



January 6, 2023

MOTION

Convention Center District Project's Equitable Development Program for Contractors

WE MOVE that City administration work with 3CDC, the Master Developer for the City of Cincinnati's Convention Center District Development Project, to increase opportunities for minority and women contractors, including establishing a minority/women contractor mentorship program to augment agreed upon diversity and inclusion goals for the Convention Center District Development Project and create pathways to growth for minority and women contractors. The following steps shall be taken:

1. **Create M/WBE Database:** City of Cincinnati administration in collaboration with 3CDC and other appropriate organizations shall identify local MBEs and WBEs headquartered in the Cincinnati area ("Identified M/WBEs") and create and maintain a database of all such firms ("M/WBE Database"). The M/WBE Database shall be a fluid document that will be regularly updated to include general information about each company. M/WBE firms that are not headquartered in the Cincinnati area, but could partner with local M/WBE firms, should be included in the database, as well as minority-owned and women-owned firms that meet the MBE or WBE criteria but are not certified.
2. **Inform M/WBEs about opportunities early in the process:** 3CDC shall proactively meet with Identified M/WBEs, in person or virtually, to discuss the opportunities with the Convention Center District Development Project

and relevant scopes of work required in order to better determine the Identified M/WBEs' current performance capabilities and opportunities for growth. Such meetings shall be documented as part of the M/WBE Database.

3. **Assess gaps/needs/barriers to inclusion:** Based on the information gathered, 3CDC shall match selected M/WBE firms' capabilities to the scopes of work required and identify any gaps or needs that may create barriers to successful performance. Barriers should be addressed as follows:
 - a. **Access to capital:** City administration and 3CDC will explore a revolving fund as a source for low-cost capital to give M/WBEs the ability to carry payroll, up-front cost of materials, and other expenses.
 - i. The fund could be managed internally by the City of Cincinnati, or by a third-party financial institution (*e.g.*, the Cincinnati Development Fund or a local bank).
 - ii. City administration shall make recommendations for a funding source or sources for City support of the revolving fund.
 - iii. Additionally, the City and 3CDC will determine if there are other financial support structures that are necessary to provide equitable coverage for the M/WBEs.
 - b. **Capacity needs:** The City and 3CDC shall develop strategies for key majority firms ("Majority Firm Partners") and/or other partners to mentor M/WBE firms by creating opportunities for M/WBEs to be involved in and learn from all phases of the Convention Center District Development Project.
 - c. **Bonding:** If necessary, 3CDC will negotiate for the prime contractor to carry 100% of the bond to enable the smaller M/WBE subcontractors to participate in the Convention Center District Development Project or will identify other strategies to ensure that bonding is not a barrier to participation by M/WBE firms.

WE FURTHER MOVE that the program/strategies for increasing opportunities for minority and women contractors, including the database and minority/women contractor mentorship program created for equity inclusion in the Convention Center District Development Project be used as a pilot with the goal of expanding the program into other large-scale (\$5 million or more) development projects.

WE FURTHER MOVE that a second part of the Equitable Development Program targets minority and women developers, and includes a minority/women developer mentorship program to support equity and inclusion among the minority/women real estate developer community. Such a program should create opportunities for minority/women developers to increase their capacity by providing training and exposure to the development process, development finance, and any technical assistance components necessary to prepare each minority/women developer to successfully engage and compete in real estate development within the City of Cincinnati.


Jan-Michele Lemon Kearney, Vice Mayor


Victoria Parks, President *Pro Tem*

Statement

The Convention Center District Development Project provides a tremendous opportunity for growth for minority and women contractors, including establishing a minority/women contractor mentorship program to augment agreed upon diversity and inclusion goals for the Convention Center District Development. The Master Developer, 3CDC, has agreed to meet with the minority/women contractors early in the process, discuss scope of work of the project, and ascertain the capacity of the minority and women contractors in order to match them with appropriate opportunities. In addition, 3CDC will assist the City with the creation of a minority and women contractor mentorship program as part of the diversity and inclusion plan. The goal is to create transformative growth opportunities for M/WBEs, beginning with the Convention Center District Development Project.

CAL → Budget & Finance

J-m4