

Game Day Urbanism

Re-purposing and the Programmatic Adaptability of New Era Field

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1: Thesis Abstract

The Bills have been at New Era Field since 1973, and while old by stadium standards, renovations throughout the years have kept it up to date. Still, with the league wanting newer and larger facilities, there has been pressure from the NFL commissioner Roger Goodell for the Bills to build a new stadium.

In 2013 the Bills original owner Ralph Wilson Jr. passed away raising questions about the team's future in Buffalo. Terry Pegula, who had two years prior purchased Buffalo's NHL team the Sabres, stepped in and bought the team, securing its future in Buffalo. After the purchase, the question was not where will the Bills move to, it became, where will their new stadium be built?

With the lease for the current stadium ending in 2023 and the pressure from the commissioner, it is possible that the Bills will get a new stadium. However, the primary reason that the commissioner is pressing for a new stadium is because of the increase of revenue that would be generated by it. With a new stadium comes higher ticket prices and more ways for fans to spend their money. As all NFL teams split league revenue evenly, the commissioner is trying to generate more revenue from each team that will increase the profits for the League. While understandable from a business aspect, this view is based solely on the premise of doing what is best for the NFL.

My thesis will be looking at the argument of keeping the Bills located at New Era Field and creating a new Game Day Urbanism that could increase revenue from the stadium by adding additional program to the site increasing the facilities usage throughout the year.

2: Literature Review

The Public Price for a new Stadium

The era of large 1+ billion dollar stadiums is here. Since 2005 there have been 5 NFL stadiums that have hit the 1 billion mark for cost. We need to ask ourselves, where is all that money coming from? Enter Mr. and Mrs. Taxpayer. “Since 1995, a staggering 29 of the 31 stadiums that house NFL teams receive public subsidies for construction, renovation, or both.” (Iljazi) It’s not fair to the taxpayers to fund a “public” stadium when the venue is only used on average 36-40 hours a year for its intended purpose. While some stadiums have gone further to design for a multi-purpose venue that does not only support the NFL team there, but also can host a variety of other events. Outside of those events and the scheduled NFL games, the “public” stadiums have little to do with the public interest and are often empty buildings. “The lone beneficiaries of sports subsidies are team owners and players” (Keating 3). How can stadiums that are billed as public facilities, use large amounts of taxpayer money, and commonly occupy prime real estate be only occupied when an event is taking place? Isn’t the idea of “public” one that allows all people to utilize the facility?

The understanding of a new stadium is that it will drive more commerce in the area. However, “the inefficiency of government, and the negatives of higher taxes all argue against government sports subsidies. Indeed, the results of studies on changes in the economy resulting from the presence of stadiums, arenas, and sports teams show no positive economic impact from professional sports “(Keating 6). Even having a top 5 team in terms of fan base, does not mean that your economy will be stimulated because of the presence of you franchise. In fact, one could argue that it is harmful to build a new billion-dollar stadium. What makes a new stadium a poor investment, is the relative low rate of return that it offers. Say every game were sold out at the new Minnesota Viking Stadium, that’s 66,655 seats a game, and multiply that by the average ticket price of ~ \$115. On a game by game basis the Vikings receive ~ 7.6 million in ticket sales. Going off that revenue stream, it would take ~ 142 games to pay off the stadium. Given that there are only 8 home games in a season, that equates to 18 years before the stadium is payed off. And that is with 100% attendance through 142 games, something that no NFL team has ever done. That is without mentioning the operation costs of heating, cooling and other maintenance costs a large stadium like this has.

MetLife Stadium, which is the home field for both the New York Giants and the New York Jets, is twice as efficient in rate of return as there are 16 home games played there each season instead of just 8. While not every NFL stadium can host two different NFL teams as their “home field”, it does enable the stadium to be more widely used and cost efficient.

“A large academic literature critically examining these issues has emerged over the last 15 years, much of it in response to claims of huge economic gains generated by new professional sports facilities. Most of these claims were supported by economic impact studies issued by those who proposed the stadiums and the subsidies; these amounted to little more than promotional advertising” (Coates). There needs to be a better plan for developing a stadium that can involve the public outside the use of the NFL, only then can a stadium really become a true multi-purpose facility worthy of the taxpayer’s money.

The Repurposability of old and Current Stadiums

In the past 12 years, we have seen and heard large discussions regarding the cost and impact of an Olympic Park on a city and country's resources. The past three games, held at Beijing, London, and Rio de Janeiro, have begun to set the standard for the repurposability of the multi-billion dollar investments for infrastructure. With each passing year, the Olympics get larger and larger, with more people attending more events than the previous year. It only makes sense to have a plan from the beginning to support a reuse of the constructed facilities. While the Olympic Games are much larger in scale than an NFL stadium, their study can make for good precedent in how to handle large sporting developments. The same questions that we are asking about the Olympic parks we should be asking about NFL stadiums: how can these large investments become adapted into more daily life for the public?

Repurposing old buildings to fit a new program is not a new concept. "The issue is no longer about new versus old, but about the nature of the vital relationship between the two" (Powell). Why then can't we apply the same methodology to our stadiums? New Era Field sits empty 357 days of the year and is only truly utilized for its intended purpose of NFL games for ~ 36-40 hours between the 8 home games a year. This is an extreme underutilization of infrastructure that cost the public millions. If a stadium lasts 50 years should we not have a plan in place that can accommodate a change of program if the facilities become unable to support its intended program?

The Public (and not so Public) Space of Stadiums

Stadiums are billed as “Public” however, they are extremely private facilities with one typically needing permitted access to the grounds. There is a loss for the public every time a new stadium is being built. Not only are funds being used to finance the multimillion if not billion-dollar facility, but that money is being diverted from other public domains that might need the money more. “A considerable share of public life continued, after all, to take place in the plazas; because of this there persisted some measure of their public significance as well as many natural relationships between the squares and the monumental structures that framed them.” (Glazer) A stadium is a plaza, an area of observation, that, outside of the prescribed 8 NFL home games a year, has very little usage. There are some small “Fan Experience” events like the one the Bills and Patriots offer, but outside of those events, there is not much that can occupy such a large venue. The Bills used to, and are going to start again this summer, concerts in the stadium. A few years back the Rolling Stones came and this coming year, Guns and Roses will be playing. That is additional usage for the site, right? Yes, but those are only one day events. The Bills facilities are not suited currently to accommodate other program usage that would be smaller than world famous bands or NFL games. Other stadiums, like the University of Arizona stadium where the Arizona Cardinals play is a much better facility when it comes to additional usage. The entire grass field in the stadium can roll outside leaving a concrete floor behind. This floor was designed with electrical outlets and other amenities to enable large fairs or conventions to utilize the space in any configuration.

Along with the fact that stadiums are not public is that 80-90% of the population that pays for it, won't ever use it. When you take that into consideration the location of many stadiums being in an urban area, it's a lost space that could be turned into a more publicly used facility. With stadiums that are in a more suburban area, like New Era Field, they are landmarks in the neighborhood. They stand out as a beacon, but these beacons are not lit. They are an empty shell that, in Buffalo especially, reminds the people of the decline that the Buffalo area has seen.

The Buffalo Bills: A stadium for the people

New Era Field has a unique opportunity in its near future. With the lease for the stadium ending after the 2023 season and the talk from NFL Commissioner Roger Goodell saying the Bills need a new stadium, there is little doubt that the Bills and the City of Buffalo are approaching a crossroads (Dargon). Even though Buffalo is the second smallest NFL market, after Green Bay, the commissioner is still pushing for a new stadium for Buffalo. While he doesn't have the power to make the Bills build a new stadium, the owners of the Bills have stated that they know the issues and are considering stadium options for the future (Rodak). The only other large issue facing a new stadium is the fact that fans don't think they need a new stadium. "Building a new stadium that will cost at least a billion dollars just seems a non-starter for our economic realities here in WNY... A new stadium won't be new for long and the NFL never stops grabbing for more cash" (Bills Fan Forums, user: Greywolf). This is just one of many fan comments regarding a new stadium on the Official Bills Fan Forum. Is the current stadium the best in the league? No, but it has a history to it that many Bills fans would be hard pressed to forget.

There is a culture out in Orchard Park that fans love. Buffalo isn't a large market and fans know that, but there is a love for this team that rivals any other sports franchise in the US. How else would you explain a sellout crowd for a late December game when it is -20 degrees out, the wind is whipping, snow is falling, and the Bills will yet again miss the playoffs for a 17th straight year? Because the Bills are in such a small market, the way they play and how well their season goes has an impact on the people of Buffalo. The city has been in decline since the mid 1900's and there is little city pride to speak of. The Bills give the people of Buffalo something to hold onto, something to root for in our times of hardship.

The current Bill's Stadium to the fans is "all they need"

There are many sides to a new stadium being built, but the only question that needs to be asked is: does the community need a new stadium? Not the team, not the owners, and not the NFL, but does the community that will ultimately pay to build it, pay to watch their teams play in it, and pay for any renovations that it might need over its lifetime, need it. With Buffalo being such a small market, there is a valid argument to be made against a new stadium and instead using a quarter of the money that would be spent on a new stadium, and repurpose the current one adding more program to engage the facility more than just the 8 time a year for home games.

New Era Field has a chance to become more than a stadium, like what the Harbor Center for the Sabres has become. It has a chance to become a new blueprint on how we see NFL stadiums. They don't have to be large facilities that sit empty most days of the year, they can be community centers, civic centers for the people, or even shopping centers. The current stadium is extremely disconnected from the suburban fabric surrounding it. There are ways to appease the NFL in wanting better revenue streams from the Bills while also not placing such a financial burden on the public to finance a new stadium. In becoming a better utilized facility and allowing more people to access it throughout the year, New Era Field could very well continue to house the Bills home games as well as increase revenue for the NFL. With the addition of new program, the stadium can be a place of gathering, not social desolation when not in use. It can be a hub of growth and give usable space for programs not available to people in the area. A place that Buffalo can be proud of.

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3: Methods & Procedures

With the focus of the project on New Era Field in Orchard Park, NY, several stadiums were used as a primary precedent study. These stadiums were focused on their repurposability and their integration into their surrounding environment. However, various other types of precedents were used as the scope of the project began to take shape. From greenbelt towns to Olympic parks, the wide range of precedents help form a direction for the start of information gathering on the site. When looking at the stadiums there were several things that were pulled out in terms of importance regarding New Era Field and the Thesis. The capacity, cost, and population of the surrounding area were used to generate relationships between attendance and the money generated from the stadium. With this information, New Era Field will be adapted to enable the highest generative revenue. A similar breakdown of other NFL stadiums will also aid in the defense of the thesis argument for keeping the current Bills stadium instead of building a new one by using price for construction in relation to everyone who will pay, then to each fan who will attend the games.

Harbor Center

Buffalo, NY

Sabres Training Facility

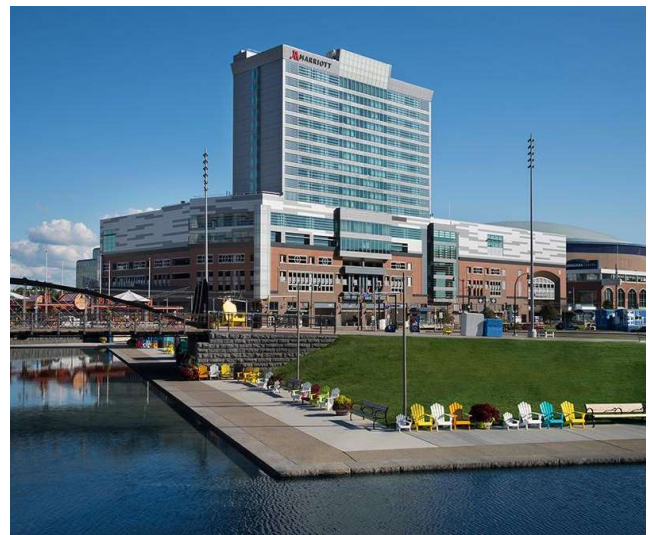
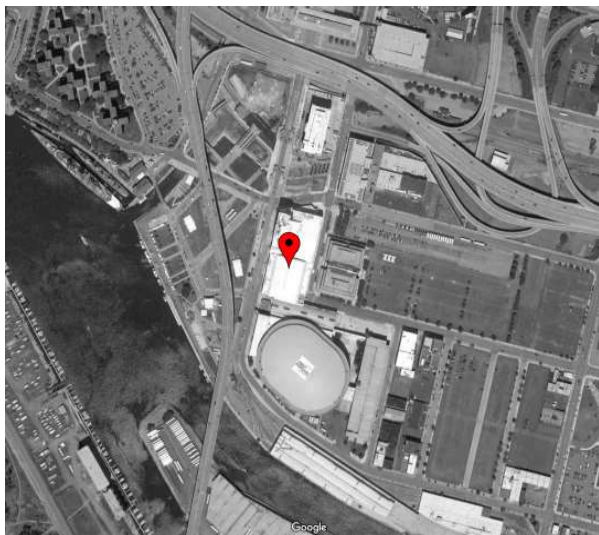
Academy of Hockey

- Multi program space and training facility that is open to the public.

- Self contained sports complex incorporates all that is needed for development in the sport of Hockey.

Built as a support facility for the Buffalo Sabres. The facility is open to the public year round and provides a place for visiting teams and athletes to stay for games and events. Currently it is the home of the Canisius Golden Griffins, the Buffalo Jr. Sabres, & the Buffalo Beauts of the NWHL (national womans hockey league). It has hosted the NHL Entry Draft the past two years, the IPC Ice Sledge Hockey World Championships, the 1st NWHL All-Star Game, and is home of the annual College Hockey America tournament semifinals and final.

It is the only hockey facility like it in the country which is why it has become the center for the events listed above. It has generated attention and as a result, has become a busy complex that brings people to the area more than just home Sabres games would.



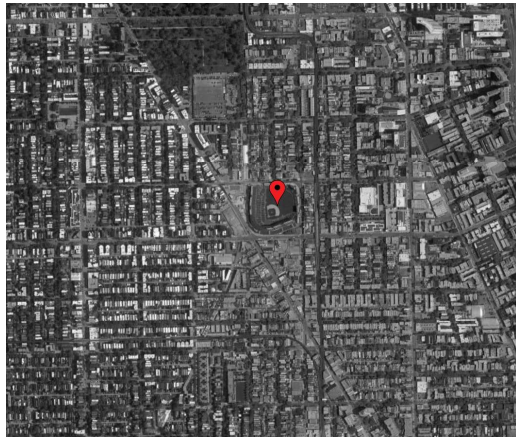
Wrigley Field

Chicago, Illinois

Chicago Cubs Stadium

- Connection to suburban context blurs the line between urban context and stadium.

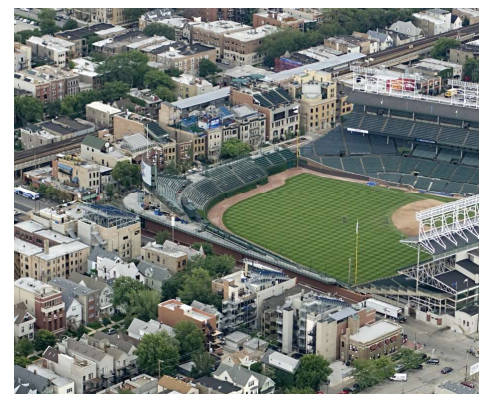
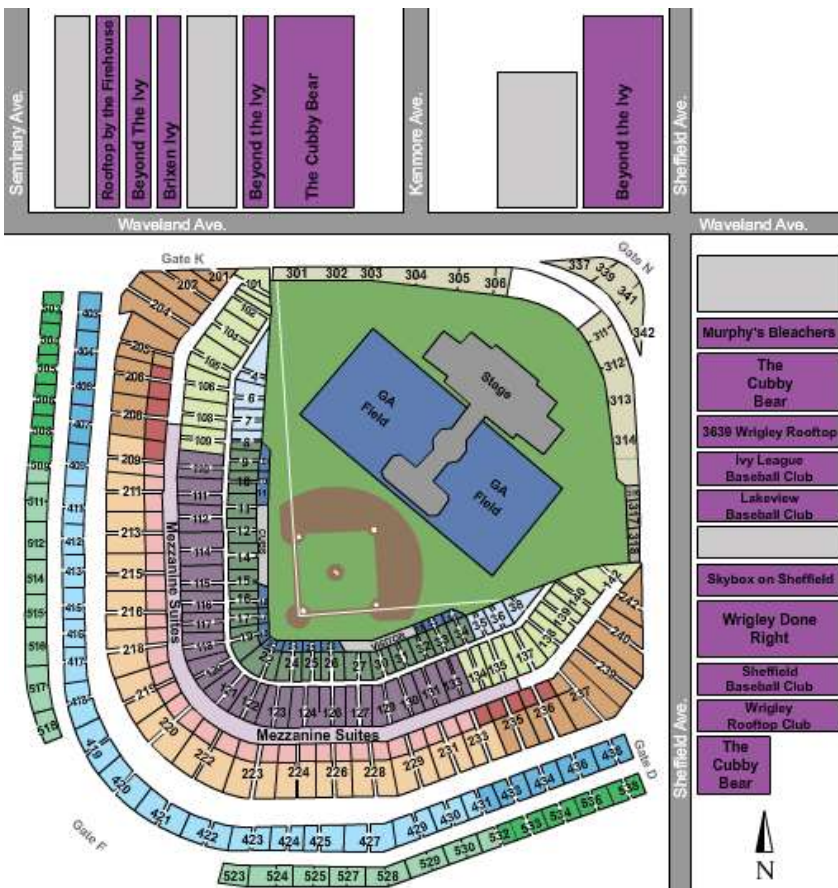
- Unobtrusive to context as well as creates an identity for the people living there.



What is key about Wrigley Field is where it is located and how it interacts with what is surrounding it. This stadium blurs the line between what is in the stadium and what is outside it. The buildings that border the outfield of the suburban park have been fitted with bleachers to enable more seating for the stadium. These seats are not even on the same city block, but are in fact across the street. It is still a very private park when not in use, but the seating that is on these houses across the street give new meaning to “suburban ballpark”

While in a suburban location, Wrigley Field stretches into the suburbs more than any other stadium. When at full capacity the houses outside the stadium in the outfield have bleachers built into them to allow for people to watch the game from outside the stadium. While this might not seem like much, it is engaging the surrounding fabric in a larger capacity than most other stadiums.

Since it is not a multi purpose stadium it still fits well within its surrounding area. Unlike some stadiums that stick out like a sore thumb, Wrigley Field almost disappears into the urban fabric thanks to its lower profile and the way it blurs the lines between what designates in the park verses outside it.



Nippert Stadium

Opened 1915

Renovated: 1936, 54, 70, 90, 92, 2000, 2005, 2013-2015

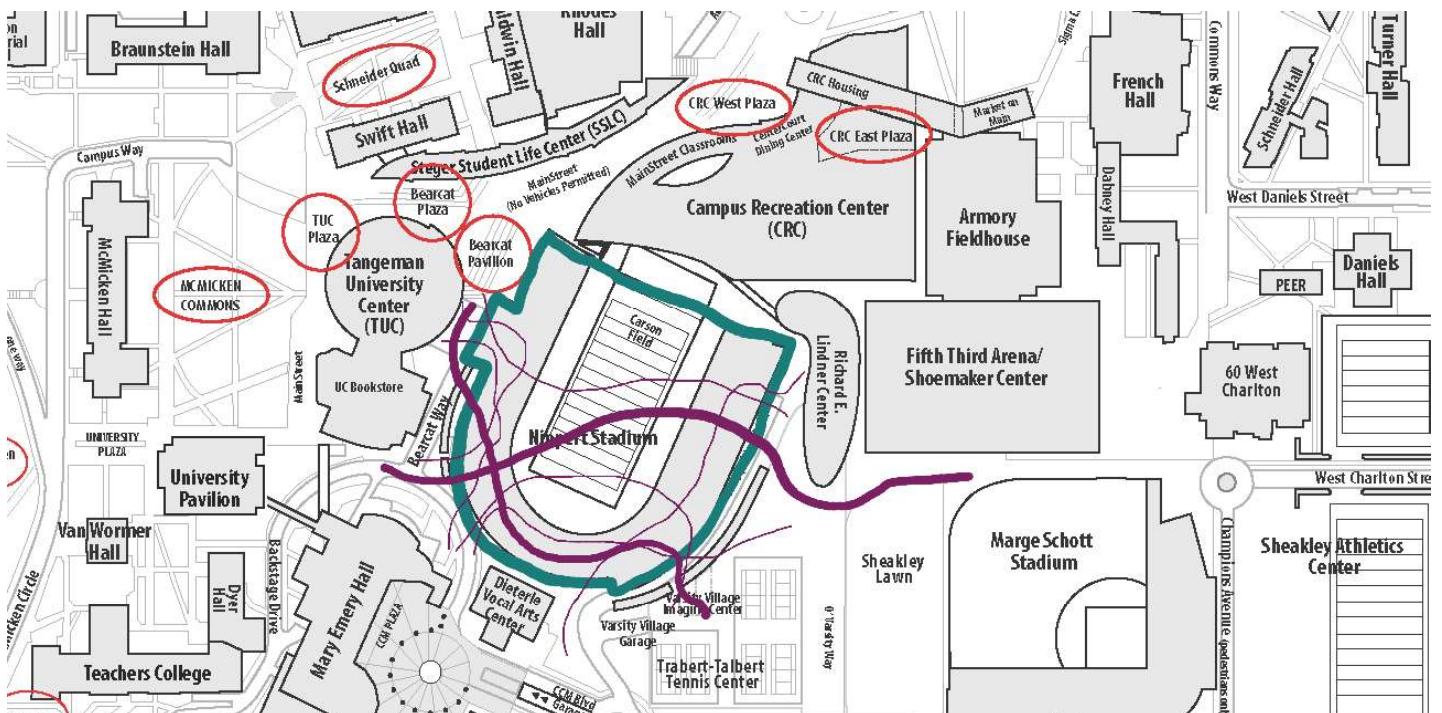
Frederic W. Garber

- Stadium as a centerpiece for growth and communal gathering outside of scheduled football games.

- Field becomes a “quad” on the campus that adds to school identity and culture.

Nippert stadium is home to one of the oldest college football programs in the US. With that history comes school pride and identity. The stadium is the center of the campus with several buildings tightly placed next to it. What truly sets it apart however, is the fact that it is always open to the student body. At lunchtime, you can take your food, go sit in the stands, and watch a pickup game of ultimate Frisbee. It has become another quad that is not shaped by buildings, but rather by the parameters of football fields.

Located in the heart of the University of Cincinnati campus, Nippert Stadium holds a special place in the hearts of current students as well as alumni. Unlike many university stadiums, Nippert Stadium is the focus point of the school. What also helps it stand out from other university stadiums is the fact that it is open to students for more than for school games. The way it handles being open vs closed is what makes Nippert Stadium stand out the most. Where as other schools would close down the stadium, the Football program at the University is such a big part of campus life that it wouldn't make sense to only use it for a few games out of the year.



Theatre of Marcellus

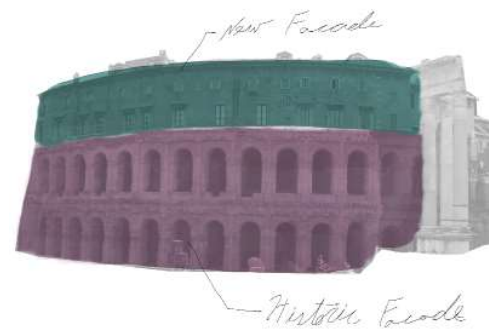
Rome, Italy
Julius Caesar
13 BC
Seating: 11-20,000
Historic Reuse

- Program shift from theater to housing while maintaining historic facade.
- While not a stadium, the theater merges both original facade and new program with consideration for both.

The Theatre of Marcellus has had quite a history. While being a performance venue for most of its life, its current usage is much different than its original design purpose. While once seating 11-20,000 people, the form-work now supports a much smaller number of people as the structure was converted into several apartments.

Reason for selecting as Precedent:

The preservation of this Theatre may have a more historic purpose than persevering New Era Field, but it is important to note its integration of old historic parts of the building into the new program. It maintains its visual significance in the re-purposing. It is a true landmark of Rome and will continue to be due to its saving of the structure.



Piazza dell'Anfiteatro

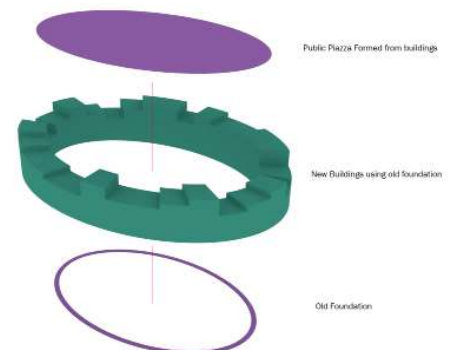
Lucca, Italy
Repurposed

- Historic foundation re-purposing and preservation adds new housing while still indicating where the original stadium was located.
- Town center is formed from foundation re-purposing creating a large public space accessible year round.

Originally an amphitheater, the Piazza dell'Anfiteatro, still shows signs of the original in the shape of the piazza. The houses that were built to form the piazza were built in the oval form instead of in line with the rest of the town because the foundations of the old amphitheater were reused to simplify the building process.

Reason for Picking as Precedent:

Re-purposing stadiums is not a new occurrence as seen here. What is unique about this situation is that while the original building may be gone, one can still see its form since the old foundations were used. While the re-purposing is more stripped down than what most current stadium re-purposing projects are, it maintains its history while not being visible as originally designed.



Las Arenas

Barcelona, Spain
Built in the 19th century
Richard Rogers 2011
Re-purposing and Additive Roof

- Reprogramming of the old bull fighting arena into a more publicly accessible space with a shopping center and public roof access.

- The keeping of the original facade enabled a preservation of the history of bull fighting in Spain.

Culture has always been a high point of society in Barcelona. As such, being able to maintain the exterior of the old bull fighting ring that had been in disuse since 1989, was key in the redesign. While not having high architectural value, it was a symbol of the community and culture for years.

While not being the tallest building in the city, it has some of the most unique features and being a public building, those features are available to the general public. First and foremost is the fairly uncommon shopping center that occupies most of the interior redesign. The highlight that was added as part of the redesign is 76-meter diameter dome and walkway on the roof. This walkway provides a 360-degree view 27 meters above street level.



Highbury Stadium

Old Home of Arsenal F.C. 1913 - 2006
Highbury, London, England
Archibald Leitch 1913
Re-purposing

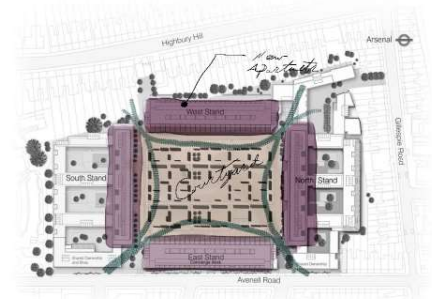
- Reprogramming large stadium into housing while preserving the local historic memory of the stadium.

- The changing of program from stadium to more publicly used space enables space and infrastructure to be used more efficiently.

The team might have moved, but the original home of Arsenal F.C. will live on. It was part of the community identity, part of its history, and as such, it was something that people wanted to preserve. While it no longer plays host to soccer matches, the 650 flats retain much of the original design.

Reason for picking as Precedent:

With the lease of New Era Field expiring at the end of the 2023 season, I thought I would look into stadiums that had been through a similar program change. This project offers just that. While not exactly what I will be doing, what went right and wrong with this redevelopment will help me in my decision making for mine.



Arther Ashe Stadium

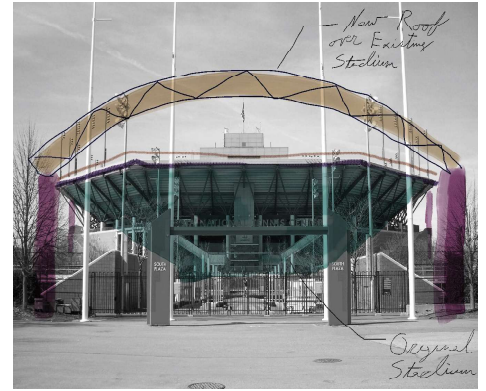
Opened 1997 – Rossetti Architects
Tennis Specific Stadium
Additive Roof

- Open air stadium that was prone to weather related delays for matches.
- New roof structure designed by original structural engineers to blend in with original design.
- Provides a better playing and fan experience.

Arther Ashe Stadium has the reputation for being the largest single use Tennis stadium in the world. Due to the stadium's original design of being open air, it received much criticism as more and more matches were canceled because of bad weather. Apart from rain delays, the stadium also suffered from intense winds swirling on court level. In 2013, the United States Tennis Association announced that it would cover its main venue. Since the original design did not factor in a roof, the structure needed to be enhanced, or in this case, built over the existing stadium.

Reason for picking as Precedent:

Similar to Las Arenas, this stadium incorporates a new structure addition to an already existing facility. In this case however, the tennis court maintains its original purpose but adds a roof to allow for more usage during inclement weather.



Houston Astrodome

Opened 1965 – Hermon Lloyd & W.B. Morgan

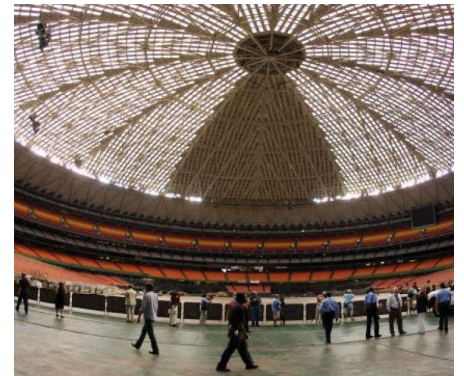
Houston, Texas

Re-purposing

- Currently in a position that New Era Field could be in a few years.
- Has historic value, but the cost currently outweighs the benefits of re-purposing the space.

The Houston Astrodome is in a situation that the Bills stadium might be when its lease ends in 2023. With the Houston Astros leaving for their new stadium in 2000, the Astrodome had another chance at being relevant again. In 2013, proposals were made to transform the historic Astrodome into a convention center, however, voters in Houston turned down the renovation plans.

Nicknamed the “Eighth Wonder of the World” for its innovation for being the world’s first multi-purpose domed sports stadium as well as its usage of artificial turf, which later became known as AstroTurf. In 2014, the Astrodome was listed on the National Register of Historic Places. Something New Era Field is lacking. However, each stadium's local value is their strongest factor in these structures lasting into the future.



Univ. of Phoenix Stadium

Home of the Arizona Cardinals'
Glendale, Arizona
Peter Eisenman 2006
Multi Use Stadium

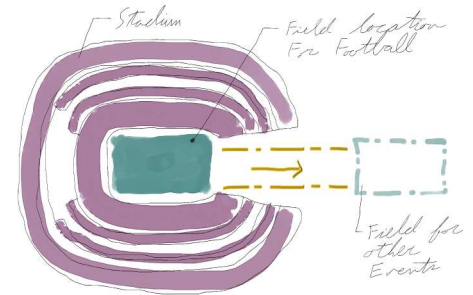
- Multi purpose stadium with removable field enables large events to occupy space outside of NFL games.

- Structure designed to suit needs of various secondary programming.

From 1898 when the football club was formed until 2006 when the University of Phoenix Stadium was completed, they had to share with various teams and sports. The stadium also features a movable field. Since the field uses real grass and it is an indoor stadium, they needed a way to get the grass enough sunlight. Their solution: allow for the entire grass playing field to be movable outside to soak up the sun. While the innovation of moving the grass outside serves the purpose of maintaining the grass, with the playing field outside, the now concrete floor inside the stadium allows for a different use of the space making it the most unique multipurpose stadium in the NFL.

Reason for picking as Precedent:

This stadium uses a variety of methods to generate a space that can accommodate events other than NFL Football. Plus, its structure can be useful for my design.



Community Center

Vancouver, Canada
Bing Thom Architects
Built: 2007
Modern Civic Center

- Modern Civic center precedent for program, design and to observe what the people need and want in today's culture.

- Local program needs as well as providing event space for various functions located in the heart of suburban life.

Reason for Picking as Precedent:

This project by Bing Thom Architects was a good example of a more modern Community Center. With its location being more in a residential area, its design as well as programs are a benefit to the community.

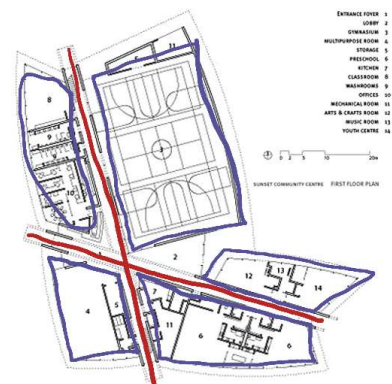


Image courtesy Bing Thom Architects

Civic Center

Nieuwegein, Netherlands
3XN, ABT
Built 2011

Modern Civic Center

- Modern Civic center design with various program to enable a wide range of uses and times of occupation.
- Has a larger design plan that incorporates several buildings to create modern civic center layout.

Reason for picking as Precedent:

A cultural center with public offices is one of the program features that I would like to include in my design. There is a lack of good public buildings in south Buffalo. Looking at more modern examples in an urban setting has been helpful to see how they are approaching walk-ability and connecting to the public. Also, this project is a larger complex of buildings and is similar in size in terms of space to the spaces that are available to my project.



Marin Civic Center

Built 1960
Frank Lloyd Wright
San Rafael, California
Master Plan

- Well designed complex enables a wide use of the space throughout the year.
- Well located and accessible to the general public.
- Architecture and landscape design were both taken into careful consideration.

Reason for picking as Precedent:

I did not want to look at this for its structure or design, but rather for its master plan. This is a whole complex. This is the type of program design that I would like to incorporate into my redesign of the Bills stadium.



Forest Hill

Queens, US

Early 1900's

Town Master Plan

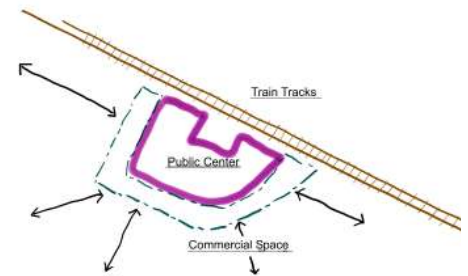
Population: 83,728

- Focus on the "center" where the transportation hub is located. Without the transportation center, layout would be much different.

- Layout of town around a defining feature (transportation) and the movement through and around the housing.

Reason for picking as Precedent:

With how I want to approach my project, looking at precedents where the civic center was the focus point was key. At Forest Hill, this "center" is commercial, but its primary focus is the train station that passes through. Having a transportation hub could be important to my design moving forward as the location of the stadium is quite a ways from anything.



Greenbelt

Maryland, US

1937

Rexford Guy Tugwell

Town Master Plan

Population: 23,068

- The town center reshapes a community for the mutual benefit of all the residents.

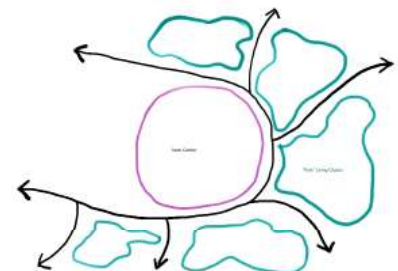
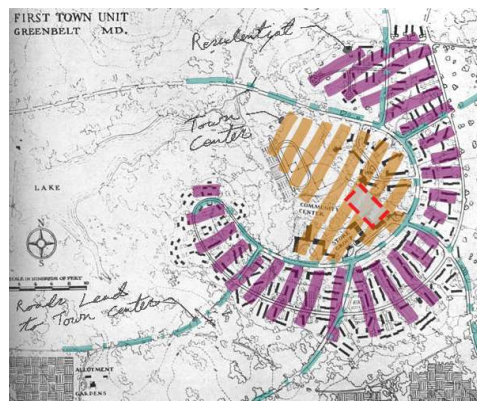
- It is the clear center of town and is within walking distance of every house.

- Town set up like a park. It feels much different when walking to the center of town than other towns.

The reason for development of Greenbelt was two fold: One, to provide needed homes near the Nations Capital, Two, to help stimulate the economy following the Great Depression. As part of the "New Deal" era, the community provided affordable housing in a time of much needed respite from the lows of the Great Depression.

Reason for picking as Precedent:

The Garden City plan is an important precedent for my project. In this case the civic center is the center of town, not just a building or two that blend into the rest of the fabric of the town. It was also designed with the people in need in mind. There is an opportunity for my design to act as a hub civic center for the surrounding towns making plans like this important to find out what worked and what didn't.



Poundbury

United Kingdom
1993

Leon Krier

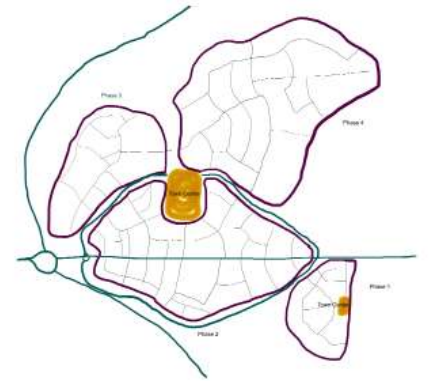
Town Master Plan

Population: ~2,500

- Design of original plan enabled the future expansion of the town.

- Mixed use within town limits promotes growth and creates a self-contained live work neighborhood.

Poundbury is a small town in the UK located just west of Dorchester that was planned as a future expansion of the existing town. With a focus on affordable housing and creating a small town atmosphere, from the landscaping to the street signs, the town has received credit for being a well developed master plan with exceptional implementation. Along with the housing, mixed use was implemented to promote town growth. "Poundbury is arguably the most famous example of successful master-planning in the UK." - Matthew Taylor MP July 2008, from 'Living Working Countryside.'



Seaside

Florida, US

1979

Town Master Plan

Population: 11,473

- Walking distance served a major role in the layout and design of the town plan.

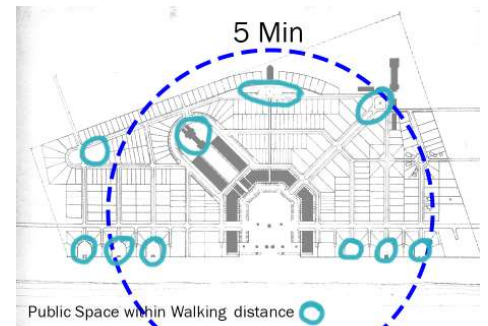
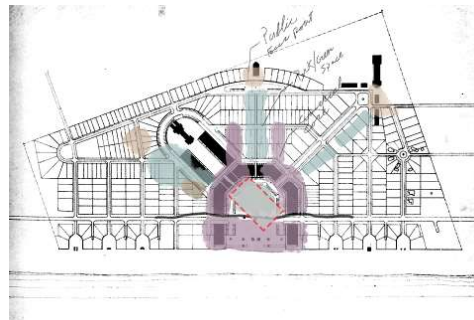
- Axis leading out from town center and highlighting important elements in the town.

- Separate jurisdiction from surrounding area enables town to make its own zoning laws.

There is a reason why Seaside is a well-known town model, beside the fact it was in the movie "The Truman Show". It is simply a well-designed community. It was able to create such a unique town as it is separate from any municipality and as such is capable to develop their own Zoning Codes. This enabled the town design to be laid out exactly as the plan dictated.

Reason for picking as Precedent:

The one piece of information that informed the design of Seaside was the idea of being able to walk anywhere within the town limits in 10 minutes or less. With that in mind, the whole town is designed with walking in mind. From the back alleys to the green axis corridors that lead to landmarks, the idea of easily traversing the site is one that I would like to implement in my design as well.



Olympic Village

- 1: Sydney (2000)
- 2: Barcelona (1992)
- 3: London (2012)

- Olympic Village re-purposed post Games to provide housing for the benefit of the community.

- It provides private housing for athletes during Olympics and provides public housing for citizens post Olympics.

Most Olympic Parks get all the attention, however, the Olympic Village is often the best feature that is never seen. Since it is reserved for the athletes, when you watch the games there is very rarely footage of the Village on the broadcast. The fact that they are much more easily repurposable than the parks makes them less of a target when talking about money spent. The villages make up for the money spent on them because they have a way of paying back in the form of rent.



Munich Olympic Park

Home of the 1972 Summer Games
Frei Otto
Construction: 1970

- Public space with large event/sports space that has been re-purposed to enable public use of space outside of scheduled Olympic games and other sporting events.

- Complete design incorporates architecture and landscape design.

While this Olympic Park often gets praised for Frei Otto's tensile structure, the overall design and layout of the park is what pushes it into the greatest of all time conversations. Since it is a smaller venue than more recent stadiums being able to use it post games has been more easy. When no events are being held the park serves as great park to many visitors throughout the day.



Athens Olympic Park

Home of the 2004 Summer Games

Maroussi, Athens, Greece

Construction: 1982

Renovation: 2000-2004

Santiago Calatrava

- A good example of what not to do with a large sporting complex.
- To avoid a waisting of public money and space, sports complexes should be designed to enable secondary program to occupy them when not in use.

Athens, home of the original Olympic games. I doubt that the buildings left over from the 2004 games will be as historic as the originals. Then again, it might be historic, but not in the same way the originals were. After completing the games in 2004, the Olympic park in Athens has gone unused leading to most of the facilities becoming rundown. The only real use that the facilities are for is being the home of AEK Athens FC, one of the biggest football clubs in Greece.

Reason for Selection as Precedent:

Athens is a perfect example of what could happen to Rio. Athens has the facilities to be re-purposed but it lacks the financial stability. The Complex has become a symbol of the financial struggles that Greece has faced in the years following the games in 2004 and a perfect example of what not planning for the future look like.



Beijing Olympic Park

Home of the 2008 Summer Games

Beijing, China

2007

Main Stadium Capacity: 91,000

Herzog & de Meuron, ArupSport, China Architectural Design & Research Group, Ai Weiwei.

- Large public space and how to design for multiple purposes while trying to create a universally comfortable space for all.
- Merging multiple programs together to create a larger complex.

Reason for Selection as Precedent:

The past 4 Olympic Parks speak volumes of the evolution of the design for these parks. The Olympic Green in Beijing has a rough few years following the games as it sat unoccupied. While not being dismantled or re-purposed, the park will again play host to the games when Beijing hosts the 2022 winter Olympics.



London Olympic Park

Home of the 2012 Summer Games
Greater London, United Kingdom

EDAW, Allies and Morrison, LDA Design, Hargreaves Associates. 2011

Main Stadium Capacity: 80,000

Populous, Buro Happold

- Using large scale Olympic complex to revitalize an area give it an identity.

- Designing a large scale event space for different programs outside the Olympic design intent.

Location, Location, Location. There is significant difference between Rio's master plan post games and London's. Rio plans on deconstructing and rebuilding into different program. London plans on continuing to use the stadiums for other sporting events. While these are two different master plans, the location of the London stadiums (being in a weather country) is one of the key reasons for the continued use of these stadiums.

Reason for Selecting as Precedent:

I wanted to get an understanding of large scale stadium re-purposing and the Olympic parks have long been a topic of discussion for re-purposing post Olympic games. Most of the time these structures are vacant after the games, the London Stadium however, has been able to maintain usage by hosting various large scale game and events. My goal is to view how Olympic parks are managed post games.



Rio Olympic Park

Home of the 2016 Summer Olympics

Waldir Ramos, Raphael Galvao

Main Stadium Capacity: 46,831

Olympic Park AECOM

- A larger re-purposing plan needs to have valid backing in the community as well as financially.

- Re-purposing plan looked to completely deconstruct stadiums and reassemble as housing.

There has been much attention surrounding the Rio Olympic Park in the past year, however, with good reason. The economic stability of the country caused many problems with the construction leading up to the games. Its financial problems were such that people were questioning whether or not the facilities would be finished on time. While its completion percentage was not 100 in time for the Opening Ceremony, most of the stadiums were fully completed.

Reason for selection as Precedent:

My original thesis was based around Olympic Park re-purposing as many venues have fallen into disrepair since hosting the games. Rio is the first host city that has taken large steps into re-purposing more than one stadium.



London Olympics Aquatic Center

Built 2011
Zaha Hadid

- Adaptive structure that changed for public benefit after primary use was ended.

- Seating “wings” removed after Olympics to allow for more light to enter space.

In the past few years, there has been growing talk about the size and scope of Olympic parks and their impact on the country that is hosting them. For many it seems like a waste of time and money, however, when buildings are designed to give back to the people that helped fund it who can complain. Zaha Hadid’s Aquatic Center is a prime example of Olympic planning. The Center was designed to be reduced in size after the games so that it would let more light in as well as make it more manageable to maintain since it is a public building.



Sports Stadiums



Arther Ashe Stadium



Houston Astrodome



University at Phoenix Stadium



Wigley Field

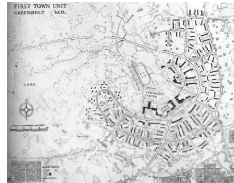


Zaha Aquatics Center

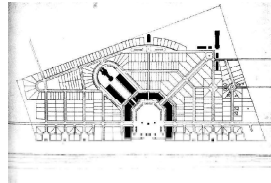
Town Plans



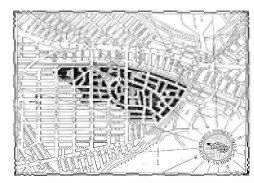
Poundbury Town Plan



Greenbelt Town Plan



Seaside Town Plan



Forest Hill Town Plan

Olympic Parks



Athens Olympic Park (2004)



Beijing Olympic Park (2008)



London Olympic Park (2012)



Rio de Janeiro Olympic Park (2016)

Olympic Village



London Olympic Village (2012)



Sydney Olympic Village (2000)



Barcelona Olympic Village (1992)

Repurposed Structures



Theatre Marcellus



Las Arenas



Highbury Square



Lucca Main Piazza

Civic Centers



Nieuwegein City Hall



Sunset Civic Center



Marin County Civic Center

Public Sporting Centers



Munich Olympic Stadium (1972)



Nippert Stadium



Harbor Center

Site

New Era Field is located 10 miles outside of downtown Buffalo. As such, the stadium is in a suburban setting that makes it stand out from the surrounding wooded areas.

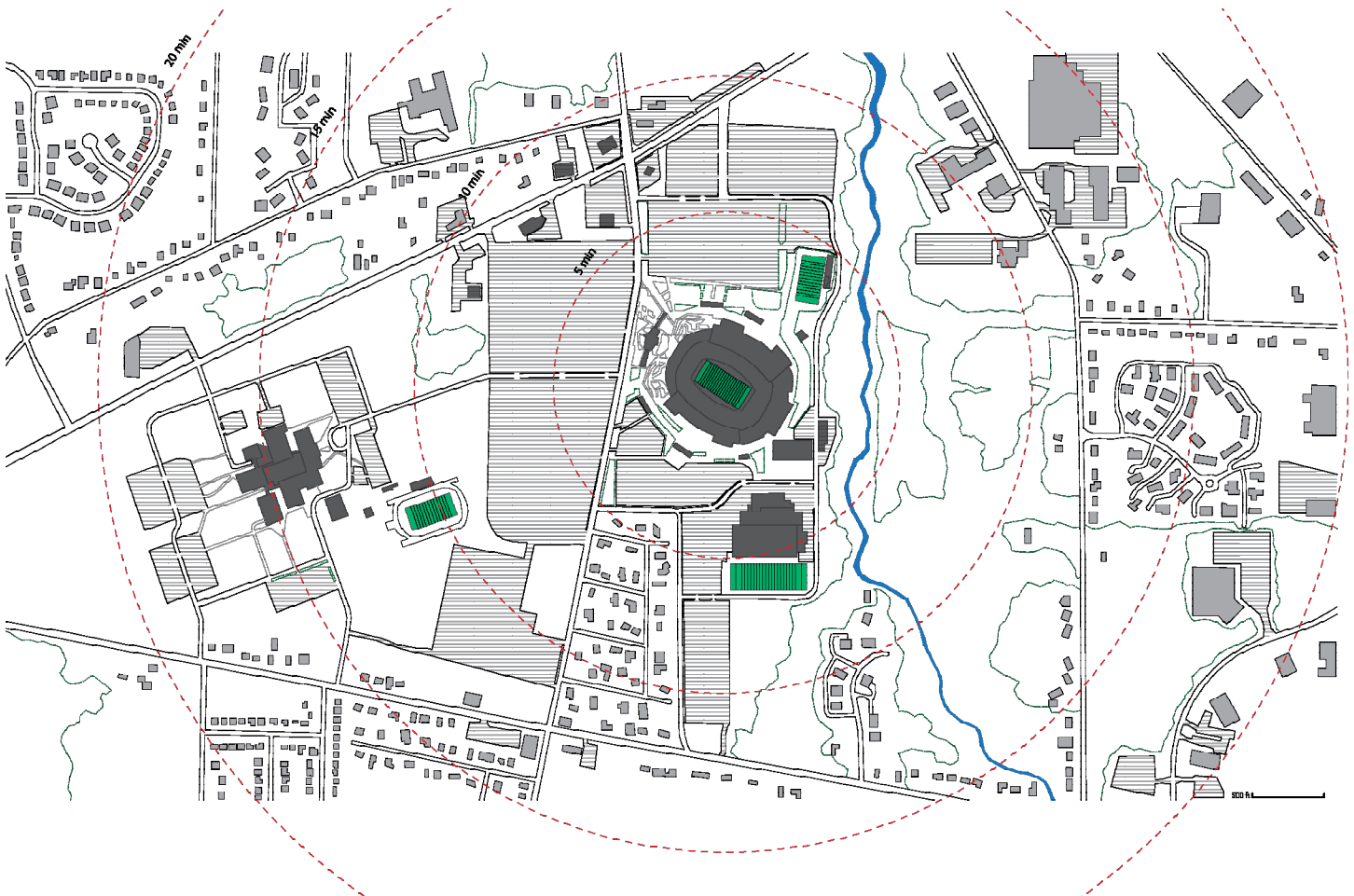
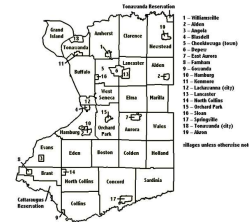
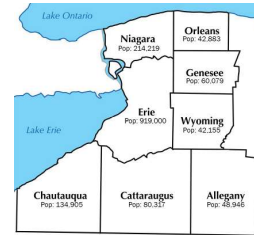
For documentation of the site, what has been key is the documentation of the site when it is busy (on game day) and when it is empty (every other day of the week). I am lucky enough to work for the Bills so I have been able to access the site on non game days to observe and study. With this access, it is clear that outside of the training center (where the Bills practice and where the organization's offices are) there is no activity going on in the stadium.

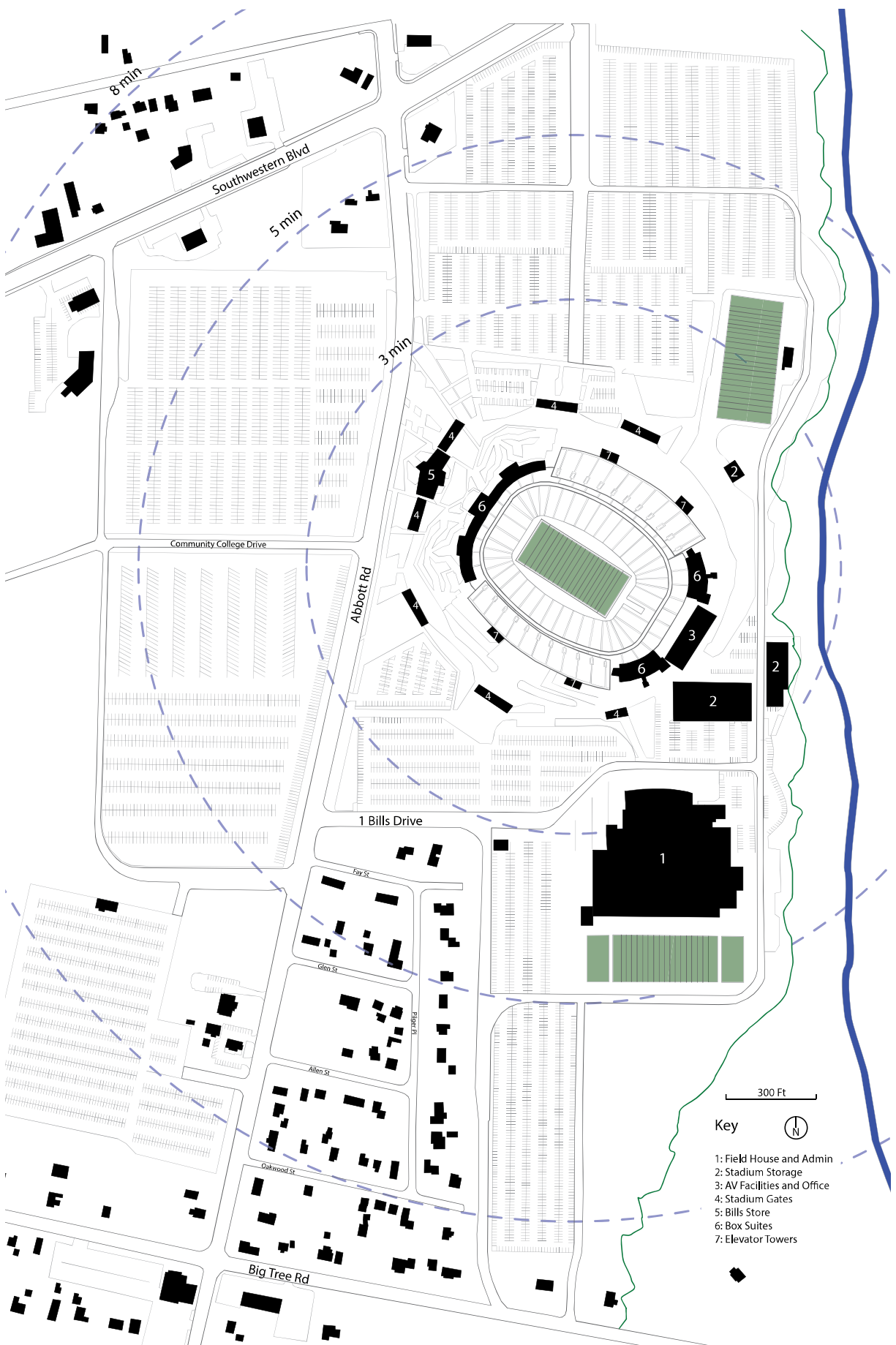
The documentation of the site was necessary for an understanding of what is available currently in and around the facilities of the stadium.

With this understanding of the immediate site and it's surroundings, the new program can begin to fill in the holes to make the site more accessible for a larger portion of the public as well as reveal program that can be made available to the public during the offseason for the Bills. Since the stadium is only in use for ~36-40 hours a year, being able to add program to the facility to enable a wider timeframe of use was reliant on site documentation before, during, and

The documentation also extends beyond the immediate site of the Bills stadium. With the addition of new program, student housing for the ECC south campus that is located adjacent to the stadium is a possible addition to aid in generating more revenue for the facility. As with the ECC addition, the study of the public transportation

for the area comes into play as well. The NFTA that runs the busses for all of Buffalo is key for a viable proposed development around the stadium. Looking at ways of bringing in more people from the Western New York area has been important.

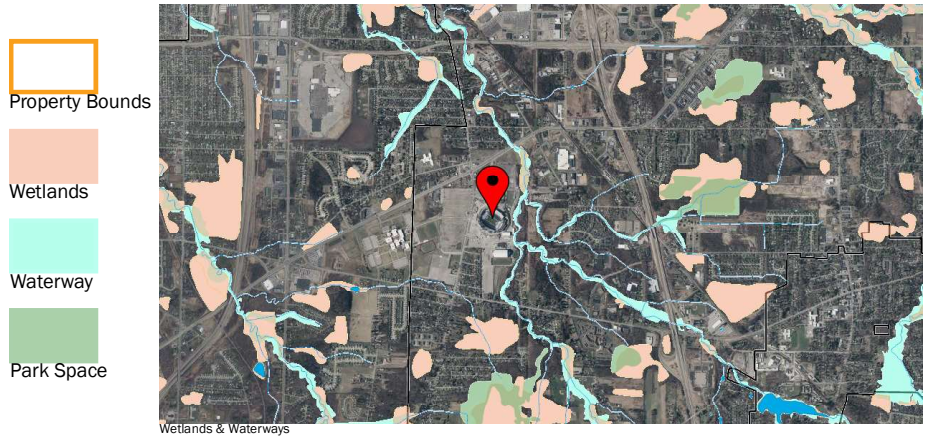




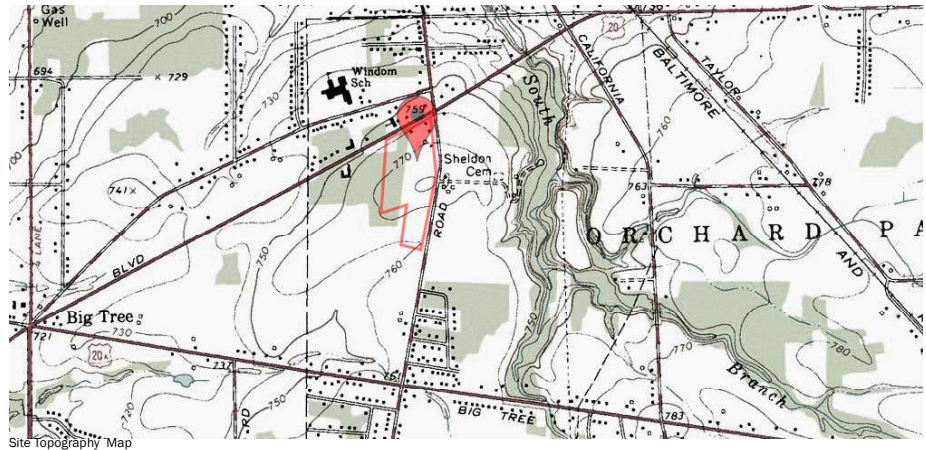
- 300 Ft
- Key
- 1: Field House and Admin
 - 2: Stadium Storage
 - 3: AV Facilities and Office
 - 4: Stadium Gates
 - 5: Bills Store
 - 6: Box Suites
 - 7: Elevator Towers

Suburbs are support nodes for the larger city. In this case, Buffalo is the center of the wheel of Ebenezer Howard's Garden City diagram. With each of the outlying towns a part of the wheel, the site of New Era Field would become another of the nodes.

Development of the site would lead towards adding housing, and converting the site into a new era town center that would serve as a housing development along side the reprogramming of the current program of New Era Field and its support facilities.



If new program is going to be added, locating the existing amenities around the stadium was important to understand what is already there, what is missing, and what could be added. The areas outlined in red are points of interest. Parks, malls, town center, ECC South campus, and current community center are what is outlined to give a relative distance from the site.



There is nothing quite like game day at New Era Field when the Buffalo Bills play a home game. The feeling of representing Buffalo as fans is something that brings us all together in one voice to cheer for our team. The idea is to use this mentality and apply it to a facility that would be used by the general public outside of the 8 home games a year.



So far, working in plan has proved the most beneficial as understanding the surrounding area, what is in it, and what fans want is the driving factor behind the development. The site itself is not varied as much of the site is parking lots. However, the land surrounding the site ranges from wooded wetlands, to suburban housing, to the campus of ECC south.



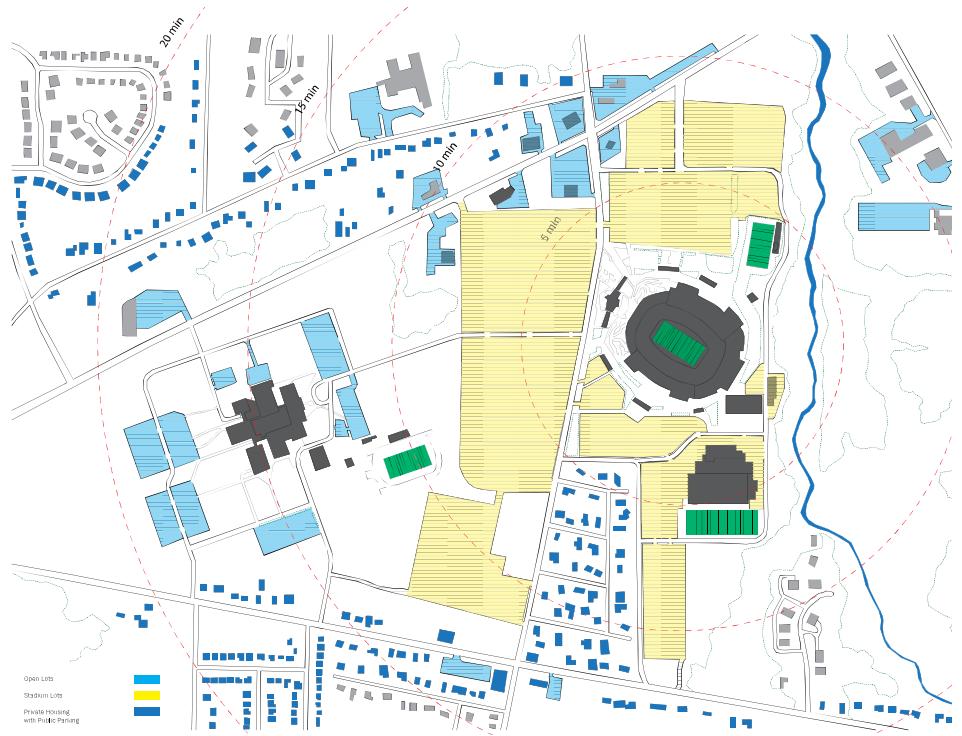
“NFTA cancels non essential Bills game bus route” - Niagara Falls Reporter 2012

Fans often charter a bus from various companies - all private reservations through various companies. These charters are more for locals that don't want to drive to the game rather than people from out of town and are usually booked weeks in advance. Less of a public transportation and more like a payed designated driver.

While the NFTA no longer provides a shuttle on game days, the current network of bus stops enables a wider range of population to have access to the stadium and grounds on non game days.

Tailgating is permitted in most stadium parking lots. There is no tailgating permitted in the Administrative Lot, Training Center Lot, Tunnel Lot, Lot 6, and Lot G.

-Parking Facilities: 10,000 cars, 300 buses & 250 campers



Current ECC Enrollment: ~12,084 Students

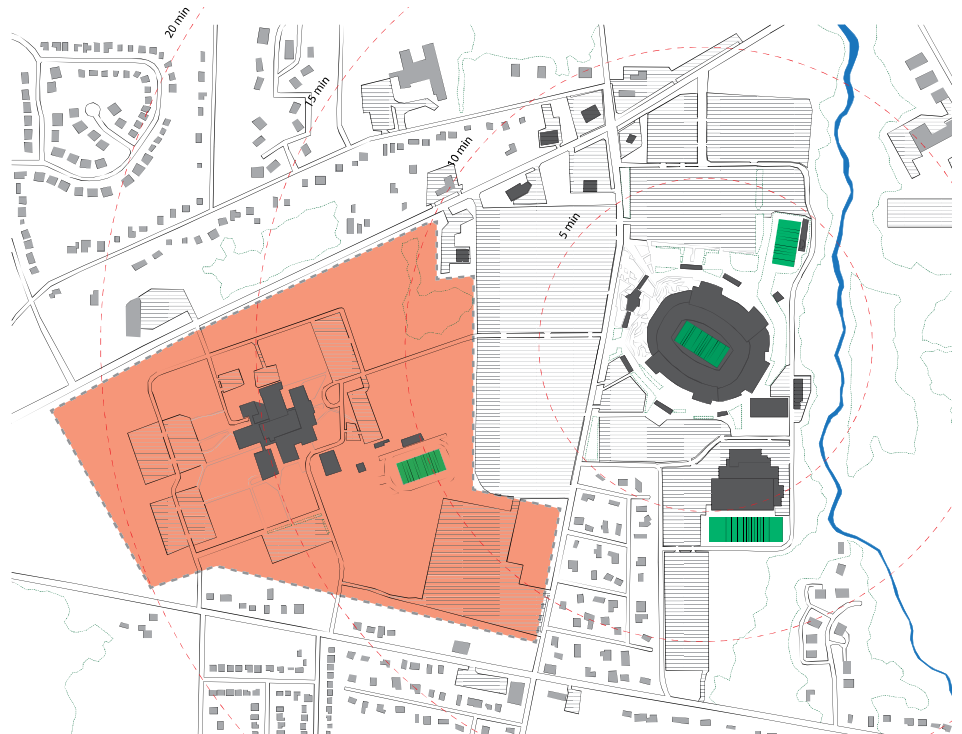
2-year Public Community College
Tuition: \$4,733 Full-time

13 Sports Teams

- Woman's Soccer and basketball, Men's Basketball and soccer, Football, Volleyball, Cheer leading, Bowling, Lacrosse, Ice Hockey, Baseball, Softball, swimming and diving.

Local college programs and sports creates a more evolved site. With integration of ECC, proposed program addition for New Era Field has local traction outside permanent residences

The benefits of having a school adjacent to the site, is the presence of students. ECC South campus has no student housing. While primarily a commuter college, there are some students that are from far enough away that they would prefer to have an apartment closer to school or even on campus.



NFL Venues

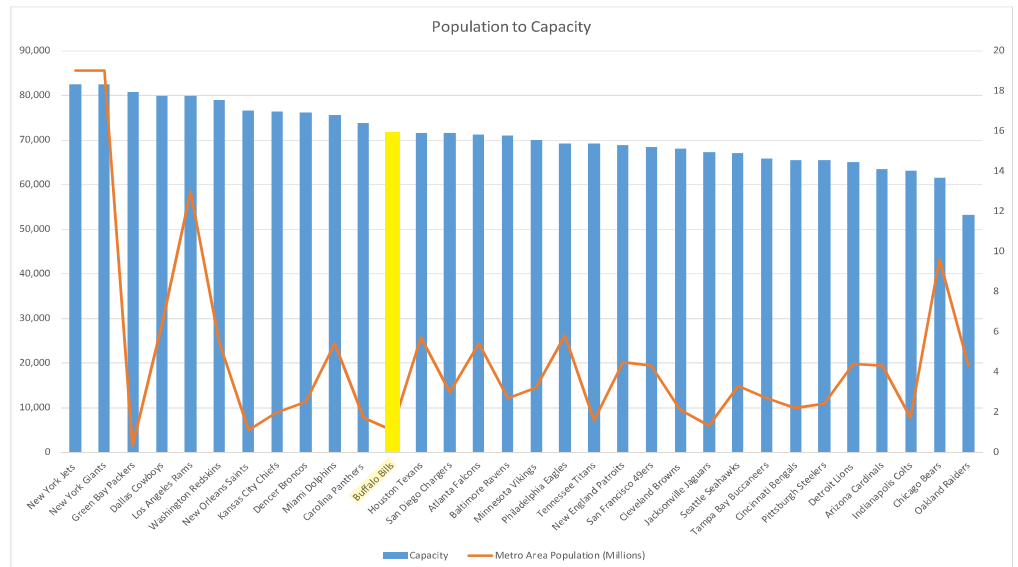
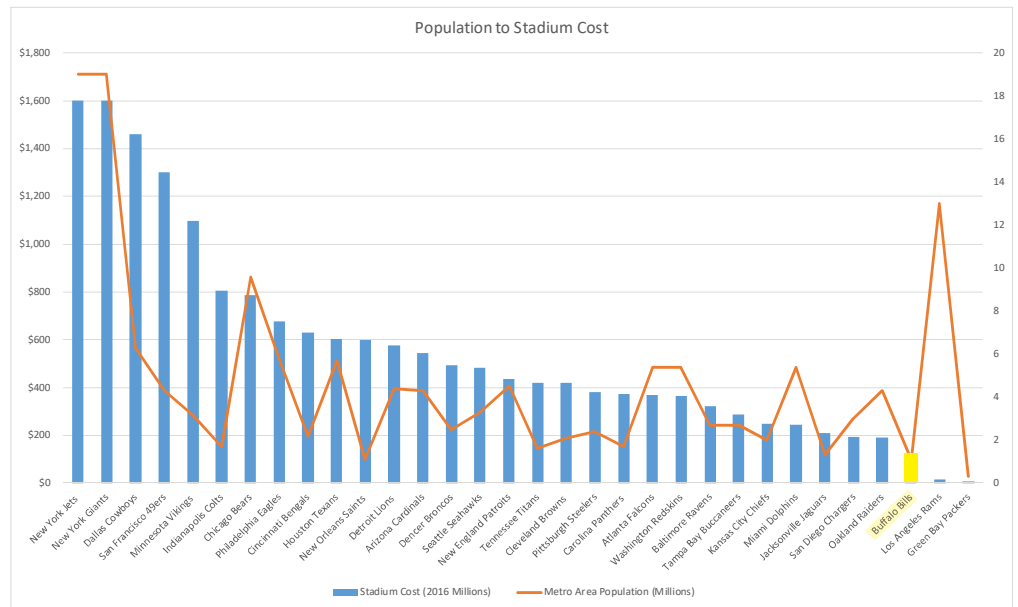
Bills Toronto Series

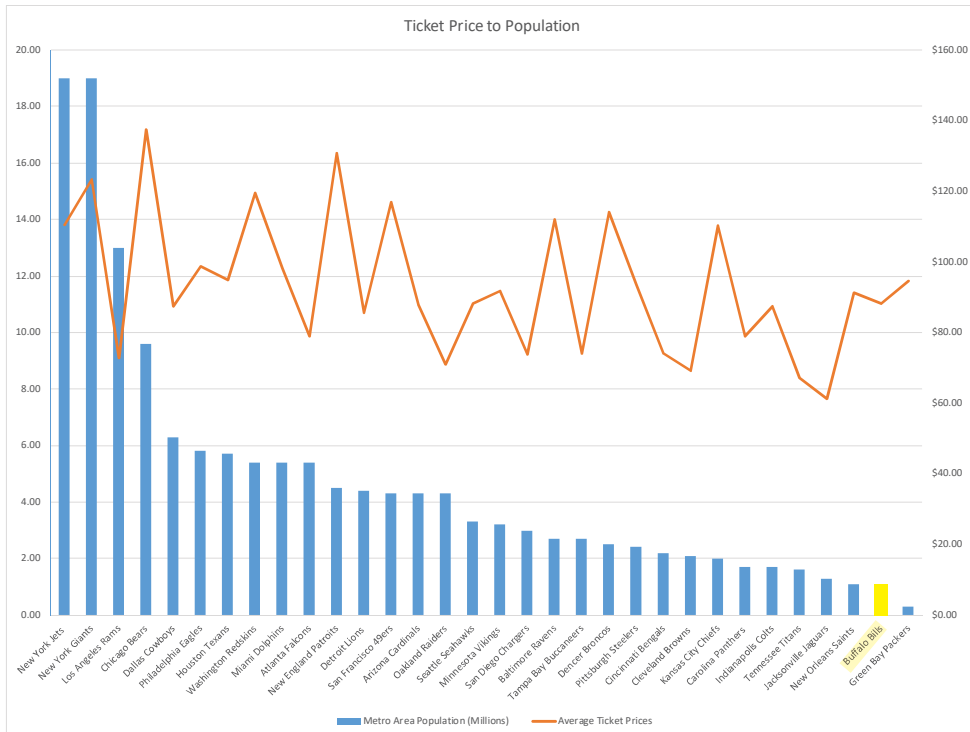
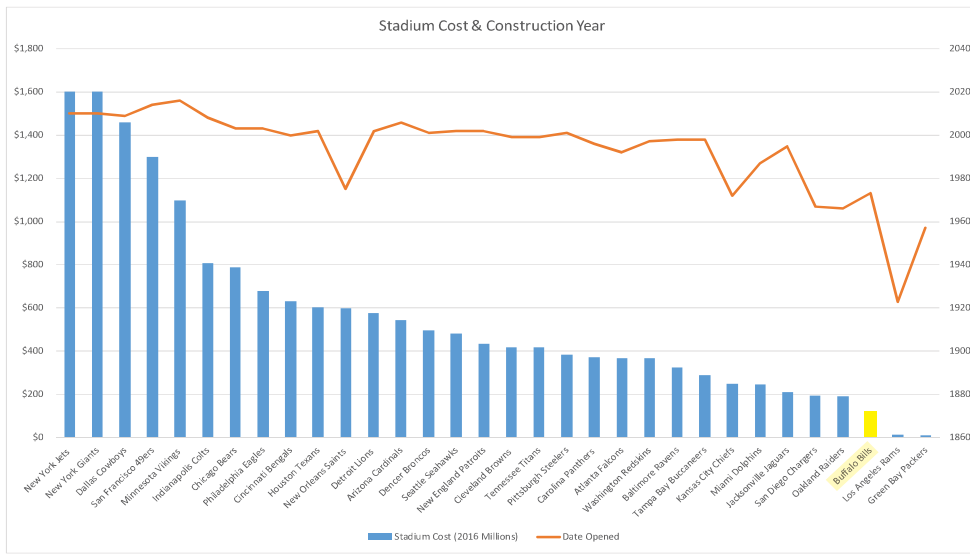
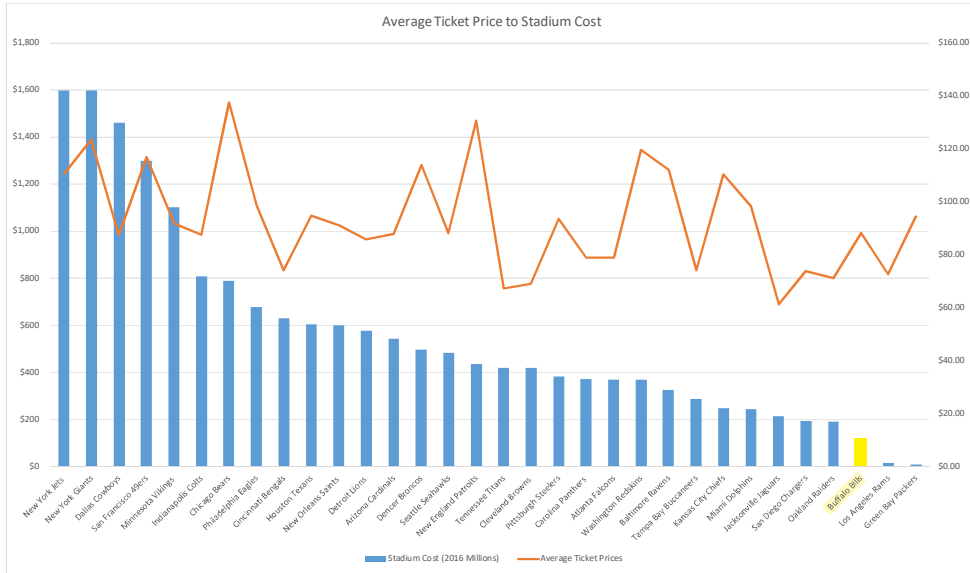
2008 - 2013 at the Rogers Centre
Attendance dropped when games were played in Toronto and many Bills fans from Buffalo were unable to make the trip. There was little interest for the NFL in Toronto on both the fan and player side as they both voiced their displeasure with the series.

NFL Teams	Stadium Cost (2016 Millions)	Capacity	Date Opened	Metro Area Population (Millions)	Average Ticket Prices	Stadium Location
Arizona Cardinals	\$544	63,400	2006	4.3	\$87.86	Suburban
Atlanta Falcons	\$368	71,250	1992	5.4	\$78.83	Suburban
Baltimore Ravens	\$325	71,008	1998	2.7	\$112.11	Suburban
Buffalo Bills	\$119	71,608	1973	1.1	\$88.18	Suburban
Carolina Panthers	\$372	73,778	1996	1.7	\$79.04	Urban
Chicago Bears	\$787	61,500	2003	9.6	\$137.50	Urban
Cincinnati Bengals	\$630	65,515	2000	2.2	\$74.13	Urban
Cleveland Browns	\$420	68,000	1999	2.1	\$69.13	Urban
Dallas Cowboys	\$1,460	80,000	2009	6.3	\$67.44	Suburban
Denver Broncos	\$496	76,125	2001	2.5	\$114.00	Urban
Detroit Lions	\$577	65,000	2002	4.4	\$85.71	Urban
Green Bay Packers	\$8.30	80,735	1957	0.3	\$94.47	Suburban
Houston Texans	\$602	71,500	2002	5.7	\$94.73	Suburban
Indianapolis Colts	\$807	63,000	2008	1.7	\$67.44	Urban
Jacksonville Jaguars	\$212	67,264	1995	1.3	\$61.36	Urban
Kansas City Chiefs	\$248	76,416	1972	2	\$110.20	Suburban
Los Angeles Rams	\$13.50	80,000	1923	13	\$72.71	Suburban
Miami Dolphins	\$244	75,540	1967	5.4	\$98.25	Suburban
Minnesota Vikings	\$1,100	70,000	2016	3.2	\$91.67	Urban
New England Patriots	\$436	68,756	2002	4.5	\$130.70	Suburban
New Orleans Saints	\$601	76,468	1975	1.1	\$91.25	Urban
New York Giants	\$1,600	82,500	2010	19	\$123.40	Suburban
New York Jets	\$1,600	82,500	2010	19	\$110.54	Suburban
Oakland Raiders	\$190	53,250	1966	4.3	\$71.03	Suburban
Philadelphia Eagles	\$679	69,176	2003	5.8	\$98.69	Suburban
Pittsburgh Steelers	\$383	65,500	2001	2.4	\$95.56	Urban
San Diego Chargers	\$195	71,500	1967	3	\$73.79	Suburban
San Francisco 49ers	\$1,300	68,500	2014	4.3	\$117.00	Suburban
Seattle Seahawks	\$483	67,000	2002	3.3	\$88.20	Urban
Tampa Bay Buccaneers	\$287	65,890	1998	2.7	\$74.11	Suburban
Tennessee Titans	\$420	69,143	1999	1.6	\$67.15	Urban
Washington Redskins	\$367	79,000	1997	5.4	\$119.52	Suburban

Research of NFL stadiums, their cost, population of the city it's located and average ticket price to see where Buffalo stands among the 32 teams. I then compared the stadiums to when they were built, the population, their capacity, ticket price, and cost.

If the Bills are currently at the NFL average when it comes to ticket prices, which is the main source of revenue from this stadium, why force one of the smallest markets in the NFL to build a new stadium? You would be taking money away from fans, in a market that is still having a difficult time selling out each home game throughout the year.



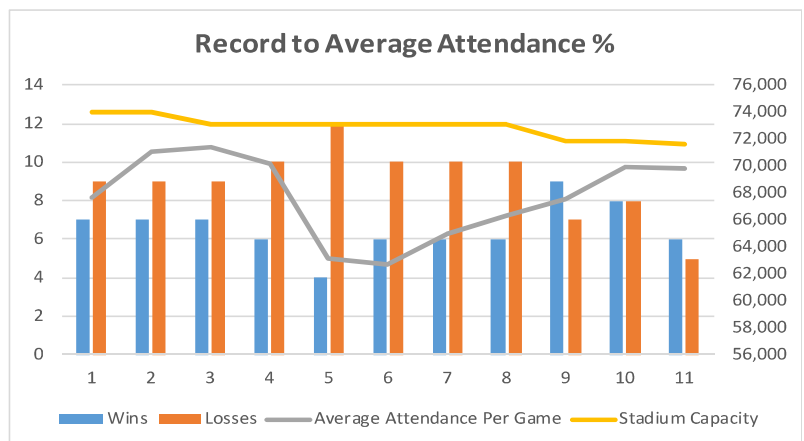
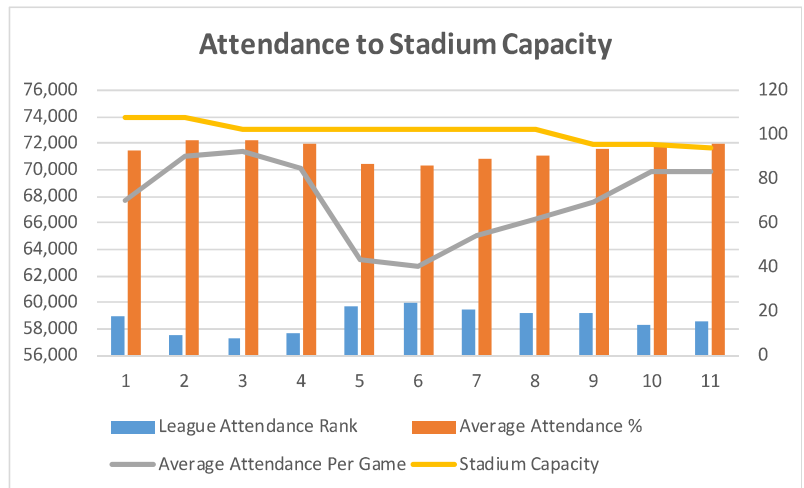
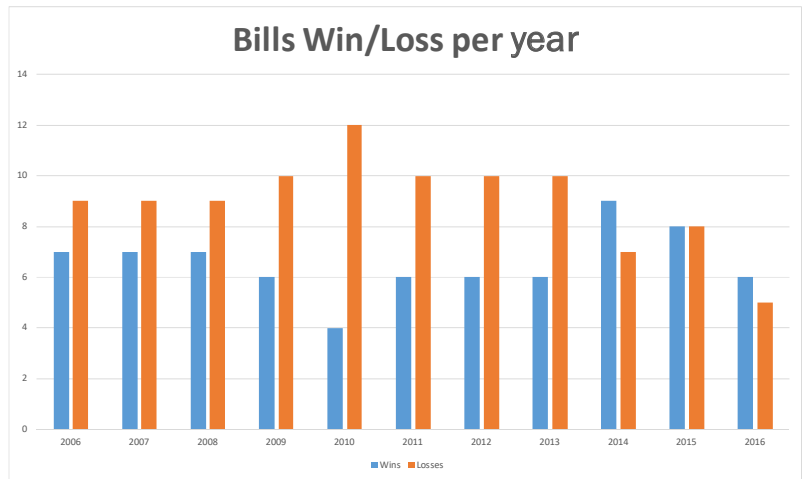
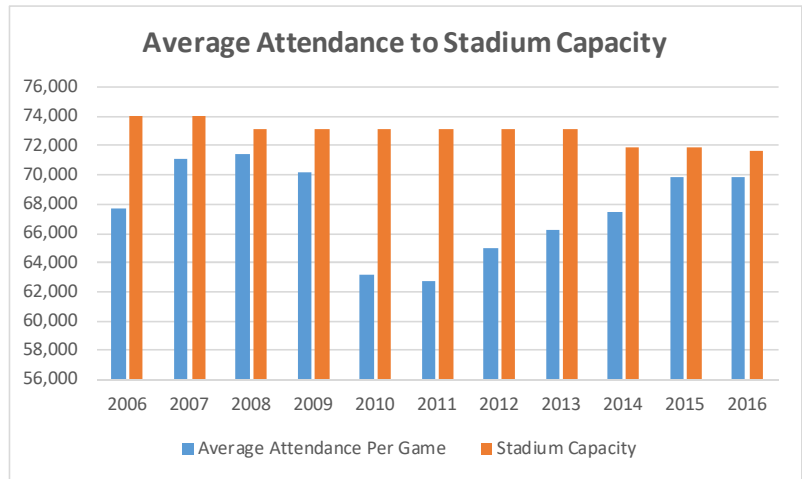


Stadium Attendance

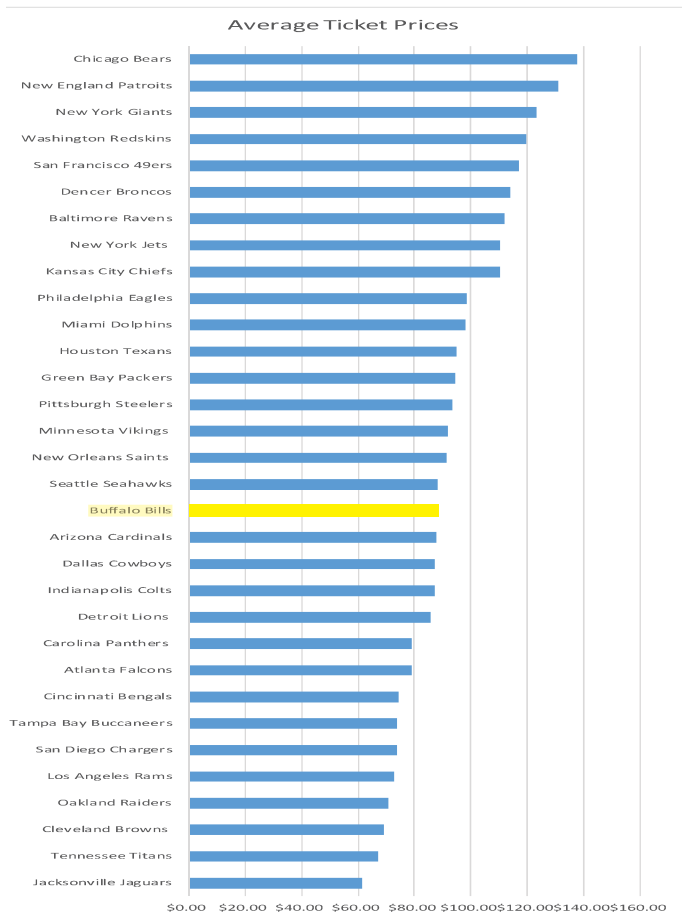
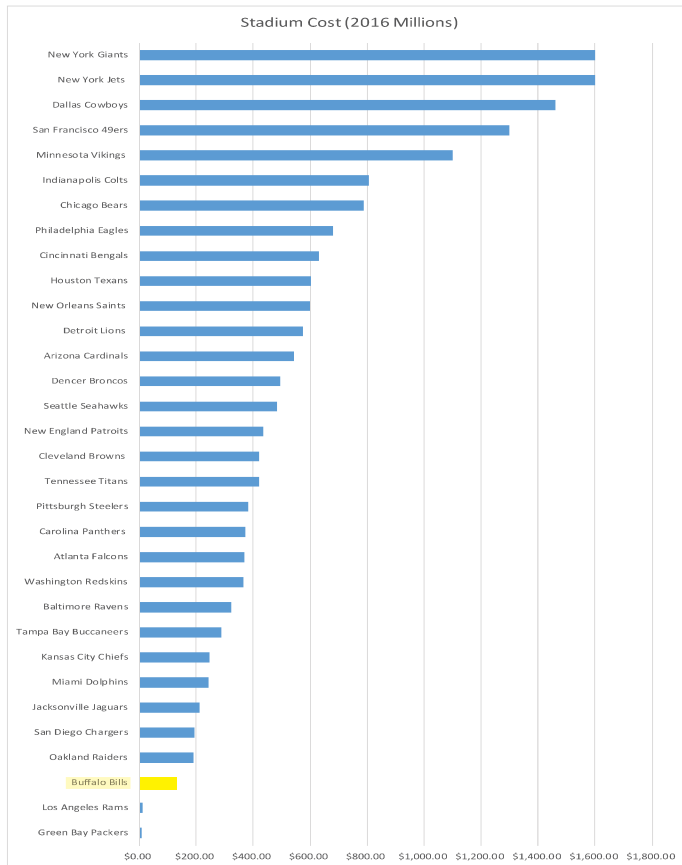
Now, I agree that a new stadium would drive interest for a time, but if the team is playing poorly on the field, no one will want to come watch. The San Francisco 49ers are a perfect example of this. They just finished building Levi's Stadium in Santa Clara to start this season, and it cost \$1.5 Billion. The teams record this year is currently 1-10. People can't even resell their tickets for a loss because no one wants to go to the game. No one wants to see a bad team play even if it is in a brand-new stadium with great amenities.

The Bills record reflects that as well. While they don't have a brand-new stadium, each year the team is doing poorly, attendance drops, and the inverse can be said when the team is doing better.

It was interesting to note that even with rising ticket prices in buffalo, attendance percentage has steadily increased as the team starts to win. While comparing these statistics, and looking at the 49ers situation, it is clear that regardless of the stadium, it matters how well the team is doing on the field. No new stadium, regardless of amenities, will fix fan attendance.



The Bills stadium is only in use roughly 36-40 hours a year. In home games over the past 10 years, the spikes in attendance are due to the teams record and quality of play more so than ticket prices and weather. Even with rising ticket prices, in recent years, Attendance percentage has steadily increased. This stat has been helped with the removal of seats and addition of luxury suites.



Bills Culture



I personally hate the idea of a new stadium. Tradition, tailgating, all of that needs to be considered here. We have the best pregame atmosphere in the NFL. The stadium itself is perfectly fine, the renovations are very nice. And this economy is not capable of sustaining a huge new stadium with jacked ticket prices etc.

- Buffalo Message Boards post "cry to the blind"

"If and when (the Bills) finally play a home game in January do you really want the visitors nice and toasty, no wind factor, no insane crowd whipped into a frenzy by the slightest hint of snowfall? I remember those days. They were amazing. They were Buffalo. I just hope the fan base here hasn't gotten as soft as the W-L record over the last 16+ years."

-- Redit post "8_moorman_8"

"It could be negative 20 degrees outside with birds frozen stiff to trees and Bills fans will still layer three winter coats on and make it to Ralph Wilson Stadium on Sundays. There are some fan bases out there who make a habit of staying at home when there's a little bit of rain in the forecast (Jacksonville, we're looking at you). Bills loyalists aren't deterred by rain, sleet, or blinding snow. In fact, we don't think they'd bat an eye if it was raining locusts on game day." -- Sports Illustrated

what do you plan on building for 750 million? Atlanta's new stadium was originally suppose dot cost around 1 billion, by the time they are done it is going to be close to \$2 billion, Los Angeles' proposed stadium is going to be well over \$2 billion, for \$750 million, they couldn't rebuild the ralph, why build a new stadium if it isn't even as good as what you currently have?

- Buffalo Bills Boards "KChape25"

I prefer to keep the Ralph. It is a relic of the 70s and surely would not be built today. But it offers a relatively cheap and authentic game day experience. Could Buffalo support a modern day cash cow stadium with a bunch of amenities? Maybe in winning years. But the Ralph is a stadium environment built to endure the losing years as well.

I've said the same thing on here for years now. Seats are seats...and The Ralph has good ones with excellent sight lines. A new facility is not going to improve that. But, what makes the newer stadiums 'seem' nicer are the amenities surrounding the seating bowl.

In the end they will be staying in OP. It makes sense. Its wide open and easy to take any side street home. Imagine 100k people downtown trying to leave. Trying to get out of a few square miles with only a few street options. It took me longer to get home from Sabres games than Bills games and I lived at Delaware and Hertel. OP is more convenient and won't cost the county, state and Pegulas an arm or a leg to do

- Buffalo Bills Boards "jer"

Buffalo fans are not clamoring for a new stadium. The other nfl owners are because it would get them more money. Can't they just leave us alone? Maybe a new stadium is just what we need to inject new blood into the franchise. But.... ****. I really don't want one at all. It depresses me to think about that

The only other stadiums I have been to were the old Giants Stadium, the new MetLife stadium (both during a jets/bills game) and Gillette. The Ralph just blows both away. Such a perfect small town "cheers" like atmosphere where it seems like you already know people you don't know (and if you go with friends, somebody will know almost everyone you see.)

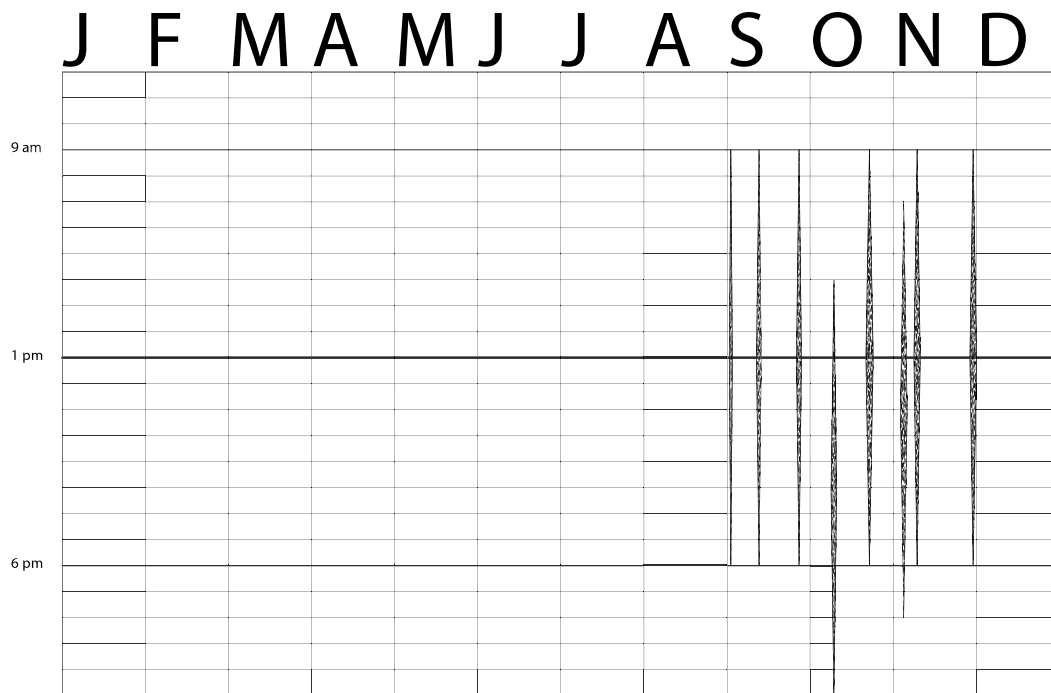
- Buffalo Bills Boards "juppiter"

The simplest plan to upgrade the stadium would be to build a two story concourse building along the back of each sideline grandstand. This is made simpler by the fact that the Ralph is sunk into the ground thus making the concourse buildings that much shorter. These two new buildings would not be very expensive to construct. They are essentially office buildings with atriums and would house restrooms, food service, lounges, offices, etc. The mistake was not doing this in the last renovation! One of the concourse buildings would have held the Team Store.

- Buffalo Bills Boards "CA Deek"

Game Day Urbanism

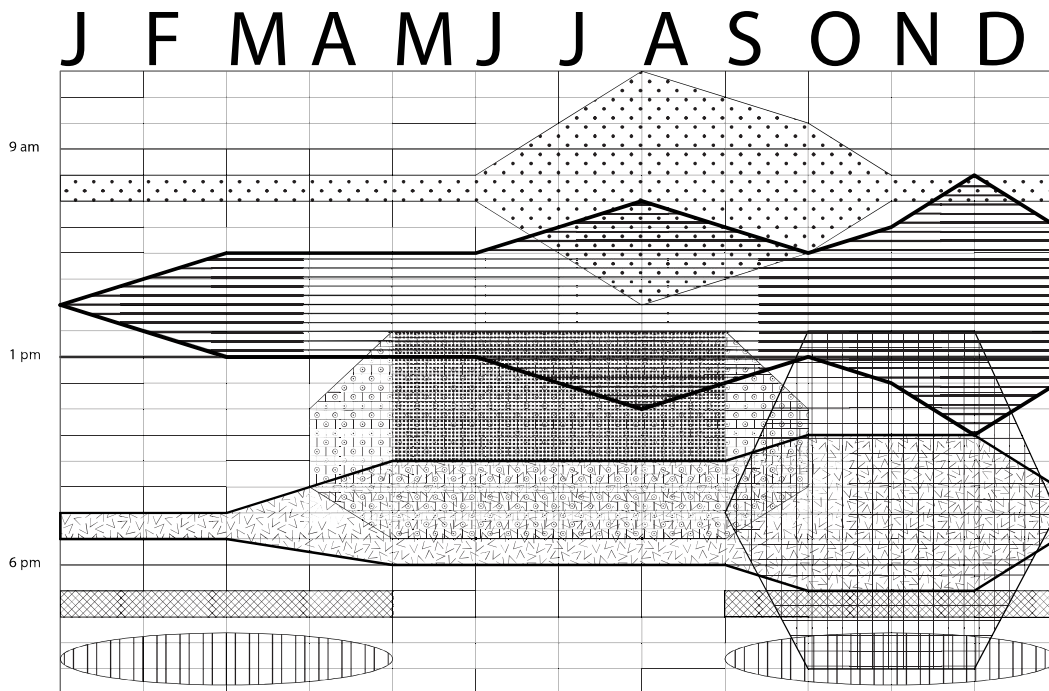
Primary Program: Buffalo Bills Stadium



NFL Plan for Increased Revenue

-- Build a new stadium with more things for fans to spend their money on.

Secondary Program: Housing Development, Football Training and research center (similar to what the Harbor Center has become for the Sabres), NFL Play 60, and others forming an NFL centered community.



Proposed Plan for Increased Revenue & community strengthening

- Keep current Bills stadium
- Add Student Housing for ECC
- Add housing on site (replace some of the parking lot space)
- Add secondary program in the form of a Civic center
- Enable fans and the general public to have access to the training facility

There are ways of generating more revenue other than building a new stadium.

Generate more revenue for the NFL and owners while providing services to the fans of the Bills. With secondary program, 356 days a year, the facility would generate more revenue, not only for the NFL, but also for the town of Orchard Park and surrounding areas.

Housing can be added to the facility who's rent would go to the NFL.

Parking is only a one time payment per game. 8 payments of \$25 for parking, or monthly rent between \$800-\$1200 dollars. Training centers and civic amenities that are lacking in the area can be a viable option of generating more revenue for the stadium.

With \$130 million dollars recently invested in the current stadium, the lease extending through the 2023 season, and a new stadium costing an exorbitant amount, being smart and giving fans something never seen in the NFL could pay big dividends not just with the Bills but with other stadiums that are in a similar situation. The NFL stadium could become a center for growth for the community, and that is a good image to have when trying to expand the fan base. Creating a whole new community centered around the 8 home games each NFL season. Housing for ECC along with a whole new sports management degree that students will be able to see first hand with interaction with the Bills organization

The NFL's stadium argument is to engage more of the population by moving it closer to dense population areas to bring in more money. Cost of a new stadium on the people of Buffalo will have an impact on their excess cash to spend on tickets, apparel, and food at games. New Era Field can generate more money if it were redeveloped for extended use outside of the current 36-40 hours.

In conclusion, the bills currently have a stadium that fits their needs. They are a small market team that doesn't have a need for a multi billion dollar indoor stadium like Dallas or Indianapolis. What if, instead of spending 1.5 billion on a new stadium, they used a fraction of that money towards something that could generate more use out of the facilities they already have?

The overall goal of this project is to keep the stadium and generate revenue from new program that can help, support maintaining the facilities, reduce the burden on Buffalo taxpayers that would otherwise be generated from building a new stadium, and provide the area with a new center of growth with the Bills acting as the center piece of the community.

As I said, the site is currently only used for roughly 36-40 hours a year, with the addition of new program, this site could be used year-round, and it would be giving back to the community in the form of a new Game Day Urbanism.