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Before returning to Cincinnati to lead startup catalyst and syndicate fund Cintrifuse, I spent nearly eight years leading digital marketing and innovation for Nestle in Switzerland. In the course of more than a hundred trips to markets across the world, two essential truths emerged: 1) diversity and innovation share a symbiotic relationship, and 2) extreme challenges drive the best innovation.

Entrepreneurs are fond of saying “necessity is the mother of invention,” but that’s not enough. The best innovators create “breaks” in the pattern that redefine what’s possible. They’re able to do this because they embrace a far more diverse set of needs than conventional innovators go after. Diverse needs open our minds in ways that more common needs do not. They simply demand more of us as innovators. And as human beings.

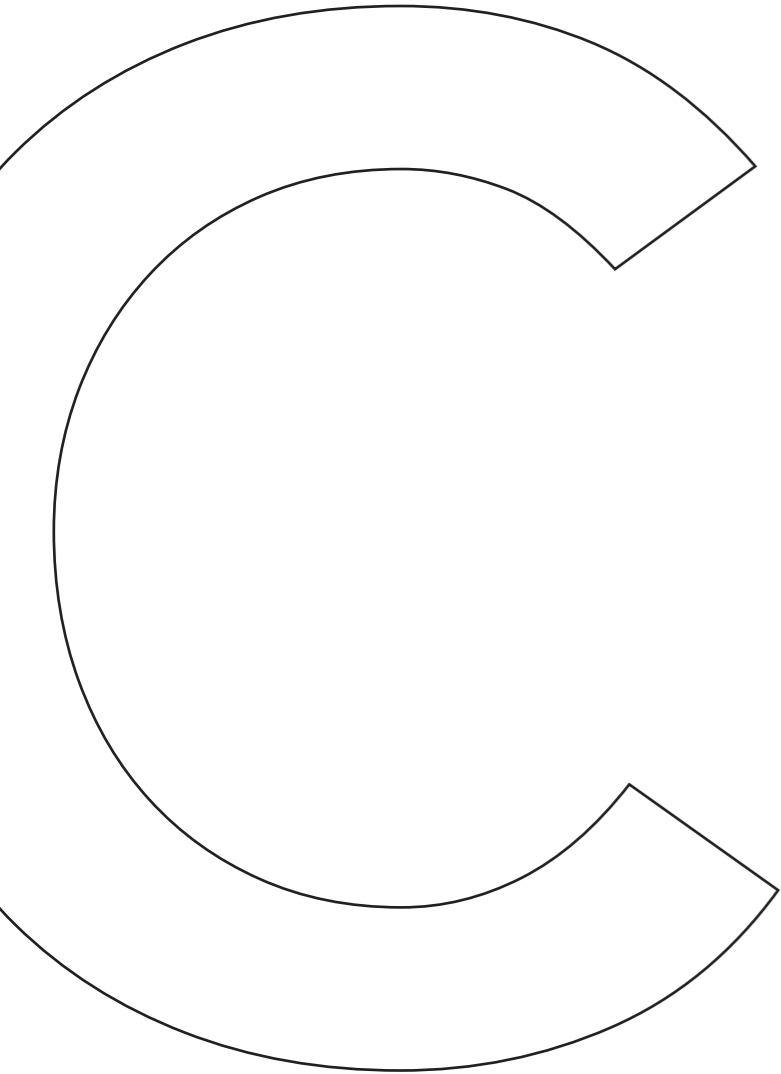
This is why I am so excited about what the Queen City Hills project is looking to bring to

our community, the Cincinnati Innovation District, and our overall entrepreneurial ecosystem. It’s nothing short of a game changer.

Importantly, the project is anchored to a strategic pillar – BioHealth and Life Sciences – where there’s massive potential for a concentration of talent, technology and capital to create an outside advantage for our region – and to lift under-represented entrepreneurs, investors and residents in the process.

To put this in perspective, I recently co-chaired a task force sponsored by Cincinnati business and civic leaders to identify opportunities for revitalization, renewal and reinvention in the wake of COVID-19. We detailed a broad range of economic growth recommendations, but the one that undergirded everything is that our region needs a stronger focus on sustainable supply chains and BioHealth.





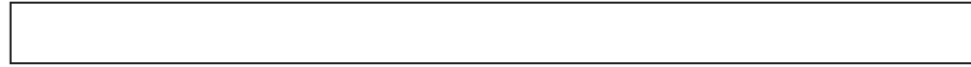
On the BioHealth front, we noted that “the depth and diversity of the region’s healthcare economy includes world-class research assets, highly-rated healthcare providers, longstanding healthcare industry leaders, growing clinical research capacity, consumer healthcare market leaders, engineering and manufacturing capacity, and an emerging start-up ecosystem.”

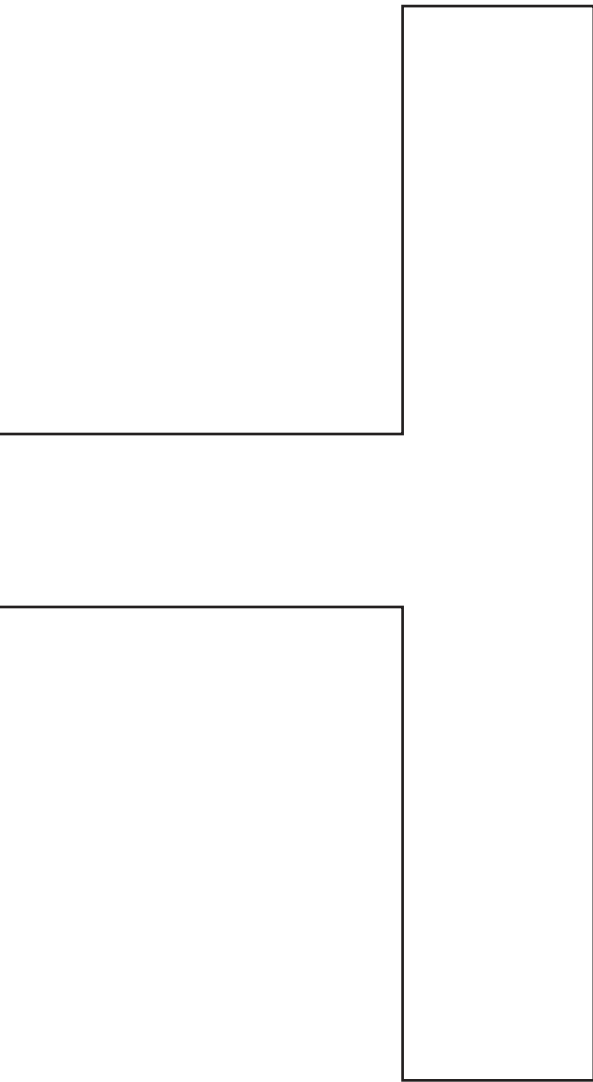
At the same time, we acknowledged we are not where we need to be with regard to inclusive health care and a truly diverse entrepreneurial ecosystem.

"Inclusive actions should guide regional efforts in economic development moving forward," our report noted.

The vision of Queen City Hills LLC is a perfect expression and execution of the goals and direction of the panel. Importantly, leveraging local science-focused diversity and inclusion opportunities which can foster uniquely productive and synergistic “knowledge communities” is an area where we can not only be successful, but potentially lead the rest of the United States.

Now is the time to be bold. Our tech-based innovation economy is truly on the move. Across the river, we are witnessing an airport-led “Great Supply Way” setting national standards for supply chain, advanced manufacturing logistics, e-commerce and even sustainability. In our Cincinnati Innovation Corridor, we are flirting with truly breakthrough innovation in connected health and inclusive BioHealth.





Lastly, I'd be remiss not to add a word about the leaders behind this effort. They are without peer when it comes to business excellence and community impact. I have known Ed Rigaud since my days leading "interactive marketing" at Procter & Gamble and in helping the National Underground Railroad Freedom Center with its digital strategy. He's a rock of integrity in the community.

Ed Rigaud, David Foxx and others associated with this project are building something truly great, not only for Cincinnati, but for the rest of the world ... and at just the right time. Health innovation is at a tipping point. It is being transformed by technology, personalization at scale, plus the urgent prerequisites of equity and serving diverse constituencies.

It will, without question, be one of the most disruptive sources of venture capital and startup innovation.

We need this ... NOW!

— Pete Blackshaw

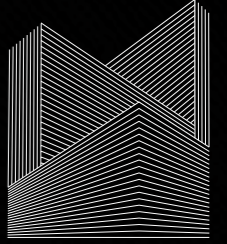




# QCH

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- + The Queen City Hills project is synergistic with the important themes that **drive innovation and growth** in the community, i.e., the QCH bio-labs and residential development build on the "**digital future**" and other developments in this innovation district.
- + The leaders of QCH, Ed Rigaud and Dave Foxx, are upstanding citizens and business leaders who have a **strong track record** of driving innovation and providing economic opportunity, especially for **minorities and women** who are under-represented in developments such as this.
- + This particular commercial development fits the overall regional thrust, which will drive growth and **equity** for all segments of our regional population, bringing new investment and closing **income and wealth gaps** in one of our prime, diverse neighborhoods in Cincinnati.
- + **Cincinnati Children's Hospital Medical Center** endorses this development and the QCH organization, and CCHMC has committed to support this development.



People are drawn to locations where innovation is occurring, and organizations are drawn to that talent. The CID is in close proximity to students, research, educational resources and other organizations seeking to transform. It is a highly connective – live, work, learn and play – ecosystem.

Our efforts are modeled after much research by leading experts, such as the Brookings Institution, Jonathan Gruber, Richard Florida and many others on innovation districts. These are 'places' typically anchored by major research institutions.

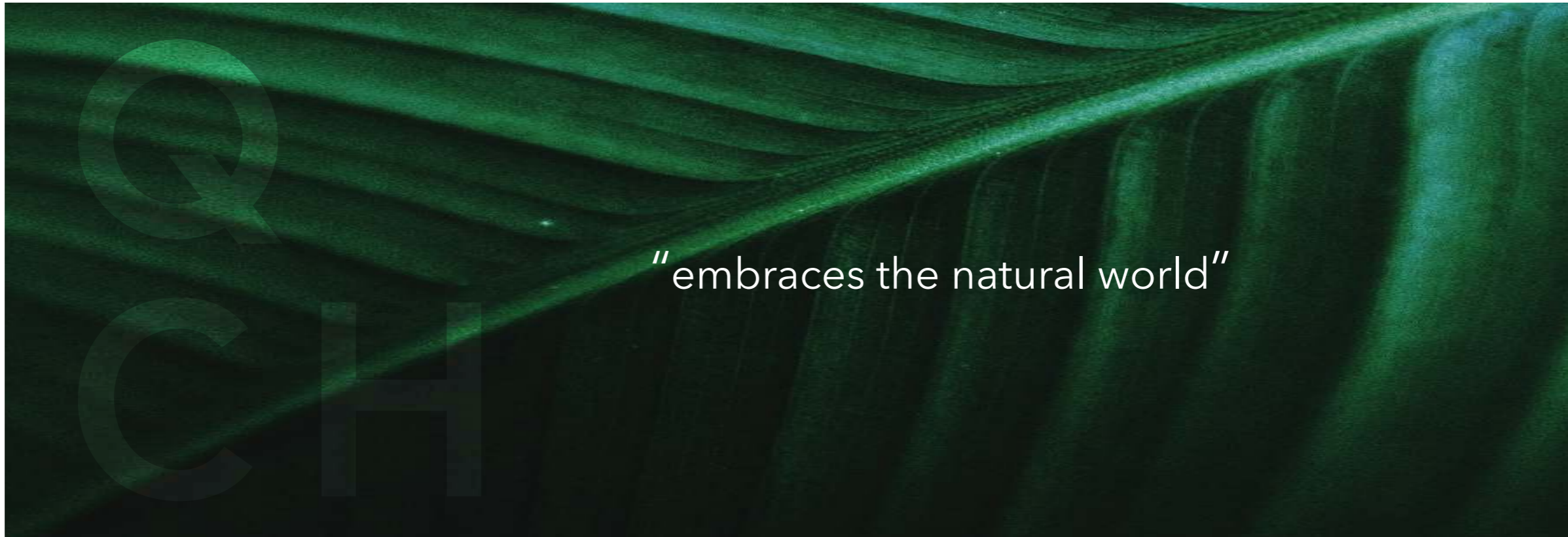


— **David J. Adams**  
**Chief Innovation Officer**  
**University of Cincinnati**

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"embraces the natural world"





## Vision



Queen City Hills is a minority-owned, scientist-led real estate development team passionate about inclusive, collaborative innovation in BioHealth (life sciences). QCH is partnering with Uptown Consortium Inc. in Cincinnati, Ohio, to build a BioHealth Innovation Center on the southwest quadrant of Martin Luther King Drive and Reading Road. The site is more than 3 acres (and expandable), with frontage on MLK and Reading, as well as access to Vernon Place. The

BioHealth Innovation Center combines potential clusters of research, clinical and technology tenants combined in an innovative To realize this vision, QCH's founders are expanding their previous successful real estate partnerships with Cincinnati Children's Hospital Medical Center to provide it with a centralized anchor location to catapult important CCHMC BioHealth initiatives within the Uptown Innovation Corridor ecosystem.

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## Mission



Queen City Hills LLC builds innovative, collaborative spaces to facilitate successful BioHealth research and clinical development. We do this by leveraging local science-focused diversity and inclusion opportunities which can foster uniquely productive and synergistic “knowledge communities.”

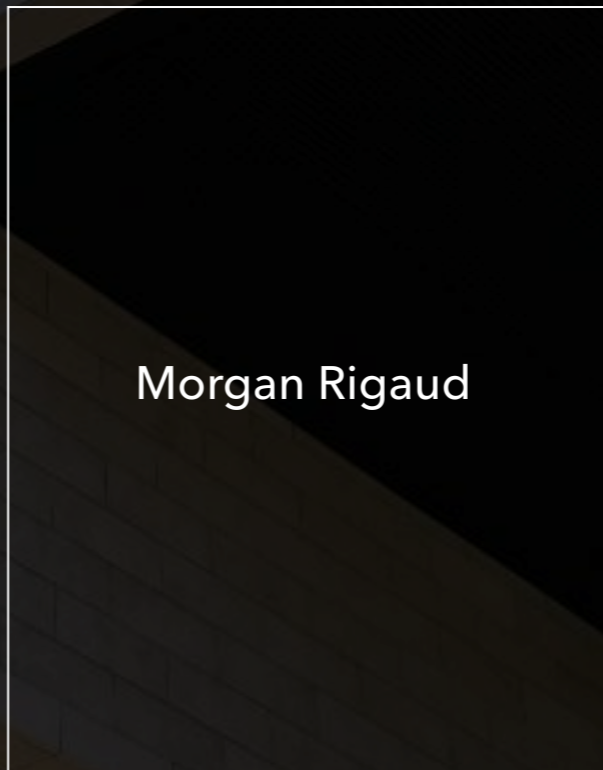




## David Foxx

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David is the founder of d.e. Foxx & Associates, one of the largest minority-owned businesses in the greater Cincinnati region. It was established in 1983, employs more than 1,800 people in eight states, and is the parent company of XLC Services, FX Facility Group and Versatex.



## Morgan Rigaud



## Ed Rigaud

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Ed was an executive/VP at Procter & Gamble for 36 years. He was the first president and CEO of the National Underground Railroad Freedom Center. He is also chairman and owner of EnovaPremier, a leading national tire and wheel assembly business serving several major automotive manufacturers. He is a leader in African American owned business development, including a recent special purpose acquisition company listed on the New York Stock Exchange.



## Eddie Rigaud





Taft/

Edward D. Diller  
Senior Counsel/Cincinnati



Taft/

Luke Blocher  
Senior Counsel/Cincinnati

Taft/

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Taft is a modern, progressive firm which is the trusted advisor to many successful clients and an employer of choice in each of its major markets.



Curtis J. Moody  
Chairman of the Board



Moody Nolan adapts its talents quickly to address each client's unique vision. In doing so, it creates functional, yet iconic, design statements that respond to ever-evolving spaces, aesthetics and site dynamics.



Jay Boone, AIA  
Partner/ Dir. of General Architecture



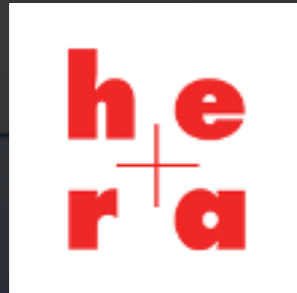
Vince Terry, AIA, NCARB, NOMA  
Senior Associate  
Reginal Director Office  
Business Development



Paul Milar  
Senior Associate  
Project Designer



D. Brent Wilcox, AIA, LEED AP  
Associate Principal  
Director of Education



Ken Mohr, Assoc. AIA  
Principal Lab Planner



Eva Baker, AIA, LEED AP BD+C  
Lab Architect



Clay Stafford  
Senior Lab Planner



Angela Boclaire  
Lab Planner

As architects who are also science planners, HERA demonstrates a deep understanding of current laboratory trends, relevant issues and operational approaches that shape science environments, whether for discovery or education.



**DANIS**

Brian Currin  
Project Director

Danis has 100-plus years of experience and has had more than 25 major life science clients which include, but are not limited to, the following:

- Abbott Labs
- Alexandria
- Alkermes
- AtriCure
- Biogen
- Cardinal Health
- Hikman Pharmaceuticals
- McKesson
- Sarepta Therapeutics

# DANIS

Danis is Ohio's premier  
life science partner.

Laboratory/pharmaceutical projects include, but are not limited to, the following:

**Cardinal Health/OSU Translational Research Center for Molecular Imaging Pharmaceuticals**

Lab Spaces, Cyclotron and Translational Research Laboratories

**Kettering Health Network**

Cyclotron / PETTrace Manufacturing

**Cummins Engine Corporate Headquarters and Diconix / Eastman Kodak**

Research Laboratories

**BASF Corporation**

Formulation Laboratories, Chemistry Laboratories

**North Carolina State Undergraduate Teaching Laboratories**

Physics, Horticulture and Chemistry Laboratories

**Mayo Clinic Community Pharmacy**

Interior phased renovation of existing pharmacy

**UC Medical Center Main Campus, Daniel Drake Center and Barrett Cancer Center**

USP 800 Interior pharmacy renovation





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BioMed Realty will consult with Queen City Hills. It is a leading provider of real estate solutions to the life science and technology industries.

TBD

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Global commercial real estate partner



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“CoLab” is short for “Cooperative Lab” and for “Collaboration.” It also stands for living labs and coworking spaces which provide researchers access to the “digital future” and “innovation hub,” as well as the hospital, university and research technologies in the surrounding institutions in our innovation district.

Laboratory and clinical spaces invigorate the BioHealth Innovation Center as a destination for interdisciplinary collaboration. Intentionally accommodating different ways of working, QCH anticipates flexible workspaces built to accommodate future skill sets within the R&D and clinical disciplines.

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# Project

The next foundational block  
in the innovation district

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Queen City Hills BioHealth Innovation Center is a new construction, mixed-use development on over 3 acres (expandable) at the southwest corner of Martin Luther King Drive and Reading Road. It is located in Cincinnati's Avondale neighborhood, in the Uptown Innovation Corridor.

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"QCH will utilize its uniquely diverse development structure to promote local investment from under-represented communities."

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This strategic corner will be developed specifically to house a 180,000 square-foot BioHealth Innovation Center, with Cincinnati Children's Hospital Medical Center as the primary tenant, 160 multi-family residences and a public courtyard ground floor filled with important retail shops and services, and myriad pocket parks and private spaces for individual enjoyment and/or group meetings.

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The BioHealth Innovation Center is a transformational project for the Uptown Innovation Corridor that will help to positively increase the residential density of Avondale, while also enhancing commercial vitality by adding significant research-to-clinical enterprises with resources and investment designed to improve the local population and economy.

Moreover, QCH will utilize its uniquely diverse development structure to promote local investment from under-represented communities.



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# Synergy

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The physical building of the BioHealth Innovation Center drives the core science in a "CoLab" environment. It also enables us to impact the community by building STEM and STEAM careers for black and brown children who may not ever visualize themselves in this field. This synergy will thrive due to the compelling core science.

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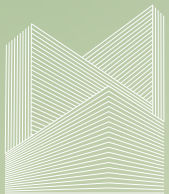
Strip Map  
10.14.19



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Core Science



— to life



Science and Community  
Uplift in Synergy

unity

( African American



Core Bioscience



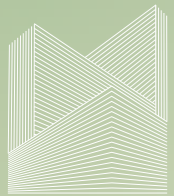
I came to Cincinnati Children's because I want to change the world of health care – for children in Cincinnati and beyond. I envision a world where all children can reach their full potential – where racial and economic disparities have been eliminated, and where the ZIP code you were born in doesn't shorten your life expectancy or quality of life.



— **Dr. Steve Davis**

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Economic Inclusion





## Economic Inclusion

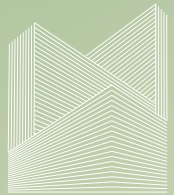
Economic inclusion is the economic transactions based on the goal of social cohesion and environmental well-being, instead of more self-centered, exclusive goals which benefit only a select few.

Queen City Hills supports economic inclusion by inviting minorities, women and others who have historically been underrepresented in our economy to take part in the investment, development, construction and operation of this important real estate project in the city's innovation corridor.

This inclusion will continue and serve as a model for years to come in our programs and activities at the Queen City Hills' site; promoting life sciences and STEM education and career development opportunities, especially for our uptown Cincinnati neighbors.

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Community  
Connection



— to life





# Minority Entrepreneurs Space

The BioHealth Innovation Center will support entrepreneurial learning and collaborate with the health care industry and the Avondale community to generate local, regional and national impact.

Located in the heart of Avondale, the bustling space will provide opportunities for the community to interact with the local innovative network.

Our vision is that the center will give black and brown children the right to believe they can accomplish their dreams, in addition to creating new pathways for career opportunities in Avondale and surrounding communities of color.

# African American Developers





Community Job Feeder System

Community Engagement Space



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BIOHEALTH  
INNOVATION  
CENTER

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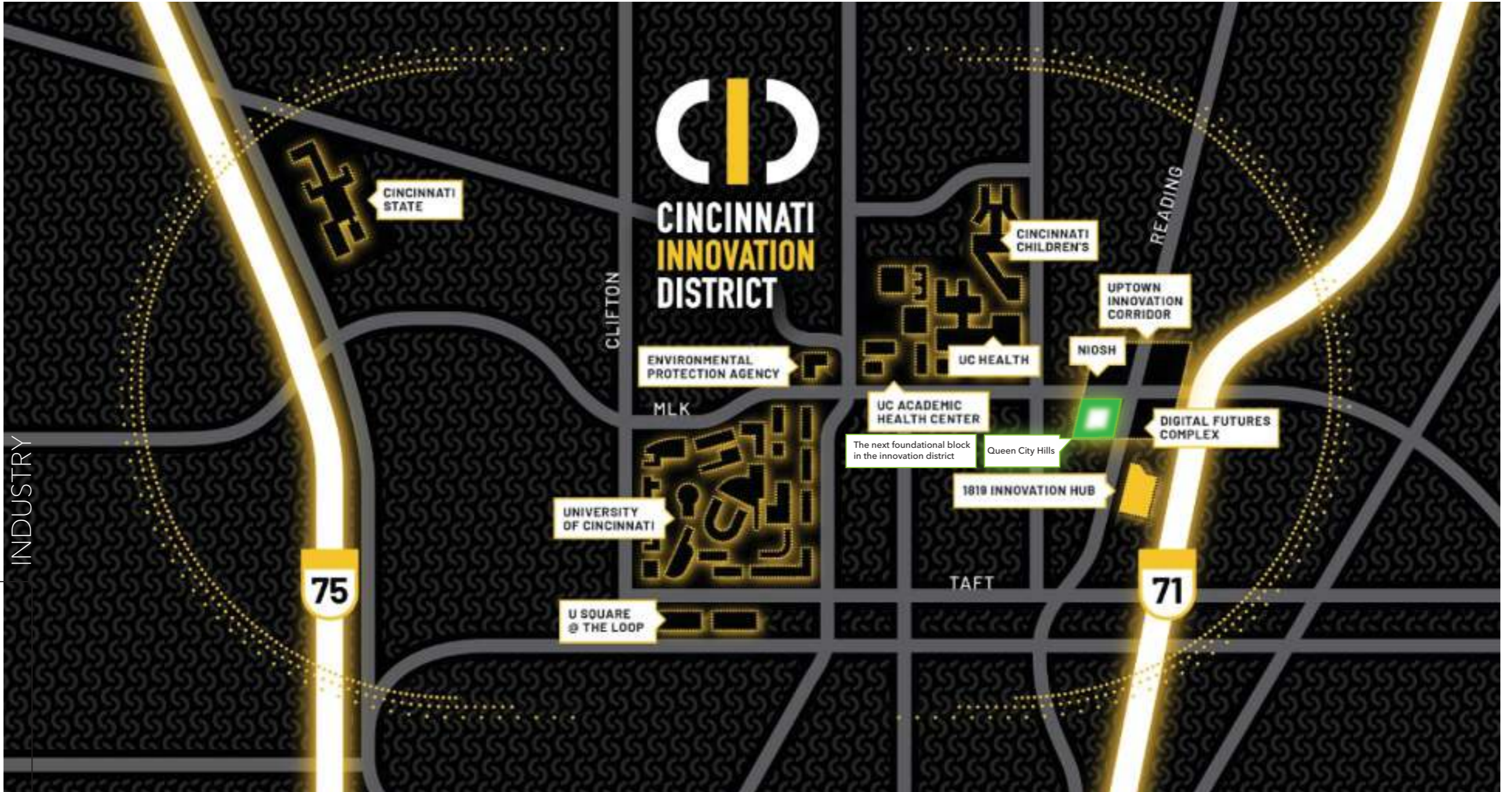
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# Branding

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The partners at QCH will create a vibrant destination in the heart of uptown Cincinnati, one that encourages innovation and exemplifies inclusion in commercial real estate.

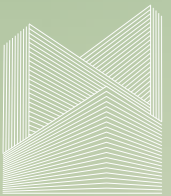
The branding power that exists here is not only substantiated through the physical location itself, but also in what this property is being developed to represent: innovation, talent affluence and biomedical/clinical advancement, bringing a strong connectivity to these ideals.

Brands solidifying space in the QCH development will be brands having a strong connectivity with innovation, inclusion and attraction of top talent.

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Multi-Family  
Housing



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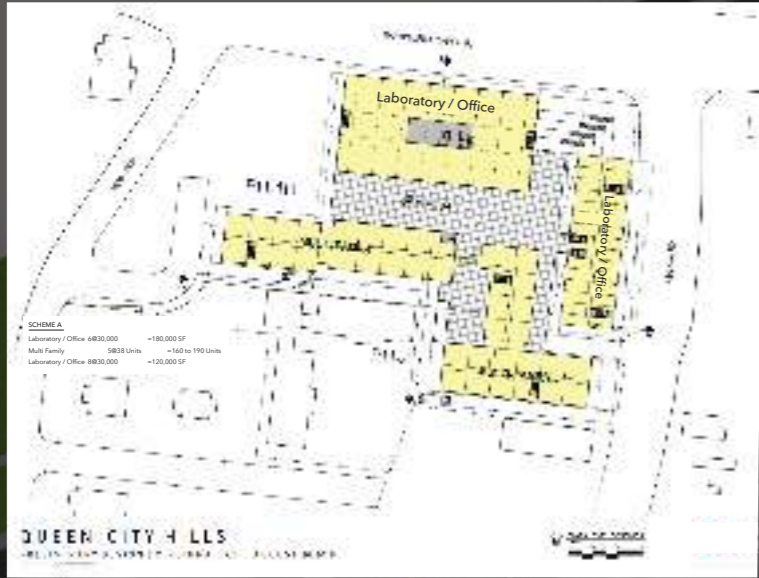


With the goal of lifting the area "out of desertion by creating a bustling neighborhood with new apartments centered around ... aesthetics, function and economy," we will deliver two, five-story multi-family buildings above structured parking that will provide a "quaintly modern sense of community," according to Uptown Rental Properties.

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Retailers in the space will be carefully selected with the objective of providing tangible community benefits. Our vision is to partner with retailers who deliver unique offerings to the community through an environment that fosters creative innovation, while placing emphasis on an attraction of diverse customers.

QCH projects that residents, area professionals and neighbors will experience an overwhelming delight with the plethora of inviting, yet exclusive shops and dining spaces.



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The courtyard is expected to be inviting to the live and surrounding communities. We expect to have unique and open-air fooderies, as well as substantial greenways to create a livable serene environment. In addition, we expect to name the plaza after a notable contributor to the Cincinnati region.

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The stairwell will be an invitation to viewers to climb into our serene environment. We expect to make it useable to all and name it after a notable contributor to the Cincinnati region. We anticipate cascading open-air restaurants with architecture that manages noise from the traffic.

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# Q CH

Queen City Hills will be bringing the intrigue of creative expression to the space, attracting admirers of all backgrounds. Incorporating remarkable, one-of-a-kind art crafted with meaning and intention is anticipated to spark an everyday interest and celebration of the diversity in our community.

QCH will be home to an iconic feature, making it a must-see destination for visitors.

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By prioritizing the design and technology of our garage space, we will dramatically enhance the transportation options and benefits for tenants and visitors to our BioHealth Innovation Center.

The parking garage is designed for safety, accessibility and integration with walking and bike paths, with over 700 spaces for traditional vehicles.

We will employ technology so visitors can connect directly to nearby neighborhoods and bike trails with alternative transport and/or shared vehicle options, including public transportation.



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The joint common area will be a luxurious gesture to the residents, an invitation to escape to a holistic health and wellness experience. Through the use of strategic materials and assets, it will be a high-end oasis, all while utilizing unconventional methods to provide cost savings.

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# Q CH

Queen City Hills is an innovative wellness destination that satisfies our intrinsic biological need to connect to nature physically, mentally and socially.

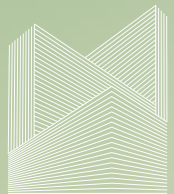
Our development embraces the natural world and employs biophilic design to contribute to an ecologically diverse metropolis by planning nature in the space and considering the nature of the space.



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# IN DEVELOPMENT

Market Analysis

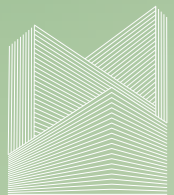


*to life*

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# IN DEVELOPMENT

Job Creation

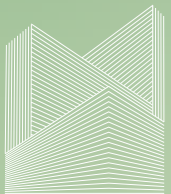


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# IN DEVELOPMENT

Schedule



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We Thank You  
The next foundational block in the innovation district

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