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SUMMARY

INTRODUCTION

The Richardson Center Corporation seeks a development partner(s) for the remaining 10 undeveloped buildings (approximately 300,000 square feet total) and 25 acres of grounds at the Richardson Olmsted Campus, one of Buffalo’s most iconic buildings and a National Historic Landmark.

THE CLIENT

In 2006, the Richardson Center Corporation (RCC), a 501(c)(3) non-profit entity, was established to refocus attention on the Richardson-designed buildings and the Olmsted-designed grounds. The RCC has undertaken a thorough planning process, stabilization, and first redevelopment project and is serving as the steward of the property for its economically and environmentally sustainable future. Additional information about the RCC is available at www.richardson-olmsted.com.

THE PROPERTY

The total property owned by the RCC is 42 acres and includes 13 buildings. The first redevelopment project consists of approximately one-third (180,000 square feet) of the existing buildings and was funded by financial support from the State of New York and state and federal historic tax credits. Hotel Henry Urban Resort Conference Center and 100 Acres: The Kitchens at Hotel Henry opened April 30, 2017. The Lipsey Buffalo Architecture Center will open later in 2017.

The parcel leased to Hotel Henry is 8 acres and 3 buildings with approximately 180,000 square feet. The remaining undeveloped property is 25 acres and 10 buildings with approximately 300,000 square feet. The area outside the leased parcel, excluding the lands at the northwest maintained by SUNY Buffalo State, are currently maintained by the RCC, including the 9-acre recently-renewed South Lawn landscape. See attached Appendix A for property map.
SECTION ONE: PROJECT GOALS AND CONTEXT

1.1 THE RICHARDSON OLMSTED CAMPUS

One of Buffalo’s most iconic buildings and a National Historic Landmark, the 145-year-old Richardson Olmsted Campus is being renewed after years of neglect. Designed by one of America's premier architects, Henry Hobson Richardson, in concert with the famed landscape team of Frederick Law Olmsted and Calvert Vaux, the building was completed in the late 1800s as the Buffalo State Asylum for the Insane.

The site incorporated a system of enlightened treatment for people with mental illness developed by Dr. Thomas Story Kirkbride, in part by providing pleasing surroundings. Over the years, as mental health treatment changed and resources were diverted, the buildings and grounds began a slow deterioration. In 2006, the Richardson Center Corporation was formed with a mandate to save the buildings and bring the Richardson back to life in part through a New York State appropriation for this architectural treasure.

Today, the Richardson Olmsted Campus is set in the heart of Buffalo’s cultural corridor and the Buffalo Olmsted Park System, neighboring the Albright-Knox Art Gallery, Burchfield Penney Art Center, Buffalo History Museum, and SUNY Buffalo State. The Richardson is being transformed into a cultural amenity for the city, with the opening of Hotel Henry Urban Resort Conference Center and the Lipsey Buffalo Architecture Center in the iconic Towers Building and two flanking wing buildings. The remaining 10 buildings have been stabilized for future opportunities.

A Historic Structures Report, Cultural Landscape Report, and Master Plan serve as guides for the rehabilitation. The public has been involved in every stage of planning through a Community Advisory Group and regular public meetings and continues to play a key role in redevelopment of the site.

1.2 THE RICHARDSON CENTER CORPORATION

Mission Statement
Reuse of the Richardson Olmsted Campus is the mission of the not for profit 501(c)(3) Richardson Center Corporation. Widely considered to be one of Buffalo’s most important and beautiful buildings, it is being adaptively reused as a hospitality venue and cultural amenity for the city.

Vision Statement
We envision the rehabilitation of the National Historic Landmark Richardson Olmsted Campus (the former Buffalo State Asylum for the Insane), comprised of the H.H. Richardson-designed buildings and Frederick Law Olmsted-designed grounds, to be the crowning jewel of a mixed-use,
multi-purpose civic campus of public and private activities.

By combining contemporary ideas with our 19th century inheritance, we will create to the highest standards a nationally significant, 21st century, economically self-sustaining and environmentally-sound Richardson Olmsted Campus as a place for architectural, educational, cultural, and recreational activities for the benefit of the residents of and visitors to the Richardson Community, the Museum District, the Elmwood Village, and the entire Buffalo Niagara Region.

1.3 COMMUNITY COMMITMENT

At every stage of planning, the RCC has used an active public process for the redevelopment for of the Richardson. During the Master Planning process, the following priorities for redevelopment were identified with the community, now included in the Master Plan:

1) **Quality of Life:** The quality of life of the residents in the surrounding community, as well as the clients of the neighboring Buffalo Psychiatric Center, is a priority of the community that should be reflected in the plan. Specific quality of life issues include safety and security concerns and the desire for stabilization of the surrounding neighborhoods without gentrification. The site can offer much needed neighborhood recreation space and gathering areas.

2) **Public Accessibility:** Public accessibility is an issue closely related to community and regional quality of life. The community voiced its desire for an open campus. Community members expressed interest in access to the site for use as a public destination.

3) **Historic Rehabilitation:** The community recognizes the historic significance of the site and suggested that the unique history of its buildings and landscape be protected and interpreted. The site's importance as a physical representation of the history of the treatment of mental health should be recognized and the existing use by the Buffalo Psychiatric Center should be respected.

4) **Economic Development:** The community recognizes the vast economic development potential that rehabilitation of the site possesses for the surrounding business districts and the entire region. A rehabilitated, accessible site, with uses that attract people to the site, can increase the success of neighborhood businesses and the regional economy. Improved connections can seamlessly connect site users to the surrounding community business districts. The rehabilitated site can be a first-class cultural tourism destination and can be integrated with surrounding cultural assets.

The first redevelopment project was widely embraced due to community involvement and eagerness regarding future projects continues.
The context of the Richardson centrally located in the burgeoning cultural corridor, adjacent to SUNY Buffalo State, Elmwood Village, Scajaquada Creek and Parkway, and a variety of residential neighborhoods demands that its development be sensitive to the character and culture of its neighbors. The development plan must address urban design, scale, and connectivity factors such as walking, biking, and driving to these adjacent neighbors as well as activity generators, including SUNY Buffalo State, the Albright Knox, Burchfield Penny Art Center, Elmwood Avenue, Delaware Park, the Buffalo Zoo, and the Darwin Martin House.

1.4 FUTURE DEVELOPMENT

The purpose of this Request for a Statement of Interest (RFI) is to invite interested parties to submit and substantiate their interest in developing, building, financing, operating, and maintaining all or portions of the future development opportunities at the Richardson Olmsted Campus.

The Richardson Olmsted Campus property pending redevelopment is located on 25 acres north, east, and west of the initial development project (“the Core Project”), and is envisioned as a master-planned, mixed-use community integrated physically and functionally into the overall Campus. Future development of this property shall respond to the needs and market opportunities offered by the site and the surrounding community. It is intended to include a diverse mix of uses, including but not limited to residential, commercial, retail, cultural, educational, and creative office space.

The Campus properties covered by this RFI include three development components/sub-cluster areas (see Appendix B):

1. Eastern Cluster
2. Western Cluster
3. Northern Lands

The overall development program would result in the three components being fully integrated to form a unified community. The Campus at full buildout will consist of multiple uses that complement and support each other.

Interested developer or development teams, based on their interest and expertise, may choose to submit a Statement of Interest for Master Development of the entire Richardson Olmsted Campus, or one or more of the three development components.

The RCC seeks a development partner(s) best able to develop and manage future projects on the Campus that support and advance the overall goals of the site’s re-activation and optimize the momentum from and synergy with the Core Project. While the RCC will consider potential partners focused on the individual sub-cluster areas identified herein, the ability of these subareas to operate and be managed seamlessly in an integrated
manner as a true campus is essential. The vision for the Campus is to be a mixed-use urban environment where functions and real estate elements are purposely integrated to promote a sense of place and enhance opportunities for interaction. Submissions that do not cover the entire scope of the property must address the operational and management of the campus in such an integrated manner.

1.5 DEVELOPMENT GUIDELINES

RCC Future Development Mission
Develop a sustainable business model that will provide a revenue stream to sustain ongoing operations of the RCC to complete the Richardson Olmsted Campus Master Plan.

RCC Future Development Vision
- Use the Richardson Olmsted Campus Master Plan as a guide to development.
- Leverage local cultural assets and institutions.
- Provide a neighbor-friendly model.
- Encourage and solicit community involvement.
- Generate “destination theme” to attract investment.

RCC Future Development Goals
- Create environment/demand for developers that will provide needed interest to develop remaining buildings.
- Develop a collaborative, sustainable public-private partnership.
- Advance long-term property and asset management plan.

1.6 DEVELOPMENT PARTNERSHIP

The RCC envisions that the relationship between the development partner(s) and the RCC will be a long-term, collaborative public-private partnership. The RCC serves as the steward of the Richardson Olmsted Campus and in that role will continue to ensure that its future development, management, and operations uphold the standards it has set for the Campus. The partners(s) and the RCC must have a collaborative and coordinated approach to the redevelopment and share common values and development/management principles. Each development cluster within it is expected to become an vital part of an integrated campus and be promoted and marketed as part of an overall development program.

Planning and design of each sub-cluster area needs to be highly coordinated with the historic setting of the Campus, the development of the Core Project, and each of the other clusters. At the same time, however, it is understood that individual clusters will be operated
independently by the selected partner(s). Selection Criteria, described in detail in Section 2.7 of this document, indicates that the RCC will give favorable consideration to potential partners that are able to articulate how they will address this public-private partnership interface in a completely integrated and collaborative manner.

The RCC seeks partner(s) with strong development, marketing, and operational experience and the broad range of professional disciplines needed for the development of the entire campus and/or sub-cluster area(s). The RCC is interested in partners with a history of successfully implementing and completing major development projects of this type. The RCC welcomes the opportunity to consider potential partners proposing creative and innovative approaches to delivering on the vision for the Richardson Olmsted Campus in the most cost effective and timely manner.

1.7 ROLE OF DEVELOPMENT PARTNER(S)

Potential development partners short-listed on the basis of their RFI submissions should anticipate the following responsibilities and development services: site planning; project financing; design and construction of facilities and infrastructure; operation and maintenance of facilities, infrastructure, and common areas; and marketing and sales.

The successful development partner(s) will work with the RCC to:

- Collaboratively agree on financial goals;
- Assess current conditions of the property, including individual buildings;
- Undertake additional market studies and analysis as needed to guide development of the specific sub-area clusters;
- Create a specific development plan for each cluster in which they have been selected;
- Evaluate the historic preservation aspects of the development plan and the potential use of federal and State historic tax credits;
- Evaluate the impact on, and effect of, the Core Project and the development of the other clusters;
- Recommend prioritization of redevelopment of each cluster, with focus on identification of “fast track” elements for initial development;
- Prepare a budget and financial model showing how development components will be funded, anticipated revenue generation for each component, and how the financial goals of the RCC can be met;
- Recommend a partnership structure and identify roles for each of the various entities needed to drive the development forward;
- Enter into long-term lease agreements with the RCC, as appropriate;
- Collaborate with the RCC in establishing a brand and marketing plan;
Assemble financing needed to develop individual components and projects within the Campus;

Oversee the entire development process, including design, construction management, leasing, project coordination, and ongoing property management roles;

Provide long-term property and asset management including annual operating and capital budgets.

1.8 DEVELOPMENT PARTNER(S) INTEREST

The RCC is seeking a development partner(s) with capabilities, experience, and a successful track record in developing and sustaining urban, mixed-use development projects. Specific evaluation criteria is listed in Section 2.7 of this RFI. Submissions must address, but not be limited to, the following:

- Track record for working within collaborative public/private development structures;
- Experience in the redevelopment of historic properties, including the use of historic tax credits;
- Recent demonstrated success with development of similar master planned mixed-use projects;
- Overall viability of financial structure and alignment with the RCC’s financial goals;
- Proven capacity for securing financing for projects of similar scale and complexity;
- Past success in attracting tenants to similar developments;
- Architectural and engineering quality of past developments;
- Evidence of ability to ensure timely schedule performance;
- Property and asset management capacity and track record.

It is understood that one development entity may not possess all of the capacity and have experience in the full range of the development areas required. The RCC encourages Joint Ventures and/or Master and Sub-Development partnerships to be submitted, especially in submissions that express interest in the all of the clusters.

1.9 DESIRED FUTURE USES

The RCC intends to work collaboratively with the selected development partner(s) in the evaluation of appropriate and feasible development options and uses for each of the future project clusters. It is understood that such decisions will be based in part on the market conditions that exist at the time of each individual development; the impact and opportunities that arise from the opening and stabilization of the Core Project and other cluster development; robustness of financial markets and development financing; the future of the Federal and State
Historic Tax Credit programs; and other elements outside the control of the partner(s). A development program with built-in flexibility and the ability to adapt based upon these external factors while at the same time remaining committed the overall goals of the RCC and the Campus’ future is essential.

At the same time, initial evaluation and analysis of likely development and use options for the clusters and the individual buildings have been undertaken, and will be made available to prospective respondents to this RFI. These evaluations suggest the following future development scenarios:

1. **Eastern Cluster**: Expansion of Hotel Henry (additional hotel rooms and guest amenities/facilities); residential; academic; expansion of Lipsey Buffalo Architecture Center.

2. **Western Cluster**: Residential; creative office space; cultural facilities.

3. **Northern Lands**: Residential, including potential development of a University-Based Retirement Community (UBRC); retail; office; academic.

It is understood that additional parking will be required for future development. However, parking must be dealt with in a manner sensitive to the site and its history, and not overwhelm the campus. A parking plan with a number of smaller scale parking facilities is desired, and/or the ability to share parking facilities between and among individual development projects or clusters, including the existing hotel. Innovative and creative parking alternatives that balance these needs are highly encouraged.

### 1.10 GOVERNANCE AND MAINTENANCE

The Richardson Olmsted Campus property is owned by the Richardson Center Corporation, a 501(c)(3) created expressly for the purpose of rehabilitating and re-activating the site. The deed conveying the property to RCC requires it to be used as a mixed-use campus for community benefit. The redevelopment of the existing buildings and/or new construction will be undertaken via a long-term ground lease with the RCC of the property or clusters.

The RCC will thus serve as the Lessor of the property, whether or not it or a subsidiary is part of a Lessee partnership. The RCC is expecting the value as Lessor to be reflected in the ultimate lease agreement.

The RCC will continue to serve as the steward of the Campus and ensure that all future development and management decisions align with its overall goals and objectives for the long term health and sustainability of the campus. While the development partner(s) will be responsible for the development, maintenance, and operations of the property under its lease, it will be held to certain standards that the RCC deems appropriate in order to carry out its mission.
Currently, the RCC is responsible for the day-to-day operations and maintenance of the property outside of the lease boundaries of the Core Project, including the property in all three clusters. It is the intent that once a development partner(s) is selected and a lease(s) executed, these responsibilities shall transfer to the Lessee(s).

1.11 FINANCIAL GOALS

The Richardson Center Corporation operates as a non-profit 501©(3) corporation, established expressly for the development of the Richardson Olmsted Campus. It has, through extraordinary vision, perseverance, and dedication to its mission, been able to achieve a remarkable transformation of the property from its largely derelict, deteriorating, and vacant state when the RCC was established. Its ability to continue to advance its mission is dependent upon achieving and maintaining an adequate future revenue stream.

In seeking a strategic partnership with one or more developers to carry out the vision for the Campus, the RCC is seeking to balance the economic realities of the project as well as the need of the development partner(s) to secure a reasonable return, with the ability for the RCC to realize a revenue stream that supports its continuing mission and on-going responsibilities related to the management and stewardship of the property. Such revenue can be in a variety of forms, including the reduction of operational expenses associated with the property’s management. Lease and/or partnership terms that provide a combination of initial revenue and/or expense relief with a realistic return tied to the real estate project’s revenue is desirable.

As part of their submission in response to this RFI, interested development partners are encouraged to identify potential financial and organizational structures for the RCC partnership, as well as creative mechanisms or approaches to the lease and/or partnership agreements that address the financial needs and goals of all parties.
1.12 ADDITIONAL RESOURCES

Respondents are encouraged to review [www.richardson-olmsted.com](http://www.richardson-olmsted.com), particularly the following pages, and additional recommendations listed below:

- [Richardson Olmsted Campus Master Plan, 2009](http://www.richardson-olmsted.com)
- [Master Plan Re-evaluation, 2017](http://www.richardson-olmsted.com)
- [Future Redevelopment Planning Status Report 8/16/17](http://www.richardson-olmsted.com)
- [START-UP NY Program](http://www.richardson-olmsted.com)
- [Restored classic architecture gives a window in to Buffalo’s prosperous past](http://www.richardson-olmsted.com), *The Toronto Star*
- [Buffalo builds on architecture tourism](http://www.richardson-olmsted.com), *USA Today*
- [Buffalo, New York, Is Staging a Comeback](http://www.richardson-olmsted.com), *Surface Magazine*
- [The Richardson complex’s long, bumpy road to salvation](http://www.richardson-olmsted.com), *The Buffalo News*
- [A Buffalo Case Study: Can Architecture Bring a City Back?](http://www.richardson-olmsted.com), *Curbed*
- [From hospital to hotel, Henry offers a stylish stay in Buffalo](http://www.richardson-olmsted.com), *Pittsburgh Post-Gazette*
SECTION TWO – SUBMISSION AND REVIEW PROCESS

2.1 OVERVIEW OF PROCESS

Responses to the RFI will be evaluated to identify development entities that most closely meet the selection criteria established by RCC and which have the greatest potential to be effective partners in advancing the goals enumerated herein. Statements of Interest from qualified firms and/or development teams that match the goals and objectives of the RCC and the future development of the Richardson will be given further consideration as potential development partners.

This is a Request for a Statement of Interest, and as such, the RCC is under no obligation to move forward to select a development partner(s). Nor is this to be considered a formal bid process. Nevertheless, it is the RCC’s intent to move forward with discussions and/or negotiations in good faith toward the execution of a development partnership agreement(s) as a result of this process, all other things being equal.

Each development entity responding to this RFI must submit a complete and detailed response, which will allow RCC to make an informed evaluation. Teams should carefully read all sections of the RFI and any attachments or appendices, provide all requested information, and comply with the submission instructions.

Respondents should include and identify partner entities or individuals included in the team who bring expertise in particular development niches (e.g., senior housing), historic preservation projects, or the management of mixed-use and multi-phased development programs.

2.2 PROPOSED SCHEDULE

- RFI Released by RCC August 25, 2017
- Pre-Submittal Site Visit Option 1 September 14, 2017
- Pre-Submittal Site Visit Option 2 September 19, 2017
- Statement of Interest Deadline October 9, 2017
- Notification of Finalists October 23, 2017
- In-Person Presentations by Finalists Week of November 6, 2017
- Selection and Notification to Chosen Developer(s) November 20, 2017
- Complete and Execute Development Agreement December 31, 2017
2.3 PRE-SUBMITTAL SITE VISIT

Pre-submittal site visits will be hosted at the Richardson Olmsted Campus on September 14 and 19, 2017 at 10:00am for all prospective respondents to this RFI. Attendance is encouraged but not mandatory. Please RSVP for either date with Barry Alberts, balberts@cityvisionsassociates.com.

2.4 RFI QUESTIONS AND CLARIFICATIONS

Representatives of RCC will not be available to meet with or discuss the project individually with prospective firms. Questions regarding this RFI should be submitted only in writing via email, by September 22, 2017 and directed to the RCC’s Development Agent:

Barry Alberts
City Visions Associates
815 West Market Street, Suite 300
Louisville, KY 40202
balberts@cityvisionsassociates.com

Responses to questions – including any modifications to the RFI as a result of relevant questions submitted in writing or based on questions and answers discussed at the Pre-Submittal Site Visit, shall be made by written addendum and posted on the RCC website (https://www.richardson-olmsted.com) by September 26, 2017.

2.5 STATEMENT OF INTEREST DEADLINE AND SUBMITTAL

Responses to this RFI in the form of an electronic PDF document should be received by October 9, 2017 at 4:00 p.m. EST.

Respondents shall submit Statement of Interest to Barry Alberts: balberts@cityvisionsassociates.com

Any submission not received prior to the closing date and time will be deemed late and will not be considered regardless of the means of delivery or extenuating circumstances.

2.6 REVIEW AND ASSESSMENT OF RFI SUBMITTALS

Evaluations and rankings of respondents are subject to the sole discretion of the RCC. The RCC will make the final pre-qualification determinations related to respondent submittals, at its sole discretion, as it deems appropriate and to be in the best interests of the Richardson Olmsted Campus.
Failure to respond to the requirements of this RFI may be cause for rejection of a submittal. The RCC reserves the right to reject any or all submittals, or any part of a submittal, and make selections which, in the opinion of the RCC, best meet the needs of the Richardson Olmsted Campus.

This RFI process does not commit the RCC, the State of New York, the City of Buffalo or any subsidiaries of these entities, to issue an award, enter into any agreement or contract, pay any costs incurred in the preparation of any submittal, procure or contract for the goods or services submitted for this Request for Interest.

A non-disclosure agreement regarding any proprietary information requested by the RCC as a follow-up to the initial RFI submittal information will be executed.

2.7 SELECTION CRITERIA

The RCC is using this selection process to consider the selection of a development entity/ies to partner with the RCC in advancing the most appropriate and economically viable future development of the Campus. The RCC is seeking the most creative, responsive, and best qualified development partner(s) to collaborate with the RCC in achieving the successful realization of this complex project.

Statements of Interest will be evaluated based on the following criteria:

- Alignment with RCC vision outlined in the Master Plan;
- Relative experience of development entity/ies;
- Demonstrated success with recent development of master planned and mixed-use projects, including:
  - Success in developing key elements of similar projects (e.g. residential; hospitality; academic; senior housing)
  - Experience in mixed-use projects, ideally including the integration of a cultural organization within a larger development
  - Past success in attracting tenants to similar developments
  - Proven capacity to secure financing for projects of similar scale and complexity
  - Experience in the rehabilitation and reuse of historic properties, including the use of Federal and State Historic Tax Credits;
- Track record of property management and operations;
- Alignment of proposed financial structure with RCC’s financial goals;
- Understanding of the Buffalo market and/or other secondary markets similar to Buffalo;
- Approach to the management of multi-phased development programs;
- References.
SECTION THREE – SUBMITTAL REQUIREMENTS

3.1 GENERAL

To be considered responsive to the RFI, respondents must submit all of the information requested as outlined below. Development teams shall submit an electronic PDF copy of the complete document by email to balberts@cityvisionsassociates.com. Interested teams are specifically requested not to submit cost proposals, concept designs, or schematics for proposed development of any clusters at this time, as these are premature and will not be considered as part of the evaluation criteria. General corporate information may be included, but should be relevant to the services requested, and may include examples of prior work, brochures, photographs, maps, drawings, etc. Submissions should not exceed 25 pages.

Based on their interest or expertise, development entities may choose to submit Interest for Master Development of all of the development clusters; or for one or more of the three clusters (Eastern, Western, Northern Lands). The RCC will evaluate the options of entering into an agreement for master development of the entire property or entering into separate agreements for one or more of the clusters.

3.2 REQUIRED INFORMATION

Provide responses for all requested information, in the sequence and approximate format as described below:

3.2.1 Statement of Interest

A transmittal letter must accompany the submission, signed by a principal of the firm that will serve as Prime Contractor leading the proposed Development Team. Documentation should also be provided listing the officers in the firm who are authorized to negotiate and execute agreements on behalf of the company.

The transmittal letter should briefly describe the nature of the Development Team’s interest in the project. Indicate if the Team would like to be considered for the entire project, or for one of its elements, specifically:

1. Eastern Cluster
2. Western Cluster
3. Northern Lands
3.2.2 Identification of Development Team and its Relevant Experience

Provide a Project Organization Chart describing all partnering firms. Identify the primary contact at each firm on the team and that individual’s role in this partnership.

Describe the anticipated management structure for development of the project, including the identification and role of the day-to-day Project Manager and other key firms or individuals who are to be involved in the implementation of the project, their respective backgrounds, experiences and potential roles in the project.

Include resumes for all key personnel. Please identify any team members that have played significant roles in similar projects.

Identify the type of legal entity with whom the RCC would potentially contract and the date of the organization’s formation. If the legal entity is different from the parent corporation, please indicate the relationship to the parent company.

3.2.3 Examples of Similar Work

Provide a description of relevant experience in the design, implementation, and management of projects similar in size and character over the past five years.

Given the mixed-use nature of the Richardson Olmsted Campus, the RCC anticipates that examples of successful projects for some firms may include stand-alone projects for individual market components (e.g., hospitality, residential, academic). These are considered relevant and appropriate to establishing the Interest for a mixed development team, or for companies submitting proposals for only one of the project clusters.

However, for purposes of this selection process, the RCC will consider especially relevant those recent project examples that were undertaken as:

- Integrated mixed-use developments;
- Projects with significant historic rehabilitation elements;
- Partnerships with colleges, universities, and other educational institutions;
- Public-private partnerships with equivalent civic or governmental institutions;
- University-based retirement communities.

In addition to a general description of the project scope, identify the location and completion date, as well as construction cost and description of the financial structure of each project. Include a current project status and the role performed by your development entity and/or its officers initially and as the project has evolved.
3.2.4 Identification of Financial Standing and Capacity

All information provided will be used solely by the RCC for the purpose of evaluating the financial viability of the Development Team and will be held in strictest confidence.

Provide a financial statement describing the developer’s current financial standing. Illustrate financial capacity to complete and carry out the project, along with prior experience in successfully securing financing for similarly sized, mixed-use projects.

Describe the status and nature of any bankruptcy and/or major lawsuit ($500,000 or greater) or settlement that any member of the development team or parent corporation has been involved in within the past 10 years and any type of government investigation.

3.2.5 Statement of Approach to the Development Cluster(s)

(6 pages maximum, exclusive of graphics)

Please respond as directly as possible to specific sections and information contained within this Request for Statements of Interest dealing with the development of this property and the collaboration with the RCC.

Describe the team’s assessment of opportunities and challenges associated with the property’s development and identify how your team plans to address those issues.

3.2.6 References

Provide the names of References for at least three projects among the examples of similar work identified above. References should be specific to the lead Development Entities.

The submitting company certifies that it is authorized to use the names of references it provides and agrees that the RCC may contact these references.
APPENDIX A: RICHARDSON OLMSTED CAMPUS PROPERTY MAP

- ROC Property Boundary
  444 Forest Avenue, COB SBL 88.16-1-1
- Phase 1 and Hotel Sublease Parcel
  444 Forest Avenue, COB SBL 88.16-1-1/Z
- ECIDA Lease Parcel

THE RICHARDSON CENTER CORPORATION

ARCHITECT
CONSULTING DESIGN ARCHITECT
CONSULTING HISTORIC PRESERVATION ARCHITECT
LANDSCAPE ARCHITECT

FLYNN|BATTAGLIA
DEBORAH BERKE PARTNERS
Goody Clancy
andropogon
Future Development Cluster 1A
Buildings 9/12

Potential uses: Hotel expansion, Spa/Wellness area, Cafe

Assumption: Hotel expansion to the west
Future Development Cluster 1B

Building 13

34,000 square feet

Potential uses: Charter School, market rate residential, artists housing, Buffalo State Resource Center
Future Development Cluster 2
Buildings 42/41/43

Potential uses: Hotel expansion, LITC and/or arts-related residential, BAC expansion, niche commercial

View north
Future Development Cluster 3A  94,662 gsf space
Buildings 38/39/40

Potential uses: LITC housing and/or office tenants with flexible space usage
Future Development Cluster 3B

Northern Lands

Potential development area (+/- 12 acres)
Future Development Cluster 3B

Northern Lands

Potential uses: Residential new construction prototype (such as URBC), mixed use residential/commercial