



Briefing Materials
Cincinnati, Ohio
January 2019

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About the Sponsors

Hines

[Hines](#) is a privately owned global real estate investment, development, and management firm, founded in 1957, with a presence in 207 cities in 24 countries and \$116.4 billion of assets under management—including \$64 billion for which Hines provides fiduciary investment management services and \$52.4 billion for which Hines provides third-party property-level services.

Hines has 109 developments currently underway around the world, and historically has developed, redeveloped, or acquired 1,319 properties, totaling over 431 million square feet. The firm's current property and asset management portfolio includes 527 properties representing over 224 million square feet. With extensive experience in investments across the risk spectrum and all property types, and a pioneering commitment to sustainability, Hines is one of the largest and most respected real estate organizations in the world.



**Urban Land
Institute**

The Urban Land Institute is a global, member-driven organization comprising more than 42,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 81 countries. The extraordinary impact that ULI makes on land use decision-making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns. Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2018 alone, 2,200 events were held in 330 cities around the world. Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org.

Follow ULI on [Twitter](#), [Facebook](#), [LinkedIn](#), and [Instagram](#).



**Urban Land
Institute**



About the Competition

The ULI Hines Student Competition, now in its 17th year, is one of the core education initiatives of the Urban Land Institute. The competition offers eligible students, enrolled in recognized programs, the opportunity to form multidisciplinary teams and engage in a challenging exercise in responsible land use. It is part of ULI's ongoing education initiative to raise interest among young people in creating better communities, improving development patterns, and increasing awareness of the need for multidisciplinary solutions to development and design challenges.

Gerald D. Hines, founder and chairman of the Hines real estate company, was the 2002 recipient of the [ULI J.C. Nichols Prize for Visionaries in Urban Development](#). A firm believer in the power of people and fostering transformative values, Hines declined the prize money and matched it to seed the annual ULI Hines Student Competition. Since its founding, Hines endowed the program with an additional \$3 million, ensuring its longevity and legacy for future generations of built-environment practitioners.

The competition has become a pivotal experience for students as they prepare for careers in the built environment. Since the competition began in 2003, more than 8,610 students on over 1,720 teams have participated. "The purpose of the competition is to raise awareness, particularly among the next generation, of the important role that high-quality urban design plays in creating not just beautiful buildings, but living environments," Hines says. The competition encourages cooperation and teamwork among future real estate developers and the many allied professions, such as architecture, landscape architecture, historic preservation, engineering, finance, and others.

During the competition, teams of five students, representing at least three different disciplines pursuing at least three different degree programs, apply to participate. Once ULI announces the host city and challenge, the teams have two weeks to devise a comprehensive design and development program for an actual large-scale site. Submissions consist of large-format presentation boards that include site plans, renderings, infographics, and market-feasible financial data. Though based on real site conditions and challenges, this competition is an ideas competition: there is no expectation that any of the submitted proposals will be applied to the site. To view previous submissions and learn more about the competition format, visit the competition archives at uli.org/hines.

The jury meets in person to evaluate all the entries, submitted anonymously, and over the course of two intense days selects those teams receiving an honorable mention, and the four finalist teams that advance to the second phase of the competition. One member of each finalist team receives a paid trip to join a tour of the competition site and receive a briefing on it. Finalist teams also receive an additional briefing to help them refine and expand their original proposals. All finalist team members receive an all-expense-paid trip to meet in the host city for a live public presentation of their proposal and a Q&A session with the full jury. After jury deliberations, the winning team is announced. The grand prize is \$50,000 (\$5,000 of which goes to the team's school), and the finalist teams receive \$10,000 each.



Jury

Reflecting the multidisciplinary nature of the competition, ULI selects 10 to 12 jurors from diverse backgrounds to evaluate team submissions, choose four finalists, and ultimately select one winner from among the finalists. While there is no official prescription for composition of the jury, past juries have included a strategic mix of land use experts such as developers, brokers, architects, urban designers, landscape architects, urban planners, and policy officials, among others. Several members of the jury are also practitioners in the competition's host city in order to ensure up-to-date knowledge of the site challenges and the validity of the proposals.

In agreeing to serve as members of the competition jury, the jurors attest that they have reviewed the competition program and agree to abide by the rules, regulations, and guidelines as stated. Jurors typically serve in this capacity no more than twice. While ULI strives to select and publicize the jury roster as soon as possible, there is no guarantee that ULI will disclose the jury composition before the end of the submission period. For the latest information about each juror, visit the competition website, uli.org/hines.

Eligibility

ULI invites the participation of teams from accredited educational institutions around the world. Teams must be made up of graduate students pursuing a graduate degree while fully enrolled for the entire academic period during which the competition is conducted. ULI allows the participation of part-time graduate students and fifth-year students on the fifth year of a five-year program—most commonly bachelor of architecture and bachelor of landscape architecture students—provided they meet specific eligibility criteria as outlined in the competition guidelines.

Ineligible to compete are members of the jury; the competition advisers; all officials, current employees, and recent former employees of ULI; the employees, students, and immediate families of any of these parties; those whom ULI deems to have a conflict of interest; and all students from the finalist teams in the 2017 and 2018 competitions.

ULI notified teams of their eligibility to compete by email no later than Friday, December 21, 2018. ULI reserves the right to disqualify teams or to limit the number of teams allowed to participate in the competition.

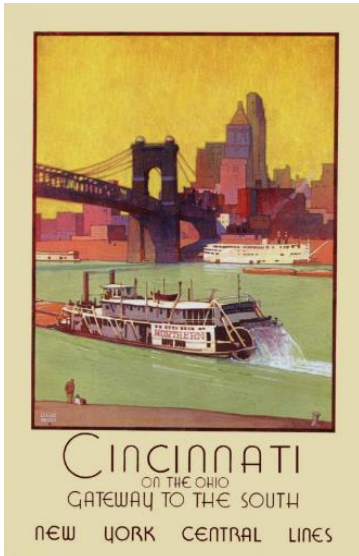


2019 Competition Background: Cincinnati



Figure 1. A view of the main competition site in 2018. (*The Banks*)

Introduction



Perched on the north side of the Ohio River, **Cincinnati** offers midwestern ease and charm, plus a rich history of immigration and city building. Cincinnati was hailed as the Queen City of the West in its early days; one will still hear it called that today, as well as simply “Cincy.” Established in 1788 and incorporated in 1819, Cincinnati grew steadily through the first half of the 20th century, hitting a population peak of around 500,000. This growth included waves of immigrants, primarily from Germany and Ireland. With this influx, Cincinnati became the sixth-largest city in the United States through the 1840s and 1850s. In 2017, Cincinnati had an estimated population of 301,300, making it the 66th-most-populous city in the United States, and the third most populous in Ohio. The city is the county seat of Hamilton County and serves a larger population of 2.18 million in the Cincinnati–Middletown, OH-KY-IN metropolitan statistical area, which links southwest Ohio, northern



Kentucky, and southeast Indiana.¹ Greater Cincinnati is the 29th-most-populous metropolitan region in the United States.

The City is, indeed, justly styled the fair Queen of the West: distinguished for order, enterprise, public spirit, and liberality, she stands the wonder of an admiring world.

Ed. B. Cooke, May 1819

Riverfront

The core of Cincinnati developed along the riverfront, in the basin surrounded by the hills of the Mill Creek Valley. Mill Creek flows south to where it meets the Ohio River, just west of downtown Cincinnati. The Ohio River reaches 981 miles from Pennsylvania to Illinois, shapes the borders of five states, and is the source of drinking water for 3 million people. In 1866, the historic John A. Roebling Suspension Bridge—the longest suspension bridge in the world at the time—opened to span the river between Covington, Kentucky, and Cincinnati. Its designer, John A. Roebling, also constructed the famed Brooklyn Bridge across the East River in New York City. In 1975, the bridge was designated a National Historic Landmark. The city's riverfront facilitated the needs of travelers headed west on the river, the manufacture and repair of steamboats, and agricultural trade, among other things. (For a fascinating early image of the riverfront, visit the Cincinnati Panorama of 1848.)



Figure 2. Construction of the Roebling Suspension Bridge, 1865. (*The Enquirer*)

¹ Annual Estimates of the Resident Population: April 1, 2010, to July 1, 2017. Source: U.S. Census Bureau, Population Division.

Civil War and the Underground Railroad

Before and during the Civil War, Cincinnati was a town on the border between the free state of Ohio and the slave state of Kentucky. Despite significant pro-slavery sentiments within the city, Cincinnati played a role in the abolitionist movement and was an important stop on the Underground Railroad, ushering escaped slaves to freedom in the north. Many arrived at the city's riverfront by boat and some settled in the city and the region.

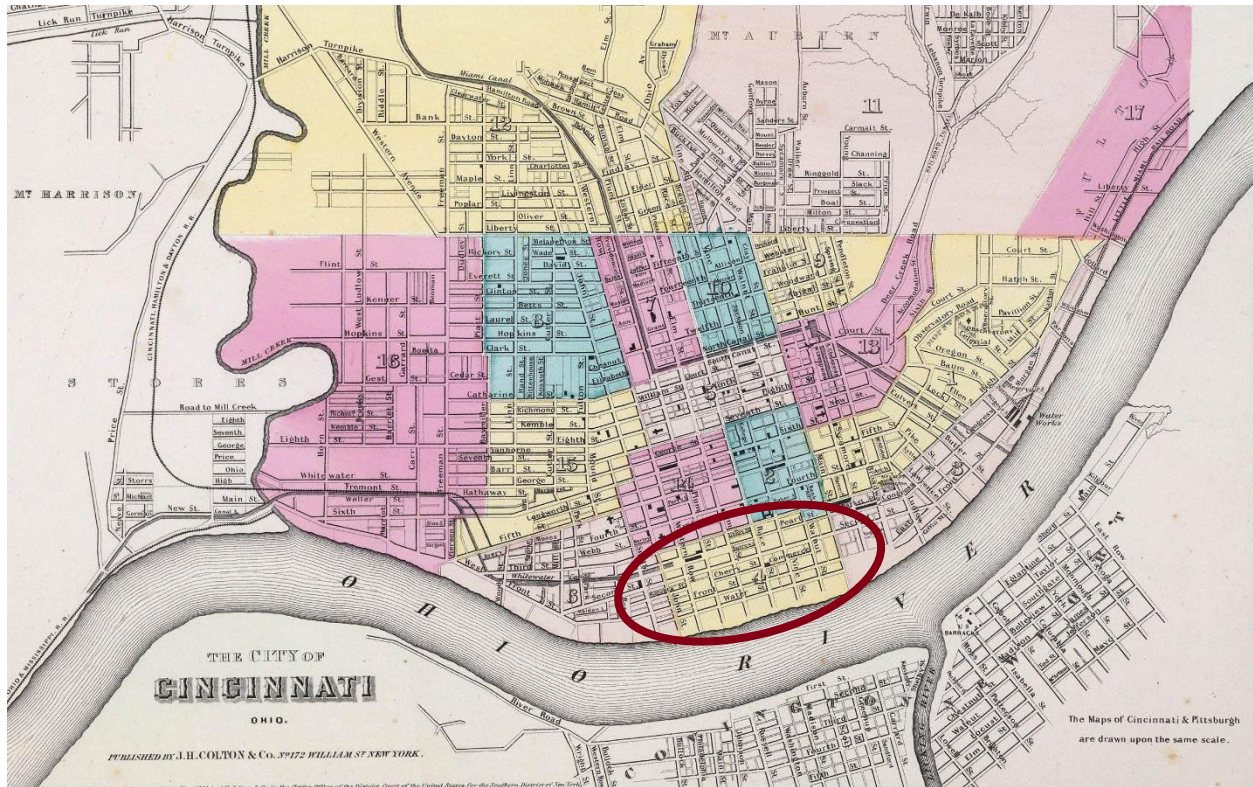


Figure 3. Cincinnati in 1856. The competition site is designated by the red circle. (David Rumsey Map Collection)²

Economy

At the beginning, Cincinnati was a [center](#) of riverboat trade, iron production, meatpacking, produce, and even wine making. The Ohio River remains a driver of the local economy, handling more cargo than the Panama Canal and [hosting 52 barge facilities](#) along its banks near Cincinnati. Many of the city's German immigrants settled in the Over-the-Rhine neighborhood north of the central business district (CBD) and brought with them a variety of skills, including brewing. By the mid-19th century, 36 breweries were producing over 30 million gallons of beer. Though Prohibition felled many of these enterprises, a renaissance in the industry has produced an even greater number of breweries in the region today. Cincinnati honors this heritage with the [largest Oktoberfest celebration](#) in America. Meanwhile, across the river to the south, within a two-hour drive is the famed Kentucky Bourbon Trail, drawing nearly [1.2 million people](#) per year.

² Colton's *Atlas of the World*, plate 40 detail, "The Cities of Pittsburgh and Allegheny (and) The City of Cincinnati, Ohio," published by J.H. Colton & Co., 1856. David Rumsey Historical Map Collection.



Greater Cincinnati hosts [nine Fortune 500 companies](#) and [450 foreign-owned companies](#). The biggest employers in Cincinnati include Kroger (17th on the [Fortune 500](#) list), General Electric (18th), Procter & Gamble (42nd), and Macy's (120th), as well as Cincinnati/Northern Kentucky International Airport and various "eds and meds," including TriHealth, Mercy Health, Cincinnati Children's Hospital, the University of Cincinnati, and University of Cincinnati Health. In a [2016 study](#), KPMG named Cincinnati "the most [cost-friendly city](#) to do business" of the 31 largest U.S. metro areas because of its lower property taxes and leasing costs.

The region also has one of the [fastest-growing economies](#) in the Midwest. In its 2014 data, the U.S. Bureau of Economic Analysis (BEA) showed a 2.5 percent growth rate for the regional economy, 0.2 percentage point ahead of the national average. Growth in the professional and business services sector fueled the area's overall growth.

The 2018 edition of the [Brookings Metro Monitor](#), which measures the progress of the nation's 100 largest metropolitan areas on inclusive economic growth and prosperity, showed that while growth was widespread among these communities between 2015 and 2016, the Cincinnati metropolitan area was one of only 11 that achieved inclusive economic growth and prosperity, with improvements in every measure.

ULI and Cincinnati

ULI's own history finds its roots in Cincinnati. In 1936, [Walter S. Schmidt](#) became the first president of the Institute's predecessor organization, the National Real Estate Foundation for Practical Research and Education. Schmidt then became ULI's first chairman in 1940. Schmidt was born in Cincinnati in 1885 and died there in 1957 at age 72. His grandfather came from Germany during the 1890s, and his father started the real estate company that he would take over when he was 26. Schmidt observed the decline of central business districts in Cincinnati and other American cities and conceived of ULI "to assist American cities in their problems of planning, re-planning, construction, re-construction."

[ULI Cincinnati](#) is the region's thought leader in promoting sustainable thriving communities. ULI's [Advisory Services](#) program has held two panels in the city—the first, in June 1996, to consider strategies for revitalizing the Over-the-Rhine neighborhood, and the second, in 2001, to provide advice on a site at Fifth and Race streets, as well as the larger retail corridor, the convention center, and parking in the downtown core.

Urban Planning

The Official City Plan of Cincinnati, Ohio (1925)

During its boom years, Cincinnati made its mark on the profession of city planning as the first U.S. city to go beyond the planning efforts of private citizens and have its city council adopt a comprehensive plan.



In 1925, the [Official Plan of the City of Cincinnati](#) sought to guide physical growth and development; in response to the advent of the automobile, this plan focused heavily on transportation.

Central Riverfront Urban Design Master Plan (2000)

Beginning in 1996, Urban Design Associates worked to produce the [Central Riverfront Urban Design Master Plan](#) for Cincinnati and Hamilton County. As part of the process, the city and county appointed a commission to “recommend mixed usage for the riverfront.” The result of that effort was *The Banks*, which contained recommendations on land use, parking, finance, phasing, and developer selection for the central riverfront. The master plan ultimately incorporated this vision and led to the Banks Partnership and Planned Development District described below. These subsequent efforts produced updated master plans, referenced below.

Plan Cincinnati (2012)

Like many other American cities, Cincinnati experienced disinvestment and post-war flight from the center city and saw its population decline until 2011, when a slight uptick began. In 2012, the City Council adopted Plan Cincinnati, its first comprehensive plan in over 30 years. With a vision for “Thriving Re-Urbanization,” the plan laid out its goals, strategies, and actions based on cautious optimism for future growth. Four geographic principles guide the location of future investment and growth: 1) Focus revitalization on existing centers of activity; 2) Link centers of activity with effective transportation for maximum accessibility; 3) Create new centers of activity where appropriate; and 4) Maximize industrial reinvestment in existing industrial areas. [Plan Cincinnati](#) is available online as well as among the files on the 2019 ULI Hines Student Competition Resources available in [Dropbox](#).

2040 OKI Regional Transportation Plan (2016)

Another important source of regional strategy and planning affecting Cincinnati is the Ohio-Kentucky-Indiana (OKI) Regional Council of Governments. OKI serves as Greater Cincinnati’s metropolitan planning organization with authority over federal monies for regional surface transportation. In 2016, OKI adopted the [2040 OKI Regional Transportation Plan](#), which seeks to encourage walkable, higher-density development in growing and infill areas that will support more transit options. Notable OKI recommended plans near the competition area include projects to replace the Brent Spence Bridge (I-71/I-75) to the west of downtown, extend the Ohio River Trail west from Smale Riverfront Park to Mill Creek and east from the Reds Stadium, and extend the Cincinnati streetcar to Newport, Kentucky. See more at the [2040 Long-Range Plan Projects Viewer](#).

Green Cincinnati Plan (2018)

The [Green Cincinnati Plan](#) outlines goals of 100 percent renewable energy for the city by 2035, and an 80 percent reduction in carbon emissions by 2050. It anticipates coming trends such as electric vehicles (by adding charging infrastructure) and autonomous vehicles (by considering how to repurpose land previously dedicated to parking), among others. In part because of plans like this one, in 2018, [Site Selection](#) named Greater Cincinnati the number-one metro area in the United States for sustainability.



Urban Growth and Development Downtown

Between 2012 and 2016, downtown Cincinnati enjoyed roughly \$1.5 billion in investment activity. [Downtown](#) added 50 new businesses in 2017 and saw \$503 million of investment in projects completed that year, with an additional \$567 million under construction. The CBD office market boasts a strong average asking rent of \$18.02 per square foot and witnessed over 38,533 square feet of positive net absorption in Q3 2018, with vacancy at 15.1 percent. Cincinnati saw 2,046 residential units supplied over the 12 months through the end of Q2 2018 and residential occupancy in the city is around 95 percent.³ [Retail](#) downtown grew by 5 percent with 665 businesses in 2017, 50 percent of them dining. The Cincinnati region hosted a record 26.6 million [visitors](#) in 2017, up 2 percent from 2016. Since 2014, [five hotels have opened](#) within the CBD, and nine more are in early development stages. More than [2,500 new hotel rooms](#) are possible in Cincinnati within the next three years.

Major Area Redevelopment

Soccer Stadium

In May 2018, Major League Soccer awarded Cincinnati an expansion franchise, [FC Cincinnati](#) (FCC). A \$200 million to \$250 million soccer stadium [broke ground](#) in the West End in 2018 and is scheduled to open in 2021.

Union Terminal

The art deco train station completed a \$228 million [restoration](#) in November 2018. A 0.25 percent sales tax primarily funded the project in the Queensgate neighborhood. Amtrak's Cardinal line between New York and Chicago serves this National Historic Landmark, which houses the Cincinnati [Museum Center](#).

Music Hall

Also a historic landmark, this 256,500-square-foot [venue](#) in Over-the-Rhine, originally built in 1878, underwent a \$135 million [renovation](#) and reopened in late 2017. The building is home to the Cincinnati Symphony Orchestra, Pops Orchestra, Opera, Ballet, and May Festival.



Figure 4. Renovated Cincinnati Music Hall, 2017. (Larsonj3 via Wikimedia)

³ Knowledge Report, Multifamily Research & Forecast Report 1H 2018, Colliers International.



The Competition Challenge

The Competition Challenge reflects reality; however, we have changed certain details in this brief for the purposes of the competition. **DO NOT CONTACT the real-world owners or representatives of the parcels or any of the public, private, or nonprofit organizations involved.**

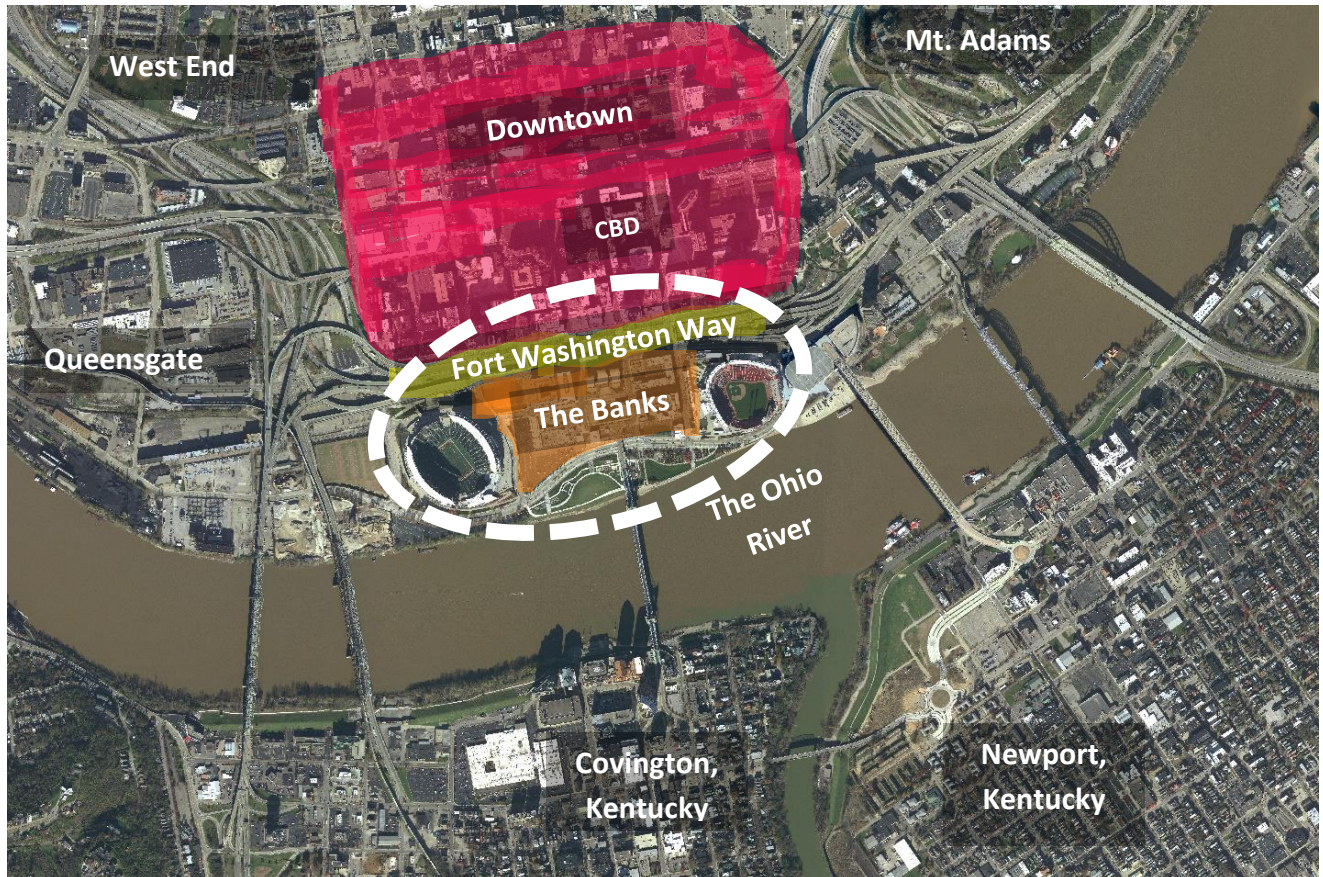
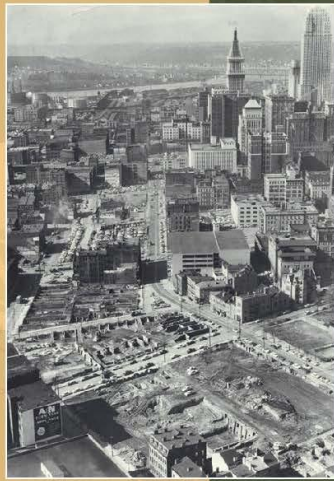


Figure 5. The competition site context/influence area. (ULI)

Fort Washington Way

Fort Washington Way (FWW) is an approximately one-mile stretch of sunken highway that cuts through the heart of Cincinnati, creating a substantial disconnect between the riverfront and the CBD. FWW hosts both I-71 and US-50. Interstate 71, which runs northeast to southwest, links Louisville, Kentucky, to Cleveland, Ohio, and connects travelers to other critical east–west interstates such as I-70, I-80, and I-90. U.S. Route 50, part of the original U.S. Numbered Highway System, stretches across the country from Maryland to California. Construction commenced on FWW in the mid-1950s and extended over nine city blocks. FWW opened in 1961 and had exceeded its designed capacity by the late 1990s. A snarl of on-ramps and off-ramps increased collisions and endangered public safety.

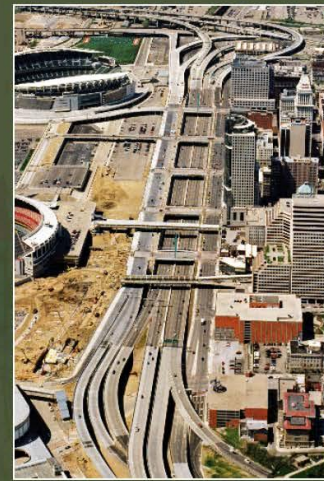
FORT WASHINGTON WAY 2000



1956



1998



2000



*A project managed by the City of Cincinnati
with the cooperation of thousands*

Figure 6. Fort Washington Way through the years. (*The Banks*)

Fort Washington Way 2000 and Decking Proposals

The [Fort Washington Way 2000 project](#) redesigned and rebuilt the highway, reducing the overall right-of-way and restoring Second Street in the process. Reconstruction included structural pilings along the median and foundations that could support an elevated surface and decking over the highway. Since this time, the vision of extending downtown to the riverfront has grown. A [report by Parsons Brinckerhoff](#) in 2002 indicated that the pilings were placed such that decks might extend from mid-block Elm to Race on the west to mid-block Walnut to Main on the east, and that the design of the deck will support a commercial office building up to four stories high, as well as green space. Additional capacity and development are possible with additional foundational support. This report also provided decking configurations, plus cost estimates relevant at that time. The city of Cincinnati has [retained the air rights](#) to FWW since its reconstruction.



The Central Riverfront and the Banks

Across Fort Washington Way to the south, the central riverfront has been a destination in progress since the late 1990s. Since 1998, Hamilton County and the city of Cincinnati have [invested approximately \\$1.8 billion in redevelopment](#) in this area, including the realignment of Fort Washington Way. These public entities, together with the original Master Developer Riverbanks Renaissance LLC, composed of Carter Real Estate/The Dawson Company, formed a public/private partnership with the ultimate vision of \$2.7 billion invested in further transforming around 195 acres into a transit-oriented, mixed-use, vibrant, and sustainable gateway to southern Ohio. The Banks Planned Development District [broke ground](#) in 2008, with the goal of developing a 24-hour neighborhood—not an insignificant challenge for an area flanked by two large stadiums whose regular use accounts for only about 90 days per year, and an arena that accounts for approximately 100 events per year. Information about [the Banks](#) district is available online, as is information about the [Banks Public Partnership](#).



Figure 7. The original Banks Master Plan from 2007. (*The Banks*)



Your Challenge

As development interest continues to grow in and around downtown Cincinnati, the city, the county, and key stakeholders and landowners have come together as a group with the broad vision of finally connecting downtown and the riverfront. Under the competition scenario, this group, the **Cincinnati Fort Washington Way Development Partnership (the Partnership)**, has selected your team as master developer to provide a specific vision and growth plans to create a comprehensive environment for the competition site that is programmed, designed, built, and operated with all the elements necessary to promote a vibrant, transit- and pedestrian-oriented, sustainable, and mixed-use neighborhood.

The Partnership is enthusiastic about redeveloping the area in a way that creates value for individual property owners, city residents, and the broader region. This transition area should consider its context and contribute to the future growth and reputation of the city and county.

As master developer, your team has entered into an agreement to evaluate the benefits and financial possibilities of combining certain parcels to redevelop or sell as one comprehensive development site.

These parcels comprise the entirety of blocks A through G, outlined in figure 8. To develop above Fort Washington Way, you must acquire the air rights for Block A from the city of Cincinnati. To develop blocks B through G, you must acquire air rights from the city and county. You may consider alternative structures to upfront payments for air rights. In total, these combined parcels contain about 12.9 developable acres, not including public rights-of-way.

You must evaluate the feasibility of adding one or more parcels along Third Street to the site in order to restore the urban fabric in this part of town. Such blocks are privately owned, so you must factor acquisition costs into your proposal. Whether or not you choose to develop these optional parcels, your team must assess the potential of integrating improvements to the public realm along Third Street into your proposal.

You may wish to include in your proposal broader recommendations that extend your vision beyond the competition blocks.

You will need to win the buy-in of the steering committee that represents the Partnership. The steering committee is charged with implementing policies and making recommendations to the Partnership entities. Your specific vision and proposal, in its placement of land uses and discussion of building siting and design, should support the Partnership's broad vision for reconnecting downtown and the riverfront, as well as the general nature of the area as vibrant, transit- and pedestrian-oriented, sustainable, and mixed-use. Your proposal should integrate with existing land uses and enhance their assets to create more value. Your proposal should outline the suitability of the new development you propose, and what flexibility, if any, your proposal might have should further public engagement occur.



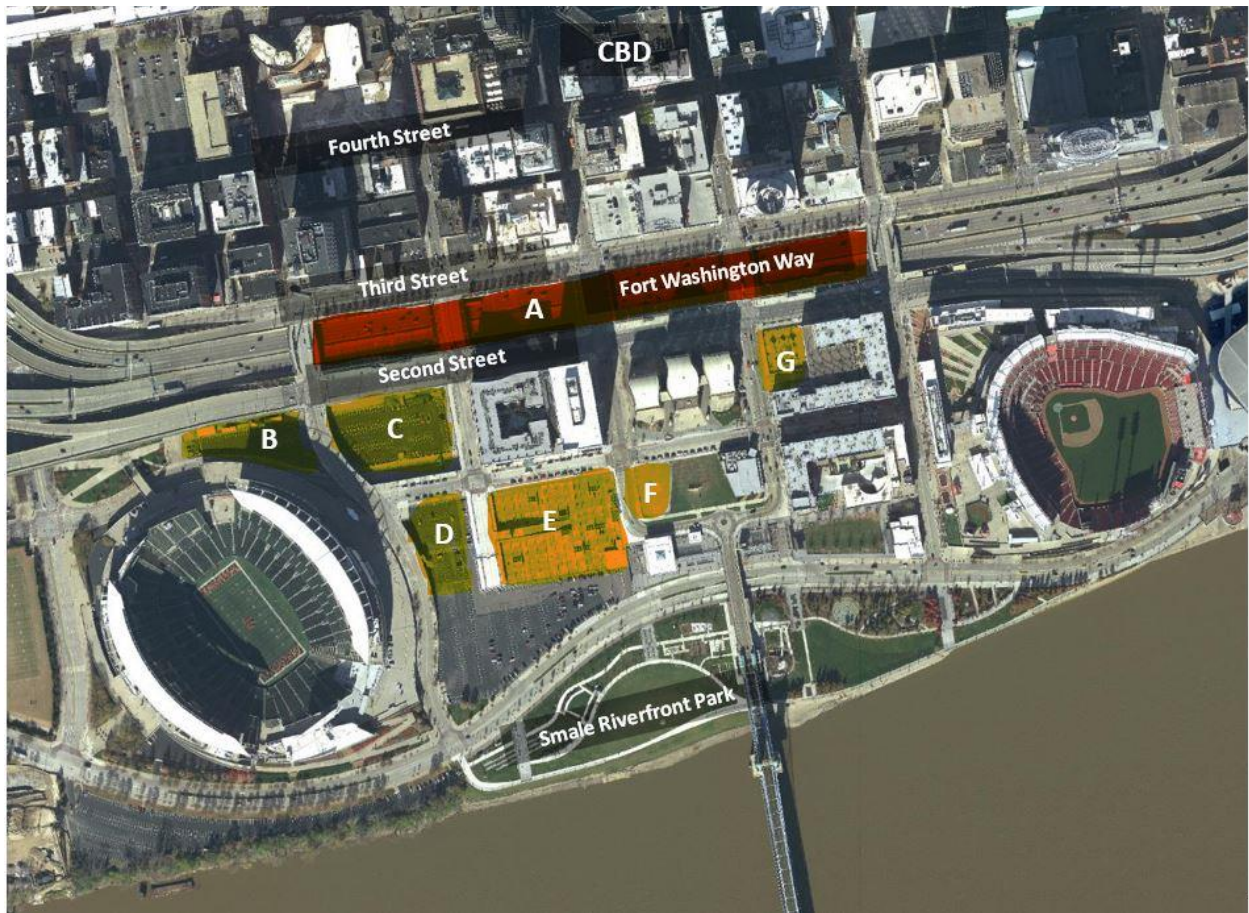


Figure 8. Primary competition area: blocks A–G.

Additional Context

Economic Development Stakeholders

City of Cincinnati and Hamilton County

The city and county are the primary stakeholders in the Partnership. Together, they have advanced more than \$2 billion in transportation, transit, stadiums, museums, mixed-use development, and other improvements in the riverfront since 1998.

The Cincinnati Reds and the Cincinnati Bengals

Both professional sports teams are active participants and stakeholders in driving major activities for the redeveloped riverfront.

The Port—an Ohio Port Authority

Established in 2000, the [Port of the Greater Cincinnati Development Authority](#) is an economic development agency focused on revitalization and public financing throughout Hamilton County.

3CDC and DCI

[Downtown Cincinnati Inc.](#) (DCI) is a nonprofit business organization with a mission to build a dynamic metropolitan center valued as the heart of the region. The organization has been funded by a special improvement district that includes all property within the boundaries of Eggleston Avenue on the east, Central Parkway on the north, Central Avenue on the west (including the Centennial buildings), and the river on the south (excluding the two stadiums). DCI recently [became a subsidiary](#) of the Cincinnati Center City Development Corp. ([3CDC](#)), an organization that has put significant investment into Over-the-Rhine neighborhood since 2004.

Architecture



Figure 9. Fourth Street east from Race in Cincinnati, circa 1910. ([Shorpy](#))

Cincinnati boasts a wide variety of architectural styles spanning the 19th and 20th centuries. Examples scattered throughout downtown and adjacent neighborhoods include Greek revival, Gothic revival, Italianate, and Queen Anne styles, as well as newer styles, such as the César Pelli–designed Aronoff Center. Some significant Cincinnati buildings, such as the Art Deco Union Terminal, are not near the site, while others contribute to the significance of the Cincinnati skyline near FWW. Among the notable high-rise buildings adjacent to or near FWW are the Carew Tower, a French art deco building at 441 Vine Street; the “PNC Tower” at Fourth and Vine streets; the Scripps Center at 312 Walnut Street; and the Great American Tower at 301 East Fourth Street.

Adjacent Communities

Five neighborhoods are immediately adjacent to downtown: **Queensgate**, **West End**, **Over-the-Rhine**, **Pendleton**, and **Mount Adams**. **Queensgate**, west of downtown, has a small residential population and largely industrial and commercial land uses. **West End**, northwest of downtown, has a challenging [history of urban renewal](#) and now consists of varied and distinct sub-neighborhoods. With construction of the soccer stadium, the neighborhood hopes to see [community benefits](#) accrue locally. **Over-the-Rhine** is Cincinnati’s largest historic neighborhood and home to the Music Hall and Findlay Market. The 360-acre neighborhood comprises one of the largest, most intact, 19th-century [urban historic districts](#) in the United States and likely hosts America’s largest contiguous collection of 19th-century Italianate architecture. More than \$500 million of investment in Over-the-Rhine has revitalized Washington Park and Ziegler Park as well as a number of buildings, and brought an [economic resurgence](#) to the area, albeit with concerns of displacement. **Pendleton** is one of the city’s smallest neighborhoods and falls within the Over-the-Rhine historic district. **Mount Adams** is a largely residential neighborhood perched atop one of Cincinnati’s hillsides, to the east of downtown.



Central Riverfront Garage

The Banks includes a multilevel parking garage facility and development podium that lifts the development area out of the floodplain and provides structural support for all development that was set forth in the master plan. The Banks' goal for the facility upon completion was 8,500 public parking spaces, approximately 75 percent of them structural, across eight city blocks. Phases I, II, and IIIA (see the Banks Master Plan) are complete. Owned by Hamilton County and operated by SP+, the structured garage facility currently spans five city blocks between Race Street to the west and Broadway Street to the east and accounts for approximately 4,800 total parking spaces. The master plan intended for all surface lots within the Banks development to be converted to structured parking facilities to support mixed-use development and/or green space.

Riverfront Transit Center

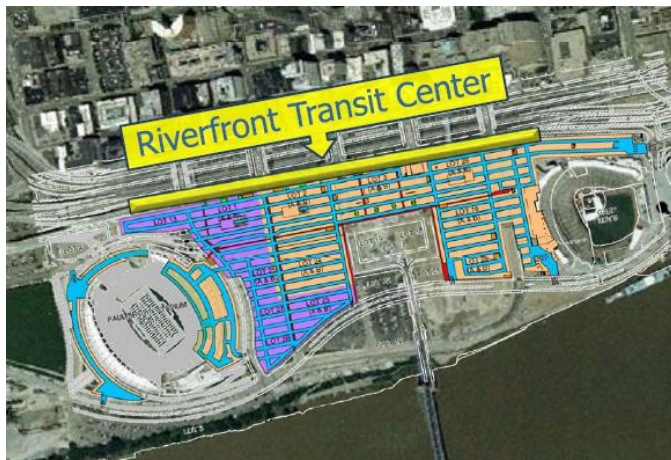


Figure 10. Riverfront Transit Center. (*The Banks*)



Figure 11. Riverfront Transit Center. (*SORTA*)

With the reconstruction of FWW, planners saw a unique opportunity to build the [Riverfront Transit Center](#) (RTC), a multimodal facility that runs 3,740 feet in length underneath Second Street. The goal was for non-diesel buses and both intercity and intracity rail lines to pass through the RTC, but voters denied the possibility of commuter rail via referendum in 2002. The RTC was under construction at that point and opened in 2003. Today, the RTC is used primarily during concerts and baseball games, and suffers some maintenance deficiencies, although revenue from parking and charter bus use cover its operating costs. The hope is that a fully developed riverfront will provide the ridership to justify full use of this transit resource to benefit the city and the region. The Riverfront Transit Center also accommodates a major water main and the Riverfront Running Track (RRT), a rail right-of-way owned by the city and discussed in the April 2013 [Railroad Improvement and Safety Plan](#).

Streetcar

As in many other American cities, [streetcars](#) were a primary form of transit for Cincinnatians from the mid-19th century to mid-20th century, with nearly 250 miles of track. Cincinnati brought back the

streetcar with the grand opening of the [Cincinnati Bell Connector](#) in 2016. The streetcar travels a [3.6-mile loop](#) from Second Street at the Banks north to Over-the-Rhine, crossing FWW twice in the process.

Future of Transport

[Cincy Red Bike](#) debuted in 2014 and now hosts over 50 locations. In summer 2018, Bird and Lime debuted electric scooters in the city, and Cincinnati, like many cities, is [grappling with how to manage](#) this growing form of transportation. In spring 2018, the Ohio governor signed an executive order authorizing [autonomous vehicle testing](#) in the state.

Flooding

The competition area is not only adjacent to the Ohio River, but its presence has been a defining historic element for the riverfront. Cincinnati has experienced [105 floods](#) since 1858. One of the worst floods occurred in 1937, when the Ohio River reached 80 feet. Floods continue to threaten development along its banks; [flooding in February 2018](#) saw the river surpass 55 feet and inundate parts of the Smale Riverfront Park. The reconstruction of FWW included a 30-foot-tall flood wall and pumping station to protect the highway trench from floodwaters.⁴ As described above, the Banks parking garage facility enables development within the floodplain.

The National Underground Railroad Freedom Center

As a national interpretive and educational center, the National Underground Railroad [Freedom Center](#) serves as a vehicle to relate the lessons of the Underground Railroad Movement to contemporary freedom movements. Completed in 2004, the Freedom Center hosts 100,000 local, regional, and national visitors per year. Located in the center of the Banks development at the northern terminus of the Roebling Suspension Bridge, it provides an important visual focal point. The Freedom Center consists of 158,000 square feet across three five-story pavilions and represents a private and public investment of approximately \$110 million. The Port Authority [issued financing](#) in the amount of \$50 million in tax-exempt bonds for the construction of the museum. The Freedom Center interfaces with the Riverfront Transit Center to the north and the Smale Riverfront Park to the south.

The Central Riverfront: Paul Brown Stadium

[Paul Brown Stadium](#) opened in 2000 and is the home of the Cincinnati Bengals football franchise. The stadium seats around 66,800 fans and, in 2018, hosted 10 Bengals home games from August to December. The Bengals lease [approximately 40 acres](#) from Hamilton County—22 acres for the stadium, plus a practice field to the west and parking to the south. The Bengals have an interest in maintaining areas where Bengals fans can tailgate and protecting views to and from the stadium. Total attendance is approximately 450,000 per year. In November 2018, the [county agreed to purchase](#) a 15-acre site southwest of Paul Brown Stadium, currently used as a concrete plant and aggregate distribution yard, for the development of additional surface parking for the Bengals and the potential development of a Bengals practice facility. The [Bengals' lease](#), through 2026, allows the team to review proposed

⁴ "Reconstructed Highway Revives Cincinnati Riverfront." *Civil Engineering*. Vol. 70, no. 10. [American Society of Civil Engineers](#). October 2000. p. 14. [ISSN 0885-7024](#).



development, which includes remaining developable parcels in the Banks. For the purposes of this competition, consider how you will achieve buy-in from this stakeholder for blocks B through G.

The Central Riverfront: Great American Ball Park

The Great American Ball Park has been the home of the Cincinnati Reds—baseball’s first professional franchise—since the 2003 season. Situated on approximately 29 acres, the stadium seats around 42,300 fans. In 2018, the Reds hosted around 80 home games from March through September. The Reds also [lease the Great American Ball Park from Hamilton County](#). Total fan attendance is approximately 1.8 million to 2 million per year.

Music Venue and Event Lawn

In June 2018, the city and county [selected](#) the Cincinnati Symphony Orchestra (CSO) and Music and Event Management Inc. (MEMI) to develop an indoor/outdoor music venue. In November 2018, the Bengals [agreed to](#) the development of the venue on lots 27, 28, and 23, immediately adjacent to the east side of the stadium. The developers anticipate that the venue will open in 2020 and draw more than 300,000 patrons per year.



Figure 13. Music venue rendering 1. (MEMI, GBBN, Messer)



Figure 12. Music venue rendering 2. (MEMI, GBBN, Messer)

General Electric U.S. Global Operations Center

In June 2014, the General Electric Company selected the Banks for its only U.S. Global Operations Center. The GE Global Operations Center is a 338,000-square-foot, 12-story office tower that is home to over 2,000 professionals. The office building extends the width of a full city block, occupying land from Second Street to West Freedom Way, with Rosa Parks Street to the east.

The Central Riverfront: U.S. Bank Arena

East of the Great American Ball Park is the 40-year-old [U.S. Bank Arena](#) for hosting sporting and entertainment events. The aging venue seats more than 17,000 but is not big or new enough to attract a major sports franchise. The arena owner has [proposed a sales tax](#) to rebuild a venue on the site, but the county has not agreed to the sales tax increase. The arena draws about 600,000 patrons per year.

To the South: Smale Riverfront Park, the Roebling Bridge, and the Ohio River

Adjacent to the southern edge of the main competition site, public and private funds have helped build the 40-acre [Smale Riverfront Park](#), which broke ground in 2008. The Cincinnati Park Board manages this open space. The Schmidlapp Event Lawn provides a green roof for the parking garage. The upper level of the park is above the 100-year flood, while the lower level is within the floodplain.

Development along Third Street, North of Fort Washington Way

Moving from west to east, a series of parking garages and surface parking lots define the pedestrian experience on Third Street adjacent to FWW. The Central Riverfront Urban Design Master Plan adopted by the city in 2000, as amended, anticipated major office development along Third Street. Several infill or underdeveloped sites remain along Third Street.



Figure 14. Central Riverfront Urban Design Master Plan. (City of Cincinnati)

City Club Cincinnati

One bright spot encouraging pedestrians to linger along Third Street is the recently completed \$67 million [City Club Apartments](#) project, which opened at 309 Vine Street in spring 2018. The [development](#) includes 45,000 square feet of class A creative office space, 294 luxury apartments, plus restaurants and retail. The owners of this building are now planning a new mixed-use development in the Fourth and Vine Tower, often called the PNC Tower and originally designed by architect Cass Gilbert. City Club Apartments LLC wants to [renovate](#) the 31-story, 340,000-square-foot building into a residential and commercial complex for approximately 400 residents in 262 apartment units.

Historic Districts

The city has both national and local [historic districts](#) within its boundaries. Just north of the site are three districts listed on the [National Register of Historic Places](#), including two with buildings (highlighted) adjacent to Third Street:

- [West Fourth Street Historic District](#)⁵
- [East Fourth Street Historic District](#)⁶
- [Main and Third Street Cluster](#)⁷

⁵ Reference #76001443.

⁶ Reference #88000078.

⁷ Reference #83001984.



Additional Area Development

- **Seventh and Elm.** [Shillito's West](#) is an approximately 400,000-square-foot city-owned commercial building. Neyer Properties has a development agreement with the city for Neyer to explore redevelopment of the property into a mixed-use project consisting of approximately 100,000 square feet of office space, 16,000 square feet of street-level retail, and a 450-space public parking garage at an estimated cost around \$28 million.
- **Fourth and Race.** With [this redevelopment](#), 3CDC will construct and operate the five-level, 574-space garage and add 23,000 square feet of street-level retail at a cost of \$44 million. Another developer, Flaherty and Collins, will build an eight-story, 264-unit apartment building above the new garage at an estimated cost of \$73.5 million. The total estimated construction cost is \$117 million.
- **Seventh and Race.** Vision Hospitality wants to [transform](#) a building at 37 West Seventh Street into a 94-room boutique hotel with a coffee bar and restaurant.
- **Seventh and Vine.** Pearl Capital Management will [renovate](#) the Provident office building into 160 market-rate residential apartments and ground-floor commercial space at a cost of around \$38 million.
- **Court and Walnut.** This 18-story [mixed-use development](#) will include a 45,000-square-foot, two-story Kroger grocery store. Above the store will be a 560-space parking garage and 139 residential apartments. The project is expected to cost around \$90 million and be complete in September 2019.
- **Fourth and Walnut.** As part of a job expansion project, U.S. Bank intends to renovate its existing office space in the CBD at a cost of \$9 million. The [project](#) aims to retain approximately \$160,683,000 in annual payroll in their current locations and add 400 new jobs.
- **Sixth between Main and Walnut.** Neyer Holdings will [renovate](#) an existing office building with ground-floor retail at 126–128 East Sixth Street into a mixed-use apartment building, with 45 market-rate residential one-bedroom units and new commercial space at ground level. The total project cost is estimated at \$12 million. Neyer Holdings also plans to renovate an existing office building at 130–132 East Sixth Street with ground-floor retail into a LEED-certified building, with 13,211 square feet of renovated office space and all new commercial space on the ground floor. The total project cost is estimated at \$4.5 million.
- **Third and Main.** A developer is planning to combine three historic buildings in the Main and Third Street Cluster into a 105-room [hotel and bar](#).
- **Sixth and Sycamore.** Sun Development wants to [redevelop](#) 299 East Sixth Street, a 130-room Cambria Suites next to the Proctor & Gamble headquarters.
- **Ninth and Broadway.** Rookwood Properties received a 12-year tax exemption for 100 percent of the value of improvements to develop the six-story [Crane Factory Flats](#) at 824 Broadway. The Flats opened in December 2018 after a \$12 million renovation. It includes 69 units and 63 new parking spaces.



Detailed Assignment

- Your proposal should serve as a catalyst for further redevelopment in the area, including adjacent neighborhoods, enhancing the value of any potential original investment.
- The Partnership has asked you as master developer to assist in ascertaining the following:
 - The current worth of the combined parcels in the primary competition area for a potential investment.
 - A land acquisition plan.
 - The type of redevelopment the market would support.
 - An implementation plan that outlines strategic partnerships and community engagement.
 - The worth of the total redeveloped site at the end of a 10-year period.
 - The subsidies (if any) that would make redevelopment feasible and the sources of those subsidies.
 - If sold at the end of Year 10, the return the entire project would provide to the Partnership as owner (both leveraged and unleveraged before-tax internal rates of return).

In order to meet the Partnership's needs, your team must meet the following requirements and address these goals:

- Understand the social, historical, demographic, political, and economic forces in the Cincinnati region and analyze the study area, including bordering neighborhoods, in relation to the smaller development in the competition site. This analysis must consider the context of the competition site's relationship to the surrounding neighborhoods as well as study land use, circulation, infrastructure, demographics, and site forces, among other factors.
- Propose a master land use plan for the study area that includes but is not limited to land and building uses, blocks, streets, transit lines, and connectivity.
- Propose an urban design schedule for the competition site that addresses overall design characteristics, as well as building typology, architecture, and sustainability.
- Propose a market-feasible development program and financial pro forma for the development site that accounts for phasing as well as a 10-year hold. This development program must address overall competition-challenge questions and objectives and, more specifically, provide market-driven assumptions and feasible sources of financing and, if applicable, subsidies.
- Identify all phasing within the development site and detail a concept design for all development components within the 10-year hold period. The details should include, but not be limited to, building footprints, streetscapes, elevations, sections, and renderings showing the intended characteristics of your development proposal. You only need to depict details for what gets built over the course of the 10-year phase.



Assumptions

To address the needs of your client and create a feasible and compelling plan, your team must adhere to the following assumptions:

- **Zoning.** For this competition, use the Cincinnati Zoning Code effective as of 2004, which is Title XIV of the Municipal Code. Do not use the Draft Land Development Code. The site falls within the Downtown Development District (DD) zone and a Planned Development District (PD-43).
 - You may use DD zoning for decking Fort Washington Way, or propose alternate zoning.
 - Assume blocks B through G are not part of a Planned Development District and use DD or propose alternate zoning. You do not need to consider the final development plan for PD-43, which is not available online.
 - If your team proposes to change existing zoning, clearly state your rezoning proposal, and address the potential ramifications of any zoning changes. As one example, if you propose to exceed height limits, explain how you will obtain stakeholder buy-in, given that many existing buildings may wish to maintain views to the river.
 - The City of Cincinnati [Zoning Administration](#) website provides links to the [Zoning Code](#) and to the [Zoning Map](#), via the Cincinnati Area Geographic Information System (CAGIS).
 - Relevant Fort Washington Way parcel IDs and descriptions in CAGIS:
 - Block A:
 - 008300080003
 - 008300080004
 - 008300090001
 - 008300090002
 - Adjacent city-owned parcels outside of Block A include:
 - 008300080002
 - 008300090003
 - 008300080006
 - 008300090004
 - DD overlay maps begin at the end of the Chapter 1411 of the code, including:
 - **Map 1411-05 Use Subdistrict Overlay**
 - **Map 1411-09 Floor Area Ratio (FAR) Overlay**
 - **Map 1411-13 Maximum Building Height Overlay**
 - **Map 1411-15 Zero-Setback Overlay**
 - **Map 1411-17 Commercial Continuity Overlay**
 - **Map 1411-19 Skywalk Overlay**
 - **Map 1411-23 Parking Subdistrict Overlay.** City Council recently approved a plan to eliminate parking minimums downtown. The Proposed Parking Overlay District is available for download from [OrgSync](#) in the “Files” section.
- **Decking.** Sources such as [Parsons Brinckerhoff](#) have indicated that the infrastructure in place now will support four levels of building on decks over Fort Washington Way. Use these suggested configurations and structural limits as general guidance. If you make substantive



changes—for example, to support additional building levels—you must incorporate the costs into your proposal and justify them.

- **Redevelopment tools.** The state, county, and city offer multiple tools to encourage redevelopment.
 - **CRA.** The [Community Reinvestment Area](#) tax abatement program is an economic development tool administered by the city of Cincinnati that provides real property tax exemptions for property owners who renovate existing buildings or construct new buildings. This program offers a property tax exemption on the improvement value of a project for up to 15 years. Projects that earn certain certifications, such as Leadership in Energy and Environmental Design (LEED) Silver or higher, automatically qualify for a maximum 100 percent (net 60 percent) CRA tax abatement on the improvement value for 15 years (100 percent – 25 percent CPS PILOT – 15 percent VTICA Contribution = Net 60 percent). The Voluntary Tax Incentive Contribution Agreement (VTICA) is a payment in lieu of taxes (PILOT) program with a third-party nonprofit designated by the city, where you contribute a portion of the abated taxes (up to 15 percent of the abatement) to support neighborhood-based services. For the site area, VTICA PILOT would go to fund the operations of the Cincinnati Bell Connector. More information is available at the link above and by reviewing the CRA application document.
 - **District TIF.** Developers making a large-scale investment that requires substantial public improvements may be able to use tax increment financing (TIF) to offset a portion of those costs. In the case of district TIFs, amounts derived from the increased assessed value of any improvement to real property are directed to finance the construction of public infrastructure. The city has [21 tax increment financing districts](#). The competition site falls within the 275-acre TIF district 2, “Downtown South/Riverfront.”
 - **Project TIF.** A private project TIF is a tax increment financing structure placed on a single project. If a project qualifies under a gap analysis, the tax increment from improvements can be used more broadly. The increment can be rebated back to the developer functioning as a tax abatement that could go up to 30 years. Also, a developer can use the increment to cover debt service for the project if it serves an urban redevelopment purpose, or to finance public improvements that directly benefit the project site.
 - **PACE.** The [Greater Cincinnati Energy Alliance](#) facilitates Property Assessed Clean Energy (PACE) financing in Ohio and Kentucky. PACE encourages energy efficiency and renewable energy on commercial properties, with long-term financing requiring no down payment. Borrowers repay the investment via a special assessment on their property tax bill over a period of up to 30 years.
- **Existing uses.** For the purposes of the competition, when your team contemplates land acquisition and assembly scenarios, the current tenants’ leases expire at the end of December 2019, with the option to renew on a month-to-month basis. You may find it optimal to retain all, some, or none of the tenants, and you may change lease rates as you deem appropriate when you sign a new lease or bring on a new tenant. If new lease rates are applied, they should reflect market rates.



- **Open space and natural systems.** In your proposal, you need to indicate any proposed open spaces and their relationship to the overall strategy and financial vision, as well as any landscaping/environmental strategies your proposal introduces.
- **Affordable/workforce housing.** For the purpose of the competition, a minimum of 10 percent of new residential product, both for-sale and rental, must be units affordable for low- to moderate-income households. The units should have two or more bedrooms and be dispersed throughout the project. These requirements apply to every phase of development.
- **Complete neighborhoods.** Give priority to mixed-use and mixed-income development. Any development that fails to address these concepts will not achieve formal entitlement approval or stakeholder buy-in. The city and county want to ensure that any development they engage in will help the city, region, and surrounding neighborhoods meet their objectives.
- **Rights-of-way and circulation patterns.** You may choose to close or create public streets within your development blocks. If you close a public right-of-way and develop the space, you need to buy the land from the city at fair market value. You may also change circulation patterns.
 - **Southwest Ohio Regional Transit Authority (SORTA):**
 - [Downtown Cincinnati Map](#)
 - [Regional System Map](#)
- **Construction costs.** You may use the cost tables generated by [RSMeans](#) or a resource of equivalent quality as a guideline to estimate your construction costs. RSMeans Online offers 30-day free trials. Assume you are using union labor and be sure to get specific estimates for Ohio.
- **Utilities.** You may relocate all local distribution lines for power, gas, water, and communications at the developer's expense, based on utility-company standard pricing. You may not move stormwater or sewer infrastructure. You must include a plan to address on-site stormwater.
- **Real property taxes.** For the purposes of the competition, use 96.515579 as the millage rate. Alternatively, teams may use parcel-specific rates available online at the [Hamilton County Auditor Online Property Access](#) website.
- **Inflation rate.** For the purpose of the competition, teams may consider that all costs are subject to an inflation rate compounded at 2 percent per year.
- **Market-feasible costs and pricing.** Although the competition uses a fictional scenario, your team needs to meet the expectations of the Partnership and come up with a financially feasible plan for the site. Unless you are given a cost or an assumption, you need to come up with a market-appropriate amount that you can justify in your pro forma (e.g., current sales price for land in the area, market rents for various uses, project costs, etc.). If you find that your development program requires a subsidy, the subsidy amount should be realistic and from a viable source.
- **Demolition and remediation costs.** Demolition and remediation costs vary greatly depending on the typology and former land use of the different parcels. For the purposes of this competition, teams can apply a general cost per square foot to demolish and remediate parcels. For example, for the purposes of this competition, it can cost the same to demolish a surface parking lot as to demolish a two-story building that covers the same area. Alternatively, teams can assign costs based on an assessment of existing structures and land uses for a more accurate calculation.



- **Infrastructure costs.** You must account for all new public infrastructure costs, but you do not need to charge them against project costs unless you are using said infrastructure to achieve a building premium. You must charge infrastructure on private parcels to project costs. You must determine what you think is the market-appropriate rate for infrastructure costs.
- **Property owners.** For the purposes of the competition, please identify all land that you choose to acquire as “developable parcel.” Please use this generic identifier to refer to such parcels throughout your proposal, rather than referring to the real-world owner of each parcel.
- **Start of development:** Year 0 (planning, entitlements, etc.) is 2019–2020; the start year—the first year you may begin construction or actual redevelopment—is 2021.

Competition Resources Checklist

The following list includes all the items available for download from [OrgSync](#), [Flickr](#), or [Dropbox](#) and serves as a checklist for you to ensure that you receive all the resources:

- **Competition brief** (this document as a PDF file), available for download in the [OrgSync portal](#) > Files > 2019 Competition Materials;
- **Pro forma template** in Excel, available in the [OrgSync portal](#) > Files > 2019 Competition Materials;
- **Geographic information system (GIS) files**, available via [Dropbox](#); instructions on how to access these files are in the [OrgSync portal](#) > Files > 2019 Competition Materials; you may find additional files that are useful on the [CAGIS Open Data Portal](#);
- **Photo survey** of site, including aerial images, available via the ULI Hines Student Competition [Flickr](#) account; instructions on how to access this account are in the [OrgSync portal](#) > Files > 2019 Competition Materials; Google Street View also has up-to-date images of the site, many of them from May 2018; aerial videos are available in [Dropbox](#) in the Drone Site Video Footage folder; and
- **Plans and reports**, available for download in [Dropbox](#).

How You May Use Downloaded Materials

- You may download competition resources for distribution only among your team members, faculty advisers, and professional advisers.
- You may only use competition resources for this competition. You may not use, copy, or distribute these resources for any other purpose without written permission from ULI.

Criteria for Judging

The jury will select four finalists that it deems have best satisfied the goals of the challenge outlined above and the combination of criteria described below.

The jury, at its discretion, will award an unspecified number of honorable mentions for outstanding submissions in one or more of these criteria.



Specifically, proposals should strive to meet the following criteria:

- Integrate planning and design decisions with economic feasibility, including market-level returns on investment for private investors and lenders:
 - Public investments in infrastructure and public facilities should have clear value for the owners; and
 - The development proposal and planning and design concepts should support and reinforce both public planning goals and financial returns for the owners.
- Demonstrate awareness of design issues contributing to a workable, livable, sustainable configuration of development that supports the vision specified in this brief.
- Demonstrate attention to factors affecting the risks and feasibility of the project, including:
 - Development and construction costs;
 - Future expenses and revenues from operations and land sales; and
 - Effects of project phasing on risks and feasibility.
- Work together as a team: a primary goal of this competition is to provide a means and demonstration of integrating real estate and allied disciplines. The jury will consider how successfully your team worked together, as evidenced by your submission.

The jurors also will rely on their knowledge and expertise in real estate development, design, and land use. While the jury may not ignore any of the above criteria, it may, if it wishes, use additional criteria in making its final decisions.

ULI strives to conduct a thorough, fair, and rigorous jury evaluation process, yet teams need to consider the realistic constraints on, and limitations of, the jury. Teams should make their presentations as clear and easy to understand as possible given the large number of submissions and the limited time the jurors have available to review each one. The jurors ULI selects are leaders in their fields and generously donate their time to the ULI Hines Student Competition. Jurors will not have extensive time to delve into every detail of every proposal, nor will they have the capacity to provide lengthy detailed feedback. Just as in the real world in which developers and designers have a finite window in which to present themselves, your team should strive to make a meaningful first impression by packaging your solution in a compelling and succinct fashion that invites additional analysis of the proposal.

Presentation Requirements

- ULI developed the presentation requirements for the benefit of both competitors and the jury. These requirements ensure that the jury will have enough information to evaluate and compare solutions to this challenge.
- Effective presentation of your solution is crucial for success: your submission may have great ideas, but if your materials do not present these ideas clearly, your submission will not compete well.
- While teams may choose to depart from some aspects of the brief, disregarding presentation requirements and guidelines entirely, or not addressing the fundamental goals of the brief, may place your team at a disadvantage.



Required Presentation Materials

1. One 72" x 36" unmounted presentation sheet, in horizontal landscape format, of the **urban design scheme**.
2. One 11" x 17" sheet of the **pro forma summary**.
3. One 11" x 17" sheet of a **supplementary pro forma summary** (OPTIONAL).
4. One 11" x 17" sheet with two **narrative summaries** of no more than 500 words each.
 - a. One must summarize your design and development plan.
 - b. One must summarize your financing plan.
5. One 11" x 17" sheet displaying a copy of your **site plan**. You may display a less detailed version of the site plan than what appears on your presentation sheet to increase legibility.
6. Two 300-pixel x 300-pixel graphic vignettes of **iconic project images** from your presentation for display on the web. The ULI Hines Student Competition may use these to feature finalists and other selected entries online after the competition period concludes.

Notes on Graphics

- Competitors have discretion to select which graphic techniques they use.
- Maps, plans, and drawings may be at any scale.
- Maps, plans, and drawings to scale should include a graphic scale and an arrow indicating north.
- Sections should include a graphic scale.
- On presentation sheets, represent any “big ideas” graphically; limit text to labels, call-outs, and succinct descriptions.
- Text—in the form of charts, graphs, matrices, spreadsheets, timelines, etc.—should analyze the costs for infrastructure, buildings, open space, and the value they will create.
- Text might also cover site design and development concepts; public infrastructure within the site, including circulation and open space; investments; and market options and strategies.
- Drawings—in the form of plans, sketches, and collages—should describe the massing, scale, and other design concepts for the public and private realms.

Essential Presentation Elements

All submissions should include the following five general elements; the details of these elements are up to you. You may include other elements that you think are necessary to tell your story.

- (1) planning context and analysis;
- (2) master land use plan;
- (3) urban design;
- (4) site-specific illustrations of new development; and
- (5) development schedule and finances.



Detailed Guidance on the Essential Presentation Elements

(1) Planning Context and Analysis

Illustrate planning context and analysis with an annotated plan and/or diagram drawn at scale. Describe overall patterns and concepts for regional issues the team considers relevant. These might include, for example:

- land use;
- circulation (pedestrian, vehicular, transit, bicycle, etc.);
- open space;
- environmental and sustainability considerations;
- image and character of the area;
- social and economic concerns;
- community planning and infrastructure concepts; and
- private-sector development concepts.

(2) Master Land Use Plan

The land use planning drawings must show:

- land and building uses;
- blocks and streets;
- location of transit line(s) and stops/terminals;
- other public infrastructure;
- connections to neighboring blocks; and
- general concepts for landscape and open space.

Note: Use of the American Planning Association's Land Based Classification Standards ([LBCS](#)) for color coding is encouraged. Use a technique such as cross-hatching to signify mixed-use.

(3) Urban Design

The urban design for your development site must show:

- transit and other infrastructure;
- greenways and open spaces;
- paths, bikeways, pedestrian connections, and other means of access to the neighborhood;
- environmental, sustainability, and aesthetic values; and
- at least one each of the following:
 - three-dimensional view (perspective/axonometric);
 - plans; and
 - sections, and relevant details.



(4) Site-Specific Illustrations of New Development

Your presentation should include annotated drawings that zoom in on the site. This content might include plans, elevations, sections, and other renderings, all emphasizing the public space components, connections, and interrelationships within the project and with the neighborhood beyond the project.

- Clearly identify phases.
- You only need to provide detailed illustrations for what your team develops within the different phases.
- You must account visually for pads (either improved or unimproved) that are not fully developed, but you do not need to draw them in detail.

(5) Development Schedule and Finances

As part of the required presentation materials, you must submit a hard copy 11" x 17" sheet comprising a development pro forma in summary form using the summary template that ULI provides. You must submit this same sheet electronically in its original, editable Excel format.

- You do not need to fill in information about a product type if it is not part of your development program.
- If your team chooses to use a different template, you still must complete and submit the summary sheet ULI provides.
- Should you build your pro forma using your own template, ULI encourages you to also provide your own summary. This supplemental summary must fit to a single 11" x 17" sheet.
- The jury will first examine the ULI-provided summary sheet, because it gives the jury all the pertinent financial information it needs to evaluate your development's finances, and then will evaluate your supplemental form, if applicable.
- Your supplemental pro forma sheet from your model must be clear and easy for the jurors to understand. If there are questionable costs, assumptions, and estimates, the jury will view the worksheets you used to derive the summary, but your summary should be easy to read and speak for itself. Jurors will use all totals on this summary sheet only to verify that they support your proposal and that they display an internal logic.
- ULI has also provided your team with a set of more detailed pro forma templates. These worksheets are not fully linked and the cells do not contain formulas. If you use these pro forma sheets, adapted from the ULI publication *Mixed-Use Development Handbook*, Second Edition (2003), you must familiarize yourself with their logic and internal relationships and build your own cell linkages and worksheets. This generic pro forma is meant to serve as a guide and starting point. You may modify the pro forma, add or delete line items (e.g., you may not have office space in your development program), and create assumptions (e.g., cap rate, net present value discount rate, vacancy rate, etc.) that your team deems necessary.
- Whether or not you include your own version of the pro forma, you must be ready to justify the rationale and process behind your numbers and assumptions.
- Save the pro forma workbook as an Excel file.



Competition Logistics

Specific details of the schedule are subject to change. Please refer to the [OrgSync portal](#), or email hinescompetition@uli.org for relevant updates.

General Competition Schedule

- October 18, 2018 Teams begin applying to compete.
- December 10, 2018 Deadline to apply as a team.
- December 21, 2018 ULI notifies teams of their eligibility.
- January 14–28, 2019 Competition period.
- February 2019 Four finalist teams announced, and finalists brief issued.

Final Competition Schedule

- March 8, 2019 Site visit by representatives of each finalist team.
ULI/Hines covers one team member's expenses; others may join the visit at their own expense.
- April 3-4, 2019 Final presentations and winner announced in Cincinnati.
ULI/Hines pays all trip expenses for all members of the four finalist teams.

Submission Process

- Submit the 72" x 36" sheet and the 11" x 17" sheets **both** electronically **and** in a hard-copy format.
- One corner of every sheet **MUST** display your team's six-digit code.
 - You will find your code in your **approved** registration submission in OrgSync. ULI updated some original codes to avoid duplication.
 - DO NOT include any marks—other than your six-digit code—that identify your team or university on any of the sheets you submit, either electronically or in hard copy. **If you include identifying marks on any sheets, ULI will discard your submission and the jury will not review it.** Please be careful to only use the six-digit code.
- ULI will not accept—and the jury will not review—any supplemental diagrams or information that you do not present directly on the sheets described above under "Required Presentation Materials."

Mailing Address

Address your hard copy submission to:

ULI Hines Student Competition
Urban Land Institute
2001 L Street, NW, Suite 200
Washington, DC 20036-4948



Hard-Copy Submission Deadline

- **Your submission must have a postmark no later than Monday, January 28, 2019.** This postmark deadline applies whether you send your submission by U.S. Postal Service (USPS), express company, or private courier.
- You may hand-deliver your submission to the ULI headquarters office in Washington, D.C. **ULI must receive such submissions by 4:59 p.m. Eastern Standard Time (EST) on Monday, January 28, 2019.**
- The jury meets February 11 and 12, 2019. Only properly postmarked submissions that ULI receives before the jury meets will be eligible for consideration. Therefore, ULI recommends that competitors use an express mail service that can guarantee delivery in one or two days.

Rules for Hard-Copy Submission

- ULI recommends that you send materials by registered mail, FedEx, UPS, or other means that allow the sender to track the status of the materials. Please address inquiries about deliveries to your delivery service. Neither ULI nor the jury bears any responsibility whatsoever for the safe and timely delivery of submissions to ULI.
- ULI must receive all submissions as one package. ULI recommends that you do not send folded materials and instead send all materials in one large tube, as provided by FedEx, USPS, or UPS.
- DO NOT include any identifying mark (identifying your team members or universities) INSIDE the mailing package except the six-digit team code.
- You may include names of team members or universities in the return address/billing information for your submission package.
- Please make sure the six-digit team code is clearly visible on the outside of the package.

Checklist for Hard-Copy Submission

1. One unmounted 72" x 36" presentation sheet;
2. One 11" x 17" sheet with pro forma;
3. One 11" x 17" sheet with supplementary pro forma (OPTIONAL);
4. One 11" x 17" sheet with two narrative summaries (design/development plan, financing plan);
and
5. One 11" x 17" sheet displaying your site plan.

Electronic Submission Deadline

- **ULI must receive all electronic submissions by 11:59 p.m. EST on January 28, 2019.**

Rules for Electronic Submission

- Submit all files via OrgSync using the "[2019 Competition Entry Submission](#)," accessible in the "Forms" section of the [OrgSync portal](#) on January 14, 2019, the day the competition commences.
- All items must contain only the self-defined six-digit code and no other identifying mark.



Checklist for Electronic Submission

1. **Team code**—this six-digit code must match the approved one on your application form;
2. **One web-quality PDF of your 72" x 36" presentation sheet (no more than 20 MB);**
3. You may also upload the same web-quality presentation sheet in JPG (no more than 10 MB) (OPTIONAL);
4. **One Excel file of your pro forma;**
5. One Excel file of a supplementary pro forma (OPTIONAL);
6. **One 11" x 17" PDF with narrative summaries of both your development/design proposal and financial plan;**
7. **One 11" x 17" PDF displaying your site plan;**
8. You may also upload the same site plan in JPG (OPTIONAL);
9. Two 300-pixel x 300-pixel graphic vignettes from your presentation for potential display on the web (OPTIONAL); and
10. Tracking number for your hard-copy submittal (OPTIONAL).

Notification of Receipt

About five days after the submission period ends, ULI will send a message via OrgSync to all teams confirming successful receipt of their entry.

Final Competition Requirements

ULI will share additional program rules and guidelines for the finalist stage of this competition with the finalist teams. The final rules and brief will be available online after the competition concludes.

Questions

During the 15-day competition, teams may send questions in writing via email to

hinescompetition@uli.org. ULI will periodically post questions and answers on the [OrgSync portal](#) in the News section. You can access this section by clicking “News” or by selecting the tab “Feed” on the main page. ULI reserves the right to edit submitted questions before posting them on the website. ULI also reserves the right to not answer all questions posted on the website and to not post redundant questions or remarks deemed inappropriate or irrelevant. Please make sure you are monitoring your team email address during the competition period. You will have a chance to provide feedback on the competition after the finals in April.

Under no circumstances should you try to communicate regarding the competition with members of Hines, the City of Cincinnati, Hamilton County, the nonprofit and public agencies involved, the property owners or employees of the property owners, consultants who are working or have worked on the project, the competition jury, or other associated entities. No phone calls to ULI’s headquarters in Washington, D.C., ULI Cincinnati, or other ULI District Councils, unless they have already offered to be a resource to your team.

Thank you for joining us in this year’s competition and best of luck. – ULI Hines Student Competition

