

## **Community Innovation, Low Ecological Impact, Adaptive Reuse**



### **Greystone Village: A 21<sup>st</sup> Century Regenerative Community**

*Response to Request for Developer Interest*

**Proponent: Greystone Community Innovation Team**

**Coordinator: Center for Regenerative Community Solutions  
8 Revere Drive, Basking Ridge, New Jersey 07920**

**Contact: Victoria Zelin, [vzelin@crcsolutions.org](mailto:vzelin@crcsolutions.org), 908-507-3150**

**GREYSTONE COMMUNITY INNOVATION TEAM***High quality, Low impact, Placemaking*

Mr. Robert Tighue  
Real Estate Specialist  
State of New Jersey- Dept. of Treasury  
Division of Property Management and Construction  
33 West State Street 9<sup>th</sup> Floor  
Trenton New Jersey 08625-034

Dear Mr. Tighue,

It is with great excitement and pleasure that we submit our proposal for the development of the Greystone Hospital campus.

The essence of our proposal is the conversion of the existing Greystone property into a robust 21st century village environment. The core uses being proposed range from housing to hospitality, from emerging technology businesses to sustainable and economically viable business ventures. Housing will be at the core of the plan and will feature a large live/work component as appropriate to the potential building re-use opportunities. In addition, we incorporate agriculture, multi-generational community development, education, and other elements that will make the project successful. We are also taking into account the emerging forms of innovative financing mechanisms, including sustainable energy and PACE funding, which can make the operation of the community largely if not completely self-sustaining.

As a team, we have extensive experience in managing complex community participation processes. We see this as the first and most important component to the development of this property. We have assembled a nationally recognized design and development team that can produce a true mixed use campus. We feel our approach to community building and live/work housing development will provide long term community and economic benefits to the surrounding community and the region as a whole.

We are committed to delivering a winning outcome for all by joining our expertise, resources and creativity with stakeholder desires, ideas and contributions. With this philosophy, our results will be superior to anything that a design/development team could create on its own. We will provide:

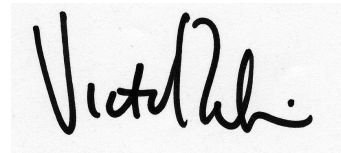
- Award-winning caliber strategy, planning, preservation, rehabilitation, architecture, landscape and unit plan layouts for the existing historic buildings and environs
- Highly effective community engagement processes that result in a forward-thinking development that the community embraces with pride, where divergent interests, concerns and visions are reconciled (not compromised), from concept through design, construction, sales and the evolution of the property

## GREYSTONE COMMUNITY INNOVATION

- Best ecological and life-cycle value of the property for future Greystone owners/ residents as well as for the benefit of the surrounding community, including leading-edge systems for energy independence, water and waste
- Partners who are interested in financing sustainable development initiatives of this type, including one partner that can fund up to \$120 million, by itself.

We look forward to discussions with you, and to the possibility of working together!

Sincerely yours,



**Victoria Zelin**

Acting Coordinator, Greystone Community Innovation

Center for Regenerative Community Solutions

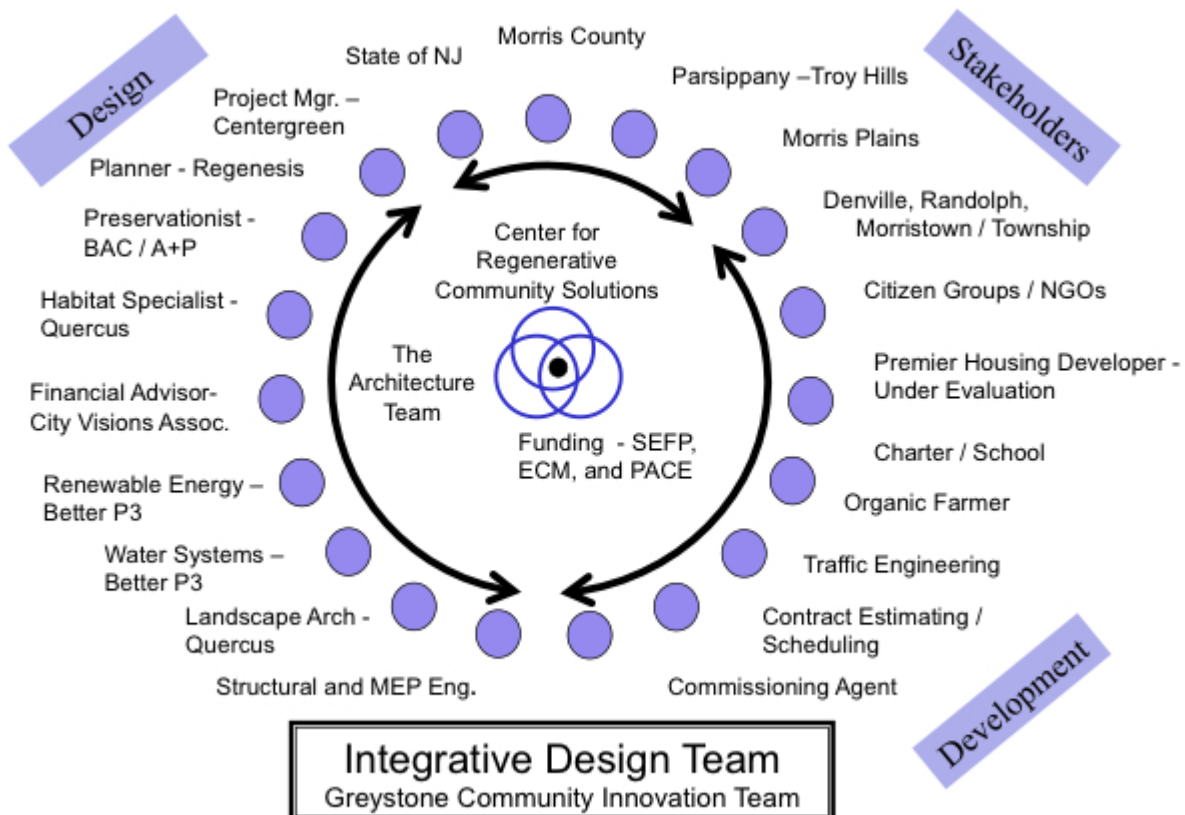
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Overview of stakeholders and design team:

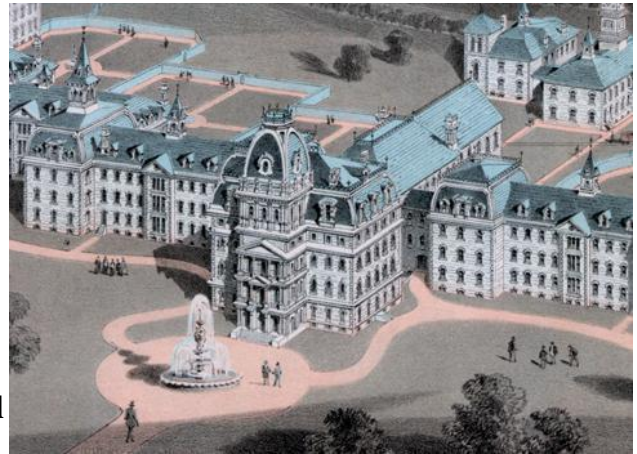


## 1. Executive Summary:

### THE VISION

The 19th century Greystone Park campus will be reinvented as a healthy, high-tech and environmentally friendly village that meets the current and future needs of residents and the surrounding community. A central tenet of the Greystone Community Innovation Team's (Team's) approach is to gain the active involvement of stakeholders. The Team proposes a sophisticated, structured and proven engagement process to align the community behind shared values and priorities for the site. While the Team believes the concepts in this proposal meet high standards for economic, social and environmental value, the final design will incorporate what we discover as we interact with the human and natural ecology of the site.

We expect that residential uses will be the predominant economic driver, with diverse housing types, on-site work space and job opportunities, indoor and outdoor recreational, cultural experiences and learning centers. Greystone Park was originally a walkable, self-sufficient community with its own farm, so grounding the Village in its historic and cultural context can translate into a balanced-use sustainable community with an organic farm and cafe. This is one of the newest trends in successful residential development. A *New York Times* article quoted Urban Land Institute's Ed McMahon, who, in 2009 cited over 200 developments that featured an organic farm as a key amenity.<sup>1</sup>



### THE ECONOMIC STRUCTURE

Greystone Village will be owned, managed, and developed by a private BCorporation<sup>2</sup> which will serve the needs of Village residents and be responsive to the wider community, as appropriate to Greystone Park's history and present status as public property.

The core economic driver will be residential, including predominantly market rate housing to support the financial requirements of the development. As possible, we will include other types of housing that the community supports, including assisted living, veterans and/or special needs housing. We understand that the community is concerned about adding a significant number of school-age children, so, in conjunction with township officials and other constituents, a charter or other type of school would be a contribution in multiple ways.

<sup>1</sup> "Organic Farms as Subdivision Amenities," *New York Times*, June 30, 2009, New York Edition, p B9.

<sup>2</sup> The "B" or "Benefit" Corporation form, now permitted by New Jersey legislation, allows a company to establish a social purpose on a par with the return to shareholders.



- Healthy, high-tech residences
- Integrated green building practices
- Veterans housing
- Assisted living
- Stay-at-home and walk-able employment opportunities
- Fresh local produce and other cottage industry
- Formal and informal educational programming
- Community events to promote social and cultural health
- Healthy integration of human and natural environments
- Reduced traffic as needs can be met on foot or bicycle

In our economic analysis we take full advantage of financial incentives for energy efficiency retrofits and renewable energy, as well as those for historic preservation.

- **Smart Growth**

Adaptive reuse of existing facilities and previously disturbed lands is at the heart of good, smart growth. **Greystone Park is an ideal model for the State's Smart Growth initiatives.** State Hospital employees, County employees who work nearby, and on-site staff for what may become assisted living, veterans housing, farm, cafe, and Greystone Village administration would be offered incentives to take up residence. Due to the natural and planned amenities, incentives may not be necessary, but priority should be given to people who work within walking distance of the Kirkbride Building, minimizing traffic on Hanover and Grannis Avenues. The Team will collaborate with the State, County, and surrounding municipalities to create a smart growth hub, with integrated pedestrian/bike friendly infrastructure.

**The 10 accepted principles of smart growth:**

1. Mix land uses
2. Take advantage of compact building design
3. Create a range of housing opportunities and choices
4. Create walkable neighborhoods
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty, and critical environmental areas
7. Strengthen and direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable, fair, and cost effective
10. Encourage community and stakeholder collaboration in development decisions

- **Businesses for added Economic Vitality and Resiliency**

Greystone Village will incorporate facilities for businesses that work synergistically with each other and the surrounding economy. Examples may include:

1. Energy production from renewables (e.g., solar, wind)
2. A small organic farm that can produce food for Greystone Village and surrounding area restaurants, markets and residents. Morris Plains, Morristown, Madison and Denville all have thriving Farmer's Markets. The Village's farm would have the advantage of proximity for bringing produce to market with continuous availability to residents when Farmer's markets are not in operation. The farm will also provide

educational opportunities, as well as horticultural therapy opportunities for assisted living residents., veterans, etc.

3. Commercial Kitchen and Café
4. Wedding/events facility
5. On-site incubator / co-working spaces for entrepreneurs
6. Other cottage industries, boutique and commercial uses

- **Preserving the Story**

For the benefit of present and future generations, Greystone Village will be a showcase for adaptive reuse of architecturally significant historic buildings, most notably the robust and venerable Kirkbride Building, and its culture of public service. By reusing the historic and other durable buildings in ways that reflect its original agrarian self-sufficiency, Greystone Village will strengthen the ties between past, present and future. In collaboration with local and national mental health associations, a museum that shares the history of Kirkbride Institutions and the treatment of mental illness, in general, could be opened and connected with museums being opened at other Kirkbrides across the country. This is not intended to generate significant revenue, but will add to an already large draw for heritage tourism in this area which is rich with historic sites.

- **Community Involvement**

Our integrated planning and design process will provide a voice for all stakeholders, throughout the planning, design, construction, sales and evolutionary phases. Town meetings, social gatherings, community workshops and committees will give stakeholders direct contact with our team to express their desires, concerns, values, and priorities for Greystone Park. An interactive website and social media will provide other communication vehicles for ongoing stakeholder involvement and long-term stewardship.

- **Sustainability and Green Building**

"The greenest building is the one you don't knock down." Rehabilitating this Kirkbride, given its size, mass and durable masonry construction, epitomizes adaptive reuse. New materials and technologies that promote healthy human and natural systems, may include:

- Energy efficient equipment and materials
- Indoor air quality systems
- Solar and other renewables
- Alternative storm and waste water systems
- Waste-to-resource strategies
- Year-round greenhouses for farm-to-table, horticultural therapy, and education
- Restoring and sensitively retrofitting the original windows



Since the roof is not of historic significance, nor is it included in the scope of preservation, we are able to include greenhouses, green roofs, water conservation and renewable energy (solar and other) designs while preserving the historic integrity of this public heirloom.

- **Regenerative Community Approach**

The Greystone Community Innovation Team is part of an alliance of leaders in the field of regeneration. We work with communities at all scales, from neighborhoods to watersheds.

With regard to Greystone, we consider the community to include not only the eventual residents, businesses and patrons of Greystone Village's services and products, but also the relevant municipal leaders, citizens and businesses that may be impacted, or concerned about potential impacts.

Our regenerative process helps communities rediscover their unique social, economic and ecological identity and destiny. This unique identity becomes the basis for overcoming fragmentation and divisiveness that are typical of most communities, and particularly when development is anticipated. Together, we align around, create, and implement authentic place-sourced and developmental strategies across the whole community. We help communities conceive, connect, construct and celebrate their unique regenerative potential, tapping the native genius and creativity of people and their place, and building local capacity for long-term results. This phase of the process can occur relatively quickly, in weeks, not months.

Story of Place™ is a regenerative approach to sustainable community development that grows a community's capacity to discover, share, and live out the story of a place that's uniquely its own. We provide interdisciplinary teams that address the interdependent complexity of community development issues. Areas of expertise include:

- Story of Place™ discovery, patterning, community engagement
- System Naturalists
- Architects and Planners
- Community Development Facilitators
- Rehabilitation and Preservation Experts
- Restoration Scientists & Landscape Architects
- Water System Engineers and Naturalists
- Energy System Designers
- Commissioning Authorities
- Communications and Film Makers
- Developmental Economy Resources

- **A Process of Self-Discovery**

Communities regenerate not from the outside in, but the inside out. Rather than import a set of solutions, we begin with a process of discovery. Story of Place™ is the approach we use to understand a community. It's a systemic and participatory process that identifies

and honors the unique nature of a place and the people who live there—and a powerful experience that renews a community’s spirit.

As people re-discover their place and its potential in the world, their connections deepen and they begin to appreciate what they share with one another as a community. Story of Place™ is a regenerative approach to sustainable community development that replaces limited problem solving with true insights about how a whole community can thrive.

- **Sourced by Place**

What is sustainable depends on where and when. Every place is unique. There is no one-size-fits-all solution. In locations as diverse as Mexico City and Paonia, a small town in Colorado, we use Story of Place.™ Through “kitchen table” conversations, in scientific and historical data, in legends and even novels, we find clues to the underlying patterns of a place and its people. People see is appropriate for the place. Then we help create and employ strategies and solutions that are integrative and holistic: combining policies, programs, and design solutions to bring about multiple objectives.

- **Reconciling / Harmonizing in contrast to Compromising / Conceding**

When we are faced with conflicting viewpoints, the frequent response is to compromise, or give-in, to each point of view. Both sides lose something as a result. For instance, communities often become polarized in the debate over high or low density housing.

The alternative is to reconcile.

We are skilled at harmonizing conflicting issues because we work with a process that takes the time to identify the core issues that unite people and their vision, rather than a dispiriting, lose-lose compromise involving entrenched expectations.

“We used the [Regenesis] assessment during our permit process and acquired an environmental permit in an unprecedented five months. (We’re told it normally takes a year, maybe longer.) The directors of Natural Resources, Environment, Ecology, and Planning departments on the state and federal levels in Baja California Sur, Mexico, were apparently so impressed with the Site Assessment report, the work and depth of understanding it represented, they accelerated the process for us.”

— Jeff Klein, Project Manager, Sierra San Miguel Resort, Baja California Sur, Mexico



## 2. Proposed Redevelopment Plan:

Greystone Village is a concept/place that invites people to live and work within a sustainable and innovative village. The development will have a small footprint with regard to the land and the surrounding community. It also enables opportunities for true community engagement. For purposes of this proposal we have defined the basic “essential” elements of the community:

These **essential** components are:

1. Development adheres as closely as possible to Smart Growth principles.
2. Re-use of the Greystone buildings as required, and wherever possible.
3. Homes and businesses arranged around community places, “greens and places of community engagement”
4. Energy management striving for net zero (the development will strive to generate as much energy as it uses). The thermal mass of the thick masonry walls of the Main (Kirkbride) Building and the enormous platform for rooftop solar make this goal feasible.
5. Mixed uses that make it possible for residents to work on site, or nearby. In addition to minimizing the use of Parsippany Township’s existing public Infrastructure, “walk to work” is in the best tradition of historic Greystone as a full service community.

- **Density:**

The feasibility study states that “Parsippany-Troy Hills Township will need to establish new zoning for the site,” in order to permit the density required to make the project economically viable. It is estimated that Greystone Village will include 200 -300 housing units . The property is currently zoned low-density rural residential: 1 detached dwelling/2 acres. (If gross density is not exceeded, clusters of single family dwellings are permitted at twice that density.) Parsippany’s Master Plan allows that adaptive re-use of the Greystone structures may require amendments to the permitted uses.

The report posits that, due to environmental and traffic concerns, density should be further reduced for the Greystone tract. (Source: Parsippany's Master Plan Re-examination Report (May 2004) page 41 #1, page 15 #4).

However, we believe that our approach will address environmental and traffic concerns sufficiently to allow for increased density, approximately 2-3 units/acre gross density, which may include additional buildings on the site.

- **Ecological Sustainability**

Greystone Community Innovation Team proposal will furthermore enhance the physical and economic resiliency of Greystone Village through the comprehensive utilization of best practices energy and water conservation and efficiency measures, including the re-use of

wastewaters and waste energy, together with the recapture and use on site or re-sale of value added products from ecologically engineered wastewaters, such as surface water and greywater recycling for landscape irrigation, blackwater treatment to produce fuels, Class A biosolids which can be re-sold as fertilizers and soil amendments, recapture of valuable minerals such as phosphorus, and as growth media for food grade cash crops. All of these water based ecologically engineered systems will become the armature for the investment by new entrepreneurs in biologically based businesses that will thus bring in new revenue, employment, and tax revenue to the local community.

- **Recommended Uses:**

Greystone Community Innovation Team believes the success of any project is dependent upon the level of communication between its Development Team, town officials, immediate neighbors, community organizations, and other interested parties. Even the best-conceived plans could be misinterpreted if communication and the exchange of information are not handled properly. Our Team is comprised of seasoned development firms and professionals that have worked with each other in varying relationships for a number of years. We share a commitment to pursuing a whole system, integrative design process, including the engagement and alignment of government and community leaders, residents and other stakeholders.

In our view, the adaptive reuse of the historic Greystone Hospital property continues to be primarily a programming and design challenge. We are advancing a combination of uses to provide the economic foundation for preserving the property and returning it to a productive role in the community, but ultimately it is community feedback and sensitivity to the local ecology that will determine its uses.

- **Design Concept**

We will use a 21st century village concept as a starting point. In simple terms this will be a traditional new community supported by newly introduced integrated technical systems, including rooftop greenhouses, renewable energy, rainwater collection, and grey water recycling. We would make use of the underutilized, Stated wastewater treatment facility next door.



On the program side we are advancing an integrated 21st century business park. Our businesses will be incorporated into the core community wherever possible. These firms will have very low environmental impact, and add value to the community and region. Some example, hydroponics, organic farming, commercial kitchens.

Rehabilitation of the central Kirkbride building will take full advantage of the Federal Historic Tax Credit and as such

will be predominantly residential in nature. We have identified several national multi-family developers who are capable of developing the property for use as a mixed income community. We intend to put out an RFP to attract the best firm we can to work on this critically important component of this project. Our architectural team members are nationally recognized for rehabilitation and use of historic tax credits.

We acknowledge that the redevelopment of similar properties around the country has not been easy due to several factors: The size of the properties to be rehabbed, the initial structural and construction techniques and the original design configurations are all real challenges to a viable housing re-use. Our team, however, is comprised of professionals who are working on the remaking of Kirkbride hospitals around the country and they will bring their successful experiences to this project.

In the area of energy incentives, we will take full advantage of federal energy conservation grants, subsidies, tax advantages, and financing programs, including the NJ PACE program (Property Assessed Clean Energy). NJ PACE allows the developer to finance an array of energy-reducing retrofits and renewables. The cost of these energy upgrades would be financed separately under PACE and attached as a Special Assessment to the property itself. The ongoing energy costs for this “green” building will be significantly less than typical construction. Rather than paying standard utility energy costs, the building’s owner (or occupants) will pay the amortized portion of the retrofits over time at reasonable rates. By utilizing the NJ PACE program, a portion of the initial construction financing requirement can be deferred.



In addition, the NJ Legislature is currently reviewing an Amendment which would allow the cost of water conservation systems (including green roofs, stormwater management, rain gardens and other innovations) to be financed under PACE, further reducing the initial financing requirements of the project.

As noted above, our process is one that shapes a final development plan through an engagement with the community and the central purpose of the place. We anticipate that this process will consider the following as the most useful possible elements of the final design proposal:

### **Housing Development and Related Services**

- **Market Rate Housing:**

The Master Developer is in discussion with several major developers to re-use the existing Kirkbride Building predominantly for housing. It is contemplated that there will be a mix of housing types, some of which will include live/work spaces as appropriate to the building configuration. The end product will be between 200-300 units, the majority being market rate with affordable units as the economics and community support. Adult (over 55)

housing and other uses that benefit local municipalities while minimizing impacts on Parsippany resources and traffic may be considered, including:

- **Assisted Living & Other options for Seniors:**

Members of the Team have deep experience in developing assisted living and other forms of housing for seniors. The site needs to be studied for the optimal type and proportion of seniors housing, including assisted living and memory care.

- **Veterans Housing:**

If Veterans housing and services become an option, the Team will reach out to specialty development firms that can advise around and/or provide holistic housing and support services including meals, employment/training, legal and medical, and special services related to PTSD, substance abuse, case management and counseling, etc.

- **Special Needs Housing:**

If Special Needs Housing/services are valued by the community and economically viable, a portion of the space can be so allocated, including housing, job training and other needs.

### **Business Uses:**

Emerging businesses, social enterprises and/or environmentally based businesses could bring a multi-generational, innovative and youthful vibe to the Village culture. These businesses may form an innovation collaborative, sharing resources and clients. Local university and private sector associations might source and support the following:

- **Organic Farm, Farm to Table Cafe, Commercial Kitchen and Training:**

We envision a local organic farm with year-round food production, including rooftop greenhouses that use waste heat from the building. Local, organic food is the fastest growing sector of the food sector. An Organic Farm can provide both Greystone and surrounding area residents:

- training and apprenticeships in organic local farming, which are gaining momentum across the country (e.g., Morristown's GrowItGreen)
- commercial kitchen facilities to be rented to small local culinary companies
- horticultural therapy for seniors, veterans and special needs individuals

These three Organic Farm functions: food production, education, and horticultural therapy - will be thoughtfully and actively partitioned, as necessary, to insure the integrity and efficiency of each, and to respond to changes in demand. *(All three can be money-making.)*

- **Organic Food Café (or restaurant) “The Phoenix”:**

Locally and organically produced food prepared for Greystone Village and other local area residents. The Phoenix can also serve as a food service/catering/cooking training facility for one or more target populations, at different times, including Greystone and area residents, veterans and other special needs groups. The Phoenix's kitchen facilities can also



serve as a Community Commercial Kitchen, on a rental basis, for small local area food preparation businesses.

These three kitchen/cafe' functions: food preparation, education, Community Commercial Kitchen - will be fluidly managed to insure efficiency, and to respond to changes in demand. Food produced by The Organic Farm will be available for sale with priority given to:

1. The Café
  2. Assisted Living Facility (or any on-site facility serving people who cannot cook for themselves)
  3. Greystone Village residents
  4. Surrounding area residents
- **Wedding/events facility:**

Market research conducted by Urban Partners suggests that this would be a lucrative venture. The master developer envisions that the Township of Parsippany would have special benefits for holding certain town events on the property, as financially feasible, to reinforce the ties with the outside community.

- **Small Business Constellation:**

Whether as an incubator, an accelerator, or a co-locating of businesses to share resources (and potentially, clients), startups would be given an opportunity to rent **combined residential and office/studio space** at a discounted rate.

- **Museum of Mental Health Treatment:**

We anticipate partnering with an association for Mental Health for the funding for a museum like the one that just opened at the former Oregon State Insane Asylum (in the building where they filmed *One Flew Over the Cuckoo's Nest*). This would be the only such museum on the East Coast. A refurbished Kirkbride with such a facility would (literally) be a huge draw for heritage tourism, enhancing, and benefitting from, the presence of many historic sites in the surrounding area. (Members of our team are developing an Architecture Center at the Richardson Olmsted Complex which tells the full story of the place, and uses our significant architecture as a launching pad for an architecture and planning think tank.)

- **School and/or On-Site Job Training:**

The Master Developer would be willing to include a school on the property, depending on the community's needs and concerns, and within economic parameters. One possibility is a Charter School to serve Greystone Village residents' children, and children from the immediate area of Parsippany, which we understand may be underserved. The master developer includes two firms (Quercus Studios and Regenes Group) that have been central to the



design, development and implementation of the highly successful Willow School.

There may be a demand in this area for a Charter School, which is gaining popularity. The master developer's holistic approach will be valuable in differentiating and adding value to every aspect of life and learning at Greystone -- from engaging the community, to understanding how best to develop the property consistent with patterns of local history, culture and ecology, to implementing state-of-the-art energy improvements.

Other types of schools or training might include:

- special needs children or adults
- veterans
- clean energy job training
- urban agriculture

This overall Greystone Village will include onsite opportunities for job training programs for the residents of the site as well as the broader community. It is anticipated that the job training will be focused on new and emerging clean energy jobs wherever possible.



#### The Experience at Willow School

Quercus Studios and Regenesi, helped the school and the community learn how they could partner with the forest to enable its evolution to higher levels of effectiveness and ever-increasing capability to support life while it stores, filters, and gradually releases stormwater. Students and visitors are engaged in “the story” of the school’s environment, and the use of nature-based designs help to demonstrate the connections to the planet. Students don’t just observe, but are experiencing and participating with the whole system. Through small-scale trials, they are studying both how and why human activities can have positive or negative impacts on the health of the ecosystem.

### Business and Financial Assessment

Investment modeling will be performed using Whole-Life Costing methodology, including the facility lifetime comprehensive revenue, non-monetary benefits, and costs to both the investors and the local community, as an improvement over the traditional first cost of the investment in the simple and traditional cash in-cash out models that do not use externalities. This whole-life costing method will provide a more accurate prediction of the monetary and non-monetary benefits of the Greystone Community Innovation Team proposal.

The Greystone Community Innovation Team proposes a comprehensive development for the site and its buildings that will achieve long-term value for the investors and a wide range of both monetary and non-monetary benefits to the local community and the region, including environmental, social, and economic sustainability. In addition, we will utilize a professional stakeholder engagement process to ensure local community buy-in and support for the new Greystone, helping to build the capacity of individuals and institutions to adapt to predictable and unpredictable change, i.e. resiliency capacity.

Our assessment of the economic viability of an adaptive reuse plan such as the one outlined here is based on experience with other integrated ecological redevelopment projects. Done correctly, such developments are highly appealing to residents and to service providers who can support them in a variety of ways, from fresh food to health care to onsite co-work facilities and businesses that provide employment for some residents. Members of our team have designed, costed out, analyzed multiple business plans for such facilities, and created award-winning development programs.

If our project is selected for further consideration, we will provide detail on the business model. We believe that the project is economically viable, financeable, resilient, and capable of yielding both public and private benefits that make it attractive to the master developer and their development partners. Along with other innovative developers, we use Whole Life-Cycle costing as a basis for estimating the long term ecological and economic value of the property in view of the energy, food, water, waste treatment, and social improvements.

One of our partner firms has the capability of financing projects up to \$120 million. This company represents interests seeking environmentally, socially and economically robust projects in the US.

We are happy to provide comprehensive examples of prior design programs, completed commissions, and successful development proposals to support our extensive experience in this arena. These include:

- Experience with other Kirkbride buildings, and adaptive re-use of similar historic facilities, including:
  - Richardson Olmsted Complex, Buffalo Psychiatric Center Adaptive Use Buffalo, NY
  - New York Presbyterian Hospital, Preservation Master Plan of the former Bloomingdale Asylum, White Plains, NY
  - Belvedere Castle Restoration & Adaptive Use, Central Park, New York, NY
  - Lyndhurst Restoration, Restoration of A. J. Davis buildings and landscape Tarrytown, NY
- The Richardson-Olmsted project: CityVisions Associates is currently serving as the development manager for the redevelopment and the restoration and reuse of the extraordinary Richardson Olmsted Complex in Buffalo, New York.

The redevelopment will include a 90 room boutique hotel, a state-of-the-art teleconference center, an architectural museum, events spaces, and a partnership with

the Hospitality program of Buffalo State College. The total estimated cost of the redevelopment project is approximately \$60 million.

- Morristown Cultural/EcoCenter Plan (integrated on-site reuse of a 20,000 square foot property, including rooftop greenhouses, farm to table restaurant, art gallery, performance space, educational uses, and commercial kitchen, independently validated by finance professionals)
- 100-Unit Seniors Residence with rooftop solarium, restaurant, and other services
- More than 60 other major projects completed by members of the team in collaboration with others

### Team:

Master Developer: **Greystone Community Innovation Team**. Our Team is comprised of the following firms and individuals:

- **Development Consultant:** Jerry Pucillo of Centergreen LLC
- **Whole Systems Planning Consultant:** Bill Reed of Regenesi Group
- **Holistic Landscape Architect:** Michael Fleischacker of Quercus Studio, LLC
- **Design and Construction Project Manager, including Energy Retrofits and Renewables:** David Benjamin and Rob Conboy of Better P3
- **Community Engagement:** Jonathan Cloud and Victoria Zelin of Center for Regenerative Community Solutions, a NJ Nonprofit Corporation
- **Historic Preservation and Green Building:** Barbara A. Campagna/Architecture + Planning, PLLC
- **Funding:** Minot Weld, ECM Partners LLC
- **Nonprofit Funding:** Larry Sprague, Sustainable Energy Funding Program
- **Development Consultant:** CityVisions Associates

Housing Developers under Evaluation, among others, to find the synergistic team:  
Avalon Bay (market rate) + RPM (affordable housing)

Lead Architect:  
The Architectural Team

Financing: Sustainable Energy Funding Program, NJ PACE, and private investors

Other professionals required:

- Building Technologist
- Site/Civil Engineering
- Legal Permitting
- General Counsel
- Marketing Agent
- Financial



## Narrative on Key Team members:

- **Jerry Pucillo, Centergreen, LLC**

Jerry has over 30 years of real estate development experience with a focus on sustainable real estate best practices and mixed income housing developments. He began his career as the Housing Development Director for the Planning Office of the Archdiocese of Boston where he focused on the rehabilitation of many properties into housing for seniors and mixed income family communities. He successfully delivered over 800 units of senior housing in this time frame.

Jerry founded Centergreen LLC, a sustainable development and strategic consulting firm that specializes in real estate development consulting with an emphasis in sustainable development. He has also provided strategic consulting for private and institutional clients seeking to maximize their real estate assets. He consulted with Genzyme Corporation, providing leadership to the design and construction team developing their Corporate Headquarters helping to take the building to a Platinum LEED certification. He also acted as development consultant on a sustainable residential development for the Congregation of the Sister of St. Joseph in Brighton MA.

Jerry has also been active on many local non-profit boards and currently serves on the strategic planning committee of Walk Boston, a pedestrian advocacy organization and is chair of the Fontbonne Academy strategic planning committee. Jerry is also on the Advisory Board of, SRI, a shared sustainability best practice organization, focused on commercial real estate portfolio managers. See [www.centergreen.com](http://www.centergreen.com).

- **Victoria Zelin, Center for Regenerative Community Solutions**

Co-founder of the non-profit Center for Regenerative Community Solutions and Founder of the for-profit Regenerative Community Ventures, Inc., a licensee of Unified Field Corporation. Victoria is a transformational leader who brings together and facilitates teams to take on leading-edge projects. Her work is focused around holistic sustainable development, providing communities with the tools, expertise and funding to upgrade their resilience through environmental, social and economic initiatives.

Prior to setting up these organizations, Victoria was the business development specialist for Deloitte's Sustainability Practice, where she sold strategic, operational, financial and risk management services that provided top and bottom-line as well as brand and risk management benefits to corporations.

Transformation and paradigm shifts were also the focus of Victoria's career in corporate change management and executive development. She held business development roles in several consulting and service companies including Lee Hecht Harrison, DiBianca Berkman (acquired by CSC/Index), Docent (now SumTotal) and Generative Leadership Group.

Victoria has an MBA from Yale and a BA from Duke, Phi Beta Kappa, summa cum laude. For more information see [www.crcsolutions.org](http://www.crcsolutions.org) and [www.unifiedfieldcorporation.com](http://www.unifiedfieldcorporation.com)

- **BETTER, Inc: Rob Conboy, CEO, David Benjamin, President**

Successful large scale development projects require an authentic public and ideally professionally moderated stakeholder engagement process. A sustainable project involves not just tech solutions but engagement at the economic and social levels to make the ongoing community, consisting of housing, businesses, stores, institutions, schools, grow together as a community, not merely a set of machine parts. Housing is one component of successful project, but includes complementary uses such as school, stores, businesses, and agriculture. The key is to bring in local urban farming to site and to roof space to cycle nutrients and recapture minerals and provide emerging thriving businesses. Renewable energy solutions: Photovoltaic, Solar Thermal and Wind generation can not only provide energy at a stable price but could also be a revenue stream. BETTER will deliver necessary background and methods for sustainability assessment for project and ongoing for the community.

The assessment includes a systems approach to the development including energy for transportation which could lead to partnerships with carshare organizations as well as the installation of solar powered electric vehicle charging stations. John Todd Ecological Design is a key BETTER partner and a leader in Advanced Ecologically Engineered Systems (AEES) from waste water treatment to foods systems. See [www.betterp3.com](http://www.betterp3.com).

- **Bill Reed, AIA, LEED, Hon FIGP**

An internationally recognized proponent and practitioner in sustainability and regeneration Bill is a principal in two firms, the Integrative Design Collaborative, Regenesi, Inc., and a member of the Alliance for Regeneration – green building consulting, living system design, and education organizations working to lift building and community planning into full integration and co-evolution with living systems. His work centers on creating the framework for and managing an integrative, whole-systems design process. The objective: to improve the overall quality of the physical, social and spiritual life of our living places and therefore the planet.

Relevant background:

- Partner in Regenesi – leaders in developing the theory and practice of Regenerative Design and Community Development (“Healing Ecosystems and the Human Spirit”)
- Co-author with the Seven Group: *The Integrative Design Guide to Green Building: redefining the practice of sustainability*
- Founding Board Member of the US Green Building Council
- Co-chair of the LEED Technical Committee from its inception in 1994 through 2003
- Served on the national executive committee of the AIA Committee On The Environment
- Founding Chair of the ANSI Committee on Whole System Integration

- Served as a NESEA Board member
- Former and original LEED Faculty
- Advisory Board - *Environmental Building News*
- Board Member - A.W.E, Inc. San Francisco

For more information, see [www.regenesigroup.com](http://www.regenesigroup.com) and [www.regenerationalliance.com](http://www.regenerationalliance.com)

- **Barbara Campagna, FAIA, LEED AP BD+C**

BAC/A+P is an architectural firm rooted in the belief that historic preservation values equal the best of green building practices. The firm's work demonstrates that the artistic, scientific and cultural aspects of remaking and greening historic and existing buildings are crucial to a sustainable future.

The firm's founder, Barbara Campagna, a preservation architect with more than 25 years experience, has been at the forefront of the green building movement for over ten years as a leading voice for the integration of historic preservation and green building practices. She believes that reusing what we have – buildings, landscapes, communities – is the best way to make the biggest impact in controlling climate change. From changing out your light bulbs to renovating an existing building or neighborhood to LEED Platinum standards – it's all important and BAC/A+P offers consulting services to guide clients through all the solutions.

BAC/A+P provides both traditional architecture services and specialized planning services, with a focus on integrating preservation and green building practices. Clients include A/E firms, Developers, Historic Sites, Local, State Governments & Federal government agencies, Local, State and National Nonprofit organizations, Commercial owners and businesses and individual home owners. After leading the field in both the profit and nonprofit sectors—as a consultant, client, preservation officer and nonprofit administrator—Barbara Campagna's expert network extends across the country and the world.

Barbara Campagna is one of the national leaders in sustainable preservation – combining the best of preservation and green building practices. BAC/A+P has pioneered a green audit – The Greening Plan – for existing buildings which is trademarked.

She is also an expert in the remaking of historic Kirkbride hospitals having worked on the reuse of the Richardson Olmsted Complex (former Buffalo State Asylum for the Insane) for the past 30 years and was appointed by the Governor of New York as one of the original board members for the redevelopment corporation created to rehabilitate the site. She has also worked on and provided expert advice to Kirkbrides in White Plains, NY, St. Elizabeths in Washington, DC and Fergus Falls, MN. She has worked on the rehabilitation of the Buffalo Homeopathic Hospital and the Psychiatric Hospital on Ellis Island, as well as prepared sustainability management plans for historic buildings such as the Haas-Lilienthal House Museum in San Francisco, CA, Lee H. Nelson Hall - the headquarters of the National Center for Preservation Training & Technology in Natchitoches, LA and the Jesse Lee Home Leadership School Rehabilitation (a former orphanage) in Seward, AK. See [www.barbaracampagna.com](http://www.barbaracampagna.com).

- **Jonathan Cloud, Center for Regenerative Community Solutions**

Jonathan Cloud has been helping catalyze action toward sustainable development in municipalities, communities, and businesses since the early 1970's. He consults to corporations of all sizes, nonprofits, municipal, state, and national governments, and colleges and universities. His expertise and interests include energy and environmental technologies, community financing mechanisms, local food systems, sustainable innovation, entrepreneurship, community engagement, and transformational leadership for social change. Jonathan has been an entrepreneur, consultant, educator, community organizer, policy analyst, journalist and researcher in several fields of environmental and social change. He worked for the Canadian Government in policy, research, program management, and evaluation on energy and environmental issues. Jonathan ran a solar design and construction firm pioneering green building techniques, urban agriculture, and other areas of sustainability, in both Canada and the U.S. He is a recipient of a UN Environment Award for his work in advocacy and community organizing.

Jonathan is founder of the Sustainable Business Accelerator, the Center for Leadership in Sustainability, and the Sustainable Leadership Forum, and serves on the boards of several other nonprofits. He is a member of the Institute for Sustainable Enterprise at Fairleigh Dickinson University. He holds a master's degree in sociology from York University in Toronto and a bachelor's degree in psychology from Victoria University of Wellington, New Zealand. He is a dual citizen who has lived and worked in multiple countries and studied their social, cultural, and economic organization.

He is a divergent thinker, whose work has ranged from active eco-management to financial and community permaculture, from solar chimneys to low-impact hydro to vertical-axis wind, from real estate development to clean energy financing. He is currently leading the development of the NJ PACE program, a new source of funding for conservation and renewable energy in New Jersey, bringing increased economic development, jobs, and property improvements to local communities state-wide.

His accomplishments include the development of viable financial plans for an innovative 100-unit seniors residence, a 30,000-sq.ft. multi-use ecocenter, and other projects; multi-family and affordable housing; innovative passive solar design and execution; successful demonstration of a pilot business credit exchange; software development, application enhancement, and data management systems; and effective community interventions as a facilitator and team leader for social and ecological regeneration through urban agriculture, renewable energy generation, and community reinvestment. See [www.crcsolutions.org](http://www.crcsolutions.org), [www.njpace.net](http://www.njpace.net), and [www.jonathancloud.com](http://www.jonathancloud.com).

- **The Architectural Team:**

Founded in 1971 as The Boston Architectural Team and reincorporated in 1985 as The Architectural Team, Inc., (TAT) the firm has grown into a staff of approximately 70 employees. TAT is managed by principals Robert Verrier, FAIA, co-founding partner and managing principal, and Michael Binette, AIA, Michael Liu, AIA and who have been with the firm for 31 and 32 years respectively.



For the past 42 years, the firm has been driven by a commitment to exceptional design and an unyielding dedication to achieving client objectives. As a well-established master planning and architectural design firm, we have completed hundreds of developments throughout the United States, and have developed a distinguished portfolio of distinctive design solutions for a broad range of building types and programs. These include the new construction of large urban, mixed-use developments, multifamily and senior housing, commercial and hospitality developments, assisted living, skilled nursing and healthcare facilities, athletic, educational and recreational facilities; as well as having developed a national reputation in the areas of historic restoration, moderate rehabilitation, and adaptive reuse. The majority of our work is in New England, however, we have also completed numerous developments in New York, New Jersey, Pennsylvania, Washington, D.C., Maryland, Virginia, North Carolina, South Carolina, Florida, Georgia, Louisiana, Illinois, Michigan and Colorado.

More specifically, TAT has extensive experience in historic preservation, moderate rehabilitation, and adaptive reuse of older structures having completed over 150 projects within its portfolio that involved the conversion of various building types into new productive uses. These include former factory mill buildings and state hospitals into multifamily housing developments to former government buildings and warehouses into research laboratories and office and commercial space. The firm has also achieved a national reputation for its expertise in multifamily housing having designed over 100,000 units of housing in over 1,000 built projects, the majority of which are mixed-income multifamily rental communities. With over half of these units devoted to affordable housing built around the country, the firm has developed an inherent understanding of the innumerable and continually evolving issues affecting the particular needs of this country's low-income population. Our designs create a unique solution for each development which not only architecturally integrates each into the surrounding neighborhoods, but also from a programmatic and interior design perspective, creates a sense of place and home where each resident's quality of life and feelings of connection to the larger community is enhanced.

As a firm, we believe inspired design doesn't happen in isolation—it is the result of a committed partnership between the client and the design team, where respect for the character and the quality of the natural and built environment is fundamental. As a result, the firm has received over 90 awards from local and national professional and trade organizations for its work, to include: American Institute of Architects, Massachusetts Historical Commission, National Association of Homebuilders, National Housing and Rehabilitation Association, and Urban Land Institute.

While our work has been honored by many awards, we are most proud of our clients' successes and significant "lifetime" relationships. Our ability to understand and draw inspiration from our clients' goals has resulted in a reputation as a design leader and a distinctive portfolio of insightful yet pragmatic design solutions that reflect our deep respect for site, context and environmental sustainability. See [www.architecturalteam.com](http://www.architecturalteam.com).

- **MICHAEL J. FLEISCHACKER, RLA, ASLA, LEED AP, Quercus Studio LLC - Managing Member; Regenerative Land Institute – Founding Director**

Michael's career and passions have aligned with all things regenerative. Since childhood, his passion for the outdoors is mirrored by his love of art. The Minnesota landscapes from his youth continue to inspire his 16-year career. Intrigued by the interactive systems of these landscapes, Michael has developed regenerative strategies laying the foundation for healthy ecosystems, client fulfillment, award-winning projects and developmental office management.

At Quercus Studio LLC, Michael's regenerative strategies are enmeshed throughout the firm's award-winning processes and solutions. Quercus Studio's consulting services including site assessments and feasibility studies, master planning and site design, design development and detailing, construction documentation and specification, construction management services and post-construction assessments.

Through science, art and innovation, Michael and his partners have successfully implemented a variety of projects including urban design, varied land development approvals, alternative water management strategies, food production systems including community supported agriculture, aquaponic and hydroponic systems, urban agriculture and sustainable and organic farming strategies, rooftop gardens, ecological restoration, parks and greenways, sensory trails and special needs gardens, and school landscapes including master plans, courtyards, rain gardens, outdoor classrooms and "Schoolyard Habitat" programming. See [www.quercus-studio.com](http://www.quercus-studio.com).

- **Minot Weld, ECM Partners LLC**

Minot Weld, Principal and LEED AP, holds a Masters degree in Applied Economics from Cornell University. He worked for 15 years in commercial real estate, focusing on redevelopment, adaptive re-use and infill projects. Minot has engaged in project finance consulting for the last four years. He has developed ties with private lenders, family funds and hedge funds that support the development of selected green building and renewable energy projects. See [www.linkedin.com/profile/view?id=10363687](http://www.linkedin.com/profile/view?id=10363687).

- **Larry Sprague, Sustainable Energy Funding Program**

The Sustainable Energy Funding Program was formed in 2010 as a non-profit 501(c)(3) organization with three important goals:

1. Significantly reduce the upfront costs for healthcare, educational, governmental and non-profit organizations that seek to renovate or construct new buildings that incorporate sustainable design, energy efficiency and improved public access while creating local jobs and promoting community development.
2. Bring to the marketplace an innovative financial strategy, in the form of an affordable and completely transparent public/private partnership(s) (P3) that: greatly reduces the immediate financial burden for construction projects that include energy efficiency and sustainable design and/or promotes the building of

distributed power generation facilities, waste water treatment or central utility plants (microgrids)

3. Provide governmental or non-profit organizations with the opportunity to incorporate energy efficiency upgrades into projects without using their own capital and make payments from realized savings, revenue generation, operational savings or commodity produced.

For more information, see [www.linkedin.com/profile/view?id=258782315](https://www.linkedin.com/profile/view?id=258782315).

- **CityVisions Associates**

Barry Alberts, AICP, a native of New York City and a graduate of Harvard University's Graduate School of Design, most recently has served as the Executive Director of the Downtown Development Corporation (DDC), a unique planning and development organization responsible for the long-term economic health and vitality of downtown Louisville.

The work of CityVisions Associates is infused with a strong commitment to the development of a strong sense of place, an understanding of mixed-use markets and the strengths of mixed-use development, the ability to devise and implement strong public/private partnerships, a sensitivity to historic preservation and creative adaptive use, and success in the utilization of complex financing and tax credit mechanisms.

**Featured Project: Richardson-Olmsted Complex, Buffalo, NY**

CityVisions Associates is part of a multi-disciplinary team analyzing the restoration and reuse of the extraordinary Richardson Olmsted Complex in Buffalo, New York. The historic former mental hospital - designed in the 1870s in a partnership between noted architect H. H. Richardson and renowned landscape architect Frederick Law Olmsted – incorporated the most modern ideas of its time in psychiatric treatment.



CityVisions Associates is currently assessing the Complex's redevelopment potential, with the goal of transforming it into a hub of new, economically viable uses that will complement its location in the heart of Buffalo's burgeoning arts and cultural district. Potential uses under analysis include a hotel, conference center, architectural visitor center, artists studios and housing, market rate housing, and academic space for Buffalo State College. See [www.cityvisionsassociates.com](http://www.cityvisionsassociates.com).