The University of Massachusetts Amherst
& Town of Amherst

Proposal for:
The Housing and
Economic Development Plan

By:
U3 Advisors
Corneil Collaborative
The Cecil Group

February 12, 2014
Dear Mr. Duggan and Ms. Buffone,

U3 Advisors, in partnership with Corneil Collaborative and The Cecil Group, is pleased to submit the following housing and economic development plan proposal to the University of Massachusetts Amherst and the Town of Amherst.

Having led and participated in numerous initiatives to resolve the inevitable physical and economic challenges that arise in college town settings, we commend the Town and University for proactively seeking mutually beneficial interventions that address the short-term housing challenges while seeking a path for long-term economic stability. While we understand the challenges facing the Town and University are significant, an institution with the heft of UMass, and a Town with the strength of character of Amherst, have the requisite assets to ensure they can strike a dynamic working relationship that ushers in a new era of stability and growth for the community.

Our team is well suited to meet this challenge. We reside squarely in the space between campus and community, leveraging our expertise in University-related real estate development, campus edge and town planning, and community and economic development to create the vision, goals, and strategy that will make the housing and economic development plan a reality. We thank you for the opportunity to make that case in the attached proposal, and look forward to a strong collaboration with the University and Town.

Sincerely,

Omar Blaik
Co-CEO
1. Project Understanding

The University of Massachusetts Amherst is a top-flight research institution serving as the State’s flagship campus. The engaged residents, New England charm, arts and cultural offerings, idyllic natural surroundings, and prominent colleges and universities characterize the Town of Amherst where the University resides. For the most part the University and the Town compliment one another in ensuring that Amherst and the surrounding area maintains the economic drive, strength of community, and sense of place required for a thriving college town. However, the magnitude of the University enterprise - consisting over 25,000 students, almost 1,500 acres of campus and a $1 billion operating budget – requires collaborative strategies with the Town that ensures that residents, businesses, and built environment benefit of an anchor institution, without being overwhelmed by it.

The growing challenges and disparities between the University and Town are evidenced in a number of ways:

- **Student housing pressures** – The University currently supports 13,000 on-campus beds, and is challenged to finance additional beds given the debt implications involved. Yet the private sector has not yet met excess demand with through the development of off-campus student housing due to economic and regulatory constraints. As a result, the student housing footprint has extended into neighborhoods that traditionally have not been affiliated with students, threatening the housing stock and neighborhood character.

- **Student life** – Hand-in-hand with the challenges of student housing, the University is struggling to control excessive student partying that is similarly negatively impacting the surrounding community, creating nuisances and presenting public safety concerns. While students have the potential of supporting retail and local businesses, in Amherst a small segment of the student body is reframing their impact as nuisance as opposed to a community benefit.

- **Insufficient housing supply** – As the Housing Production Plan indicates, the student housing pressures are crowding out supply for market rate and affordable housing that does not cater to students, creating its own challenges for Amherst to maintain a stable and thriving residential base while meeting the Town’s affordable housing needs.

- **Spatial disequilibrium** – The size and geography of the University’s campus have not established the lively and engaging edges of campus that are prevalent in many successful college towns, instead creating a built environment where driving is easier than transportation by other means. Without places where students readily commingle with residents unaffiliated with the University, the divide between campus and community grows.
• Capture of institutional economic impact – Many college towns thrive because of their ability to leverage the economic impact of an institution; students, faculty and staff can create a strong market for retail and amenities, university research can lead to the launch of new high-growth companies, and the institutions ability to source local goods and services can support local businesses. Compared to the economic activity generated by the University, the Town has not generated a robust commercial sector that contributes to the local tax base.

To address these concerns, the Town and University are rightly seeking guidance in creating a housing and economic development plan. Building off of the Town and University’s previous planning efforts, the housing and economic development plan will incorporate institutional and community input to establish a shared vision for how the Town and University can prosper together. A key part of this effort will involve identifying the geographic areas of opportunity where interests can come together, and outlining the tools through which development efforts and shared initiatives can be formulated, financed, and implemented. Tying this together is a strategy that is needed to foster greater ongoing communication and collaboration between the Town and University. Such a strategy can address the implementation and operation of the programs and projects that are lead jointly by the Town and University, or independently but with similar goals and objectives in mind.

2. Summary of Qualifications

To produce the housing and economic development plan, we have assembled a team that – at a national level – has deep experience creating and implementing shared real estate, edge planning, and economic development strategies for universities and their surrounding communities, and at a local level participating in planning and design initiatives for the Town.

U3 Advisors is the result of the merger of U3 Ventures, LLC and K Backus & Associates, Inc., effective January 1, 2014. We are a boutique real estate consulting firm that specializes in assisting clients conceptualize, plan and implement complex real estate projects. We have led numerous initiatives designed to serve both institutional and community needs, always combining institutional demand, real estate development, and strategic partnerships to enhance economic development outcomes.

Prior to launching U3 Ventures, Omar Blaik served as the Vice President of Real Estate and Facilities at the University of Pennsylvania, where he pioneered the model for activating the edges of an urban campus by developing its real estate assets. Penn’s neighborhood initiatives became a
nationally recognized model for the role universities can play in urban revitalization and in incubating local real estate markets.

Since founding U3, we have led efforts requiring a high degree of collaboration between institutional leadership and community and civic stakeholders in multiple markets, including the following engagements:

- Our work with University of Maryland in College Park, MD has led to over $700 million in planned development in the Downtown and the successful reconstitution of the College Park City University Partnership (CPCUP)
- After five years of work in Midtown Detroit, our collaboration with Wayne State University, Henry Ford Health System, and Detroit Medical Center has led the revitalization of Midtown Detroit and just recently one the Urban Land Institute’s highest national honor for development initiatives
- K Backus & Associates recently completed an analysis of housing opportunities for Amherst College faculty and staff, providing deep insight into the local residential market

Cornell Collaborative is led by Janne Corneil, a planning and urban design consultant with over 20 years experience developing campus master plans, research parks, innovation districts, and downtown revitalization plans. As a principal at Sasaki Associates for 10 years, Janne was the design lead on master plans for East Baltimore, Sinclair Community College, the University of Texas at Austin, Portland State University, and Downtown Rochester, Minnesota to name a few. Her background combines several years of urban design and architectural experience, both in the U.S. and abroad. Her broad range of experience working with public, institutional, community, and private clients strengthens her ability to navigate the cultural differences between universities, colleges, cities, and private stakeholders. Janne teaches and speaks regularly at conferences on her research and practice.

The Cecil Group, Inc. is an innovative multi-disciplinary planning and design firm. Founded by Steven G. Cecil AIA ASLA, the firm is composed of an established team of professionals who apply their skills in planning, urban design, landscape architecture, and architecture. A focus on “putting places together” underpins the firm’s practice and philosophy. As a result of this approach, the firm is recognized for its ability to translate strategic goals into practical plans and designs that are highly responsive to complex economic, regulatory and community considerations. Although the firm brings an extensive background in both national and international assignments, the focus of much of the practice is within New England’s cities, towns and open spaces. Of particular note, The Cecil Group led the development of a
village center use and design plan for North Amherst and Atkins Corner village centers, prepared amendments to the Amherst Zoning Bylaw and Official Zoning Map employing both standard zoning and form-based code for appropriate areas, and assisted in developing and conducting a public participation process for both.

3. Proposed Scope of Work

Our objective is to establish a shared vision, goals, development framework, and implementation structure for the University and Town as it relates to housing and economic development through the following approach:

Area of Focus 1: Housing

We will seek to identify and recommend the sites, preferred products, and development mechanisms for student, market rate, and affordable housing that is in line with current demand and the University’s and Towns aspirations and needs. In doing so we will focus on student housing opportunities that are financeable given the University’s budget constraints, faculty and staff housing opportunities that can stabilize and energize specific districts while providing a valuable amenity to University employees, and housing for non-University affiliated Town residents that encourages a diverse housing stock and residential base.

Analysis

- Review and synthesize existing studies, plans, zoning issues, and development proposals
- Meet key stakeholders for University, Town, or other entity (community orgs, developers, etc).
- Map and analyze institutional housing trends against residential population
- Identify economic, physical, and regulatory constraints that are creating housing imbalance
- Explore various housing models and best practices such as public-private partnership developments for student housing and faculty and staff housing, re-zoning opportunities, and utilization of State programs such as Chapter 40B to achieve affordable housing goals while meeting other housing or economic development objectives

Identification of opportunities

- Identify the sites or districts where the University and Town can concentrate housing efforts that also complement the economic development strategy
• Recommend housing typologies for students, faculty and staff, and other full-time residents
• Recommend the development mechanisms such as partnerships, zoning, financing, or other means that will directly lead to desirable housing development.

Area of Focus 2: Economic Development

We will concentrate on identifying synergies between the University and Town where business creation and new retail and amenities can serve the needs of both entities while fostering job growth and creating new spaces where University constituents and the Amherst business and residential communities can come together. Of particular interest are opportunities to leverage University research and commercialization capacity to start new businesses in strategic locations by bringing new technologies or discoveries to market.

Analysis
• Map and analyze existing economic and social assets (i.e. research and commercialization strengths, incubation activities, job clusters, business services, community destinations)
• Analyze economic trends that are impacting Amherst and the region
• Explore the role of the University in the local economy
• Research national best practices in leveraging University research activities to benefit local economic development (i.e. innovation districts, research parks, innovative tech transfer practices, university-based incubators and accelerators)

Identification of opportunities
• Recommend strategic locations or districts in which a specific project can help attract desired commercial ventures and businesses
• Potential programs that create a stronger link between University research activities and the local business community
• Other potential practices related to local hiring, procurement, or deployment of academic initiatives that have positive local economic development outcomes.

Synthesis

It is crucial that the housing and economic development analyses complement one another, and be funded and implemented. To do so we will package the housing and economic development plan as follows:
• Communicate challenges to the University and the Town necessitating a housing and economic development plan
• Describe a shared vision and goals that the housing and economic development recommendations conform to
• Recommend the appropriate entities University, Town, shared, development partnership) responsible for implementing each of the recommendations
• Recommend a structure and process that ensures the University and Town continue to work towards the shared goals identified in the plan and meet their stated objectives
• Estimate the funding amount required to implement the housing and economic development plan and recommend funding sources for the various components

4. Deliverables

As the RFP makes clear, the deliverable will consist of a written report that in draft and final form that incorporates steering committee input. All data and GIS files will be provided to the steering committee at the completion of the effort.

5. Process & Schedule

We anticipate this effort to be completed in four months. Our process for completing the Scope of Work and Deliverables during that time is as follows:

• Discovery (March)
  o Kick-Off meeting with steering committee and key University and Town leadership. During this meeting we will provide data asks and devise a list of follow-up meetings to engage other key leaders, stakeholders, organizations, and/or businesses
  o Site visit and One-on-One meetings with key stakeholders
  o Analysis and consolidation of various University and Town plans

  Confirmation of “recurring themes” and a shared vision for the University and the Town of Amherst.

  PHASE 1: DISCOVERY
  Kick-Off meeting with steering committee and key University and Town leadership. During this meeting we will provide data asks and devise a list of follow-up meetings to engage other key leaders, stakeholders, organizations, and/or businesses.

  PHASE 2: EXPLORATION
  Preliminary urban design framework and planning principles to use as site selection and project evaluation criteria.

  PHASE 3: SYNTHESIS & IMPLEMENTATION
  Development of an urban design framework, development strategies as well as zoning and regulatory tools.

  PHASE 4: DOCUMENTATION
  Delivery of final deliverable
Confirmation of “recurring themes” and a shared vision for the University and the Town of Amherst

**Exploration (April)**
- Preliminary urban design framework and planning principles to use as site selection and project evaluation criteria.
- 1st Community meeting. During this session we will present College Town best practices focusing on housing and economic development, followed by a Community Charrette to explore concepts and strategies, confirm collective goals and gather community input.
- Follow-up site visits and one on one meetings

**Synthesis and Implementation (May)**
- Development of an urban design framework, development strategies as well as zoning and regulatory tools.
- 2nd Community meeting. During this meeting we will hold an Open House to share and discuss the urban design framework, development recommendations and strategies and potential regulatory tools.

**Documentation (June)**
- Delivery of draft deliverable and presentation to steering committee
- Delivery of final deliverable

To that end, we propose working with leadership at the University and Town to develop a list of key stakeholders, organizations, and businesses that are relevant to the planning process.

**6. Staffing**

The team will be led by U3 Advisors, providing guidance in all aspects of the analysis and recommendations as well as in assembling the implementation plan. George Smith will serve as Project Manager. Omar Blaik will is Principal in Charge, Steve Jacobs, will serve as Senior Consultant, and Shea O’Neill will act as research and GIS analyst. Janne Corneil of Corneil Collaborative will address the urban design aspects of the planning effort, as well as provide her expertise in the planning and development of University-based innovation districts. The Cecil Group, led by Steve Cecil and Kenneth Buckland, will concentrate on existing zoning constraints and mechanisms to ensure that the desired housing and other built product can in fact be delivered. The entire team will be involved in stakeholder meetings and the community engagement process.
7. Fees and Costs

As the RFP indicates, our proposed fee for this engagement is $60,000, inclusive of expenses.

8. Appendix

- References
- Cost of proposal sheet
- Bios and Qualifications
- Project Samples
References

Dr. Wallace D. Loh
President
University of Maryland
1101 Main Administration Building
College Park, MD 20742-6105
Phone: 301.405.5803
president@umd.edu

Jim Gray
Mayor, Lexington KY
200 E. Main Street
Lexington, KY 40507
Office: (859) 258-3100
jgray@lexingtonky.gov

Sue Mosey
Executive Director
Midtown Detroit, Inc.
3939 Woodward Ave.
Detroit MI 48201
(313) 420-6000
susanmosey@gmail.com
Section XI: Cost of Proposals

The Town of Amherst and the University have each committed $30,000 to this effort, providing a total of $60,000 for the project. The total fee proposal shall include the cost of all actions and materials related to the project. The University and Town of Amherst cannot exceed this budget.

An authorized representative must sign below to signify that he/she is authorized to present this proposal for the vendor:

Signature:  
Email Address: Gsmith@u3ventures.com  
Print Name: George Smith  
Title: Vice President  
Telephone: 267.455.5762 Fax No: 215.318.3999
Firm Profile

U³ Advisors is a multi-disciplinary firm that draws on an unparalleled depth and breadth of knowledge focused on the university market. We firmly believe that anchor institutions hold the key to sustainable community and economic development in many cities across the country. Through our advisory services we specialize in leveraging economic capacity, integrating institutions with their surrounding neighborhoods, and creating vibrancy around urban universities.

U3 Advisors was born in 2014 from the merger of K. Backus & Associates (est. 1997) and U3 Ventures (est. 2006). Collectively, U3 Advisors have worked with a diverse and dynamic client base, including universities, hospitals, cities and municipalities, state governments, foundations, and private developers. We provide to our clients the data driven analysis, real-world expertise, and implementation roadmaps that translate vision into action.

Services

Unlocking eds & meds
The myriad challenges facing anchor institutions—many relating to their core enterprise, economic potential, physical form, and surrounding context—are complex and enmeshed. U3 Advisors offers a comprehensive set of advisory services to help anchor institutions leverage their capacity.

Our advisory services focus on institutional strategy, campus edge planning, deploying economic activity for local benefits, real estate development feasibility and economic feasibility.

Place-Based & Demand-Driven Institutional Planning
Our planning strategies are focused on leveraging place and capturing institutional demand to enhance the physical environment, capture economic activity, and attract private investment. Our projects include economic development strategies, edge planning to integrate campus and community, and parcel planning that is synergistic with campus plans.

We use a variety of analytical techniques in urban planning, economic feasibility, and financial analysis to assess current conditions, supply and demand drivers, and market potential including:
- Geographic Information Systems spatial analysis
- Local economic impact analysis
• Demand-based economic capture analysis
• Development feasibility and space capacity study
• Acquisition and disposition analyses
• Real estate pro forma analysis

Market Driven Real Estate Strategies
We analyze local and national market and economic conditions to create viable real estate strategies for our university clients. Our programs are designed with a view toward increasing the institution’s quality of life, furthering its core programs, and producing viable financial returns—all while managing financial and reputational risk.

Program Implementation
Our deep experience in higher education allows us to partner with our clients to implement economic and real estate strategies. We work with our clients to implement complex programs such as neighborhood residential incentives, commercial corridor strategies, and entity creation. We also develop real estate programs, both for universities and for private developers that serve the needs of the anchor institution.

History
U³ Advisors’ advisory and development projects are informed deeply by the experiences of the firm’s principals at the University of Pennsylvania. Prior to launching U³ Ventures, the predecessor of today’s U3 Advisors, Omar Blaik served as the Vice President of Real Estate and Facilities at Penn, where he pioneered the model for activating the edges of an urban campus by developing its real estate assets.

Penn added approximately 2 million square feet of market rate housing, student housing, retail, commercial, and entertainment facilities over a period of ten years. In overseeing over $750 million in new development, they acquired properties for site assemblage, created a phased development strategy including a financing plan, engaged in community relations, and negotiated terms with private sector partnerships. Penn’s neighborhood initiatives became a nationally recognized model for the role universities can play in urban revitalization and in incubating local real estate markets.
Omar Blaik is Co-CEO of U3 Advisors. Omar founded U3 Ventures LLC, a predecessor of today’s firm, in 2006 with the belief that anchor institutions hold the key to sustainable community and economic development in many cities across the country. In 2014, U3 Ventures merged with the New York firm Karen Backus & Associates to form U3 Advisors, creating the nation’s leading economic development and real estate advisory firm focused on anchor institutions.

Omar leads the advisory and development efforts of U3, working with university leaders, city and state governments, non-profit foundations, and real estate developers to provide expertise on institutional anchor strategy, campus edge planning, local economic development, and place-based real estate strategy. He has had the privilege of advising senior leadership from foundations such as the Kresge Foundation and the John S. and James L. Knight Foundation, and from institutions such as the University of Maryland College Park and the University of Chicago, creating strategies around real estate, community engagement, and economic development.

Prior to forming U3 Ventures, Omar was the Senior Vice President of Facilities and Real Estate at the University of Pennsylvania. He joined Penn in February 1997, and served as the University’s Chief Planning and Real Estate Officer, with responsibility for planning, design and construction, facilities operations and maintenance, utilities management, and real estate development. He actively managed 14 million square feet of space, $350 million of annual operating and capital budget and 1,000 employees. During his tenure at Penn, Omar led the effort to enhance the quality of life on campus and in the neighborhood by creating a vibrant and engaging built environment in which students, faculty, and staff can learn, live, work, and play. Under his management, Penn embarked on more than $2.0 billion of construction and real estate development transforming both campus and the surrounding community.

Omar came to Penn from Coopers and Lybrand, were he led a team of consultants providing advisory services to Presidents, CEOs, and Executive Vice Presidents in the areas of facilities planning, real estate, and capital programs to corporate and institutional clients. Omar received his Bachelor of Science degree from Cairo University, his Master of Science degree in Civil Engineering from the University of Southern California, and his MBA from New York University, Leonard Stern School of Business.
George Smith  U3 Advisors

Vice President

George Smith is a Vice President at U3 Advisors. Since joining the firm in 2006, he has led a variety of advisory engagements including managing projects for Midtown Detroit, The University of Chicago, Case Western Reserve University, and the University of Maryland. George utilizes expertise in real estate finance, economic development strategy and analysis, campus master planning, spatial analysis, and institutional operations. Serving as Development Manager for U3 Advisors’ real estate holdings, George directed the redevelopment of 1100 Chestnut Street and facilitated the design and entitlement process for 1213 Walnut Street.

Prior to U3 Advisors, George was a Consultant and Research Director for Collegia, Inc., a firm focused on leveraging collaborative partnerships between higher education and civic entities to attract and retain college students.

George earned his Bachelor of Arts in Economics from Trinity College in Hartford, Connecticut, and his Master of City Planning from the University of Pennsylvania. He currently resides in the Boston area.

Shea O’Neill  U3 Advisors

Research Analyst

Shea O’Neill joined U3 Advisors in 2013 as a research analyst. Shea earned his bachelor’s degree from Ithaca College and a master’s degree in City and Regional Planning from the University of Pennsylvania. While enrolled at Penn, Shea studied workforce development, though his primary research interest involved designing GIS-processes to address complex issues in planning.

Shea’s primary responsibilities have been to manage and analyze spatial, demographic, economic, and qualitative data across a multitude of projects within U3 Advisors. In addition, Shea has recently taken a lead in the procurement initiatives of U3 Advisors, working closely with procurement departments of major institutions to channel larger percentages of their procurement spending to local businesses. When he is not working with U3 Advisors, Shea teaches several courses in Advanced GIS at the University of Pennsylvania and Philadelphia University.
Steve Jacobs  **U3 Advisors**  

**Vice President**

Steve joined K. Backus and Associates in 2005 and serves as lead project manager for planning and development projects for the firm’s academic clients.

Steve is currently serving as lead project manager for KBA’s engagement with the District of Columbia Deputy Mayor of Planning and Economic Development, where he is helping to develop a strategy to attract an academic anchor to the St. Elizabeths East project. Steve is also currently managing KBA’s work in assisting Cornell NYC Tech to receive its public approvals from the City of New York. During his time at KBA, Steve has also led projects for The New School, Amherst College, New York Medical College, and Planned Parenthood Federation of America, among many others.

Prior to joining K. Backus & Associates, Steve worked for the New York City Economic Development Corporation, where he helped to create New York City’s policy to attract biotechnology companies and to establish a regional approach to building a commercial life sciences cluster. As Vice President in the Transportation Division of NYCEDC, Steve was also project manager for a number of real estate and transportation projects, including renewal of the City’s lease to the Port Authority for John F. Kennedy and LaGuardia Airports. Prior to NYCEDC, Steve served as Assistant Director of the New York City Mayor’s Office of Transportation.

Steve earned his BA in Political Science and History from George Washington University and Masters in Public Administration at Columbia University.
Client List

**Academic Institutions: Higher Education**
- American University of Beirut
- Amherst College
- Case Western Reserve University
- City University of New York
- Columbia University
- Columbia University Medical Center
- Columbia University – Teacher’s College of NY
- Community College of Philadelphia (as subconsultant)
- Cornell University
- Howard University
- Lafayette College
- Lehigh University
- Marygrove College
- Mercy College
- New England College
- The New School
- New York Medical College
- New York University
- Ohio State University
- Polytechnic University
- Princeton University
- Rice University
- Rutgers University
- Stevens Institute of Technology
- Temple University
- Thomas Jefferson University
- Transylvania University
- University of Rhode Island
- University of Maryland
- University of Detroit Mercy
- University of Chicago
- University of Colorado- Denver
- University of Kentucky
- University of Texas – Brownsville
- University of Calgary
- Washington University in St. Louis
- Wayne State University
- Yeshiva University
- Yale University (as subconsultant)

**Health Systems and Hospitals**
- The Detroit Medical Center
- Henry Ford Health System
- Kingsbrook Jewish Medical Center
- North Shore-LIJ Health System
- Temple University Health System

**Nonprofit Organizations**
- 1199/SEIU United Health Care Workers
- 14th St. - Union Square Local Development Corp.
- Adrienne Arsht Center for the Performing Arts
- BRIC Arts Media Bklyn
- Brooklyn Public Library
- Brooklyn Bridge Park LDC (as subconsultant)
- Brownsville Multi-Service Center
- Chinatown Partnership LDC
- Community Access, Inc.
- Cooper’s Ferry Partnership
- Greater Trenton Initiative
- Midtown Detroit
- CORTEX
- East Harlem Arts & Education LDC
- Living Cities
- Neighborhood Coalition for Shelter
- New York Academy of Sciences
- New York Annual Conference of the United Methodist Church
- New York City Affordable Housing Complex
- New York City Opera
- New York City Partnership
- New York Hotel Motel Trades Council
- New Jersey Performing Arts Center
- Northwest Bronx Community & Clergy Coalition
- Planned Parenthood Federation of America
- Pratt Area Community Council
- Teach for America
- Times Square Alliance
- Trinity Baptist Church
- Women’s Prison Association
- YMCA of Greater New York

**Foundations**
- ArtPlace America
- The Bluegrass Community Foundation
- The Ford Foundation
- The Hudson Webber Foundation
U3 Ventures Qualifications

University of Pennsylvania
West Philadelphia Initiatives

U3 Ventures’ advisory projects are informed deeply by the experiences of the firm’s principals at the University of Pennsylvania. Prior to launching U3 Ventures, Omar Blaik and Tom Lussenhop worked as senior administrators at Penn where they pioneered the model for activating the edges of an urban campus by developing its real estate assets. Penn added approximately 2 million square feet of market rate housing, student housing, retail, commercial and entertainment facilities over a period of ten years using a variety of partnering strategies with the private sector.

By the early 1990s West Philadelphia and the University of Pennsylvania faced a multitude of problems including crime, student migration to Center City, alienation from community, and a deteriorating neighborhood. Penn, along with community partners, developed the West Philadelphia Initiatives to improve the University City neighborhood based around 5 core strategies:

1. Make neighborhoods safe and secure
2. Attract a year-round housing community
3. Develop destinations for shopping, dining, and entertainment
4. Invest in public education
5. Integrate the Campus into the urban fabric

The comprehensive strategy was successful in creating a safe, vibrant, and clean neighborhood. Institutional investment promoted the development of key parcels on the campus edge into mixed-use projects. The University developed a neighborhood K-8 partnership school with the School District of Philadelphia. Housing incentives were offered to faculty and staff. A number of community partnerships were established including the University City District – a community development corporation that focuses on clean, safe, marketing, business attraction programs as well as the West Philadelphia Skills Initiative which connects local residents to jobs and internships at the neighborhood’s anchor institutions.
University of Maryland
College Park, Maryland

Over the past several years, U³ Ventures has led two separate engagements in College Park, MD: creating a real estate strategy for UMD, and developing a shared vision for the College Park City University Partnership (CPCUP) – an alliance between UMD and City of College Park leadership. Today, U³ Advisory is serving as University of Maryland’s Special Advisor to the President, tasked with implementing UMD’s real estate and community development agenda. With the former plans serving as a roadmap, U3 is leading redevelopment initiatives along the Route 1 Corridor and stretching into Downtown by leveraging UMD assets, partnering with the private sector, and working closely with City and County leadership.

Real Estate Strategy

U3 Ventures worked with the University of Maryland to create a real estate development strategy and implementation plan that connects the University’s physical development aspirations with its academic priorities, while recognizing today’s challenging financial landscape. U3 Ventures outlined a set of concrete steps that will forward the University’s overall vision and lay the foundation for developing and managing its real estate assets.

Services provided:

- Created a strategy that identified development priorities, articulated investment options, and supported the College Park Community University Partnership (CPCUP) initiatives
- Analyzed internal strategic plans and existing real estate assets to identify demand drivers that could become development opportunities, specifically for student and faculty/staff housing, commercial opportunities, and research/innovation growth
- Advised UMD on specific, key off-campus sites and their potential programmatic uses including short and long-term opportunities and a prioritized plan based on the overall real estate strategy
- Provided innovative financing alternatives to address the diverse spectrum of the strategy

College Park Community University Partnership

The College Park Community University Partnership (CPCUP) – is made up of key stakeholders from the University of Maryland, City of College Park, Prince George’s County, and the State of Maryland. The partnership embarked on a path to create and implement jointly an integrated community and real estate development strategy. CPUCUP engaged U³ Ventures to create a comprehensive vision and implementation strategy for College Park that will guide its growth with a focus on making
College Park one of the nation’s premier college towns, and one of metropolitan DC’s premier residential and business communities.

Services provided:

- Shaped and finalized the comprehensive vision document that focused on five key priority areas identified by CPCUP: housing & development, education, transportation, public safety and sustainability.
- Developed a system of metrics to track progress in each of the five strategic areas. This analysis included mapping faculty, staff, and student addresses, analyzing housing supply and the rental market, tracking the performance of local schools, gathering public transit ridership data, and pulling relevant City, County, and University data points in all categories.
- Built a benchmarking tool to track metrics going forward.
- Benchmarked how other successful college towns and regional communities perform in order to set goals for College Park to achieve by 2020.
- Identified and prioritized key initiatives that will have the most significant impact on achieving the goals laid out.

Special Advisor to the President

U3 Ventures is currently coordinating all aspects of real estate transaction and development activity on behalf of the University of Maryland. This includes the negotiation of agreements with public and private entities, administration of agreements and contracts as assigned by the University, negotiations and meetings with State and local government officials for necessary approvals, permits, funding, grants, etc., acquisition and disposition of real properties, and engagement of private developers to assume risk and provide financing and management capabilities for capital projects. U3 is currently leading the development of a hotel and conference center to be located on UMD land fronting Route 1.
Midtown Detroit Anchor Strategy
Detroit, Michigan

The current economic crisis has had a profound impact on the City of Detroit. It suffers not only from the loss of manufacturing jobs and the decline of the auto industry, but also from years of disinvestment resulting from suburban sprawl that has siphoned economic activity away from its core. The result has been deterioration in Detroit’s neighborhoods and the lack of a city center to drive its growth for the future. Complicating its economic challenges is the vast 143 square mile footprint of Detroit; this sheer size makes an overall investment strategy virtually impossible. In the face of the City’s current economic crisis, the public, philanthropic and corporate community has invested thought, leadership, and tremendous financial resources into addressing its very significant challenges.

U³ Ventures was engaged in 2009 by a group of local philanthropies to assess if the opportunity exists for Detroit’s anchor institutions – its Ed’s and Med’s – to have greater economic impact on the City. Detroit’s three largest anchors - the Detroit Medical Center, Henry Ford Health System, and Wayne State University - are significant economic engines that are all located within a three-mile area known as Midtown. These anchors are committed to their city location, and, in a very tenuous economic environment, they are all growing physically and programmatically. Together they employ over 30,000 faculty and staff, enroll over 32,000 students, and spend nearly $2 billion in goods and services annually. The anchors’ span of control allows for an economic impact in Detroit that is unparalleled to any single public or private institution. Through a data driven approach, we concluded that there is tremendous potential to capture within the City the economic outputs created by these anchors that are currently leaking throughout the region.

Based on this assessment U³ Ventures created a Place-based Economic Development Strategy that defines Midtown as the urban core of the City. Midtown, built around the fabric of the anchors, becomes the City’s center where residents and businesses choose to locate. Layers of programmatic and physical investment, all concentrated on this geography, creates the walk-able, desirable neighborhood that attracts people, businesses, and vibrancy. U³ Ventures defined this vision for Midtown, created specific anchor-based programs, worked with local partners on successful implementation, and is now engaged to coordinate linkages that will foster vibrancy in the district.

The key to realizing Midtown’s tremendous potential has been a set of coordinated strategies that are bringing new residents, businesses, and development to the district, as well as laying the groundwork for new technology-based businesses to emerge. The following programs have already begun to shape the re-emergence of Midtown Detroit:

- **Live Midtown.** U³ Ventures conceptualized the strategy and managed the implementation of the $1.2 million Live Midtown housing incentive program that provides down-payment assistance, home improvement grants, and rental incentive to employees of the three anchor institutions. Over 200 households have been attracted and retained in Midtown and the initial one-year pilot of Live Midtown has been extended for an additional four years. Funding for the Live Midtown program has been provided by:
• The Kresge Foundation
• The Hudson-Webber Foundation
• Michigan State Housing Development Authority (MSHDA)
• The Detroit Medical Center (owned by Vanguard Health Systems)
• The Henry Ford Health System
• Wayne State University

Based on its success, the program has been adopted by downtown employers – a move that will leverage further the significant impact the anchors have already had. The corporate “Live Downtown” program includes:
• Blue Cross Blue Shield of Michigan
• Compuware Corporation
• DTE Energy
• Quicken Loans
• Strategic Staffing Solutions

• Source Detroit. Source Detroit is a strategy to increase institutional purchasing from Detroit based businesses by creating policies and practices for greater focus on Detroit vendors, and by supporting, attracting or creating new businesses to serve the anchors’ needs. U3 Ventures created and implemented a commodity-based approach that has transferred over $3 million in purchases to Detroit based businesses during a one-year pilot. Critical to the success of Source Detroit has been the effort to identify local businesses and support them in becoming competitive. In this effort U3 has partnered with:
  • Midtown Detroit Inc. through the Living Cities Integration Initiative
  • Detroit Economic Growth Corporation
  • City of Detroit

• Innovation Network. For the City of Detroit to transition from the manufacturing economy that once defined it to a knowledge-based, 21st Century economy with a vibrant urban core, it is vital to create jobs that are increasingly technology based and globally competitive. These jobs not only attract and retain highly educated workers in the City, but also provide a growing tax base which allows the City to then invest in infrastructure and services for all of its residents. U3 Ventures created the vision of the Innovation Network, identified partners and resource needs, and created programs that have been implemented by The New Economy Initiative. The Innovation Network will link and enhance technology, research, development, and commercialization assets in Southeast Michigan to grow its position as a nationally significant center for entrepreneurship, and accelerate the growth of early stage businesses into venture ready companies. The Innovation Network will have a physical manifestation in an Innovation District through the formation and capitalization of a real estate development entity structured to attract investment from both the anchors and private sector, and engage in joint venture development. In this effort we have partnered with:
  • The New Economy Initiative (Ford Foundation, Kellogg Foundation, Knight Foundation, The Kresge Foundation, and others)
  • TechTown
  • Midtown Detroit, Inc
- Local and regional anchors
- Local and regional business incubators
- Venture capital and investment funds

**Physical planning.** As demand for residential, retail, commercial, and research spaces increases in Midtown, new supply will eventually find its way to the market. However in order to create a dense, walk-able urban district, it is critical that new development be undertaken in a way that promotes Midtown as a destination for residents, workers and visitors alike, and leverages other physical development plans being undertaken by public and private entities. In coordination with the anchors, U3 Ventures led a physical planning exercise that focuses mixed-use development on key institutionally owned parcels in Midtown. Partners in this planning exercise have been:

- M-1 RailPlanning
- Detroit Economic Growth Corporation
- Hamilton Anderson Architecture

In undertaking the above programs, we have also focused on creating a local base for on-going program management and know-how. We have worked with philanthropic and anchor partners to help develop Midtown Detroit Inc. (MDI) by combining two separate community development organizations. Through the creation of MDI and the anchor programs, Detroit was able to secure a Living Cities Integration Initiative grant that has brought $22 million in investment to the Woodward Corridor in Detroit.

U3 Ventures has created the vision as well as the programs that have focused an investment strategy on Midtown designed to create vibrancy and leverage the City’s anchor institutions. However continued work is needed to maintain the momentum. As such, we are engaged by The Kresge Foundation to coordinate, integrate and leverage the multiple current and future initiatives that will focus around Midtown Detroit. Our current work includes supporting real estate development initiatives that will contribute to residential supply, fostering the creation of the “Innovation Economy” in Detroit, specifically in the TechTown district, creating strong early childhood and K-12 program options in Midtown, and identifying and supporting academic initiatives that attract world-class higher education programs in Detroit.
**Lexington Anchor Institution Strategy**
Lexington, Kentucky

U³ Advisory was engaged by the University of Kentucky, Transylvania University, the Bluegrass Community and Technical College System (BCTC) and other partners to develop a Lexington Anchor Institution Strategy. This study identified the challenges and opportunities for each institution and how they can work together to better leverage their impact in Lexington. Using a data driven approach, the study looked at the impact of the institutions’ employees and students on the city and neighborhoods adjacent to their campuses. Overall, the study found that while the anchor institutions had a tremendous impact in the city, there was little coordination across the anchors. In addition, we found that student rental housing was crowding out faculty and staff from living the neighborhoods adjacent to the University of Kentucky and commercial corridors were not fully supporting the student population. To address many of these issues U³ Advisory proposed a new place-based and community focused strategy that is intended to leverage the anchor’s impact more positively at the city and neighborhood levels. Specifically, the plan calls for better coordination across anchors, while targeting student housing development to activate commercial corridors and stimulate housing demand for faculty and staff adjacent to the universities.

**Downtown Camden**
Camden, New Jersey

Coopers Ferry Development Association engaged U³ Ventures to study the impact that employees and students from several anchor institutions have on the demand for retail and housing in Downtown Camden. The project anchors include Rutgers University, Rowan University, Camden County Community College, Campbell’s Soup, and Cooper Medical Center. A key component in the analysis was the creation of a demand model that assessed the level of retail and housing demand from anchor students and employees that is currently captured within the downtown against the potential levels of retail and housing capture given scenarios in which more employees and students reside and/or work in Downtown Camden. The project scope included preliminary recommendations that will inform a collective strategy for increasing the capture rate in Downtown Camden.
Case Western Reserve University
Cleveland, Ohio

At Case Western Reserve University (CWRU), U³ Advisory advised the Senior Vice President on developing a 14-acre parcel adjacent to campus. The development program focused on the University’s Life Sciences and Bio-medical research enterprise and envisions a research park comprising of public and private users. The program also included housing, retail and commercial spaces for private companies affiliated with the University and/or its technologies. U³ established a vision for the site that meshes with CWRU’s strategic plan and mission, but also allows the university to leverage market opportunities relate to their research output as one of the premier research universities in the Midwest. The work included quantifying CWRU research that is capable of attracting private investment through assessing areas of research strength, measuring research funding sources and uses, and analyzing corporate relationship patterns. U³ drafted a business plan for development opportunity that synthesizes market opportunities, planning considerations, development possibilities and constraints, and potential phasing with recommended method for CWRU to initiate project.

Howard University
Washington, D.C.

Howard University is perhaps the most prominent and well known Historically Black College and University (HBCU) in the country. U³ Advisory was engaged as part of the campus master planning team to create a real estate strategy that engages Howard with its surrounding community. The result of our work is an investment focus that not only leverages the University’s economic impact on its surrounding neighborhood, but does so in a way that maintains its deep cultural heritage. U³ developed a real estate strategy that treats Georgia Avenue as a major, diverse commercial corridor – but one with a set of uses that create vibrancy and amenities as well as a clear set of gateways to campus.
Client List

Foundations
- The Knight Foundation
- Kresge Foundation
- The New Economy Initiative
- ReMain Nantucket

Governmental Organizations
- The City of Carlsbad, Office of Community & Economic Development
- The District of Columbia, Office of the Deputy Mayor for Planning & Economic Development
- Harriman Research & Technology Development Corporation
- Lexington, KY
- New Castle Fire District, Chappaqua Fire Dept.
- New York City Housing Authority
- Ohio Board of Regents
- Pennsylvania Environmental Council / Borough of Marcus Hook
- Philadelphia Industrial Development Corporation (as subconsultant)
- The Port Authority of New York and New Jersey
- Queens County Economic Development Corp.
- State of Michigan
- Village of Garden City

Businesses
- Amtrak
- Bayard’s Events & Catering
- C.P. Cimento
- Erie Basin Marine Associates
- Henry Ford Innovation Institute
- HomeFed Corporation
- International Merchandise Mart
- Novartis Institutes for BioMedical Research
- Pearlgreen Corporation
- Premier Rides, Inc.
- Premier Rides, Inc.

Developers
- Avalon Bay Communities, Inc.
- The City Investment Fund, LP
- Commercial Developer for Manhattan RFP Site
- Full Spectrum of New York
- Impulsive Group
- Midtown Equities, LLC
- REI Holding Group
- The Related Companies, LP
- Rockefeller Group Development Corporation
- SunCap Property Group
- TDC Development & Construction Corporation
- Thor Equities
- World-Wide Holdings Corporation
Janne Corneil  | Corneil Collaborative

Principal
Planner and Urban Designer

Corneil Co is an idea-based planning and urban design practice that works with universities and cities to make better places that improve people’s lives, inspire learning and creativity, and promote revitalization and innovation.

Janne Corneil is a planning and urban design consultant with over 20 years experience developing campus master plans, research parks, innovation districts, and downtown revitalization plans. As a principal at Sasaki Associates for 10 years, Janne was the design lead on master plans for University of Calgary, the University of Texas at Austin, Portland State University, and Downtown Rochester, Minnesota to name a few. Her background combines several years of urban design and architectural experience, both in the U.S. and abroad. Her broad range of experience working with public, institutional, community, and private clients strengthens her ability to navigate the cultural differences between universities, cities, and private stakeholders.

Corneil’s practice focuses on working with anchor institutions and their host cities to develop planning strategies that align research, innovation, and economic development goals in a shared vision for urban revitalization and city district building. Having worked extensively with universities on plans for their academic and research campuses, as well as for cities and community development organizations on downtown and district planning, Janne has a deep understanding of the culture, challenges, and opportunities of both. The University District Development Plan for Portland State University and the West Campus District Plan at the University of Calgary, Alberta, are both plans that Janne played the lead design role on while a principal at Sasaki. Janne speaks frequently and teaches on the topics of the changing roles of institutions in cities and the potential of innovation districts as a new model of urban economic development.

REFERENCES
Rochester Downtown Master Plan:
Doug Knott, Developer Administrator
201 4th Street SE, Rochester, MN. 55904
T: 507-328-2003
F: 507-328-2727
E: dknott@rochestermn.gov

Brighton Planning Study:
Prataap Patrose, Deputy Director of Urban Design
Boston Redevelopment Authority
One City Hall Plaza, Boston, MA 02201
T: 617-918-4227
E: Prataap.Patrose.BRA@cityofboston.gov

University of Calgary West Campus District Plan:
James Robertson, CEO & President of the West Campus Development Trust
Unit #5, 3500 24 Avenue NW (Yamnuska Hall)
Calgary, AB T2N 4V5
Tel: 403.910.1101
E-mail: jrobertson@wcdt.ca

CONTACT
address: 195 Acton Street
Carlisle MA01741

cell: 978/501-1824
email: janne@corneilco.com
Janne Corneil is a planning and urban design consultant with over 20 years experience developing campus master plans, research parks, innovation districts, and downtown revitalization plans. As a principal at Sasaki Associates for 10 years, Janne was the design lead on master plans for East Baltimore, Sinclair Community College, the University of Texas at Austin, Portland State University, and Downtown Rochester, Minnesota to name a few. Her background combines several years of urban design and architectural experience, both in the U.S. and abroad. Her broad range of experience working with public, institutional, community, and private clients strengthens her ability to navigate the cultural differences between universities, colleges, cities, and private stakeholders. Janne teaches and speaks regularly at conferences on her research and practice.

**CORNEILCO PROJECT EXPERIENCE (2012-PRESENT)**

- Oakville Green Development Planning Studies; Oakville, Ontario (underway)
- Detroit Medical Center Neighborhood Planning, Detroit, Michigan
- Midtown Detroit Techtown Preplanning, Detroit, Michigan
- New Jersey Performing Arts Center Design Studies; Newark, New Jersey
- Philadelphia University Library and Learning Commons Planning Studies; Philadelphia, Pennsylvania
- University of Calgary West Campus Development Trust Planning; Calgary, Alberta (sub to Sasaki)
- University of Maryland College Park Hotel and Conference Center Studies, University of Maryland, College Park, Maryland
- University of Nevada, Reno Campus Master Plan; Nevada Reno (underway)
- University of Texas at Austin Campus Master Plan; Austin, Texas (sub to Sasaki)
- University of Texas, Austin Medical District Master Plan; Austin, Texas (sub to Sasaki)
- University of Washington, Seattle West Campus Master Plan; Seattle, Washington (underway)
- Sinclair Community College Master Plan, Dayton, Ohio (sub to Sasaki)

**PROJECT EXPERIENCE WHILE AT SASAKI (1997-2012)**

- Allentown and Front Belt Neighborhood Plans; Buffalo, Niagara, New York
- Auburn University Central Campus Master Plan; Auburn, Alabama
- Auburn University Research Park; Auburn, Alabama
- Auraria Higher Education Center Campus and Urban District Plan; Denver, Colorado
- Brighton Guest Street Planning Study; Boston, Massachusetts
- Bryn Mawr Master Plan; Bryn Mawr, Pennsylvania
- California Maritime Academy Student Housing Comprehensive Plan; Vallejo, California
- Dalian Software Garden Phase II; Dalian, China
- Desert Research Institute Master Plan; Reno, Nevada
PROFESSIONAL ACTIVITIES

Speaker on Innovation and Real Estate: University Development Council, ULI Fall Meeting 2013
Panelist, Ground Up Urbanism, ABX 2013
Moderator, Boston Society of Architects Panel Discussion: Occupied, Contemporary Use of Public Space, March 2013.
Studio Instructor, Graduate School of Design, Harvard University, Master of Urban Planning Core Studio, Spring 2012.
Lectures on Innovation Districts, Wentworth College, Boston Society of Architects, and Harvard University, Spring 2011.
Studio Instructor, Graduate School of Design, Harvard University, “Boston’s Innovation District” Fall 2010.
New Models of University City Partnership: Portland State University District Development Plan; APA National Conference 2010 and SCUP Pacific Regional 2010
Portland State University District Development Plan; SCUP National 2009
University/Campus Partnerships; Urban Anchors Conference, University of Pennsylvania, 2008
Norwegian University of Science and Technology Strategic Plan for Urban Integration; North Atlantic SCUP Regional 2008
The Role of the University in the Knowledge City; Competitive Campuses Conference; Trondheim, Norway; Organizer and Presenter, 2007
The Role of the University in the Knowledge City; Town Gown Conference; Clemson University, 2006

PROFESSIONAL AFFILIATIONS

Associate Member, American Institute of Architects
Member, American Planning Association
Member, Society for College and University Planning
Member, Urban Land Institute

Desert Research Institute Dandini Research Park Master Plan; Reno, Nevada
East Baltimore Neighborhood Plan; Baltimore, Maryland
Gdansk Shipyard Vision Plan; Gdansk Poland
Great Northern Way Campus Creative District; Vancouver, Canada
Greenville Downtown Master Plan; Greenville, South Carolina
Harvey Mudd College Master Plan Update; Claremont, California
Kunming University Core Area Urban Design; Kunming, China
Lorain County Community College Master Plan; Ohio
Los Alamos Research Park Master Plan; Los Alamos, New Mexico
Los Angeles Farmers Market; Los Angeles, California
Los Angeles Southwest College; Los Angeles, California
Louisiana State University Research Park Master Plan; Baton Rouge, Louisiana
Metro State College of Denver Neighborhood Master Plan; Denver, Colorado
Mississippi State University Master Plan; Starkville, Mississippi
North Carolina A&T South Millenium Master Plan; Greensboro, North Carolina
North Natomas Alleghany Properties Master Plan; Sacramento, California
Norwegian University of Science and Technology Master Plan; Trondheim, Norway
Ontario University and Institute of Technology, Durham Community College Master Plan; Oshawa, Ontario, Canada
Portland State University District Development Plan; Portland, Oregon
The Presidio Trust, Crissy Field and Fort Scott Planning; San Francisco, California
Rochester Downtown Master Plan; Rochester, Minnesota
Salt Lake City Library – Competition Finalist; Salt Lake City, Utah
San Diego North Embarcadero Alliance Visionary Plan; San Diego, California
San Jose Civic Center Urban Design; San Jose, California
Santa Clara University Five-Year Capital Plan and Campus Development Guidelines; Santa Clara, California
Santa Clara University Strategic Capital Master Plan; Santa Clara, California
Santa Clara University Master Plan Review; Santa Clara, California
South Lake Union Community Plan; Seattle, Washington
State University of New York; Cortland, New York
State University of New York; Geneseo, New York
Texas A&M, San Antonio; San Antonio, Texas
Truckee Meadows Community College Master Plan; Reno, Nevada
University of Calgary Master Plan; Calgary, Alberta, Canada
University of Calgary, West Campus District Master Plan, Calgary, Alberta, Canada
University of California, Campus Design Framework for the New Century Plan; Berkeley, California
University of California, San Francisco - Housing Development Plan; San Francisco, California
Janne Corneil | Principal Planner and Urban Designer

PUBLICATIONS


J. Corneil and P. Parsons, “The Role of the University in a Knowledge City: Norwegian University of Science and Technology”, Campus in the City (Zurich, 2008).


Gutdeutsch, G, Building in Wood, Birkhauser, (Germany, 1996)

OPSEU Headquarters, Baumeister, (Germany, 1995)


Malmageret I Narvik - Idekonkurranse, Norske Arkitektkonkurranser, (June 1992)


University of California, San Francisco - Mission Bay Campus Master Plan, Competition Finalist; San Francisco, California

University of Colorado at Colorado Springs Long Range Development Plan; Colorado Springs

University of Glasgow Master Plan Services; Glasgow, Scotland

University of Maine, Orono Master Plan; Orono, Maine

University of Maryland Hotel and Conference Center Study, College Park, Maryland

University of Michigan, Master Plan Design Services, Ann Arbor, Michigan

University of Nevada, Reno Mid Campus Master Plan; Reno, Nevada

University of Nevada, Reno Comprehensive Master Plan; Reno, Nevada

University of North Texas at Dallas Master Plan; Dallas, Texas

University of North Texas Research Park; Dallas Texas

University of San Francisco Master Plan, San Francisco, California

University of Southern Mississippi Master Plan; Hattiesburg, Mississippi

West Warwick Arctic District Development Plan; West Warwick, Rhode Island

OTHER EXPERIENCE

Urban Designer and Research Associate; Unit for Housing and Urbanization, Harvard Graduate School of Design; Urban regeneration of historic cities including Lublin, Szczecin, Poland and Fez, Morocco

Designer; Peter Cardew Architects; Helen & Morris Belkin Art Gallery, University of British Columbia, Vancouver, British Columbia

Designer and Construction Supervisor; Carmen Corneil/Architects; Ontario Provincial Service Employees Union Headquarters, Don Mills, Canada

Designer; Jose Forjaz/Arquitecto; Maputo, Mozambique; Experimental building design and construction techniques for residential and institutional projects; Maputo, Mozambique

Designer; Martin Liefhebber/Architect; Institutional, residential and commercial projects; Toronto, Canada

AWARDS

Society for College and University Planning / Boston Society of Architects, Honor Award for Excellence in Campus Planning, Portland State University District Development Plan, 2010

Society for College and University Planning / Boston Society of Architects, Merit Award for Excellence in Campus Planning, University of Maine at Orono Master Plan, 2010

Society for College and University Planning / American Institute of Architects, Excellence in Planning and Architecture, University of Maine at Orono Master Plan, Merit Award, 2009

American Planners Association Award for Excellence, Presidio of San Francisco Park Management Plan, San Francisco, California, 2007

Society for College and University Planning / American Institute of Architects, Excellence in Planning and Architecture, Merit Award, University of North Texas at Dallas Master Plan, 2005

American Institute of Architects San Francisco Chapter, Best of the Bay, Excellence in Urban Design Award, University of California, Berkeley New Century Plan; Berkeley, California, 2003

American Planning Association, San Diego Section California Chapter, Planning Implementation Award Large Jurisdiction; Port of San Diego, North Embarcadero Alliance Visionary Plan, 1999

American Institute of Architects San Diego John Nolen Award; 1998
Portland State University

District Framework Plan
Portland, Oregon

SERVICES
Planning
Urban Design
Transportation
Sustainability

SIZE
26,000 FTE Students
49 acres

COMPLETION DATE
2010

AWARDS
Boston Society of Architects, Honor Award for Campus Planning, 2010

Portland State University is a major public university, located in the heart of Downtown Portland. With over 25,000 students, PSU’s mission is to serve the city and region through education, innovative research, community engagement and economic development.

In anticipation of significant growth, the Framework Plan outlines a direction for the expansion of the campus district and a strategic framework for partnerships with institutions and organizations throughout the region. The plan proposes a development template that will reinforce PSU’s mixed-use learning environment and foster opportunities for future collaborations between the university and local partners.

The Portland State University District is one of Portland’s model “Eco-District’s” where district-wide energy, water management, and other resource management practices will be employed.

As a Principal at Sasaki, Janne Corneil played the lead urban design role for the Portland State University District Plan.
As a Principal at Sasaki Janne played the lead design role for the master plan of a new mixed use urban district that aspires to be Canada’s most sustainable new community. The West Campus University District is located at the western edge of the University’s main campus in Calgary, Alberta.

The vision for the West Campus is to create a mixed-use urban community that will serve as a model of sustainability, combining living, working, and research, with cultural and recreational opportunities.

The plan allows for generous open spaces and preservation of a natural environment, along with easy permeability from adjoining neighborhoods, and natural connections to the open space framework and trails that have already been developed. It encourages a flexible mixture of uses on the site, so that living space, work and research space and public spaces have a comfortable and fluid relationship with each other, and the design can allow for change and evolution over time.

The West Campus master plan responds to broader environmental and economic concerns through housing strategies that will increase the amount of on-campus student housing, and by providing modestly-scaled, compact housing units which will be attractive to University employees. Non-student housing will also be developed. Building siting within the plan will optimize solar access, and respond to wind patterns. Urban design also responds to topography and natural conditions.
The Downtown Rochester Master Plan establishes a strong and sustainable framework of open space, streets, and an engaging public realm that forms a foundation within which future development will occur. Janne, as a Principal at Sasaki, played the lead design role for the Master Plan.

The framework is composed of several parts: a framework of districts that envisions the specific mix of land uses that makes up each distinct area of downtown; an urban design framework that defines the urban form of the city by giving shape to the public realm through building massing, density, and the scale of streets; and an open space framework that sets the landscape character and helps define priority investments for streets, the river, trails, open spaces, and plazas. The mobility framework builds on the relationship between transportation and land use and balances an increasing number of mobility options—from transit to pedestrians and bikes to single occupancy vehicles—replacing priorities that privilege one mode at another’s expense. And, finally, the sustainability framework ties together these components to achieve a plan that is not only environmentally sensitive and climatically appropriate, but also socially and economically sustainable.

The master plan for Downtown Rochester marks an historic moment for the city capturing the spirit of partnership between the public and private sectors. The master plan represents a commitment to the health of the Downtown that is shared by residents and employers who play such a significant role in the economic vitality and quality of life in the city.
The University of Maine master plan provides a vision for the future based on four strategic opportunities:

1. Adopting an ethic of sustainability
2. Preserving the cultural and land grant legacy
3. Improving campus life
4. Fostering community outreach

The master plan concentrates academic, research and campus life facilities in the central campus area, limits the impact on natural systems and habitats, efficiently utilizes existing infrastructure and promotes a collegiate, pedestrian-scale environment. It consists of several functional and design frameworks which collectively form a comprehensive and coordinated vision for guiding incremental change.

The master plan includes:

- Landscape Framework
- Circulation Framework
- Cultural Resource Framework
- Infill Development Framework
- Community Framework
- Framework for Sustainability

**Water Resources**

- **Goals:**
  - Reduce infiltration in areas by 50% to 75%
  - Reduce runoff in specific areas by 25%
  - Reduce discharge by 50%
  - Reduce evaporation by 50%

- **Design Strategies:**
  - Basal infiltration
  - Basal recharge
  - Basal recharge
  - Basal recharge
  - Basal recharge

**Campus Planning, 2009**

- Boston Society of Architects, AIA Award for Campus Planning, 2010
- Boston Society of Architects/Society for College and University Planning Campus Planning Design Awards, Merit Award, 2010
- Society of College and University Planning and the American Institute of Architects’ Committee on Architecture for Education, Honor Award for Planning on an Established Campus, 2009
Firm Overview

The Cecil Group, Inc. is an innovative multi-disciplinary planning and design firm. Founded by Steven G. Cecil AIA ASLA, the firm is composed of an established team of professionals who apply their skills in planning, urban design, landscape architecture, and architecture. The firm matches the expertise of its professionals to each project challenge, complementing the client and professional teams with which they work. Since its founding in 1997, The Cecil Group has proven its distinctive ability to provide creative physical design and planning solutions that are specifically tailored to the circumstances of each project.

A focus on “putting places together” underpins the firm’s practice and philosophy.

As a result of this approach, the firm is recognized for its ability to translate strategic goals into practical plans and designs that are highly responsive to complex economic, regulatory and community considerations. The firm’s projects are distinguished because they recognize and link relevant historic, cultural and environmental contexts. The Cecil Group’s emphasis on effective communication has led to its excellent credentials in facilitating community participation and approvals processes.

Located in Boston, The Cecil Group’s work represents an unusually wide range of project types, scales and locations. Although the firm brings an extensive background in both national and international assignments, the focus of much of the practice is within New England’s cities, towns and open spaces. The list of past and present clients is similarly varied, with a balanced representation of public, private and institutional sectors.
Community Planning: Community planning is one of the most important issues for civic discourse and democratic action at the local level. Planning is best completed in a process that facilitates this discourse. Properly executed, the planning effort is typically a path of discovery of great ideas that make great places and improve the overall quality of life. The Cecil Group sees community planning as a special opportunity to build public and political consensus through creation of a shared vision, while at the same time building the required capacity and support for actual implementation. We approach each site, neighborhood and community plan with a focus on the best means of communication through speech, presentations, explanatory writing, online media, and graphics that clearly convey ideas to share among diverse groups of people.

Urban Design: Successful urban design requires the ability to choreograph practical increments of both public and private investment over time. The Cecil Group’s approach to urban design recognizes the importance of this in composing built environments that meet the current and future goals of our clients, both stylistically and economically. The firm’s design philosophy is rooted in our commitment to urban design methods that integrate infrastructure into the larger setting of the community. The Cecil Group approach toward urban design consistently strives to create continuity for historic environments while providing new elements that meet contemporary needs.

Landscape Architecture: Through thoughtful landscape design we’re able to increase public enjoyment of open space, orchestrate gatherings in multi-use spaces, increase economic vitality in downtown settings and provide private respites for homeowners. The Cecil Group’s landscape architecture group encompasses a broad range of project types including master planning, courtyards, parks, urban streetscapes, and landscape design for residential homes, commercial buildings and multi-use campuses. The Cecil Group designs spaces that balance and respect the environment while meeting our clients’ goals and aspirations. Our success is due to our unique ability to harmonize the practical organization of spaces with creative design solutions that increase the value and thoughtfulness of the space.

Architecture: The Cecil Group pursues design processes that produce highly creative and functional buildings. The professionals at The Cecil Group apply their multi-disciplinary backgrounds to develop an in-depth understanding of the site and its uses to create designs that best meet client needs. The firm provides end-to-end architectural services, from architectural planning and conceptual work to construction documentation. The strength of The Cecil Group lies in its multi-disciplinary staff and leveraging the power of its various disciplines to create superior architectural design.
Steven G. Cecil AIA ASLA
Principal

As the founding principal of The Cecil Group, Inc., Mr. Cecil brings over twenty-five years of professional experience to the firm, including urban design, planning, landscape architecture, and architecture projects throughout the United States and abroad. His practice brings creative solutions to planning and design challenges that are attentive to their cultural, environmental and community context. Mr. Cecil brings his commitment to and special skills in community participation as a dimension of many successful planning and design projects. Prior to forming The Cecil Group, he was a founding principal of Cecil & Rizvi, Inc. and served as Director of Urban Design and Landscape Architecture at both CBT Architects and SOM/Boston. Mr. Cecil’s academic contributions have included teaching assignments in both the urban design and urban planning programs at Harvard’s Graduate School of Design. Mr. Cecil served as the Principal-in-Charge or Project Director for the following selected projects relevant to this assignment:

### Relevant Experience

- **Amherst Village Center Design Plan and Form Based Code Zoning Amendments, Amherst, Massachusetts** – Mr. Cecil led the development of a village center use and design plan for North Amherst and Atkins Corner village centers, prepared amendments to the Amherst Zoning Bylaw and Official Zoning Map employing both standard zoning and form-based code for appropriate areas, and assisted in developing and conducting a public participation process for both.

- **Springfield College Community Master Plan, Springfield, Massachusetts** – Comprehensive community master plan for the Springfield College and its surrounding neighborhoods. A major component of the master plan involves the integration of streetscape, open space and joint development projects that meet the needs of the College, the neighborhood and the City.

- **Albany Transit Oriented Development Overlay and Zoning Ordinance, Albany, New York** – The Cecil Group is developing a TOD overlay and zoning ordinance in order for the City to leverage its investment in its regional Bus Rapid Transit system to make the City a more attractive place to live, work, and visit.

- **Tiverton Form-based Code, Tiverton, Rhode Island** – Developing a form-based code to be used as a tool to create rich and vibrant commercial nodes and corridors that will link the Town’s neighborhoods, rebuild the public realm and create a more predictable process and outcomes for both the Town and future developers.

- **Manchester Zoning, Manchester, Connecticut** – As a follow-up to the adoption of an urban renewal plan, the Town of Manchester hired The Cecil Group to prepare new development regulations and design standards that fulfill the vision for the Broad Street Redevelopment Area. The zoning supports the conversion of outdated, low density retail and light industrial uses to a more vital mixed use district with a neighborhood scale.

- **Lebanon Village District Zoning and Design Guidelines, Lebanon, Connecticut** – Prepared special zoning and design standards to protect the historic character of the village center by improving land use management and design controls while promoting appropriate retail and restaurant establishments needed to enhance the Town Center.
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- **Mansfield Transit Area Rezoning, Mansfield, Massachusetts** – The Cecil Group led this Transit Oriented Development project, developing the necessary zoning for a mixed-use redevelopment of available parcels totaling 30 acres near the MBTA’s Attleborough line. Developed through a consensus-driven public planning process, the zoning aims to provide the basis for Smart Growth redevelopment, combining public initiatives and private development opportunities.

- **North Allston/Brighton Community Master Plan, Boston, Massachusetts** – Detailed community master plan for the North Allston/Brighton neighborhood. This area of Boston is the site of Harvard University’s campus expansion program. The Plan requires extensive community participation to establish consensus regarding the extensive changes that are coming to this residential and mixed-use neighborhood.

- **East Fenway Neighborhood Strategic Plan, Boston, Massachusetts** – A strategic plan for this historic, high density, mixed-use neighborhood. The plan envisioned the future character of the district in a format that will guide development, infrastructure, and investments. The planning process included urban design, landscape architecture, transportation planning, institutional planning, analyses of housing and economic contexts, zoning recommendations, and extensive community participation.

- **Endicott College Master Plan, Beverly, Massachusetts** – Master plan for this 300-acre campus within the Greater Boston region. The master plan will provided a physical framework for the College’s future growth, which included new building locations, renovation of the chapel, roadway and parking configurations, open space organization, pedestrian systems, lighting design and wayfinding strategies.

- **Former Lawrence Mills Site Development Plan, Lowell, Massachusetts** – Provided urban design, site design, and landscape architecture services to the Massachusetts Division of Capital Asset Management to support the adapted redevelopment of the former mills. Included a linear park, playground design, interpretation of the historic power canal system, and infrastructure support for a housing and educational program that involved coordination of a private developer and the University of Massachusetts.

- **Providence Redevelopment and TIF Plan, Providence, Rhode Island** – In one of the first major urban initiatives in New England since Kelo, the City of Providence, Rhode Island has asked the Cecil Group to prepare a Redevelopment Plan for the Downtown, including Downcity and the adjacent Westminster neighborhood areas. The Redevelopment Plan will be fashioned from a vision to be generated for the project from the team of urban designers, architects, planners, engineers, real estate and financial specialists, and lawyers, all coordinated by our firm. The Plan will be implemented through one of the first, large-scale Tax Increment Finance plans in the State. The TIF Plan will fund significant parking, street, riverwalk, and landscape improvements.

- **Providence Neighborhood Charrettes, Providence, Rhode Island** - Conducted a week-long neighborhood charrette process for Blackstone, Hope and Mount Hope neighborhoods in order to gain perspective from residents, businesses and institutions within these three unique neighborhoods to advance the City’s Comprehensive Plan.
Salem Downtown Renewal Plan, Salem, Massachusetts – The Cecil Group assisted the Salem Redevelopment Authority with the update and consolidation of two of the Town’s urban renewal plans. The major plan update redefined the plan boundaries and updated the design standards to be more reflective of desired outcomes. The plan allows the Salem Redevelopment Authority to continue their activities in revitalizing the downtown by eliminating and preventing the recurrence of blighting factors, preserving and enhancing the historic architecture and resources that contribute to the downtown, and undertaking activities that encourage public or private redevelopment of vacant or underutilized parcels and buildings. The Salem Downtown Renewal Plan was awarded a 2012 Preservation Award from Historic Salem, Inc.

Arctic Village Redevelopment Plan, West Warwick, Rhode Island – The Cecil Group is assisting the Town of West Warwick to create a redevelopment strategy that will revitalize the downtown while preserving the village feel. The historic mills, the Washington Secondary Trail, the Pawtuxet River and the architecture of the village are underutilized assets that the Town of West Warwick would like to maximize while adding new residential units and commercial activity to Arctic Village.

Thomas College Master Plan, Waterville, Maine – The Cecil Group is performing campus planning services for the Master Plan of Thomas College in Waterville, Maine.

Maine Maritime Academy Master Plan and Landscape Design, Castine, Maine – The firm has served as the campus planners and landscape architect for major new investments on the campus. The project has included joint planning with the town to improve and re-organize the historic, water-dependent waterfront.

Bates College Campus Master Plan, Lewiston, Maine – The Cecil Group served as the campus planners for this comprehensive update for this leading undergraduate liberal arts institution. The project required choreographing future changes in a cost-effective manner that will steadily transform the campus environment.

University of New England Campus Master Plan, Biddeford, Maine – Campus master plan for the 450-acre riverfront campus in Biddeford, Maine. The plan calls for a major new development within the existing campus core to increase density, use, and sense of campus vitality.

Amherst Kendrick Park, Amherst, Massachusetts – The Cecil Group has performed design services for the development of a schematic site plan for Kendrick Park in Amherst, Massachusetts. The design services involved the development of a program of requirements for the park, three alternative site plans and preliminary cost estimates. The alternative site plans were reviewed by the Town of Amherst through a series of public meetings and refined through this process to arrive at the schematic site plan.
Mr. Buckland has over twenty-five years of planning experience and brings his particular expertise in environmental planning, municipal affairs, and zoning to The Cecil Group. Mr. Buckland has worked as a planner in several municipalities, including Falmouth, Massachusetts, and Stamford and New Haven, Connecticut. He has also worked in the private sector for SEA Consultants in Cambridge, and Judith Nitsch Engineering in Boston, as well as serving as principal in his own firm. In addition to his significant efforts in visioning, strategic planning and regulatory implementation, Mr. Buckland has created environmental performance standards, prepared numerous environmental permitting applications, and established environmental management plans. Mr. Buckland’s past experience includes the following relevant projects:

**Relevant Experience**

- **McLean Housing Plan, Belmont, Massachusetts** – Conceptual plans for a variety of housing types and site configurations. Mr. Buckland’s analysis prepared the town so that choices could be made between the best options for rental or ownership units, level of affordability, and a housing prototype that conforms with the neighborhood. As part of the McLean Hospital redevelopment project, the Town of Belmont was given a parcel of land by the Hospital, specifically for affordable housing. Additional access and circulation for the existing and adjacent elderly housing complex was also accommodated within the proposed site plan.

- **Andover Housing and Economic Development Plan, Andover, Massachusetts** – The second stage of planning in the Town of Andover, with this phase focused on the housing and economic development elements of the local comprehensive plan being led by Mr. Buckland. The current planning effort is focused on housing needs and affordability, and the potential to expand the tax base with key infrastructure improvements for underutilized commercial properties.

- **Andover Smart Growth Overlay District, Andover, Massachusetts** – Prepared a smart growth zoning district for the Andover commuter rail station area to take advantage of transit oriented development opportunities. As part of the project, The Cecil Group prepared detailed design guidelines in order to set the standard for the quality of architecture and site improvements that would keep in character of this historic mill town.

- **Conimicut Village Rezoning, Warwick, Rhode Island** – Rezoning effort for the Conimicut Village commercial and business zoning districts. Ensuing from the master plan recently completed by The Cecil Group, the task is now to create a new overlay zoning district that implements the master plan to improve both visual aesthetic and activities within the village. An extensive public educational effort is being led by Mr. Buckland to help create the public understanding necessary for implementing new zoning structures and criteria.
- **Smart Growth District, Kingston, MA** – The Cecil Group assisted in the establishment of an award-winning ‘smart growth’ redevelopment district around the MBTA train station in the town of Kingston. Working for the town, the firm guided the steering committee through visual preference surveys and a series of design concepts which resulted in the creation of a form-based zoning approach based on a project-specific transect with five component districts and design guidelines.

- **Northampton Sustainable Master Plan, Northampton, Massachusetts** – Mr. Buckland served as the City’s urban and environmental planning consultant to prepare a comprehensive plan for future land use and development composed using principles of sustainability. The Sustainable Master Plan included emphasis on measurable standards to allow the Town to monitor progress in accomplishing its vision, including the preservation of open space, energy efficiency and other “smart growth” goals.

- **Norwalk Sustainability Standards, Norwalk Connecticut** – The Cecil Group was hired by the City to provide the Norwalk Redevelopment Agency with sustainable design standards within the context of the Urban Renewal Plans. The program includes green building and site design performance standards to improve project designs.

- **Plymouth Cordage Park, Plymouth, Massachusetts** – One of the first 40R mixed-use, large-scale development projects in Massachusetts. Mr. Buckland provided design guidelines and project review services to the Planning Board as they prepared the zoning text that was to be taken to Town Meeting for approval. Form-based zoning and design guidelines are being used to maintain a high quality project.

- **Providence TIF Plan for the Westside Connector, Providence, Rhode Island** - Redevelopment Plan for the Downtown, including Down City and the adjacent Westminster neighborhood areas in one of the first major urban initiatives in New England since Kelo. The Redevelopment Plan is fashioned from a Vision generated for the project from a team of urban designers, architects, planners, engineers, real estate and financial specialists, and lawyers, all coordinated by our firm. The Plan will be implemented through one of the first, large-scale Tax Increment Finance plans in the State. The TIF Plan will fund significant parking, street, riverwalk, and landscape improvements.

- **Rochester Downtown Master Plan and Comprehensive Rezoning, Rochester, New Hampshire** – The Cecil Group team tackled long-standing traffic, use, and economic development issues to advance a downtown revitalization strategy that would promote a strong city center. Mr. Buckland also provided updated zoning ideas including green building and TND to combine traditional scale and open space preservation, while urging commercial growth.

- **Affordable Housing Program for Falmouth, Massachusetts** – Preparation of the components of an award-winning affordable housing program for the Town of Falmouth by Mr. Buckland, which resulted in the construction of new, detached affordable housing spread throughout the town. The project spanned the time Mr. Buckland was employed by the Town and by SEA Consultants as contracted to the local Housing Trust.