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## APPENDIX F: BUFFALO NIAGARA MEDICAL CAMPUS (BNMC) CASE STUDY

The Buffalo Niagara Medical Campus ([www.bnmc.org](http://www.bnmc.org)) is a non-profit community economic development corporation in downtown Buffalo, New York. Its mission is “to cultivate a world-class urban medical center by facilitating collaboration among the region’s major health care and research-related institutions located on the campus.” BNMC carries out its mission by implementing the strategic plan created in 2002. Titled the “BNMC Master Plan & Implementation Strategy,” this effort brought the idea of “implementation” to the same level as the plan-making, demonstrating to stakeholders the importance of getting in place the actions necessary that allow for the realization of the community and economic benefits outlined in the plan.

<u>Member Institutions:</u>	<u>Campus Facts:</u>
<ul style="list-style-type: none"><li>▪ Buffalo Hearing &amp; Speech Center</li><li>▪ Buffalo Medical Group</li><li>▪ Hauptman-Woodward Medical Research Institute</li><li>▪ Kaleida Health</li><li>▪ Olmsted Center for the Visually Impaired</li><li>▪ Roswell Park Cancer Institute</li><li>▪ University at Buffalo</li><li>▪ Upstate New York Transplant Services</li></ul>	<ul style="list-style-type: none"><li>▪ 100 acres in downtown Buffalo</li><li>▪ Approximately \$600 million in annual expenditures</li><li>▪ An additional \$300 million in annual economic impact</li><li>▪ 8,000 employees</li><li>▪ Over 750,000 annual patient visits</li></ul>

The guiding principles for the plan are:

- Establish a common campus address
- Improve physical integration between campus and neighborhoods
- Foster community and economic development
- Enhance the open space network.

BNMC is run by a board consisting of 20 members and a professional staff of 5. The annual budget is approximately \$600,000 per year. A trustees council of about 40 neighborhood organizations, local businesses, and partner institutions serves in an advisory role and helps BNMC carry out its mission. The district as a whole is approximately 100 acres, exclusive of two residential neighborhoods adjacent to the district that participate in BNMC activities and services. The organization is funded by its member organizations. Its programming comes from a variety of sources including direct governmental appropriations, grants, cooperative agreements, and charitable contributions. Each year, the area sees approximately \$600 million in expenditures and an additional \$300 million annual economic impact. There 8,000 jobs in the district, including 500 MDs and 200 PhDs.

### **Making connections and achieving community development outcomes**

The ramping up of BNMC’s work, its governing structure, and the process that led to its current activities is a model that is likely replicable in other places. BNMC had existed since the early 1980s, but it’s been since 2001 that its most beneficial outcomes have been

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accomplished. In the spring of 2001, the Mayor of Buffalo was Anthony M. Masiello. Mayor Masiello saw the need for a proactive organization that could plan for the growth of the area and help the downtown realize better economic and community development outcomes. To do this, Mayor Masiello directed staff and consultants to go on an information gathering and listening tour of all the stakeholders in the medical campus area. In addition, a new board chair was appointed. The new chair had the personal gravity, commitment to moving forward, and, importantly, the respect of the institutions in the district. These two decisions as well as the backing of the mayor were of paramount importance to BNMC effort.

The mayor's staff and consultants understood that the information gathering process had to be transparent and required the participation of the decision makers from the institutions that made up the medical campus and the other stakeholders in the district, including the neighborhoods. With the support of the chair of the board (previously he had been board chair of one of the institutions in the district), the mayor's staff and consultants met with the CEO of each institution and the chair of each institution's board. The logic of this was that the CEO had the best interest of the institution at heart, while the board chair was interested in both the institution and the community's well being. The discussion with these two leaders of each institution focused on the future – what could the institution be in the place that it was in? What were the institutions' needs, its capacity to satisfy those needs, and how that could happen? And, how could a community economic development corporation support the collective visions of the institutions and other stakeholders in the area? The process then shifted to the other stakeholders like the neighborhoods, the political leadership, and business and such in the district. Again, like with the institutions, it was important to the effort that the leadership – the decision makers – of these other groups were engaged on what they thought the future of the BNMC district could be.

With this step done, the mayor asked that the board be formed to reflect the needs and capacities of the member institutions and community members. Each of the five (at the time) major institutions were to have representation on the board, as was the mayor, city council president, and the adjacent neighborhoods. The board would carry out the BNMC mission by:

- **Coordinating** activities related to planning, development and enhancement within the 100-acre footprint
- **Facilitating** collaboration among our member institutions, as well as with the community at large
- **Addressing** issues of common concern to our institutions
- **Creating** a distinct environment that provides opportunities for active living.

In addition to the board, the mayor and the BNMC board chair recognized the need for staff to run the district. For the executive director position, they selected one of the consultants who had done much of the legwork engaging and listening to the institutions and stakeholders. With a sense that the governance – board and staff – were set, and the basic function of the organization was outlined – *coordinating, facilitating, addressing, creating* – the next issue was how to pay for this. The mayor, the BNMC board chair, and the new executive director went to a local foundation (Oshai) and secured a multi-year, multi-hundred thousand dollar commitment to support BNMC. With this commitment, the BNMC board chair and the executive director went to each institution and said, “the mayor wants this to

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work, the Oshai Foundation has made a multi-year commitment, will you commit sustainable funding to make the BNMC work?” Across the BNMC board, the response was “yes.” The individual commitment varies according to the financial circumstances of each institution. The City of Buffalo has made contributions in a number of ways, including in-kind, funding for studies, planning, infrastructure investments, matching funds, and others. Oshai has continued to support BNMC’s work even after the commitment to year to year funding finished.

### **Master Planning and Implementation**

One of the first things the new BNMC board did was to commission the architecture and urban design firm of Chan Krieger Sieniewicz to do a master plan and implementation strategy for the district. The process engaged over 2500 stakeholders in discussions of what the district could be. They created a vision for buildout of the district, showed how and where infrastructure investments could be made to support the vision, and outlined a process for growth that could support the multiple goals of the institutions, community members, and stakeholders. An overview of the plan is shown below. Of note is the urban character evident by the street network and building siting. BNMC has leveraged this plan (completed in 2003) to secure funding for development projects, transportation and pedestrian realm infrastructure, and urban design interventions that promote healthy living and daily physical activity.

### **Results as of April 2007**

#### Infrastructure

Obtained \$14M in federal transportation dollars for streetscape and infrastructure improvements

- Ellicott Street priority project, will include a new street, curbs, sidewalks, furniture, & lighting – fall 2006 design, spring 2007 construction
- Streets throughout BNMC – 2008
- Allen Street extension project – 2009

Procured \$20M in state money to assist in recruiting nationally renowned scientists and doctors, and to increase accessibility to campus through infrastructure changes – implementation to begin 4<sup>th</sup> quarter 2006.

#### Campus Parking

BNMC is implementing a single, campus-wide parking program to enhance accessibility for all stakeholders. Parking provided for COE employees and tenants is coordinated through Campus Parking, which is an affiliate of BNMC.

#### Security

Developing a campus-wide public safety strategy; facilitating coordination among institutions, and between them and local law enforcement to provide enhanced communication among existing campus security personnel, installation of call boxes communication among existing campus security personnel, installation of call boxes and security camera’s in public spaces, and expanding security patrol for the entire 100 acre campus.

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## Lessons

1. The first is that **leadership matters**. The Mayor of Buffalo wanted the BNMC district to be more than it was in 2001. He was instrumental in starting a process that led to a strategy for moving the district forward. It was well known early in the process that the mayor wanted to see better economic and community outcomes from the BNMC district. One of the early organizers of the district said that it was incredibly effective to be able to say to the institutional stakeholders that “the mayor wants this to happen.”
2. The second lesson is that the **planning process – the gathering of information and listening tour – has to be open, transparent, and genuine**. The mayor’s staff and consultants listened to the stakeholders’ concern about the district and used that information to come up with a realistic agenda for action and a governing structure that could be supported by the stakeholders as well as represent the varying interests appropriately.
3. Third, **governance of this type of organization must include vocal supporters and leaders that may have traditionally opposed the efforts**. One purpose of the open and transparent planning process is to hear out all stakeholders. BNMC found that it was better to be inclusive of stakeholders that may have expressed doubts about the agenda than to close them out of the organization. Over time, leaders in the neighborhood groups that were wary of the work in the district have come around and are not only supportive of the work (in part because they are included in the decision making), but are reaping the benefits of the services provided by BNMC and the better community outcomes that come from the economic growth.
4. Fourth, **BNMC is a complement to the city, not a competitor**. The organization is nimble, has access to funding sources not available to the city, and has the ability to leverage resources in the name of promoting progress in the district. BNMC provides planning and implementation services to the adjacent neighborhoods, for instance, which just helps the already overextended city.

## Contacts

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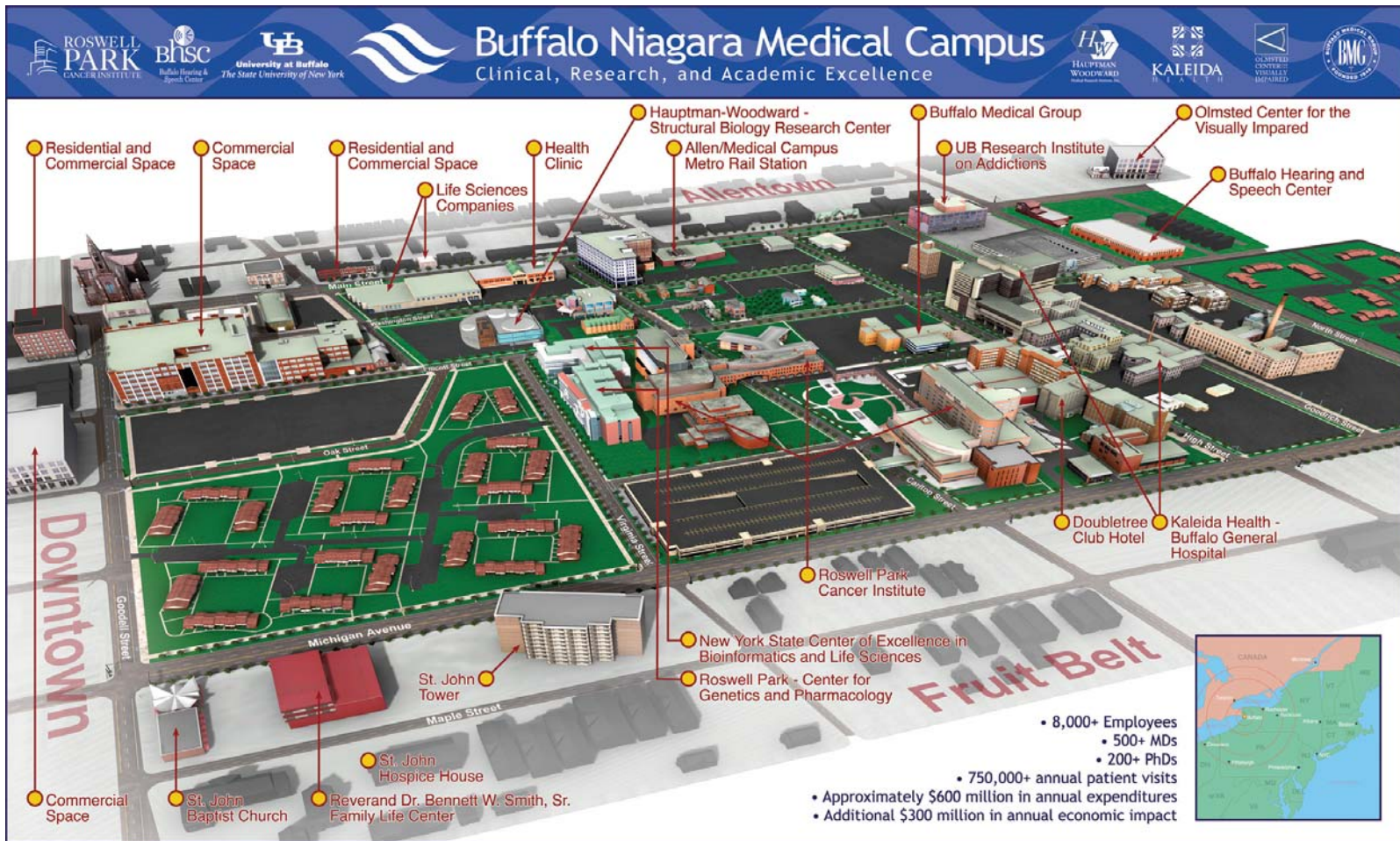


Figure 1: BNMC Campus map showing the location of the member organizations and the adjacent neighborhoods