenance Code Enforcement



IMPACT OF BLIGHT

DRAIN ON MUNICIPALITIES: This property was abandoned in 2007. In the five years leading up to its demolition, 31 violations, visits, and calls to the City of Cincinnati were made. The City / Landbank partnership has reduced the number of problem buildings by 461 in over 3 years - they are no longer the fire and safety hazards and harborages of crime that depreciate property values.

VALUE OF NEARBY HOMES

Greater Ohio Policy Center assisted us with analyzing the positive impact of demolition on surrounding property values. We provided 386 property profiles to GOPC to create a model by which to calculate the preservation of property value.

EVERY
\$1.00
 SPENT ON DEMOLITION PRESERVED
\$2.60
 OF SURROUNDING HOME VALUE IN HAMILTON COUNTY



\$24.2MM
 OF SURROUNDING HOME VALUES WERE PRESERVED

Source and Methodology: GOPC calculated how much housing value was preserved by demolition of vacant and blighted buildings. This particular analysis required several different assumptions and relies on existing research (http://www.clevelandnp.org/wp-content/uploads/2016/10/DMetrics-CNP-rehabstudy-read_revised-forweb.pdf). GOPC put together an analysis with an appropriate methodology. This included coordination and conversation with the Landbank staff, background research, data collection and compilation, and final calculations.



LANDBANKING + BLIGHT REMOVAL

LANDBANKING + MAINTENANCE

By the close of 2017, the Landbank held 764 properties in its inventory. While we work to find responsible end users for every property, we clean up lots, cut grass, secure structures and take other necessary measures to maintain properties under our ownership.

PRICE HILL: This vacant lot at the corner of Warsaw and McPherson was acquired by the Landbank in 2016. In 2017, through a partnership with Keep Cincinnati Beautiful and People’s Liberty Grant recipient Ben Sloan, this underutilized space was transformed into Percussion Park. The space is now a welcoming area positioned to host community gatherings.

AMOUNT SPENT ON LAWN CARE AND MAINTENANCE 2012-2017

YEAR	TOTAL LAWN CARE + MAINTENANCE SPEND
2012	\$ 0
2013	\$ 38,000
2014	\$ 60,415
2015	\$ 128,621
2016	\$ 337,940
2017	\$ 449,080
TOTAL	\$ 1,014,056



CUF:
THE WETZEL FAMILY

Hans and Deqah Wetzel, CUF residents, acquired a vacant lot next to their property through the Landbank lot-to-yard program. They have since been able to brighten this part of their community and realize their dream of urban farming and raising chickens.

“Ownership is everything when it comes to having a beautiful neighborhood, and helping the owner occupiers control more of the land around them is the best way to start the revitalization process.”

Hans Wetzel, Fairview Resident

LANDBANKING + BLIGHT REMOVAL

PUTTING PROPERTIES BACK TO PRODUCTIVE USE

The Landbank’s success relies upon Hamilton County jurisdictions, neighborhood partners, and residents with a vision to renovate or repurpose real estate. We work to find end users and entities for properties to put them back to productive use. The activities of the Landbank include acquisition and disposition of property through donation, foreclosures in front of the Board of Revision, and of forfeited land.

Gardens + Greens

25

GARDENS + GREENS PROPERTIES SOLD

Transforms vacant lots into gardens or community green space. Any party interested in purchasing may apply. All applicants must be able to show a viable redevelopment project and the ability to maintain the property.

Lot-to-Yard

54

LOT-TO-YARD PROPERTIES SOLD

For owner-occupants interested in acquiring residential vacant land adjacent to their home. Purchasers are required to incorporate the vacant lot into their existing yard. The intent of the program is to reduce the number of blighted vacant lots and return those unproductive parcels to tax-generating status, while improving neighboring property values.



Single-Family Home Development Program

36

STRUCTURES SOLD FOR REHAB INTO SINGLE-FAMILY STRUCTURES

The single-family home development program returns vacant, underutilized, blighted residential properties to productive use, for sale to interested parties for redevelopment.



LOWER PRICE HILL:

Oyler House, Anchoring a Community of Change

In 2018, the Community Learning Center Institute opened its doors to Oyler House, a community center aimed to support Lower Price Hill residents in every aspect of life and community. The restored home that sat vacant for more than 17 years has emerged as a symbol of a new era for this riverfront community with a proud Urban Appalachian heritage.



EASTERSEALS YOUTHBUILD HOUSE ON THE MARKET

The Hamilton County Landbank helped Easterseals acquire the home in Evanston, which was rehabbed by the first cohort of YouthBuild apprentices. The training program helps youth who face barriers to academic and employment success, acquire construction skills and provide affordable housing throughout the country. With the help of the Hamilton County Landbank, Easterseals recently acquired another house in Evanston, and the second cohort of apprentices are already learning new skills and rehabbing the house into a home.



Over-the-Rhine building made productive, now affordable housing



“We appreciate the partnership, help and support we’ve received from the Landbank, Cincinnati Preservation Association and Cincinnati Preservation Collective in saving 1702 Central Parkway and restoring it into a home for five residents.”

Danny Klingler
Director of OTR A.D.O.P.T.

The Landbank acquired 1702 Central Parkway, a historic mixed-use building constructed in 1899, off the forfeited land list in 2013. The 115-year old property was transferred to OTR A.D.O.P.T. (Advancing Derelict and Obsolete Properties through Transfer), a nonprofit program that matches deteriorating historic buildings in Greater Cincinnati’s core, urban neighborhoods with new owners. Volunteers from the community and University of Cincinnati Preservation Action Network cleared the building of debris – removing trash and furniture as well as tearing out the old carpets.

The building, blocks from Findlay Market, was restored and rehabbed under the guidance of Danny Klingler, director of OTR A.D.O.P.T. Today, the nonprofit owns the building and is committed to keeping the five rental units at affordable prices of \$500 – \$600 per month.

“We want to provide housing for folks who may be working in the restaurants in Over-the-Rhine or teaching in our public schools,” said Klingler.



LANDBANKING + BLIGHT REMOVAL

PARTNERSHIP PROGRAMS

Government Development Program

This program uses the tools of the Landbank to assist and support local jurisdictions within Hamilton County in their own economic development projects and efforts. The Landbank does this by acquiring blighted properties on behalf of the government partner, clearing title, blight remediation, and reconveyance. Additionally, the Landbank leverages available grant programs and provides advice and information to local governments regarding solutions to abandoned and distressed properties.

92

PROPERTIES SOLD -
GOVERNMENT DEVELOPMENT
PROGRAM

19 Properties held for Local Government Partners as of 2017

Neighborhood-Based Development Partner Program

Under this program, Landbank activities consist primarily of acquisition and disposition of property, and providing general advice and information regarding solutions to abandoned and distressed properties. The Landbank works in cooperation with its neighborhood partners to review and approve sales of properties in their neighborhood to ensure alignment of development activity with the neighborhood's goals.

38

PROPERTIES SOLD -
NEIGHBORHOOD-BASED
DEVELOPMENT PARTNER
PROGRAM

93 Properties held for Community Partners as of 2017

REVENUE GENERATED THROUGH SUBSIDIZED LAND SOLD

YEAR	SALES PRICE	COST	SUBSIDY
2012	\$ 0	\$ 0	\$ 0
2013	\$ 0	\$ 0	\$ 0
2014	\$ 261,046	\$ 313,606	(\$ 52,560)
2015	\$ 1,280,347	\$ 1,758,269	(\$ 477,922)
2016	\$ 2,420,373	\$ 2,479,087	(\$ 58,714)
2017	\$ 1,830,190	\$ 2,847,211	(\$ 1,017,021)
TOTAL	\$ 5,791,956	\$ 7,398,173	(\$ 1,606,217)



Landbank acquires and holds Madisonville landmark while neighborhood fund-raises

“We have lost so many historic buildings over the years, we didn’t want to lose this one, too. We wouldn’t be here today if it was not for The Port.”

~Matt Strauss, MCURC Real Estate and Marketing Manager



Built in the 1870s, the Metz House was home to one of Madisonville’s most widely recognized and revered residents: Dr. Charles Metz. Called “Mr. Madisonville,” he helped established the Madisonville Fire Department and the Madisonville Library and Scientific Society. He served as town councilman, the first Director of Health and was a member of the school board. He also was the community’s physician, delivering more than 5,000 babies and caring for residents through horse-and-buggy house calls. But, he was best known for his archaeological work that helped document the lives of the Ohio and Miami Valley American Indians.



The Metz House has changed hands many times in recent years, serving as a coffee shop, funeral home, doctor’s office and then a mortgage company. The bank eventually took possession of the property. The Landbank acquired it for \$146,000 on behalf of the Madisonville Community Urban Redevelopment Corporation (MCURC). With funding from the City of Cincinnati, MCURC purchased the house from the Landbank for the same amount.



Renovation and restoration of the 4,100-square-foot property began in May 2018 with a budget of \$460,000. Grants from several banks and the Community Development Finance Fund have been secured but additional funds are still needed and fundraising is under way. MCURC plans to move its offices into the first floor in early 2019. The top floors will be rented to neighborhood entrepreneurs.



HOUSING AND STABILIZATION PROGRAMS:

- Rehab single-family homes through REACH and HURC
- Identify end users for restoration
- Stabilize structures through the Historic Structure Stabilization Program

HOUSING + STABILIZATION PROGRAMS

Studies show that, compared to demolition, rehab requires a higher subsidy upfront but it takes far fewer years to recoup those costs in tax revenue. The Port and managed organizations work to save structures from demolition in a number of ways. The REACH program takes a targeted approach to rehab of single-family homes, kick-starting investment through the rehab of multiple homes within a focused geographic area.

Homesteading and Urban Redevelopment Corporation (HURC) approaches rehabs in a targeted manner as well, but also rehabs scattered sites throughout the county. Through this program, the HURC acquires vacant, abandoned and foreclosed properties on otherwise stable streets, typically in low and moderate income areas. By purchasing and rehabbing what is often the worst house on the street, the HURC keeps the street from reaching a tipping point and helps to preserve the investment of other homeowners in the neighborhood.

The Landbank also stabilizes structures through the Historic Structure Stabilization Program, essentially mothballing iconic, important structures for the future. Finally, we work to match properties to end users with redevelopment plans aligned with community plans.



HOUSING + STABILIZATION PROGRAMS

SINGLE-FAMILY HOME REHAB (AND NEW-BUILD)

45

SINGLE-FAMILY HOMES REHABBED OR BUILT THROUGH REACH AND HURC

\$4.7MM

INCREASE IN PROPERTY VALUES ON REACH SALES

The REACH (Rehab Across Cincinnati & Hamilton County) program was developed to holistically implement full-neighborhood residential redevelopment based on the community’s input. REACH is one of several programs that The Port uses to foster enduring Hamilton County neighborhoods where families feel safe, have expanded employment opportunities and greater access to viable housing options.



REACH BRINGS NEW AND REHABBED HOMES: In 2016, we launched REACH in Walnut Hills. By the end of 2017, six new homes and three rehabbed homes in Walnut Hills had been completed and sold including these homes on Morgan Street.

Through REACH, our market-rate housing rehab program, and HURC (Homesteading and Urban Redevelopment Corporation) our affordable housing rehab program, our initial investments in a neighborhood are significantly subsidized. However, after several years of investment we will recover some of our investment. This investment is well worth the initial cost; we have seen surrounding home values increase as a result of our revitalization efforts.

The focus neighborhoods of Evanston and Walnut Hills are both success stories for our strategy. Both communities are now attracting private development, have stabilized housing markets and recovering business districts with interest from entrepreneurs because of our investment over the last six years.



BOND HILL: THE LIU FAMILY

Meet Alexis Liu. She and her family purchased a home rehabbed by HURC.

“I came to Bond Hill because I was looking for a centrally located affordable and historic community that would welcome my diverse family. Located at the midpoint of Cincinnati, Bond Hill was perfect for both my husband and me.”

Alexis Liu, Bond Hill Resident



MESSAGE FROM HURC BOARD CHAIR, JEANNE GOLLIHER

The Homesteading and Urban Redevelopment Corporation (HURC) is dedicated to improving the quality of housing stock and increasing affordable homeownership, providing a quality product with minimal overhead. The HURC is the regional contact for National Community Stabilization Trust, which facilitates access to national lenders working to resolve complex issues facing communities with foreclosed properties.



Our goal with HURC is to encourage home ownership by rehabbing vacant, blighted homes and selling them at affordable prices to individuals who may not have had the opportunity to own a home. HURC often invests in homes in neighborhoods that are on the upswing. This strategy provides even greater opportunity for our home owners to benefit from the appreciation of their home.

We know our approach is working by the number of homes we've redeveloped and brought into productive use and ownership by loving homeowners. With private investment from the Farmer Family Foundation, Greater Cincinnati Foundation, and Hubert Foundation, we hope to expand the program to provide housing affordability and ownership opportunities in our community.

-Jeanne Golliher, Chair, HURC Board of Directors





SPRING GROVE VILLAGE

HOUSE RESTORED INTO A HOME BY HURC



“The HURC did an amazing job with my house. I’m overjoyed to be a homeowner.”

Tyree Sherrer, Spring Grove Village Resident

The Tudor home on Chickering had a gaping hole in the roof and was so jam packed with boxes, papers and furniture that there were no visible signs of stairs to the second floor. The house, vacant and abandoned for nearly a decade, was brought to the HURC team’s attention by a neighbor who lived across the street, the former director of the Camp Washington Community Board.

When the contractor began to repair the hole in the roof, it became apparent that what was thought to be an attic was really a full second floor with stairs leading it up to it from the kitchen. Through the renovation, the HURC team was able to make the second floor a master suite with the addition of a new bathroom and large closet.

Tyree Sherrer attended an open house and brought her realtor back right away. She’s now a proud resident in Spring Grove Village. “The

HURC did an amazing job with my house, I fell in love with the kitchen and bathroom right away,” shared Sherrer. She’s met many of her neighbors and joined the community garden up the street. With all the counter space and cabinets in her new kitchen, she’s started cooking again – a true passion.

The HURC team chose to acquire this house because the neighborhood is on the upswing with new investment by private developers. The price and sale of the home on Chickering helped establish comps for existing homes in the neighborhood.

Sherrer recently graduated from Miami University, has a full time job and is proud to be a first time homeowner. Now, with more space in her new home, she can have her granddaughter visit and spend the night because the house has two bedrooms and two full bathrooms.



HOUSING + STABILIZATION PROGRAMS

HISTORIC STRUCTURE STABILIZATION

PRESERVING OUR LANDMARKS AND HERITAGE FOR REUSE AND REDEVELOPMENT

Hamilton County is home to hundreds of historic, vacant structures. Many of these buildings are integral to the fabric of our region. They contribute economic value and a sense of place to neighborhoods, but are often in danger of demolition through neglect.

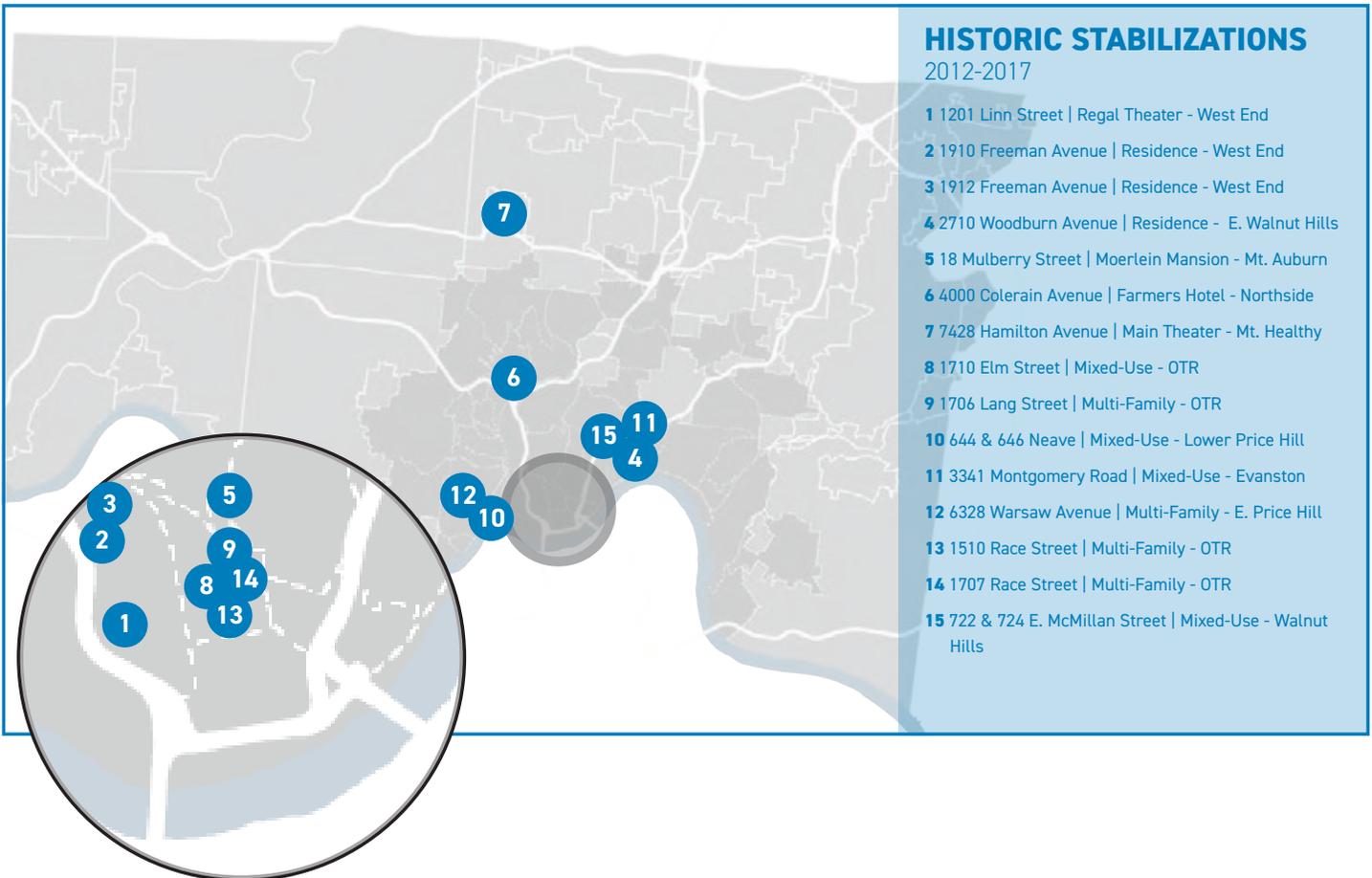
The Hamilton County Landbank’s Historic Structure Stabilization Program makes urgent repairs. An advisory board, made up of local preservationists and real estate professionals, assists The Port with prioritizing properties. The Landbank has dedicated funding for this program, and leverages that funding with other public funds and philanthropic grants.

15

HISTORIC STRUCTURES STABILIZED

\$2.3MM

IN FUNDING UTILIZED INCLUDING \$887K FROM THE CITY OF CINCINNATI





WEST END CASE STUDY: REGAL THEATER

For generations, the Regal Theater served as more than a place of entertainment in Cincinnati's historically black neighborhood, the West End. It was the community's cornerstone during tumultuous times. Built in 1914, it opened as the Casino Theater and later became a movie theater.

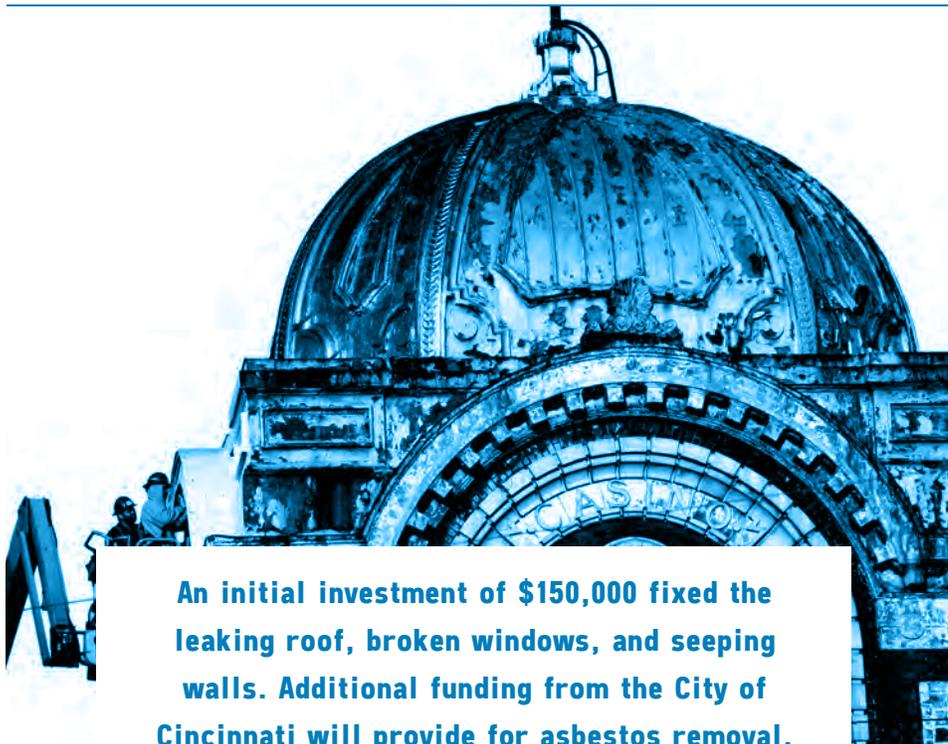
In operation for more than 80 years, the Regal began to struggle during the economic downturn in the 1990s, and closed in 1996. Abandoned, it suffered fast and dramatic decay, and by 2002, was named one of the city's top blighted properties.

In 2013, the Hamilton County Landbank tapped limited historic preservation funds to stabilize the building from further decline and imminent demolition. It was later acquired by the Landbank, which was steadily stabilizing other abandoned structures in the neighborhood.

In 2018, the West End became a new neighborhood of focus for The Port. The Port will serve as a significant financing partner on the FC Cincinnati stadium project, and also expects to make additional significant investment in housing and historic stabilization.

“It was where everyone went. You saw all your friends, and you could stay all day long if you wanted. The Regal gave the community a sense of community - a sense of belonging.”

West End resident Fannie Shaw



An initial investment of \$150,000 fixed the leaking roof, broken windows, and seeping walls. Additional funding from the City of Cincinnati will provide for asbestos removal.



OUR COMMERCIAL STRATEGY:

- Neighborhood Business District Revitalization
- Commercial Real Estate Revolving Loan Fund

143

COMMERCIAL PROPERTIES ACQUIRED (75.7 ACRES)

48

COMMERCIAL PROPERTIES SOLD (32 ACRES)

COMMERCIAL REVITALIZATION

Business districts in most disinvested neighborhoods struggle with buildings that are in need of repair and upgrade, often with low levels of commercial and retail activity and are often occupied by a variety of fast food operators, pawnshops and ultra-discount retailers. Smaller neighborhood-serving businesses struggle to survive.

Our neighborhood revitalization strategy encompasses building commercial corridors to complement residential development. Through our commercial strategy, we acquire, assemble, and remediate commercial structures and land to facilitate new businesses and the retention and expansion of commercial operations. We do this by unlocking access to capital and delivering development-ready sites so residents have the amenities they need from microenterprises and small businesses built by entrepreneurs in the neighborhood.

Research indicates that disinvested neighborhoods don't struggle from a lack of businesses. Rather, businesses in these neighborhoods suffer from a lack of knowledge, networks and capital. We believe that providing resources to support entrepreneurs is critical to the overall success of the neighborhood and building wealth creation for members of the community. Through our support of the Start:ME Program and the DREAM Loan Fund, we provide opportunities for small, women and minority entrepreneurs to succeed in Bond Hill, Roselawn, Walnut Hills, and Evanston.



COMMERCIAL REVITALIZATION

BOND HILL BUSINESS DISTRICT

The Port and its partners have worked with the Bond Hill community to create a plan to revitalize the business district. The Bond Hill Business District was identified as a number one priority in the BH+R Plan. Since 2015, The Port has acquired 15 group parcels (21 unique parcels) totaling 3.018 acres in the Bond Hill Business District. We have demolished 34,493 square feet of blighted commercial structures to make way for new development with the goal of attracting microenterprise and neighborhood-serving businesses.

The construction of our first development in Bond Hill kicked off in July 2018. The first phase consists of 5,500 square feet of retail space designed to house local businesses with a new surface parking lot.

Phase I of the Bond Hill Business District redevelopment includes:

- 4930-4922 Reading Road – Building renovations & façade improvements, marketing to attract new neighborhood-serving businesses
- 4914-4910 Reading Road – Building demolition, future parking.

“The City of Cincinnati and Mayor Cranley are investing \$1.85M to bring the Bond Hill community’s vision for a business district to life. We’re excited about this investment and the businesses and jobs it will bring to the community.”

Greg Koehler, Senior Economic Development Analyst, City of Cincinnati



“The Landbank is investing in neighborhoods where private individuals or developers are unwilling or uninterested in investing. The approach is strategic. The Landbank accumulates a critical mass of vacant, abandoned properties in these neighborhoods that need a jumpstart and then turns them around. You can see what’s happening now in Walnut Hills - that’s due to the early investments of The Port and the Landbank. Price Hill will have a similar story. By focusing on these neighborhoods, The Port is a catalyst for the neighborhood and then people want to live and work there.”

~Denise Driehaus, Hamilton County Commissioner





OUR FOCUS NEIGHBORHOODS:

- BOND HILL
- ROSELAWN
- EVANSTON
- WALNUT HILLS

NEW FOCUS NEIGHBORHOODS IN 2018:

- PRICE HILL
- AVONDALE
- WEST END

BRINGING ALL OF OUR TOOLS TOGETHER IN ONE PLACE TO CATALYZE INVESTMENT

FOCUS NEIGHBORHOODS

The Port has a unique ability to perform a wide range of acquisition, predevelopment, site work, remediation, contracting, financing, development and compliance activities in partnership with public and private development partners. We work to revitalize sites that would not otherwise be redeveloped by traditional developers or financed through conventional lending sources. We take an integrated approach to holistic neighborhood revitalization by investing in real estate that produces a synergy of uses and outcomes – for people, neighborhood services, job creation, and property value. In our focus neighborhoods, we work with the community to achieve their goals. We invest where the private market sees too much risk. We serve as the master developer and project manager of grants, blight abatement and property improvement programs and we continuously work to leverage public sources of funds with private and philanthropic dollars to maximize impact.



FOCUS NEIGHBORHOOD:

WALNUT HILLS

238

PROPERTIES IMPROVED

\$6.2MM

IN FUNDING UTILIZED

13

NEW SINGLE-FAMILY
HOMES

6

NEW STOREFRONTS

The Port has worked extensively with the Walnut Hills Redevelopment Foundation and The Model Group to acquire, assemble, and prepare sites for community-driven redevelopment in accordance with the Walnut Hills Plan. Since 2012, the work of The Port, the Hamilton County Landbank and HURC have impacted **238 properties on 30+ acres.**

We **demolished 29 blighted properties** and have facilitated the purchase of an additional 29 formerly blighted properties. Our efforts are **helping to bring 134 residential units** to the neighborhood, including 13 single-family homes and 121 units in multi-family developments.



SNAPSHOT OF WALNUT HILLS PROJECTS

Landbank Partnership with Walnut Hills Redevelopment Foundation Paves Way for Affordable Housing for Single Parents

SCHOLAR HOUSE: Walnut Hills has been a focus neighborhood for The Port since 2013. We have been working collaboratively and with input from the City of Cincinnati, Walnut Hills Community and Walnut Hills Redevelopment Foundation (WHRF). From transformative housing development to financing redevelopment of historic landmarks, we're excited to be a part of the momentum in this vibrant neighborhood.

The Cincinnati Scholar House will be adjacent to Trevarren Flats, home to new microenterprise businesses and residents, and near Paramount Square. All three projects involved the Hamilton County Landbank, WHRF and investment by The Port – revitalizing several blocks of real estate in the heart of Walnut Hills. The Landbank acquired six parcels of property on McMillan and consolidated them into a single parcel that was acquired by The Model Group for development into the Scholar House.

In 2014, Christ Church Cathedral joined Cincinnati Union Bethel and The Model Group in a partnership to develop and operate Cincinnati Scholar House, an affordable housing community designed to provide a stable living and learning environment for low-income single parents and their dependent children. The program is designed to fight poverty in two generations by providing support and services as single parents pursue a higher education degree and their children participate in preschool education and after school care.

Cincinnati Union Bethel, Christ Church Cathedral and The Model Group have worked closely with the WHRF, which has led to the growth of the phased redevelopment that is both positive and equitable for the neighborhood. Scholar House is expected to open in August 2019. The Port is proud to have played a critical supporting role in getting this project off the ground by acquiring and repositioning this real estate for our neighborhood and development partners to take it through to completion.



WINDSOR FLATS: Vacant since 2004, the historic Windsor School properties were converted into 92 market-rate apartments. The landmark consists of two old school buildings, plus an additional acre for new construction. Indianapolis-based Core Redevelopment is the developer. The Port was a partner in project financing, contributing its lease structure that created sales-tax exemption savings to the developer.



“If not for the support and help with the lease structure, the TIF rebate might have been more challenging to secure. The Port helps build credibility just with their involvement in the project, and that was important to us as newcomers.”

– Core Redevelopment



138

PROPERTIES IMPROVED

\$10.7MM

IN FUNDING UTILIZED

27

NEW SINGLE-FAMILY HOMES

FOCUS NEIGHBORHOOD:
EVANSTON



Hard-hit by the foreclosure crisis, Evanston is The Port's first neighborhood of focus and the first neighborhood we began acquiring vacant, blighted single-family homes and rehabbing and selling them through "REACH Evanston." We have rehabbed or built 27 homes in Evanston through REACH, and through the Landbank have impacted 138 properties, including the sale of 55 properties and the demolition of 30 blighted structures.



SNAPSHOT OF EVANSTON PROJECTS



REACH HOME REHAB: REACH started as a program to restart the homeowner market in Evanston, where there had not been a sale for nearly a decade. Since REACH began in 2013, homes on streets with REACH rehabs or new builds have on average sold for a price that is 36.5% higher than their 2008 value. Continuing our neighborhood revitalization and housing affordability strategies, Evanston HURC, a homesteading initiative, began fully rehabbing six vacant, severely blighted, single-family homes in August 2018. These homes will create homeownership opportunities for low- to moderate-income individuals and families. They will be listed on the MLS and marketed through a partnership with Catholic Charities Southwestern Ohio, which will provide information and support to eligible buyers.

“What we liked about Evanston was really the diversity. I’m from Toronto. My wife is from Los Angeles, and we really like the idea of living in a diverse neighborhood and being somewhere that’s up and coming. In fact, that’s how I grew up when I was a child, my parents moved into a developing community, and it really took off and it felt like it was a little bit close to home in that way.”

– Ryan Rahinel, REACH Evanston homeowner, University of Cincinnati, Lindner College of Business professor

“I have talked to the store owners and they are very happy about the changes they see. You can see people jogging now - that’s totally positive. They are running through the same areas where (The Port) is rebuilding the houses. You can see it on any given day. The change is positive through what you are doing in the neighborhood. As a police officer, I really appreciate the change.”

– Officer Perry Locke, District 2, Evanston Neighborhood Officer, Cincinnati Police Department



ST. LEGER APARTMENTS: The Port acquired the crime-ridden apartment complex through the Landbank and deployed \$537,939 in grant funding from Moving Ohio Forward for demolition. This paved the way for redevelopment of the 1.6 acre site by Model Group in partnership with the City of Cincinnati. St. Ambrose apartments opened in 2014.



FOCUS NEIGHBORHOODS:

BOND HILL + ROSELAWN

80

ACRES IMPROVED

\$15MM

IN FUNDING UTILIZED

23

ACRES REPOSITIONED
FOR INDUSTRIAL
REDEVELOPMENT

126K

SQUARE FEET NEW LIGHT
MANUFACTURING

The City of Cincinnati has made revitalization projects in Bond Hill and Roselawn a priority and provided capital funding for The Port's redevelopment work in these neighborhoods. The Port has leveraged public funds with grants and private capital, as well as impact investment. Through a variety of funding and development agreements centered on transforming these neighborhoods' disinvested properties, The Port has led acquisition and redevelopment of more than 80 acres.

The Port commissioned a market analysis of the Reading & Seymour corridor that provided data supporting the need for commercial and retail development. We attracted grant funding for neighborhood leadership capacity building, a new neighborhood plan, and a mile-long walking path. In a significant blight-removal effort, we have spent more than \$4 million demolishing underutilized properties and repositioning the sites for future development.



A SNAPSHOT OF BOND HILL AND ROSELAWN PROJECTS



Swift Park Shines in Redeveloped Bond Hill Business Park

SWIFT PARK: As The Port was redeveloping the 25 acre site for MidPoint Crossing, located in the Bond Hill-Roselawn corridor of Cincinnati, the community clearly voiced its vision for a new commercial hub with places to work, shop, eat, live and recreate – all within a walkable and connected environment. Swift Park, a landscaped, one-mile pedestrian path around the circumference of MidPoint Crossing, has helped set the foundation for this walkable development.

In order to incorporate the design, construction and landscaping of the one-mile walking path, The Port applied for, and received, a \$500,000 Capital Improvement award through a competitive project selection process, from the Ohio Department of Natural Resources in 2014.

Swift Park’s one-mile loop is ideal for walkers and runners. The trail features landscaped elements including a retention pond

complete with scenic overlook and awning. Dozens of trees line the trail including a shady area with benches. Place-making signs for MidPoint Crossing are featured prominently at the site’s 3 entrances alongside new landscaping elements.

MidPoint Crossing is a planned high-impact, mixed-use urban development designed to fulfill the City of Cincinnati’s need for job growth and enhancement of property values in key communities. The development replaced an unwieldy, blighted and obsolete shopping center. The site borders the Seymour Ave. and Reading Rd. intersection, a historically important crossroads of community commerce and social activity.

Swift Park was completed in 2016 and is now an integral recreation outlet for residents of Bond Hill and Roselawn and employees who work nearby.



FIRST PACE FINANCING: The City of Cincinnati, in partnership with The Port and the Greater Cincinnati Energy Alliance, established in 2014 the Cincinnati Energy Special Improvement District (ESID) to promote economic development through Property Assessed Clean Energy (PACE). The first PACE project in Cincinnati is a Port-owned industrial building in the TechSolve II business park in Roselawn. PACE financing was used to upgrade and modernize the property – a \$250,000 scope of work. Building upgrades included: new windows throughout with insulated tinted glass; additional exterior insulation to new Dens-glass wall sheathing; and a metal canopy on the front entrance. The building owner will recoup the cost of the upgrades through energy efficiency cost savings.



PUBLIC FINANCE PRACTICE

PUBLIC FINANCING FOR ECONOMIC DEVELOPMENT

As an Ohio Port Authority, we offer a unique toolset of development finance options for transformative developments in Hamilton County. Since 2012, our Public Finance Practice has continued to grow. We have expanded our practice by adding the Southwest Ohio Regional Bond Fund, PACE Financing and EB-5.

Through partnerships with foundations, both national and local, we now offer revolving loan funds for neighborhood business districts and launched a housing revolving loan fund this year, enhancing our neighborhood revitalization efforts. 2017 was a record year for the practice, and 2018 promises to bring even more growth.



**DEVELOPMENT FINANCE
TOOLS AND PROJECTS**



**REVOLVING LOAN
FUNDS**

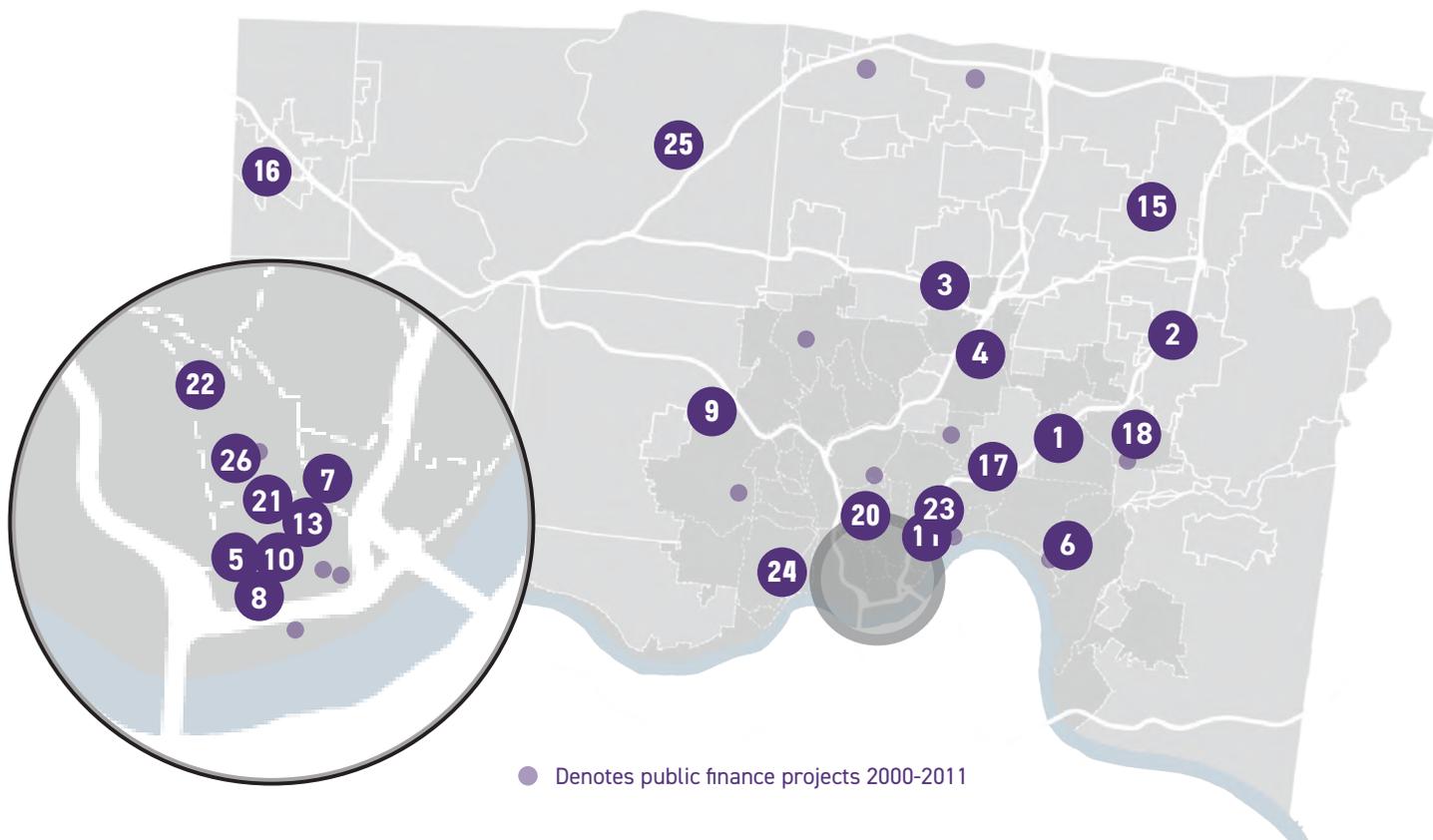


**DOWN PAYMENT
ASSISTANCE**



2012-2017

SELECTED PUBLIC FINANCE PROJECTS



- | | |
|---------------------------------|-------------------------------------|
| 1 Oakley Station | 16 JTM |
| 2 Kenwood Collection | 17 Keystone Hotel |
| 3 UC Health - Drake | 18 RBM Development - Summit Hotel |
| 4 1682 Seymour Avenue | 19 City of Fairfax Infrastructure |
| 5 Fifth and Race | 20 The Collegiate |
| 6 St. Ursula Villa | 21 Court and Walnut |
| 7 Alumni Lofts | 22 JobsCafe at Findlay Market |
| 8 City Club Apartments | 23 Paramount Square |
| 9 Colonial Village | 24 Nehemiah Manufacturing |
| 10 Fountain Square South Garage | 25 Rumpke Headquarters |
| 11 Windsor Flats | 26 Washington Park Garage Refinance |
| 12 3CDC TIF | |
| 13 8th and Sycamore | |
| 14 Neyer - PACE | |
| 15 Integrity Express Logistics | |

\$361.7MM

IN FINANCING ISSUED

INVESTING OVER

\$1.25B

IN SOUTHWESTERN OHIO

7,000+

JOBS CREATED / RETAINED THROUGH PUBLIC FINANCE PROJECTS



2012-2017

PUBLIC FINANCE PROJECTS

PUBLIC FINANCE PROJECTS 2012

PROJECT NAME	LOCAL JURISDICTION	TOTAL PORT FINANCING	FINANCING TYPE	ADDITIONAL PORT CONTRIBUTION IF APPLICABLE
Oakley Station	City of Cincinnati	\$ 6,835,000	TIF, Special Assessment	N/A
UC Health - Drake	City of Cincinnati	\$ 24,200,000	Economic Development Revenue Bonds (Conduit)	N/A
TOTAL 2012		\$31,035,000		

PUBLIC FINANCE PROJECTS 2013

PROJECT NAME	LOCAL JURISDICTION	TOTAL PORT FINANCING	FINANCING TYPE	ADDITIONAL PORT CONTRIBUTION IF APPLICABLE
1682 Seymour Avenue	City of Cincinnati	\$ 530,000	PACE	N/A
Fifth and Race - 84.51 Leveraged Lender	City of Cincinnati	\$ 15,100,000	Revenue & Improvement Bonds	N/A
Fifth and Race - 84.51	City of Cincinnati	\$ 21,000,000	Revenue & Improvement Bonds	N/A
St. Ursula Villa	City of Cincinnati	\$ 5,300,000	Bank Qualified Special Obligation Development Revenue Bonds	N/A
TOTAL 2013		\$ 41,930,000		

* Additional Port Contribution can include a Lease Agreement or Ownership Interest.



PUBLIC FINANCE PROJECTS 2014

PROJECT NAME	LOCAL JURISDICTION	TOTAL PORT FINANCING	FINANCING TYPE	ADDITIONAL PORT CONTRIBUTION IF APPLICABLE
Real Estate Acquisition Fund	City of Cincinnati	\$4,700,000	Taxable Bonds	N/A
Bond Hill Acquisitions	City of Cincinnati	\$2,000,000	Taxable Bonds	N/A
Fountain Square South Garage	City of Cincinnati	\$1,500,000	Taxable Bonds	N/A
TOTAL 2014		\$ 8,200,000		

PUBLIC FINANCE PROJECTS 2015

PROJECT NAME	LOCAL JURISDICTION	TOTAL PORT FINANCING	FINANCING TYPE	ADDITIONAL PORT CONTRIBUTION IF APPLICABLE
Alumni Lofts	City of Cincinnati	\$0	N/A	Lease Agreement
8th & Sycamore	City of Cincinnati	\$0	N/A	Lease Agreement
Windsor Flats	City of Cincinnati	\$0	Urban Redevelopment Loan	Lease Agreement
Colonial Village	City of Cincinnati	\$5,500,000	Taxable Bonds	N/A
309 Vine / City Club Apartments	City of Cincinnati	\$0	N/A	Lease Agreement
TOTAL 2015		\$ 5,500,000		

* Additional Port Contribution can include a Lease Agreement or Ownership Interest.



PUBLIC FINANCE PROJECTS 2016

PROJECT NAME	LOCAL JURISDICTION	TOTAL PORT FINANCING	FINANCING TYPE	ADDITIONAL PORT CONTRIBUTION IF APPLICABLE
Integrity Express Logistics	City of Blue Ash	\$0	N/A	Lease Agreement
Kenwood Collection	Sycamore Township	\$18,665,000	TIF Bonds	Master Lease Agreement
RBM Development Phase 2A	City of Cincinnati	\$65,315,000	Lease Bonds and TIF Bonds	Long-Term Lease
Blue Ash PACE	City of Blue Ash	\$0	PACE	N/A
Industrial Development Strategy - Former Gibson Greeting Card Site	Amberley Village	\$2,500,000	Non-Tax Revenue Bonds	Ownership Interest
Patient Capital Notes	City of Cincinnati	\$7,325,000	Economic Development Mortgage Revenue Bond Anticipation Notes	Ownership Interest
Keystone Hotel	City of Cincinnati	\$17,300,000	Lease Revenue Bonds	Lease Agreement
3CDC TIF Refinance	City of Cincinnati	\$7,550,000	TIF Revenue Bonds via Southwest Ohio Regional Bond Fund	N/A
JTM Freezer Lease	Harrison	\$0	Real Estate - Lease	Lease Agreement
JTM Production Facility Lease	Harrison	\$0	Real Estate - Lease	Lease Agreement
Cincinnati Neighborhood Commercial Real Estate Loan Fund	City of Cincinnati	\$0	Revolving Loan Fund	Lease Agreement
TOTAL 2016		\$ 118,655,000		

* Additional Port Contribution can include a Lease Agreement or Ownership Interest.



PUBLIC FINANCE PROJECTS 2017

PROJECT NAME	LOCAL JURISDICTION	TOTAL PORT FINANCING	FINANCING TYPE	ADDITIONAL PORT CONTRIBUTION IF APPLICABLE
Premier Health Care Management - Social Row	Washington Township	\$3,090,000	Taxable Development Bonds	N/A
Nehemiah Manufacturing	City of Cincinnati	\$0	Real Estate - Lease	Lease Agreement
Hematite RE I, Inc.	City of Englewood	\$4,375,000	Tax-exempt Development Revenue Bonds	Lease Agreement
Jobs Café	City of Cincinnati	\$0	Real Estate - Lease	Lease Agreement
Paramount Square	City of Cincinnati	\$0	Real Estate - Lease	Lease Agreement
Randall Residence at Yankee Trace	City of Centerville	\$5,500,000	Tax-exempt Development Revenue Bonds	N/A
Rumpke Headquarters	Colerain Township	\$24,000,000	Taxable Lease Revenue Bonds	Lease Agreement
The Collegiate	City of Cincinnati	\$85,592,546	Taxable Lease Revenue Bonds	N/A
Patient Capital Notes	City of Cincinnati	\$3,500,000	Economic Development Mortgage Revenue Bond Anticipation Notes	Ownership Interest
Fairfax Village Red Bank Infrastructure Project	City of Fairfax	\$7,035,000	TIF Refunding Revenue Bonds	N/A
Court and Walnut Development	City of Cincinnati	\$17,230,000	Parking Revenue Bonds, TIF Bonds, and Real Estate Lease	Lease Agreement

CONTINUED ON FOLLOWING PAGE


PUBLIC FINANCE PROJECTS 2017 (CONT'D)

PROJECT NAME	LOCAL JURISDICTION	TOTAL PORT FINANCING	FINANCING TYPE	ADDITIONAL PORT CONTRIBUTION IF APPLICABLE
Trevarren Flats Development Fitout	City of Cincinnati	\$535,000	DREAM Commercial Business District Revolving Loan Fund	N/A
Paramount Square Development Fitout	City of Cincinnati	\$500,000	DREAM Commercial Business District Revolving Loan Fund	N/A
Washington Park Garage Refinance	City of Cincinnati	\$5,100,000	Development Revenue Bonds	N/A
TOTAL 2017		\$ 156,457,546		
TOTAL 2012-2017		\$ 361,777,546		

* Additional Port Contribution can include a Lease Agreement or Ownership Interest.



ALUMNI LOFTS - PENDLETON



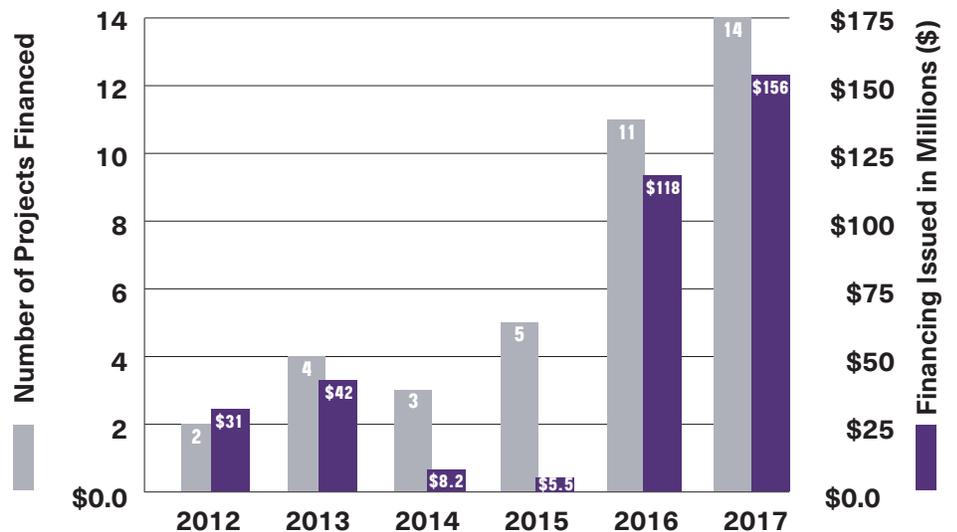
LEGACY PUBLIC FINANCE TOOLS

- Structured Lease
- Bond Fund
- EB-5
- Tax Increment Financing
- Special Assessments
- PACE
- 501(c)3 Bonds
- Industrial Revenue Bonds
- Exempt Facility Bonds

LEGACY DEVELOPMENT FINANCE TOOLS

The Port has evolved from financing public projects as a conduit issuer to assisting a wide variety of private, nonprofit and mixed-use downtown and neighborhood-anchoring developments.

Between the years of 2012 and 2017, our public finance practice has expanded; with the goal of best serving our region's development capital needs, by assisting and partnering with community, municipal and economic development partners.





LEGACY DEVELOPMENT FINANCE TOOLS

STRUCTURED LEASE

In lease financings, The Port’s tax-exempt status can be deployed to help developers and companies control costs of constructing a new building through sales tax exemption on the purchase of project building materials. As such, The Port’s ownership of the asset is a condition of using this incentive.



LOWER PRICE HILL NEHEMIAH MFG.

Nehemiah, a consumer products manufacturer, was built on the concept of profit with a purpose. The company helps a seemingly unemployable population, people with a criminal record or a history of drug abuse, find and keep jobs. The company outgrew its space and was operating from several locations throughout Greater Cincinnati. A search began for a place to consolidate operations in a location that was easily accessible to its workforce and the social services needed to support them.

The Port’s Board of Directors approved using our lease structure to assist in the development of a new 182,000 square foot facility for Nehemiah on a 7.7-acre site in Lower Price Hill. The Port’s financing is a portion of the overall incentives and assistance provided to the growing manufacturer by the City of Cincinnati, REDI Cincinnati and JobsOhio.

\$13MM

TOTAL PROJECT COST

126

JOBS CREATED / RETAINED

The environmental clean-up took a long time and so finally bringing this land to highest and most productive use is hugely beneficial to the neighborhood in providing jobs growth for the community.

The Port has been absolutely perfect to work with.”

- Richard Palmer, President, Nehemiah Manufacturing. “



LEGACY DEVELOPMENT FINANCE TOOLS

STRUCTURED LEASE (CONT'D)



OVER-THE-RHINE JOBS CAFE

Job Training a Key Component of Revitalization Near Historic Public Market - The Model Group is partnering with the Corporation for Findlay Market to preserve and revitalize eleven historic buildings adjacent to the market. The project will contribute 68 market rate apartments to this vibrant sector of Over-the-Rhine. It also has a significant social enterprise component. City Kitchen, a creation of Findlay Kitchen and City Link, will create a more-inclusive entrepreneurial ecosystem through training local workers for jobs in the restaurant industry — filling critical skills gap in the local food economy. The Port's contribution to the project funding is through its Capital Lease program.



CITY OF HARRISON JTM FOOD GROUP

The Port entered into capital lease agreements in 2016 with this growing private company to help expand production with a new \$26MM manufacturing facility in Harrison, Ohio, including a commercial freezer facility. The Port's Public Finance team was brought in to help with JTM's development needs by REDI Cincinnati.

\$55MM

TOTAL PROJECT COST

484

JOBS CREATED / RETAINED

“As a family owned and operated company for over 30 years, there were many factors involved in our decision to expand our production and distribution facility. **The cooperation and support we received from the City of Harrison, REDI Cincinnati, The Port, HCDC, Inc. and JobsOhio helped make our expansion and the creation of new jobs possible.**

Tony Maas, President, JTM Food Group



LEGACY DEVELOPMENT FINANCE TOOLS

PORT FINANCING

The Port's public finance program provides innovative financing options tailored to the distinct needs of a project and its development entity. With strong public finance and policy practice, The Port has broad development-related powers under state law that enable our strategic participation in tax-exempt bonds, EB-5 financing, tax increment financing and special assessment debt, conduit bond financing, lease bond structures and property assessed clean energy financing.



CENTRAL BUSINESS DISTRICT

COURT AND WALNUT DEVELOPMENT

The Port is supporting this mixed-use, 18-story development that replaces a parking lot at the corner of Court and Walnut Streets in the Central Business District (CBD). The joint development among Kroger Co., North American Properties, NorthPointe Group, Rookwood Properties and 3CDC brings a new grocery store, 139 residential units and 560-space garage to the CBD. The Port supports the development with several public finance tools by issuing \$6.83 million in tax-exempt Tax Increment Finance (TIF) Bonds and \$10.4 million tax-exempt Development Revenue Bonds for the parking garage. The Port also helped reduce construction cost for the grocery and apartment components by abating sales tax on building materials through Structured Lease arrangements with Kroger and CW Joint Ventures, LLC.

\$90MM

TOTAL PROJECT COST

\$17MM

IN PORT FINANCING



LEGACY DEVELOPMENT FINANCE TOOLS

PORT FINANCING (CONT'D)

“We appreciate The Port’s involvement. It’s been a very successful project for us. We could not have gotten off the ground without The Port’s involvement on the front end.”

Steve Dragon, Vice President - Vandercar Holdings



\$250MM

TOTAL PROJECT COST

1,767

JOBS CREATED

OAKLEY STATION

This thriving mixed use development on more than 70 acres formerly housed 1.5 million square feet of dormant buildings. Many partners, including the City of Cincinnati, The Port and Vandercar Holdings, worked to bring this real estate into the bustling center of connected residential, retail, entertainment and office space with street and parking infrastructure that we see today.

The City of Cincinnati secured funding to aid in the demolition and remediation of multiple portions of the project through the State of Ohio’s Clean Ohio program. The City also

established a tax increment financing district covering the 73-acre site, in order to finance the project.

The Port’s Public Finance practice issued \$6.8 million in TIF and Special Assessment bonds, which paid for the construction of new and improved street infrastructure and storm and sanitary sewers. The project’s use of TIF was successful in stimulating additional investment.

The Oakley Station redevelopment is a best practice example of the effects of a public-private collaborative partnership that uses a “toolkit” approach to stimulate cleanup and redevelopment of brownfield sites.



\$25MM

TOTAL PROJECT COST

200

JOBS RETAINED

**COLERAIN TOWNSHIP
RUMPKE HEADQUARTERS**

Rumpke Waste & Recycling is building a new three-story corporate headquarters on a 53 acre site at the corner of Struble Road and Colerain Avenue in Colerain Township. Construction on the \$20 million, 74,000 square foot facility began in September 2017.

The Port's Board of Directors approved a capital lease agreement up to \$24 million for Rumpke in 2017 to offset some construction costs for the development. The project will maintain 200 jobs in Colerain Township where Rumpke is the largest employer and has had its headquarters since 1945.

The building's design exemplifies Rumpke's focus on the future, aligning with the company's

emphasis on technology, innovation and complete environmental solutions. The new facility incorporates recyclable materials, energy conservation systems and a unique recycling system. Up to 70 construction contractors are working on the site on a daily basis under the guidance of Miller Valentine.

The development includes a 250-space parking lot, new maintenance facility, newly constructed roadway, outdoor trails and over 300,000 square feet for future industrial facilities in Colerain Township.

Rumpke plans to move its corporate employees from six separate buildings into the new headquarters in 2019.

"We appreciate the (Port) Authority's review and decision to support the project. It further sets the stage for partnerships with other great Ohio companies to complete the project. In doing so, we will secure jobs and help drive Ohio's economy."

Amanda Pratt, Rumpke Director of Corporate Communications



REVOLVING LOAN FUNDS

- Commercial Real Estate Revolving Loan Fund (Neighborhood Business Districts)
- Housing Loan Fund

REVOLVING LOAN FUNDS

“A revolving loan fund (RLF) is a gap financing measure primarily used for development and expansion of small businesses. It is a self-replenishing pool of money, utilizing interest and principal payments on old loans to issue new ones.” - Council for Development Finance Agencies (CDFA)

The Port launched its first Revolving Loan Fund in 2016 in partnership with the Kresge Foundation, targeting a gap in financing for microenterprises related to the fitout of a new storefront. That loan fund, the **DREAM Commercial Real Estate Revolving Loan Fund**, issued its first two loans in 2017 by funding part of the build-out of six new storefronts in Walnut Hills’ McMillan Street Business District.

ABOVE: Business owners of storefronts funded through the DREAM Loan Fund. From left to right, Mortar co-founders Derek Braziel, William Thomas and Allen Woods; Brent Gallaher of Caffé Vivacce; and, Matt Cuff of Just Q’In.

RIGHT: Laura Brunner, Port President and CEO, with Ellen Katz, Greater Cincinnati Foundation President and CEO, announcing the establishment of a Housing Revitalization Loan Fund.



In 2018, The Port, in partnership with the Greater Cincinnati Foundation, launched a **Housing Revitalization Loan Fund** to rehab foreclosed, vacant residential properties into homes ready for sale.



REVOLVING LOAN FUNDS

DREAM COMMERCIAL REAL ESTATE REVOLVING LOAN FUND

The DREAM Loan Fund (Driving Real Estate to Accelerate Microenterprise) focuses on revitalizing neighborhood business districts and minimizing barriers for neighborhood entrepreneurs. DREAM was born out of a partnership with The Kresge Foundation. The fund targets neighborhood business districts as part of our Vision 2022 strategy, which aims to comprehensively revitalize disinvested focus neighborhoods. Our Neighborhood Revitalization Strategy focuses on acquisition and rehabilitation of blighted residential properties in conjunction with redevelopment of neighborhood commercial districts with place-based, neighborhood-serving retail, arts and culture, and microenterprise businesses.

“This venture would be tough without support, especially the support of The Port. They could’ve placed their dollars elsewhere, but they chose to trust in us and our vision.”

Brian Jackson, Founder and CEO, Esoteric Brewery

WALNUT HILLS

TREVARREN FLATS & PARAMOUNT SQUARE

In 2017, The Port made its first loans from the fund, in two projects both located in Cincinnati’s Walnut Hills neighborhood. These projects are located within the neighborhood’s McMillan Street business district. Within this long-disinvested commercial corridor, Walnut Hills leadership recently said it expects the corridor to attract \$40 million in new investment this year. The Port’s loans through the DREAM Commercial Real Estate Loan Fund have been used toward the hard costs associated with the buildout of storefronts for six small and microenterprise tenants new to Walnut Hills.

The Commercial Real Estate Loan Fund program is helping to break down barriers for entrepreneurs who are setting up local operations. This first of its kind impact investment in a development finance agency is designed to drive urban revitalization and serve disinvested communities. The first two loans made from the fund have already made significant impacts through two transformational projects in Walnut Hills. These projects will create 72 new jobs and bring over \$17 million in investment to the McMillan Street business district.



DOWN PAYMENT ASSISTANCE

- Communities First Down Payment Assistance Program

DOWN PAYMENT ASSISTANCE

Established by The Port in 2015, Communities First provides competitive mortgage financing, down payment and closing cost assistance to eligible mortgagors using FHA and other programs. The down payment and closing cost assistance is in the form of a grant to the borrower. The Port has helped over 2,500 individuals and families open the doors to an affordable place to live with FHA, VA, USDA and conventional mortgage loans. The Port established Communities First to increase affordable housing opportunities to low and moderate income individuals.

2,250+

INDIVIDUALS / FAMILIES ASSISTED

\$280,000,000+

IN LOAN VOLUME

In 2017, Communities First expanded assistance to qualified lower income homebuyers, increasing available subsidy assistance for homebuyers below 80 percent and 50 percent AMI. We also launched a dedicated Communities First website - communitiesfirstohio.com - to better inform homebuyers throughout the State of Ohio of the opportunities available through this program.



309 VINE - CITY CLUB APARTMENTS



ECONOMIC INCLUSION

A CORE VALUE INFUSED INTO EVERYTHING WE DO

The Port's work through its three strategies of industrial revitalization, neighborhood revitalization and public finance involves many partners and a collaborative effort to achieve a shared vision of prosperity. Economic inclusion is a priority for The Port and our managed organizations, the Landbank and HURC. We empower entrepreneurs through our work with them, helping them grow, generate jobs, build the tax base and provide opportunities for wealth creation in all segments of our society.



ECONOMIC INCLUSION

HELPING BUSINESSES GROW

We set ambitious goals for our spending with minority business enterprises (MBEs), women business enterprises (WBEs) and small business enterprises (SBEs), benchmarking our results annually. All of our employees keep our aspirational goals top of mind when contracting and procurement opportunities exist.

Since 2012, The Port and Landbank have spent 22 percent with MBEs, 15 percent with WBEs and 40 percent with SBEs. Because of our economic inclusion efforts, many of the businesses who work with us have been able to grow their operations, add employees and contribute to the prosperity of the residents of Hamilton County.



“[The Port’s] investment creates jobs at businesses like mine, which also impacts the communities where our employees live.”

John Moore, Owner - Moore Air

“The Port invests in transformative work in our neighborhoods and vacant buildings. The Port took a risk on us with the REACH Program. We’ve grown with them, adding 11 employees with an average salary of \$46,000 in our organization with benefits. Our employees are 70 percent African American males and 60 percent of them are residents of the city of Cincinnati. Our work with The Port has been transformative for real estate, also for communities, but more importantly, the individuals, constituents, and citizens who live in Hamilton County.”

- John Moore, Owner - Moore Air



“The Port truly does a great service in the community. I’ve been working with them for about two years. I’ve been able to grow my own business from two employees to ten employees. As people in the neighborhood see where we’re working, we can help them by giving them jobs to work on the projects we’re doing. We’ve been able to take some of the worst houses in the city and turn them into houses that people are proud to live in, neighbors are proud to be a part of their community.”

Eric Hunn, Owner - Hunn Construction



27

INDIVIDUALS WHO COMPLETED LAWN LIFE PROGRAM SECURED FULL OR PART-TIME EMPLOYMENT

LAWN LIFE PROVIDES JOB SKILLS TRAINING ON REACH HOMES

Lawn Life is a non-profit social enterprise that gives disconnected youth and young adults the opportunity to gain skills and work experiences, while providing under-resourced communities with affordable landscaping and home repair services. REACH Evanston contracted Lawn Life to clean-out and/or maintain more than 30 homes in the Evanston community with 11 of

the individual youth and young adults hired by Lawn Life coming directly from the Evanston community.

Of the individuals who completed the Lawn Life program, 19 secured full-time employment within 12 months and eight secured part-time positions and 4 remained employed with Lawn Life into 2015.



THE PORT

Making Real Estate Work

3 East Fourth Street, Suite 300
Cincinnati, Ohio 45202

www.CincinnatiPort.org

