

SEPTEMBER 29, 2020

UPTOWN ECONOMIC INCLUSION INITIATIVE



UPTOWN
CONSORTIUM, INC.

AGENDA



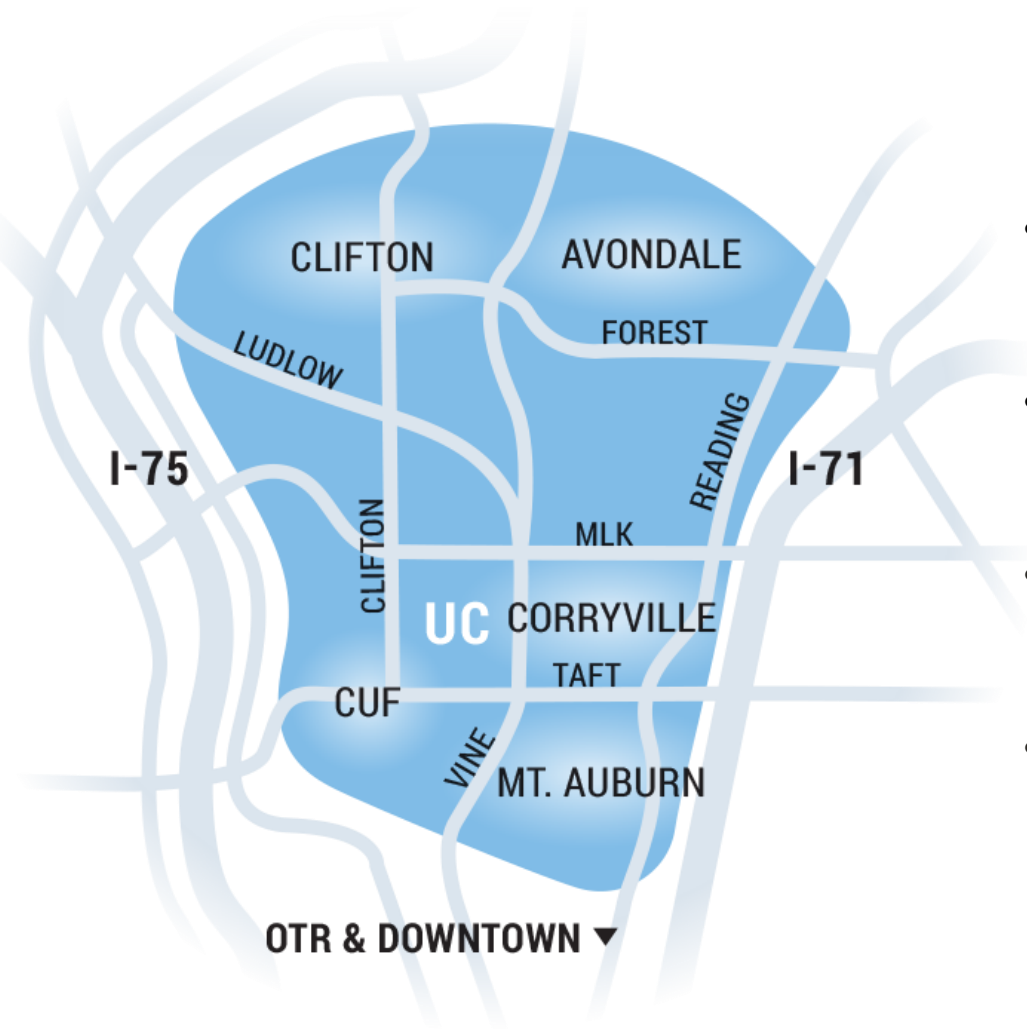
- Overview of Uptown Cincinnati & Economic Inclusion Initiative
- Overview of WEB Ventures, LLC Role
- Overview of Terrex Development & Construction Role
- Wrap Up Discussion & Key Takeaways

UPTOWN CONSORTIUM, INC.

BETH ROBINSON, PRESIDENT & CEO



UPTOWN CINCINNATI



- Uptown is located one mile north of downtown Cincinnati
- Home to 45,000 residents in 5 urban neighborhoods
- Home to 4 of the region's top 6 employers
- More than 800 businesses are located in Uptown

UPTOWN CINCINNATI

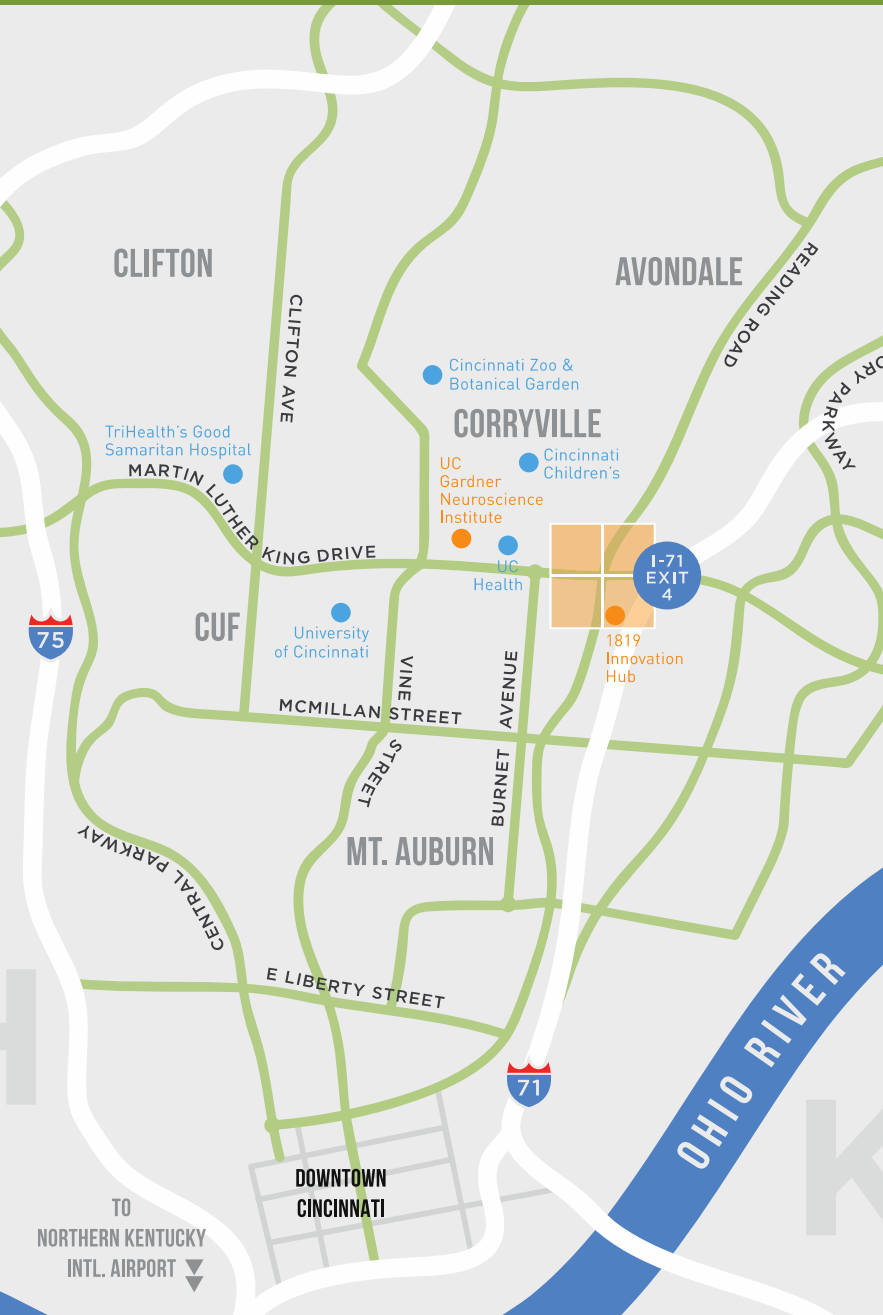


Uptown Consortium, Inc. (UCI) is dedicated to the long term sustainability and growth of Uptown Cincinnati's five core neighborhoods: Avondale, Clifton, Corryville, University Heights (CUF) and Mt. Auburn.

*Uptown Consortium
Member Organizations:*



UPTOWN CINCINNATI



DRIVING THE REGIONAL ECONOMY

Companies and organizations in Uptown Cincinnati employ more than 52,000 people, have a payroll of \$2.2 billion, and produce an annual economic impact of more than \$11 billion, second regionally only to downtown. The Consortium works with its members, other Uptown companies and neighborhoods to help ensure the area's continued growth as a regional economic powerhouse.

LEADING UPTOWN'S REVITALIZATION

UCI supports and invests in the most impactful projects possible to create positive, sustainable change in the Uptown neighborhoods of Avondale, Clifton, Corryville, CUF and Mt. Auburn. Deploying \$182 million in New Markets Tax Credits—which leveraged an estimated \$2 billion of additional community investment—as well as tens of millions of dollars in patient capital from Consortium members, the Consortium has helped create jobs, provide access to healthy and affordable foods, community facilities and healthcare centers, and brought renewed interest and development to Uptown.

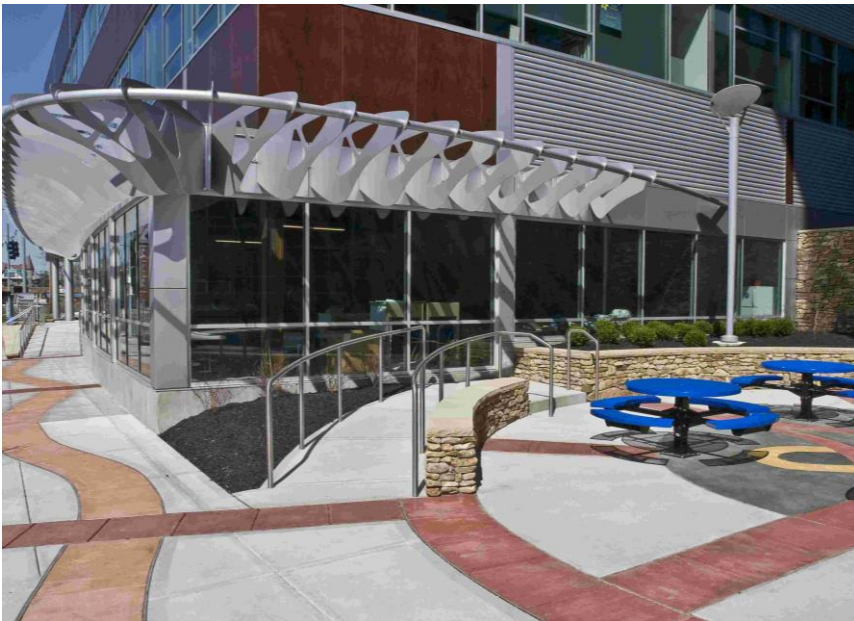
ENSURING COMMUNITY INCLUSION

UCI and its members work closely with neighborhood residents and leadership to ensure they share in the continuing revitalization of Uptown. Residents are an integral part of the committees that inform and drive the Consortium's efforts, and the Consortium promotes and supports economic inclusion in Uptown.

UPTOWN CINCINNATI IN 2004



TODAY: OVER \$2 B IN INVESTMENT



UPTOWN CINCINNATI



I-71/MLK INTERCHANGE
OPPORTUNITY TO LEVERAGE \$100 MILLION
PUBLIC INFRASTRUCTURE INVESTMENT

UPTOWN CINCINNATI



NIOSH

UC Digital Futures

UC 1819 Innovation Hub

Reading Road

Martin Luther K

I-71

Lincoln Avenue

UPTOWN CINCINNATI



1819 INNOVATION HUB



UC GARDNER NEUROSCIENCE INSTITUTE



UPTOWN GATEWAY



THE NODE

UPTOWN CINCINNATI

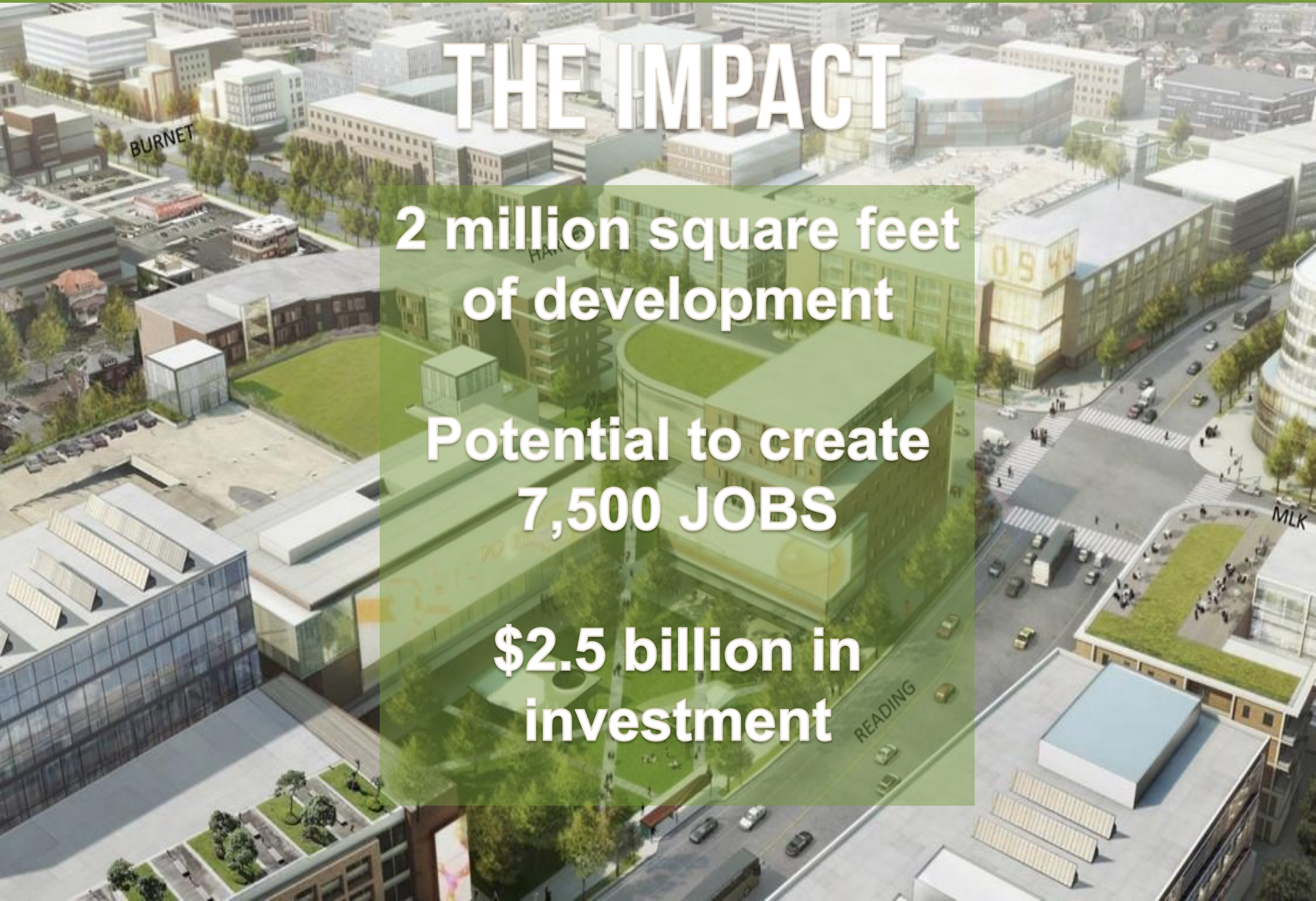


THE IMPACT

2 million square feet
of development

Potential to create
7,500 JOBS

\$2.5 billion in
investment



ECONOMIC INCLUSION



GOAL IS FOR COMMUNITY MEMBERS TO GROW ALONGSIDE NEW DEVELOPMENT AND EXPAND OPPORTUNITIES FOR UPTOWN RESIDENTS, SPECIFICALLY MINORITY & WOMEN

- **EMPLOYMENT** – predevelopment, construction & permanent jobs
- **BUSINESS OPPORTUNITIES** – contracting & small business
- **INVESTMENT OPPORTUNITIES** – wealth building



OBSTACLES & BARRIERS

- Since UCI launched its economic inclusion initiatives, it's encountered several challenges with different partners. While not all challenges are completely within our control, UCI and WEB have worked to address each issue so the inclusion efforts are as successful as possible.
 - **Some development partners were reluctant to agree to UCI's strong inclusion and engagement guidelines and goals in their Community Benefits Agreements.**
 - **Some of the MBEs and WBEs WEB met weren't ready to bid on big contracts for development in the Corridor.**
 - **Construction partners reported low retention rates with employees from Uptown and surrounding areas who were placed on construction projects.**

ECONOMIC INCLUSION



APPLICATION ACROSS OHIO: WHOLISTIC APPROACH

What's important is creating a long-term partnership with surrounding communities and setting goals and expectations for economic inclusion, workforce development and community engagement initiatives with developers.



WEB VENTURES, LLC

HOWARD ELLIOTT, PRINCIPAL





WEB Ventures is a Management and Economic inclusion Consulting firm, leading efforts to leverage the economic power of large construction development projects in the urban core to create lasting opportunities for local residents and minority and women owned businesses.

WEB VENTURES TEAM

- **William (Bill) Witten**
 - Over 40 years of corporate management and governance experience in the state of Ohio. Managing Partner of the Witten Consulting Group, a Cincinnati based firm focused on marketing, sales strategies and community business development.
- **Howard Elliott**
 - Over 40 years of corporate management and governance experience in the state of Ohio. Managing Partner of the Witten Consulting Group, a Cincinnati based firm focused on marketing, sales strategies and community business development.
- **Henry Brown**
 - As an independent consultant with nearly 5 years of corporate management experience. Clients include large and small business enterprises and individuals seeking to add diversity and inclusion. He works from project development, engineering and design management, capital construction through to post construction operations.



Uptown Consortium has engaged the services of WEB Ventures to provide professional economic inclusion consulting services.

An essential service WEB Ventures provides is the development and implementation of a Community Benefits Agreement with each developer which insures the outcomes below:

- Establishment of Economic Inclusion Goals
- Opportunity to fill Construction and tenant jobs for Residents of Uptown neighborhoods by leveraging workforce development programs
- Prepare Uptown residents for future employment opportunities
- Ensure Contracts for Minority and Women owned businesses
- Creation of Wealth for minority groups

The key elements of WEB Ventures effectiveness in delivering economic inclusion are:

- ***Community Credibility***
- ***Business Knowledge***
- ***Credibility with Uptown Consortium Leadership***

PILLARS & BUCKETS OF DEVELOPMENT

Each bucket is designed to provide economic inclusion for minority and women owned businesses.

The Three Pillar's of Development.

Pre-construction

Construction

Post-construction

Five Buckets of Development.

Developer services and
other
professional services.

Investment
opportunities.

Building trades
and construction
services.

Tenant
staffing and
training.

Annuity -
professional
services.



SPECIFIC EXAMPLES

- Community Benefits Agreement
 - Tenant Inclusion
 - Good Faith Efforts
- Minority Development Partner
- Minority Investment
- Professional Services
 - Surveying and Civil Engineering
 - Selection of Architect
- Results to date
- WEB and Terrex Overall Learning and Value



TERREX DEVELOPMENT & CONSTRUCTION

PETER HORTON, PRINCIPAL





Terrex Development & Construction is a full service, commercial real estate services company that focuses in the development and construction of urban, mixed-use, multi-family, office, retail, and industrial projects. The company takes a consultative, solutions-oriented approach to provide a full range of real estate services for our projects and clients in the Greater Cincinnati, Northern Kentucky and Dayton markets.



UPTOWN | GATEWAY

Collaboration | Inspiration | Transformation



Economic Inclusion Commitment

The mission of the Uptown Gateway Development team, led by Terrex, is to achieve meaningful economic inclusion in every aspect of the project and to create a leading precedent for projects delivered within the Uptown Innovation Corridor and the City of Cincinnati. This includes all activities of the developer, before, during, and after project completion.

TERREX DEVELOPMENT & CONSTRUCTION



UPTOWN GATEWAY - PHASE I

- 180,000 SF UC Digital Futures Bldg.
 - 180,000 SF Spec Office Bldg.
 - 170 Room Hilton Homewood Suites
 - 1430 Car Podium Parking Garage
-
- Project Occupancy: Q1 – 2022
 - Phase II & III to follow



PROJECT ELEMENT	INVESTMENT
SITE WORK	\$20,000,000
PARKING GARAGE	\$41,000,000
DIGITAL FUTURES BUILDING	\$48,000,000
SPECULATIVE BUILDING 2	\$40,000,000
HOTEL	\$32,000,000
TOTAL – PHASE I	\$181,000,000



OUR OBJECTIVES

PRE-CONSTRUCTION

- MBE Goal 25%
- WBE Goal 6%

CONSTRUCTION

- MBE Goal 25%
- WBE Goal 6%
- Diverse Workforce Goals:
 - Minority 12%
 - Women 3%

INVESTMENT

- Minority/Women investment goal: 10% of capital

POST-CONSTRUCTION

- Hotel / Facility Operations

TENANT EDUCATION

- Workshop Requirement



IMPACT OF EARLY DISCUSSIONS...

- Development of Community Benefits Agreement
- Early interaction with neighborhood leadership
- Fosters collaborative working arrangement



KEY HIGHLIGHTS

- Monthly meetings with WEB Ventures, Uptown Consortium, and the Avondale Community
- Mentorship
 - Minority Real Estate Development firms
 - Minority Surveyor
- Workforce Development
- Outreach Sessions
 - Strategic introduction of project
 - Bid Package Outreach



INTANGIBLES

- Paradigm shift
 - Responsible Development Practices within the Urban Core
 - Investment in Community is Not Always about Money
- Tenant workshops
- Building relationships

WRAP UP DISCUSSION

KEY TAKEAWAYS