

AN ADVISORY SERVICES PANEL REPORT

H.H. Richardson Complex Buffalo, New York



Urban Land
Institute

H.H. Richardson Complex Buffalo, New York

Strategies for Reusing a National Historic Landmark

May 20–25, 2007
An Advisory Services Panel Report

ULI—the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201

About ULI—the Urban Land Institute

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and

- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 38,000 members from 90 countries, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

©2007 by ULI—the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201

All rights reserved. Reproduction or use of the whole or any part of the contents without written permission of the copyright holder is prohibited.

About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Many long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, partici-

pants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

ULI Program Staff

Marta V. Goldsmith
Senior Vice President, Community Group

Thomas W. Eitler
Director, Advisory Services

Cary Sheih
Senior Associate, Advisory Services

Matthew Rader
Senior Associate, Advisory Services

Carmen McCormick
Panel Coordinator, Advisory Services

Romana Kerns
Administrative Assistant, Advisory Services

Nancy H. Stewart
Director, Book Program

Lise Lingo, Publications Professionals LLC
Manuscript Editor

Betsy VanBuskirk
Art Director

Martha Loomis
Desktop Publishing Specialist/Graphics

Craig Chapman
Director, Publishing Operations

Acknowledgments

On behalf of the Urban Land Institute, the panelists would like to thank the sponsor, the Richardson Center Corporation, notably Chairman Stanford Lipsey and Vice Chairman Howard Zemsky. Without their support and assistance, the panel would not have been possible.

Special thanks go to Tom Dodson and Sue Joffe of the Buffalo Psychiatric Center (BPC); Barbara Seals-Nevegold and Hal Fabinsky of the BPC Board of Visitors; Sandy Tolkaez and Donald Langreck of the BPC Recipient Associate Managers; Commissioner Rich Tobe, Christina Akers, and Eric Birner of the city of Buffalo; Senator Charles Schumer, Senator Hillary Clinton, Congressman Brian Higgins, Assemblyman Sam Hoyt, Councilman Joseph Golombek, and Councilman David Franczyk; Richard Geiger and Edward Healy of the Buffalo Niagara Convention and Visitors Bureau; and Dr. Muriel Howard and Frank Kowsky of Buffalo State College.

The panel also expresses thanks to the following organizations for their participation: the Albright-Knox Art Gallery, Architectural Resources, the Arts Council in Buffalo and Erie County, the Baird Foundation, the Buffalo and Erie County Historical Society, the Buffalo Niagara Medical Campus, the Buffalo Niagara Partnership, the Buffalo Olmsted Parks Conservancy, Buffalo Place, the Buffalo Niagara Association of Realtors, the Burchfield-Penney Art Center, the Cam-

paign for Greater Buffalo, Cannon Design, the Community Preservation Corporation, Erie County, the Elmwood Village Association, the Empire State Development Corporation, the Erie County Industrial Development Agency, Flynn Battaglia Architects, Foit Albert Associates, the Grant Ferry Association, Hunt Real Estate, the Landmark Society of the Niagara Frontier, the Martin House Restoration Company, MJ Peterson Real Estate, Militello Realty, the National Alliance on Mental Illness, the National Park Service, the National Trust for Historic Preservation, the New York State Historic Preservation Office, the Preservation Coalition of Erie County, the University at Buffalo School of Architecture and Planning's Urban Design Project and the University at Buffalo Law School's Regional Institute, Signature Development Buffalo, and the West Side Community Collaborative.

Interviews conducted with numerous stakeholders, including residents, business owners, and public officials, provided valuable information and diverse perspectives, aiding the panel in its analysis. The panelists thank all those who consented to be interviewed.

We extend a special thanks to the residents of Buffalo, who were welcoming and helpful throughout our stay.

Contents

ULI Panel and Project Staff	6
Foreword: The Panel’s Assignment	7
Market Potential	13
Planning and Design Strategies	15
Development Strategies	21
Implementation Strategies	25
Conclusion	29
About the Panel	30

ULI Panel and Project Staff

Panel Chair

Mike Higbee
President
Development Concepts, Inc.
Indianapolis, Indiana

Panel Members

John (Jack) F. Crowley III
Dean, College of Environment and Design
University of Georgia
Athens, Georgia

Abigail Byers Ferretti
Vice President
Bay Area Economics
Silver Spring, Maryland

Charles Johnson IV
President
Johnson Consulting
Chicago, Illinois

James T. Kienle
President
James T. Kienle & Associates Inc.
Indianapolis, Indiana

Paula Konikoff
Vice Chair
Appraisal Standards Board
New York, New York

Ralph L. Núñez
President/Design Principal
DesignTeam Limited
Southfield, Michigan

Christine L. Saum
Director, Urban Design and Plan Review
National Capital Planning Commission
Washington, D.C.

Douglas M. Wrenn
Principal
Rodgers Consulting, Inc.
Germantown, Maryland

ULI Project Directors

Thomas W. Eitler
Director, Advisory Services

Cary Sheih
Senior Associate, Advisory Services

ULI On-Site Coordinator

Romana Kerns
Panel Coordinator

Frank Lloyd Wright's Darwin Martin House undergoing major renovation, including repairs of the exterior masonry.



Right: The approach from the main entry on Forest Avenue to the dramatic central towers of the H.H. Richardson Complex. Far right: The location and design of the Strozzi Building is a challenge to the development of the study area.



Buffalo in May 2007. Another is the renovation of Frank Lloyd Wright's Darwin Martin House, which establishes a world-class museum in a residential neighborhood. Several commercial and residential developments are underway on the waterfront, and luxury condominiums are being developed on the water's edge.

Buffalo and its surrounding areas offer attractions that encompass everything from the arts and culture to sports and natural beauty. The Buffalo-Niagara region, a diverse metropolitan area with a population of 1.2 million people, contains a multi-ethnic and diverse binational community, an array of colleges and universities, Lake Erie and Niagara Falls, the Erie Canal terminus, the

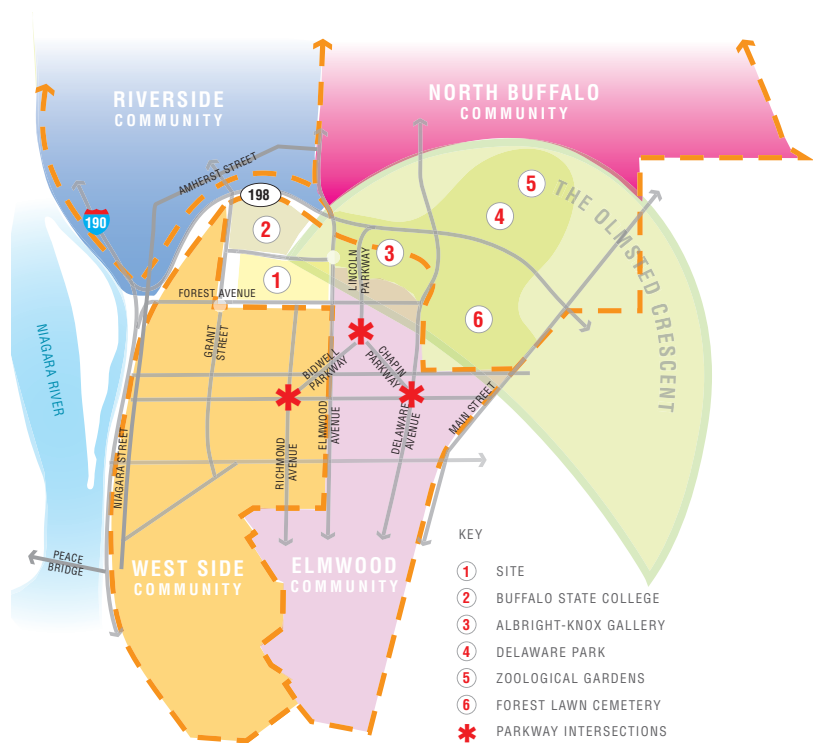
Albright-Knox Art Gallery (a major showplace for contemporary and modern art), the historic parks and parkway system, the Kleinhans Music Hall, Underground Railroad heritage sites, and world-class medical research and clinical facilities. The city's architecture is also of world-class caliber. Then there are the museums, the performing arts venues, AAA baseball, NHL hockey, NFL football—and the list goes on. The challenge is to let more of the world know about Buffalo's treasures and, when travelers come, to entice them to stay a little longer and visit a few more venues, shops, and restaurants.

The seeds have been sown for the next major redevelopment in Buffalo—the H.H. Richardson Complex—to move forward. To a large extent, the existing momentum has been achieved because the champions of the project have foresight, energy, and the respect of a broad spectrum of community stakeholders. The complex already enjoys site recognition and benefits from the potential for development with private uses that will be economically self-sustaining. The site also already enjoys the company of excellent neighbors, including several museums, Buffalo State College, and the commercial core along Elmwood Avenue, and is surrounded by several residential neighborhoods.

However, the development of the H.H. Richardson Complex is not without its challenges. The project faces the same uphill battle as many Buffalo developments—a belief that it will not reach completion. Other common perceptions include misconceptions that the site can be developed only with limited public funds or subsidies and that the site faces real constraints, including the physical condition of the buildings and grounds, as well as the location and design of the Strozzi Building, the new home of the Buffalo Psychiatric Center.

The Assignment

The panel was challenged to create a strategy to redevelop the H.H. Richardson Complex with the objective of making it a financially viable, mixed-use, multipurpose civic campus of public and private activities, that has better physical links to and remains compatible with neighboring districts. The market potential was to be considered while bearing in mind that the Buffalo Psychiatric



Center, a functioning psychiatric hospital, is located on the site. Maintaining public access to the site is a primary concern, as is ensuring that any redevelopment includes economically self-sustaining or revenue-generating elements. The panel was asked to address a series of questions:

The study area and its surroundings.

- What are the most compelling opportunities for addressing the current and future market opportunities of the site?
- What is the best mix of public and private sector uses for the complex's final reuse?
- How can stakeholders best help stabilize neighborhoods and catalyze economic development in the surrounding area and on the site, recognizing that the complex is a National Historic Landmark?
- How should the proposed redevelopment be sequenced?
- What is a realistic timetable for a redevelopment project such as this?

- What types of financing should be accessed for a project like this?

The Panel's Guiding Principles

The panel began by establishing a set of guiding principles that would help clarify the kinds of changes that should be made and the historic qualities that should be maintained:

- Ensure that the master planning process is accepted by the community. It may be difficult to achieve consensus, but the process for doing so must be accepted.
- After the master plan is in place, organize for success. A plan is a necessary first step but does not guarantee success. The ability to do the heavy lifting with expertise and diligence is essential to creating and focusing the development and the organizational capacity to see the job through.
- Identify early successes that will serve as good building blocks. Stabilizing the buildings, cleaning and maintaining the site, introducing new uses—these accomplishments will create new hope and new investment by showing that positive change is now possible.
- Keep the site open to the Buffalo community and residents. Even though the site will have some private investment, it will remain a community treasure that should be enjoyed by all who appreciate what it continues to represent.
- Ensure that the master plan recognizes that Olmstedian principles can be revived. The original Olmsted plan was never fully implemented. However, its principles and values can and should be reflected in all future steps taken on the site. This will demonstrate both respect for the past and the relevance of Richardson's and Olmsted's principles in today's world.
- Historic elements were altered over time, creating confusion regarding the future.
- The location of the Buffalo Psychiatric Center on the site must be considered in assessing the impact of potential new uses.
- Existing buildings are in various stages of disrepair and neglect. Time is not on the site's side—buildings continue to deteriorate.
- Building consensus will be a challenge, given the history and significance of the site.
- The site lacks a strong land use plan. Once it was clearly defined, but time has blurred it, and the lack of response to previous calls to restore the complex has hurt the community and the buildings. The lack of a plan and the uncertainty of uses produces chaos and indecision, both of which are enemies of redevelopment of the site.

Opportunities

The panel is convinced that the site offers many opportunities:

- The site's rich history and heritage present a one-of-a-kind opportunity for redevelopment.
- Taken collectively, the site's architectural assets represent an opportunity for economic development.
- The rich context provided by Elmwood Avenue and the surrounding neighborhoods is a strong setting from which to encourage new investment.
- Buffalo State College offers both demand and resources that could positively affect the site.
- The community is engaged, at all levels, which will maintain attention on leaders of the redevelopment.
- The current state commitment to activating redevelopment of the site offers a good start.

Issues

After reviewing the information provided by the sponsor, the panel identified the following issues:

- Older buildings were built for specific uses of housing mentally ill patients.

Summary of Findings and Recommendations

Following an intensive week of site visits, interviews, and presentations, the panel recommended the adoption of a framework for creating a master plan for the H.H. Richardson Complex. Following are key components of the panelists' findings:

- The historic value and combined efforts of Richardson and Olmsted elevate this site and its importance to the community to a preeminent level. It would be nearly impossible to exaggerate the importance of this site both as a unique treasure bestowed on the community and as an asset that can provide economic value to the citizenry. The stronger the association between the site and Richardson and Olmsted, the more likely that the site will be revered and valued not only locally, but also nationally and even internationally.
- Olmstedian principles can be implemented in the landscape design. An important and realistic goal is to ensure that the site retains the full spirit of and common sense values represented by the special collaboration of Richardson and Olmsted. They are as relevant today as they were in the mid-1800s. Given their ability to address human needs, their adaptation into the current surrounding environment is worth striving for, both on the site and in new investment throughout a revitalized Buffalo.
- It is important to retain and reuse the eight main residential and administrative buildings (the Richardson Complex), given their condition and their contribution to the site. These buildings are a commanding presence and together create both a pleasurable and historic setting and a significant reuse opportunity. A true landmark, they must be incorporated in a manner that speaks to the past, present, and future Buffalo.
- Those Olmstedian elements that retain their substantial form should be restored. Opportunities for a contemporary introduction of the Olmsted principles should be identified and incorporated into the master plan. Although much of the Olmsted plan was either never completed



The panelists gather information about the complex through a briefing given by the sponsor and a walking tour inside the building.



or irretrievably altered, the site clearly demonstrates the landscape architect's dynamic hand. The site's historic and new landscape elements should continue to articulate his principles.

- The site needs to embrace and interact with the surrounding neighborhoods. As the role of the site changes and becomes more public, it can open up to the adjacent neighborhoods in a manner that brings positive energy to the site and allows neighboring residents and businesses to enjoy all that the site and its buildings have to offer. This enhanced relationship will introduce an economic well-being that is consistent with the holistic approach taken by Richardson and Olmsted.
- The reactivation of the Richardson Complex and the introduction of other site improvements will be expensive. It is important to encourage private investment in order to offset what will

certainly be a substantial public investment. The magnitude of the complex combined with the years of deferred maintenance and the need to make the buildings functional for new uses while respecting their historic character will require a sophisticated, multilayered financing plan. It will be imperative to create a diverse and extensive list of financing sources, to ensure that the restoration and reuse is done with sensitivity and quality. The plan will need to address both capital and operational expenses. Addressing these short- and long-term financial needs will require the best and the brightest minds from the private and public sectors. It is important to remember that although the investment will be substantial, a long-term sustainable return is possible. The generation of revenue on site and through a substantial contribution to the business of cultural tourism will accrue benefits for decades to come if implemented well.

- A sustainable reuse program needs to include a mix of uses that respond to well-documented community and market demands and needs. Given the investment needed to bring these wonderful buildings back to life, it is critical that the new uses be able to support the costs of their respective spaces for a long period. Uses that have an uncertain future or little relevance in addressing documented needs would create an economic deficit that will undermine the project's prospect of long-term success. A diverse mix of private and public uses will reduce the financial risk, especially if strong consideration is given to finding high-quality users and tenants.

Market Potential

Based on the market review, the panelists believe that a significant development opportunity exists for the H.H. Richardson Complex. The market potential analysis focuses on identifying and capitalizing on both near-term and long-term opportunities. The panelists believe that the site is well-suited to sustain a mix of uses that capture current market interests as well as to build on potential markets, thereby mitigating the risk of any one use failing.

Tourism Market

The Buffalo Convention and Visitors Bureau estimates that three million visitors a year visit Buffalo, not counting visitors to Niagara Falls and the southern tier of Ontario. The current hotel inventory lists many older hotels, with an average occupancy rate of 65 percent and an average daily rate of \$80. Interestingly, smaller-scale boutique hotels such as the Mansion and the Roycroft Inn enjoy higher occupancy rates—between 75 percent and 80 percent—reflecting their success in targeting a more affluent audience. Given the site’s recognition as a landmark, its location adjacent to Buffalo State College, and the strengths of the surrounding community, there is a significant opportunity for a 200-room full-service hotel and conference center on the site.

Critical to achieving the potential of this use is the provision of a conference center. There is already a source of demand from Buffalo State College, which holds conferences and workshops at local hotels. Additional sources of demand for convening space include the local and regional business and leisure community and the adjacent area’s museum district.

Residential Market

Dominated by single-family houses, split three-three doubles, or low- to medium-density multi-

family complexes, Buffalo neighborhoods offer a limited amount of housing types. Despite the city’s population loss, there is evidence of movement back to Buffalo from suburban areas. Similar to real estate trends nationwide, residential brokers report rising immigration and a quickening sales pace, including home sales in less than 10 days on the market.

The limited diversity in Buffalo’s housing stock offers an opportunity to diversify infill development with new housing types. Condominiums in adaptively used or newly constructed locations fare well in Buffalo. These units typically represent a mix of one- and two-bedroom units, targeted to young professionals, childless couples, and empty nesters. Condominium sale prices are in the range of \$300,000. As would be expected, units along the waterfront command higher prices, up to \$500,000 for larger ones.

National examples of adaptive use of state hospitals include the Avalon Bay project in Danvers, Massachusetts, and the Boston State Hospital at the far end of Boston’s equivalent of the Olmsted Crescent—the Emerald Necklace. Both projects offer rental apartments and high-end condominiums, showcasing an attractive and respectful reuse option. Local examples that highlight the strong market for new residential products in Buffalo include the Sideway Apartments, the Lofts at Elk Terminal, the Belesario Lofts, Granite Works, and City Centre. These projects have had quick-paced absorption.

Buffalo’s rental market shifts between single-family homes and medium-scale apartment complexes, well placed throughout its neighborhoods. Near downtown or the larger institutional users, Buffalo’s rental stock becomes high-rise. Rents vary wildly with the condition of the structures and surrounding neighborhood, from \$500 to \$900 a month. Luxury apartments represent an excellent residential product type for Buffalo,



A healthy mix of residential and retail uses line the Elmwood Avenue commercial corridor from downtown to the study area.

supporting monthly rents of \$1,200 to \$3,000 for newly built units. There is sufficient demand for additional middle-market and luxury apartments.

Live/work apartments near the site represent a new rental product, targeted to a creative class of residents. Live/work units include few amenities but offer a flexible layout. Although these types of units might require a subsidy to make the projects financially feasible, they could balance the neighborhood composition and add to the arts vision for the area.

Finally, Buffalo State College and other local colleges and universities offer a market for dormitory or student apartments. Buffalo State College does not have sufficient on-campus housing for its student population but anticipates continued growth, with a need for 800 student beds in five years. This new housing will help to further regenerate the neighborhood.

Commercial Market

The H.H. Richardson Complex presents an unparalleled opportunity to fill gaps in the current marketplace. There are several unmet needs for distinctive commercial uses including a hotel/conference center, retail, and neighborhood-serving office space.

The Elmwood Avenue commercial corridor offers a variety of restaurants, cafés, boutiques, and service-oriented retail operations such as salons, flower shops, and banks. Although it provides ample small-scale retail operations, there are

opportunities to expand these offerings with medium-scale operations. They would not mimic current offerings but rather include a bookstore, national apparel chains, and restaurants. The area will be enlivened with complementary retail uses that meet the needs of residents, visitors, and students.

The location advantages—a unique green opportunity in an adaptive historic space—make office an attractive use regardless of overall market behavior. Buffalo office trends indicate climbing rents for newly constructed space, reaching \$25 per square foot, with quick lease-up periods and limited vacancies. Professional neighborhood-serving office space with dedicated parking would work well at the H.H. Richardson Complex. In addition, Class A professional office space that is typically found in suburban office parks could be enticed to locate on the site.

Other educational uses on the site, including academic and laboratory space for Buffalo State College or a K–12 elementary and secondary school, may also be appropriate.

Planning and Design Strategies

The opportunity to develop the H.H. Richardson Complex and the surrounding grounds is now of critical importance. The market assessment indicated the need to reconsider the land uses on the site and suggested a sustainable mix of uses. However, it is important to run through two scenarios to gauge their strengths and weaknesses in light of the presence of the Buffalo Psychiatric Center—the New York State Office of Mental Health facility—within the boundary of the site. For the purposes of analysis, the panel has considered two development scenarios:

- With the facility; and
- Without the facility.

Of the two scenarios, site transformation without the facility would create the greatest value with regard to economic development, reverence for historical values, and links to the neighboring districts.

Study Area

The study area is bounded by Rockwell Road to the north, Elmwood Avenue to the east, Forest Avenue to the south, and Rees Street to the west—an area of approximately 91 acres. The H.H. Richardson Complex is the focal point of the major institutions and districts that are directly adjacent to it: Buffalo State College to the north; the Olmsted Crescent (which includes the Olmsted parks and parkway system and the Buffalo museum district), to which the site is tied; the Elmwood community (including its commercial corridor) to the east and south; the West Side community (including its commercial corridor) to the south and west; and the Black Rock Riverside community (including its commercial corridor) to the north. Other significant features include the Niagara River, a less than 10 minute walk due west, and the Scajquada Expressway to the north of Buffalo State College. The 91-acre study area breaks down into

Summary of site acreage.

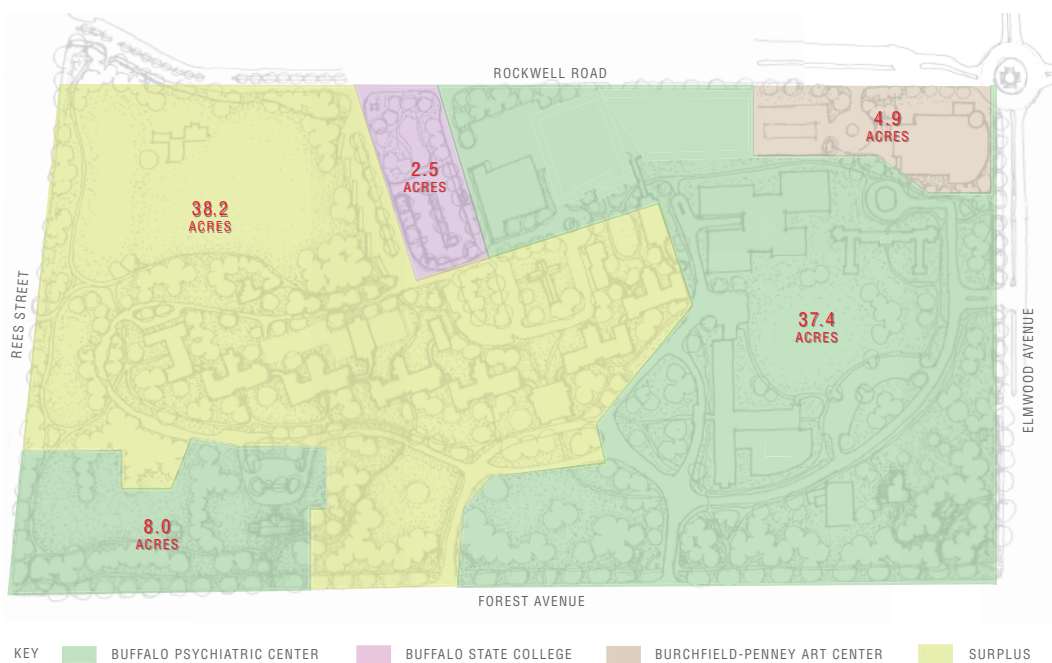


Figure 1
Summary of Site Acreage

Parcel	Acres
Buffalo Psychiatric Center ¹	37.4
Buffalo Psychiatric Center ²	8.0
Burchfield-Penney Art Center	4.9
Buffalo State College parking ³	2.5
Surplus land for development	38.2
Total	91.0

¹ Main buildings on east side of study area.

² Ancillary buildings on south side of study area.

³ North side of study area.

the components identified in the illustration and Figure 1.

Scenario 1—Partial Site Transformation

In the first scenario, the panel assumed that the Buffalo Psychiatric Center will remain on the site.

Landscape Program


A major objective for the landscape program at the site is to create a more inviting pedestrian environment that encourages people to walk along the edges of the site and across it. The panel recommends the following improvements for the study area, starting at Elmwood Avenue and proceeding counterclockwise around the site:

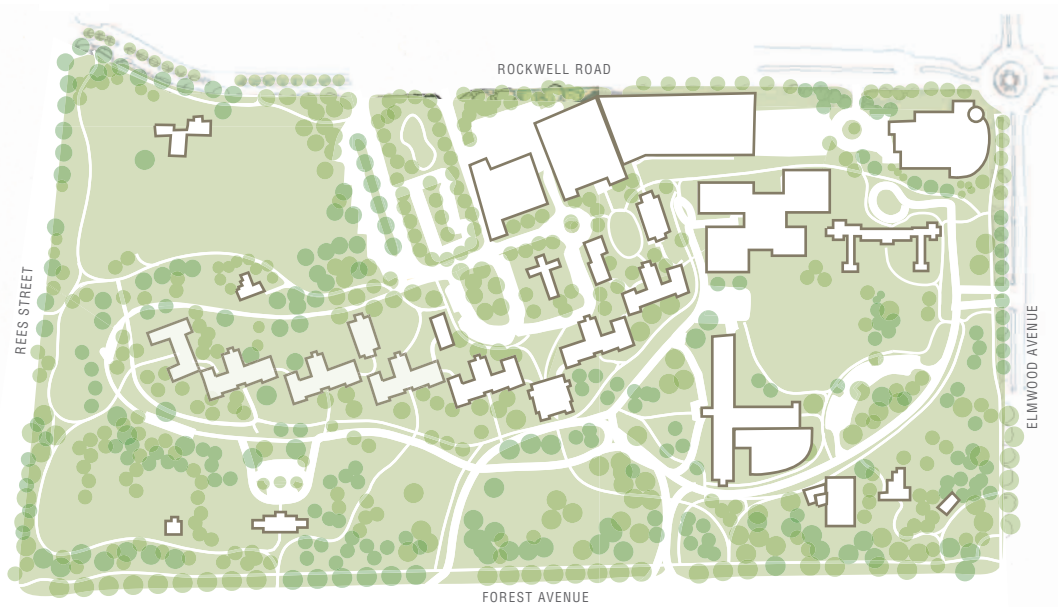
- Elmwood Avenue
 - Reinstate Olmsted landscaping character.
 - Eliminate surface parking along Elmwood Avenue.
 - Open up the fencing.
 - Create a grand entry from Elmwood Avenue.
- Corner of Forest and Elmwood avenues
 - Establish a landmark plaza or other focal point.

- Retain trees.
- Possibly relocate the picnic pavilion.
- Forest Avenue
 - Locate the original entry and reestablish the pedestrian link.
 - Provide access to Richmond Avenue for vehicular traffic.
 - Delete surface parking in the southeast quadrant.
 - Retain the Strozzi Building, open up the grounds, enhance the landscape, and remove portions of the fencing.
 - Establish a pedestrian connection near Claremont and Richmond avenues.
 - Retain buildings 34, 35, and 37.
 - Remove building 50 and reestablish the Olmsted landscaping.
- Corner of Forest Avenue and Rees Street
 - Create a corner marker of Medina sandstone.
 - Create a pedestrian node with benches and a plaza area at this corner.
 - Create a new walk in the Olmsted style, linked to Rockwell Road and internally linked at multiple points into the park system.
 - Enhance the landscaping around the corner and continuing along the perimeter of Rees Street.
- Corner of Rockwell Road and Rees Street
 - Eliminate surface parking.
- Rockwell Road
 - Continue eastward by strengthening the vegetation.
 - Extend the walk on the south side so that it meanders into and out of the park system and connects to Elmwood Avenue. This creates connectivity to Delaware Park and the Burchfield-Penney Art Center.



Proposed architectural program for Scenario 1.

KEY	 BUFFALO PSYCHIATRIC CENTER	 HOTEL AND CONFERENCE CENTER	 LUXURY RESIDENTIAL HOUSING
	 SHARED PARKING STRUCTURE	 ARCHITECTURE AND VISITORS CENTER	 BURCHFIELD-PENNEY ART CENTER



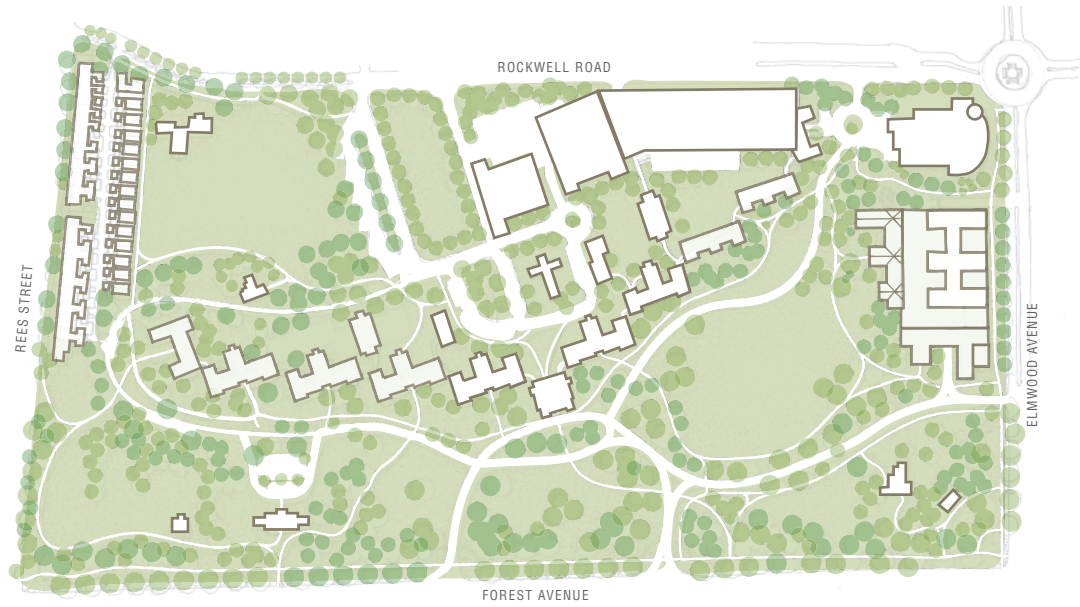
Proposed landscape program for Scenario 1.

Proposed architectural program for Scenario 2.



- | | | | |
|-----|---|---|---|
| KEY | ■ RE-CREATE TWO EAST WINGS | ■ HOTEL AND CONFERENCE CENTER | ■ MIXED-USE DEVELOPMENT |
| | ■ SHARED PARKING STRUCTURE | ■ ARCHITECTURE AND VISITORS CENTER | ■ BURCHFIELD-PENNEY ART CENTER |
| | ■ LIVE/WORK AND SINGLE-FAMILY HOUSING | ■ LUXURY RESIDENTIAL HOUSING | |

Proposed landscape program for Scenario 2.





Artist's sketch of potential mixed-use development under Scenario 2.

Architectural Program

The panel proposes a program of reuse for the main buildings of the H.H. Richardson Complex, which form the “flock of geese” pattern.

- Reuse buildings 9, 10, 12, and 13 for a new hotel and conference center. Restore building 11, the former greenhouse.
- Consolidate site surface parking for the Strozzi Building, the Burchfield-Penney Art Center, and the proposed hotel and conference center in a new structure on the south side of Rockwell Road. The structure should have six levels, with two underground, and its roof should remain below the cornice line of the Richardson Complex. Create a new dropoff area behind building 51.
- Reuse buildings 43, 44, and 45 for a new Architecture and Visitors Center, and for administrative and flexible or shared space with Buffalo State College.
- Reuse buildings 38, 39, 40, 41, and 42 for approximately 60 high-quality upscale residential units.
- Retain the 2.5-acre Buffalo State College surface lot on the south side of Rockwell Road for efficient bus parking, serving the Architecture and Visitors Center. This provides a direct



means of access for visitors from Rockwell Road. Provide a landscaped buffer.

- Retain the physical plant of the Buffalo Psychiatric Center—building 22.

Artist's sketch of potential live/work and single-family housing under Scenario 2.

Scenario 2—Total Site Transformation

When the climate is receptive to discussion of the removal of the major buildings of the Buffalo Psychiatric Center, the panel recommends the second

scenario. It retains many of the landscaping principles and architectural programming of the first scenario. A dramatic difference is the complete removal of the buildings that inhibit the physical linkage and view lines of the iconic towers from the Elmwood Avenue corridor to the east. Major buildings that would require demolition include buildings 4, 51, 62, and 62A. Additional opportunities include the following:

- Re-create the three east wing buildings that were demolished to create the current facilities for the Buffalo Psychiatric Center, in order to complete the “flock of geese” formation and return the Richardson Complex to its former glory. These buildings could be used to expand the hotel and conference center with approximately 100 rooms.
- Increase capacity for a parking structure, through elimination of the need for a dropoff area adjacent to the Burchfield-Penney Art Center.
- Create a mixed-use development on the west side of Elmwood Avenue between Rockwell Road and Forest Avenue, bringing additional sources of income to the site.
- Create infill development in the form of live/work and single-family homes on the northwest corner of the site, bringing additional sources of income.

Development Strategies

The panel recommends development strategies for the H.H. Richardson Complex that respond to the immediate and long-term needs of the site while meeting the needs of the broader community. This section provides recommendations on the strategic direction that should guide implementation.

Buffalo and Its Peer Cities

Buffalo is a paradox. It is blessed with a legacy of buildings and community design that is unparalleled in similarly sized cities in the country. Meanwhile, such cities are seeking billions of dollars to recreate what Buffalo has—often in the form of reproductions that could never equal the reality represented in Buffalo.

The following examples of state policy demonstrate why the local government in Buffalo cannot generate economic development as well as government in its peer cities:

- Communities and states that have enabled tourism-targeted legislation—notably Iowa, Kansas, Kentucky, and West Virginia—establish programs that grant the sales tax earned by projects to be used as subsidies. These states collect many taxes that are typically used for incentives and then, through merit and political consideration, grant subsidies and incentives to projects.
- Although New York has economic development incentives that use income tax credits, these programs are not as powerful as other tools used by other states.
- In New York the enabling legislation for taxes, such as hotel room taxes, does not carefully restrict its use; hence, those monies go to broader, general fund uses. In periods of financial stress, funds that are typically used for marketing and

convention center development are diverted for other purposes.

- New York has not enabled certain programs that other states have:
 - A 1 percent restaurant tax, as in numerous cities.
 - A 0.02 percent sales tax rebate for tourist facilities, as in Washington.
 - Local options sales taxes, as in Tulsa, Oklahoma, which are extended by popular vote after certain initiatives are addressed.
 - Property and sales taxes, as well as tax increment financing, which are commonplace.

These policies have consequences for the city of Buffalo:

- New York cities and counties have comparatively poor economic development tools across the board.
- Buffalo, which has established sports, arts, culture, and architecture as a branding theme for tourism, has a lower marketing budget than any of its peer cities.

These conditions create a need to establish some entity to act as a steward for the project. The panelists believe that the Richardson Center Corporation should be charged with the task of stabilizing, renovating, and redeveloping the H.H. Richardson Complex. The tasks clearly require an enabled not-for-profit corporation to serve as the master developer and manager, in order to carry the project through its multiyear, phased implementation and subsequent management.

An excellent example of a similar organization already exists in Buffalo. The Buffalo Niagara Medical Campus, Inc., shoulders the responsibility for development of an urban site of similar size that

Figure 2
Summary of Convention and Visitors
Bureau Budgets, 2007

City	2007 Budget
Louisville, KY	\$12,800,000
Philadelphia, PA	12,000,000
Pittsburgh, PA	10,950,000
Indianapolis, IN	10,700,000
Nashville, TN	9,500,000
Baltimore, MD	8,500,000
Charlotte, NC	8,200,000
Memphis, TN	7,800,000
Cleveland, OH	7,500,000
Columbus, OH	6,900,000
Milwaukee, WI	6,565,000
Cincinnati, OH	5,142,000
Lexington, KY	4,400,000
Rochester, NY	3,200,000
Buffalo, NY	2,500,000

Source: 2007 data from respective convention and visitors bureaus.

also abuts residential neighborhoods. As at the Richardson Complex, the adjacent neighborhoods may be affected and require support and investment. The medical campus abuts the Fruit Belt and Allentown districts. The Richardson Complex abuts the West Side, Elmwood Village, and Black Rock Riverside districts. The Buffalo Niagara Medical Campus, Inc. has succeeded under the leadership of a board of directors that is broadly inclusive, transparent in the conduct of business, and focused on a clear vision for development and management. The panel compliments the successes of this organization and recommends such a board for the Richardson Complex. Once such a board is seated and a director for the organization is hired, implementation of the project should begin, as outlined in the following section.

In a way, the challenge facing the H.H. Richardson Complex is greater than that facing the medical campus, because at this point the Richardson Complex has no niche or focus, whereas the medical campus has a niche. The use of nonprofit or cultural entities alone is not sustainable; a for-profit real estate use is the vehicle for creating a sustainable platform.

Principal Tasks

The site has immense potential because of its size, quality, and uniqueness. It is going to require a very significant public investment as a beginning step, simply to facilitate viable project investment on the part of the private or public/private partnerships that will follow. Fortunately, approximately \$76 million of public monies is already earmarked for the site. Following is an outline of the potential development sequence.

The Richardson Center Corporation, as the master developer and manager, will immediately embark on five principal tasks:

- Develop state enabling legislation that is sufficient to implement and manage the project.
- Open and staff an on-site office.
- Develop and formally adopt a clear master plan for the site.
- Stabilize and renovate the exterior shells of all the structures to be retained. This includes trial versions (in accordance with preservation standards) of drainage systems, lights, exterior masonry structure, and foundations. Illuminate the buildings.
- Renovate the grounds immediately adjacent to the preserved structures according to Olmsted's design principles.

On the heels of accomplishing these principal tasks, the board and its staff should immediately embark on a sequence of projects that begin to develop the site:

- Define, plan, design, and implement an architecture and visitors center and use the already-funded initiative to attract the initial occupants

of the center and to ensure public access to the grounds and tower buildings.

- Develop a multidimensional marketing plan and brand the project.
- Illuminate the H.H. Richardson building.
- Identify and select a hotel and conference center developer. In accordance with the master plan, this project will involve public and private delivery of the renovated shells of the historic buildings and private development of the hotel interiors and ancillary structures. Principal stakeholders include the Richardson Center Corporation, the Richardson Architecture Corporation, Buffalo State College, the museum district, and area neighborhoods. The land rent charged to the private hotel owner, indexed perhaps to a percentage of room sales, should become the first sustained income to support operations and investment.
- Develop a parking deck along the south edge of Rockwell Road to the west of the Burchfield-Penney Art Center. The deck will serve the parking needs of the Buffalo Psychiatric Center, whose parking (except for visitors) is thereby moved off the Richardson Complex frontages on Forest and Elmwood avenues. In addition, the deck will serve the hotel, area visitors, and Buffalo State College. It should be financed through a combination of public and hotel developer funds, as well as other forms of revenue anticipation financing, such as tax-increment financing.
- Identify and select a developer for the west wing—buildings 38 through 42.
- Identify and select a use and user for building 37, which fronts on Forest Avenue. A compatible use is likely an office or restaurant. This project should help activate the grounds, serve the neighborhoods and visitors, reinforce area retail districts, and produce a modest amount of sustained rental income.
- When the timing is right, identify and select a developer for the residential infill project on the site's northwest corner. This project will add critical mass to the residential occupancy of the site and enhance the adjacent neighborhoods

and the Buffalo State College campus. The project should be done as a supportive element of the campus plan and the plan for the adjacent neighborhood. It will produce ground rents for the Richardson Center Corporation as well.

Priority Uses and Initial Elements

In the panelists' judgment, the following land uses should launch the project and should be initiated simultaneously:

- Architecture and Visitors Center—Although this project is not fully defined, a first stake should be placed in the ground, representing what will become an architecture and landscaping institute. This venue should serve as a stage for input from the public, the American Institute of Architects (AIA), the American Society of Landscape Architects (ASLA), and the local, national, and international AIA and ASLA community.
- Hotel and Conference Center—Again, although this project is not fully defined, a hotel and conference center should be developed in the first phase of the redevelopment. The panel recommends a venue with 200 rooms and 30,000 square feet of meeting and conference space. The model can follow that of a traditional university conference center, a boutique hotel, or a hybrid of the two.
- Residential and Office Space—The maximum amount of residential and office space should be configured out of the rest of the existing historical space.

Being a Good Neighbor

The Elmwood district is healthy and the Richardson Complex should reinforce its strength. The first role of the redevelopment should reinforce the link between this district and Buffalo State College. Some development along the Elmwood Avenue edge of the site would break up the distance between Forest Avenue and Buffalo State College and provide the Architecture and Visitors Center with operating revenues.

The West Side and Forest Avenue edges need the most support, with the West Side being the weakest link. The following improvements are recommended:

- Consideration should be given to consolidating sports uses into an area in the west edge of campus if Buffalo State undertakes a suggested comprehensive plan. This area could serve in some form as a park for West Side residents.
- A traffic circle should be considered for the intersection of Grant Street and Forest Avenue.
- The Grant Street edge of the district should be restored to the level of quality achieved on Elmwood Avenue.
- The Architecture and Visitors Center should promote efforts to support West Side improvement, similar to those supported by the Buffalo Niagara Medical Campus for the Allentown and Fruit Belt areas around that campus. Festivals and events should be considered, along with a revolving fund to be used for residential improvement. This revolving fund could be used for both the west and the south sides of the site.

Implementation Strategies

The H.H. Richardson Complex is unsurpassed in its potential to host diversified opportunities for economic development, public enjoyment, and civic identity. The economic benefits are rooted in the creation of a cultural tourism destination, the investment in community revitalization, and the increase in property values. The public enjoyment will come from enhanced open space, social interaction, and educational and cultural activities. The reuse of this monumental site will be of international significance, redefining the identity of Buffalo as a leading center of art and architecture.

Implementation will require entrepreneurial skill, public leadership, and market support for the mix of uses recommended for this site. The panelists understand that there is a strong undercurrent of skepticism and doubt from the broader community about the likelihood that progress will be made. As a result, the panel recommends the following:

- Bring a sense of urgency without expediency to every aspect of implementation. It is not uncommon for the implementation of big ideas to get mired in jurisdictional processes, special interests, and unforeseen circumstances. The broader community can begin to doubt that the projected outcomes will ever be realized. In addition, for historic resources such as the H.H. Richardson Complex, delays can result in more deterioration of the buildings. That is not to say that decisions should be made for the sake of expediency. Progress should be measured in terms of achieving the goals and objectives of the reuse plan. In other words, hurry but do not rush the implementation process.
- Ownership of the property should be transferred from the state to the corporation for implementation of a comprehensive approach to redevelopment and reuse of the property.

The Richardson Center Corporation

The panel makes the following recommendations to supplement the existing bylaws of the Richardson Center Corporation.

Mission

The panel recommends the following mission statement: “To engage and represent the Buffalo community in the reactivation and reuse of the H.H. Richardson Complex and grounds, and the targeted redevelopment opportunities in adjacent neighborhoods.”

Structure

The panel expects that the corporation should be a not-for-profit corporation—probably a 501c(6). The corporation might also create a subsidiary to support cultural heritage and arts promotion and the operations of the Architecture and Visitors Center—probably a 501c(3). The panel recommends that the corporation have a representative and diverse board of directors. The chief executive officer and staff should have the following skill sets and responsibilities:

- Development skills;
- Financial skills;
- Neighborhood liaison;
- Project management skills; and
- Grant writing and fundraising skills.

Tasks

The panel recommends that the corporation assume the following tasks:

- Engage key stakeholders in an ongoing, participatory process from the onset of the redevelopment process.
- Finalize the master plan for the site and surrounding area.



The extraordinary interior spaces offer an excellent opportunity to produce a world-class environment.

- Conduct and complete a search for a development company to partner with the Richardson Center Corporation.
- Initiate a design competition for the design and development of the Architecture and Visitors Center.
- Select land adjacent to the site to acquire in support of neighborhood redevelopment opportunities.
- Solicit and secure public funding opportunities at the local, state, and national levels.
- Identify and solicit foundation support for various development components.
- Work with a development partner to establish a project pro forma that represents a long-term, sustainable economic development opportunity.
- Negotiate development agreements that generate revenues which endow the Richardson Center Corporation and its subsidiaries, in order to implement their missions.
- Ensure ongoing property management and maintenance on site.

Key Tenets

The panel recommends that the corporation follow these key tenets:

- The corporation holds title to the site and all transactions on land leases.
- The corporation acts as a conduit for all public monies.
- The corporation is an active participant in all development on the site.
- The corporation participates in a percentage of the net cash flow from projects.

Guiding Principles

The corporation should work with its board to adopt a statement of guiding principles. The creation of this statement is an important step in creating a framework for making decisions. The principles will endure through changes in the membership of the board and the staff of the corporation, providing continuity and stability to the process. Although the panel cannot create these principles for the corporation, the following thoughts are worth considering:

- **Produce a world-class environment:** Go beyond just the preservation of buildings and create a place that honors the architectural, cultural, and historical features that shape the character of this place.
- **Encourage economic development:** Provide the public leadership and resources needed to stimulate the private investment that will lead to greater prosperity for the residents of Buffalo.
- **Allow flexibility for the long term:** Agree to appropriate responses to unforeseen conditions and opportunities.
- **Clearly define priorities:** Agree on how multiple priorities will compete for limited resources to achieve the vision for the Richardson Complex.
- **Create an inclusive, open, and transparent process for making decisions.**

A Comprehensive Approach

Under the comprehensive approach to implementation, many items can be initiated in the

near term. They are listed below. It will be important for the corporation to demonstrate progress and establish credibility and confidence in this endeavor.

- Redevelopment/reuse projects:
 - Developer selection process;
 - Community input;
 - Preparation of reuse plan; and
 - Public investment.
- Economic investment incentives:
 - Tax credits;
 - Public improvement fee; and
 - Expedited approvals and permits.
- A clean and green program, in which the following tasks are undertaken:
 - Clean and stabilize buildings.
 - Clean grounds and improve landscaped areas.
 - Carry out aggressive litter collection and graffiti removal.
 - Implement streetscape improvements.
 - Improve signage and site lighting.
- Special events and activities that accomplish the following goals:
 - Celebrate art and architecture.
 - Reinforce branding of the Architecture and Visitors Center.
 - Create physical and virtual connections to the city, region, country, and world.

Furthermore, the panel recommends that the corporation set up a number of working groups, each led by two board members and involving a cross-section of community participants. The working groups could be organized around implementation elements such as preservation, marketing and special events, arts and architecture, education, and neighborhood revitalization. This approach



expands the level of participation and informs the work of the corporation.

Interior condition of the complex.

Architecture and Visitors Center

Under the comprehensive approach to implementation, many items can be initiated in the near term. One such example is the proposed Architecture and Visitors Center. It presents a number of opportunities, including the development of architecture-based tourism and the generation of increased local interest in the city's architectural heritage, leading to a broad base of support for civic design excellence.

To take full advantage of these opportunities, the panel recommends a number of short-term strategies as well as several longer-term models. Together they represent strategies for the following efforts:

- Building capacity at the grass-roots level to support architecture and design;
- Developing a civic culture that understands and supports design excellence; and
- Generating enthusiasm that will support redevelopment efforts at the Richardson Complex.

The panel found two models for longer-term efforts that seem particularly appropriate, one large and one small:

- *Large:* The Chicago Architecture Foundation was founded in 1966 as part of an effort to save H.H. Richardson's Glessner House, one of the oldest residences in Chicago. It has an annual budget of about \$7 million and is arguably the most successful program of its kind in the country.
 - *Mission:* To advance public interest and education in architecture and design.
 - *Activities:* Exhibits, lectures, classes, tours.
- *Small:* The Nashville Civic Design Center was founded in 2000, following a five-year effort by a group of local architects and interested citizens to build support for such a center. Although it has nowhere near the public profile and influence of the Chicago Architecture Foundation, it has already demonstrated some noted success in developing public support and involvement in civic design projects.
 - *Mission:* To elevate the quality of the built environment and to promote public participation in the creation of a more beautiful city.
 - *Activities:* Educational programs, design consultation, research.

The creation of institutions like these takes time and a broad base of community support, and we recommend that the board visit these and other centers to learn from their experiences.

In the meantime, the establishment of the Architecture and Visitors Center can be used to begin laying the groundwork for future success, starting with the establishment of the center within building 45 as soon as adequate rehabilitation can take place. In preparation, the panel recommends that the board create a task force to develop and implement a program of outreach activities:

- A Web site to act as a conduit for information about the redevelopment effort;
- Exhibits and public meetings that provide opportunities for people to see what is being proposed and to ask questions;

- Occasional "hard hat" tours so people can see progress for themselves; and
- A base of potential volunteers, developed through the architecture and planning program and other stakeholder organizations.

The Architecture and Visitors Center should be seen as an opportunity to support and reinforce this and future efforts. It provides an opportunity for both the celebration of Buffalo's architectural history and the creation of a civic culture that supports design excellence. The panel recommends that the center promote knowledge of the city's architectural achievements while creating a culture of design awareness that will facilitate future success through various activities:

- The promotion of architectural landmarks through marketing and tours;
- In-depth exhibits on architecture, landscape architecture, and other aspects of civic design, focusing not only on Buffalo but also on subjects of local interest such as waterfront development and adaptive use;
- Public education on design topics through lectures, symposiums, and classes for both lay and professional audiences; and
- Development of proposals for specific projects, such as infill developments or civic spaces, through activities such as student design studios and public design workshops.

The potential benefits of these activities include improved quality of the built environment in Buffalo through increased understanding and awareness among the city's civic leaders, citizens, and design professionals and the facilitation of heritage tourism.

Conclusion

The panel believes that the H.H. Richardson Complex has five outstanding attributes that, taken together, offer a singular prospect for future community success:

- The history and combined efforts of Richardson and Olmsted, which elevate this site and its importance to the community to a preeminent level;
- The ability to accommodate unique developments of international, national, and regional significance;
- The opportunity to retain and reuse the eight main residential and administrative buildings (Richardson Complex), given their relative condition and their contribution to the site;
- The opportunity to create a sustainable reuse program that includes a mix of uses that respond to well-documented community and market demands and needs; and
- The potential to leverage these developments to open the adjacent neighborhoods in a manner that provides positive energy to the site and allows the neighborhood residents and businesses to enjoy all that the site and its buildings have to offer.

The panel challenges the public and private civic leaders of Buffalo to join in implementing a new vision for the future. The H.H. Richardson Complex has the opportunity to become an active place where people want to live because of the quality of architecture and the special destinations to be found here. The city must embrace a vision of the future that is beyond everything that has been discussed in the past. The city must fully embrace the belief that it can be whatever it chooses to be.

To do so, the city and the Richardson Center Corporation must search for and retain the best possible team. In addition to high-quality management,

vision and leadership will be essential attributes. The staff must be driven by a sense of purpose and mission and come to the table with a broad range of experience and world views. The ideal candidates will embrace challenge and have proven track records of innovation and creativity. These candidates will have a history of results, not simply maintenance. Finally, the city and the corporation must be given the freedom and tools to aggressively seek the best solutions that promote and advance the civic vision.

The private sector must be completely on board with the new vision, and the city must work closely to find, create, and ensure the achievement of win-win solutions to development issues. The private sector must be an active and integral part of the civic development team. The city and the corporation must study the ways in which the great American cities came into being, then examine the respective roles of public and private sectors and determine what parts of that history are applicable today.

The city and the corporation are purveyors of civic leadership and therefore have the opportunity to lay the groundwork for what happens for generations. The city is also the keeper and implementer of civic visions. It must be wise and thoughtful in how it makes policy, and it must base its decisions on the understanding that every decision affects the lives of residents' children and their children. The corporation must be expansive in its vision, clear about its mission, firm in its convictions, committed to principled action, steadfast in its willingness to seek creative and ambitious solutions, and assertive in its purposeful leadership. Great civic leadership, public and private, is the stuff of legend in America. The panel challenges the city to join those legendary leaders in making history.

About the Panel

Mike Higbee

Panel Chair
Indianapolis, Indiana

Higbee is president of Development Concepts, Inc. (DCI), a development services company that works with private and public sector clients. Before forming DCI, Higbee served as director of the city of Indianapolis's Department of Metropolitan Development. During his tenure, he was the city's point man for several important projects, including the \$700 million Circle Centre Mall, the lower canal improvement project, and the negotiations for the \$1 billion United Airlines maintenance facility at Indianapolis International Airport.

As a consultant to the city of West Lafayette, Indiana, Higbee helped implement a public/private partnership for a \$50 million mixed-use development project. In Bloomington, Indiana, he helped facilitate the redevelopment of the Thomson Consumer Electronics plant—a vacant 200-acre industrial site with more than 2 million square feet of space. He coauthored state legislation that enabled the city to offset high predevelopment costs by capturing local and state tax revenues.

In 1996, DCI codeveloped a \$7 million affordable housing development in Gary, Indiana—the first privately led development initiative in the city in more than 20 years. The firm currently is developing three housing projects that have more than 320 residential units. Higbee has been involved with redevelopment projects in Durham, North Carolina; Wichita, Kansas; and several communities in northwest Indiana. His company is involved with the redevelopment of the Central State Hospital in downtown Indianapolis.

Higbee has a bachelor's degree from Purdue University and is an active member of the Urban Land Institute, the National Congress for

Community Economic Development, and the National Council for Urban Economic Development.

John F. (Jack) Crowley

Athens, Georgia

Crowley, a planner, designer, architect, and developer, just completed ten years as dean of the College of Environment and Design at the University of Georgia. The college houses the largest program of landscape architecture in the United States. Crowley began as an urban renewal planner, director of planning for a small town, and chief planner for Oklahoma's state parks. In the 1980s, he served as vice president of development for a subsidiary of the Williams Companies and built large downtown projects such as Tulsa's Williams Center, Denver's Tabor Center, Phase II of Kansas City's Crown Center, Charlotte's Independence Center, and San Antonio's Rivercenter.

Crowley served as director of the Oklahoma Department of Transportation in the early 1990s before returning to Georgia as dean. He consults on real estate development for the Williams Companies and for clients throughout the southeastern United States and Central America. His graduate degrees are in regional and city planning and urban geography with research in urban storm-water engineering.

Crowley contributes considerable time to pro bono urban and civic design for cities and towns throughout Georgia and the southeast. He continues to develop and own real estate projects, serves on numerous boards and commissions, and consults. Recently he completed a \$130 million technology office structure in Tulsa. Presently, he is advising the Williams Companies (Tulsa) on a large mixed-use project in Florida and the Pechanga Development Corporation on a \$200 million resort and casino complex in southern California.

Crowley is a member of many development and conservation organizations, such as the Urban Land Institute and the Nature Conservancy. He is a member of the American Society of Landscape Architects and is fellow of the American Institute of Certified Planners.

Abigail Byers Ferretti

Silver Spring, Maryland

Ferretti, vice president at Bay Area Economics (BAE), specializes in market and financial analysis and economic development planning. Working with public institutions to help manage real estate and future planning, she provided market inputs to the planning efforts of the town of Bladensburg, Maryland. For the U.S. Navy, she provided detailed case studies of best practices and trends in the disposition of surplus federal properties. For the Howard County Route 40 corridor and the Uptown/Shaw and Georgia Avenue/Petworth corridors in the District of Columbia, she prepared commercial revitalization analyses that detailed the level of new supportable development. For transit-oriented development planning projects in downtown Baltimore, central Maryland along U.S. Route 1, District of Columbia neighborhoods, and inner-ring suburbs in Prince George's County, Ferretti used market conclusions to produce detailed financial analyses, helping to project future revenues and subsidies needed to support more intensive development efforts.

Ferretti provided housing market and needs assessment reports for both the Greensboro Housing Consortium's and the Asheville Regional Housing Consortium's five-year consolidated plan updates. For Hopewell, Virginia's Strategic Neighborhood Plan, she evaluated the housing market and analyzed surveys that measured residents' satisfaction with their housing and their neighborhoods. She conducted focus groups with area residents and analyzed market conditions in downtown Hampton, Virginia neighborhoods. She compiled and analyzed housing market and demographic data as part of a citywide housing market analysis in Hartford, Connecticut. Ferretti also prepared financial development models used to

quantify the impact of proposed inclusionary housing policies in Arlington and Alexandria, Virginia, and in the District of Columbia.

She has supported BAE's work in New York City, including research on competitive supply for the High Line and the East River Waterfront Esplanade. She investigated market support for the reuse of the Historic Williams Ordinary in Dumfries, Virginia; the Monumental Church in Richmond, Virginia; the Bostwick House in Bladensburg, Maryland; and the Marine Hospital in Louisville, Kentucky. She assessed the impact of the Maryland Independent College and University Association and the Johns Hopkins Institutions on Maryland's economy.

Before joining BAE, Ferretti worked for the Baltimore County Department of Economic Development as a revitalization specialist. She holds a B.A. in political science and economics from Washington College and an M.B.A. with a concentration in finance from Loyola College.

Charles Johnson IV

Chicago, Illinois

Johnson is a nationally recognized consultant with more than 22 years of experience in convention, sports, hospitality, and general real estate consulting. Before forming Johnson Consulting, he worked for the Chicago-based real estate development firm, Stein & Company, which was designer and builder for the expansion at McCormick Place in Chicago. Prior to that, he was national director of KPMG Peat Marwick's convention, sports, and leisure consulting practice.

He served as program manager for the Puerto Rico Convention Center District project in San Juan for four years and successfully guided that project from an idea to a highly regarded 110-acre urban redevelopment project. He has worked on the expansion analysis of the Buffalo Convention Center; analyzed the merits of the Buffalo-Niagara partnership buying a World Trade Center license, and analyzed redevelopment options for the successful bidder for developing Buffalo's Inner Harbor, Opus East. Johnson has worked on

more than 600 public assembly and urban development consulting assignments in the United States and abroad.

James Kienle

Indianapolis, Indianapolis

Kienle has spent the majority of his 40-year architectural career specializing in preservation and urban design, bringing new life to historic structures, campuses, small town main streets, and urban environments. He formed James T. Kienle & Associates in 2003 to concentrate his design talents and his passion for historic preservation on preservation architecture and urban design. The former vice president and national director of historic preservation for HNTB Corporation, Kienle has significant experience in master plan development, historic structure assessment, and preservation design of residential and commercial facilities, recreation and entertainment venues, and many significant public buildings. They include the Indiana and Kentucky state capitols and such General Services Administration projects as the Old Executive Office Building and the Design Excellence project at the Mary Switzer Building in Washington, D.C. His projects have received numerous local, regional, and national AIA, civic, and other institutional awards.

Kienle has served on the Indianapolis Historic Preservation Commission, the city's regulatory body for 14 historic districts, for ten years—the last eight as president. This experience provides him with the opportunity to deal with a wide range of preservation issues across different project types and urban design applications. He is the chair of the Urban Design Committee for AIA Indianapolis and has been highly involved in the development of urban design guidelines for the Indianapolis Regional Center initiative.

Kienle is viewed in his community as one who has forged the way in historic preservation in his work, his leadership, and his mentoring. He has received special recognition from the governor of Indiana, AIA Indiana, and the Indiana Architectural Foundation for his pioneering work in historic preservation. He was made a fellow of the AIA in 2004 for his work in preservation design.

Paula Konikoff

New York, New York

Konikoff is a member of the Appraisal Standards Board and an independent professional real estate consultant with 20 years of experience providing clients with advisory, valuation, and other real estate consulting services. The scope of her practice ranges from designing and conducting due diligence investigations on properties to conducting and evaluating property appraisals and advising private and public institutions (both owners and lenders) in connection with the acquisition, development, and disposition of their real estate holdings, as well as their fit within a real estate portfolio. Konikoff has been retained to provide such services concerning properties throughout the country and abroad. Her work is informed by her broad national and international experience, which enables her to provide an unusually comprehensive analysis that is particularly valuable when dealing with the growing number of investors and lenders whose portfolio investments in real estate are increasingly evaluated on both a national and a global level.

Before establishing her independent real estate advisory practice in 1993, Konikoff was director of National Real Estate Valuation Services at KPMG. She joined KPMG after having served as president of The Hudson Group, a national real estate consulting and appraisal firm. Previously, Konikoff was an attorney in private practice at the Philadelphia law firm of Dilworth, Paxson, Kalish & Kauffman, where she worked in both the real estate and corporate law practices.

Konikoff is an adjunct professor at New York University, where she has taught graduate and undergraduate courses on real estate finance, real estate markets, and real estate appraisal. She is an instructor for the Appraisal Foundation as well, where she conducts programs on standards of appraisal practice and on ethical rules for professional appraisal. In addition, she develops and presents real estate valuation seminars for continuing education credits for certified public accountants and attorneys. She has also served as an expert witness in a variety of cases in which real estate valuation and damages issues have come into dis-

pute, including the bankruptcy of Livent, an international owner of live theater properties, and several matters in which she was retained by the Securities and Exchange Commission to testify regarding the value of developments in California that were funded in part by Mello-Roos bonds. She was also qualified by the court as an expert in pension real estate portfolio investments in *JMB v. Cadillac Fairview*.

Konikoff has served as a member of several Appraisal Institute committees and other professional organizations. She is also a member of the Real Property Law Committee of the Association of the Bar of the City of New York and is chair of its program subcommittee.

Konikoff earned a B.S. from Temple University and a J.D. from Villanova University School of Law. She is a frequent speaker and author on appraisal and other real property issues. Before her appointment to the Appraisal Standards Board in January 2003, she presented seminars on standards of practice, ethics, and valuation issues in litigation for the Appraisal Institute.

Ralph L. Núñez

Southfield, Michigan

Núñez is president of DesignTeam Limited, a full-service planning and landscape architectural firm. He directs multidisciplinary teams in broad-based problem-solving assignments. Each solution is developed through a highly interactive client-consultant relationship that balances client goals and financial objectives with environmental, regulatory, and market conditions. The DesignTeam was established specifically to meet the demand for efficient consultant support.

Núñez established the firm in 1984 in Houston, Texas. He has successfully designed, planned, and managed multimillion-dollar redevelopment projects and has a multidisciplinary background specializing in land planning, landscape architecture, and land development. His responsibilities in these areas have encompassed the master planning of residential communities; park and recreation amenities; and commercial, industrial and office campuses, and resort developments ranging

from ten to several thousand acres. He was appointed by the governor of Michigan as chairman of the State Board of Landscape Architects.

Núñez received his Bachelor of Science from Pennsylvania State University in 1976. He has served on a number of ULI Advisory Services panels, including one held for the Dorothea Dix Hospital in Raleigh, North Carolina.

Christine L. Saum

Washington, D.C.

Saum is a licensed architect and works for the National Capital Planning Commission (NCPC)—the public agency that conducts planning for all federal facilities in the Washington, D.C. region. She is director of the Urban Design and Plan Review Division, attempting to bring a high level of design excellence to the federal presence in Washington. Before her work at NCPC, she served for ten years as the director of the Mayors' Institute on City Design, a project of the National Endowment for the Arts.

In all of this work, Saum has focused on creating vibrant downtowns and on helping lay people understand the issues of urban design and how they can work for better built environments in their own communities. Most recently, she has been distressed by the sprawl of the federal government outward from Washington and the harm that is doing to the beautiful landscapes of northern Virginia, the Shenandoah Valley, and the Maryland countryside. At Harvard she studied urban and regional planning as well as sustainable development, focusing particularly on ways of sustaining business and agriculture in smaller communities so they can resist the powerful market forces of ever-expanding residential development.

Doug M. Wrenn

Germantown, Maryland

Wrenn is a principal with Rodgers Consulting, Inc., where he directs the firm's work on a broad range of urban planning and site development projects. Before joining Rodgers Consulting, Wrenn was the director of redevelopment programs for Montgomery County, Maryland. He was

responsible for the management of all aspects of the county government's participation in a \$400 million public/private partnership to revitalize downtown Silver Spring, Maryland.

Wrenn has many years of consulting experience as a land planner and urban development specialist. He has directed multidisciplinary teams on large-scale community planning and urban redevelopment projects for both public and private real estate interests. He established a national

reputation for his work on urban waterfronts, initially as author of the Urban Land Institute's first book on the subject and later as a planning consultant on numerous projects.

He holds a bachelor of science degree in environmental management and a master's degree in landscape architecture, both from North Carolina State University.



ULI—the Urban Land Institute

1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201