

Contents

About the Sponsors	3
About the Competition	3
Notice to Competitors	4
The Competition Host City: North Charleston, South Carolina	4
The Competition Site and Study Area	7
Reading and Listening Resources.....	8
Local and Regional Data.....	9
Development Context.....	9
Urban Planning	9
Historic Resources	9
Housing and the Unhoused	10
Transportation.....	10
Adjacent Neighborhoods/Places	11
Area Developments	13
The Competition Challenge	14
Detailed Assignment	15
Goals and Deliverables	15
Essential Presentation Elements	15
Detailed Guidance on the Essential Presentation Elements	15
Assumptions	17
Competition Resources.....	19
Criteria for Judging.....	19
Jury Evaluation Process.....	20
Presentation Requirements.....	21
Required Presentation Materials.....	21
Notes on Graphics	22
Submission Process.....	22
Finalist Requirements	23
Tools.....	23
Questions	24
Appendix: Site Images.....	25

Please refer to the competition website, uli.org/hines for relevant updates.

About the Sponsors



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About the Competition

The ULI Hines Student Competition, now in its 22nd year, is one of the core education initiatives of the Urban Land Institute. The competition offers eligible students the opportunity to form multidisciplinary teams and engage in a challenging exercise in responsible land use. It is part of ULI's ongoing effort 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.

The late Gerald D. Hines, founder and chairman of the Hines real estate company, was the 2002 recipient of the \$100,000 [ULI Prize for Visionaries in Urban Development](#). A firm believer in the power of people and fostering transformative values, Hines declined the prize money and endowed the competition with an additional \$3 million, ensuring its longevity and legacy for future generations of practitioners.

“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 said.

The competition encourages cooperation and teamwork among future real estate developers and investors and the many allied professions, such as architecture, landscape architecture, planning, finance, historic preservation, law, and public policy, among others. Since the competition began in 2003, more than 10,700 students on over 2,143 teams have participated, including 80 teams (400 students) who have made it to the finalist round. More than 1,000 real estate and design professionals have served as advisers to these teams.

Notice to Competitors

UNDER NO CIRCUMSTANCES SHOULD YOU COMMUNICATE REGARDING THE COMPETITION WITH HINES; THE CITY OF NORTH CHARLESTON OR OTHER REGIONAL MUNICIPALITIES; BERKELEY, CHARLESTON, OR DORCHESTER COUNTIES; THE STATE OF SOUTH CAROLINA; THE NONPROFIT AND PUBLIC AGENCIES INVOLVED; THE PROPERTY OWNERS OR EMPLOYEES OF THE PROPERTY OWNERS; CONSULTANTS WHO ARE WORKING OR WHO HAVE WORKED ON THE PROJECT; THE COMPETITION JURY; AREA RESIDENTS; OR OTHER ASSOCIATED ENTITIES UNLESS THEY ALREADY ARE AMONG YOUR PROFESSIONAL ADVISERS. DO NOT CALL ULI'S HEADQUARTERS IN WASHINGTON, D.C., ULI SOUTH CAROLINA, OR OTHER ULI DISTRICT COUNCILS UNLESS THOSE DISTRICT COUNCILS ALREADY HAVE OFFERED TO BE A RESOURCE TO YOUR TEAM. IF ULI LEARNS THAT YOU HAVE TRIED TO COMMUNICATE IN THE MANNER DESCRIBED HERE, ULI MAY DISCARD YOUR SUBMISSION AND THE JURY WILL NOT REVIEW IT.

The Competition Host City: North Charleston, South Carolina

This year's competition is focused on a site in North Charleston, South Carolina. North Charleston is the third-largest city in South Carolina, with a population of 117,472 (2020 census). North Charleston lies directly north of Charleston, a seaport and major tourist destination with beaches, waterways, and early American historical sites. North Charleston is part of the Charleston metropolitan area, also known as the Tri-County area, and the city's 77 square miles span three county jurisdictions—Berkeley, Charleston, and Dorchester. North Charleston is flanked by two saltwater rivers, the Ashley River and Cooper River, which were key for agricultural trade throughout the colonial era and were instrumental in the city becoming one of the East Coast's largest sites for U.S. Navy operations from 1902 until its naval base closed in 1996.

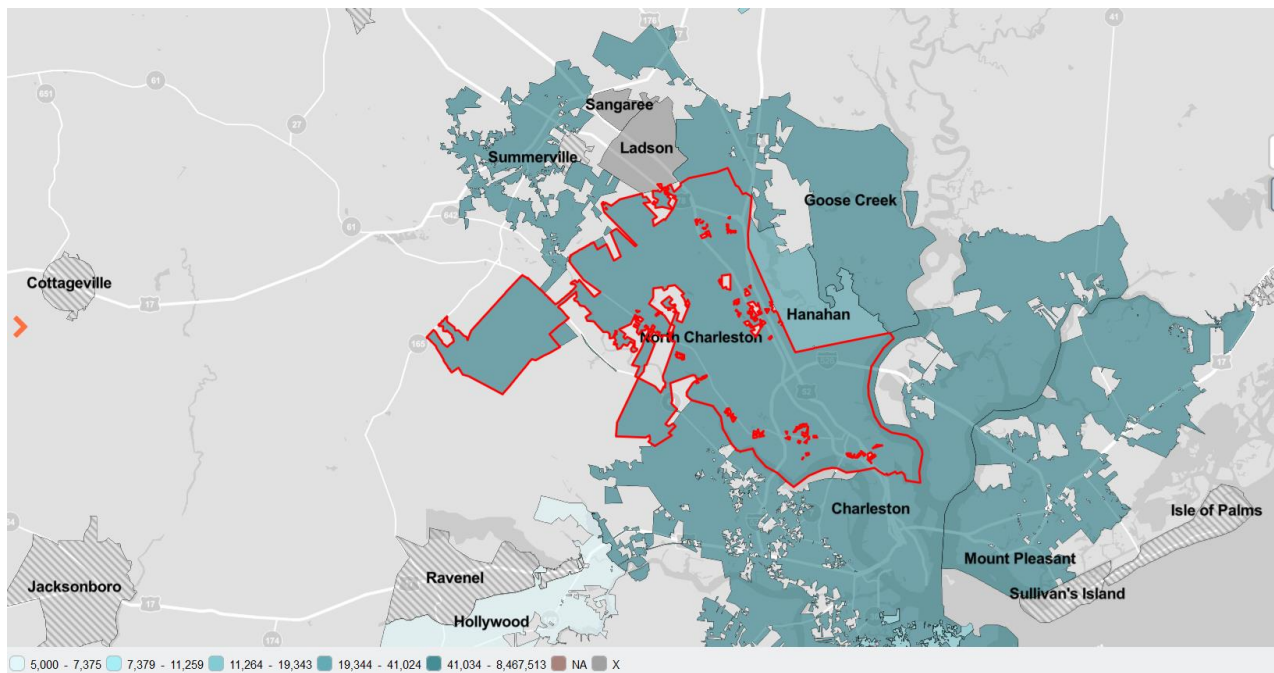


Figure 1. North Charleston, South Carolina. U.S. Census Bureau. Population Estimates, July 1, 2021, (V2021). [Accessed 11/3/2022 at [Census.gov](https://www.census.gov)].

History

Though Native American communities occupied the tidal lands in the region for thousands of years before the first Spanish explorers arrived in this region, little of their mark remains on the current geography: they were forced out or died of European diseases beginning in the 1500s. Throughout the 1700s and 1800s, colonial landowners and their descendants cultivated large tracts of land as plantations alongside the Cooper and Ashley rivers for indigo and rice and were dependent on slave labor for their export profits.



Figure 2. Aerial view of the Charleston Navy Yard in 1941. Wikiwand.com. [Accessed 11/3/2022]

The Local Economy and U.S. Military

After the Civil War and Reconstruction, the Theodore Roosevelt administration began allocating major resources to the U.S. Navy to contend with European powers, and the Charleston navy base and shipyard were built in 1902 on 1,575 acres. Over the following decades, the people depending on those jobs in shipping production made up the communities that eventually became the city of North Charleston in 1972.

More recently, various industries have established themselves in North Charleston, including manufacturing, as outlined in the city's [Comprehensive Annual Financial Report](#) (CAFR). The region produces a wide variety of products including airplane and automobile components, electronics, housewares, machinery, paper, tools, and more. Other major employers are in aerospace, defense, distribution, education, financial, food, health care, and retail sales services. North Charleston has long led all other municipalities in South Carolina in retail; gross retail sales exceeded \$7.9 billion as of June 2021. Access to Interstates 26 and 526 and the presence of rail lines, including [Amtrak](#), CSX, and [Norfolk Southern](#) enables much of this economic activity.

Though the navy shipyard closed in 1993, the military still has presence at the nearby [Joint Base Charleston](#), which includes U.S. Air Force and Navy components, the Naval Weapons Station, and the [Charleston International Airport](#), a joint civil/military facility. The second-largest U.S. Coast Guard base in the nation is

being developed, with \$500 million to \$800 million of investment, on the southern end of the former navy base, just north of the [Hugh Leatherman Port Terminal](#), which opened in March 2021.

Recent Growth

Today, North Charleston is experiencing the region’s fast-paced growth, development sprawl, and, in some cases, denser, mixed-use development. There is increased demand for housing, and the number of housing units available has not kept pace with migration into the Charleston metro area. The area’s popularity has resulted in regional growth equating to 40 net new residents per day, according to an [analysis](#) from the [Charleston Regional Development Alliance](#). Of the 47,000 new housing units added between 2010 and 2019, 40,000 (86 percent) were in single-unit structures, according to a [housing affordability policy study](#) prepared for the Charleston metro area. The ULI/PwC publication [Emerging Trends in Real Estate® 2023](#) includes Charleston among the top 50 regions in its “U.S. Markets to Watch: Homebuilding Prospects” list. North Charleston has 43,372 households and a median household income of \$47,201. North Charleston’s employment opportunities and migration patterns have created a diverse, culturally rich population. Of the city’s residents, 11 percent identify as Hispanic or Latino, 2.3 percent identify as Asian, 44 percent identify as Black, 44 percent identify as White, and 4.6 percent identify as Two or More Races ([2020 census](#)).

(These trends and more are explored in the “Reading and Listening Resources” list, below.)

The Competition Site and Study Area



Figure 3. A view of the competition site, looking northwest from where the Noisette Creek meets the Cooper River. (ULI/Karl Brenkert)

The city of **North Charleston, South Carolina**, has identified a **Site**—located at the north end of Census Tract 55 in southeastern North Charleston—as a development opportunity.

The Site is part of a larger **Study Area**, which lies along the Cooper River and east of the Park Circle neighborhood, in the northern part of the former navy base. The **Study Area** consists of 89 acres, including public rights-of-way. Its boundaries are Noisette Creek to the south and the Cooper River to the east and include Parcel 4000000245 to the north and Parcel 4000000217 to the west (just west of Noisette Boulevard). Parcel data is available at [Charleston County GIS](#).

The competition **Site** consists of all *city-owned* parcels within the **Study Area**, including public rights-of-way. The city owns approximately 50.6 acres across ten parcels inside the Study Area.

Inside the Study Area there are two privately held parcels and a 21.3-acre parcel owned by the U.S. government and used by the U.S. Department of Defense (DoD).

More details about the specific challenge begin on page 14, which will be available January 9.



Figure 4. The Study Area and Site. The Site consists of all city-owned parcels, in green. The Study Area includes all parcels in green, red, and blue. Three parcels inside the Study Area are not part of the Site: the DoD parcel, in red, and the two privately owned parcels, in blue.

Reading and Listening Resources

The links below provide access to resources on North Charleston. Some of these resources will be available in the [Google Drive folder](#), titled [2023 ULI Hines Student Resources](#). You should conduct additional research to learn about the region, city, and study area, and follow additional links provided on the following pages.

Public Resources

[Attainable Housing Resource Guide](#), February 12, 2021, Charleston Metro Chamber of Commerce.

[Emerging Industrial Market: Charleston, South Carolina](#), October 19, 2022, CBRE Insights & Research.

[Housing Affordability Policy in the Charleston Metro Area](#), January 7, 2022, Anderson Economic Group LLC.

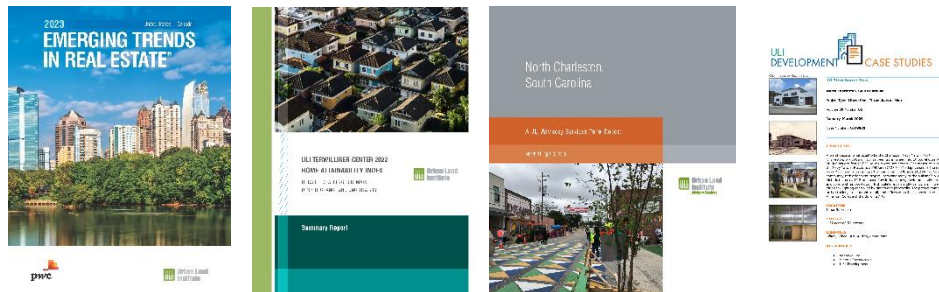
[Lowcountry Rapid Transit Affordable Housing Assessment & Strategies](#), April 5, 2021, BCDCOG.

[Lowcountry Alliance for Model Communities \(LAMC\) Area Revitalization Plan](#), April 16, 2010, AECOM.

[The Southern Fork](#) podcast—episodes in North Charleston near the Site:

- [Episode 21](#): Jaime Tenny: Coast Brewing, June 24, 2022
- [Episode 236](#): Shuai & Corrie Wang, Jackrabbit Filly, July 23, 2021
- [Episode 220](#): Germaine Jenkins, Fresh Future Farm, April 2, 2021

ULI Reading



The following resources are available to students for the competition. Some resources are typically available only to [ULI members](#).

[Emerging Trends in Real Estate® United States and Canada 2023](#), October 27, 2022, PwC and the Urban Land Institute.

[ULI 2022 Terwilliger Center Home Attainability Index](#), July 25, 2022, the Urban Land Institute.

ULI Advisory Services Panels, Case Studies, and Award Winners

Advisory Services panel: [North Charleston, South Carolina](#), March 31–April 5, 2019. Sponsor: City of North Charleston, Charleston County, and the South Carolina Coastal Conservation League. Subject area: Adaptive Reuse and Economic Development. The report is available in the [Google Drive folder](#).

Case study: [10 Storehouse Row](#)—January 1, 2009

Developments in the region that have won [ULI Global Awards for Excellence](#) since 2000:

- 2007: [Daniel Island](#); Charleston, South Carolina; The Daniel Island Company. Two reports available in the Google Drive folder.
- 2001: [Deweese Island](#); Deweese Island, South Carolina; Island Preservation Partnership. 1995 report available in the Google Drive folder.
- 2000: [Spring Island](#); Beaufort County, South Carolina; Chaffin/Light Associates.

Local and Regional Data

The [U.S. Census Bureau](#), including [Quick Facts](#), provides important demographic data, as does the [Berkeley-Charleston-Dorchester Council of Governments](#) (BCDCOG).

Further data is available on the region, the city, and downtown from a variety of sources. Learn more about the city and downtown at [Discover South Carolina](#), where local heritage sites like the [Gullah Geechee Corridor](#) are listed, along with [nearby restaurants](#). Information on the nearby Charleston destinations is available from the Charleston Visitors Bureau at [Explore Charleston](#).

The area has several entities dedicated to supporting commerce in the metro region and locally, including the [Charleston Metro Chamber of Commerce](#), the [North Charleston Chamber](#), the [South Carolina Chamber](#), the [Charleston Regional Development Alliance](#), and [Charleston County \(Charleston County Economic Development\)](#). Freight transportation is an important economic driver for the Charleston region, and [Palmetto Railways](#) is working with the [South Carolina Ports Authority](#) to build a new intermodal transportation facility (ITF) in the former Naval Complex; see more information on the Naval Base Intermodal Facility (NBIF) below, under “Transportation.”

Venues and resources for culture and the arts include the [North Charleston Performing Arts Center](#), [North Charleston Coliseum](#), [Firefly Distillery music series](#), an ongoing [Farmers Market](#), various concerts and festivals hosted at [Riverfront Park](#) such as [Charleston Food + Wine](#) and [High Water](#), and local [visual artist exhibitions](#).

Development Context

Urban Planning

The comprehensive plans for [Charleston County](#) and [North Charleston](#) detail initiatives for “complete streets,” an improved quality of life, and neighborhood visioning, among other objectives. These initiatives address challenges and planning recommendations inside county and city lines, as well as in relation to the neighboring Dorchester and Berkeley counties. Regional planning studies also are available from [BCDCOG](#).

The 2003 [Noisette Community Master Plan](#), though never implemented, laid the groundwork and provided inspiration for future redevelopment of about 3,000 acres spanning the north end of the naval base. The master plan offered a forward-thinking approach to density and sustainability and included a vision for the competition Study Area, which it called River Center North.

Smaller-scale plans close to the Study Area include the [Master Plan for the Neck Area](#) and the [Lowcountry Alliance for Model Communities \(LAMC\) Area Revitalization Plan](#). The city of Charleston’s StoryMap, “[Urban Displacement in Charleston, SC](#),” lends insight to the historical context of race and equity in the urban space. Other resources and groups addressing environment and equity in the area include [Metanoia](#), the [Coastal Community Foundation](#), the [South Carolina Community Loan Fund](#), and the [South Carolina Coastal Conservation League](#). Various efforts at the neighborhood scale are working to foster equitable development and [bring fresher food to the area](#), as well as [new construction in Park Circle](#).

Historic Resources

Several historic districts and historic zoning overlays are located in North Charleston, though none overlaps with the competition Study Area. Details on the historic districts are in the city’s Comprehensive Plan, [Appendix A – Existing Conditions – Cultural and Historic Resources](#), section 6.3—[Charleston Navy Yard Historic District](#), [Charleston Navy Hospital Historic District](#), [Charleston Navy Yard Officers’ Quarters Historic District](#), and part of the [Ashley River Historic District](#). Historic zoning overlay districts (Olde North Charleston Neighborhood Historic District, Olde North Charleston Neighborhood Conservation District, and the Ashley River Scenic District) are in section 6.4 of the Comprehensive Plan, Appendix A.

Housing and the Unhoused

The housing portion of the North Charleston [Comprehensive Plan](#) includes statistics on the change in the number of units over the past 20 years, percentage of renters and owners, average age of the housing stock, housing affordability, and more. Single-family detached homes make up 49 percent of the current housing stock, and just over one-third of the city's housing supply is multifamily.

According to the [Low Country Rapid Transit Affordable Housing Assessment & Strategies report](#) conducted by the BCDCOG, there is a 10,000-unit shortfall of rental units across the Tri-County region for households earning less than \$35,000. Median rent increased 28 percent from 2013 to 2017 ([North Charleston Comprehensive Plan, Appendix A](#), section 3.2.3); 58.5 percent of rental-occupied households in North Charleston spend more than 30 percent of their income on housing. According to the 2022 [ULI Home Attainability Index data on Policy Map](#), in the Charleston/North Charleston metropolitan statistical area, 11.43 percent of households with annual incomes of \$35,000 to \$50,000 are severely cost burdened and 2.91 percent of households with a yearly income of \$50,000 to \$74,999 are severely cost burdened.

In 2020, 323 homeless people were counted in Charleston County, and officials and advocates say that number has increased in the intervening years. To address the issue, the city of North Charleston in 2022 created the position of [homeless coordinator](#) to connect the local homeless population to services and health care. However, there are currently no homeless shelters in North Charleston ([Post and Courier](#)).

Transportation

The [Mobility and Connectivity section](#) of the Comprehensive Plan details the city of North Charleston's priorities and projects for transportation over the next 20 years, including \$3 billion of committed funding for various improvements. BCDCOG, staffing the region's Metropolitan Planning Organization (MPO), has also developed the Charleston Area Transportation Study (CHATS) [long-range transportation plan](#) covering automobile, transit, bicycle, pedestrian, railroad, freight, and intermodal movements for the Tri-County area.

The [CARTA](#) bus system provides access across urbanized portions of the Charleston/North Charleston region, with bus line 104 running along the western edge of the Study Area. [Lowcountry Rapid Transit](#) (LCRT) is a planned bus rapid transit (BRT) system that will serve the greater Tri-County region, with construction anticipated to begin in 2026. The system will include dedicated bus lanes and 10-minute frequency across 20 stations. As part of the planning process for the LCRT, BCDCOG produced a [transit-oriented development plan](#), one component of which is an [affordable housing study](#).

North Charleston has a few bike lanes, one of which passes a few blocks to the west of the competition site, along Spruill Avenue. [Walk Bike BCD](#) has proposed [plans](#) to improve walking and biking access and safety in the three-county region.

I-26 passes through North Charleston, connecting it to North Carolina and parts of eastern Tennessee. It is also a hurricane evacuation route with lanes that can be reversed to allow counterflow traffic when necessary. I-526 is a partial beltway around Charleston that serves as a bypass around its downtown for U.S. Route 17.

[Charleston International Airport](#) is in North Charleston and served 4.9 million passengers in 2019.

Plans for the [Naval Base Intermodal Facility](#) include construction of the Northern Rail Connection, a track that will link the facility across Noiset Creek and run along the western portion of the Study Area. Palmetto Railways will provide long-term maintenance and landscaping of this area.

[Odfjell Terminals Charleston](#) is adjacent to the Study Area to the north and serves the bulk liquid and specialty chemical, vegetable oil, and petroleum industries. The site includes nine tanks with a capacity of almost 80,000 cubic meters, with accessibility for marine vessels, rail cars, ISO tanks, and tank trucks, as well as one deep-sea berth for barges and tankers.

[Park Circle](#), to the west and northwest of the Study Area, is the historic economic center of North Charleston. Designed during the Garden City movement of the early 20th century, it was one of the first master-planned developments in the South. The developers planned out 1,500 acres with the intention to create a self-sufficient community that would incorporate residential, agricultural, and industrial uses. A recent renaissance along East Montague Avenue in Park Circle has attracted strong investment in new housing, park amenities, and a thriving historic business district.

Noisette Creek forms the southern border of the Study Area. In 2022, the city completed an 800-foot [pedestrian bridge](#) across the creek, connecting the Study Area to the city-owned [Riverfront Park](#), site of the Charleston Naval Base Memorial, the Admiral’s Garden, and the Amphitheater at the Point, among other amenities. Along the edges of the park, the city owns historic quarters leased by the [Charleston Naval Complex Redevelopment Authority \(RDA\)](#). Details of recent [renovations of some of the historic quarters](#) are available on the RDA website. For example, Quarters H & I are rented out for special events and weddings; another houses the restaurant [MOMO](#), which offers outdoor seating along Riverfront Park; and plans are underway to redevelop one of the quarters for a future [naval museum](#).

Several neighborhoods south of the Study Area that can benefit from additional connectivity and mobility in the area are African American communities, including Chicora-Cherokee, Union Heights, and Accabee, among others. Neighborhood leaders in these communities are working in partnership with the [Coastal Community Foundation](#) and [Metanoia](#) to prevent displacement of aging residents and those being priced out by rising rents and housing costs. Metanoia [got its start](#) when an initiative by the [Cooperative Baptist Fellowship of South Carolina](#) (CBFSC) to address childhood poverty in the state decided to focus its work in the Chicora-Cherokee community. Neighborhood leaders LAMC also worked with state and city representatives on a [Community Mitigation Plan](#), of which future plans for the remaining spending are under negotiation.

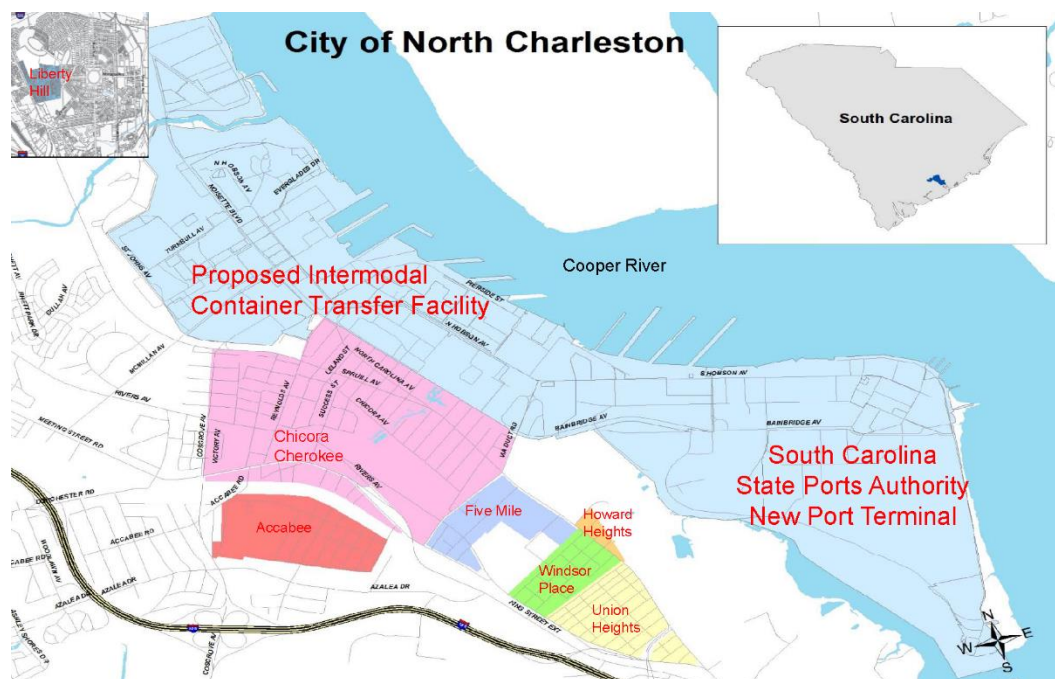


Figure 6. [Lowcountry Alliance for Model Communities \(LAMC\) Area Revitalization Plan](#)

Area Developments

The city outlines local capital improvement and new facilities projects [on its website](#). The *Charleston City Paper* offers the [Charleston Crane Count](#) of projects in Charleston. Notable developments near the site include the following.

- Jamestown, Jay Weaver, and William Cogswell are repositioning a portion of the former naval base as a 75-acre, 1.2 million-square-foot mixed-use development under the banner [Navy Yard Charleston](#). Much of the redevelopment area is in the Charleston Navy Yard Historic District west of Riverfront Park and east of the rail line and includes 12 existing buildings, some of which will be reused and preserved. Significant redevelopments upcoming include:
 - Renovation of the historic [Power House](#) to serve as an entertainment venue. This will be the southernmost piece of Navy Yard redevelopment activity.
 - Renovation of the historic [Charleston Navy Hospital](#), an 11-story building farther west at 3600 Rivers Avenue, to provide 293 multifamily and live/work units.
 - Adaptive use of storehouses 8 and 9 as retail, office, and multifamily.
 - Redevelopment of the naval hospital complex—the infirmary—as multifamily units.
- The [Navy Yard Industrial Campus](#) offers space for maritime, manufacturing, and logistics on the decommissioned base.
 - In 2020, tenant [Urban Electric Co. doubled its footprint](#), adding space for its [manufacturing facility](#) at 2120 Noisette Boulevard. Urban Electric is also a tenant of Navy Yard Charleston.
- [Montague Corners](#)—New York City–based CP Capital and Charleston-based Greystar will develop a three-story, 336-unit multifamily property just off I-526.
- [The Assembly](#)—The Beach Company and ParkProperty Capital [broke ground](#) on this 211-unit multifamily development in Park Circle, scheduled to be completed in 2024.

The Competition Challenge

The competition challenge reflects much of the actual conditions at the location; however, ULI has changed certain details in this brief for the purposes of the competition. The competition is an educational exercise; ULI does not anticipate that anyone will build what participating teams propose for the site.

The city has selected your team as master developer. As master developer, you have entered into an agreement with the city to provide a vision to **transform the Study Area into a thriving, mixed-use, mixed-income neighborhood**, and a proposal to **evaluate the benefits and financial possibilities of redeveloping the city-owned parcels (the Site)**. The city is seeking a **vision** for the area that will **increase connectivity and mobility**, address issues of **equity and housing affordability**, and have a **positive economic impact** while increasing the **sustainability and resilience** of the Study Area, the surrounding community, and the city at large. As the master developer, you can propose to acquire land from the city, lease land from the city, establish a public/private partnership, and/or determine other mechanisms by which to redevelop.

CITY PARCELS Your proposal must address all city parcels listed here.

Parcel_ID	LEGAL DESCRIPTION	DEEDED ACREAGE
4000000047	Parcel A	6.49
4000000058	Lot B	11.08
4000000065	Parcel B	6.49
4000000071	Parcel 1	3.00
4000000072	952 - VAC-COMM-LOT	1.35
4000000109	Parcel 1B-3	13.64
4000000129	Parcel 1A	1.23
4000000217	Lot Parcel 1B-2	7.03
4000000218	Lot A-2	0.24
4000000246	Lot pump	0.08

OTHER PARCELS

Your team might recommend acquiring and developing two additional parcels **inside the Study Area** if doing so will further your vision and proposal—Parcels 4000000086 and 4000000245. You are not required to propose anything for these parcels.

The city anticipates that the **21.3-acre DoD parcel** (Parcel 4000000040) in the Study Area will transfer to the city within the next ten years, although this is not a given. The **seven-acre railyard parcel** (Parcel 4000000216) in the Study Area will have a railroad terminal with about 11 short tracks, a fence, and two gated entryways; the tracks are almost complete, and this use of the land is unlikely to change in the near term. **Do not** propose acquisition or redevelopment for either parcel **within the 10-year period** of the competition.

BEYOND TEN YEARS

- **DoD parcel**—**Do** provide high-level, conceptual plans for the future of this parcel, beginning after the 10-year period of the competition. You do not have to provide a financial proposal for this vision.
- **Railyard parcel**—**Do not** provide conceptual plans for the future of this parcel after the 10-year period of the competition. Assume it will be a railyard for many years and consider the constraints it imposes (traffic, noise, environmental impacts, etc.) when proposing how to redevelop adjacent to it.
- **Parcels outside the Study Area**—**Do not** propose to acquire or redevelop parcels outside the Study Area. You may recommend and/or visualize a long-term conceptual plan for redeveloping other parcels outside the Study Area **beyond the 10-year period** to demonstrate how your specific development proposal fits into a longer-term vision for the area, but this long-term conceptual plan is not a requirement for or the focus of the competition.

Detailed Assignment

Goals and Deliverables

The city has asked you as master developer to do the following:

1. Analyze regional forces—social, historical, demographic, political, and economic, among others—and the competition site in relation to its surroundings and **describe or visualize key aspects of your analysis**.
2. Determine the **type of redevelopment** the market would support and **describe or visualize key aspects of your market analysis**.
3. Propose a **market-feasible development program** and **financial pro forma** for the competition **Site**, as well as for any additional parcels you may recommend acquiring. This program should identify all phasing within the 10-year period.
4. Ascertain the **development value of the total redeveloped Site**, including land and buildings, within the 10-year period.
5. Based on the development value, **state the offering price to acquire or the leasing terms** for all public parcels, and any private parcels you may recommend acquiring.
6. Determine the **subsidies** (if any) that would make redevelopment feasible and the **sources** of those subsidies.
7. **Establish and state a fair rate of return to the city** that compensates for the value-added activity and/or concessions you recommend the city contribute to the project.
8. Propose a **site plan** for the competition **Site**, and any additional parcels you may recommend acquiring.
9. Provide **conceptual plans for the future of the 21.3-acre DoD parcel**; these plans should begin after the 10-year period of the competition. These plans will be high level; therefore, descriptions and illustrations of these plans do not need to be as detailed as those for the Site.
10. Propose an **urban design scheme** for the **Study Area** that connects it to surrounding areas. **Describe or visualize specific connections or integrations** between the Study Area and surrounding areas, including East Montague Avenue, Park Circle, Riverfront Park, and the former navy base to the south.
11. **Provide site-specific illustrations** of key development components you propose within the 10-year hold.
12. Offer **minimum levels of affordable/workforce housing**. **In your proposal, a minimum of 20 percent of new residential product**, both for sale and rental, must be units affordable for low- to moderate-income households. The units should be dispersed throughout the project.
13. Detail **key implementation steps**, such as strategic partnerships and community engagement.

Essential Presentation Elements

All submissions should include the following five general elements:

1. Planning context and analysis.
2. Site plan.
3. Urban design.
4. Site-specific illustrations of new development.
5. Development schedule and finances.

You also may include other elements that you think are necessary to tell your story.

Detailed Guidance on the Essential Presentation Elements

The following describes the essential elements in more detail.

1. Planning context and analysis

Illustrate planning context and analysis with diagrams and/or annotated plans at a scale. Describe overall patterns and concepts for local and regional issues the team considers relevant. These might include, for example, the following:

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

2. Site plan

Your site plan should communicate the following:

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

You must account visually for pads (either improved or unimproved) that are not fully developed within the 10-year hold, but you do not need to depict them in detail.

3. Urban design

Your urban design scheme might address the following:

- overall design characteristics and aesthetic values;
- building typology and architecture;
- public realm enhancements;
- circulation and access (pedestrian, vehicles, transit, bicycles, parking, etc.) to and within the Study Area;
- infrastructure;
- landscape, open space, waterways, and/or natural systems; and
- environmental stewardship, sustainability, and resilience.

4. Site-specific illustrations of new development

Your presentation should include annotated illustrations that zoom in on the site. These illustrations might be plans, elevations, sections, or three-dimensional views (perspective/axonometric). They should

- clearly identify which phase each illustration is describing;
- illustrate massing and scale for the public and private realms; and
- illustrate public space components, including how they will be programmed and used.

5. Development schedule and finances

ULI has provided a pro forma template in the Google Drive folder. In this template, worksheets link to one another, and the cells contain formulas to aid you in scoping the financial viability of each development component.

- You may modify the template and apply assumptions (e.g., cap rate, rental rates, project costs by line item, etc.) as you deem necessary. You can add new building types. You do not need to add information about a product type if that type is not part of your development program.
- You should eliminate unnecessary tabs and use or add tabs only for the development components that are part of your design.

Assumptions

For the competition, your team should consider the following guidance.

- **Start of development. Predevelopment** (land acquisition, planning, entitlements, stakeholder engagement, etc.) can begin as early as **January 1, 2024**, for any component. The start year—the first year you may begin **construction** on any phase—is **2025**. **Close-out** for all phases must finish by the end of **2034**. You may address entitlement issues for components upfront or sequentially, adjacent to the construction period for each component. In real life, predevelopment can take three to four years or more, but it is possible to complete it in less time, depending on the size and scope of the project. You may propose shortened predevelopment time frames for the components of your development for the purposes of this competition.
- **Topography.** Your design should respond to the existing elevation and features of the topography, or your pro forma should account for the costs and sources of funding needed to alter the topography.
- **Complete neighborhoods.** Proposals should give priority to mixed-use, mixed-income development and neighborhood vitality.
- **Market-feasible costs and pricing.** Although the competition uses a fictional scenario, your team should aim to create a financially feasible plan for the site. 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 your program requires a subsidy, the subsidy amount should be realistic and from viable sources.
- **Planning and zoning code.**
 - You can view the zoning map and overlay districts using the city’s [interactive online map](#).
 - The competition Site is currently zoned [Planned Development District](#) (PDD) with light industrial and heavy industrial zones directly adjacent.
 - You may use the current zoning requirements or create a proposal that follows guidance. The jury will not be checking your proposal against the existing zoning ordinance; however, the existing zoning ordinance can provide you with examples of compatible uses, design preferences, setbacks, parking, lighting, and other requirements that align with the city’s urban design, planning, and land use goals.
 - The [Code of Ordinances for the City of North Charleston](#) is available online. [Appendix A](#) covers zoning regulations.
- **Redevelopment tools.**
 - North Charleston outlines various [economic development incentives](#) on its website.
 - **Opportunity Zone (OZ).** The whole Study Area is in Census Tract 55, which is a Low-Income Community Opportunity Zone. North Charleston has three OZs, and Charleston County has eight. A map of OZs is available online from the [HUD Open Data Site](#).
 - **HUBZones.** The U.S. Small Business Administration’s HUBZone program aims to award 3% of federal contract dollars to HUBZone-certified companies each year to encourage small business growth in historically underused business zones.
- **Infrastructure costs.**
 - You must include costs for infrastructure on private parcels in your financing proposal.
 - You must include costs for public infrastructure in your financing proposal if you use that infrastructure to achieve a building premium. That means if you propose public infrastructure that clearly goes above and beyond what the municipality typically provides in the area, then

you should include it in your budget and identify sources of funds to cover the cost of that infrastructure. For example, if the city does not typically pay for rain gardens for stormwater management in the area and you are proposing rain gardens, then you should include the cost of rain gardens in your budget and identify a source of funds for them. If you propose infrastructure that is normal practice for the area (e.g., something like paving a public road), you do not need to include the cost of the infrastructure in your budget.

- You could propose that the city pay for the additional infrastructure costs (beyond normal practice), but if that results in extravagant costs that are obviously outside the city's funding or operating capacity or will not lead to obvious returns for the city, the jury is likely to observe that problem, and it could hurt your proposal.
- **Existing uses and tenants.** Assume there are no current tenants on the required city-owned parcels on the Site. If you decide to acquire additional parcels, assume that any current tenants' leases expire at the end of December 2023 with the option to renew on a month-to-month basis. You may find it optimal to retain all, some, or none of those tenants, and you may change lease rates as you deem appropriate when you sign a new lease or bring on a new tenant.
- **Rights-of-way and circulation patterns.** You may change street 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.
- **Construction costs.** You can use tables from [RSMMeans](#) or a resource of equivalent quality as a guideline to estimate your construction costs. Unfortunately, ULI is not able to offer access to RSMMeans. RSMMeans Online occasionally offers 30-day free trials. Your faculty or professional adviser might be able to provide insights, or a university program or library may be able to provide access to cost information, digital or other, or a lower-cost student version (for rent or purchase) may be available online.
- **Taxes.** The city website provides an [overview](#) of corporate income tax, sales and use tax, and property taxes. The [Charleston County Auditor's Office](#) provides tax rates for real and personal property.
 - **Real property tax.** You can find real property tax rates in the [2022 Millage Card](#) and the [2022 Millage Breakdown](#). North Charleston Tax District 43 has a tax rate (millage rate) of 308.6. A mill is equal to one-thousandth of a dollar, so a rate of 308.6 mills translates to a tax of \$0.3086 (~31 cents) per \$1.00 of assessed value.
 - Charleston County [Assessment rates](#) are 4% of fair market value for primary residence and 6% of fair market value for other real estate.
- **Stormwater utility fee.** Charleston County funds its stormwater management program through a [stormwater utility fee](#). Either estimate and account for the fee in your pro forma or justify how you will meet the goals of the stormwater management program in your development in a way that will convince the city to reduce or waive the fee.
 - The base rate is \$72.00 annually for all improved parcels in North Charleston. [Ordinance 1896](#) lays out the fee for commercial property based on the equivalent residential units (ERUs).
- **Inflation.** You do not need to apply inflation as a factor and can use un-trended data.
- **Brownfields and remediation.** You do not need to address remediation of hazardous materials within the Site and Study Area because we do not have details on type and extent of possible contamination. The U.S. Environmental Protection Agency (EPA) [Cleanups in My Community Map](#) indicates no notable sites within the Site or Study Area.
- **Demolition costs.** In your pro forma you must account for the cost of demolishing existing structures (assuming you wish to demolish them) if you demolish them within the 10-year period of your pro forma. In real life, these costs vary greatly depending on former land use type. Teams may choose to assign costs to demolish parcels based on an assessment of existing structures and land uses or apply a general cost per square foot to the entire site.

- **Property owners.** Please identify all land you may choose to acquire using the generic identifier “developable parcel.” Other than the city and county, do not refer to the name of the real-world owner of any parcel in your proposal.

Competition Resources

The following list includes all the items available for download from the [Google Drive folder](#) or elsewhere and serves as a checklist for you to ensure that you receive all the resources:

- The **challenge brief** (this document) is available as a PDF.
- The **pro forma template** is available as an Excel file.
- The [Question & Answer \(Q&A\) document](#) is available as a Google Doc. During the competition period, ULI will post responses to team inquiries on this document in the [Google Drive folder](#). **Please plan to check the Q&A document daily.**
- **Geographic information system (GIS) files** of the site and its surroundings.
 - Resources also are available online from [Charleston County Geographical Information System](#), the [North Charleston GIS](#) department.
 - During the competition, participants have free access to [ArcGIS Online](#), [ArcGIS Urban](#), and [ArcGIS Business Analyst](#) tools via [Esri](#), as well as to high-resolution 3D models and aerial imagery of the site via [nearmap](#). By January 3, registered participants will receive instructions on how to log into ArcGIS and access these tools. If you have not received these instructions, email HinesCompetition@uli.org. Participants are not required to use these tools and do not need to use them to be successful in this competition.
- **Photos and videos** of the site and some parts of the study area, including [ground-level and aerial imagery](#) and [aerial video](#), are available through the [ULI Awards account](#) on flickr.com. There is a document in the Google Drive folder with details on how to access geolocation data for these photos.
- Various **reports** will be available in the Google Drive folder. You are not required to review these documents, and you should plan to do additional research to inform your proposal.

Downloading Competition Resources

- You may download competition resources for distribution only among your team members, faculty advisers, and professional advisers.
- You may share resources and collaborate across teams, but team members should not directly contribute content to another team's proposal (so that ULI and the jury do not have to worry about someone asking for credit for part of another team’s proposal).
- You may use competition resources only 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 finalist teams** that it deems to have best satisfied the Goals and Deliverables of the challenge and criteria described here. 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. For instance,

- Public investments in infrastructure and public facilities should have clear value for the owners.
- 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 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 with allied disciplines. The jury will consider how successfully your team worked together, as evidenced by the consistency and coherence of your proposal. For example, the financial proposal should accurately reflect the designs and vice versa. You may have an excellent pro forma, but if your vision is weak and your site plan is confusing, your proposal will not advance to the finals. Likewise, you may have an excellent vision and stunning graphics, but if your pro forma is very weak with no obvious room for simple corrections and improvements, your proposal will not advance.

The jury may, if it wishes, use additional criteria in making its final decisions.

Jury Evaluation Process

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. ULI receives many submissions (100 on average), and jurors have very limited time to review each one. 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. Teams should make their presentations as clear and easy to understand as possible.

The jurors ULI selects are leaders in their fields and generously donate their time to the competition. Just as in the real world, in which developers and designers have a finite window to present their proposals, 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. The following is a typical process; however, it might not be the exact process the 2023 jury uses.

- The jury meets twice, once in February to review all submissions and again in April for the final presentations.
- About one week before the jury meets in February, all jurors receive all digital files from each complete submission. The jurors do not have to review every submission, although some jurors do. ULI will indicate to all jurors which subset of submissions they should review.
- During the February meeting, the jury has about 12 hours over three working days to review all the submissions, select the four finalists and any honorable mentions, and provide feedback to the finalists. To accomplish this task on such a tight timeline, the jury breaks into groups of three. Each group includes one juror from the host area, at least one juror who can review the financing proposal, and at least one juror who can review the design.
- The jurors take several minutes in their groups to review each team's submission and provide verbal feedback, which a ULI staff member captures to share with the student team later. Each breakout group selects the best submissions in its group to go to review by the whole jury.
- The full jury as a group discusses the merits of about one-quarter to one-fifth of all submissions. They consider whether and how each submission meets the criteria.

- All jurors cast votes for the four submissions they think should be finalists. The submissions with the most votes become the finalists.
- The jury discusses the feedback they want ULI staff to provide to each finalist team.
- The jury selects honorable mentions and discusses why they merit this honor.
- Only after selection of the finalists and honorable mentions does ULI staff reveal to the jury which school(s) submitted each 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 proposals.

Required Presentation Materials

1. **One print-quality presentation sheet in PDF**, in horizontal landscape format, with, at least, your site plan, urban design, and site-specific illustrations. This sheet can be any of the following sizes: **64" × 36"** (2,304 square inches) or **68" × 33"** (2,244 square inches) or **72" × 36"** (2,592 square inches). The jury will primarily review your slide deck but will refer to your presentation sheets as well. We will not print these boards; the jury will review them digitally. We request these board-sized documents to give you more room to be creative, and so you or ULI can print out the boards later, if desired.
2. **One web-quality presentation sheet in PDF.**
3. **One web-quality presentation sheet in JPG or PNG.**
4. **One pro forma in Excel** based on the ULI pro forma template.
5. **A set of 1 to 4 PDFs (11" × 17") of the Assumptions and Development Program summary tabs from the ULI pro forma template.** You can orient these in landscape or portrait format; the template is in landscape format.
6. **One 11" × 17" PDF digital slide show in horizontal landscape format.** The digital slide show must follow these rules:
 - The slide show can contain only images and information on your presentation sheet. You are not permitted to create new images exclusively for the slide show. You may display the images and information at different scales and in a different order than on your presentation sheet.
 - Digital slides may not be animated. Do not include video.
 - Each team is limited to **25 slides** that must follow this outline:
 - a. **Team code and proposal title** (in any order). Do not include information that would identify any team member or school or adviser. You may include an image from your presentation on this slide, but it is not required.
 - b. **One narrative summary**, no more than 750 words, **which describes your design and development plan.** Use this summary to indicate what you are proposing to build (your development program) and to highlight how your proposal:
 - increases connectivity and mobility;
 - addresses issues of equity and housing affordability;
 - has a positive economic impact; and
 - increases sustainability and resilience.
 - c. **One narrative summary**, no more than 750 words, **which describes your financing plan.** Use this summary to highlight Deliverables 3 through 7, listed above:
 - Phasing, development value of the total redeveloped Site, offering price to acquire or the leasing terms for all parcels included in your proposal, amount and sources of subsidies (if any), rate of return to the city and investors, and infrastructure investments (if any).

- d. **Your whole site plan** on one slide.
 - e. **Community benefits** from your proposal—narrative information, organized as bullet points, on how your proposal:
 - provides the required affordable housing; and
 - achieves other benefits you are offering.
 - f. **Other slides:** Use the remaining slides to communicate images and information from your presentation sheet and tell the story of your development.
7. **One 11" × 17" web-quality JPG or PNG displaying your site plan.**
 8. **At least one 340-pixel × 340-pixel graphic vignette of an iconic project image from your presentation sheet.** Typically, this vignette is from your site plan or illustrations. **Please do not submit your logo or proposal title as the vignette** and do NOT include your team code on this image. ULI may use these vignettes to feature finalists and other selected entries online after the competition period concludes.
 9. You may submit a second 340-pixel × 340-pixel vignette (OPTIONAL).

Notes on Graphics

- Competitors have discretion to select which graphic techniques they use.
- Maps, plans, and illustrations may be at any scale.
- Maps, plans, and illustrations to scale should include a graphic scale and an arrow indicating north.
- Sections should include a graphic scale.
- Entries should aim to represent big ideas with graphics rather than with a lot of text. Make sure there is just enough text so that the jurors understand what they are seeing. Text works best to label charts, graphs, images, or timelines, or to provide succinct descriptions where needed.

Submission Process

Deadline

ULI must receive all digital submissions by 11:59 p.m. PST on Monday, January 23, 2023 (which is 2:59 a.m. EST on Tuesday, January 24, 2023). We suggest you review and understand the online form AND plan to complete it well ahead of this deadline. ULI staff will not be available to answer questions or assist you after 5:00 p.m. PST / 8:00 p.m. EST on January 23.

Rules for Submission

- **You will submit only digital files**, as outlined below. Please do not mail anything to ULI.
- Submit all files via the 2023 ULI Hines Student Competition portal at www.uli.org/hines2023 using the form titled "Submission Materials." This form will be accessible by January 10, 2023, the day after the competition commences.
- The person who submitted the team application should also be the one to log in, upload documents, and submit your team's final proposal. If other team members need to upload documents, the person who submitted the application will need to log in and add team members using the Manage Collaborators function.
- **One corner of every document except the vignettes MUST display your team's eight-digit code**, which takes the form "2023-####."
 - Your code was automatically generated when you registered to participate at the submission portal at www.uli.org/hines2023. Whoever registered the team should log in to the portal, click on My Applications, select Complete; your code can be found code under "Application #".
- **DO NOT include any marks**—other than your eight-digit code—that identify your team or universities on any of the sheets you submit, either in digital or in hard copy. There should be no mascots, no

university buildings, and no references an alum would recognize, etc. **If you include identifying marks on any sheets, ULI will discard your submission and the jury will not review it.**

- 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.”

Notification of Receipt

You will receive an automatic email and system notification once you hit Submit, confirming that we have received your submission. About five days after the submission period ends, ULI will send a message to your team to let you know if your submission is complete and eligible for jury review.

Finalist Requirements

Once ULI announces the four finalist teams, it will share finalist stage guidance with those teams.

Tools

ArcGIS

Esri has prepared an Urban Model of the 2023 ULI Hines competition site in ArcGIS Online to facilitate use of ArcGIS tools and Nearmap 3D mesh for the competition. This model supports early-stage analysis and site design. ULI does not require that you use the ArcGIS or Nearmap tools to participate in the competition.

Note: the space use type parameters related to cost, value, tax rate, and other important assumptions in the Urban Model in ArcGIS Urban are simply for illustrative purposes and are not accurate for the selected city and site. Those who use ArcGIS Urban will need to update the underlying metrics that Esri added to the model. Identifying the right metrics is part of the research you will need to do to be successful in the competition.

If you have questions about how to do this, [register for](#) the introductory webinar on **January 3 at 12:00 p.m. EST**. In addition, **on January 5, Esri will hold workshops** on three topics—ArcGIS Online Basics at **9:00 a.m. EST**, ArcGIS Urban at **11:00 a.m. EST**, and ArcGIS Business Analyst at **1:00 p.m. EST**. Please [register for the workshops](#) ahead of time. Recordings of all webinars will be available at uli.org/hines.

Moody’s Analytics

Moody’s is offering access to commercial real estate data for all competitors via its [REIS Platform](#). ULI does not require that you use Moody’s data for the competition. Data available for the region may include Market Trends & Forecasts; Macro & Regional Demographics; Asset-Level & Comp Level Performance Benchmarking; New Construction; Stabilization & Absorption Analysis; Transaction Data; Commercial Location Scores; Climate Impact; Property Tenant Data; and Entity Ownership Info.

If you have questions about using the software, please join the training webinar on **January 3 at 2:30 p.m. EST**. You can find the registration link at uli.org/hines.

Pro Forma Training and Q&A Sessions

ULI offers a recorded training on how to use the new pro forma template. The recording is available at uli.org/hines. ULI also will host Q&A sessions for completing the pro forma at the following times:

- January 6, 3:00 p.m. EST
- January 12, 3:30 p.m. EST
- January 17, 3:00 p.m. EST
- January 19, 3:30 p.m. EST

Questions

Please make sure you are monitoring your email during the competition period because we may send email updates, new resources, or corrections.

ULI will periodically post questions and answers to the [Q&A document](#) in the [Google Drive folder](#). ULI reserves the right to edit submitted questions before posting them. ULI also reserves the right to not answer every question it receives and to not post redundant questions or remarks it deems inappropriate or irrelevant. **Please plan to check this document daily.**

During the 15-day competition, teams may send questions in writing via email to hinescompetition@uli.org.

You will have a chance to provide feedback on the competition in February after the general competition is complete and again in May after the finals have concluded.

Thank you for joining us in this year's competition!

Best of luck,

ULI Hines Student Competition

Appendix: Site Images



Figure 7. A view from the competition site looking south across Noisette Creek toward Riverfront Park and the Navy Yard. (ULI/Karl Brenkert)



Figure 8. A view from the competition site looking north toward Odfjell Terminals Charleston (OTC) and the Don N. Holt Bridge over the Cooper River. (ULI/Karl Brenkert)



Figure 9. A view from the competition site looking northwest toward the Park Circle neighborhood and showing a DoD building in the center foreground. (ULI/Karl Brenkert)



Figure 10. A view from the competition site looking east toward the Cooper River and parts of Berkeley County across the river. (ULI/Karl Brenkert)



Figure 11. A view of the site looking toward the southeast. (ULI/Karl Brenkert)



Figure 12. A view of the site looking toward the northeast. (ULI/Karl Brenkert)



Figure 13. A view of the site looking toward the east across the rail line and the Cooper River. (ULI/Karl Brenkert)



Figure 14. A view from the Cooper River looking toward the west across the northern portion of the site. (ULI/Karl Brenkert)



Figure 15. A view from Riverfront Park looking north toward the site. (ULI/Karl Brenkert)