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- Glatting Jackson Kercher Anglin Lopez Rinehart, Inc.
- Eric Doepke Associates
- Balke Engineers
- Economics Research Associates
Executive Summary
I Summary of the Plan

The Cincinnati Central Riverfront Master Plan is the result of a public participation planning process begun in October 1996. Hamilton County and the City of Cincinnati engaged Urban Design Associates to prepare a plan to give direction in two public policy areas:

- to site the two new stadiums for the Reds and the Bengals
- to develop an overall urban design framework for the development of the central riverfront which would capitalize on the major public investment in the stadiums and structured parking

A Riverfront Steering Committee made up of City and County elected officials and staff was formed as a joint policy board for the Central Riverfront Plan. Focus groups, interviews, and public meetings were held throughout the planning process.

A Concept Plan was published in April 1997 which identified three possible scenarios for the siting of the stadiums and the development of the riverfront. The preparation of a final Master Plan was delayed due to a November 1998 public referendum on the siting of the Reds Ballpark.
Once the decision on the Reds Ballpark was made by the voters in favor of a riverfront site, Hamilton County and the City of Cincinnati in January 1999 appointed sixteen prominent citizens to the Riverfront Advisors Commission who were charged to “recommend mixed usage for the Riverfront that guarantees public investment will create sustainable development on the site most valued by our community.” The result of that effort was *The Banks*, a September 1999 report from the Advisors which contained recommendations on land use, parking, finance, phasing, and developer selection for the Central Riverfront.

The Advisors and the UDA team also worked closely with the Park Board and their consultants to integrate the master planning for the riverfront park into the overall Master Plan.

The final Master Plan, which includes The Banks recommendations from the Advisors, has the following major elements:

1. Four anchor attractions (three new: Paul Brown Stadium, Reds Ballpark, and the National Underground Railroad Freedom Center; and one existing—Firstar Center).
2. Parking for over 6000 cars to serve commuters, sports fans, and festival attendees.
3. The Banks, a vibrant mixed use district with: 900 to 1300 housing units; 400,000 to 500,000 sq. ft. of retail and entertainment; 100,000 to 200,000 sq. ft. of offices; and a hotel of 200 to 400 rooms.
4. A new, 70-acre riverfront park as a signature front door for the City and as a location for major festivals.
A narrowed, redesigned, and partially decked Fort Washington Way, the sunken interstate highway which runs east-west through the City between Downtown and the riverfront.

An Intermodal Transit Center below grade on the south side of Fort Washington Way for buses, service, future on-grade light rail, and future commuter rail.

A redeveloped Third Street with new commercial office buildings and supporting retail and parking

Next Steps

Construction
Four projects are under construction: Paul Brown Stadium, Fort Washington Way, and the East Parking Garage will open in August 2000; the Intermodal Transit Center will be completed in 2001, a monumental achievement.

Design
Four projects are in design: Reds Ballpark; National Underground Railroad Freedom Center; underground parking; and the riverfront park. These four projects are scheduled for completion after 2002.

Development
The City and the County will jointly create a Riverfront Development Commission which will oversee and ensure implementation of The Banks. The first task of the Commission will be to issue a national Request for Proposals for developers in summer 2000 for Phase One of The Banks project between Paul Brown Stadium and the Freedom Center. Phase One could be completed in 2003 to 2004.

The City and County will work with property owners and developers to facilitate commercial office development and parking on the north side of Third Street.

Transit
The City and the County will support the regional development of light rail transit linking the airport, Northern Kentucky, the Central Riverfront, Downtown Cincinnati, and the University of Cincinnati by way of split tracks on eastbound Second Street and westbound Third Street.
Planning Process

The development of the plan for the Central Riverfront was divided into two distinct phases: The Central Riverfront Urban Design and Stadium Concept Plan which was published in April 1997; and the current volume, the Central Riverfront Urban Design Master Plan, dated April 2000.

Background

Voters of Hamilton County passed an initiative in May 1996 which provided an increase in the sales tax of ½ percent to finance the construction of two sports stadiums—the Bengals and the Reds—and related infrastructure and parking. Hamilton County and the City of Cincinnati jointly funded a planning study to site the two stadiums. The planning process had three goals:

1. The construction of the two stadiums must be seen as an economic development project which will spin-off other private development.

2. The urban design quality of the Cincinnati Central Riverfront must be enhanced to reflect the historic importance of the riverfront as the front door to the City, including the reconnection of the Downtown to the Ohio River.

3. The public must be involved in the planning process.

Urban Design Associates (UDA) was selected as the lead consultant, with ZHA, Inc. (market study), Glatting Jackson Kercher Anglin Lopez Rinehart, Inc. (traffic and parking consultants), Eric Doepke Associates (landscape design), and Balke Engineers (civil engineering).
**Steering Committee**
A Steering Committee made up of the County Commissioners, the Mayor, City Council, and County and City senior staff was formed to be the policy board for the planning process. The Steering Committee met on a monthly basis in public session for much of the time as the plan evolved.

**Concept Plan**
**(October 1996 to April 1997)**
The Concept Plan was a highly concentrated planning process from October 1996 to April 1997. There were three phases:

*Phase I: Data and Analysis*
The team collected data on land use, transportation, zoning, historic resources, and development plans. An important task was to conduct interviews and focus group meetings with elected officials, team owners, downtown groups, resident groups, agencies, and citizens.

*Phase II: Alternatives*
This phase was centered around a week long design charrette in November 1996, in which the Urban Design Associates team set up a design studio at the Cincinnati Convention Center. Design principles, frameworks, and illustrative urban design plans were developed. The charrette culminated in a public presentation on 17 November 1996, attended by 300 citizens. Small group discussions that evening allowed for citizen input and feedback.

*Phase III: Final Concept Plan*
The Urban Design Associates team, using input from the Public Forum and from working sessions with the Steering Committee, prepared the Concept Plan for the Central Riverfront, including locations for the two stadiums and a framework plan for the development blocks between the stadiums.

**Central Riverfront Master Plan**
The development of the plan after the publication of the Concept Plan was dominated initially by the debate over the final location of the Reds Ballpark. The Concept Plan had shown three possible locations for the ballpark, two on the riverfront and one at Broadway Commons. The issue was finally resolved by a voter referendum in November 1998 in favor of a riverfront location.

During that debate period on the Reds Ballpark site from May 1997 to November 1998, significant work was done, however, on all other aspects of the plan, including the final site plan for Paul Brown Stadium, the street framework, underground parking, Fort Washington Way urban design and landscaping plan, Intermodal Transit Center, National Underground Railroad Freedom Center, light rail transit, the central private development blocks, and the riverfront park. Phasing plans and construction cost estimates for this complicated set of interrelated projects were also prepared.
From November 1997 to March 1998, a private developer was given designated status by the City to present an urban design and financing plan for the proposed private development blocks between the two stadiums. Urban Design Associates, the Steering Committee, and the City reviewed the proposal. Ultimately the development agreement was not renewed or extended by the City Council.

Once the voters decided the Reds Ballpark siting issue in November 1998, the Steering Committee determined that the private development between the stadiums required a more detailed and inclusive examination. In January 1999, the City and the County continued their unprecedented collaboration and formed a sixteen person Riverfront Advisors Commission, who were charged to “recommend mixed usage for the riverfront that guarantees public investment will create sustainable development on the site most valued by our community.” Urban Design Associates was assigned to assist the Advisors with urban design analysis, studies, designs, and drawings. Economic Research Associates was hired to assist the Advisors with market analysis and financial pro formas.

The Advisors worked very intensely from February 1999 to September 1999, beginning with a series of community forums and interviews throughout the region, ultimately involving hundreds of citizens. The result of that enormous volunteer effort was The Banks, a remarkable consensus vision for the riverfront. The Advisors presented their plan to the Steering Committee at a public meeting on September 30, 1999, including an illustrated book and a multi-media presentation. The Banks Report is listed as an Appendix to this Master Plan.

The final phase of the Master Plan was to incorporate The Banks Plan into the Central Riverfront Plan, to update the plan with the most recent plans for the Reds Ballpark, Freedom Center, Fort Washington Way, parking, and riverfront park. A major new task was to develop urban design guidelines for the Central Riverfront which reflect The Banks Plan.
Planning Process
Central Riverfront Urban Design Master Plan

I Concept Plan
(October 1996 to April 1997)

Voters of Hamilton County passed an initiative in May 1996 which provided an increase in the sales tax of ½ cent per dollar to finance the construction of two new sports stadiums for the Cincinnati Reds baseball team and the Cincinnati Bengals football team. Hamilton County and the City of Cincinnati jointly funded a planning study to site the two stadiums.

The Planning Process for the Hamilton County/Cincinnati Central Riverfront Urban Design and Stadium Plan was guided by three goals.

1. The construction of the two stadiums must be seen as an economic development project which will spin-off other private development.

2. The urban design quality of the Cincinnati Central Riverfront must be enhanced to reflect the historic importance of the riverfront as the front door to the City, including the reconnection of the Downtown to the Ohio River.

3. The public must be involved in the planning process.

The Plan was divided into two parts: The Concept Plan and the final Urban Design Master Plan. The Concept Plan was completed in four months and was organized around two major multi-day working trips to Cincinnati by the consultant team. A Steering Committee was formed, which included the President of the Board of County Commissioners, the Mayor, three City Council members, and key County and City staff, to direct the work of the consultants. The flow chart below shows the major steps of the Concept Plan, which had three phases, described on the following page.
Phase I Data and Analysis
In this phase, the first major working trip was in October 1996. The team collected data on land use, transportation, and program and interviewed numerous stockholders and stakeholders, including elected officials, team owners, downtown groups, neighborhood groups, agencies, and citizens.

Phase II Alternatives
In this phase, the second major working trip occurred. The consultant team set up a design studio in the Cincinnati Convention Center for four days and developed urban design principles, frameworks, and illustrative schemes. These were presented on November 14, 1996 at the Convention Center in a Public Forum attended by over 300 citizens. Small group meetings that evening also allowed for citizen input and feedback.

Phase III Final Concept Plan
In this phase, the consultant team, using input from the Public Forum and from working sessions with the Steering Committee, prepared the Concept Plan for the central riverfront and the siting of the stadiums. Two open working meetings with the Steering Committee were held on December 19, 1996 and January 16, 1997.
subsequent to the publication of the Concept Plan in April 1997, the planning efforts of Urban Design Associates were concentrated in two categories:

- detailed urban design studies of the major riverfront projects and initiatives (Paul Brown Stadium, Reds Ballpark, Firstar Center, National Underground Railroad Freedom Center, street grid, Fort Washington Way, parking, transit, and the riverfront park)
- support of the Riverfront Advisors, a citizen group appointed by the City and County to prepare a development plan for the blocks of the central riverfront between the two stadiums.

The development of the plan after the publication of the Concept Plan was dominated initially by the debate over the final location of the Reds Ballpark. The Concept Plan had shown three possible locations for the ballpark, two on the riverfront and one at Broadway Commons. The issue was finally resolved by a voter referendum in November 1998 in favor of a riverfront location.

During that debate period on the Reds Ballpark site from May 1997 to November 1998, significant work was done, however, on all other aspects of the plan, including the final site plan for Paul Brown Stadium, the street grid, underground parking, Fort Washington Way urban design and landscaping plan, Intermodal Transit Center, National Underground Railroad Freedom Center, light rail transit, and the riverfront park. Phasing plans and construction cost estimates for this complicated set of interrelated projects were also prepared.

From November 1997 to March 1998, a private developer was given designated status by the City to present an urban design and financing plan for the proposed private development blocks between the two stadiums. Urban Design Associates, the Steering Committee, and the City reviewed the proposal. Ultimately the development agreement was not renewed or extended by the City Council.
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The final phase of the Master Plan was to incorporate The Banks plan into the Central Riverfront Plan, and to update the plan with the most recent plans for the Reds Ballpark, Freedom Center, Fort Washington Way, parking, and riverfront park. A major new task was to develop urban design guidelines for The Banks plan.
Urban Design Analysis
I  Concept Plan

Focus Groups

In October and November 1996, UDA conducted 39 individual interviews and focus group meetings which involved over 150 citizens, including the three Hamilton County Commissioners, the Mayor of Cincinnati, three members of City Council, team owners of the Reds and Bengals, representatives of the Over-the-Rhine neighborhood, downtown business owners and business groups, riverfront property owners, state and local planning and transportation agencies, cultural and recreational groups, Northern Kentucky groups, and economic development agencies.

All individuals and groups were asked the same series of open-ended questions: What do you like best and least about downtown Cincinnati, the riverfront, and the Broadway Commons site?; What infrastructure improvements are needed?; What uses belong on the riverfront and at Broadway Commons?; and What should be avoided? A summary of the answers to these questions is in the separate Appendix. Following are some highlights of that summary:

Like best: downtown (Aronoff Center, clean and safe downtown, restaurants, and shopping); riverfront (eastern riverfront parks, beauty of the river, and festivals); Broadway Commons site (economic development potential, proximity to Main Street/Over-the-Rhine, and closeness to downtown).

Like least: downtown (weak retail, not enough entertainment, parking supply, and isolation from the river); riverfront (Fort Washington Way, central riverfront, and poor access); Broadway Commons site (too far from hotels, surface parking lots, and adjacency to Over-the-Rhine).

What should be avoided: riverboat gambling; blocking views from and to downtown with large stadiums or buildings; and diluting the strength of downtown.

A few general themes ran through all the interviews and meetings: reconnect downtown to the riverfront; create a new riverfront park; and develop the riverfront right this time.
During the concept plan planning process, Urban Design Associates prepared a series of analysis drawings, called UDA X-Rays® focusing on downtown Cincinnati and the Northern Kentucky riverfront. The X-Rays extract layers of information from the typical existing land use plan. Each layer of information (streets, residential uses, open space, parking, etc.) reveals a historic pattern with both opportunities and constraints. These became important determinants of the design. On the page following are four typical examples of the X-Rays from the Concept Plan.

Portrait
Existing conditions plan
Downtown Cincinnati
(October 1996)
The streets X-Ray illustrates that the downtown Cincinnati street grid does not extend to the riverfront, unlike the Covington and Newport downtowns across the Ohio River. Fort Washington Way expressway (in red) presents an obvious barrier for pedestrians and cars to the riverfront. Note the absence of a street network on the Cincinnati riverfront.

The parking X-Ray (surface lots in light gray and parking garages in dark gray) shows that the predominant land use on the riverfront in 1996 was parking. The concentration of parking garages in the downtown represents a resource for the two new stadiums and riverfront festivals.

The commercial X-Ray illustrates how retail and office development completely stops at Fort Washington Way, which is in contrast to the busy working waterfront of merchants and businesses which existed on the waterfront at the turn of the century.

The residential X-Ray underscores the lack of residential development in the downtown in general, and particularly on the riverfront.
Urban Design Principles
1 Streets

Re-establish the city grid to the river.

The existing riverfront road system is a fragment of the historic downtown street grid. The original street network extended from Central Parkway on the northern edge of downtown to the Public Landing on the river. The heart of the city was thus connected to the river. The construction of Fort Washington Way in the 1950s effectively broke this link by severing virtually all of the north/south street connections. The waterfront was further isolated in the early 1970s by the erection of Cinergy Field and its parking decks.

In order to reconnect the City to its Ohio River address, north/south street connections to the River must be re-established. Central, Elm, Race, Vine, Main, and Walnut Streets should all be extended to the waterfront to complement the lone existing connection at Broadway. Pedestrian-friendly streetscapes must accompany the rebuilt streets to invite residents back to the water’s edge. This principle of re-establishing the street grid will not only relink downtown to the waterfront, but will also remove one of the major obstacles to riverfront redevelopment.
2 Parks and Open Space

Transform existing isolated parks into a riverfront park system

The existing parks to the east of the central riverfront form one of the world’s most inviting riverfront greenspaces. Yeatman’s Cove, Bicentennial Commons at Sawyer Point, and International Friendship Park each reflect the correct pattern of riverfront development, in which a park acts as a mediator between the City and the river. The only criticisms which can be made of these parks are that they are disconnected from downtown and neighborhood pedestrian networks and isolated from residential and commercial development.

Redevelopment of the area between the Clay Wade Bailey and Taylor Southgate Bridges will transform the isolated parks into a riverfront park system. Approximately 50 acres of parking lots and warehouses can be remade into a public open space as a new front door for downtown. Mehring Way will be reconfigured to create a defined northern edge to the park. Only by reclaiming the riverfront for public use will the City have an opportunity to establish the proper urban relationship at the river.
3 Highway Barriers

Seize the opportunity to remove Fort Washington Way as a barrier to the riverfront

Fort Washington Way was built at the height of interstate highway construction in the 1950s to connect I-75 to I-71 and to provide direct interstate access to downtown Cincinnati. Although the concept seemed correct at the time, the execution of the highway design resulted in a tangled system of ramps, bridges and intersections. It also had the unplanned effect of cutting off the physical and perceptual links between downtown and the riverfront.

An opportunity exists today to remove the elements of Fort Washington Way’s design which make it a barrier to the riverfront. The proposed reconstruction is designed to facilitate below-grade east/west through movements and to restore the historic surface street pattern. Sidewalks and street trees will replace the existing maze of highway exits and unclaimed spaces and the highway corridor will be narrowed to be in scale with typical city blocks. Removing Fort Washington Way as a barrier is a key principal for the successful redevelopment of the central riverfront.
4 Parking

*Create centrally-located, multipurpose parking*

A 1993 study of Cincinnati’s downtown parking resources revealed that although the City has an abundance of parking spaces, many of them are located far from where they are most needed. Excess capacity at the perimeter of downtown currently offsets a severe shortage of parking in the Central Business District. The riverfront, with its over 8000 spaces, is a key part of this excess capacity and an essential resource.

To preserve the balanced parking supply, new structured parking must be built to serve both downtown office and stadium users. Since office workers will typically only walk a quarter of a mile or less, new structured spaces should be concentrated in the central riverfront and/or west of Broadway Commons. The creation of a new shared parking reservoir is the best insurance against downtown parking shortages and uneconomical remote garages.
5 Economic Development Sites

Preserve sites which are linked to downtown, the stadiums, and parking for economic development

The riverfront and Broadway Commons are the two likely sites for stadium and economic development. Within these two sites, the central riverfront between Elm and Walnut Streets and the western tip of Broadway Commons have the unique feature of being simultaneously linked to downtown, the riverfront, the stadium sites, and parking. This characteristic makes these two areas the best sites to preserve for future development opportunities.

Removing Fort Washington Way as a barrier to riverfront development is a critical supporting initiative for the riverfront strategy. Creating a multi-modal transit and parking facility in the Fort Washington Way corridor is also a key to attracting new investment.

Development on the Broadway Commons site will not only benefit from supporting uses, but will in turn fuel residential revitalization in the Over-the-Rhine neighborhood.

By preserving the central riverfront between Elm and Walnut Streets and the western tip of Broadway Commons for future economic development, Cincinnati will be establishing the foundation for the only opportunity to extend the downtown core.
6 Attractions

Link attractions to the downtown retail and office core

A major goal of the public investment in the two sports stadiums is to strengthen downtown retail, entertainment, and cultural businesses and organizations. If cultural attractions, residential development, and/or commercial development are located on the central riverfront, they should be linked to the Fourth Street retail core, Fifth Street hotels, Fountain Square, and the Backstage cultural district.

The new riverfront attractions can be seen as a ‘string of pearls,’ a collection of valuable cultural assets. This ‘string of pearls’ runs from the riverfront, across the reconstructed Fort Washington Way, and into the downtown. Thus the developed riverfront becomes just one part of a vibrant and seamless downtown with a variety of uses, including stadiums, cultural attractions, retail, hotels, entertainment, housing, offices, and parks—a true 24-hour city.
7 Public Transportation

Construct an LRT or parking shuttle to link neighborhoods and parking with downtown Cincinnati and Kentucky

A new light rail transit line to link the airport, Northern Kentucky, downtown Cincinnati, the University of Cincinnati, and northern neighborhoods has been in the conceptual planning stages for some time. The preferred alignment would include a new bridge parallel to the Clay Wade Bailey Bridge on the upriver side. An ‘intermodal’ hub below Second Street is planned as the line’s key transfer point to bus and inter-urban rail networks.

Although the region’s transportation plan has many other important projects, the option of light rail (or an equivalent parking shuttle system) should be part of the revitalization of the Cincinnati riverfront. One key argument for the LRT is that it would link remote parking reservoirs with stadium and Central Business District parking needs, thereby reducing the requirement for new downtown structured parking spaces. Not only would the city have to build fewer parking garages, but additional land would remain available for future economic development.
Among Cincinnati’s greatest assets are the views from the Central Business District to the Roebling Bridge and Ohio River, and from the Ohio River and the Kentucky riverfront back to downtown Cincinnati. Many citizens said that the City skyline as viewed from the south is Cincinnati’s signature image. In order to preserve this asset, new buildings in the central riverfront should be scaled to support existing sight lines. Building heights should step down from Fort Washington Way to Mehring Way, with stadiums pushed as far to the east and west as possible. This approach will guarantee that the maximum number of existing and future downtown buildings will share the City’s most prestigious riverfront address.
Frameworks
1 Frameworks

The urban design analysis and the urban design principles were the basis for the development of alternative development frameworks for the central riverfront. The big puzzle pieces were clearly the two new stadiums. Much time was spent exploring the potential sites for the stadiums in relationship to the extended street grid of downtown and the development of a major riverfront park.

The first step in the Concept Plan was to devise an ideal framework (shown below) which would best exemplify the urban design principles. The major elements include four blocks of the city grid extended to the river, stadium sites at the east and west ends of the riverfront, a narrowed Fort Washington Way, a landing park for the Roebling Bridge, and a riverfront park.

An alternate stadium location was also shown at Broadway Commons to the northeast of downtown. A non-baseball urban design plan for mixed-use development was developed by the owner of the Broadway Commons site, which is illustrated in the Appendix.
Four alternate schemes were studied in the Concept Plan, primarily to investigate stadium sites closer to the Roebling Bridge, including the possible re-use of a reconfigured Cinergy Field for baseball. Each of the four schemes progressively reduced the number of street grid connections to the riverfront. These studies were instrumental in understanding the effect of stadium locations on private development potential for the central riverfront.
The selected framework for the Urban Design Master Plan shown on this page comes very close to the ideal framework with three exceptions: Elm Street is realigned to the east to accommodate Paul Brown Stadium and its plaza; Mehring Way is located further north, both to provide a larger area for the riverfront park and to pass under the Roebling Bridge north of the bridge piers; and Vine Street and Walnut Street do not connect with Mehring Way, stopping at Theodore M. Berry Way instead.
Development Program
Development Program

When the Concept Plan was produced in 1997, the development program for the central riverfront included a 45,000-seat Reds Ballpark, a 65,000-seat Bengals Stadium, an aquarium, an I-Max Theater and Planetarium, the National Underground Railroad Freedom Center, a Reds Hall of Fame, and an urban entertainment district (UED) of 360,000 sq. ft., including a 24-screen cineplex, 62,000 sq. ft. of retail, 110,000 sq. ft. of entertainment, and 85,000 sq. ft. of restaurants and nightclubs. It was anticipated by the market sub-consultant, ZHA, Inc., that 10,900,000 people would visit annually (2,500,000 for baseball; 800,000 for football and stadium events; 2,700,000 for the Freedom Center, Aquarium, I-Max/Planetarium, and Reds Hall of Fame; and 4,900,000 for the urban entertainment district).

The Riverfront Advisors plan for the central riverfront included a new market study by Economics Research Associates as well as seasoned input from the Advisors themselves and from the Cincinnati development and real estate community. Some program elements, such as the aquarium and I-Max theater, had moved to Newport and were no longer possible in the project. Also, the public process that the Advisors conducted indicated a very clear preference for housing and Cincinnati-based retail rather than an urban entertainment district on the central riverfront.
The Banks development program includes a mix of uses to create a diverse, 24-hour, seven-day-a-week pedestrian-friendly urban neighborhood. It includes the major anchor visitor attractions: Paul Brown Stadium (66,000 seats); National Underground Railroad Freedom Center 150,000 sq.ft.; Reds Ballpark (42,500 seats); Firstar Center; and the 70-acre riverfront park. New private development includes residential apartments with supporting retail, boutique-type office space, and a small hotel. The private development program is discussed in block by block detail later in this report (Urban Design Guidelines for The Banks). In summary however, the recommended private development program includes:

- **Residential**
  600 to 800 units

- **Retail and Entertainment**
  250,000 to 300,000 sq. ft.

- **Office**
  100,000 to 200,000 sq. ft.

- **Hotel**
  200 to 400 rooms

The Riverfront Advisors also looked at the development spin-off potential for the blocks north of the riverfront between Third Street and Fourth Street. They have estimated that demand and sites for additional private development exist for: 300 to 500 housing units; 150,000 to 250,000 sq. ft. of retail and entertainment, and 1,000,000 to 2,000,000 sq. ft. of office.