

Reimagining ECMC

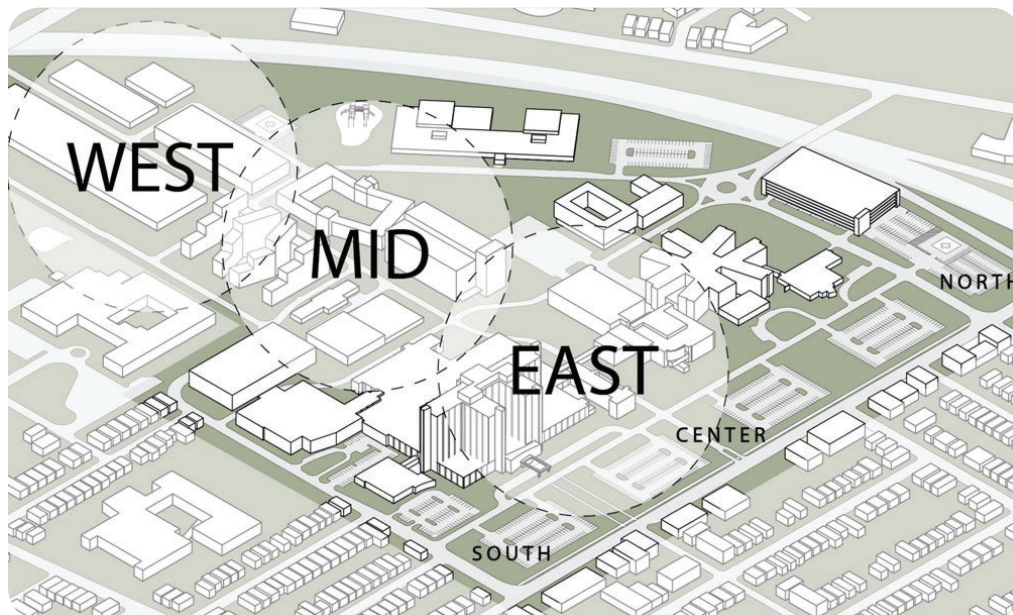
Executive Summary

In January of 2019 ECMC requested the UB School of Architecture and Planning to work with its Community Advisory Community to explore potential uses for the 17 acre Kensington Heights site recently added to the ECMC campus. The UB Regional Institute engaged neighborhoods surrounding ECMC and other stakeholders as they did studies leading to Building Together, a report stressing community needs for a retail grocery, affordable housing, recreation and health, and economic development. Thereupon, “we”—27 graduate students lead by three faculty members in architecture, real estate development, and urban planning—prepared the present report: visions for the future ECMC campus with functions outlined in Building Together that serve patients, ECMC employees, and the neighborhood. We were also motivated by national trends toward a changing healthcare environment (some perhaps more than others relevant to the ECMC sites) and we were inspired by the hospital’s one-time garden-focused campus.

Historically, the hospital was known for its greenspaces, which were the product of research on effects of ‘open air gardens’ on patients’ health and well-being.

In order to better integrate the 17 acres with the rest of the campus we propose that ECMC re-envision its campus as three interrelated sectors: West Campus, comprising the new Kensington Heights site; Mid Campus, the area between the new site and the hospital’s main north-south axis; East Campus, extending from that axis to Grider Street. The goal in signage, streets, and pedestrian walkways as well as landscape is to be one campus with three sectors.

Although we put highest stress on the need for a grocery and related retail, we concluded it would most likely meet with success off campus or on the East Campus with Grider Street access. If a grocery type of use could be made to work it would likely coexist with the concept of a wellness center and food pharmacy suggested below.



Our Mission

To fulfill the goals of **ECMC** and the **Community Advisory Committee**, as transmitted to us by **UB Regional Institute** studies, and in response to our own research findings, for a **holistic** approach to reimagining the ECMC campus as a place that allows **patients, healthcare personnel, and residents of the surrounding neighborhood** to **thrive**, while bringing ECMC into the **next wave** of hospital campus design.

Our Goals



Community Connections

further integrate the community into the campus's daily activities



Improved Overall Wellness

creating programming and services that keep people healthy in their everyday lives,



Increased Functionality

increasing connectivity throughout the campus, and rethinking the ways in which buildings sites and services are spatially organized



Greenscaping

create a system of green spaces that would restore the grandeur that the hospital once had, and increase the walkability and overall desirability of the hospital's campus.

We see the unification of the ECMC campus as essential to the development of the former Kensington Heights Site. We have suggested that this can be done with the realignment of roads, creation of alternative routes and traffic solutions, in conjunction with strategic parking construction as a means for this unification.

The 17 acres may require long-term build out allowing for different sequences of development. That said it is likely some of these initial ideas can be ready to go immediately. On West Campus, we recommend:

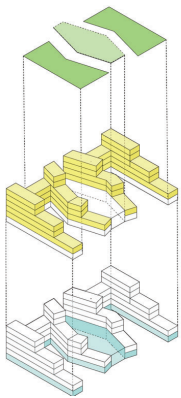
1. **A Senior Affordable Housing Complex**, for which we believe substantial state funding assistance is presently available to potential developers. This is a project we deem to have high feasibility. Upon further study of medical reimbursement revenue, an Assisted Living Facility and/or Skilled Nursing Facility may also prove to be feasible.
2. Though funding is less immediately available, a **Wellness Center** will be a large contributor to neighborhood well-being. It should include gyms, therapeutic pools, food pharmacy, and educational and therapeutic activities that confront the social-determinants of ill-health.
3. In keeping with precedent in Cleveland, a cooperative **Industrial Laundry** will provide bulk laundry services to hospitals and other institutions and provide jobs. The laundry is one of several possibilities that might generate employment opportunities on the site.

Senior Affordable Housing

Goals

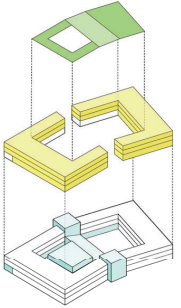
- 1  Create a life-long living and learning center.
- 2  Create spaces which stimulate interaction while respecting privacy.
- 3  Design with climate to create year-round access to sensory/therapeutic greenspace.
- 4  Design a facility that is open, connected, and beneficial for the community.

Independent Living



Greenspace
Terraced Units
Public Ground Floor

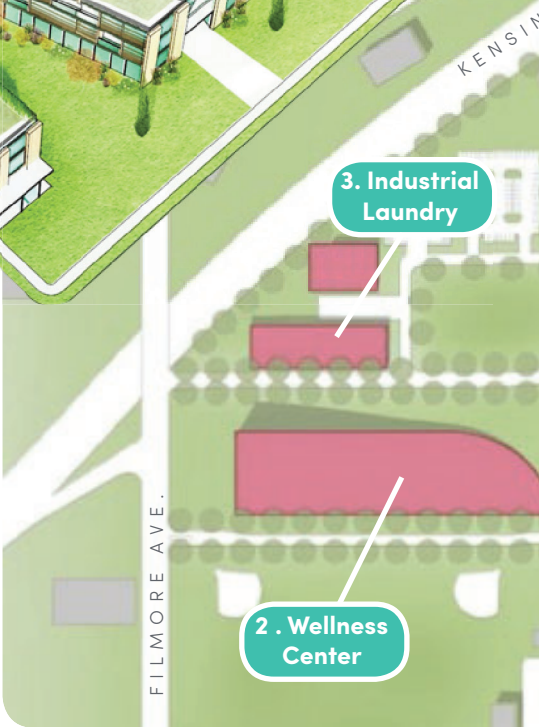
Assisted Living



Greenspace
Residential Wings
Semi Public Ground Floor



The two structures of the **Independent Living** facility are joined by an atrium or “winter street,” which is protected from the elements. It is open to the public, contains ample **greenspace**, and is connected to **public programs** on the ground floor, such as a cafe, library, computer lab, and multipurpose community spaces.





Wellness Center

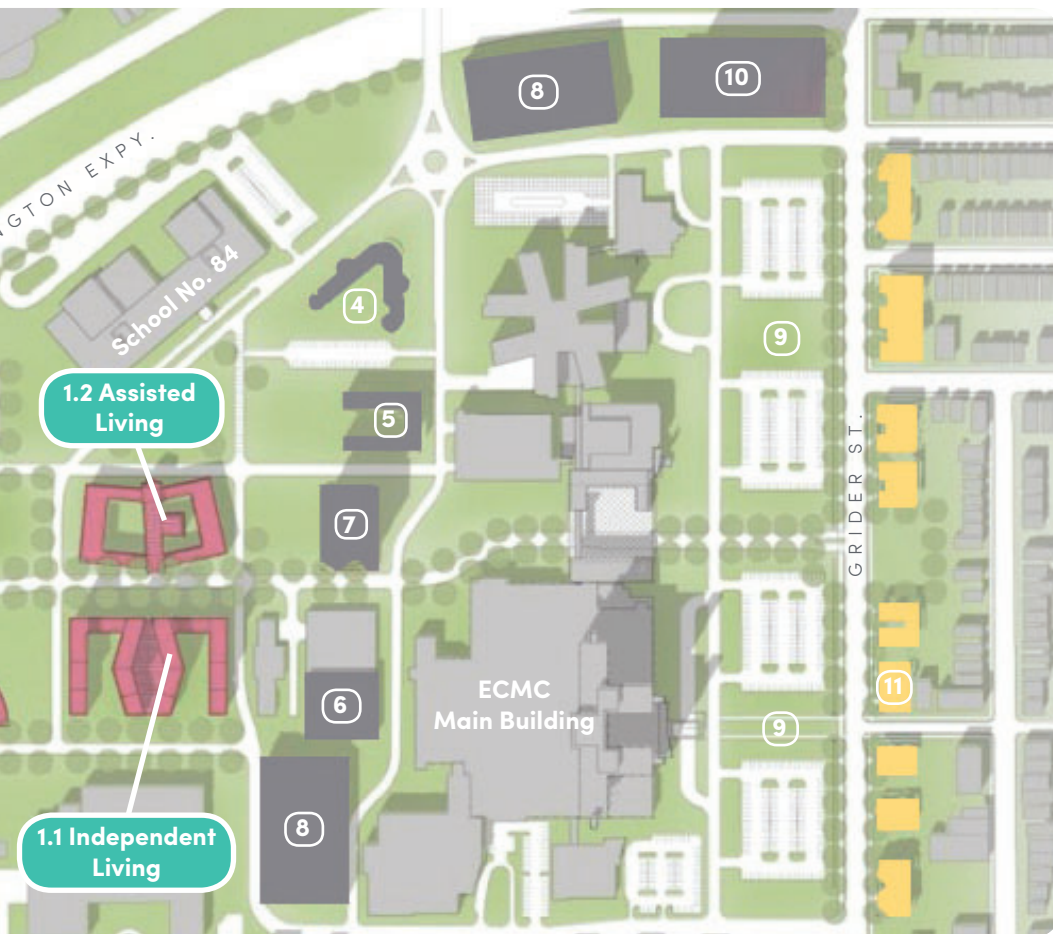
promotes physical activity and interaction will help bring the community together. A hub for the community where people can **exercise** and **relax** both inside and outside is essential in promoting health to the surrounding community and patients at ECMC. A community-led initiative, with a public-private partnership including ECMC could potentially develop a **food-pharmacy** component within the wellness center to serve the urgent community need for quality food in the neighborhood.



The hill slope promotes various activities, which include; event space, leisure, gardens, natural seating, and physical activity. Hidden beneath the hill slope is where the wellness center lies.

For Mid-Campus we propose alternatives outside the East Campus scope which can be considered as place holders illustrating the newly conceived campus buildout.

4. A Hospice/Palliative Care Facility to add to the county's very low number of hospice beds.
5. Transitional Housing to provide supervised shelter for post-discharge patients who are homeless or would not receive proper care at home.
6. A new Storage Facility to compensate for presently inadequate facilities that may have to be demolished.
7. On the long-run, we anticipate a Public Health and Administrative Building to take the place of Erie County Health Department activities presently taking place in obsolescent structures. The same building may also be appropriate for housing ECMC administrative functions.



For East Campus we propose

8. A Parking Structure which we find financially feasible with relatively low parking fees.
9. On space opened up by the parking structure, Gardens and Greenways will create a highly desirable image to the public, dramatically enhance the landscape, and improve circulation.
10. On the long run, subject to further study, a Professional Practice Office Building would make sense at the campus northeast corner next to the Kensington Expressway.
11. Increased campus activity especially and the new image and accessibility should spur public and private investment leading to Mixed-Use Infill on Grider Street.

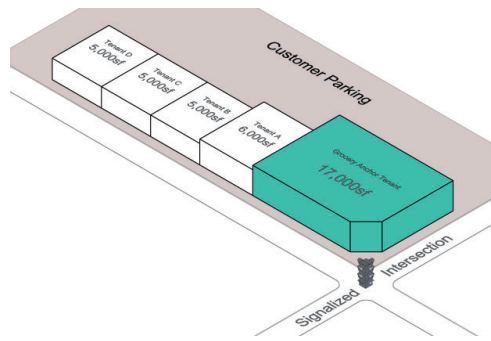
The key to this campus-wide plan will be the development of a grid-patterned street network on the West Campus, with a primary corridor (the Spine) extending from Fillmore Avenue to the Mid-Campus. Upon future demolition and rearrangement of Mid-Campus activities, the Spine should extend to Grider Street. The east-west Spine will open traffic access, create a desirable east-west promenade, and set up a logical arrangement of future development sites.

The studio proposes a new Heart for the campus right at the intersection of the Spine and the East Campus. Easily accessible from any part of the campus, it will be a new quad visible from Grider Street and the Mid Campus. The heart of the campus should be open to diverse campus populations including senior residents, patients, kids and families headed to the Wellness Center, and medical staff.

Our students and faculty sought a Retail and Grocery Concept that that we had confidence would have strong chance of success. We consulted with industry experts, considered precedents, and studied financial feasibility. We concluded that the West Campus had problematic accessibility characteristics for successful conventional retail. Upon study of four options, we conclude that the corner of Grider and Delavan is the nearby location best positioned to succeed, with public subsidy. Alternatively, a community-led initiative, perhaps with a public-private partnership including ECMC could play a facilitating role to find a creative solution to this urgent community need. Such an innovative work could be made to work within or related to the idea of the wellness center.

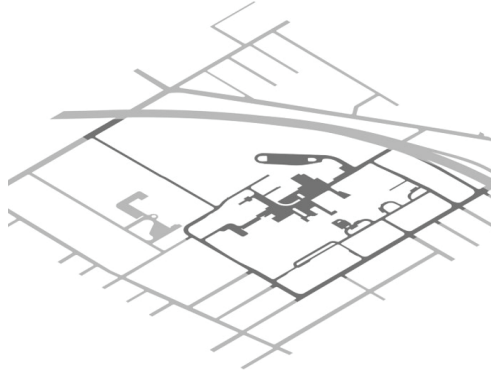
We have here reimagined ECMC as a healthcare campus that will continue to grow in vibrancy and active use, even as patterns of healthcare delivery evolve. With new buildings and a finely landscaped campus, ECMC will continue as the pride and centerpiece of its neighborhood. To bring about that end, many stakeholders will have to cooperate, including ECMC.

Grocery Options

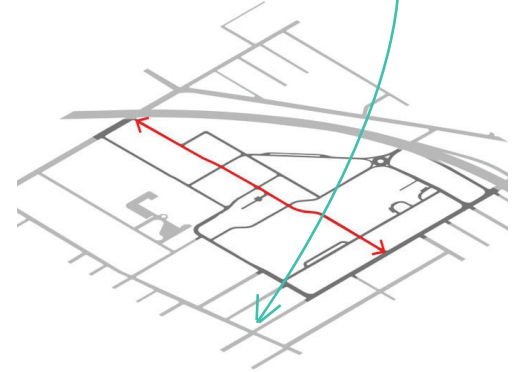


Groceries have a better chance of success in a plaza where they serve as the anchor tenant with smaller retail stores attached. Such a development will need four or more supportive retail tenants. Taking into account square footage, parking and support space, a site of 3.5 acres is needed. Considering **walkability**, and the benefits of a high traffic, corner location, we recommend that the best location is at the intersection of **Grider St & East Delavan Ave**

Gridded Traffic Circulation



Before: The campus is disconnected from the adjacent southern streets, and is separated from the neighborhood by a chain-link fence. Pedestrian access currently only exists from Grider and Kensington Avenue Access Bridge. The current infrastructure does not promote connectivity to this purchased property.



After: We have chosen to suggest a road structure that takes a gridded form emanating from the main trunk road of the campus we call "spine", connecting the other road alignments. This would give the hospital the best ability to infill the land with a number of possible schemes.

Therapeutic Gardens



Outdoor courtyard spaces, can become therapeutic environments, providing a health benefits such as reduced pain, stress, and falls, as well as improved attention and memory – factors that can reduce the cost of care.