



**Cincinnati, Ohio Community Leadership Visit
September 23-25, 2025
Final Program Agenda as of 9/19/25**

Tuesday, September 23

- 6:00 a.m.** Arrive at Springfield-Branson National Airport
Sponsored by Amprod LLC
- Ozarks Tech Premier Flight Center
5000 W. Kearney
Springfield, MO 65803
([click here](#) or see app for parking and arrival information)
- 6:45 a.m.** Depart for Cincinnati/Northern Kentucky International Airport
- 9:30 a.m.** Arrive at Cincinnati/Northern Kentucky International Airport
- 10:15 a.m.** Depart for Cincinnati Regional Chamber
3 E. 4th St.
Cincinnati, OH 45202
- 11:00 a.m.** Arrive at Cincinnati Regional Chamber, Learning Center
Lunch sponsored by Community Foundation of the Ozarks
- 11:15 a.m.** **Session 1: Leading with Vision – Welcome to Cincinnati** (working lunch)
Introduced by: Bob Dixon – Presiding Commissioner, Greene County
- Brendon Cull** – President and CEO, Cincinnati Regional Chamber (moderator)
Denise Driehaus – President, Hamilton County Board of Commissioners
Aftab Pureval – Mayor, City of Cincinnati
- Objective: Hear from Cincinnati's top leaders as they share how the City, County, and Chamber work together to drive progress, address challenges, and shape the region's future.
- 12:00 p.m.** Break

12:15 p.m. **Session 2: Tipping Points – Defining Moments in Cincinnati’s Urban Core Revitalization**

Introduced by: Bob Helm – Partner, Elliott, Robinson & Company, LLP CPAs | Chair, Springfield Area Chamber of Commerce Board of Directors

Joe Rudemiller – Vice President, Marketing & Communications, Cincinnati Center City Development Corporation (3CDC) (*moderator*)

Brian Hodgett – Vice President, State Government Relations and Ohio Community Relations, Procter & Gamble Company

Charlie Luken – Senior Counsel, Calfee, Halter & Griswold LLP | Former Mayor, City of Cincinnati

Mike Michael – Chairman of the Greater Cincinnati Region, Fifth Third Bank

Objective: Discover how civic leaders, major employers, and investors created 3CDC to confront downtown Cincinnati’s challenges and spark revitalization through defining moments, partnerships, and strategies that reshaped the urban core.

1:30 p.m. Community Driving Tour – Led by American Legacy Tours
Transportation sponsored by City Utilities

2:00 p.m. Arrive at Cincinnati & Hamilton County Main Public Library
800 Vine St.
Cincinnati, OH 45202

2:15 p.m. **Session 3: Building Momentum – Housing & Redevelopment as Catalysts for Growth**

Introduced by: Jessica Harmison-Olson – Owner, Maxon Fine Jewelry | Chair-Elect, Springfield Area Chamber of Commerce Board of Directors

Luke Blocher – General Counsel & Chief Strategy Officer, Cincinnati Development Fund (*moderator*)

Markiea Carter – Director of the Department of Community and Economic Development, City of Cincinnati

Jeff Cramerding – Director of Contract Administration, American Association of University Professors | Councilmember, City of Cincinnati

Jake Samad – Partner, Robbins, Kelly, Patterson & Tucker | Chair, City of Cincinnati Planning Commission

Steve Smith – Principal, Model Group

Objective: Hear how Cincinnati is approaching redevelopment and housing by balancing pro-growth and neighborhood priorities, emphasizing proactive communication, and advancing tangible projects – from mixed-use development to missing middle housing – as catalysts for long-term growth.

Parallels:

Missing Middle Housing – Cincinnati City Council passed **Connected Communities** in Summer 2024, a package of zoning and land-use policy reforms to help foster diverse, mixed-use neighborhoods. It encourages targeted “Missing Middle Housing”, eliminates density restrictions and provides a height bonus in many of those same areas, reduces or eliminates minimum parking requirements in certain areas, expands by-right zoning permissions to incentivize affordable housing development citywide, and implements a number of new regulations to create more human-scale development in our city.

Springfield’s new land development code, set for full implementation in January 2026, is designed to streamline processes, increase design expectations, and offer more flexibility for developers. *Forward SGF* also recommends opportunities to expand “missing middle” housing such as duplexes, townhomes, and multi-unit houses.

Controversial mixed-use developments and rezoning through city-wide vote – Hyde Park Square, an affluent neighborhood in Cincinnati, is experiencing heightened neighborhood and developer tensions following the Council approval of a \$150 million development to building apartments a hotel and parking. Efforts are underway to place this proposed project/rezoning on a city-wide ballot. As of August 29, the developer has expressed interest in pursuing an alternate version of the project after Council repealed the zoning change that would have allowed for this redevelopment.

- 3:30 p.m.** Walk to 21c Museum Hotel Cincinnati (*0.2 miles, 6 minutes*)
609 Walnut St.
Cincinnati, OH 45202
- 3:40 p.m.** Arrive at 21c Museum Hotel
- 3:45 p.m.** Hotel Welcome Reception in Gallery One
Sponsored by Ozarks Transportation Organization
- 5:10 p.m.** Meet in hotel lobby
- 5:20 p.m.** Walk to Reception at the Cincinnati Contemporary Arts Center
44 E 6th St.
Cincinnati, OH 45202
- 5:30 p.m.** Reception with Cincinnati Community Leaders
Sponsored by Forvis Mazars
- 6:30 p.m.** Depart for Small Group Dinners

7:00 p.m. Small Group Dinners:

Jeff Ruby's Steakhouse

0.1 mile (3 minute) walk
505 Vine Street
Rain: Bus 2

Metropole

1 minute walk
Located inside the 21c Museum Hotel

Sotto and Boca

1 minute walk
114 E 6th Street
Rain: Bus 2

Pepp & Delores

Bus 1, Stop 1
1501 Vine Street

Mita's

0.2 mile (6 minute) walk
501 Race Street
Rain: Bus 1

Colette

Bus 1, Stop 2
1400 Race Street

9:00 p.m. Bus pick up/walk from Small Group Dinners

Overnight 21c Museum Hotel

Wednesday, September 24

6:00 a.m. A breakfast buffet will be available on the 2nd floor in the 21c Museum Hotel (*Main Gallery*)

7:45 a.m. [**Session 4: From Vision to Venue – How a Convention Center Fuels Economic Impact**](#)
Introduced by: Callie Carroll-Swofford – Councilmember, City of Springfield | Chair, The Network for Springfield's Young Professionals

Katie Westbrook – Senior Vice President, Development, Cincinnati Center City Development Corporation (3CDC) (*moderator*)

Jeff Aluotto – Administrator, Hamilton County

Julie Calvert – President and CEO, Visit Cincy

William "Billy" Weber – Assistant City Manager, City of Cincinnati

Objective: Discuss how Cincinnati is transforming the Duke Energy Convention Center through a \$264 million revitalization project that modernizes meeting and exhibit spaces, adds a rooftop terrace, and connects to the new Marriott Headquarters Hotel and Elm Street Plaza. Leaders will share how city, county, state, and private partners came together to fund and deliver a facility set to reopen in 2026 as one of the Midwest's premier convention destinations.

Parallel: Efforts are underway to create a large-scale convention and event center in downtown Springfield, spurred by a \$30 million state appropriation with a \$30 million local match to be spent in Fiscal Year 2026. Voters will be asked to consider a 3% lodging tax increase on the November 2025 ballot to fund bonding for this project and ½-cent sales tax funds have already been committed to provide the local match. The Chamber has endorsed the ballot measure and supported advocacy efforts for the state funding.

9:00 a.m. Depart for Duke Energy Convention Center
525 Elm St.
Cincinnati, OH 45202

9:15 a.m. Duke Energy Convention Center for Hard-Hat Tour

10:00 a.m. Depart for Cincinnati Museum Center at Union Terminal
Reakirt Auditorium
1301 Western Ave.
Cincinnati, OH 45203

10:15 a.m. Arrive at Cincinnati Museum Center

10:30 a.m. [Session 5: Stronger Together – Collaborative Strategies for Regional Economic Growth](#)

Introduced by: Brad Erwin – President, Paragon Architecture | President, Springfield Business Development Corporation Board of Directors

Marc Von Allmen – Economic Development Manager, City of Cincinnati
(moderator)

Laura Brunner – President and CEO, The Port Authority of Greater Cincinnati
Development Authority

Kimm Lauterbach – President & CEO, REDI Cincinnati

Amy Spiller – State President, Ohio and Kentucky, Duke Energy

Objective: Showcase key economic development initiatives and organizations in Cincinnati, and explore how collaborative regional partnerships are driving growth, attracting investment, and strengthening competitiveness.

Parallels: In Greater Cincinnati, regional organizations like The Port, REDI Cincinnati, and Duke Energy work in tandem with public and private partners to drive investment, strengthen competitiveness, and ensure alignment around shared priorities. Their collaborative model emphasizes clear roles, sustained funding, and joint ownership of regional success.

Springfield has taken similar steps through the Springfield Business Development Corporation (SBDC) and the Ozarks Regional Economic Partnership (OREP), which recently removed its “pay-to-play” model to ensure every community has a seat at

the table. A new private-sector effort, Leaders for Ozarks Region Evolvment (LORE), also mirrors peer regions by pooling employer resources around workforce, quality of life, and regional identity – reflecting a growing emphasis on regionalism and capacity to compete.

11:15 a.m. Break
Sponsored by efactory

11:30 a.m. [**Session 6: Fueling Growth – Workforce Strategies for a Competitive Region**](#)
Introduced by: Elizabeth Wentz – Deputy General Counsel, SRC Holdings Corp.

Audrey Treasure – Vice President, Cincinnati USA Regional Chamber | Executive Director, Workforce Innovation Center (*moderator*)

Peter Adebi – Senior Vice President, Human Resources, Cincinnati Children's Hospital Medical Center

Kim Ginn – Chief Program Officer, 4C for Children

Donna Lauver – Workforce Innovation Network Executive Lead, Hamilton County Educational Service Center | Chair, Greater Cincinnati Business Advisory Council

Miles McDowell – Associate Director, Partnership Development, College of Cooperative Education & Professional Studies, University of Cincinnati

Amy Waldbillig – Vice President, Workforce Development & Enrollment Services, Cincinnati State

Objective: Explore how Cincinnati leaders are addressing workforce challenges through innovative strategies in talent development, childcare, education, and employer partnerships to strengthen the region's competitiveness.

Parallels: Cincinnati has implemented a pilot tri-share childcare model using state grant funding to facilitate agreements between employers and childcare providers. In their two-year state budget approved in July 2025, Ohio appropriated \$10M to officially create the Child Care Cred program, where employees and employers would each pay 40% while the state covers 20%.

Governor Kehoe appropriated \$2.5M to support a similar tri-share program known as Missouri Child Care Works, slated to launch in Fall 2025.

12:30 p.m. Depart for TQL Stadium, Pitch View Club
1501 Central Parkway
Cincinnati, OH 45214

12:45 p.m. Arrive at TQL Stadium
Lunch sponsored by Crawford, Murphy & Tilly

1:00 p.m. Welcome from **Jeff Berding** – President & Co-CEO, FC Cincinnati
Introduced by: Gary Schafer, Managing Partner | Forvis Mazars

- 1:15 p.m.** **[Session 7: Capitalizing On Assets – Placemaking That Shapes Growth](#)**
(working lunch)
Introduced by: Dr. Spencer Harris – President & Co-Owner, Mostly Serious
- Amy Fitzgibbons** – Vice President of Marketing and Communications, Cincinnati USA Regional Chamber (*moderator*)
Josh Heuser – Founding Partner, AGAR & Co-Creator, BLINK
Wade Johnston – Executive Director, Tri-State Trails
Christy Samad – Executive Vice President, Civic & Commercial Space Activation, Cincinnati Center City Development Corporation (3CDC)
- Objective: Learn how Cincinnati is activating its assets – from trails to civic spaces to community institutions – to create places that drive growth, attract talent, and strengthen the region’s competitiveness.
- Parallel: The CROWN (Cincinnati Riding or Walking Network) is a signature initiative designed to create a 100+ mile system anchored by a 34-mile loop, connecting 350,000 residents to parks, schools, job centers, and entertainment districts. CROWN the Queen City is similar to Springfield’s Ungap the Map initiative to connect existing trails across the city and region.
- 2:00 p.m.** Break
Sponsored by Achieve Private Wealth – Ameriprise Financial
- 2:15 p.m.** **[Session 8: The Power of Partnership – How Collaboration Builds Stronger Communities](#)**
Introduced by: Matt Morrow – President, Springfield Area Chamber of Commerce
- Bobbi Dillon** – Senior Manager, State Government Relations, Procter & Gamble Company
Pete Metz – Vice President, Civic & Regional Partnerships, Cincinnati USA Regional Chamber
- Objective: Learn how Cincinnati builds and sustains strong public–private partnerships – from the Cincinnati Futures Commission to today’s collaborations – to overcome barriers to growth, encourage bold leadership, and align diverse stakeholders around a shared vision for the region’s future.
- 3:00 p.m.** Break for Community Immersion Activities
Sponsored by Olsson
([click here](#) or see app for logistical information)
- 5:00 p.m.** All groups return to the 21c Museum Hotel
- 5:50 p.m.** Meet in hotel lobby

- 6:00 p.m.** Depart for group dinner at The Vista at Lytle Park Hotel
311 Pike St.
Cincinnati, OH 45202
- 6:15 p.m.** Cocktail hour at Lytle Park Hotel
- 7:15 p.m.** Group dinner at Lytle Park Hotel
Sponsored by Nabholz Construction Services and OMB Bank
- 9:00 p.m.** Bus pick up back to hotel from group dinner
- Overnight** 21c Museum Hotel

Thursday, September 25

- 7:00 a.m.** A breakfast buffet will be available on the 2nd floor in the 21c Museum Hotel (*Main Gallery*); please also bring your luggage to *Gallery Two*
- 9:00 a.m.** Group Debrief on the 2nd floor in the 21c Museum Hotel (*Main Gallery*)
Sponsored by Paragon Architecture
- 10:30 a.m.** Depart for Cincinnati/Northern Kentucky International Airport
- 11:00 a.m.** Arrive at Cincinnati/Northern Kentucky International Airport
- 12:00 p.m.** Depart for Springfield
Lunch sponsored by UMB Bank
- 12:40 p.m.** Arrive in Springfield