



WELCOME



Michael Hughes, BOMA Members and Guests

Today's Sponsor is

ferguson electric
your connection to quality

Gold Sponsors



Silver Sponsors



Website Sponsor



Greater Buffalo BOMA

Wednesday, March 19, 2013

Michael P. Hughes

Vice President
Kaleida Health



Kaleida Health

Kaleida Health – Who we are

- Four Hospitals: Buff General, Suburban, Children's & DeGraff
 - 62,000 discharges
 - 170,000 Emergency Department Visits
- Gates Vascular Institute
- Two Long Term Care Facilities
- Visiting Nursing Association
 - 370,000 visits annually from ten counties
- Ambulatory Practices
 - 440,000 visits
- Affiliations
 - Great Lakes Health (ECMC)
 - Center for Hospice & Palliative Care
 - University of Buffalo

Kaleida Health/Great Lakes

- Jody Lomeo - CEO
- \$1.5B Net Patient Service Revenue
- Volunteer boards
- 12,500 employees
- 2,000 physicians
- 40% market share of the eight counties of WNY



Growth/Scale – Service Lines

- Cardiac Services
 - 10,000 cardiac catheterizations and 1,000 open heart procedures per year
- Orthopedics
 - 2,000 joint replacement surgeries per year
- Neurosurgery
 - 1,680 stroke patients treated per year – largest in the North East
- Obstetrics
 - 5,500 deliveries per year, region's Perinatal Center



Buffalo Niagara Medical Campus Development

HighPointe on Michigan:
200,000 sq. ft.
\$64 million

Parking Structure:
1,800 spaces
\$32 million

Gates Vascular Institute:
477,721 sq. ft.
\$291 million

**Oishei Children's Hospital
& Conventus Building
(coming soon)**
\$370 million



Buffalo Niagara Medical Camp

John R. Oishei Children's Hospital...



Key Facts ...

Cost \$270 million

\$42 million campaign

- Close to \$40 million already raised

185 beds

- Currently 200 beds

400,000 sq. feet

- Currently close to 600,000 sq. feet



Kaleida Health

Key Milestones ...

Winter 2012/Spring 2013

- Fundraising campaign
- Clinical planning
- Finalize city planning
- Begin reuse process
- File CON w/NYS

Spring 2014

- Groundbreaking
- Finalize financing

Spring 2017

- Grand opening



A look back at two Kaleida Health reuse processes ...



Kaleida Health



Before: Millard Fillmore Gates Circle Hospital



Millard Fillmore Gates Circle Hospital

Key Highlights

- No urgent interest in site at time of closing announcement
- Launched community based process
- Third party expertise (Urban Land Institute (ULI), University at Buffalo's Urban Design Project, and Cassidy Turley
- Project Advisory Committee



Kaleida Health

Millard Fillmore Gates Circle Hospital

Key Highlights (con't.)

- Request for proposals ...
 - Identified 177 national & local with hospital redevelopment experience
- 147 expressed interest in receiving the RFP
- 14 responded to the RFP
- Added \$1 million prize



Kaleida Health

Millard Fillmore Gates Circle Hospital

Key Highlights (con't.)

- Request for proposals ...
 - Out of 14 - Kaleida Health receives four (4) expressions of interest
 - Two are deemed qualified entries
 - Chason Affinity selected as designated developer
 - Chason does not recruit vet school
 - Pivot to Canterbury Woods
 - Close transaction December 2013



Kaleida Health

Lessons learned from the Millard Gates project

- Advice from third-party pros was useful
- Community input
- Transparency
- Market will determine opportunities
- Long process (start sooner w/WCHOB)



Kaleida Health



Coming soon: TM Montante/Canterbury Woods





Coming soon: TM Montante/Canterbury Woods



Before: The Deaconess Center



Kaleida Health

Deaconess Center

Key Highlights

- Strong interest in the site at time of closing announcement – CAO came to us
- Negotiations lead to transaction
- Results in:
 - No need for third party expertise
 - No RFP
 - No Project Advisory Committee
- Outreach on demolition & new CAO project



Kaleida Health

Lessons learned from the Deaconess project

- Market will determine opportunities
 - There was high interest so we picked a partner
- Don't need to have ULI, Project Advisory Committee, etc.
- Long process (start sooner w/WCHOB)
- Community outreach important



Kaleida Health



Now: The former Deaconess Center



Kaleida Health

Developing a process for reuse of the WCHOB campus





WEST UTICA STREET

ELMWOOD AVENUE

HODGE AVENUE

BRYANT STREET

KALEIDA OWNED
KALEIDA LONG TERM

NOVEMBER 2011



Architectural Resources
305 Franklin Street
Buffalo, New York 14202

WCHOB reuse information gathering ...

- Began in late 2012
- Meetings with various constituencies
- Focus groups with neighbors, business leaders, constituent groups, etc. – over 100 participated
- Engagement with elected officials, block clubs, etc.



Kaleida Health

Trying to determine for WCHOB reuse ...

- What is the timing and sequence?
- What information? How disseminated?
- Is professional engagement needed?
- Who is represented? Who participates?



Kaleida Health

Trying to determine for WCHOB reuse ...

- Timing and sequence – findings:
 - Move with urgency. Start now
 - Name Project Advisory Committee ASAP
 - “Get going on an RFP”
 - Transaction should occur so new tenant or demolition occurs immediately after WCHOB moves



Kaleida Health

Trying to determine for WCHOB reuse ...

- Information – findings:
 - Transparency is key (website, updates, etc)
 - Disseminate widely – “this is not just a Bryant, Oakland, Summer issue.”
 - Use constituencies to help spread information and updates (block clubs, EVA, Excite Elmwood, etc.)



Kaleida Health

Trying to determine for WCHOB reuse ...

- Professional engagement
 - Third party expertise is needed; local experts are preferred
(Bob Shibley - Urban Design Project @ UB)
 - Urban Land Institute is not necessary
 - Market research may be needed (what is needed at this site?)



Kaleida Health

Trying to determine for WCHOB reuse ...

- Representation/Participation
 - Have a Project Advisory Committee
 - Government involvement is necessary (Gallagher ramp, City planning issues)
 - Include neighbors, local business leaders plus broad expertise. “Not just a BOA issue.”



Kaleida Health

Representation/Participation: WCHOB reuse Project Advisory Committee

- Mike Attardo – Get Dressed
- Carly Battin – Elmwood Village Association
- Tom Beecher – Oakland Place/BNMC
- Marsha Buhl – Church Mission of Help, West Utica
- Tony Caldiero – Richmond Ave Block Club
- Michael Ferdman – Excite Elmwood
- Jane Griffin – Oakland Place



Kaleida Health

Representation/Participation: WCHOB reuse Project Advisory Committee

- Eva Hassett – Int'l Institute/Ashland Avenue
- Joy Kuebler – Landscape Architect
- Ellen Malone – Hodge Avenue Block Club
- Brendan Mehaffy – City of Buffalo
- Julie Misegades – Utica Avenue Block Club
- Tim O'Neil – Bryant/Oakland/Summer Neighborhood
- Cynthia Schwartz – City of Buffalo Plan. Bd



Kaleida Health

Current/Next steps

- Project Advisory Committee formation/work
- EVA strategic plan
- Advice from third-party pros?
- Develop reuse strategy
- Continued community outreach
- Develop RFP
- Design competition/Public charette/other ideas?



Kaleida Health

Questions?



Kaleida Health

Thank you!



Kaleida Health