



## Convention Center District Lead Development Manager—Proposed Scope of Services

As a result of specific and forward-thinking actions taken by the Port Authority, Hamilton County, and the City of Cincinnati, the region has a unique opportunity to advance the progress, development, and vibrancy of the Convention Center District. This District generally includes the area surrounding the Duke Energy Convention Center, between Race Street and Central Avenue, and between 4<sup>th</sup> and 6<sup>th</sup> streets. The District drives the region's vibrant and diverse hotel, tourism, travel, and convention economy, and in the next several years its successful development is critical to Cincinnati's long-term success.

3CDC has experience and a track record of success serving as a Lead Development Manager and offers the following scope of services related to the Convention Center District:

- Review the previously published reports by CSL (Strategic Planning For Cincinnati Event Facility and Destination Development) and HVS and ensure that work plans are consistent with the reports' findings.
- Evaluate the various parcels within the Convention Center District and make recommendations on the highest and best use of each property.
- Identify development priorities within areas of downtown adjacent to the Convention Center District.
- Evaluate existing and future parking demand based on various development scenarios.
- Evaluate the existing infrastructure within the Convention Center District to determine the condition of the public realm and the capacity to meet the needs of future development.
- Consider the potential acquisition of additional properties within or around the Convention Center District.
- Identify and engage design professionals to assess the current physical condition of the existing Duke Convention Center and make recommendations on a potential near-term capital improvement program for the facility.
- Make recommendations for interim uses of the Millennium Hotel sites (assuming future expansion is a longer-term project).
- Analyze existing and projected county hotel tax revenues and existing expenses (as summarized in reports produced by PFM) to determine the capacity of the lodging tax to fund future capital projects.
- For sites not required to support the convention center or hospitality uses, pursue development opportunities that are complimentary (e.g., residential, office, entertainment, or retail).
- As Lead Development Manager, 3CDC will report directly to the County Administrator and City Manager and provide quarterly updates to the elected representatives of both the County and City focused on community engagement, the development process and progress, inclusion and equity, and additional topics as directed by the County and City.

In addition, related to the most critical development priority, the headquarters hotel, 3CDC will initiate the planning and development process for a new Convention Center Hotel with a target completion date of Fall 2025. 3CDC will review and assess the CSL report to determine the appropriate headquarter hotel location and take the following specific proposed actions:

- ✓ Update the market study undertaken by HVS.
- ✓ Identify potential hotel developers and engage in preliminary discussions to gauge interest.
- ✓ Research alternative non-conventional funding options including federal, state and local sources.
- ✓ Finalize the RFP for hotel developers.
- ✓ Send the RFP to qualified developers and respond to questions and requests for additional information prior to submission.
- ✓ Evaluate the submissions by developers, conduct interviews and make a final recommendation on developer selection to the working group and elected officials.
- ✓ Negotiate a development and financing agreement (working in conjunction with financial advisors and legal professionals) with the selected development firm, including a room block commitment consistent with the needs of the CVB.
- ✓ Present the development and financing plan to the advisory committee, public administrators and elected officials.
- ✓ Seek public authorization of the financing and development agreement from local elected officials.
- ✓ Oversee the construction of the convention center hotel to ensure that the project is constructed in accordance with approved plans.