



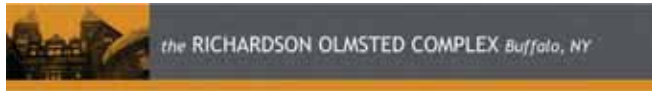
Master Plan for the
RICHARDSON OLMSTED COMPLEX

Buffalo, NY

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Prepared For:

THE RICHARDSON CENTER CORPORATION



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By combining contemporary ideas with our 19th century inheritance, we will create to the highest standards a nationally significant, 21st century, economically self-sustaining and environmentally sound Richardson Complex as a place for architectural, educational, cultural, and recreational activities for the benefit of the residents of and visitors to the Richardson Community, the Museum District, the Elmwood Village, and the entire Buffalo Niagara Region.

From "The Richardson Center Corporation Vision Statement"

The Richardson Center Corporation

Preserving the H.H. Richardson buildings, creating an Architecture and Visitor Center and reviving the Olmsted & Vaux landscape of the original Buffalo State Asylum for the Insane is more than just saving an historic landmark. It will facilitate and spur tourism, particularly architectural and cultural tourists who spend a great deal more than the average visitor to the area, thereby generating significant economic spin – off to benefit Buffalo's economy. It will also help to strengthen neighborhood assets and direct economic development activity to the surrounding area.

The 19th century Richardson Complex is a National Historic Landmark. Its reuse is being powered by \$76.5 million in New York State funds that will be used to leverage private development. The board of the Richardson Center Corporation (RCC) – was appointed in July, 2006 by then New York State Governor George Pataki.

Rehabilitation and reuse of the Complex is the mission of the Richardson Center Corporation, a not for profit 501(c)(3) organization that will be used to leverage private development. The Richardson Architecture Center Board, also a not for profit 501(c)(3), oversees the development of the Architecture Center. Members of both boards are knowledgeable about Buffalo and have the spirit and know how to move this project forward.








Description of this Master Plan

The Master Plan assesses the Richardson Olmsted Complex buildings and site, adjacent neighborhoods and – together with an inclusive public process – creates a plan for near and long term development of the historic buildings and grounds. A Generic Environmental Impact Statement (GEIS) process runs concurrently to the planning process and the final document is this Master Plan and the GEIS. The 1870 historic campus is comprised of the H. H. Richardson designed buildings and Calvert Vaux and Frederick Law Olmsted-designed grounds.



Image: The Buffalo State Asylum for the Insane, circa 1900. Image courtesy of the Buffalo Psychiatric Center

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EXECUTIVE SUMMARY



Left: Aerial Image, Buffalo Arts District. Image courtesy of Google.

For the purposes of the Master Plan, the site of the Richardson Olmsted Complex is defined by Rockwell Road, Elmwood Avenue, Forest Avenue, and Rees Street. These four streets enclose the complex, and define gateways to it, from a very diverse collection of neighborhoods.

Executive Summary



The Richardson Olmsted Complex Master Plan must commit to conservation/rehabilitation, to revitalization/reuse and to economic viability. Society does not honor venerable old buildings or landscapes - or for that matter, their host neighborhoods - by leaving them to slowly decay from lack of use or maintenance. Such neglect dishonors landmarks and their creators. The Richardson Olmsted campus requires a wise, innovative, fiscally responsible approach towards its reinvention.

There is little doubt about the historic and cultural significance of the former Buffalo State Asylum for the Insane. It is the achievement of four prominent figures: H.H. Richardson, the architect, the firm of Fredrick Law Olmsted and Calvert Vaux, the landscape architects, and Dr. Thomas Story Kirkbride, whose ideas about the treatment of mentally ill patients produced the design prototype for the Buffalo asylum and dozens of others around the country. How can this once remarkable place, the product of three giants of 19th century American culture in a city at its social and economic pinnacle, once more serve Buffalo in remarkable ways?

Honoring the historic significance and design character of this campus will be most profoundly accomplished not by mere preservation, but by the combination of rehabilitation and the uncovering of latent possibilities for transformation, intelligently integrating new facilities and uses. This Master Plan therefore seeks ways to re-use the existing remaining buildings on the site (totalling 487,000 GSF including basements), and aspires to integrate additional facilities in a manner complementary to the original spirit of the site plan and supportive of the new vision.

For numerous reasons, institutions must build wisely and sustainably. The Master Plan is guided by an ethic to tread lightly, connect efficiently, choose wisely, and build with a keen eye towards local suitability and economic sustainability. One must look closely at the cost trade-offs along with the opportunities found in the best practices of sustainable, institutional development and the management and maintenance of complex historic institutions and landscapes.

Landscape as “sanctuary” remains as relevant today as the site’s initial purpose. The promise of a renewed landscape sanctuary guides the site’s rehabilitation. We seek it as a fundamental part of our work and home life. However, we recognize that Olmsted & Vaux’ grounds must serve the visitors of today, rather than the patients of yesterday. With reuse and development comes the challenge of redistributing parking and access that enable development to occur without unduly compromising the site’s character.

If individual historic structures are important, cohesive groups of landmark buildings are much more so. With the right combination of uses, landmark complexes like the Richardson Olmsted Complex have sufficient scale and magnitude to become destinations of more-than-local significance. The most successful mixed-use projects are those in which the collective impact of the mix of uses creates a new market dynamic, resulting in not just an economically healthy development project but a truly unique “place” that becomes a destination on its own and as such expands its market reach.

The overall development of the Richardson Olmsted Complex will occur over a period of time and must be flexible enough to anticipate and accommodate changes in market conditions and the availability of both public and private financing. Therefore, the Master Plan has developed short-term, intermediate term, and long term visions for the site. These visions are framed by specific goals and objectives in a manner that provides the most significant initial impact, while at the same time providing support for a variety of future development scenarios. It is paramount that the goals and objectives can be arrived at under a variety of economic and real estate futures.

The daunting size of the complex and the uncertainty of the current economic climate must not impede progress. Much work can be done in the near term to stabilize the buildings from further deterioration and to demonstrate progress. The concept of “Baseline Priorities” was established to prioritize the resources that are available to help to shape the future

The most successful mixed-use projects are those in which the collective impact of the mix of uses creates a new market dynamic, resulting in not just an economically healthy development project, but a truly unique “place” that becomes a destination on its own and, as such, expands its market reach.

of the Richardson Olmsted Complex. Its objective is to direct the money available to achieve the broadest impact in the near term and be a catalyst for future investment.

The Baseline Priorities identify short-term, incremental projects that build upon one another to enable the long-term Master Plan to become feasible. Much of this focus involves site organization, circulation and access, and building and landscape stabilization. These efforts - which require significant resources and on-going collaboration with adjoining partners - not only prepares the facility for future investment, but to also increases public access and awareness of this national treasure.

Building on the Baseline Priorities, Four Development Actions for the historic structures and grounds have been created that expand the scope of the initial investment. These variations differ in scale, allowing flexibility to accommodate changing market conditions and absorption rates for the property over time. The futures begin from the rehabilitation of the primary iconic element – the Administration Tower – and its adjacent two wings. The development project creates an integrated, multi-use real estate project with the towers at its heart, allowing each of the four key programs: Architecture Center, Visitor Center, Boutique Hotel and Conference Center to identify equally with the central element. Future growth radiates outward from this center to adjacent ward buildings.

Nearly four decades armed only with desire and hope for rehabilitation of the Richardson Olmsted Complex have failed to reverse the progress of decay. Armed with strong local and national boards, an Urban Land Institute report, an Historic Structures Report, a Cultural Landscape Report, Architecture and Visitor Center Visualized Concept and Feasibility Studies, and now this Master Plan, the Richardson Center Corporation can finally proceed to put these architectural masterpieces back to productive use.

Guiding Principles of the Master Plan

With an eye towards implementation and sound stewardship, the framework for planning is built on five planning principles. These principles, taken collectively, address each edge of the Richardson Olmsted Complex and help to integrate the complex into its surroundings.



Create a New Identity for “the ROC” Through the Reuse of Existing Structures

The highest priority of the Master Plan is the reuse of the historic structures and grounds. Revitalizing the complex can be accomplished by repurposing it as a mixed-use destination. The iconic towers of the Administration Building can serve as a unifying identity for a mix of uses within the buildings. This shared identity, which the Master Plan deems “the ROC” (for Richardson Olmsted Complex), can support both initial core programs and subsequent expansions.



Rehabilitate The South Lawn

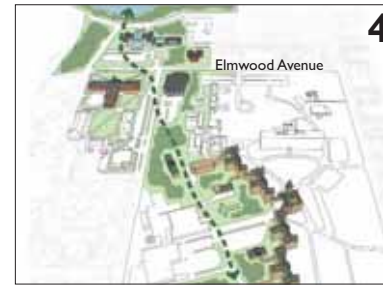
The Master Plan places priority on the stabilization and rehabilitation of the lawn between the structure and its historic approach from Forest Avenue. Rehabilitation of the South Lawn requires the removal of the invasive circulation and parking patterns that have eroded the continuity of the space over time. Reinstating the loop road on the south side of the complex and heavily replanting the area will initiate the rehabilitation of the site.



Center Building 45

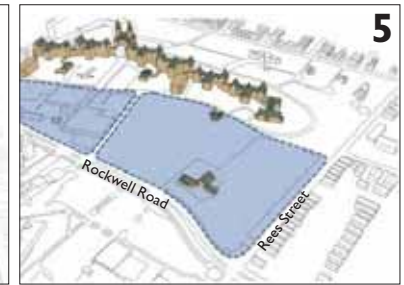
Reorienting the complex so that the back (or north side) of Building 45 can also become a “front” accomplishes a number of important objectives:

1. it preserves the bucolic character of the south lawn;
2. it allows for a greater intensity of use and access to the complex from the north without diminishing the importance of the historic south entrance; and,
3. it diminishes the visual presence of the modern Strozzi Building when entering from the north.



Extend the Olmsted Parks System

The close proximity of Delaware Park offers a remarkable possibility to capture and extend Buffalo’s open space system. Strengthening the connection between the Richardson Olmsted Complex and Olmsted’s network reestablishes a relationship that has been diminished over time, through new pedestrian and vehicular connections, open space interventions and art.



Preserve Long-Term Development Options

If any long range development at the north and northwest portion of the site does occur, it shall be used to enhance and complement the adjoining historic buildings and neighborhoods. As can be witnessed from revitalization of other Kirkbride complexes across the nation, additional new development may be required to help subsidize the high cost of rehabilitation and maintenance. Any new development will continue the existing land use ratios to provide major landscaped open space and complement the historic buildings in form and use.

Baseline Priorities

The “Baseline Priorities” distribute the limited resources that are available to help to shape the future of the Richardson Olmsted Complex. Its objective is to direct the money available to achieve the broadest impact in the near term and be a catalyst for future investment. Much of the focus of the Baseline Priorities involves organization, stabilization, and cleanup, in an effort not only to prepare the facility for future investment, but to also increase public access and awareness of the project.

I. Rationalize the Site

Richardson, Olmsted and Kirkbride’s original vision for the site has largely been depleted over time. Rationalizing the site attempts to remedy site circulation to create a more cohesive site and ameliorate perceived divisions in the property.

II. Prioritize Landscape Investment

Within the Baseline Plan, the significance of the South Lawn as a space of gathering and recreation is recaptured. As a first priority, the drives to the south of Building 45 are reconfigured, parking is relocated, paths are constructed and new trees are planted to reinstate the once pervasive canopy. To the north, a new east-west road provides access and creates an address for the buildings, and a new arrival loop improves access.

III. Building Reuse & Preparation

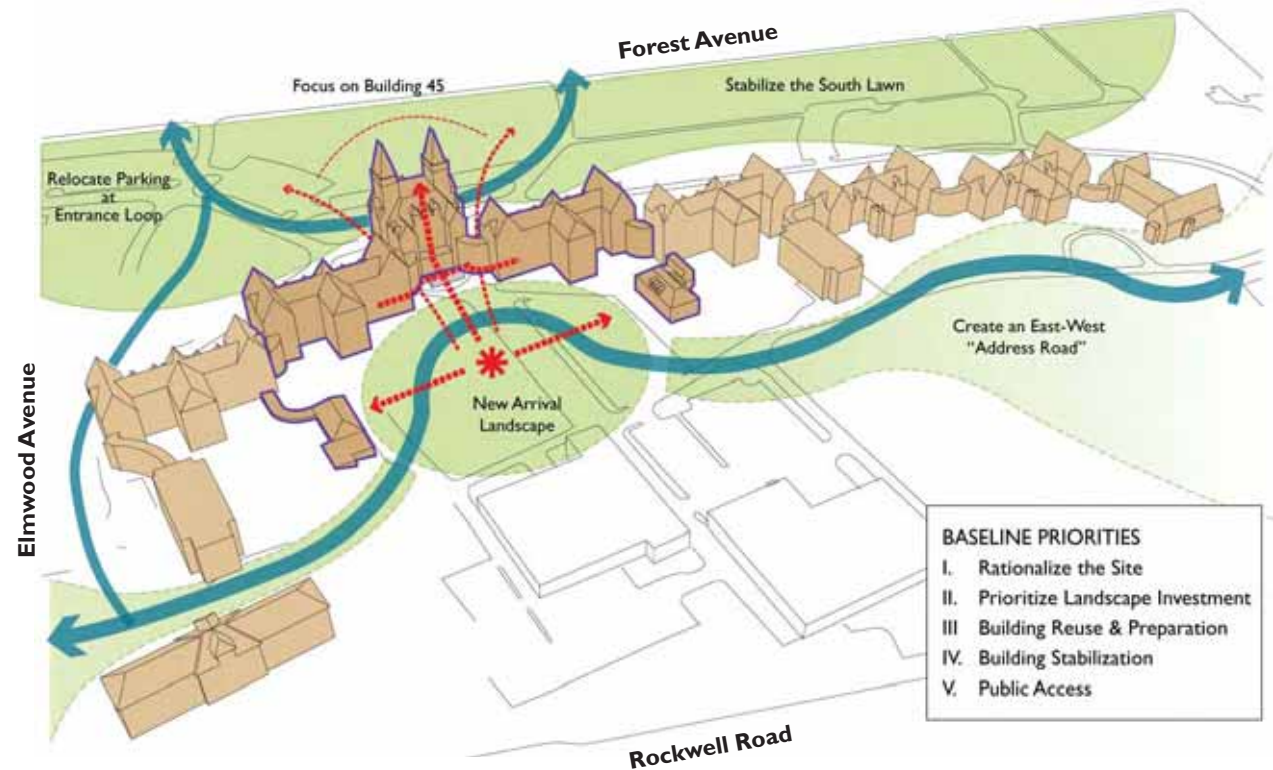
Stabilization of the buildings and grounds are just the first step towards the rehabilitation of the complex. Following building stabilization, identifying appropriate uses to occupy the buildings requires an innovative and market-based approach that maximizes synergies between uses.

IV. Building Stabilization

There are four packages of building stabilization. These packages build on the work the Richardson Center Corporation has done over the last two years (Package 1 Stabilization). Package 2 revolves around emergency work to limit or stop water penetration into the structures. Package 3 - which is permanent in nature – prevents further deterioration of the building. Package 4 stabilization efforts will provide a safe, intact and clean building shell, preparing the spaces for reuse.

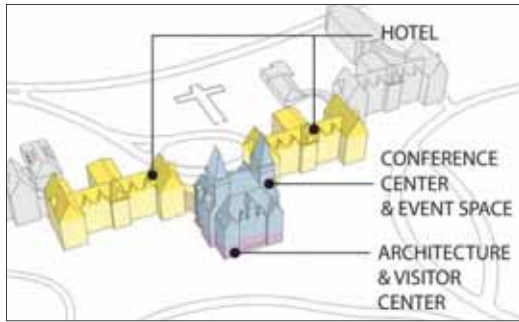
V. Public Access

Gaining access to the buildings and grounds of the complex has been cited as one of the most important objectives by the surrounding community. In the near future, there are a number of means by which that may be possible including partial building tours, temporary exhibits and art installations.



Using the recommendations of the Cultural Landscape Report as a guide, a zoning of the property has been created. These zones aid in the phased implementation of full site rehabilitation by logically subdividing the site into areas of cohesive landscape character.

ALTERNATIVES FOR REUSE



A Mix of Uses

A core set of uses has been identified for a development project at the complex. It is critical that these uses be given equal importance in the design process. For example, an Architecture Center should not be viewed as the “main use,” to the detriment of a hotel or conference center, and vice versa. This integrated model creates an active and diverse set of program relationships that is beneficial to the success of the development, but also allows the project to capture a maximum of tax incentives.

Perhaps the most visible example of this integration is the recommendation to provide a central entrance and gathering space that mixes visitors from the various uses in one space before moving each into their own circulation system. This can provide a unique introduction to the Richardson Olmsted Complex and reduce the time when the entrance space for each user may have little or no activity within it.

Branded as “The ROC”, this central mixed-use space of gathering can unify the overall development project initially, and have the ability to anchor future development. If located in the iconic towers of Building 45 (the former Administration Building), The ROC becomes an identity for the entire complex that is shared equally among all of the programs housed within it, rather than associated with a single use.

Four Development Actions

After careful consideration of the many important issues to the success and sustainability of a development project, a set of potential development actions was developed. These scenarios each begin with the priorities of the Baseline Priorities, then expand upon them to present four futures for the complex. The focus of all potential futures includes the rehabilitation and reoccupation of the historic structures and grounds.



I. The Core Project

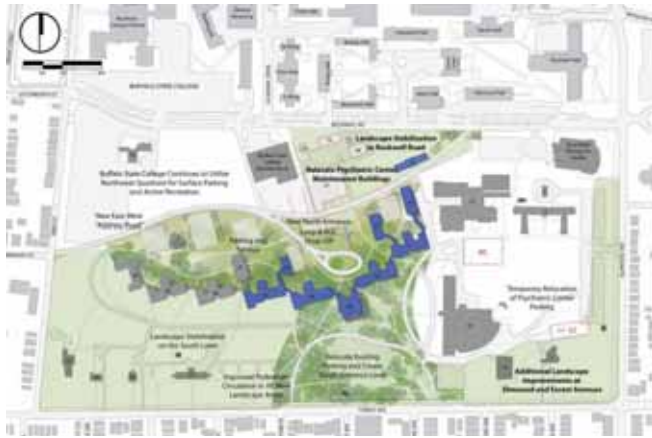
The Core Project initiates the rehabilitation of the historic complex by locating new uses in the primary iconic building of the complex - the Towers Administration Building (Bldg. 45) - and the adjacent two wards. The core project consists of the following uses:

- ARCHITECTURE CENTER
- VISITOR CENTER
- BOUTIQUE HOTEL
- CONFERENCE/EVENTS SPACE



The buildings are accessed jointly via a new central entrance at the north side of Building 45. The development plan creates an integrated, multi-use real estate project with the towers at its heart, allowing the four key uses to identify equally with Building 45 as the iconic central element of the project. In addition, the financial viability of each use is enhanced by the availability of additional tax credits in a large, mixed-use project. The south entrance to Building 45 will remain largely unchanged and will serve as the ceremonial entrance, complemented by a new entrance loop reminiscent of the historical alignment Olmsted & Vaux intended.

A northern approach to the complex served by an east/west road and replacement addition to the northern face of Building 45 will address the demands of large group access, heavier traffic flows including tour buses, and service delivery.



2. The Expanded Core Project

Building from the “Core Project”, an expansion of these programs includes complementary uses that benefit from close proximity to the Towers Administration Building (Bldg. 45) but also warrant their own identity and space.



These additional uses advance the creation of a mixed-use destination at the Richardson Olmsted Complex. The presence of cultural and academic uses can benefit and increase visitation of the core programs, while also enjoying the advantages of the exhibits, event space, and hotel rooms available in adjacent buildings. Expanded programs supporting the Core Project include Arts-Related space and Academic Uses, perhaps associated with Buffalo State College or the numerous other cultural and academic institutions in the surrounding neighborhoods.



3. Full Reuse of All Historically Significant Structures

This scenario assumes that the Core and Expanded Projects are implemented, and that additional uses are then incorporated into the brick buildings (38, 39, 40). Uses for these buildings have not yet been determined, but it is recommended that the reuse of these facilities be compatible with the quasi-public programs of the core and expanded core projects.

Landscape investment in this scenario extends to the entire 91-acre site to create a cohesive parklike character throughout the complex. A site-wide circulation system is implemented based on an interpretation of Olmsted’s historic plan.

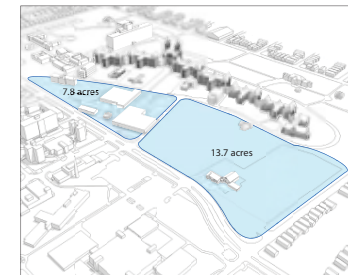
The Northern Lands accommodate a range of possible landscape strategies that transform the property, including uses such as storm water swales, ponds and plantings that can treat runoff, walking trails and improved habitat to bolster the local ecology, and locations for active recreation.

Certain existing, non-preferred uses may also continue until they can be relocated. These uses will enhance the goal of bringing people, particularly on foot, to the campus at an early stage. This scenario assumes no new development on the northwestern portion of the property at this point. In Development Action #3, the Northern Lands will be substantially devoted to landscape and grounds treatments until such time as Development Action #4 is implemented.



4. Development Landholding

The Northern Lands can be utilized to provide additional economic sustainability to the project and to provide appropriate economic opportunity to the area. Any new development would be compatible with the master plan, have a strong emphasis on green space with the built form approximating the existing campus in density and urban character.



It would continue the existing land use ratios to provide major landscaped open space, and complement the historic buildings in form and use. However, the focus of this phase will remain subordinate to the other phases where the priority is the reuse and rehabilitation of the historic buildings and landscape. In the interim, the northern lands will be used as describe in Development Action #3.

NEXT STEPS AND COSTS

Phased Implementation of the Master Plan

The completion of the Master Plan marks the beginning of an immense effort to revitalize the Richardson Olmsted Complex. Guided by the Historic Structures and Cultural Landscapes Reports, along with the recommendations of the Master Plan, this work has already begun. Following the completion of the GEIS process, improvements will be initiated that prepare the property for the implementation of a development project. In a matter of only a few years, the buildings and grounds can feasibly be stabilized and opened to the public, and a development project underway.



Potential Near-Term Activities

STABILIZATION AND PUBLIC ACCESS

I. Building Stabilization

- A. Emergency Stabilization (all buildings)
- B. Stabilization for Core Project (Bldgs. 45, 44, 10)
- C. Environmental Remediation (Bldgs. 45, 44, 10)
- D. Mothball Remaining buildings (Bldgs. 38, 39, 40, 41, 42, 43 and connectors)

II. Landscape Stabilization

- A. Landscape Emergency Stabilization

III. Public Access

- A. Secure Ownership or long term lease
- B. Install site and building lighting
- C. Open gates in historic fence and install signage
- D. Remove security fence surrounding structures
- E. Establish (limited) facility stabilization tour
- F. Facilitation of temporary public art installations on site or in building

CORE PROJECT FRAMEWORK

I. Pre-Development (Pre-Developer Selection) Activities

- A. Engage development consultant(s) to facilitate and coordinate pre-development activities
- B. Conceptual Design Stage
- C. Attraction of Future Tenants/Uses
- D. Development Stage
- E. Closing

II. Architectural Design

- A. Feasibility Studies for Core Project
- B. Schematic Design/Design Development/Construction Documents for Core Project
- C. Construction of Core Project

III. Architecture And Visitor Center

- A. Establish Management Entity
- B. Launch Marketing Effort
- C. Circulation Planning and Design together with other Core Project program elements (Event Space and Boutique Hotel)
- D. Initiate and Design Exhibit Program

IV. Landscape Design

- A. Schematic Design/ Design Development/ Construction Documents for the rehabilitation of Area "A" south and east of Building 45
- B. Schematic Design/ Design Development/ Construction Documents for the rehabilitation of Area "D" north of Building 45

PROPERTY-WIDE PLANNING

I. SITE COORDINATION AND INFRASTRUCTURE

- A. Maintenance Building Relocation Study
- B. Utility Assessment and Design
- C. Master Planning coordination with Psychiatric Center
- D. Master Planning coordination with Buffalo State College

PUBLIC OUTREACH

- A. Design promotional material for public consumption to invite interest from potential businesses, tenants and redevelopment partners
- B. Identify interim landscape uses: nursery/community gardens and park in northern lands
- C. Advance planting and maintenance volunteer coordination
- D. Facilitation of temporary public art installations on site or in buildings
- E. Participate in ongoing symposia/presentations



NEAR-TERM COSTS*

FUNDS ALREADY COMMITTED

Emergency Stabilization - Phase I	\$2.10m
Studies, Planning, Operating Costs	\$1.90m

STABILIZATION AND PUBLIC ACCESS

Emergency Stabilization	\$7.84m
Stabilization for Core Project	\$11.36m
Mothball Remaining Buildings	\$5.90m
Landscape Emergency Stabilization	\$2.00m
Parking Relocation	\$1.40m

CORE PROJECT FRAMEWORK

Circulation Systems	\$1.86m
Architecture & Visitor Center - Exhibit	\$5.90m
Architecture Center - Bldg 45 addition	\$4.00m
Landscape Rehabilitation (partial)	\$9.50m

SUBTOTAL

\$53.66m

OTHER PROJECTED COSTS

PROPERTY-WIDE PLANNING

Maintenance Building Relocations	\$20.9m
Landscape Rehabilitation (site-wide)	\$9.5m

Core Project Building Fit-Out	
RCC investment (gap)	\$13.0m
Core Project Build Out: Architecture and Visitor Centers	\$11.0m
Available Tax Credits	(\$17.3m)

CORE PROJECT EST.TOTAL \$90.76m

*Construction costs only. Not included: Soft costs including design, investigation and testing fees, owner's contingency, use-specific mechanical, electrical, plumbing, fire protection, egress, life safety compliance. Basements included; attics not included.



CONTEXT, PROCESS, & PRINCIPLES

“Buffalo is an ideal testing ground... Its architectural heritage embodies an America that thought boldly about the future, but believed deeply in the city as a democratic forum. What is needed now is to revive that experimental tradition.”

Nicolai Ouroussoff, “Reinventing America’s Cities: The Time Is Now”; The New York Times, March 29, 2009

Establishing the Context

There is little doubt about the historic and cultural significance of the former Buffalo State Asylum for the Insane. It is the achievement of three prominent figures: H.H. Richardson, the architect, the landscape firm of Fredrick Law Olmsted, and Dr. Thomas Story Kirkbride, whose ideas about the treatment of mentally ill patients produced the design prototype for the Buffalo Institution and dozens of others around the country. Honoring the historic significance and design character of this campus will be most profoundly accomplished not by mere rehabilitation, but by the combination of rehabilitation and the uncovering of latent possibilities for transformation, intelligently integrating new facilities and uses. How can this once remarkable place, the product of three giants of 19th century American culture in a city at its social and economic pinnacle, once more serve Buffalo in remarkable ways?

As originally conceived, the asylum and its grounds were a harmonious blend of state-of-the-art structures and healing landscape, producing a complete therapeutic environment. Some surviving aspects of the property portray an intimate and domestic - although fractured - relationship between the buildings and landscape that is evidence of its original intent. The site suffers greatly from the intrusion of the Strozzi building onto the Olmsted & Vaux lands, blocking views of the Richardson Olmsted Complex. In some areas, along Rockwell Road and Elmwood Avenue, for example, the site's rural character has been compromised by expanded vehicular use and/or poor building placement. Rehabilitation of the open space evolves from an evaluation of the historical intent, an assessment of the site's existing conditions and an understanding of the impact that new development. A coherent open space approach must offer both rehabilitation and opportunities for development. The proposed landscape strategy guides the organization of new and old buildings, access and parking, new and preserved vegetation to create a landscape that expresses its new purpose while recapturing its historically significant character.

The relationship between the site's rehabilitation and its surroundings must be mutually reinforcing. Redevelopment of the historic structure and of the

grounds must respect the scale and character of their historic development and reinforce the vibrant commercial activity that exists along the Elmwood corridor. Street edges between the campus and the neighborhoods need to be considered as "seams" rather than borders, with shared amenities between them and the future uses of the complex.

The Richardson Olmsted Complex is an extremely large facility that is unlikely to secure a single user who can feasibly utilize all or most of the space. Even within certain components of the complex - such as the original stone buildings - the amount of space and the rehabilitation costs make it unlikely that a single user will be found. Attracting a mix of compatible uses and establishing a phased process is a more appropriate redevelopment strategy. Proposed development scenarios focus on the historic stone and brick structures. While portions of the vacant property may be attractive for new construction, the reuse of the buildings must remain a top priority.

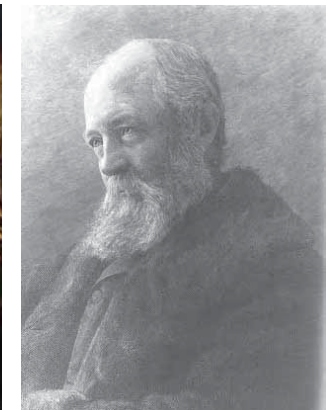
The future of the Richardson Olmsted Complex will require strong public/private partnerships in order to be sustainable. This is particularly true in large, complex, multi-phased development where the players may change over time but the partnership endures. Some cities and projects are more successful than others in crafting such public/private entities, but the commitment and enthusiasm demonstrated to date for this effort is empowering. The strong and inclusive leadership that resides in the Richardson Center Corporation and the initial funding by New York State is a positive indication that the project has the necessary initial traction and collaboration potential.

Creative collaboration began with the coming together of three minds, from three distinct fields, to conceive of this landmark. Richardson, Olmsted, and Kirkbride together provided for Buffalo an innovative and beautiful asset to the built environment. Today, renewed interest in the rehabilitation of these historic facilities allows the contributions of these three figures to architecture, landscape architecture, and mental health to endure.

How can this once remarkable place, the product of three giants of 19th century American culture in a city at its social and economic pinnacle, once more serve Buffalo in remarkable ways?



Images: Counterclockwise from upper left; Psychiatrist Dr. Thomas Story Kirkbride
Architect Henry Hobson Richardson
Landscape Architect Fredrick Law Olmsted Jr.



CONTEXT, PROCESS, & PRINCIPLES





Architecture

The central buildings at the Buffalo State Asylum for the Insane, now known as the Richardson Olmsted Complex, are the work of architect Henry Hobson (H.H.) Richardson. He is widely considered to be the first American architect to achieve international recognition. These outstanding structures were one of his first major commissions and ultimately became his largest. Richardson went on to design the New York State Capitol Building, Trinity Church, and many other landmarks of American architecture. The buildings represent an early and definitive example of the style that grew to bear his name – “Richardsonian Romanesque”. They are beautiful in a way that was intended to heal the spirits of the patients who would reside in them. Today, this National Historic Landmark continues to inspire, transcending the years between their design and construction and the present.

The contribution of the many architects who added to the complex after the original work of Richardson and his associates are also a part of its history. Many local, regional, and state architects - whose work is significant in their own right - participated in a material way to the complex as it now exists. Their contributions include initial design input and construction supervision from Andrew Jackson Warner (Rochester) and completion of Richardson’s original plan by William W. Carlin (Buffalo) and Green and Wicks (Edward B. Green and William S. Wicks, Buffalo). Local architects supervised the original construction and added buildings in response to an increasing patient population and changing theories of treatment.

Left: Present-day Images of the Richardson Olmsted Complex



Landscape

The Richardson Olmsted site is historically significant as a surviving example of a 19th century designed therapeutic landscape by the firm of landscape architects Frederick Law Olmsted Sr. and Calvert Vaux. Plans for the grounds represent the mid 19th-century movement in mental health toward a philosophy of “Moral Treatment,” which championed the privacy and comfort of patients. As a critique of the common practice of housing the mentally ill in prisons, private houses, and basements, asylums like Buffalo integrated landscape, farming, and building to promote the therapeutic effects of the environment.

Furthermore, the site is significant as part of the planning for the Olmsted & Vaux Buffalo Park System—the first system of interconnected parks and parkways in the United States and now on the National Register in its own right. Beginning in 1869, the landscape architects created the system of parks and connecting greenways that forms the backbone of the city’s green infrastructure. The Richardson Olmsted site, while not part of the “public” park system, was located adjacent to the west side of Delaware Park and the Forest Lawn Cemetery. The site was designed in a pastoral style that combined gentle topography and curvilinear drives under large expanses of tree canopy. Much of the acreage was left open for use as a productive farm for the patients as well as generous spaces for recreational opportunities.

In the cultural landscape of the Richardson Olmsted Complex, “the organization of the impressive asylum buildings, the surrounding open turf, clusters of vegetation, and curvilinear drives are dominant features that define its spatial and visual relationships” (Cultural Landscape Report, page 5). Though Olmsted and Vaux’ landscape has been largely depleted from its original design, the site itself is still an important asset to the existing Psychiatric Center for recreation and enjoyment of the grounds.



Mental Health

This site represents a continuum of mental health treatment in the United States from the time of the asylum’s construction in the 1870s through today.

The original buildings at the Buffalo State Asylum for the Insane were designed to accommodate treatment as prescribed in the Kirkbride Plan. Devised by Dr. Thomas Story Kirkbride, the plan was “...the first scientific architectural response to treatment of the mentally ill” (Historic Structures Report, pg. 26). Building forms and most details, including site selection, interior layout, room size, building materials, and window details, were specified by the Kirkbride Plan, all to benefit patient treatment. It was thought that removal of the patient from the chaotic environment of their surroundings and immersion in an idealized setting might constitute a cure for insanity. During this era, great emphasis was placed on carefully-designed environments which were balanced with a daily routine of rest and manual work. The Buffalo State Asylum for the Insane represents a fully developed Kirkbride Plan institution.

Today, the site remains important to the field of mental health in New York State, with the Buffalo Psychiatric Center still in operation within their modern campus adjacent to the historic structures. Newer buildings, located outside of the National Historic Landmark boundary, were designed to accommodate treatment philosophies emphasizing deinstitutionalization through out-patient care and the more modern use of drug and behavioral therapies unavailable to patients of earlier eras.

Scales of Context



New York State

The Richardson Olmsted Complex is situated between three National Heritage Corridors: The Erie Canalway, the Niagara Heritage Area and the Welland Canal. These cultural, recreational, and open space corridors provide a natural open space network rivaling in importance any in the US and Canada, and are a source of regional and national interest. Fredrick Law Olmsted’s presence in New York State extends beyond Buffalo and includes significant, urban park systems in Rochester, Albany and and of course Central and Prospect Parks in New York City. .

Buffalo Niagara Region

The Buffalo Niagara Region is a destination for tourists from around the world. While Niagara Falls draws more tourists than the City of Buffalo annually, more and more people are visiting Buffalo for the architectural and cultural heritage that continues to grow in reputation. As the city capitalizes on these assets, ancillary developments such as lodging, dining, and retail increase to meet the needs of increasing numbers of visitors. Both Niagara Falls and Buffalo were envisioned as “hub and spoke cities”, with concentrations of activity that radiate outward from the center. The Richardson Olmsted Complex is well-positioned in the region with close proximity to the airport and good highway access. Within the region, the site has the potential to be a point of distribution for information and a place of orientation.

The City of Buffalo

The Buffalo Olmsted Park System is comprised of six parks, nine circles, eight parkways and several smaller open spaces. It is the particular configuration of parkways and circles that makes Buffalo’s system truly unique. The Richardson Olmsted Complex is located at the western edge of an area known as the Olmsted Crescent, a term used to refer to an area that encompasses many of Buffalo’s cultural highlights, including Delaware Park and Forest Lawn Cemetery. The site is an intergral part of a cultural network that links landmarks of architectural and landscape significance and is a recognizable symbol of the city’s rich design heritage. The Richardson Olmsted Complex has the potential to be an anchor to an “experience cluster” that includes other remarkable cultural attractions that are connected through the urban fabric.

The Cultural District

Combining Art, History and Architecture is an emerging trend nationally for tourism. Fortunately, Buffalo has a grand tradition of all three. The Convention and Vistors Bureau has begun “branding” the City in this way and marketing itself as a tourist destination. The Richardson Olmsed site has tremendous potential for bringing together these themes within the context of an emerging Arts District. Together with the Albright Knox Art Gallery, the Burchfield Penney Art Center, and the Buffalo and Erie County Historical Society, complementary art-related uses within the complex have the potential to bolster the reputation of the district as a cultural destination. The district assets include three colleges, which ensures a constant influx of students and faculty. Frank Lloyd Wright’s Darwin Martin House, and it’s recently-opened Visitors Center, is a short distance to the Richardson Olmsted Complex.

Major Studies Preceding & Related to the Master Plan



The Neighborhood

The Richardson Olmsted Complex lies at the intersection of four Buffalo neighborhoods: Grant-Ferry, Grant-Amherst, Elmwood Village and the West Side. The Elmwood neighborhood was recently identified by the American Planning Association as one of the “Ten Most Livable Neighborhoods” in the country. Today, Elmwood Village is an active participant in the movement to bring more residents back to the city and its commercial strip is one of the most robust neighborhood corridors in the city. Adjoining neighborhoods have identified the rehabilitation of the complex as one of the most important considerations for their own health and vitality. Investment within the site can have a positive influence on the surrounding context by providing an active, accessible and publically-oriented landscape, by having active uses within the complex and by prioritizing this site as a catalyst for neighborhood revitalization initiatives directed by the city.

The Buildings

Buffalo’s architectural legacy is enviable. At the height of the city’s growth, the best architects, engineers and designers were drawn to Buffalo, eager to make a mark on the physical imprint of the city. This architectural showcase is evident in such buildings as Burnham’s Ellicott Square Building, Eliel and Eero Saarinen’s Klienhaus Music Hall, and many others. Recently, Louis Sullivan’s Guaranty Building has been fully restored and substantial investment has been made to the legacy of Frank Lloyd Wright’s Darwin Martin House. Preserving the Richardson buildings, along with Frank Lloyd Wright’s Darwin Martin House and Louis Sullivan’s Guaranty Building sets in place the 3-tiered crown of Buffalo’s architectural treasures – H.H. Richardson’s landmark building is poised to be the third National Historic Landmark to be given new life and usefulness. The combination of the mental health mission for the building, its massive scale and the historical importance of the complex within the legacy of the nations nineteenth century public architecture can hardly be exaggerated.

Urban Land Institute Advisory Panel

The Urban Land Institute (ULI) Advisory Panel Final Report is comprised of recommendations for reuse, rehabilitation and potential redevelopment of the historic Richardson Complex in Buffalo. The ULI recommendations provided a “framework” for guiding a reuse plan for the site. The report was the culmination of a week of intensive work May 21-25, 2007 in Buffalo.



Historic Structures Report

The Historic Structures Report was completed by Goody Clancy in June 2008. The report evaluates the historic integrity of the building complex and presents recommendations for their rehabilitation. The document highlights the importance of the entire site as a rare example of the continuum of mental health treatment over time, from 19th century asylum treatment to community-based care and modern medical facilities.



Cultural Landscape Report

Heritage Landscapes, Preservation Landscape Architects & Planners, completed the Cultural Landscape Report in October 2008. This report documents the history, significance and preservation treatment of the historic landscape designed by Frederick Law Olmsted, Sr., and Calvert Vaux in 1871.



The Architecture and Visitor Center

Ralph Appelbaum Associates, museum design firm, and ConsultEcon, feasibility and economic impact consultants, developed a Visualized Concept Study for the Architecture and Visitor Center. The facility will serve as a showcase and center for information and directions to Western New York’s architectural and cultural assets.



Additional Resources

Additional resources about the Richardson Olmsted Complex and the Master Plan are also available at: www.richardson-olmsted.com.

Creating a Destination with a Mix of Uses

The entire site of the Richardson Olmsted Complex is 91 acres, with a functioning mental health treatment facility operated by the New York State Office of Mental Health and several smaller complementary facilities. The Richardson Center Corporation is charged with protecting and finding appropriate new uses for the now-vacant historic structures and adjoining grounds that comprise 38.2 acres deemed “surplus land” by the Office of Mental Health. In doing so, the RCC is responsible for creating improvements that assist in the enhancement of adjoining neighborhoods by establishing new parking and circulation patterns that serve the entire campus and improve the landscape

Viability and Sustainability

The Richardson-Olmsted Complex consists of an extremely large amount of gross square footage (approximately 480,000 sf) in a variety of configurations throughout the complex. Incorporating the ideas of a new, state-of-the-art holistic approach to the treatment of mental illness into the design of a massive structure, the team of Richardson and Olmsted & Vaux collaborated on beautiful and highly functional buildings and grounds that ushered in a new era in treating mental health.

However, the design elements that brilliantly put this treatment philosophy into practice in the late 1800’s offer serious challenges to the efficient reuse of the structure and the redevelopment of the complex at the current time. In addition, the realities of Buffalo’s economic climate combined with the current real estate malaise clearly demonstrate that redevelopment projects of any scale are challenging in the current market. It is unwise to assume the entire complex will be reused and redeveloped in the near term. Rather, the plan should assume that some reuse might occur in the near term, but full occupation of the entire site will not occur in the foreseeable future. Thus, the plan and implementation steps should be undertaken carefully and in such a way as to retain options for the future. A more viable set of goals would be for the RCC to utilize its investment potential as a way to stimulate the redevelopment of the most marketable portion of the

property in the near future, with a variety of complementary initial uses that would begin to reinvigorate the property, bringing activity and energy that in turn would lead to continued modest reuse of more of the property over time.

If the buildings can be analyzed as a number of distinct, yet connected, development properties, then the property over time may provide a viable and sustainable economic return – albeit a modest one – and serve a particular niche in the overall Buffalo economy.

The value of the Richardson Complex as a historic property, both to Buffalo and nationally, is without doubt. Its value to the community lies in its repopulation and re-energization so that people can both appreciate its significance and conduct activities within such a unique historic environment. A reuse plan that introduces a number of complementary uses in a portion of the structure, combined with aggressive use of a variety of tax credits, results in an economically viable development project. Initial research suggests that 1) its location provides it with considerable advantage for a number of possible reuses; and 2) with the development of a reuse plan that introduces a number of complementary uses in a portion of the structure combined with aggressive use of a variety of tax credits, an economically viable development project begins to emerge.

Initial Project Recommendation

Based upon the analysis of market conditions and opportunities, and preliminary architectural assessments of the reuse potential of the various buildings within the overall complex, it is recommended that steps begin to undertake a Master Development Scenario of the full redevelopment of Buildings 45/44/10 as an integrated, multi-use real estate project. This development plan envisions the following uses occupying the square footage of these three buildings (and connectors) and accessing these buildings jointly via a new central entrance/atrium space fronting on the north side of Building 45:

- **Architecture Center**
- **Regional Visitor Center**
- **Boutique Hotel**
- **Event Space**

The recommendation to consider a multi-use and integrated development approach is based on a variety of factors, described in more detail below, with two overriding conclusions reached:

- 1- The individual uses to be included are strengthened, both financially and in terms of their marketability, by the presence and proximity of the additional, complementary uses; and
- 2- The financial viability of each of the uses is enhanced by the availability of additional tax credits in a larger, mixed-use redevelopment project.

The project model is based – among other things – on the opportunity that currently exists for a hotel property in the midst of the emerging “Arts District.” The Richardson Olmsted Complex is an excellent location for such a facility. The reuse of the main portion of the building complex would be extremely marketable as a boutique, art-infused hotel. In addition, there is a need for a mid-sized conference facility in the area to accommodate conferences, seminars and meetings generated by Buffalo State, the surrounding colleges, the arts institutions, and the Architecture Center.

KEY CONCEPTS

#1 – Initial Project Should Be Larger, Not Smaller;

The “PROJECT” should be considered to consist of - at a minimum – Buildings 45/10/44. These should be thought of and marketed as a single development – e.g, “THE ROC”. From a Development Feasibility perspective, it is advantageous for the initial development project to be larger than just the Architecture and Visitor Centers. There are advantages in maximizing value, use of tax credits, and marketing opportunities. “The Project” could also include Buildings 9 and 42 for Buffalo State College Uses, artists space, or limited residential.

#2 – The Initial Project Appears To Be Financially Feasible, Given Certain Assumptions

By securing and maximizing to the greatest extent possible the use of various tax credits, and by structuring a master developer partnership that includes as development costs the “investment” in the development by the RCC, preliminary financial analyses support a 3-5 building renovation project.

#3 – The Various Uses Proposed For The Initial Project Create Strong Synergies And Can Leverage One Another In Ways That Improve The Marketability And Performance Of Each.

The uses considered for inclusion in the Project should not be seen as competing for space, access, branding, etc. Rather, these uses should be considered as complementary layers that in aggregate establish the larger ROC project with an energy and a set of amenities unique in the Buffalo market and enable it to be actively used throughout the day and evening and throughout the year.

Finally, a strong opportunity exists to utilize the facility and the grounds as a location – with rental income – for larger events, such as weddings, fundraisers, corporate dinners and meetings, as long as the proper facilities can be provided.

These conclusions were validated in a variety of ways, including the market analysis and economic feasibility work of Clarion Associates and interviews with local hotel representatives.

- Buffalo is deficient in upper-middle quality hotel properties
- A Boutique Hotel in an “Arts District” area is strong concept
- Mid to large event space is seriously deficient
- Event space is lacking for 200+ up to 500+ table seating in a historic/luxury setting
- The Mansion on Delaware is currently turning away 80-100 events annually due to size limitations
- The Richardson Olmsted Complex has the right mix of assets: historic building, “Towers” icon, strong potential sense of entry (from the north), and grounds for pre/post events
- Boutique Hotels typically have 80-120 rooms. A boutique hotel is appropriately scaled to be accommodated in up to two ward buildings of the historic structure

CityVisions also met with the regional franchise sales director for a national hotel chain that offers a relatively new and rapidly expanding boutique hotel brand. The franchise is establishing a market for limited-service, mid-to-upper end properties with a contemporary and arts-inspired look in interesting locations that combines a mix of new and historic properties.

They are seeking out locations adjacent to college/university campuses (such as the one recently opened adjacent to the University at Buffalo), and the “style” of the product appears to match the likely concept for the Richardson Olmsted Complex. The discussions with this national chain was used as an initial test of the concept due to all of the above reasons. The

franchise sales director – based in Atlanta – flew to Buffalo to meet with the consultant team and to tour the historic complex. Her responses were as follows:

- The Building 45* towers provide a dramatic iconographic image and a great potential “brand” for a hotel property.
- The location is a positive one, due to its proximity to Buffalo State College and the surrounding arts facilities.
- Sharing space with the Architecture and Visitor Center would be very positive.
- The Conference Center presence for the hotel would be an enormous asset; it is not necessary nor appropriate for the hotel to own or operate it (boutique hotels are usually limited service properties).
- The ward buildings necessitate single loading layouts, which are not the most efficient, but can work well nonetheless.
- The Lobby in Building 45 and the rooms in the ward buildings would work fine.

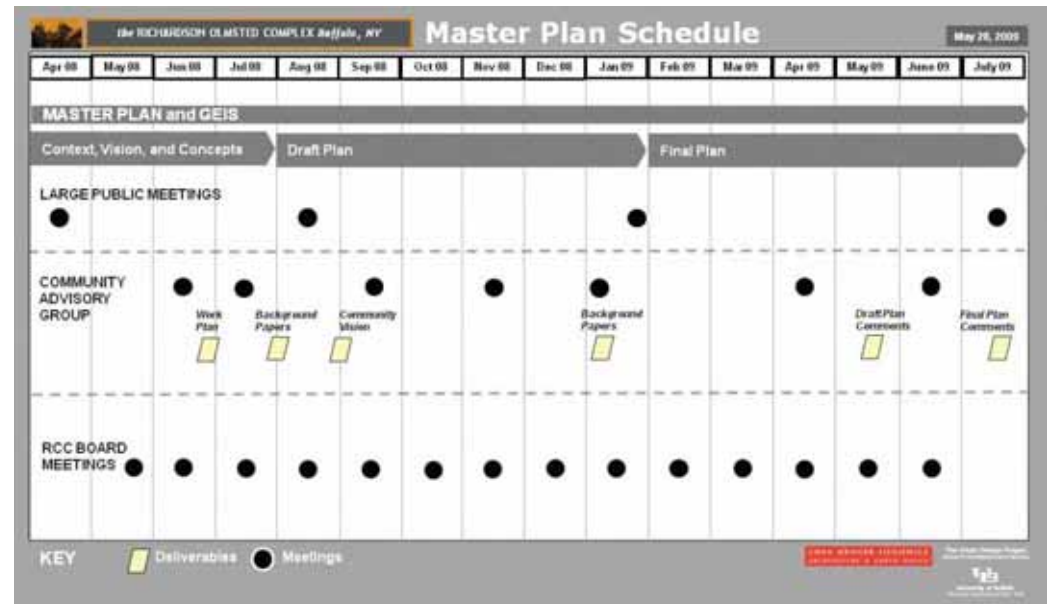
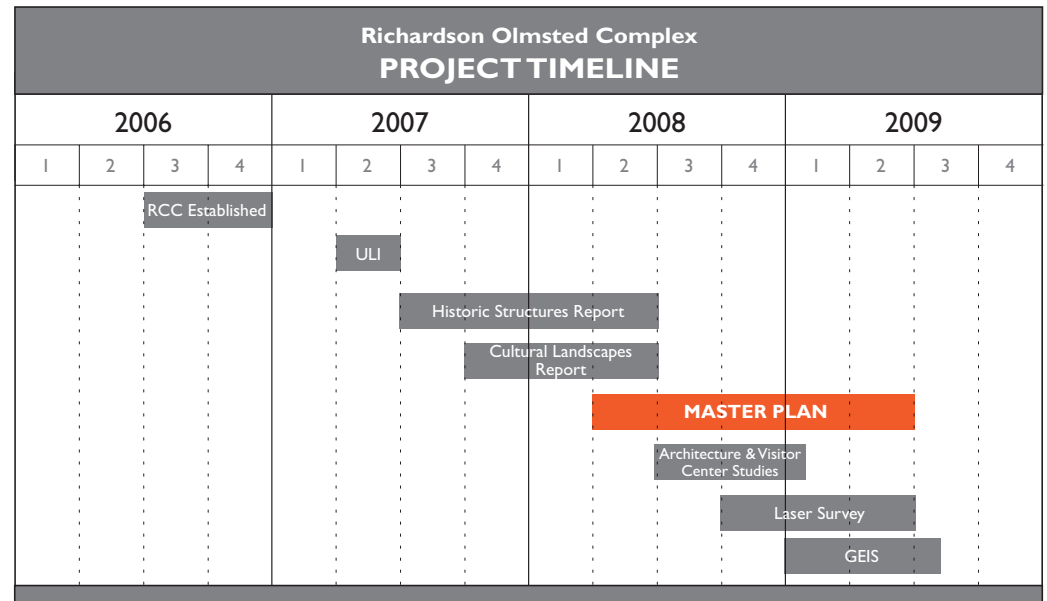
As a result, the Master Plan consultant team reviewed the layout of buildings 45/44/10* and determined – as a first cut – a plan that works quite well with the hotel lobby located in Building 45, and 16 hotel rooms in each of the 3 main floors, for a total of 96 rooms. If the project expands to Buildings 42 or 9, with the addition of other uses (such as artist studios or residential units), additional floors in 16 room increments each could be added to increase the overall hotel room count.

While the idea of a boutique hotel has met with interest, the nation’s current economy will not, at present, provide a financial success and the RCC will maintain contact with interested parties to seize the right moment. In the meantime, the board proposes to move ahead with the Architecture Center and the Visitor Center.

*Refer to page 40 for a locational map and key of building numbers

The Community Involvement Process

Public participation in this endeavor is intended to inform the related communities, special interest groups, and various other stakeholders about the project and serve as a means for those communities to participate in the formulation of all aspects of the plans for the Richardson Olmsted Complex. The goal is to ensure broad community engagement in the Master Plan process as well as to ensure potential partner understanding, support, and commitment to the proposed project.



Community Advisory Group Members

Max Willig, Co-Chair
Vice President • Grant-Amherst Business Association

Gregory Patterson-Tanski, Co-Chair
4 The Neighbors Block Club

Justin Azzarella • Executive Director, Elmwood Village Association

Dr. Stan Bratton • Executive Director, Network of Religious Communities

Benjamin Christy (representative in place of Dr. Muriel A. Howard) •
Dean of the School of Arts and Humanities, Buffalo State College

Ray Clark • President, Penhurst Block Club

Dr. Cynthia Conides • Executive Director, Buffalo and Erie County Historical Society

Drew Eszak • Interim Director of Planning, Office of Strategic Planning

Bob Franke • Executive Director, Grant-Ferry Association

Harvey Garrett • Executive Director, West Side Community Collaborative

Heather Gring • Student, Buffalo State College

Louis Grachos • Executive Director, Albright-Knox Art Gallery

Anne Harding Joyce (representative in place of Thomas Herrera-Mishler) •
Buffalo Olmsted Parks Conservancy Board of Trustees

Thomas Herrera-Mishler • Chief Executive Officer, Buffalo Olmsted Parks Conservancy

Dr. Muriel A. Howard • President, Buffalo State College

Francis Kowsky, • SUNY Professor Emeritus, and Advisor to Preservation Buffalo Niagara

Richard Mack • Co-Chair, Black Rock Riverside Good Neighbors Planning Alliance

Michael McLean • Recipient Representative, Buffalo Psychiatric Center

Dr. Barbara Seals Nevergold • President of Board of Visitors, Buffalo Psychiatric Center

Ted Pietrzak • Director, Burchfield Penney Art Center

Elaine Pyne • Director of Advancement (representative in place of Louis Grachos), Albright-Knox Art Gallery

Tim Tielman • Executive Director, Campaign for Greater Buffalo

The Community Advisory Group (CAG) includes representatives from neighboring cultural institutions, the Buffalo Psychiatric Center, community business organizations, neighborhood groups, a coalition of religious groups, a Buffalo State College student, historic preservation groups, and a city planner. The CAG is co-chaired by community residents Gregory Patterson-Tanski of the 4 The Neighbors Block Club and Max Willig from the Grant-Amherst Business Association.

Objectives

Community involvement is vital to the success of the rehabilitation of the Richardson Olmsted Complex. The objectives of the Richardson Center Corporation (RCC) for the public participation process are twofold:

- To inform the related communities, special interest groups, and various other stakeholders about the project, and:
- To serve as a means for those communities to participate in the formulation of all aspects of the plans for the Richardson Olmsted Complex.

The RCC provided many avenues for community involvement through the planning process. Open public meetings as well as numerous interviews and small meetings have been associated with each aspect of the process. The community had the opportunity to review numerous reports and studies including the 2007 Urban Land Institute Study, the Historic Structures Report, and the Cultural Landscape Report. The RCC website provides archived documents and reports, information about the complex and its rehabilitation efforts, and is a forum for public comments and feedback. Three public meetings were part of the Master Plan process in addition to previous public meetings held by the RCC related to the Richardson Olmsted Complex.

Timeline

In April 2008, the Master Plan consulting team, headed by Chan Krieger Sieniewicz, was formally introduced to the public. The team was charged with continuing and expanding opportunities for community involvement throughout the year-long master planning process. As part of the Master Plan team, the Urban Design Project, a center for research, teaching, and community service in the School of Architecture and Planning at the University at Buffalo, was responsible for organizing and supporting ongoing community involvement opportunities. To date, this work has included the establishment and facilitation of the Community Advisory Group, and the general facilitation of public meetings.

The Community Advisory Group

The Community Advisory Group is one component of the public outreach process facilitated by Bob Shibley of the Urban Design Project. The mission of the Community Advisory Group is to ensure broad community engagement in the Master Plan process as well as to encourage potential partner understanding, support, and commitment to the proposed project. Specific CAG responsibilities include:

- Advising the RCC regarding community values related to the Richardson Olmsted Complex Master Plan.
- Facilitating the process of broad public engagement throughout the planning process. This includes convening of the three large public meetings, routine Community Advisory Group meetings, and deliberations with different constituencies.
- Reviewing Master Plan products as they are produced, with public comments.

The Community Advisory Group includes representatives from neighboring cultural institutions, the Buffalo Psychiatric Center, community business organizations, neighborhood groups, a Buffalo State College student, historic preservation groups, and city planners. In May 2008, the RCC Board invited community representatives to join the group. Potential representatives were selected from lists of people from past Urban Land Institute studies and interviews and attendees of previous public meetings. Additional representatives were added based upon recommendations from the Community Advisory Group. The Community Advisory Group is co-chaired by Gregory Patterson-Tanski from the 4 The Neighbors Block Club and Max Willig from the Grant-Amherst Business Association.

Community Vision

The Community Advisory Group, its constituents, and the broader public, identified a series of broad issues that should be addressed by the Master Plan. These issues fall generally under the themes of quality of life, public accessibility, historic rehabilitation, and economic development.

- **Quality of Life**

The quality of life of the residents in the surrounding community, as well as patients at the Buffalo Psychiatric Center, is a priority of the community that should be reflected in the plan. Specific quality of life issues include safety and security concerns and the desire for stabilization of the surrounding neighborhoods, without gentrification. The site can offer much needed neighborhood recreation space and gathering areas.

- **Public Accessibility**

Public accessibility is an issue closely related to community and regional quality of life. The community voiced its desire for an open campus. Community members expressed interest in access to the site for use as a public destination—such as public park. Public access through the site via improved pathways was another community priority. Public pathways through the site would greatly enhance connections between surrounding residential neighborhoods, commercial districts, institutions, and cultural amenities.

- **Historic Rehabilitation**

The community recognizes the historic significance of the site and suggested that the unique history of its buildings and landscape be protected and interpreted. The site's importance as a physical representation of the history of the treatment of mental health should be recognized and the existing use by the Buffalo Psychiatric Center should be respected. The community also suggested that this cultural asset can be better integrated with the region's broader network of cultural assets.

- **Economic Development**

The community recognizes the vast economic development potential that rehabilitation of the site possesses for the surrounding business districts and the entire region. A rehabilitated, accessible site, with uses that attract people to the site, can increase the success of neighborhood businesses and the regional economy. Improved connections can seamlessly connect site users to the surrounding community business districts. The rehabilitated site can be a first-class cultural tourism destination and can be integrated with surrounding cultural assets.



Community Advisory Group Goals

The exploration of broad community issues led to the formulation of goals and more specific objectives to meet those goals. These goals are considered important by the Community Advisory Group, its constituents, and the broader public. They were developed, in part, when both the Community Advisory Group members and the attendees at the August 12, 2008 public meeting were asked

“What will make the Master Plan a success?”

Goal 1: Benefit the people living in adjacent neighborhoods.

Objectives:

- Increase the quality of life of neighborhood residents.
- Improve the safety and security of the surrounding community.
- Lift the spirit and morale of the surrounding community.
- Use tools to reduce the impact of potential gentrification on existing neighborhood residents by improving their lives without displacing them.

Goal 2: Help revitalize and complement the surrounding community.

Objectives:

- Become the foundation for the revitalization of adjacent distressed neighborhoods and business districts.
- Complement and support existing community assets, including vibrant neighborhoods and business districts.
- Better integrate the Richardson Olmsted Complex with adjacent and regional cultural assets and promote uses of the complex that support these assets rather than duplicating them.

Goal 3: Allow the site to be publicly accessible.

Objectives:

- Improve the quality of the day-to-day experience of people using the complex and its grounds.
- Allow for public park and recreation space on the campus.

- Promote uses of buildings that allow for a variety of public gathering spaces; do not promote uses that prevent public access to the site.
- Create strong and safe pedestrian and bicycle connections to the site and through the site from surrounding neighborhoods, commercial districts, bike paths, Delaware Park and Buffalo State College.
- Allow public access while respecting the privacy rights of Psychiatric Center patients.
- Achieve public accessibility in the near term.

Goal 4: Provide a framework for rehabilitating the historic Richardson Olmsted Complex.

Objectives:

- Prevent further deterioration of the historic landscape and buildings.
- Rehabilitate the complex based upon the historic 'period of significance.'
- Appropriately reuse the historic complex buildings.
- Rehabilitate the landscape based upon the historic Frederick Law Olmsted, Sr. designs.
- Reduce and redesign surface parking to complement the historic complex.
- Follow the recommendations for rehabilitation in the Historic Structures and Cultural Landscape Reports.
- Interpret the history and future of the treatment of mental health.

Goal 5: Better integrate the Buffalo Psychiatric Center with the Richardson Olmsted Complex.

Objectives:

- Respect the need and the right of the Buffalo Psychiatric Center to remain.

- Reduce the stigma of mental illness by physically and programmatically connecting the Buffalo Psychiatric Center and its patients with the complex.
- Improve the quality of life of patients of the Buffalo Psychiatric Center.

Goal 6: Gain broad community acceptance of the Master Plan.

Objectives:

- Continue constructive and open community involvement.
- Fully and fairly represent all surrounding types of communities.
- Gain acceptance from all stakeholders.
- Create sustainable, long lasting partnerships.
- Create a framework of and set a precedent for cooperative planning with other related planning efforts, including but not limited to planning for Buffalo State College, "upgrading" the Scajaquada Expressway to a parkway, and the restoration of the Buffalo Olmsted Park and Parkway System.

Goal 7: Implement the Master Plan!

Objectives:

- Complete the rehabilitation of the Complex based upon the recommendations in the Master Plan.
- Allow for flexibility in implementation to accommodate unforeseen changes over time.

Public Assessment of the Master Plan

The exploration of broad community issues led to the formulation of goals and more specific objectives to meet those goals, as described “Community Vision” on page 24. Throughout the Master Plan process, feedback was received from the Community Advisory Group and their constituents, public meeting comments, and comments directed to the RCC by email or through their web site. The following is an assessment of how well the Draft Master Plan addresses the goals and objectives of the Community Vision.

Goal 1: Benefit the people living in adjacent neighborhoods.

Vacant structures can be havens for crime, can signal disinvestment in a community, and can reduce morale of people that live around them. The rehabilitation and reuse of the complex and grounds can have many positive impacts on people living around it. The rehabilitation and reuse proposals in the Draft Master Plan can address these quality of life issues.

Public Feedback

- Members of the public feel that it is unclear how the Master Plan can best address improvements in the surrounding neighborhoods. The community recognizes that there will likely be positive impacts from the rehabilitation of the Richardson Olmsted Complex, including increased neighborhood property values. There is some concern that improvements to the complex that increase property values in surrounding neighborhoods may lead to the displacement of current residents. The public hopes that efforts to avoid this are collaborative, and include city officials, community organizations, and community residents.

Goal 2: Help revitalize and complement the surrounding community.

Public investment can be used to leverage and generate additional private investment. An investment in the rehabilitation and reuse of the Richardson Olmsted Complex can aid the revitalization of distressed business districts and surrounding neighborhoods. The Draft Master Plan describes a series of potential uses that will attract people to the complex and potentially the surrounding community.

Public Feedback

- Members of the public would like to ensure that the Architecture and Visitor Center, hotel, and conference space, direct visitors to surrounding commercial districts and cultural institutions. The community hopes that the Architecture and Visitor Center does not duplicate existing nearby cultural offerings.
- The Architecture and Visitor Center should help improve neighborhood quality of life, and promote public accessibility, historic rehabilitation, and

economic development in surrounding neighborhoods and the region.

- The public would like the Master Plan to ensure that people visiting the complex will not be segregated from surrounding communities, especially the commercial districts and cultural institutions.
- Some members of the community feel that the Master Plan may need to more directly address the physical conditions of the surrounding community, including its neighborhoods and business districts. The RCC can work with the City to address code enforcements to surrounding properties and improvements to public infrastructure adjacent to the complex.
- The Roycroft Campus, an arts and crafts community in East Aurora, may provide a useful model of integrating the complex with the surrounding neighborhoods.

Goal 3: Allow the site to be publicly accessible.

Public accessibility is a broadly held aspiration of members of the CAG and the public. Allowing public access to both the buildings and the grounds can help achieve several of the other Community Vision goals, including; benefit the people living in adjacent neighborhoods, help revitalize and complement the surrounding community, and gain broad community acceptance of the Master Plan.

Public Feedback

- Members of the public suggest that proposed uses of buildings should not prevent public access to them. The Architecture and Visitor Center, as a publicly accessible space, can help address these concerns. The Master Plan may also address how other building uses will allow for public gathering spaces.
- The public would like the grounds to be accessible as park-like space with different types of pathways connecting to the surrounding community. The roadways through the Complex can allow for continuous circulation loops.
- The public prefers a landscape plan that creates open connections to the surrounding communities

Goal 4: Provide a framework for rehabilitating the historic Richardson Olmsted Complex.

The plan prioritizes building stabilization to prevent further deterioration and recommends rehabilitating the buildings to be ready for different types of uses to occupy the space. The Draft Master Plan also proposes rehabilitation of the landscape based upon the Cultural Landscape Report character defining Olmstedian features and recommendations.

Public Feedback

- The public is pleased that the Draft Master Plan aims to rehabilitate the historic buildings and landscape of the Richardson Olmsted Complex. The public also recognizes that in some cases, interpretation of the landscape is necessary.
- There is concern that the demand for parking will overshadow the aspirations for landscape rehabilitation. Alternatives to surface parking should be included; the Draft Master Plan proposes disbursed small lots and on street parking.
- The community feels that sustainability can be addressed in the Master Plan. This can include green design principles in building rehabilitation that can save energy costs and landscape treatments, such as native plantings and water features that can aid stormwater management.
- The community feels that a landholding strategy on the northern portion of grounds may be acceptable if new structures on the northern lands complement and enhance the historic buildings and landscape. Future development on the northern lands should not be ruled out but guidelines should be developed that are aligned with the community's goals. Some community members are concerned that the development value of the northern lands is not as great as the value of what would be lost, including the open space and views. Several CAG members suggested that the northern area at the location of the existing maintenance buildings should be the location for potential new development and the area at Rees and Rockwell should remain open space. However, more information is needed regarding the landholding strategy for the community to better judge its impacts.
- Some CAG members are concerned that the Richardson Olmsted

Complex may not be the best location for the region's visitor center. Moving the visitor center away from downtown Buffalo may hurt businesses in downtown. The community would like the consultant team to clarify whether or not the visitor center downtown would be moved to the Richardson Olmsted Complex, and whether the conceptual Architecture and Visitor Center will be two separate centers or combined. Others suggested a location at a reconstructed Lakeview House in Front Park.

- Overall, the need for multiple information centers to serve different locations, types of attractions, and user groups was recognized.
- Some members of the community are concerned that the initial concepts for an addition to Building 45 are not compatible with the historic nature of the buildings. The community would like to ensure that if a new addition is constructed, efforts are made to allow people to experience the southern historic entrance as well. Residents in the neighborhoods south of the Complex would like the southern entrance to be functional.

Goal 5: Better integrate the Buffalo Psychiatric Center with the Richardson Olmsted Complex.

The Buffalo Psychiatric Center is an important part of the history and the future of the Richardson Olmsted Complex. The RCC and Master Plan team recognize the difficulty in fulfilling the aspirations for public accessibility while balancing the patient need for privacy and integration.

Public Feedback:

- The public would like connections to the Psychiatric Center to be physical and programmatic. These connections, as part of a rehabilitated complex, can improve the quality of life of patients. Many members of the community requested more concrete proposals for how these connections can be made. Potential programs can be related to art, music, or gardening, for example, and can integrate Psychiatric Center recipients with other members of the public.
- Reconfigured parking for the Buffalo Psychiatric Center needs additional planning to be sure that it addresses the Psychiatric Center's needs.
- Community members also called for respecting the history of the

treatment of mental health, possibly through an interpretative program. This can help reduce the stigma of mental health treatment.

Goal 6: Gain broad community acceptance of the Master Plan.

The Master Plan will be most successful with broad community support. The CAG, public meetings, and other public input opportunities aim to gain broad acceptance of the Master Plan. The thorough community engagement process has ensured that the public has a forum for dialogue that addresses their aspirations. Attendance of large public meetings and feedback regarding the Master Plan has been increasing and is a testament to how well the community is engaged in the process.

Public Feedback:

- Several community members public meetings expressed appreciation for all of the opportunities for public involvement in the Master Plan.
- The public feels that it is important to plan with the organizations and community types represented by the CAG as the Draft Master Plan progresses and as implementation begins. This includes Buffalo State College as it embarks on a campus master plan, and the Buffalo Psychiatric Center.
- The RCC and the Master Plan team can continue efforts to engage a more regional audience, given the regional importance of this plan.
- In addition to these comments from the general public, the CAG would like the RCC to address what the CAG's role will be after the Master Plan is complete, and what additional public engagement opportunities will be provided during implementation.

Goal 7: Implement the Master Plan!

The community is weary of planning work in the region that is not implemented.

Public Feedback

- It is important that time frames, priorities, and costs set by the Master Plan are realistic and achievable.
- The Master Plan needs to be flexible. It will be more implementable if it allows for changes over time.

Stabilization Efforts

Work Accomplished to Date

The RCC and its team of consultants are continuing stabilization efforts to prevent the further deterioration and vandalism of the complex. In 2004 and 2005, \$5 million of the \$7 million in stabilization funds set aside by the State was spent on repairs and security. The work centered on emergency repairs of the stone buildings: roof and roof leaders to stop water damage, masonry and window repairs and measures to further secure the buildings against vandals such as fencing in the entire complex, blocking off ground level points of entry, and upgrading the fire alarm system. In 2007 the Richardson Center Corporation's request to spend \$2,100,000 on stabilization was approved by Empire State Development Corporation.



The work started October, 2007 and continues to the present as follows:

- Structural shoring of Building 43 - complete
- Structural shoring of Connector Link 39-40 - complete
- Roof repair of Connector link 42-43 - complete
- Roof repairs for Building 10 - complete
- Roof repair for Building 45 – complete
- Roof repair for Building 39 – complete
- Roof repair for Building 43 – complete
- Install protective fencing around Building 43 - complete
- Tree removal as a result of Buffalo's October storm – complete
- Vandalism protection - ongoing
- Structural shoring of Connectors 38-39 and 40-42 – design complete, contract pending, completion of project pending
- Reactivate electrical service and provide smoke detectors and lighting– 100% design complete, completion of project pending

Stabilization Recommendations

Work at the Richardson Olmsted Complex will need to be packaged by priority. The sequence below reflects the priority level of the work identified.

Package 1: Work Completed to Date

Package 2: Emergency Stabilization 2009-2010

Make temporary repairs to stabilize areas where the building envelope is breached. Further deterioration will compromise the viability of the buildings and increase the cost of rehabilitation.

Package 2 work includes support for failing masonry, covers for unprotected windows, covers at open exterior walls, extensions for existing downspouts to direct stormwater away from foundations, temporary roofing at suspected roof leaks, and reconnect or provide downspouts where missing. The estimate of probable construction cost for Package 2 work is \$200,000.

Package 3: Near Future Work 2010-2012

Address moisture infiltration by improving existing conditions in selective areas, provide ventilation to allow the buildings to dry out, and make permanent masonry repairs where temporary repairs were made in Package 2.

Package 1 work includes regrading to provide a positive slope away from foundations, new roofing at Buildings 39 and 43, new gutters and downspouts at all buildings with discharge to grade at 16' minimum from foundations, permanent masonry repairs at locations of Package 2 temporary repairs, limited carpentry repairs, and ventilation for all buildings. The estimate of probable construction cost for Package 3 work is \$6,400,000.

Package 4: Mothballing Buildings Not Identified for Immediate Reuse 2012-2015

Package 3 work represents completion of securing the buildings in accordance with US Department of the Interior Preservation Brief 31 "Mothballing Historic Buildings". Mothballing the buildings will allow planning and decision making to take place in an orderly and thoughtful way while the buildings are protected. The mothballed buildings can be left for a number of years (10 – 15) as long as they are monitored and maintained as recommended in the Preservation Brief.

Work to be included in Package 4 includes stabilization of structural elements, removal of debris left by the Department of Mental Health, infill of doorways and windows used for unauthorized entry, removal of bird and bat droppings, extermination of vermin and insects, broom cleaning, installation of smoke and fire detectors, and establishing a maintenance and monitoring plan.

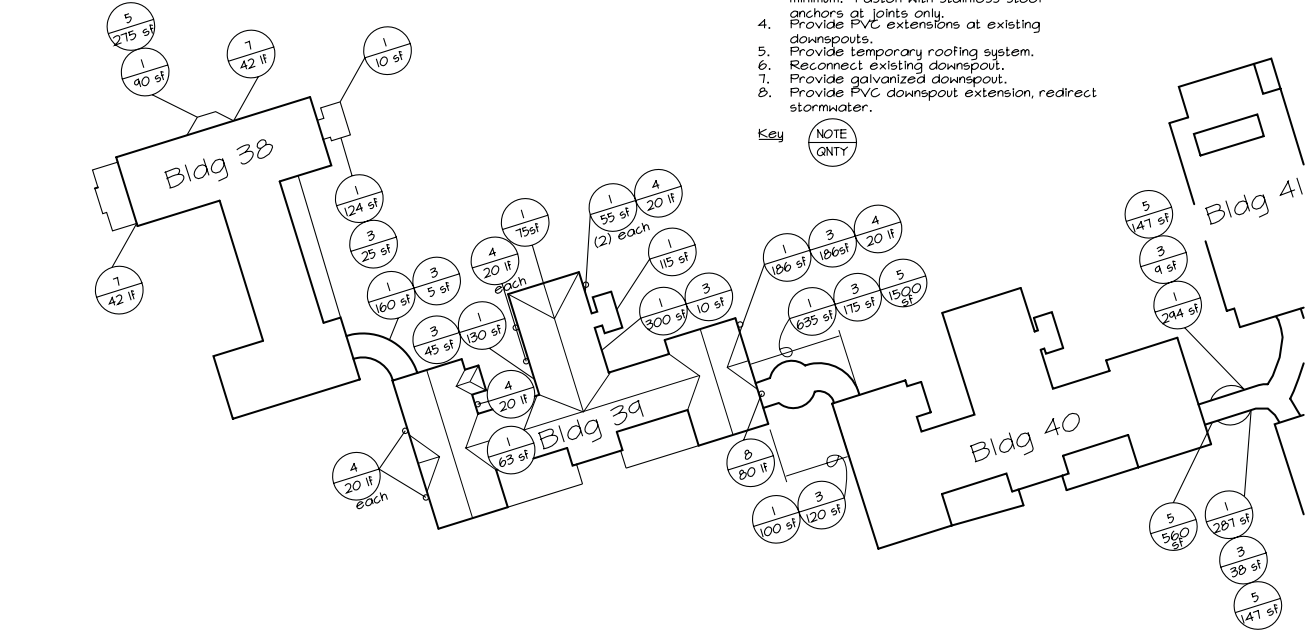
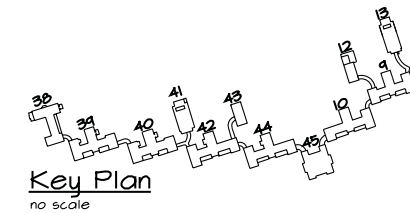
The Next Phase of Stabilization

Ongoing stabilization work continues to occur at the Richardson Olmsted Complex. This work is divided into several packages that closely follow the recommendations of the Master Plan and the discretion of the RCC. Generally, the priority of this phase is focused on the buildings included in the “Core Project”, and emergency work to close existing openings and divert water away from the structures. Site improvements included in the “Baseline Priorities” also begin to be implemented, including the removal of dead and dying trees, and a focused cleanup in proximity of anticipated initial development. This work will protect the buildings and begin preparation for new uses. Costs associated with this work were developed from the recommendations of the Historic Structures Report, and were provided by Baer Associates and Bero Architecture. The work is distributed as follows:

Stabilization measures started the Summer of 2009, utilizing \$7.8 million from the \$76.5 million state allocation. Activities include sealing the buildings from water infiltration, abatement and cleaning of the Towers Administration Building and the adjacent wards, Buildings 45 and 10, and addressing the tree work and site cleanup. In addition, estimates have been developed – in a very preliminary manner – on the costs to rehabilitate the properties to prepare them for redevelopment. These estimates were created as a benchmark for focused budgeting efforts, and should be viewed with caution, since a detailed redevelopment plan has not yet been completed.

Abatement & Demolition: Buildings 45, 44, 10

Includes removal of all asbestos, demolition of unsound structural elements and finish materials, and removal of debris. Temporary protection provided as needed.



Notes:

1. Provide stainless steel mesh. Fasten with stainless steel anchors in joints only.
2. Provide plywood covers at unprotected windows, brick buildings only.
3. Provide exterior grade plywood, 1/2" thick minimum. Fasten with stainless steel anchors at joints only.
4. Provide PVC extensions at existing downspouts.
5. Provide temporary roofing system.
6. Reconnect existing downspout.
7. Provide galvanized downspout.
8. Provide PVC downspout extension, redirect stormwater.

Key (NOTE) (QNTY)

Roof & Drainage: All Connectors and Buildings 38, 39, 40

Seals openings in existing roofing system and diverts water away from building foundations.

Ventilation & Masonry Stabilization: All Buildings

Temporary sealing of open brick areas, reinstatement of existing passive ventilation from attics (may include roof vents, window louvers, etc.), addition of new passive ventilation (vents at basement and attic windows), and covering of open windows where necessary.

Grading, Landscaping, & Miscellaneous: All Buildings and Landscape

Regrading to move water away from the buildings, and landscape “stabilization” over entire site including dead and dying tree removal. Additional site cleanup in Zones A and D as established by Master Plan. Some miscellaneous cleaning of Building 45 to prepare for public access.

Utility & Maintenance: All Buildings and Site

Site security, site maintenance, utility fees

**Guiding Principles of the Master Plan:
Site Planning & Reuse**

Rehabilitation of the Richardson Olmsted Complex requires a thoughtful planning strategy that balances the dynamics of Historic Preservation, Real Estate Development, Urban Design and Landscape Architecture. With an eye towards implementation and sound stewardship, the framework for planning is built on five planning principles. These principles, taken collectively, address each edge of the Richardson Olmsted Complex and help to integrate the complex into its surroundings.

PRINCIPLES OF SITE PLANNING & REUSE

I – Create a New Identity for “the ROC” through the Reuse of Existing Structures;

II – Rehabilitate the South Lawn

Acknowledge the historic significance and identity of the South Lawn and the need to diminish the visual presence of parking lots and circulation;

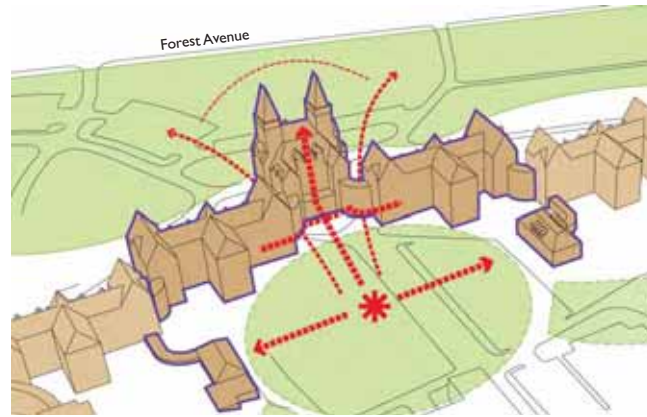
III – Center Building 45

Seek to preserve the historic significance of the south entry to the administration tower while allowing for new access to the complex from the north;

IV – Extend the Olmsted Parks System

Foster connectivity between the complex and the Olmsted Crescent, across Elmwood Avenue to Delaware Park;

V – Preserve Long-Term Development Options

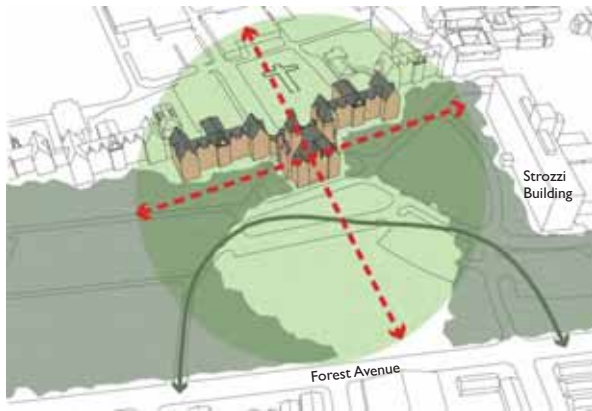


I. Create a New Identity for “the ROC” through the Reuse of Existing Structures

The highest priority of the Master Plan is the re-use of the historic structures and grounds. Revitalizing the complex can be accomplished by repurposing it as a mixed-use destination, for the benefit of the surrounding neighborhoods and the City of Buffalo. The iconic towers of the Administration Building can serve as a unifying identity for a mix of uses within the buildings. This shared identity, which the Master Plan deems “the ROC” (for Richardson Olmsted Complex), can support both initial core programs and subsequent expansions.

II. Rehabilitate The South Lawn

The most neglected aspect of the historic landscape lies to the south of Building 45. The Master Plan places priority on the stabilization and rehabilitation of the lawn between the structure and its historic approach from Forest Avenue. Rehabilitation of the South Lawn requires the removal of the invasive circulation and parking patterns that have eroded the continuity of the space over time. Reinstating the loop road on the south side of the complex and heavily replenishing the area with a newly-planted canopy will initiate the rehabilitation of the site. A new, cohesive landscape design can incorporate new programs and accommodate existing ones, including existing programs and facilities of the Buffalo Psychiatric Center. Surface parking areas in key locations will be relocated where they can still meet Psychiatric Center needs.



III. Center Building 45

The echelon-shaped geometry of the former Buffalo Hospital plan essentially divided the property in two. The south (and east) side of the site were used for patient recovery and recreation while the north (and west) side was devoted to productive farming and servicing of the complex. The division of the site into a “north” and “south” continues today, a separation which must be overcome in order to facilitate redevelopment. Reorienting the complex so that the back (or north side) of Building 45 can also become a “front” accomplishes a number of important objectives: 1. it preserves the bucolic character of the south side; 2. it allows for a greater intensity of use and access to the complex from the north; and, 3. it diminishes the visual presence of the modern Strozzi Tower by backgrounding it to the complex when one enters from the north.



IV. Extend The Olmsted Parks System

The close proximity of Delaware Park offers a remarkable possibility to capture and extend Buffalo’s open space system. Strengthening the relationship of the Richardson Olmsted Complex to Olmsted’s network reestablishes a connection that has been diminished over time. It also offers opportunities to capture and extend the beloved environment through new pedestrian and vehicular connections, lush open space interventions and art. The Burchfield Penney Art Center itself would benefit from a greater integration into the site by a more robust planting strategy.



V. Preserve Long-Term Development Options

While the areas to the north of the complex may be attractive for new development, no programs and specific users have been identified. In addition, if any long range development in this area does occur, it shall be used to enhance and complement the adjoining historic buildings and neighborhoods. Nevertheless, in examining the long-range opportunities for growth, the Master Plan for the Richardson Olmsted Complex should consider the opportunity for new development. The area to the north and northwest is already occupied by a collection of maintenance buildings, recreation fields and large areas devoted to surface parking. As can be witnessed from revitalization of other Kirkbride complexes across the nation, additional new development may be required to help subsidize the high cost of rehabilitation of the historic buildings in the worst condition.

Guiding Principles of the Master Plan: Landscape Rehabilitation

As a cultural landscape, future development of the Richardson Olmsted site must consider the needs and uses of contemporary programming with its historic legacy. In designing for the future, landscape principles will guide all future development of the property.

PRINCIPLES OF LANDSCAPE REHABILITATION

1 – Develop a landscape that serves the contemporary needs of the community; a park. Create walking circuits for the public and patients; manage stormwater on the site; and integrate parking for new and existing uses.

2 – Assert the historic intent of a unified therapeutic landscape for residents of the site and its community.

3 – Re-establish the historic zones of character of the property with unified pastoral park grounds along the southern edge; an active, utilitarian zone to the north of the main building complex; and a cohesive landscape at the northern edge.





Circulation:

- Establish a unified and non-invasive vehicular circulation system on the site
- Establish an independent pedestrian circulation system throughout the park, connecting programs and providing circuit walks for experiencing the grounds
- Make parking visually subordinate to the landscape by employing a strategy of smaller dispersed surface parking lots and parallel parking along drives



Vegetation:

- Re-establish a pervasive canopy of trees to subsume all structures into a unified park setting

Views and visual character:

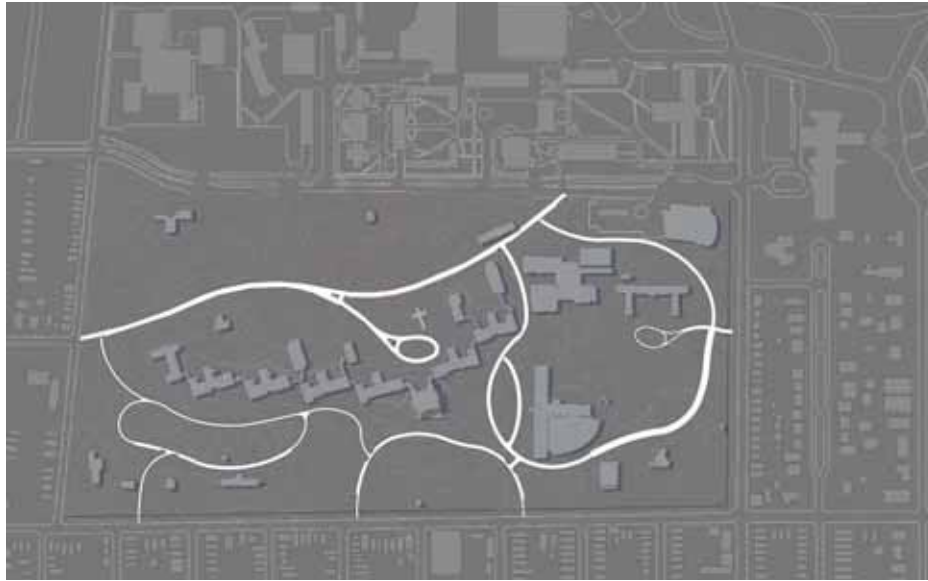
- Preserve and enhance persisting historic views throughout the site, including: significant views to the site; significant views to the towers; and the visual entry sequence
- Respecting the character of Olmsted & Vaux' original vision, provide a landscape design for today's needs - much different than those of the patients and care-givers of the 19th century



Reinstate Historic Zoning of the Property

- Reestablish historic zones of character of the property with a unified pastoral park along the southern edge
- Create a scale and character of broad and coherent landscape zones accommodating varying levels of integrity and diverse uses.
- Reestablish a zone of intensive use north of the Core Project and a cohesive landscape at the northern edge
- Insert active and passive programs in a manner sensitive to the historic character of the site
- Develop a unified pedestrian and vehicular circulation system across the site

A Vision for the Landscape



A potential cohesive roadway system for the Richardson Olmsted Complex, recalling the original character of Olmsted & Vaux' landscape

Changes to Parking and Circulation

As the complex begins to reinvest in rehabilitation and adaptation of its former Olmstedian character, parking and circulation must be reconsidered and simplified, without sacrificing convenience and accessibility. To achieve a reduction in the amount of surface parking, new styles of surface parking configurations is recommended as an alternative to large surface lots. Structured parking, parallel and angled parking along park drives, and other alternatives, in combination with surface parking, will solve parking needs while enhancing the landscape character. In addition to preliminary assessments of parking by the Master Plan team, an inventory of spaces should be accompanied by an analysis of parking utilization to better understand the needs of the institutions and users being served at the ROC, particularly as they relate to site design priorities of the Master Plan.

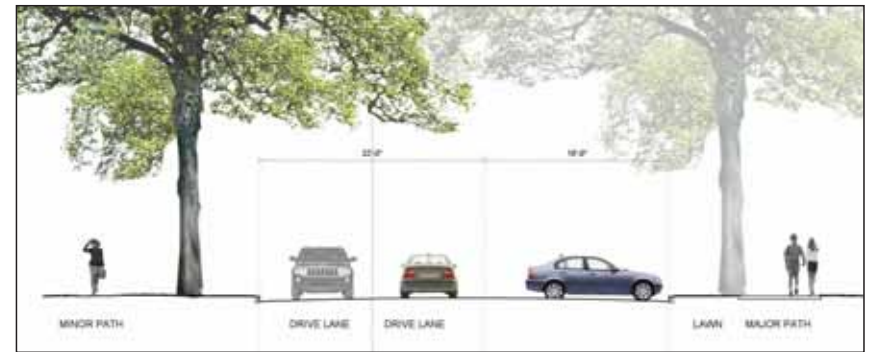
In collaboration with representatives from the Buffalo Psychiatric Center, the Master Plan team engaged in a preliminary planning study for parking specifically dedicated for Psychiatric Center use. A series of alternatives for parking reconfiguration were reviewed for their compatibility with emerging Master Plan site designs, and feasibility with regard to Psychiatric Center operations. These alternatives will be discussed later in relation to the initial concepts related to site design.

Implementing Drives and Parking

A conceptual plan for drives, parking, and pedestrian paths has been developed for the site, following the historical alignment documented in the Cultural Landscape Report. In the case of the Richardson Olmsted Complex, no single document exists as record of a final designed and implemented drive system. Using the Cultural Landscape Report as a guide, the limited documentation of original roadway alignment can provide insight into the *intention*, if not the exact configuration, of the roadway system as it once existed. Curvilinear drives, distinct from the adjacent city streets, contributed to the historic landscape character, defining a series of circuits throughout the property.



Surface Lots

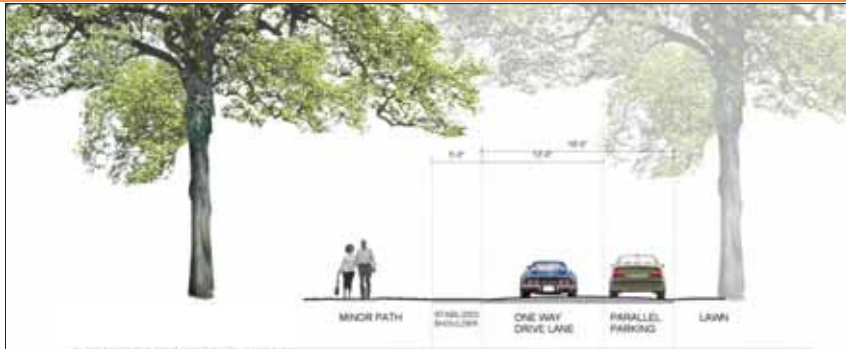


Angled Parking

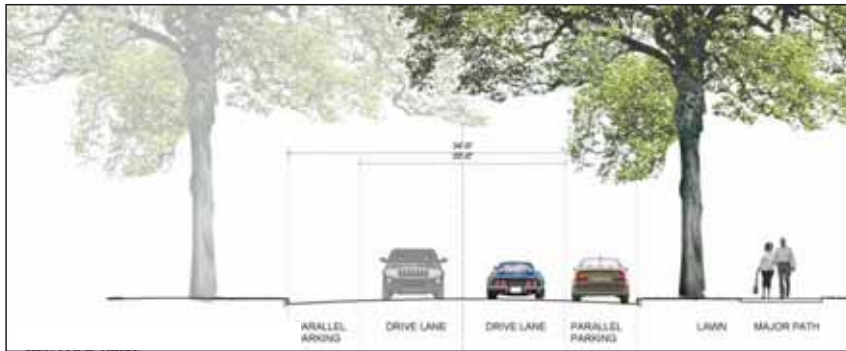
The single greatest programmatic challenge facing an historic landscape is the careful incorporation of vehicular circulation and parking. Contemporary demands for service, emergency access and parking, non-existent when initially developed in the 1870's, must be considered with great care to ensure their integration with the historic character of the site. While likely to be implemented incrementally over time, consideration of the overall character of the drive system is essential. A conceptual plan for drives parking and pedestrian paths has been developed for the site, following the historical alignment documented in the Cultural Landscape Report.

The main entrance drive into the park from Forest Avenue is offset from the city grid in an alignment similar to the historical location. This reflects the historical intent to separate the site from its context and also prioritizes changing views along the procession towards the towers as the most significant feature of the arrival. In response to the scale and proposed program opportunities of the buildings, the entrance drive does not reach all the way to the steps, but follows a more shallow alignment evident in original sketches.

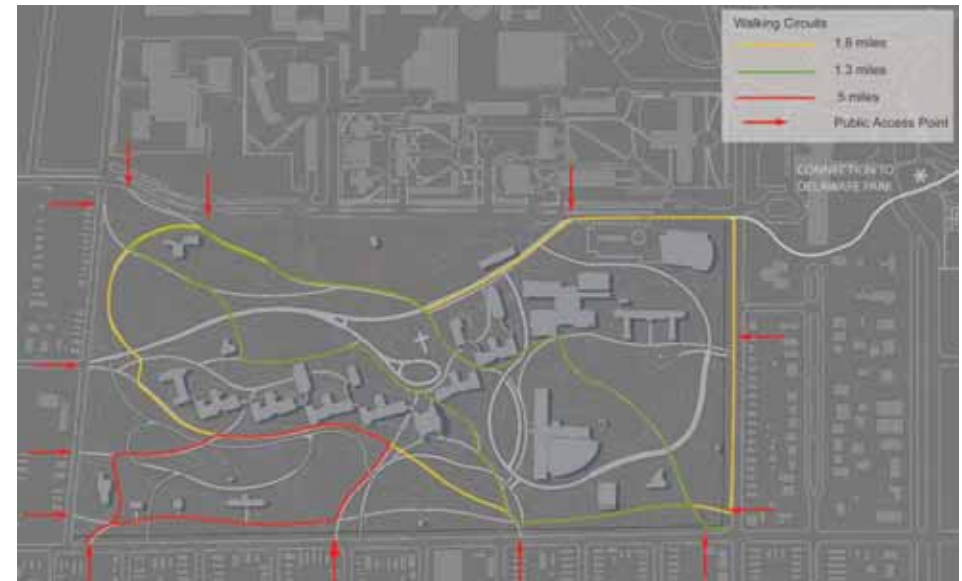
POTENTIAL PARKING CONFIGURATIONS: SECTIONS



Entrance Drive / South Lawn



Potential Buffalo Psychiatric Center Loop



A suggested pedestrian network linking the site with surrounding neighborhoods, and providing recreational circuits separate from roadways.

A new park-like drive through the psychiatric facilities acts as an internal “circuit” providing access to all the buildings, parking, and connections to the rest of the property.

To the north of the complex, a new east-west drive connects Rees Street and Rockwell Avenue, activating the new northern entrances of the ROC and providing a new “address” road for current and future development.

Surface parking lots have been reconfigured as dispersed smaller lots located throughout the property with incorporation of parallel parking along drives in a manner subordinate to the landscape to reinforce the visual continuity of the site and extend views throughout the landscape. The majority of parking is removed from the south lawn to allow rehabilitation of the original arrival sequence to the towers.

Walks

Development of a pedestrian circulation system, which incorporates a series of circuit trails for walking the property will encourage use and facilitate interaction between the residents and visitors to the site. Numerous connections are proposed at both existing and new gates within the historic fence to engage the community and draw neighbors into the property.

Vegetation

Vegetation is a dynamic and vital part of our environment. With careful design and management, trees and shrubs can endure for generations. However, they are also subject to dramatic disturbance events such as the October 2006 storm experienced in Buffalo. Events of this magnitude are unpredictable and rare, yet have a devastating impact on the appearance of our cities and need to be actively addressed through rejuvenated management and tree planting efforts.

Re-asserting a dominant canopy of mature trees throughout the southern parklands will reassert the historic character of an expansive park grounds, and at the same time will subsume the buildings, structures and interventions, which contribute to the degradation of the historic character. A healthy and vital tree canopy, as well as carefully designed groupings of understory trees and shrubs, will provide comfort of shade and create spaces for public engagement of the site.

In the northwest corner of the site, large expanses hold potential to echo their heritage as productive landscapes. One possible opportunity to

reinvent this area as a productive landscape is for use as nursery. Both the Richardson Olmsted Complex and The Buffalo Olmsted Parks Conservancy have clear needs for space to grow replacements for their damaged and depleted tree canopies. If surplus production were generated, outreach could be expanded to the surrounding community through tree planting initiatives. As nursery plots are emptied for use around the site, a structure of hedgerows will remain in place, defining a series of informal spaces—opportunities for a range of futures from community gardens to future development parcels.

Historic views to the towers, open spaces and entry sequences are preserved and enhanced.



Richardson Center Corporation Master Plan

Developing Wisely & Sustainably



Stormwater Management

Management of stormwater for the complex is a critical component of the landscape, and will likely be predominantly managed on the site. The plan envisions stormwater management in a detention pond or wet meadow reflective of the central ravine that established the location and orientation of Richardson's complex of structures. This feature has the potential to attract future development with walking trails and habitat to bolster the local ecology. Technical and regulatory requirements need to be carefully considered along with liability considerations for future development.

Leveraging Stimulus Dollars

Stimulus money should be invested in existing resources such as the Richardson Olmsted Complex.

The rehabilitation of historic buildings has been shown to have a greater economic impact locally and regionally than new construction. The work is more labor intensive than new construction, providing needed jobs to local workmen. Materials are generally purchased locally since much work is repair of existing materials, rather than new orders for materials such as steel from distant (sometimes overseas) suppliers.

It is inherently "Green" and environmentally responsible to reuse historic buildings. Historic buildings hold a great amount of "embodied energy", consisting of the labor and materials that originally went into their construction. Many of the materials are irreplaceable resources, such as the old growth lumber that forms the structure of the Richardson Olmsted Complex; others are extremely costly to replace, such as the Medina Sandstone used for of the exterior of the Richardson Complex.

The jobs created would be wide ranging, and run the gamut from design professionals, skilled craftsmen, and laborers, as well as require purchase of a significant amount of building materials. All would provide a boost to local sales taxes, local jobs creation, and less tangible but no less important, pride in Buffalo.



THE SITE TODAY

“The combination of social mission and architectural significance makes this monumental cluster of austere buildings probably one of the most important surviving examples of nineteenth-century asylum design and one of the most important examples of nineteenth-century public architecture in the country.”

Goody Clancy, Historic Structures Report



SEPTEMBER 2009

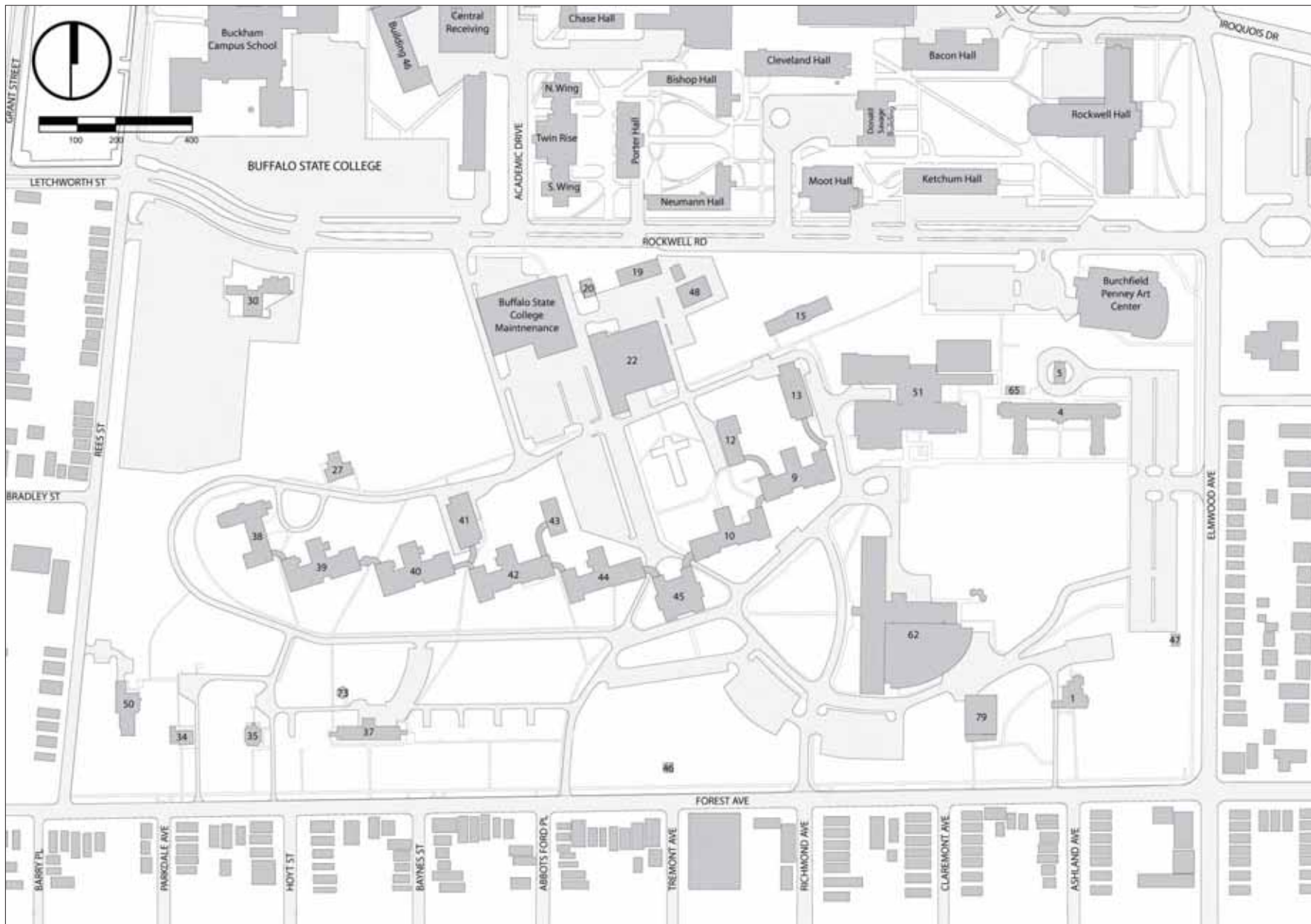
Existing Conditions

For the purposes of the Master Plan, the site of the Richardson Olmsted Complex is defined by Rockwell Road, Elmwood Avenue, Forest Avenue, and Rees Street. These four streets enclose the complex, and define gateways to it, from a very diverse collection of neighborhoods. This area encompasses 91 acres.

Refer to the Historic Structures Report (2008) for a full description of the complex buildings and the Cultural Landscape Report for a description and evaluation of the open space.

* Area includes basements but not attics
 GSF = Gross Square Feet
 OMH = Office of Mental Health

Existing Conditions LEGEND			
BLDG	Former Building Name	GSF*	OMH Current Use
1	SPR - Superintendent's Residence	10,320	Buffalo Federation of Neighborhood Centers
4	RB-Reception Building	59,768	Cudmore Heights Residential Care Center for Adults (RCCA)
5	KN-Kitchen	3,199	unoccupied
9	B-Male Ward	49,446	vacant
10	A-Male Ward	51,080	vacant
11	GH1 -Greenhouse	0	remnant-foundations only
12	MK-Male Kitchen	8,120	vacant
13	MDH	33,836 (est)	not listed on OMH inventory
15	MAH-Male Attendants Home	23,772	vacant
19	GA1 -Garage	1,873	Transportation-Grounds
20	OF-Office	2,090	vacant
22	WVB	34,090	Work Control/Maintenance
27	FTW-Female Tuberculosis Ward	3,548	vacant- fmr. picnic pavilion
30	MNT/WAG-	6,556	SUNY Storage Facility
34	R2-Staff Residence	4,811	Penthouse social club
35	SR-Steward's Residence	4,589	Transitional Service, Inc. Hostel House (OMH lease)
37	NH2-Nurses Home	23,151	OASAS-Addiction Treatment Center (shared service agreement w/OMH)
38	J-Female Ward	19,200	SUNY Storage Facility
39	I-Female Ward	37,731	vacant
40	H-Female Ward	37,731	vacant
41	FDH-Female Dining Hall & Kitchen	33,362	vacant
42	G-Female Ward	53,182	vacant
43	FK-Female Kitchen	12,538	vacant
44	F-Female Ward	53,430	vacant
45	AB-Administration Building	63,241	vacant
46	UT1	608	Utilities: Forest Avenue RPZ
47	UT2	611	Utilities: Elmwood Avenue RPZ
48	EL	1,120	Utilities: Electrical Substation
50	IP	13,172	Olmsted Residence SOCR
51	RH	76,284	Inpatient Program Space
62	ITB/ITB2-Reception & Intensive Treatment Bldg	284,780	Inpatient Residential Services
66	AC2	0	Utilities: Rehab Chiller
73	PAV1	0	OASAS Pavilion
79	VS	9,925	Vocational Services Building
N/A	Buffalo State College Maintenance Building	35,600	Clinton Center (not OMH property)








SEPTEMBER 2009

Property Ownership

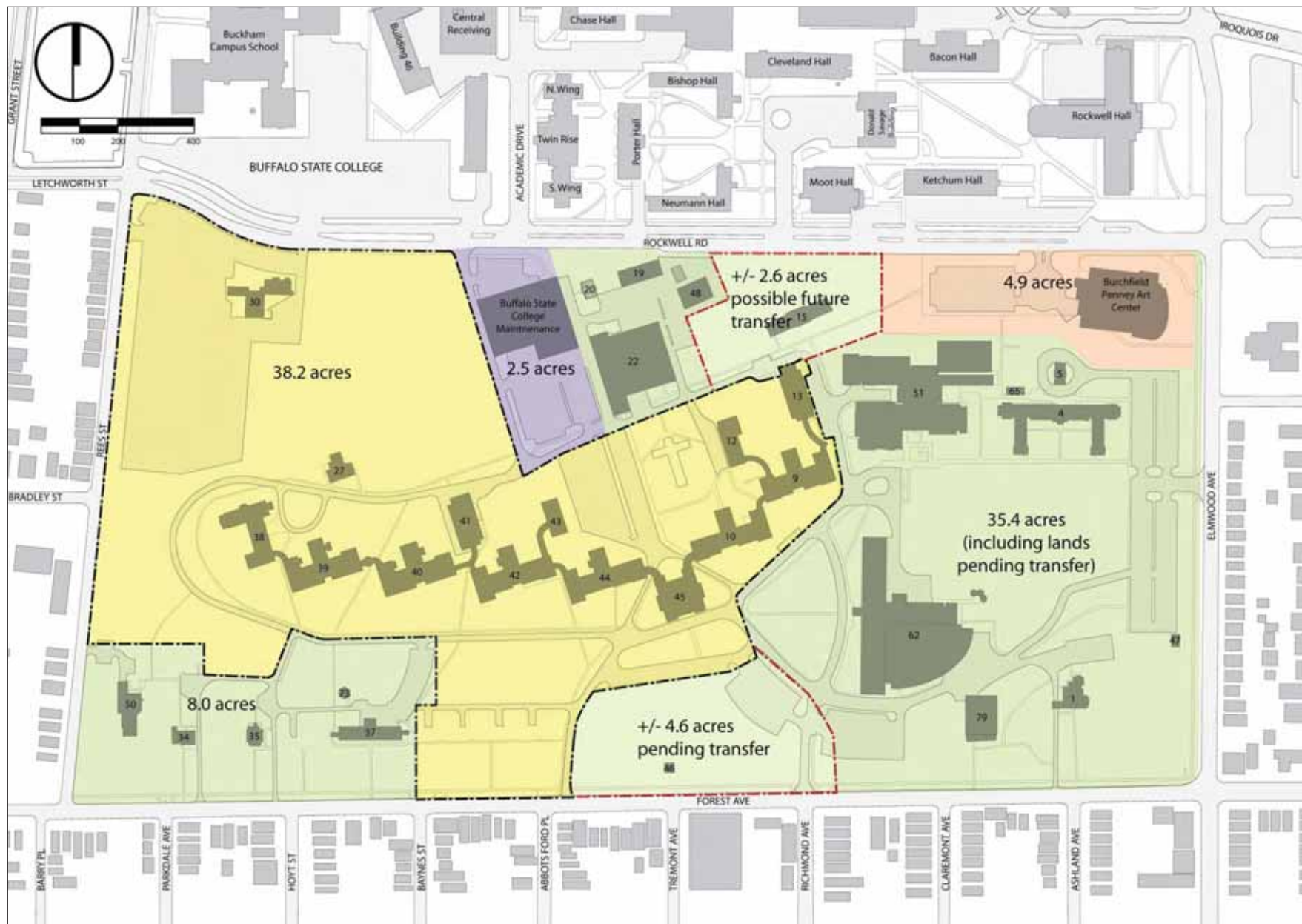
Approximately 38 acres and the historic buildings have been designated as “surplus” by the New York State Office of Mental Health (OMH) and available for redevelopment. The remaining 45.4 acres are retained by OMH, although the Buffalo Psychiatric Center is the primary and most extensive user on the site. Two of the four buildings at the southwest corner and one on the southeast corner are leased by OMH to social service agencies. The northwest corner is utilized by Buffalo State College for surface parking, recreation fields and a large campus maintenance facility. In late 2008, the Burchfield Penney Art Center opened at the northeast corner of the property.

This Master Plan makes two assumptions with respect to Property Ownership:

1. The Psychiatric Center will continue to operate (and hopefully flourish) in their current location and the planning for the site should strive to integrate their facilities to the extent possible, and
2. While it is the “surplus” property that has been identified by OMH as the area for study, the master plan must look beyond the specific boundary of the surplus property to the entire campus in order to reconcile parking, improve circulation, enhance the landscape in a consistent fashion and to make connections to the wealth of academic, cultural and neighborhood assets surrounding the site.

Property Ownership LEGEND		
	Buffalo Psychiatric Center	45.4 acres (total)
	Buffalo Psychiatric Center - pending transfer from OMH to Surplus	estimated, refer to map
	OMH Surplus	38.2 acres
	Buffalo State College	2.5 acres
	Burchfield Penney Art Center	4.9 acres





SEPTEMBER 2009

Historic Significance: Buildings

The designation for the buildings and site of the Richardson Olmsted Complex is the nation's highest level of official recognition, National Historic Landmark (NHL). "National Historic Landmarks are nationally significant historic places designated by the Secretary of the Interior because they possess exceptional value or quality in illustrating or interpreting the heritage of the United States."

The Secretary of the Interior's "Standards for the Treatment of Historic Properties" must serve as guidelines for appropriate treatment when decisions are made regarding repairs, renovations, and reuse. These Standards will be used by the State Historic Preservation Office (in New York, the Department of Parks, Recreation, and Historic Preservation) and the Buffalo Preservation Board when reviews in accordance with Federal (Section 106) and State (Section 14.06) historic preservation legislation are required.

The Historic Structures Report (HSR), prepared by Goody Clancy recommends that each building be evaluated individually and considered on its own merits, as well as on its significance as part of the entire complex. The HSR gives a review of treatment approaches: preservation, rehabilitation, restoration, and reconstruction. When making a decision regarding the appropriate treatment approach for each building, considerations should include importance in history, physical condition, proposed use, and Building Code requirements.


"The Rehabilitation Approach is most appropriate for the Richardson Olmsted Complex. It provides guidelines for the appropriate treatment of the historic buildings and site, but also provides enough latitude for reuse of the complex." (Goody Clancy, Historic Structures Report, Vol IV, pg 4).

As these buildings are repaired and modified for new uses, compliance with the Secretary of the Interior's ten "Standards for Rehabilitation" should be addressed to the fullest extent possible in order to preserve the buildings' and site's historical, cultural, and architectural values, to minimize public controversy and regulatory delays, and to expedite approvals from federal and state agencies. From a practical standpoint, compromising the integrity of significant character-defining features, described in the HSR, may reduce the availability of public funding.

NHL = National Historic Landmark
 NR = National Register of Historic Places


**Historic Significance: Buildings
 LEGEND**

Inside the NHL Boundary

 Contributing to NHL (1896 or earlier)		
9	B	1880 Male Ward
10	A	1880 Male Ward
11	GHI	1888 Green House (demolished, walls remain)
12	MK	1880 Male Ward
30	WAG	Pre 1896 Barn/Wagon Shed
38	J	1895 Female Ward
39	I	1895 Female Ward
40	H	1895 Female Ward
42	G	1895 Female Ward
43	FK	1894 Female Kitchen
44	F	1891 Female Ward
45	AB	1880 Administration Building

 Not Contributing To NHL Status, but NR Eligible (after 1896)

13	MDH	1923 (not listed on OMH Inventory)
27	FTW	1909 Female Tuberculosis Ward
15	MAH	1905 Male Attendants Home
20	OF	1925 Office/Mortuary
34	R2	1937 Staff Residence
35	SR	1910 Steward's Residence
37	NH2	1930 Nurses Home
41	FDH	1930 Female Dining Hall

 Not contributing to the NHL and not NR eligible

19	GA1	1968 Garage
22	WB	1872-95 Powerhouse
46	UT1	1993 Utility Building
48	EL	1993 Building
50	IP	1988 Building
73	PAV1	1992 OASAS Pavilion

 NHL Boundary (designated by the National Park Service)

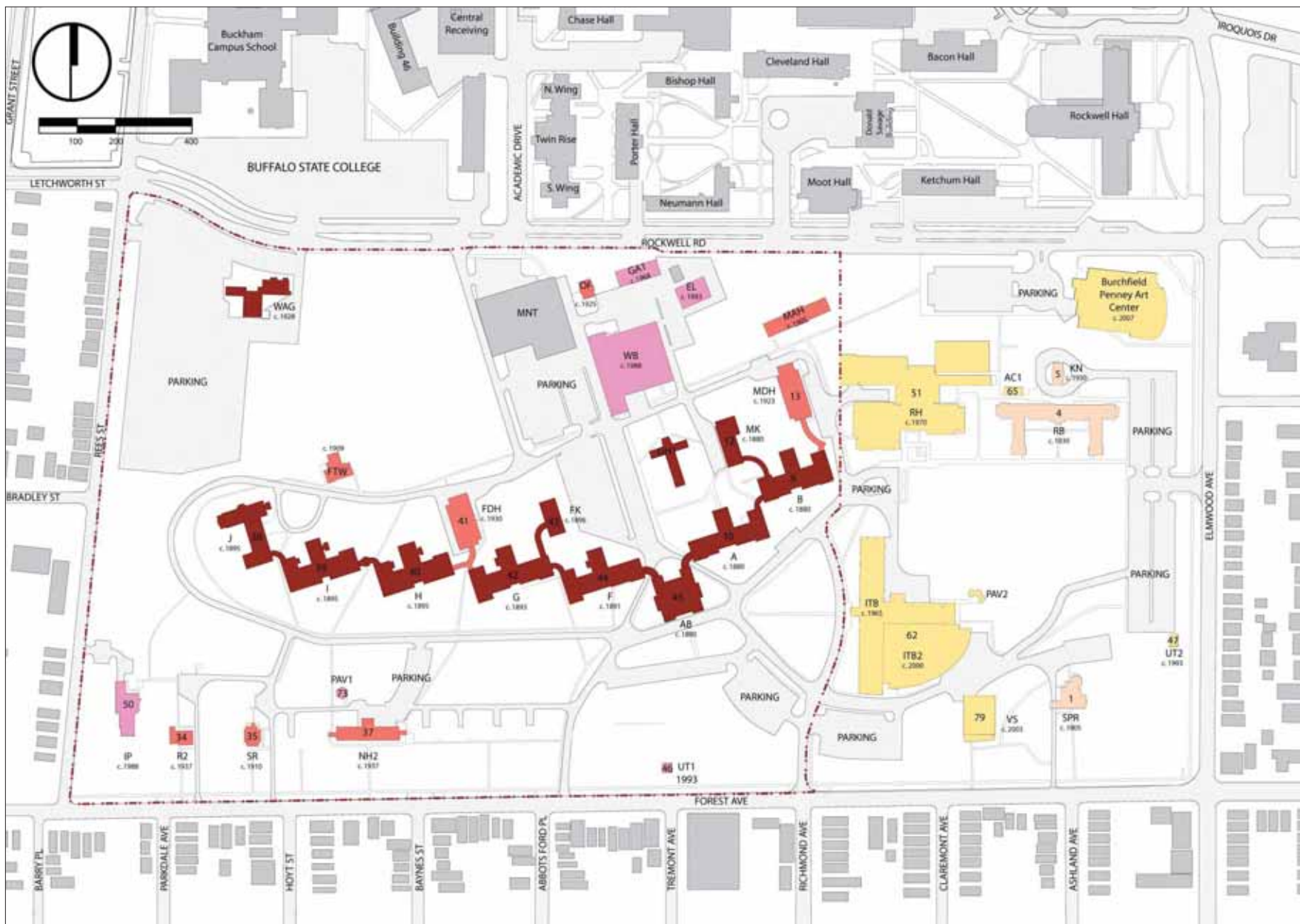
Outside the NHL Boundary

 Eligible for the NR

1	SPR	1905 Director's Residence
4	RB	1930 Reception Building
5	KN	1930 Kitchen Building

 Not eligible for the NR

47	UT2	1993 Building
51	RH	1970 Rehabilitation Building
62	ITB	1965 Strozzi Building and 1992 Addition
65	AC1	1987 Utility Building
79	VS	2003 Vocational Services
		2007 Burchfield Penney Museum



SEPTEMBER 2009

Building Condition

Importance of Rehabilitation

It would be hard to overstate the importance of rehabilitating, protecting, and redeveloping the buildings and site. It is a complex of national significance as illustrated by the National Historic Landmark designation.

The buildings and site have suffered from neglect since the 1970s. Without immediate and significant stabilization investment, their future stability and reuse viability are in jeopardy. Unsuccessful and incomplete attempts have been made in the past to rehabilitate the complex. Without a successful reuse project the loss of original building fabric, including entire buildings, is likely.

Importance of Reference Documents: Historic Structures Report and Cultural Landscape Report

These two documents should be used in planning and decision-making as the project goes forward. They provide detailed guidance regarding identification of character-defining features, their significance, and recommendations for treatment. They also contain a great deal of helpful reference material regarding the history of the buildings and site which can be used for documentation when making presentations to reviewing agencies.

Preservation Brief 43: "The Preparation and Use of Historic Structure Reports", National Park Service; Deborah Slaton, author, lists the value of a HSR as these: "...it provides

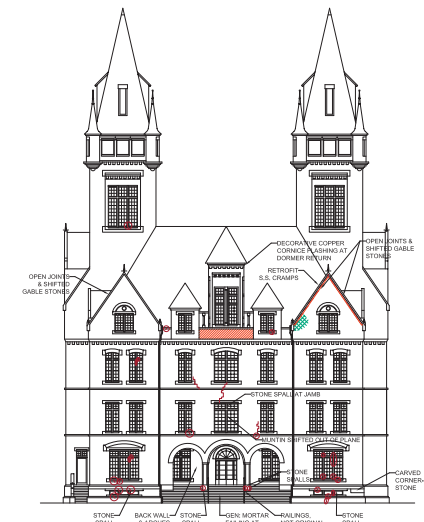
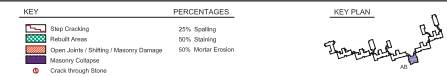
- A primary planning document for decision-making about preservation, rehabilitation, restoration, or reconstruction treatments.
- Documentation to help establish significant dates or periods of construction.
- A guide for budget and schedule planning for work on the historic structure.
- A basis for design of recommended work.
- A compilation of key information on the history, significance, and existing condition of the historic structure.

Refer to Historic Structures Report for a full description of building conditions

* Based on CKS site visit; information not available in Historic Structures Report

**Stabilization has occurred since HSR completion

Building Condition LEGEND			
BLDG #	FORMER BUILDING NAME	EXTERIOR CONDITION	INTERIOR CONDITION
9	B-Male Ward	GOOD	FAIR-POOR
10	A-Male Ward	GOOD	GOOD-FAIR
12	MK-Male Kitchen	GOOD	POOR*
13	MDH	GOOD	GOOD*
15	MAH-Male Attendants Home	UNKNOWN	UNKNOWN
38	J-Female Ward	FAIR-POOR	FAIR
39	I-Female Ward	FAIR-POOR	FAIR
40	H-Female Ward	FAIR	GOOD
41	FDH-Female Dining Hall & Kitchen	GOOD-FAIR	GOOD
42	G-Female Ward	GOOD	FAIR
43	FK-Female Kitchen	FAIR-POOR	POOR**
44	F-Female Ward	GOOD	FAIR
45	AB-Administration Building	FAIR	FAIR

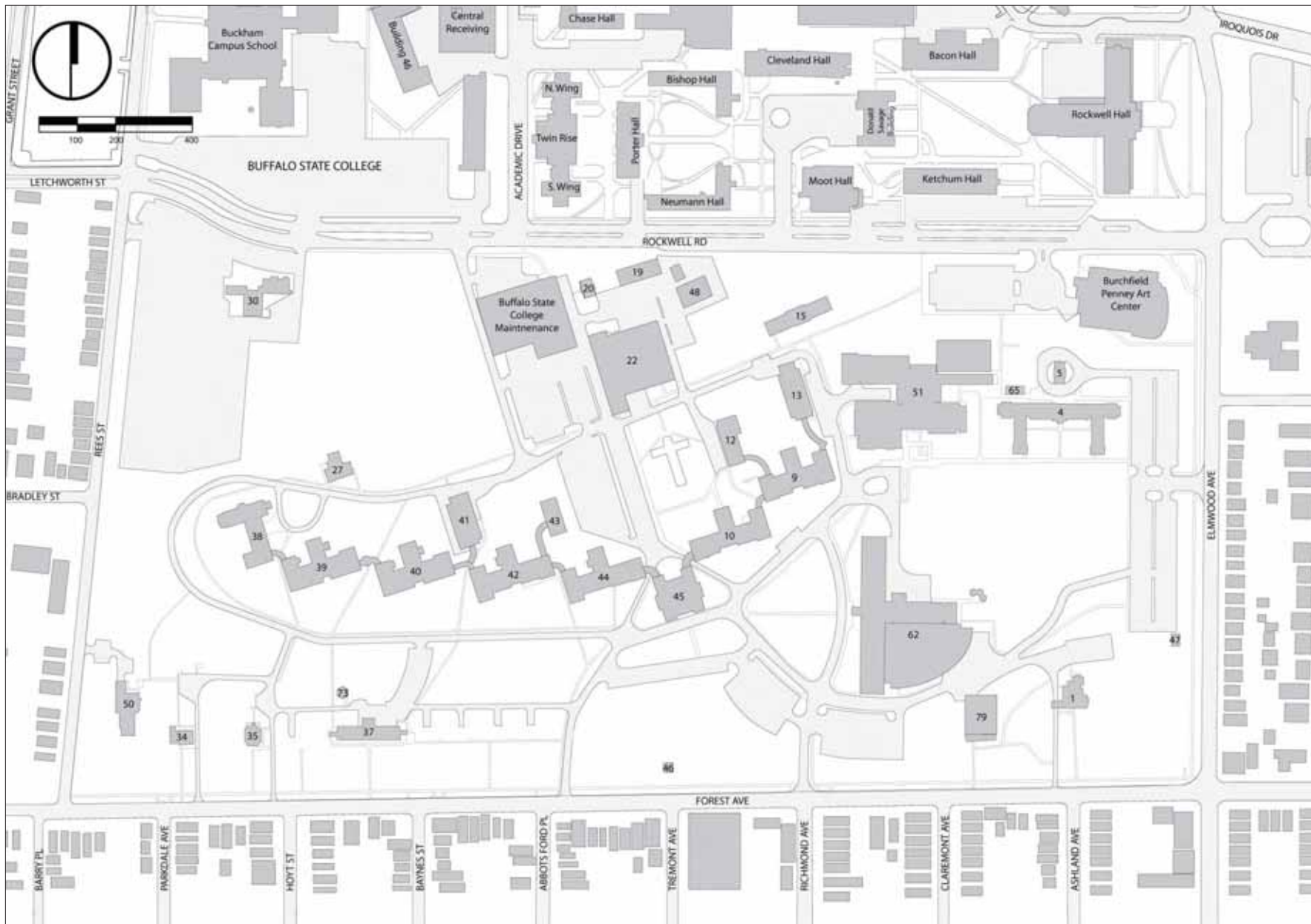


AB 2-3 South Elevation ADMINISTRATION BUILDING These drawings show estimated existing conditions.

An elevational study of stabilization needs for Building 45, taken from the Historic Structures Report.

- A summary of information known and conditions observed at the time of the survey.
- A readily accessible reference document for owners, managers, staff, committees, and professionals working on or using the historic structure.
- A tool for use in interpretation of the structure based on historical and physical evidence.
- A bibliography of archival documentation relevant to the structure.
- A resource for further research and investigation.
- A record of completed work."

Using the HSR as a guide can help to prevent possible loss of important physical evidence that might be important to understanding the history and construction of the historic resource and guard against making inappropriate changes that could diminish the integrity of the resource.



SEPTEMBER 2009

Circulation & Parking

Circulation

Vehicular circulation at the Richardson Olmsted Complex connects the many outbuildings and provides service and parking for the operating facilities of the Buffalo Psychiatric Center. Access points exist at the site's perimeter roads, with the south entrance location at the intersection of Forest Avenue and Richmond Avenue being most prominent. The hierarchy of entrance centers on this intersection, with interior circulation branching from the main south entrance to parking lots serving Psychiatric Center properties.

Many of the interior roads of Olmsted's design have been altered or removed to fit current parking and access demands. Most notably, the south lawn now houses a large proportion of the surface parking for the Psychiatric Center. While some semblance of an entrance loop at the south of Building 45 exists today, it is not used for that purpose. The new configuration of parking and roads at the complex focuses on the Strozzi Building.

In general, the site's perimeter roads act as "feeders" to destination points within the complex, where entrance and exit occur at the same location for most visitors. While circulation of the entire site is possible via interior access roads, they are generally not used for this purpose. Most of the activity, vehicular and pedestrian, is concentrated near the Strozzi Building. An additional concentration of vehicular traffic is at the northwest corner, where Buffalo State College's 558-car surface parking lot has entrances from both Rees Street and Rockwell Road. Another curb cut on Rockwell Road brings vehicles to the existing maintenance buildings controlled by the Psychiatric Center and Buffalo State College.

A narrow two-lane road encircles Richardson's historic buildings, where access to the buildings themselves is restricted by a chain-link fence. This perimeter circulator road did not exist on the site until about 1930, in a period of dramatic change to the landscape. During this time, existing site roads were widened to accommodate automobiles and provide access to fire hydrants. The City of Buffalo allowed the state to retain 90 acres of the

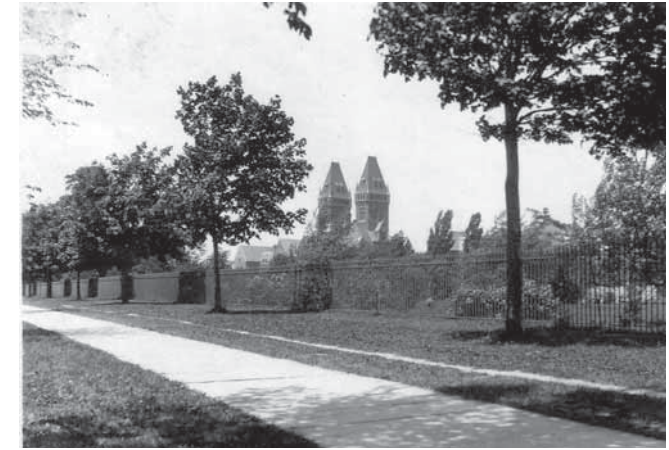
original 183-acre property to use it for educational purposes, beginning the construction of Buffalo State College. These changes to the circulation systems of the complex marked the start of the gradual depletion of Olmsted's landscape to make way for modern conveniences and buildings.

Parking: Proximity & Utilization

Parking at the Richardson Olmsted Complex is divided into surface lots in close proximity to the buildings they serve, with direct access to perimeter roads and some connections between lots. Of the total of 1400 cars accommodated on the site, the majority of parking is dedicated to concentrations of lots on the south and east sides of the Strozzi Building, and a 558-car lot at the northwest corner for the use of Buffalo State College. In addition, the maintenance buildings along Rockwell Road have parking for 235 cars and service vehicles, plus the required service space for equipment and deliveries.

Parking and access has been configured to allow the most convenient locations in proximity to buildings on site, and with the most economical means available. This has resulted in a collection of surface parking lots and roads that have little relationship to each other or to the overall landscape of the site.

Parking Inventory LEGEND	
USER GROUP	TOTAL PARKING
Buffalo State College	713
Buffalo Psychiatric Center	589
Burchfield Penney Art Museum	98
TOTAL SURFACE PARKING	1400



Historical Significance: Landscape

Historical Integrity

The period of significance established by the CLR begins with the initial site selection in 1869, and ends with the ceding of more than 1/2 of the land to Buffalo State College in 1927. After 1927, change, including the loss of agricultural land, filled ravines, new hospital structures to accommodate changing treatment philosophy, demolished structures, changes to vehicular and pedestrian circulation patterns, and added parking lots, began to fragment the spatial cohesiveness of the site. The original intent of unified park-like drive and path system has been lost and the once pervasive canopy, broken and in ailing condition. The intrusion of the Strozzi Building not only encroaches on the Olmsted & Vaux grounds, it also usurps the view of the buildings. Today, limited remains of historic character are evident and the overall existing condition of the cultural landscape exhibits a low level of historic integrity with some areas of moderate integrity.

Treatment Recommendation

Based on the landscape assessment and requirements for new use and program, the CLR recommends “an overall treatment approach of rehabilitation” (CLR Chapter VI p.11), defined by the Secretary of the Interior as “the act or process of making possible a compatible use for a property through repair, alterations and additions while preserving those portions or features which convey its historical, cultural, or architectural values”. “Implementation of these recommendations will provide an appropriate setting for the Richardson building and a unique, engaging and sustainable place for the enjoyment of patients, visitors, and Buffalo Residents (CLR p. 3).”

Please refer to the Cultural Landscape Report (2008) for more information.



Scale

While still vast at 91 acres, the reduction and commensurate consolidation of the campus subsequent to the transfer of the northern farmlands to the City of Buffalo ultimately led to the reduced use and decline of the engagement with the site. The site remained actively used by the patients and staff of the Buffalo Psychiatric Center until the addition of the medical-surgical building in 1950, and finally the construction of the Strozzi Building in 1963. However as the hospital transitioned from the Kirkbride model toward the de-institutionalized hospital of today, the majority of open space dedicated to patient recreation was lost to new buildings, and the engagement with the landscape as integral to the treatment of patients reduced. As engagement with the site reduced, it did not receive the maintenance and management required.

Topography and Orientation

Early surveys by Olmsted and Vaux show the angled alignment of the asylum buildings positioned over a ravine, and oriented to parallel the landform and afford impressive views of the new complex from the newly designed park and parkway system. Two ravines remain as subtle evidence of the historic drainage patterns on the site today.



1880s



2008



Order

Original sketches and diagrams for the grounds clearly established two distinct orders for the site that set it apart from the surrounding city grid. The first order, of the Richardson buildings, established a rotated grid, oriented to emphasize oblique views to the buildings and respond to the subtle undulation of the landform. This order was contrasted with the second order, an independent arrangement of carriage roads and walkways as a series of circuits linking buildings and providing access through the site.

With the exception of the cottages along Forest Avenue and the Elmwood Complex, the site predominantly maintained this order through the Period of Significance (1870 to 1927). Subsequent to ceding the northern lands, new buildings and their associated drives and parking introduce the geometry of the city street grid as a dominant order on the site. This intrusion dilutes the clear distinction between the order of Richardson's buildings and Olmsted's drive and path network from the order of the grid of the surrounding city.



Scale Comparison: The Sheep's Meadow

This overlay shows the footprints of the Richardson Olmsted Complex with a portion of Central Park, also designed by Olmsted. The overlay on Central Park's Sheep's Meadow demonstrates two key components of the Master Plan: the character of unified park drives and walks; and the ability for a pervasive tree canopy to subsume buildings and features that do not contribute to the historic character of the site.

Landscape Condition

Character Zones

The Cultural Landscape Report identified six units of landscape character on the site as a means of assessing the historical evolution of the campus. From that base, three primary units of landscape character have been identified to shape development of the landscape master plan. South of the buildings along Forest and Elmwood Avenues, the design of open lawn under a canopy of oak, ash, and maple trees provided a park-like setting. To the north of the complex, an extensive network of drives and paths provided service to the buildings and strolling grounds for patients. Finally, beyond the service area, initially stretching as far north as the Scajaquada Creek, open fields and farmland provided areas for farming, gardening and livestock. The cohesiveness and scale of these three zones allowed for a diversity of uses while unifying the grounds to support the needs of patients and fulfill the aims of the designers.

Various interventions after 1927 began to fragment the spatial character of the site. In particular, the additions of the Medical and Surgical Building (later demolished in 1998) and the Strozzi Building dramatically affected the character of the campus. Inconsistent siting of new buildings, a significantly depleted tree canopy and removal of understory trees, adjustments to the alignment of drives and elimination of pedestrian walkways and the addition of sizeable surface parking lots have all led to a predominantly compromised spatial definition and loss of character on the site.

Top: Recommendations of the Cultural Landscapes Report: Landscape Units and Treatment Recommendations (image by Goody Clancy and Heritage Landscapes)

Bottom: Simplified Character Zones for Development of Master Plan (image by CKS, RHA)



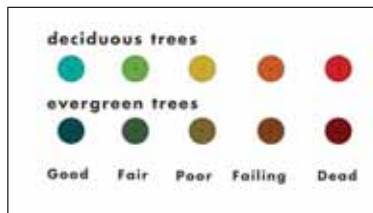
2008 Units with Treatment Overlay Plan

Image Created by GCA, Augmented by HL



Vegetation

The once pervasive canopy of trees in the southern park grounds has been depleted— reduced from over 2,000 trees and shrubs in 1879, to just 1,100 trees today. Of those remaining, over half are in poor/failing condition and another half are Norway maples, leaving approximately 250 good to fair existing deciduous trees, many of which need attention from an arborist.



Buffalo Psychiatric Center

The South Lawn of the site, originally known as the Buffalo State Asylum for the Insane, was once recreational grounds for the patients, where large lawns were used for social events and sport. Olmsted and Vaux's design was a park-like setting that included carriage roads and paths, collections of shrub and tree plantings that frame views and maintain the privacy of the patients. With medical advances of the 20th century, and the construction of the Strozzi building on the site, the therapeutic landscape was no longer essential to the treatment of patients. The new buildings and increased outpatient population required more access for automobiles and surface parking, and Olmsted and Vaux's landscape today has been vastly depleted.

The Buffalo Psychiatric Center facilities changed dramatically in the period from 1950 to 1974, beginning with the construction of the Medical and Surgical Building on Olmsted & Vaux's "pleasure ground" near the Reception Building at the Elmwood Avenue entrance to the complex. The structures built during this period, some of which continue to be used by the Buffalo Psychiatric Center today, were built in response to changes in mental health treatment, and represented the "deinstitutionalization" of the state psychiatric hospital system. This transformation presented a shift from residential care to increased treatment on an outpatient basis, with the use of new drug therapies allowing patients to avoid stays at the facility. Rather than remodeling Richardson's buildings for these modernizations, the Strozzi Building was constructed in 1965. Following the construction of the Strozzi Building, the Rehabilitation Building was built in 1970 on the site of Richardson's three demolished ward buildings.

The east portion of the site, currently occupied by the Buffalo Psychiatric Center's active buildings and grounds, is where the integrity with the design intentions of Richardson and Olmsted & Vaux are least apparent. However, the amount of open space and surface parking here presents an opportunity to reconfigure uses currently occupying the South Lawn, and to reinterpret Olmsted & Vaux's vision in this area to create a more cohesive site design.

While the Strozzi Building and other structures built during this period were built to deliver the best and most innovative advances in psychiatric care, the construction of the 8-story structure dramatically altered the relationship of the Richardson Olmsted Complex to the landscape. As a whole, the modern

buildings for the Psychiatric Center campus were constructed to relate to the city grid, and subsequently the servicing, parking and access have very different relationships to the site than the historic structures. In addition, the demolition of the three Male Ward buildings on the eastern end of the complex significantly altered the design intentions of the complex, in essence rendering Richardson's design incomplete.

While the presence and continued operation of the Psychiatric Center is an issue in terms of the overall marketability of the site, this Master Plan is built on the premise that the current uses of the Psychiatric Center be integrated into the overall vision for the property. To a certain extent, incongruity of scale, design and use can be overcome with pervasive landscaping strategies and a reconfiguration of site circulation. The marketability of the Richardson Olmsted Complex for a variety of uses (because it is likely far too large to be reused by a single occupant) will depend on each user's ability to strike a balance between new activities within the historic structure and existing mental health uses elsewhere on the property.



Buffalo State College

As discussed earlier, Buffalo State College occupies the area to the immediate north of the site, and has expanded some uses across Rockwell Road. These uses include a large surface parking lot in the northwest corner, recreational fields to the east of the parking lot, and a maintenance building directly north of the Building 45. The Buffalo Psychiatric Center's maintenance facility is also located here, and both maintenance buildings require ample surface parking and service drives, accessed from the interior of the complex. These maintenance buildings are particularly problematic as plans for the reuse of the complex progress, as they are impediments to the expansive views of Richardson's buildings from Rockwell Road, and present programmatic incongruities with reuse options that are public in nature.

Buffalo State/Psychiatric Center Maintenance Buildings

Access from the north provides the best connection to the complementary district assets. In addition, the visibility of Building 45 and its towers from Rockwell Road provides the most appealing views of the complex, and its setback from Rockwell creates a unique opportunity to provide a striking arrival sequence whether arriving by foot or by vehicle. However, this viewshed and arrival sequence is interrupted and blocked by the two maintenance buildings currently located along Rockwell Road. The permanent presence of these two buildings and uses constitute a serious obstacle to the reuse potential of the complex.

At the same time, the capital budgets of neither the College nor the Psychiatric Center incorporate resources dedicated to the relocation costs associated with the maintenance buildings. These two large structures still house critical operations for the two neighboring institutions and have a great deal of associated infrastructure. More work needs to be done to consider relocation options for these uses that will meet the long term needs of both the Richardson Center Corporation and its neighboring institutional partners.



Adjacent Neighborhoods



The Richardson Olmsted Complex lies at the confluence of several distinct neighborhoods. Each edge that borders the ROC represents a fundamentally different challenge and opportunity. The Olmsted Crescent, museum district, Elmwood Village, and Buffalo State College are thriving cultural centers, each with an active set of constituents. Areas to the west and southwest of the site present more challenges, where vacant homes and absentee landlords can be found on many streets. Reinvestment in the ROC is an opportunity to both add a new “neighborhood” to the mix, but also to provide a community asset that is shared by all of the surrounding areas.



Northeast: Olmsted Crescent

The “Olmsted Crescent” consists of a remarkable collection of cultural institutions, parks, and community facilities in Buffalo, encompassing Olmsted’s Delaware Park, Forest Lawn Cemetery, and Wright’s Darwin Martin House. The concept of the crescent was conceived to encourage the many visitors to enjoy more of Buffalo’s rich cultural assets in a single trip. With the Albright Knox Art Gallery, the Buffalo and Erie County Historical Society, and the newly-constructed Burchfield Penney Art Center occupying the westernmost tip of the crescent, these immediate neighbors to the Richardson Olmsted Complex create a gateway to this “cultural district” at the intersection of Rockwell Road and Elmwood Avenue. As the Albright Knox Art Gallery considers its own expansion, this gateway to the collection of cultural assets to the site’s northeast will be reinforced.

The physical relationship of the complex, in proximity to the Albright Knox Art Museum, the Burchfield Penney Art Center, and the Buffalo and Erie County Historical Society presents an opportunity to expand the concept of the Olmsted Crescent and other collections of cultural organizations, and to take advantage of the visitors coming to Buffalo to appreciate its many cultural assets. The ROC will draw visitors interested in architecture, landscape architecture, historic preservation, and the history of mental health, to add to the other culturally-focused visits made to this area of Buffalo. The grounds of the ROC will also be a likely destination for those visiting the Olmsted Crescent and its member institutions, both for recreation and for education. Aside from visitors, the many cultural institutions throughout Buffalo are potential participants in the reuse of the ROC. An active arts and historic preservation community will be an influential partner in the future of the Richardson Olmsted Complex, either in the adaptive reuse of the buildings, or the programming of future facilities and parks.



North: Buffalo State College & Grant-Amherst Neighborhood

Buffalo State College occupies the former “farmlands” of the Buffalo State Hospital. The college grounds emerged when the City of Buffalo made an appeal to the state of New York for a return of approximately half of the land in 1927 (Refer to Section C. Chronology of Development & Use: Historic Structures Report by Goody Clancy). The division between the two approximately 90-acre parcels is Rockwell Road. Rockwell Road is a primary entrance approach for students, faculty, staff and visitors to the campus with good access from the Scajaquada Expressway.

Buffalo State College is a large urban campus in the SUNY college system. The school has traditionally been a commuter college but, following national trends, interest is increasing for on-campus housing. Like many academic institutions, Buffalo State is in a period of growth. The college continues to acquire additional land to the west of Rees Street anticipating expansion. Plans for immediate expansion projects include the construction of a 500-bed residence hall on Rees Street, a Technology Building and a Science Building on campus. The college is also in search of space for a number of programs that are currently housed off-site, and intends to expand academic offerings should viable space be identified. With the campus essentially landlocked, the Richardson Olmsted Complex offers an attractive opportunity for expansion.

Buffalo State College is an active institutional neighbor to the Richardson Complex whose students and faculty frequent the businesses of Elmwood Village. Many live in the surrounding neighborhoods. Not only will the Richardson Olmsted Complex be used by the students and staff of Buffalo State, but the college is an important potential partner in revitalization, redevelopment and stewardship of the buildings and grounds.



South: Forest Avenue & Vicinity

As the site plan was established for the hospital in 1871, the alignment of the buildings were rotated at an oblique angle to Forest Avenue in order to take advantage of topographic conditions on the site and increase ventilation and day-lighting. This alignment has produced one of the most picturesque views of the complex that is still discernable today. Forest Avenue has defined the approach to Buffalo State Hospital from its conception, and continues to be the primary access point to the Buffalo Psychiatric Center at the intersection of Forest and Richmond Avenue. What was once a quiet pastoral street on the periphery of the hospital grounds has become a fairly busy arterial road in the district.

The residential neighborhoods to the south of the complex vary in quality and integrity. Buildings in close proximity to Elmwood and Richmond Avenues are generally in better condition than those to the southwest of the site towards Grant Street. Numerous properties on the south side of Forest Avenue are in need of façade restoration or major rehabilitation. However, the density of all of the streets in this area are high and there have been few demolitions. Many of the streets perpendicular to Forest Avenue enjoy spectacular views of the landmark. Rehabilitation of the Richardson Olmsted Complex will bolster adjacent property values and improve the quality of life for residents who wish to access the site and would directly benefit from new uses on the property. City-led initiatives such as code enforcement, rehabilitation grants and Block Grants will help to improve the seam between the complex and its neighbors.



East: Elmwood Village

“Elmwood Village” is one of the most culturally-diverse and pedestrian-oriented neighborhoods in the city, a unique regional destination that was recently selected as “One of America’s Ten Best Neighborhoods” by the American Planning Association. It is a vibrant and eclectic collection of galleries, retail spaces, restaurants and commercial tenants. Elmwood Avenue is the central commercial spine of the neighborhood and forms one edge of the Study Area. The shopping district connects the emerging Arts District with downtown Buffalo and is lined with over 200 locally-owned shops and stores. The vacancy rate of the commercial spaces consistently hovers around 7% - a true sign of its sustained success.

The residential fabric surrounding the Elmwood Avenue has benefitted from the diversity of shops and services as homes continue to be renovated in the surrounding area. Over the last decade, property values have remained stable or increased. There are active neighborhood block clubs within Elmwood Village and the varied population of college students, young families and longtime residents take great pride in their community. The Elmwood Village Association works with local businesses and residents “to enhance the unique urban character of the community, foster an economically healthy commercial district and create a sense of community for all of its diverse residents, businesses and visitors”. The rehabilitation of the Richardson Olmsted Complex bodes well for Elmwood if new uses that support the corridor can be brought in .



West: Grant/Ferry Neighborhood

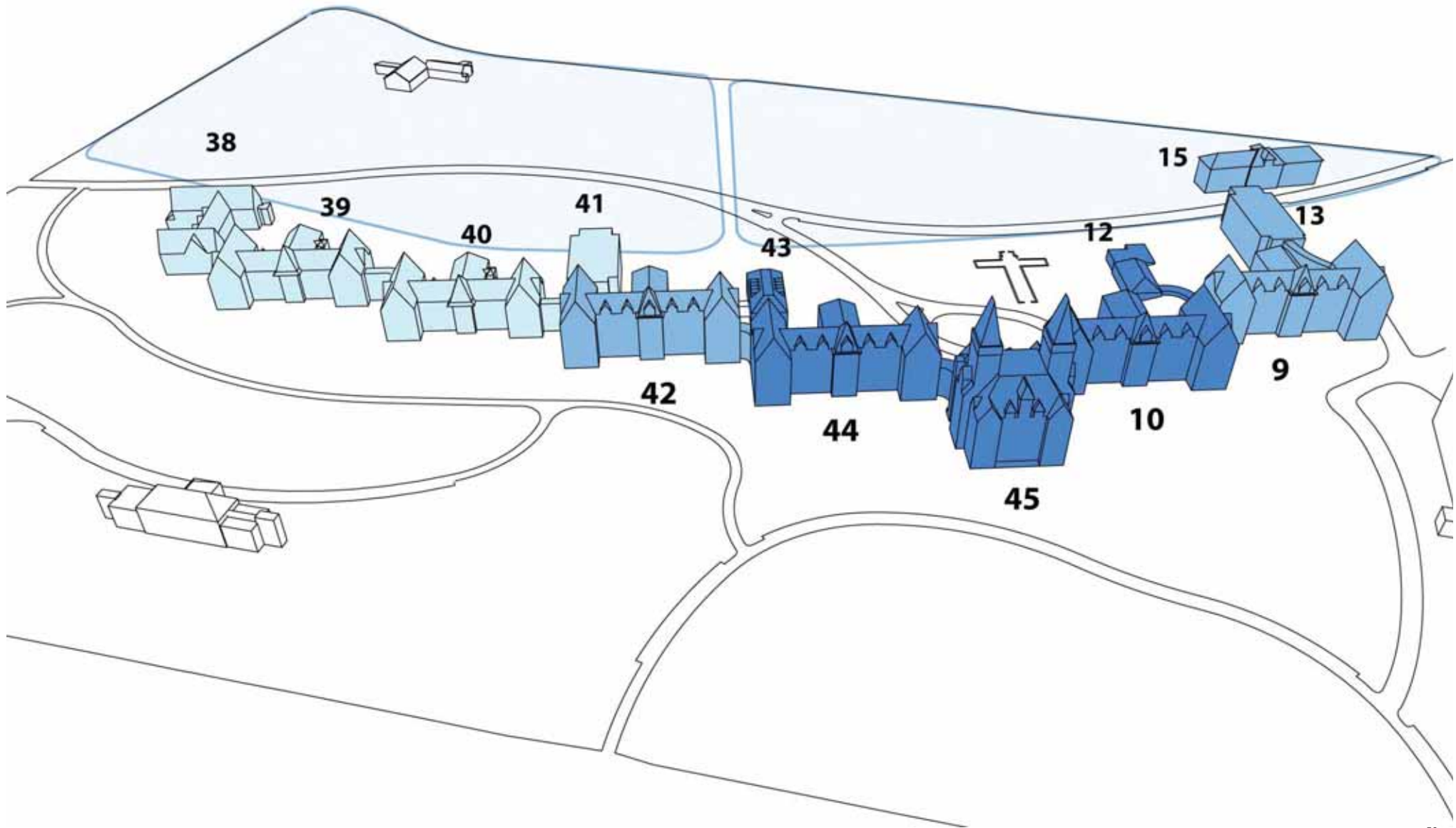
The western edge of the site along Rees street presents a challenge to the marketability of the Richardson Olmsted Complex. Much of the small-scale, residential fabric is deteriorating and numerous buildings are neglected and abandoned. Buffalo State College has made efforts to stabilize the neighborhood by purchasing distressed properties for future use by the college, but these overtures have resulted in ad-hoc land speculation, further stymieing redevelopment opportunities. Blocks on the west side of Rees Street have been identified for new student housing but construction has not yet begun.

The presence of the Asarese-Matters Community Center is a focal point in the neighborhood. The center’s multi-cultural focus, along with its educational and recreational offerings, is a benefit to the community and the young people it serves. Its location at the midpoint of the complex presents an opportunity for connections between the site and the neighborhood to be enhanced. The introduction of new programs and park space at the Richardson Olmsted Complex will directly benefit the users of the community center and the adjoining population through enhanced access and open space opportunities. Moreover, properties along Rees Street and the Grant Street corridor stand to benefit from the economic development garnered through the reuse of the historic structures, just as Elmwood Village has capitalized on its commercial corridor.

IV BASELINE PRIORITIES & FOUR DEVELOPMENT ACTIONS

“We envision the rehabilitation of this National Historic Landmark . . . to be the crowning jewel of a mixed-use, multi-purpose civic campus of public and private activities.”

Vision Statement of the Richardson Center Corporation



Baseline Priorities

Baseline Priorities allocate the limited resources that are available to help to shape the future of the Richardson Olmsted Complex. The objective is to direct the available funds to achieve the broadest impact in the near term and be a catalyst for future investment. It identifies short-term, incremental projects that build upon one another to enable the long-term Master Plan to become feasible. Much of the focus of the Baseline Priorities involves organization, stabilization, and cleanup, in an effort not only to prepare the facility for future investment, but to also increase public access and awareness of the project. The Master Plan addresses these five elements of the Baseline Priorities:

I. Rationalize the Site

Richardson, Olmsted & Vaux, and Kirkbride's original vision for the site has largely been depleted over time. The needs of a contemporary mental health facility on the property have compromised many of the features of the 1895 facility and grounds. In particular, the addition of new streets and surface parking lots, the construction of the Strozzi Building, and the presence of Buffalo State College on the property have all altered the physical character of the site. Rationalizing the site attempts to remedy site circulation to create a more unified design through the incremental relocation of existing surface parking, and the beginnings of a site-wide circulation system of Olmstedian character.

II. Prioritize Landscape Investment

The former South Lawn of the Buffalo State Hospital now contains surface parking for the Buffalo Psychiatric Center, confusing vehicular circulation patterns and service areas for buildings. Substantial areas of parkland are in need of rehabilitation. Within the Baseline Priorities, the significance of the South Lawn as a space of gathering and recreation is recaptured. As a first priority, the drives to the south of Building 45 are reconfigured, parking is relocated, paths are constructed and new trees are planted to reinstate the once pervasive canopy.

In conjunction to rehabilitation of the parkland to the south, investment to the north of Building 45 is a priority in order to provide access to the new Northern entrance. A new east-west road provides access and creates an address for the buildings from the north. A new arrival loop, utility services, lighting, service drives, walks and plantings prepare the infrastructure necessary to facilitate access.

III. Building Reuse & Preparation

Stabilization of the buildings and grounds are just the first step towards the rehabilitation of the complex. Identifying appropriate uses to occupy the buildings requires an intelligent and market-based approach that maximizes synergies between uses. Following building stabilization, individual tenant build-out will impact interior space configurations to meet the needs of specific programs. An Architecture and Visitor Center has been identified as an initial program to occupy a portion of the historic structures.

IV. Building Stabilization

There are four packages of building stabilization. These packages build on the work the Richardson Center Corporation has done over the last two years (Package 1 Stabilization). Package 2 revolves around emergency work to limit or stop water penetration into the structures. Package 3 - which is permanent in nature - must meet the Secretary of Interior's standards to avoid disqualifying a future project for Historic Preservation Tax Credits. This effort prevents further deterioration of the building. Package 4 stabilization efforts will provide a safe, intact and clean building shell, preparing the spaces for reuse.

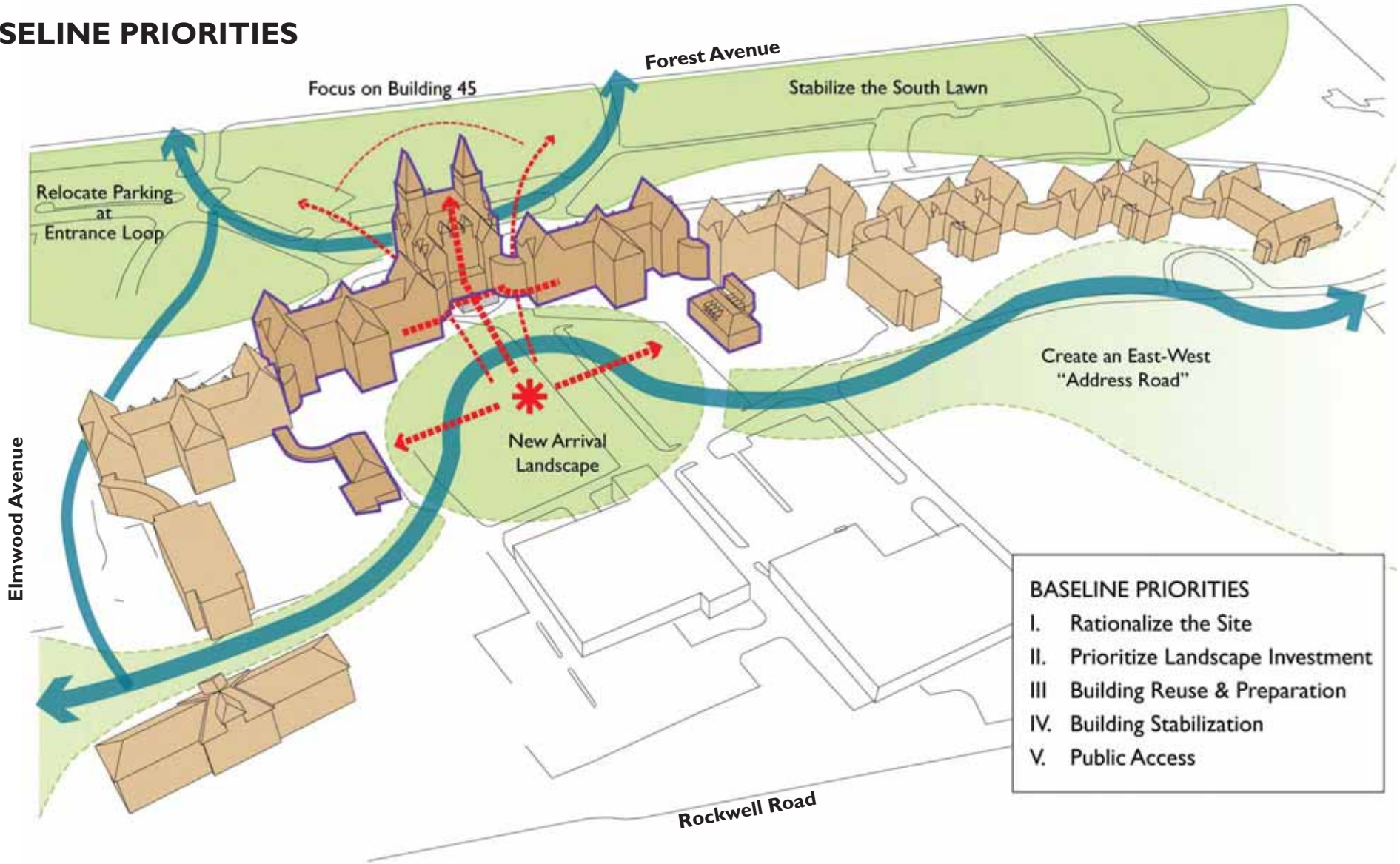
V. Public Access

The Richardson Olmsted Complex is currently cut off from access by a chain link fence that encircles the structure. Access is forbidden for security and liability reasons. However, gaining access to the buildings and grounds of the complex has been cited as one of the most important objectives by the surrounding community. In the near future, there are a number of means by which that may be possible including partial building tours, temporary exhibits and art installations.



Using the recommendations of the Cultural Landscape Report as a guide, a zoning of the property has been created. These zones aid in the phased implementation of full site rehabilitation by logically subdividing the site into areas of cohesive landscape character.

BASELINE PRIORITIES



Development Scenarios Beyond the Baseline Priorities

The evolution of the Master Plan has reflected a careful analysis of the inherent assets of the Richardson Olmsted Complex, and the ways in which future efforts can serve to enhance and build upon those qualities. After careful consideration of the many important issues to the success and sustainability of a development project here, a set of development actions was created. Each action begins with the Baseline Priorities, expanding upon them to present four futures of the complex, and of the relationship of the Richardson Center Corporation with future development. The series presents one possibility for phasing, though the scenarios as presented are not necessarily sequential. The focus of all development actions is the rehabilitation and reoccupation of the historic structures and site. Detailed descriptions of the four development actions of the ROC appear in the following pages.

In the interest of long-term sustainability, development of the lands to the north of the structures may be necessary in the future (use TBD). The Master Plan establishes general design guidelines for development in this area in sections to follow.

Setting Priorities

A set of principles was developed by the RCC to guide in the process of redevelopment, laying the groundwork for both initial and long-term investment priorities.

GOAL 1: Rehabilitate the historic H.H. Richardson-designed buildings for a mix of uses.

OBJECTIVES

- Stabilize buildings to prevent further deterioration pending future development.
- Rehabilitate buildings according to federal and state historic preservation standards, using the Historic Structures Report and Cultural Landscape Report as guidance.
- Focus internal rehabilitation efforts on Buildings 45, 44 and 10.

GOAL 2: Rehabilitate the landscape and improve circulation and parking.

OBJECTIVES

- Rehabilitate the Olmsted-Vaux landscape utilizing recommendation from the Cultural Landscape Report.

- Create a cohesive landscape plan for the site.
- Reduce the amount of surface parking in the “front lawn” by relocating spaces.
- Address the Buffalo Psychiatric Center parking needs within the active portion of Center.
- Relocate the Buffalo State College and Buffalo Psychiatric Center maintenance buildings (non-historic structures) to more suitable locations.
- Establish pedestrian and vehicular circulation through the site connecting Buffalo State College with area neighborhoods.
- Rationalize parking on site to meet requirements of new uses.

GOAL 3: Create a place for architectural, educational, cultural, residential, hospitality, and recreational activities for the benefit of the residents of and visitors to the Richardson Community, the Museum District, the Elmwood Village, and the entire Buffalo Niagara Region.

OBJECTIVES

- Respect the needs and rights of the Buffalo Psychiatric Center patients and families.
- Create an Architecture and Regional Visitor Center that showcases the architecture and cultural amenities of Buffalo-Niagara and the bi-national regions.
- Encourage new uses that complement and support the Museum District.
- Create synergies with the Buffalo State College campus.
- Focus on uses that improve the surrounding communities and become the foundation for neighborhood revitalization.

GOAL 4: Create a campus that would succeed economically.

OBJECTIVES

- Use public dollars to leverage private investment.
- Place the highest development priority on the reuse of the historic buildings rather than on the construction of new facilities.
- Create a mixed-use, multi-purpose campus.
- Develop reuse plan for the complex that is economically self sustaining.
- Focus on a tenant mix of private and public sector uses.





GOAL 5: Create an environmentally sound Richardson Complex.

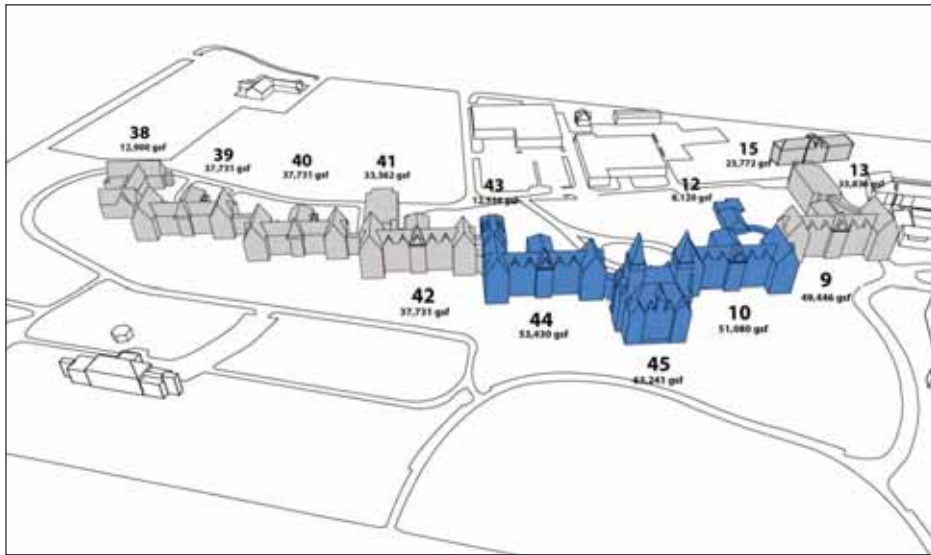
OBJECTIVES

- Use sustainable design principles.

These actions each begin with the Baseline Priorities, expanding upon them to present four futures of the complex, and of the relationship of the Richardson Center Corporation with future development.

**Four Development Actions
LEGEND**

-  **The Core Project**
(Buildings 45, 44, 10, 43 & 12) 188,000 GSF
Emergency Stabilization Repairs
Rehabilitation of South Lawn
-  **The Expanded Core Project**
(Buildings 9, 13, 15, 42) 349,000 GSF
Mothball Brick Buildings
-  **Reuse of All Historically Significant Structures**
(Buildings 38, 39, 40, 41) 480,000 GSF
Complete Rehabilitation of the landscape. Productive landscape as landholding strategy in the Northern Lands
-  **Development Landholding**
250,000-400,000 GSF additional capacity (In Addition to Reuse of all Historic Structures; dependent on development scenario)
Full Reuse of all historic structures and complete rehabilitation of landscape. 16 acres reserved for potential future development in Northern Lands. Future uses to be determined.



The Core Project



The Expanded Core Project



Reuse of All Historically Significant Structures



Development Landholding

BASELINE PRIORITIES & FOUR DEVELOPMENT ACTIONS

The Core Project

188,000 GSF (Buildings 45, 44, 10, 43, 12)

The Core Project initiates the rehabilitation of the historic complex by locating new uses in the primary iconic building of the complex - the Administration Tower - and the adjacent two wards. The Core Project consists of the following uses:

- Architecture Center
- Buffalo Visitor Center
- Boutique Hotel
- Conference & Event Space

The buildings are accessed jointly via a new central entrance at the north side of Building 45.

The development plan creates an integrated, multi-use real estate project with the Towers at its heart, allowing the four key programs to identify equally with Building 45 as the iconic central element of the project. These individual uses are strengthened, both financially and in terms of marketability, by the presence and proximity of additional, complementary uses. Together, the development has potential to be branded as a single development such as “the ROC”, for Richardson Olmsted Complex. In addition to branding potential, the financial viability of each use is enhanced by the availability of additional tax credits in a large, mixed-use project.

Building 45 is the focal point for the primary development program, with the addition of a new shared entrance on the north side of Building 45. Anticipating this new entry sequence and an increase in vehicular traffic, all or part of an east-west “address road” is implemented. This road allows the north entrances to all of the historic structures to be used for service and parking as buildings are developed in the future, minimizing the impact on the South Lawn and creating unique addresses for new development.

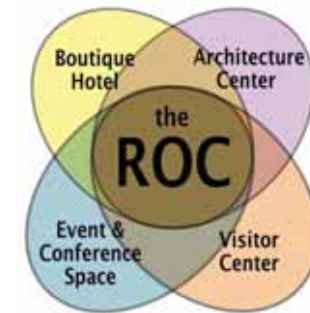
A new vehicular entrance from the north allows the South Lawn to retain its parklike character when the site begins to be used more heavily. The south entrance to Building 45 will remain a ceremonial point of entry, complemented by a new vehicular entrance loop and pedestrian paths on the South Lawn, reminiscent of the historical alignment intended by Olmsted &



Vaux. The north approach to the complex is for heavier traffic, service, and large group access.

Future growth of the Richardson Olmsted Complex will radiate outward from this center to the adjacent ward buildings. The Core Project combines to create a 188,000 GSF development. The model is based – among other things – on the opportunity that currently exists for a hotel property in the midst of the emerging “Arts District”, and the fact that the Richardson Olmsted Complex is an excellent location for such a facility.

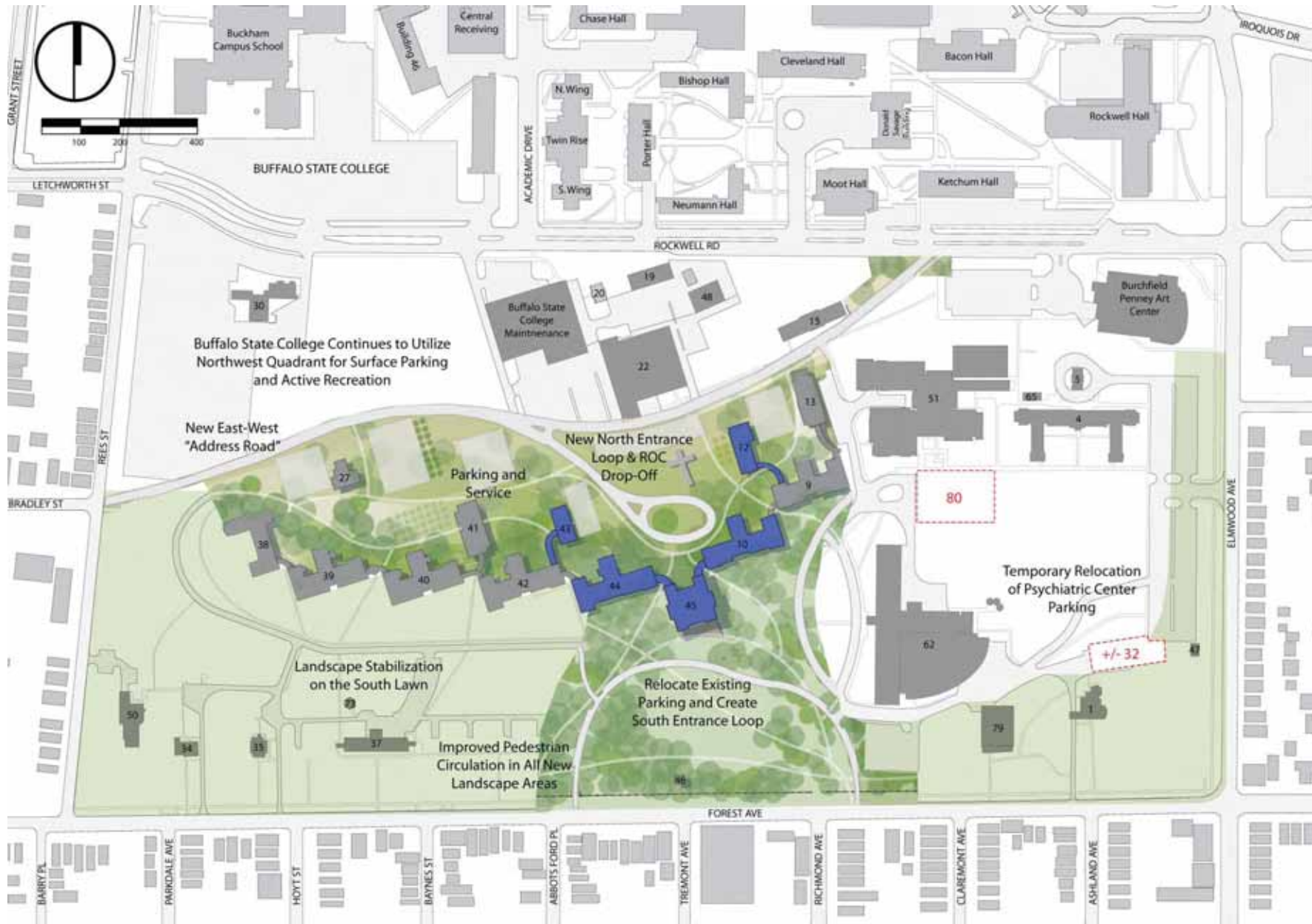
The reuse of the main portion of the historic building complex would be extremely marketable as a boutique hotel. In addition, there is a strong need for a mid-sized conference facility in the area to accommodate conferences, seminars and meetings generated by Buffalo State College, the surrounding colleges, art institutions and the Architecture Center. Finally, an opportunity to utilize the facility and the grounds as a location – with rental income – for larger events (such as weddings, fundraisers, corporate dinners and meetings, etc.) exists as long as the proper facilities can be provided on site.



The Core Project development plan creates an integrated, multi-use real estate project with the Towers at its heart, allowing the four key programs to identify equally with Building 45 as the iconic central element of the project.

The Core Project advances the notion that there are scales of economy in sharing revenue-generating facilities that can be used by different groups at different times of the day.

*** For building names, square footages, and current use, refer to legend on page 40, “The Site Today”**



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BASELINE PRIORITIES & FOUR DEVELOPMENT ACTIONS

The Expanded Core Project

349,000 GSF

- 188,000 GSF (Buildings 45, 44, 10, 43, 12)
- **161,000 GSF (Buildings 9, 13, 15, 42)**
- Mothball Brick Buildings

Building on the “Core Project,” an expansion of these programs includes complementary uses that benefit from close proximity to the Administration Tower but also warrant their own identity and space. These additional uses advance the creation of a mixed-use destination at the Richardson Olmsted Complex. The presence of cultural and academic uses can provide benefit and increased visitation of the core programs, while also enjoying the advantages of the exhibits, event space, and hotel rooms available at their doorstep.

Landscape Design principles develop a ground plane that serves the contemporary needs of the community: a park. The grounds are open to the public with new walking circuits. Olmsted & Vaux’s unified therapeutic landscape is revived, for the benefit of residents of the site and the broader community. Active and passive programs are inserted in a manner sensitive to the historic character of the site.

To further categorize the character of the site, a zoning of the property has been created. These zones aid in the phased implementation of full site rehabilitation by logically subdividing the site into areas of cohesive landscape character. In the implementation of the proposed landscapes, historic zones of character of the property are re-established with a unified pastoral park along the southern edge (Zones A,B,C), a zone of intensive use to the north of the Core Project (Zone D) and a cohesive agrarian/campus landscape at the northern edge (Zone F). Stormwater for the complex is managed on the site. A pervasive canopy of trees is re-established to subsume structures into a unified park setting. Historic views to the towers, open spaces and entry sequences are preserved and enhanced.

Further removal of dead or dying trees and stumps occur site-wide along with trees not contributing to the historic character. Unnecessary roads and excess parking lots are demolished and a unified and coherent vehicular circulation system is established on the site. The circulation system is independent from the geometry of the historic structures and the city grid surrounding the property. Parking for the Core Project is visually subordinate to the landscape by employing a strategy of well landscaped, dispersed surface parking lots and parallel parking along drives. The Psychiatric Center maintenance building at the north of the site is demolished along with the Buffalo State College maintenance building, improving views and access to new development.

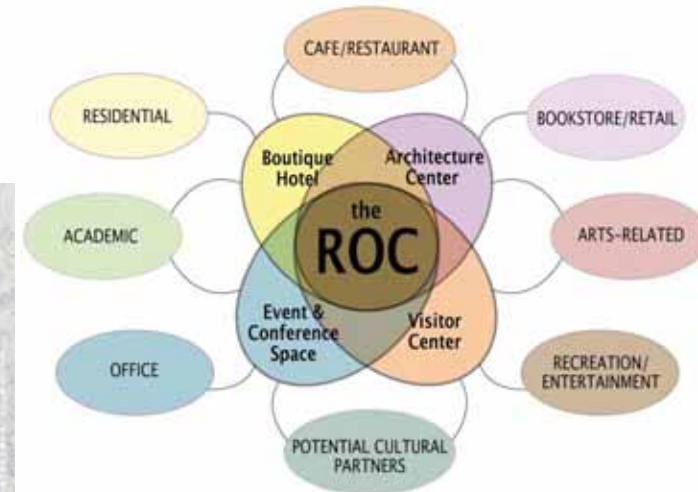


The scope of the development project includes all of the historic stone buildings of the Richardson Olmsted Complex, along with the outbuildings in close proximity to the wards. These buildings include a core development project in Building 45 (the Administration Building), Ward Buildings 44 and 10, and the smaller Men’s and Women’s Kitchens to their immediate north, Buildings 43 and 12. An expansion of the Core Project, with complementary arts- and academic-related programs, occurs in Buildings 9, 12, 13, and 15 to the east of the Core Project, and in Building 42 to the west. In both scenarios, the remainder of the historic structures (Buildings 38-41) are stabilized and mothballed, pending the identification of a suitable use.

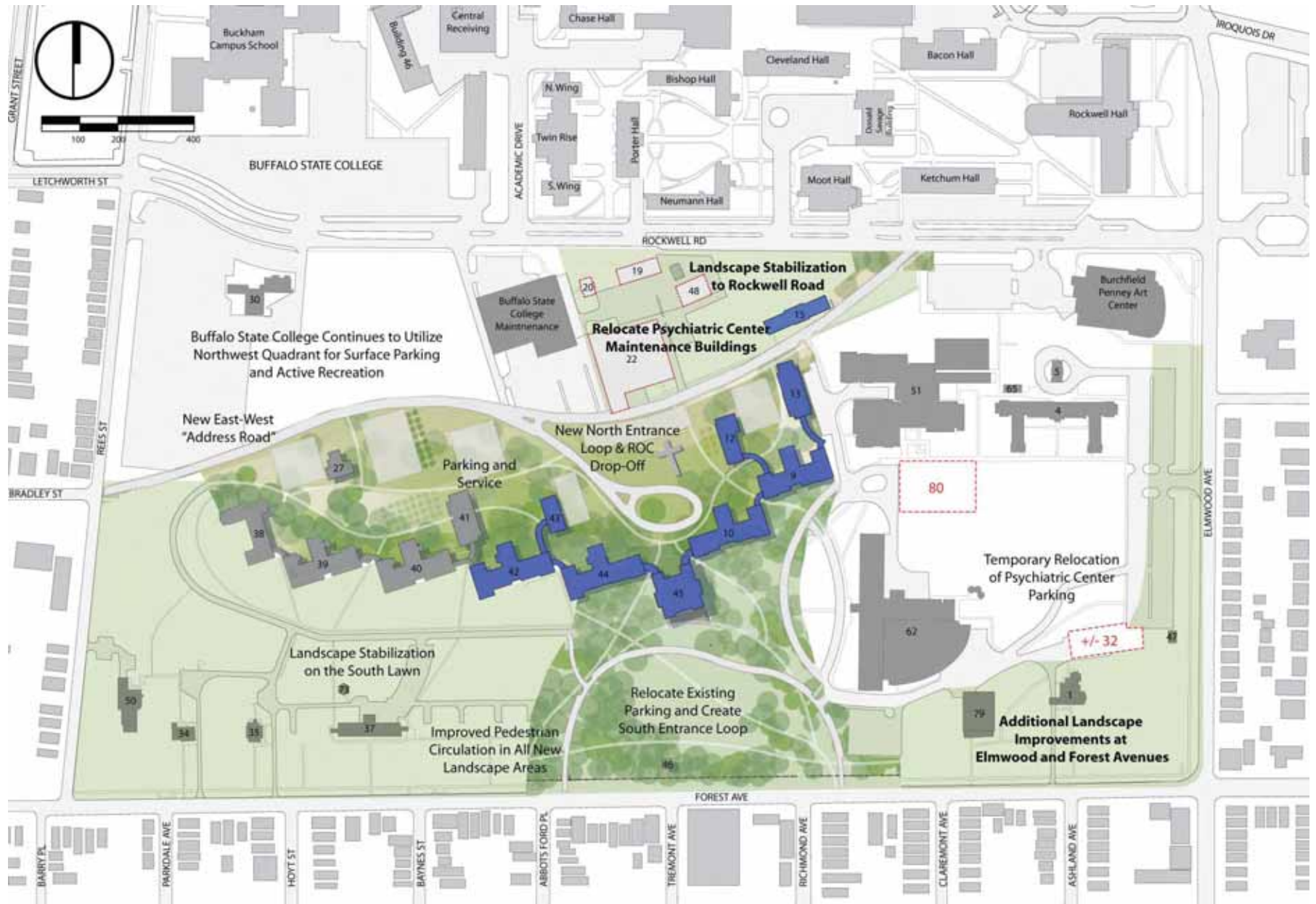


Using the recommendations of the Cultural Landscape Report as a guide, a zoning of the property has been created. These zones aid in the phased implementation of full site rehabilitation by logically subdividing the site into areas of cohesive landscape character.

The presence of cultural and academic uses can provide benefit and increased visitation of the core programs, while also enjoying the advantages of the exhibits, event space, and hotel rooms available at their doorstep.



*** For building names, square footages, and current use, refer to legend on page 40, “The Site Today”**



Full Reuse Of All Historically Significant Structures

480,000 GSF

- 349,000 GSF Core + Expanded Core Project
- **131,000 GSF (Buildings 38, 39, 40, 41)**
- Complete rehabilitation of the landscape
- Productive Landscape in Northern Lands

In addition to the buildings developed in previous phases, this ambitious build-out involves the full stabilization and reoccupation of all of the historic structures. This scenario assumes that the Core and Expanded Core Projects are implemented, and that additional uses are incorporated into the brick buildings (Buildings 38, 39, 40, and 41). The generous amount of available square footage in the brick buildings could be occupied by a single institutional user, residential programs, or in condominium-style commercial development. Uses for these structures have not yet been determined, but it is recommended that the reuse of these facilities be compatible with the quasi-public programs of the Core and Expanded Core projects.

Landscape investment in this scenario extends to the entire 91-acre site – including lands outside the surplus – to create a cohesive parklike character throughout the complex. To provide a cohesive vehicular circulation system that is integrated across the whole site, a new park-like drive from Elmwood Avenue connects the Psychiatric Center to the rest of the site and provides parking and access to all the psychiatric facilities. As in the Core and Expanded Core projects, the landscape to the south of the ROC buildings is organized by a new entrance loop and an east-west road connects to Rees Street and Rockwell Road.

The Northern Lands accommodate a range of possible landscape strategies that transform the property, from stormwater swales and plantings that can treat runoff, to an open water body that could attract possible future development, as well as walking trails and habitat to bolster the local ecology. A new program of productive landscape surrounding a large water body for treatment of runoff, is introduced. Pedestrian paths and hedgerow plantings accentuate the historical order of the site and the agrarian patterning of the land. The parceling of the land creates a framework for a potential street tree nursery and community garden plots.

Development of the entire landscape requires a number of major changes from existing conditions that build on previous phases of rehabilitation. Site-wide changes in circulation and parking to support new development and



community open space facilitate the shared use of the site by the Buffalo Psychiatric Center and new development and community open space. As in the Expanded Core Project, these changes include the permanent relocation of Psychiatric Center parking from the South Lawn and reconfigured circulation throughout the site with on-street parallel parking and small dispersed lots. In this stage, relocation of both Buffalo State College and Buffalo Psychiatric Center maintenance buildings on Rockwell Road is implemented.

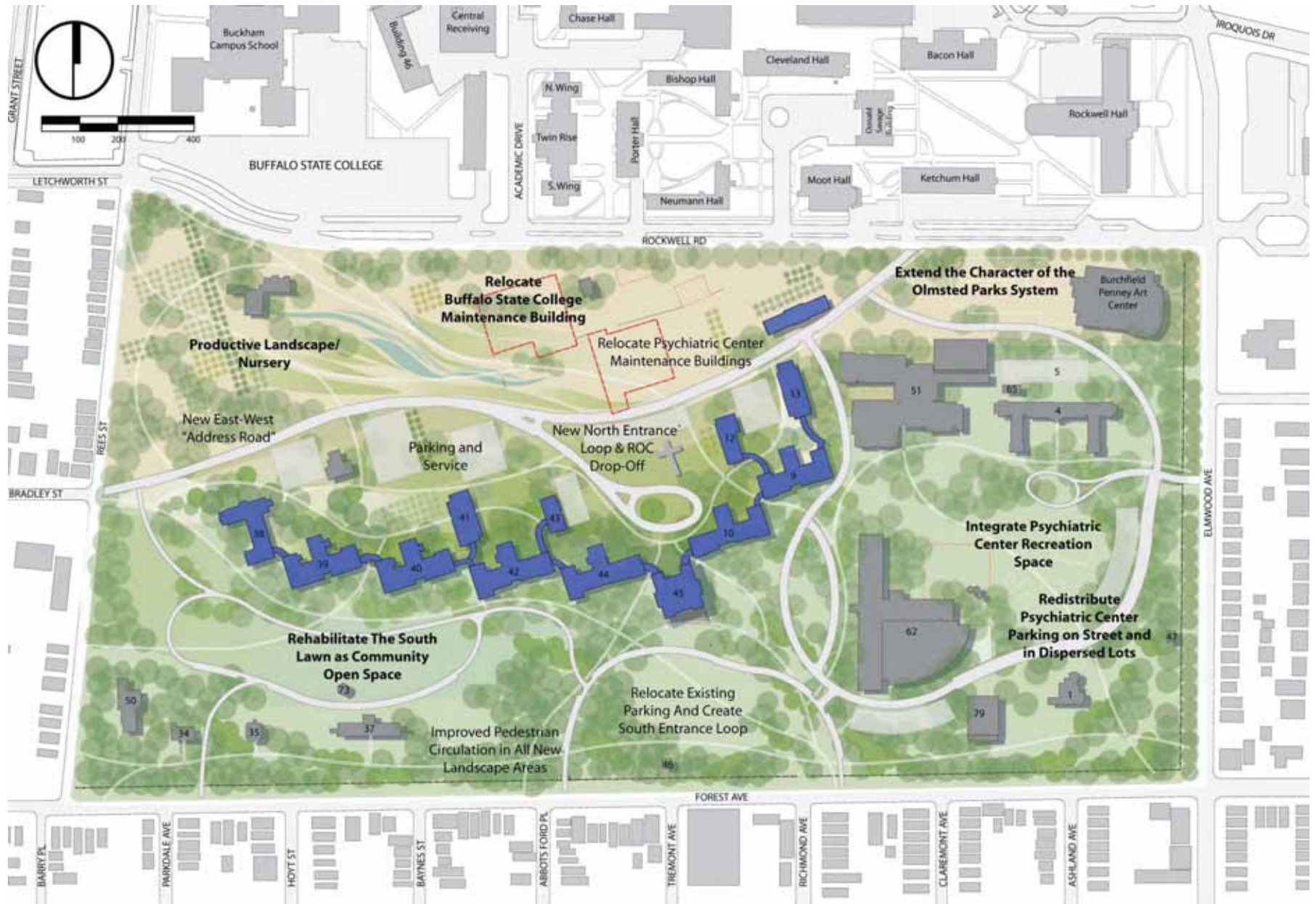
This scenario assumes no new development on the northwestern portion of the property. However, the ROC will need income to sustain itself, and the addition of new structures to the property remains a possibility in the long-range future. This area, called the “Northern Lands”, is reserved for community open space in the same way that the South Lawn becomes a neighborhood park. The productive landscape and well-integrated parking and service courts extend the character of the Olmsted Parks landscape while addressing contemporary site requirements. The north and south portions of the landscape are distinctly different in character, though compatible.

While this scenario creates a cohesive site and development project, it may not take full advantage of the revenue-producing potential of the Northern Lands as developable parcels. The decision not to consider development in this area increases the amount of outside subsidy that “the project” may require, due to the high costs of rehabilitation in comparison to market-rate development costs.



Proposed Parking Distribution Zones for Master Plan Development Project

*** For building names, square footages, and current use, refer to legend on page 40, “The Site Today”**



Development Landholding

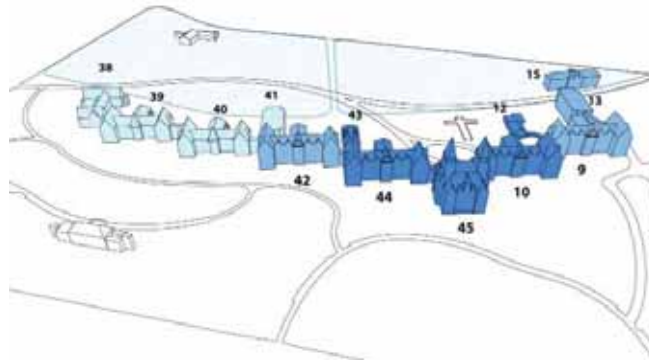
250,000-400,000 GSF additional capacity (in addition to Full Reuse; dependent on development scenario)

- Full Reuse of all historic structures and complete rehabilitation of landscape
- A portion of the 21.5 acres in the Northern Lands reserved for potential future development. Future use to be determined.

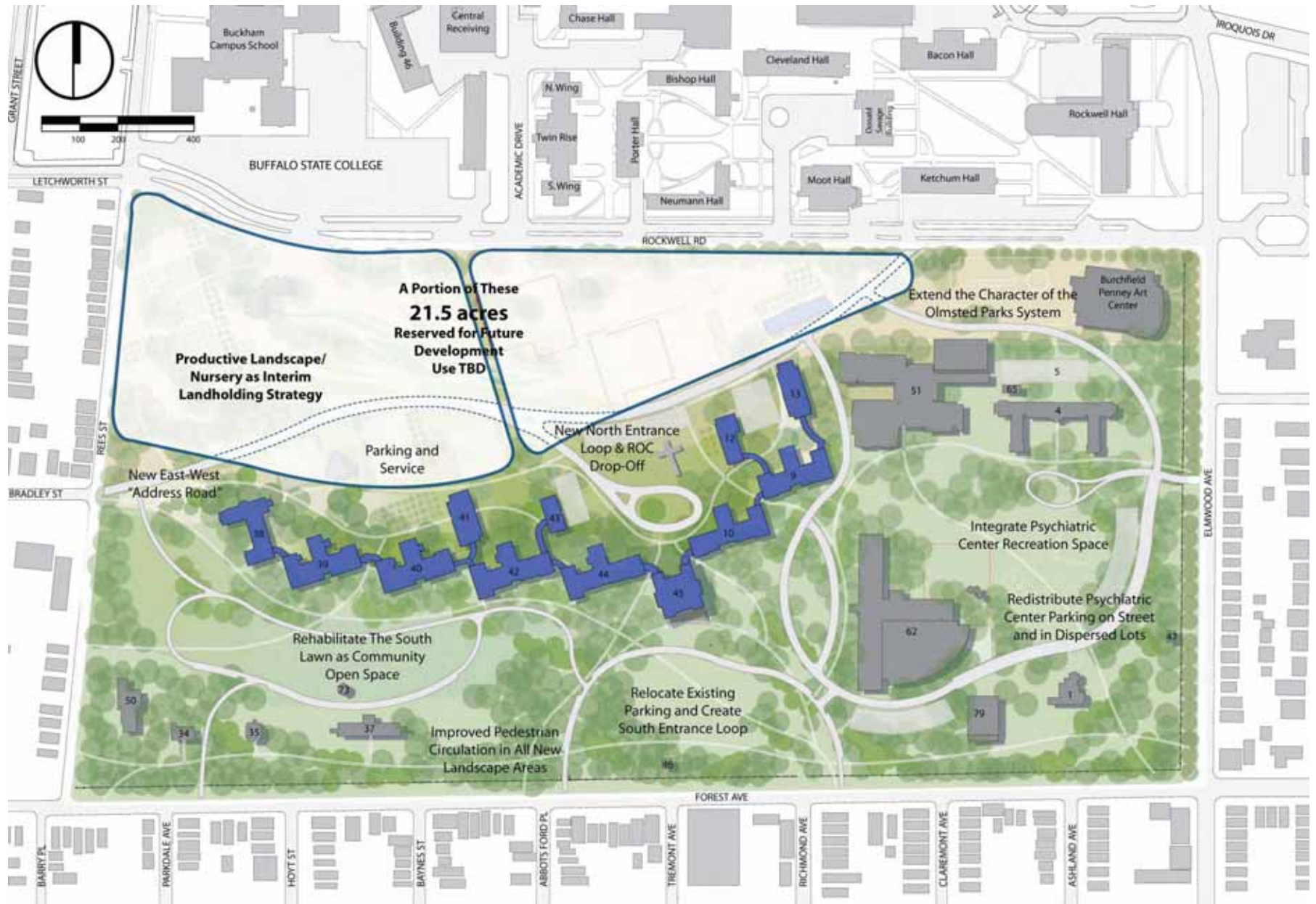
While the initial site plan remains the same as in the “Full Reuse” development recommendation, this scenario has a very different attitude towards development potential of the site. Investment in the South Lawn and the historic structures remains the same, while the Northern Lands are utilized for new development to provide additional economic sustainability to the project. However, the focus of the project remains at the core of the ROC, with reuse and rehabilitation of the historic buildings and landscape as the first priority.

As an interim strategy, the lands to the north of these historic structures are planted as a nursery or productive landscape until development plans are in place, as in the “Full Reuse” scenario. Planting patterns are established deliberately to allow the incremental development of individual parcels over time, while others remain landscape space until they are purchased and planned for new construction. As in the “Full Reuse” development action recommendation, the same groundwork is laid for site and circulation improvements. Major investments common to previous phases include: maintenance building relocation, Buffalo Psychiatric Center parking reconfiguration, a new east-west road, a system of dispersed parking lots and on-street parallel parking, and entrance loops to the north and south of Building 45.

Development uses, detailed rezoning recommendations, and design guidelines for the Northern Lands have not yet been established, but some preliminary recommendations have been made that will require further study (see “Development Scenarios” on the following pages).



*** For building names, square footages, and current use, refer to legend on page 40, “The Site Today”**



BASELINE PRIORITIES & FOUR DEVELOPMENT ACTIONS

Development Landholding: The Northern Lands

No specific uses have been identified for the Northern Lands area at this time. Nevertheless, while the property to the north of the Richardson Olmsted Complex is not the focus of this planning effort, in considering the long range opportunities for the entire site, one must at least consider the possibility. Should new development occur, the goal would be to attract uses that enhance, rather than detract from the historic complex and bring additional vitality to the surrounding landscape. Strategic clustering of development in specific zones will allow for a more cohesive relationship between the buildings and the land. Multiple development scenarios are possible in this area that would continue to preserve vast portions of the property for open parkland while still allowing for new development opportunities.



Northern Lands Emphasis

Concentrating new development to the northwest corner of the property suggests a densification at the intersection of Grant and Rees Street in order to open up the center portion of the site. Construction in the northwest quadrant replaces the existing surface parking lot and playing fields for Buffalo State College. Similar to the Burchfield Penney Art Center on the northeast corner of the property, development in this location anchors the intersection where most visitors approaching from the interstate arrive. The two buildings book-end an expansive open space between the Richardson Buildings and Buffalo State College. The increased density along Rees Street also reinforces the neighborhood edge, inviting residents to have a more direct relationship with the site.



Middle Ground Emphasis

Locating future development directly to the north of Building 45 knits together the fabric of Buffalo State College and the Richardson Olmsted Complex. New construction, which would be located on the south side of Rockwell Road and defined on the other side by a new circulation network, replaces the existing Maintenance Buildings for Buffalo State College and the Psychiatric Center. The procession toward the complex is activated by new uses in these buildings, helping to create an active streetscape leading toward the complex for pedestrians and motorists alike. Most importantly, new development in the “middle ground” maintains and reinforces the extensive view of the towers and complex across the Olmsted landscape. The densification of the “middle ground” frames and reinforces primary view corridors toward the Administration Tower and preserves large swaths of open space to the east and west of the site.

Philosophy of Use of Undeveloped Lands

The board of the Richardson Olmsted Complex identifies the 21.5 acres at the northwest and north of the property in two parcels. The northwest parcel is 13.7 acres. The parcel immediately north of the complex is 7.8 acres and has the Buffalo State College and Buffalo Psychiatric Center maintenance buildings on it.

Two non mutually exclusive possibilities are conspicuous; there may be more.

First, the northwest 13.7 acre parcel could be landscaped so it would be attractive and functional for today's uses. Cost is an issue at this point, but it will be considered when landscaping the property is discussed.



East-West Road Emphasis

Introducing a new east-west road through the site, to the north of the Richardson Olmsted Complex, accomplishes a number of objectives. First, it helps to alleviate congestion along Rockwell Road by creating a new corridor. Second, the alignment creates linkages between the Burchfield Penney Art Center and the Grant Street neighborhood by connecting with the intersection of Rees and Bradley. Third, the roadway creates new access and visibility for the historic structure. Finally, with the construction of an Olmstedian park drive, opportunities are created for new addresses and development along its length.

Building on the presence of existing art institutions, the road becomes the unifying element around which a series of civic, arts-related buildings could immerge. Draped like a string of pearls across the northern portion of the Olmsted-inspired landscape, these buildings would create the critical density of institutions needed to reinforce the emerging Arts District. By weaving the roadway through the middle portion of the site, discrete landscapes are created which allow for more specifically tailored relationships between the buildings and the open space.

Secondly, the northwest land represents opportunities for new development that could enhance the campus and bring necessary revenue to the Richardson Olmsted Complex. New development would be compatible with the master plan, have a strong emphasis on green space with the built form dense and urban. It would continue the existing land use ratios to provide major landscaped open space, and complement the historic buildings in form and use. However, priority for development is still to utilize the historic buildings.



Rockwell Road Emphasis

Arranging new development along the Rockwell Road corridor to the north of the site seeks to create a coherent streetscape with the seam with Buffalo State College. The scale and typology of new buildings on the south side of Rockwell Road could reflect those existing on the north side of this primary corridor. In this way, Rockwell Road becomes a centering device for both the historic complex and the college, integrating the presence of Buffalo State. Subsequently, by creating a built buffer along the northern edge of the RCC property, the distance between the historic complex and new development increases.

A second approach would be to utilize the 7.8 acre parcel immediately north of the Richardson Olmsted Complex; however, the existing maintenance buildings are being used by other parties and relocating them would be very costly.



Diagonal Trajectory

Another development alternative possible within the framework of the proposed circulation network centers development around a major landscape feature. Ravines at one time cut through the site and could be recreated again to address rain water runoff and water filtration. One proposed ravine aligns with a trajectory that begins at Rockwell Road and terminates at the new north entrance of Building 45. Under this scenario, the existing, 1928 Barn/Wagon Shed remains and is enlivened by adjacent development.

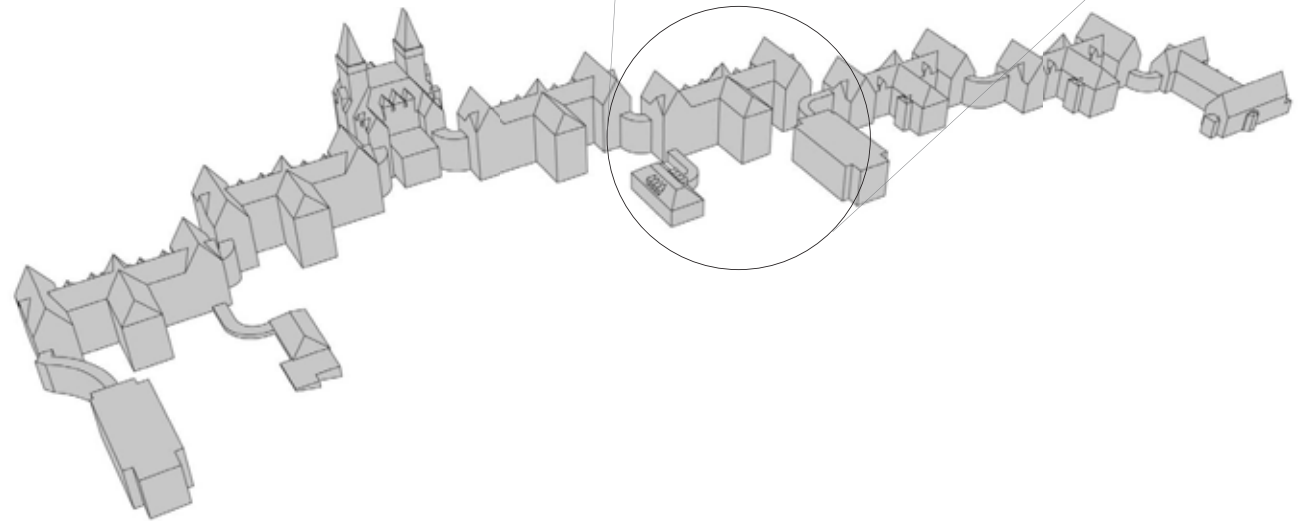
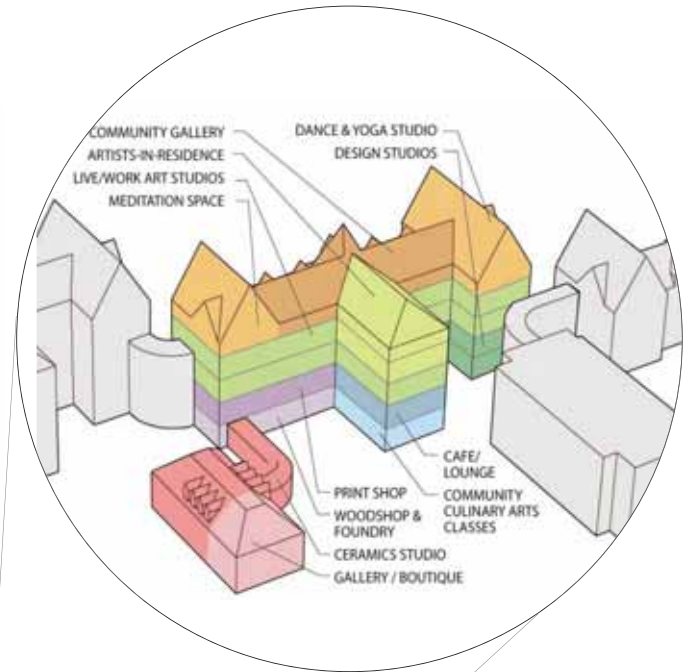
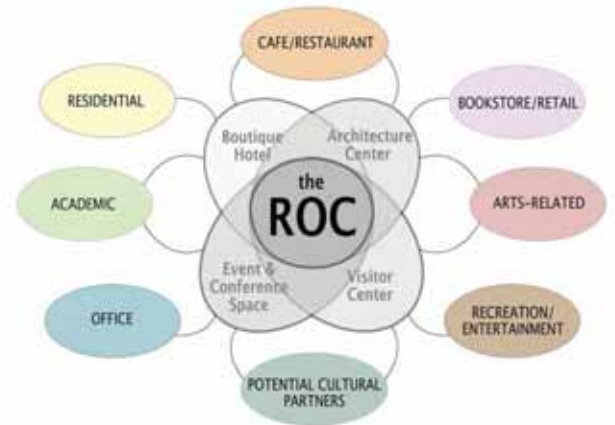
Future development scenarios for the northwest and north parcels will be identified by the board, which will undertake the appropriate review process.

Potential Programs to Expand the Core Project



The four primary programs of an Architecture Center, Conference Center, Boutique Hotel and Visitor Center constitute the “Core Project.” These uses require approximately 120,000 SF and can be located together in Building 45 and the adjacent Ward buildings on each side of the former Administration Tower. These uses work in concert and can help support the operating costs of one another. For example, the conference center can help to fill the hotel, the hotel needs a restaurant which would also be a draw for the Architecture Center, etc. The specific configuration of these programs to one another has yet to be determined.

Beyond these four uses, there is an extensive array of activities that can be located nearby that function well in their own right and also bolster the intensity of activities generated by the Core Project. These “Uses of Opportunity” include Arts Related Spaces, Cultural Partnerships, Academic Spaces and Residential Programs. The idiosyncratic layout of the ward buildings - with their constricted floor plans separated by connectors - actually enables incremental growth to occur. Portions of the building can be inhabited piece by piece as alliances are developed.





Arts & Cultural Facilities

Buffalo is becoming nationally recognized as a vibrant arts community. In addition to the Albright-Knox Art Gallery and the Burchfield Penney Art Center, there are a number of projects that are anchored by the arts and enhance this reputation. Two recent projects (Artspace and the Tri-Main) validate that the demand for artist-in-residence space remains high. The not-for-profit Artists in Buffalo supports, promotes and increases the visibility of regional artists, galleries, museums and related arts businesses that convey the quality and breadth of art created in the area. This local arts group continues to blossom.

Under the appropriate conditions and financial ranges, arts-related uses can be a formidable component of any reuse strategy. The Expanded Project therefore becomes a “destination” for a wide variety of people throughout the course of the day and week, and could solidify the ROC as a nexus of a more visible and vibrant Arts District. Consortiums of various foundations and cultural organizations can share space together and profit from the adjacencies with the hotel, event spaces and galleries.



Residential

Real estate market analysis indicates that the potential absorption rate for urban housing is on the rise. However, when the project is a historic reuse, the cost of renovation for a residential use often exceeds the price point for market rate housing. Examples from other Kirkbride Complexes indicates that renovation cost are so high that either major new construction must occur adjacent to the historic structures to help subsidize the costs or the residential market that emerges in the space is luxury housing.

However, the proximity of the Richardson Olmsted Complex to academic institutions, art complexes and nearby commercial amenities signals that “Lifestyle” residential (individuals over 60 years of age) is a growing market where demand for high-quality housing exists. Nationwide, the proliferation of senior/adult communities is evolving with new “branded” housing concepts based on residents’ interests, group affiliations, income levels and lifestyle preferences. The proximity to Elmwood Village, Buffalo State College, the Olmsted Park system and the Arts District will allow residential development to plug into a wide array of existing amenities that are not limited to on-site facilities. Opportunities for a residential component in the Richardson Olmsted Complex will be a niche market that could also include some component of university-related apartment-styled student housing or housing for visiting faculty and scholars.



Office

According to CB Richard Ellis, the vacancy rate for retail space in the City of Buffalo is approximately 29%. However, the annual vacancy rate in Elmwood Village hovers around a much healthier 7%. It is unlikely that retail uses will occupy much space in the historic complex with the exception of commercial uses directly associated with the Architecture or Visitor Centers. From a planning perspective, one would want to bolster the commercial activity along Grant Street and Elmwood first and not siphon off the health of these two commercial corridors.

Class A and B Office space in the City of Buffalo has vacancy rates of 5.7% and 13.9% respectively. Office spaces in the historic structures are unlikely to be a large driver for reuse, although major institutional partners could help to fill the need. The Athens, Ohio Kirkbride, for example, currently houses over 200,000SF of administrative space for Ohio University and the building works exceptionally well for a wide variety of office uses. The layouts of the ward buildings lend themselves well to conversion for workplaces environments. Building 10 was converted into offices for the Office of Mental Health in 1990 and functioned as offices until about 1996.



Buffalo State College as a Potential Partner

The most impressive college campuses evoke images of significant architecture surrounded by manicured and lush landscapes. The long-term vision for the Northern Lands of the Richardson Olmsted Complex will provide such a setting. As a major, adjoining property owner to the Richardson Olmsted complex, development at Buffalo State College should proceed in a way that enables development on both sides of Rockwell Road to prosper.

There are many academic programs and departments at the college that would function exceptionally well, either in existing spaces within the complex or adjacent to the historic structures. More dialogue between the Richardson Center Corporation and Buffalo State College is necessary before development plans are solidified.

In several conversations with the Master Plan team throughout the planning process, Buffalo State expressed concerns about the western-most wings of the complex as the stabilization costs alone are so high. However, looking to the eastern side of the complex, there are some tangible benefits. In particular:

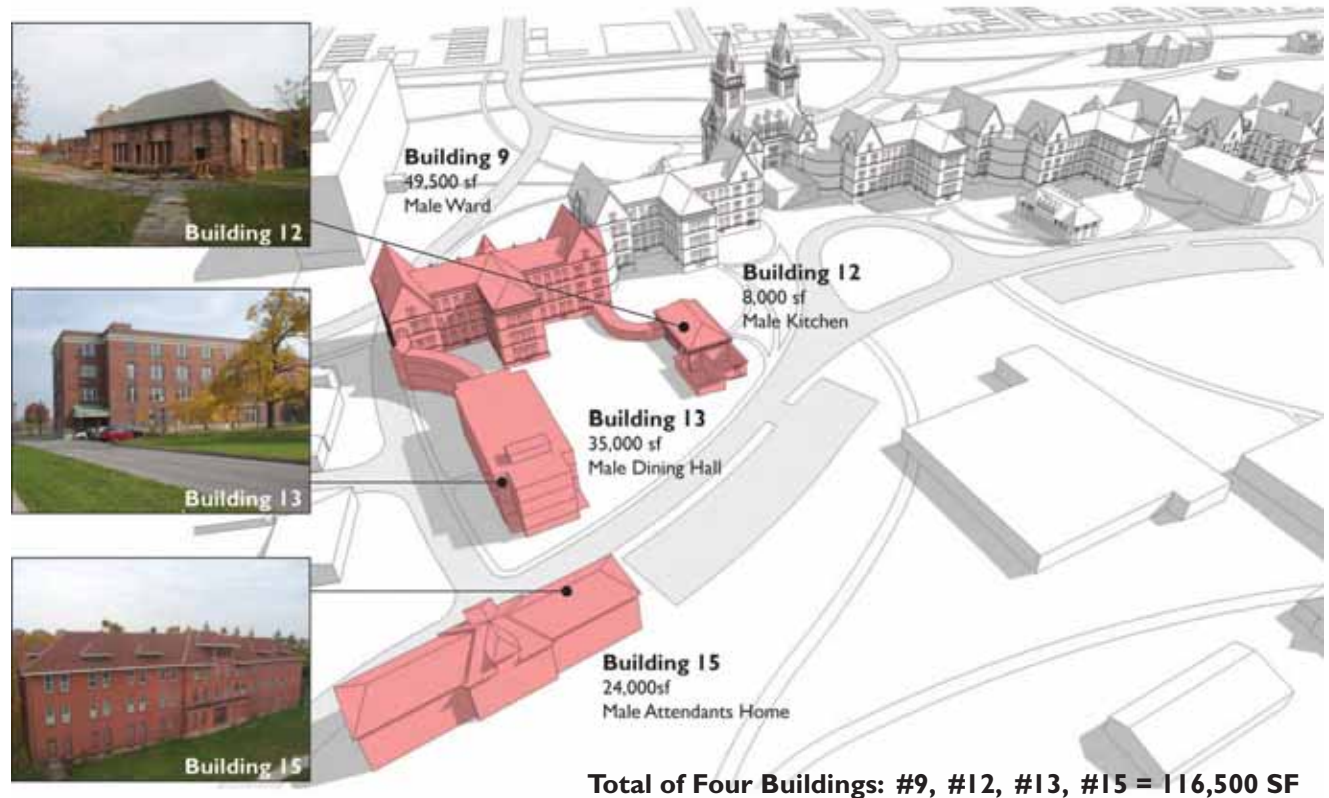
Building #15: vacant / Former Male Attendants Home (National Register eligible) 1905 = 24,000SF

Building #13: vacant / former Male Dining Room (National Register eligible) 1923 = 35,000SF

Building #9: vacant / former Male Ward / (National Historic Landmark) 1880 = 49,500SF

The reuse of these three structures, perhaps also with the restoration of the 8,000SF Bldg #12 (Male Kitchen) equals 116,500SF

From an urban design perspective, there are a number of distinct advantages to a scenario whereby Buffalo State College could occupy some of the historic complex in the northeast corner. . .



- The cluster is close to the heart of Buffalo State’s main campus;
- Buffalo State College’s campus is “landlocked”, with unfulfilled expansion needs
- These buildings are in fairly good condition compared to those structures to the west (#38,#39,#40);
- The college could be a good neighbor to the Psychiatric Center;
- There is already some student traffic moving north/south between the college and Forest/Richmond Avenue to the south;
- Bldg #15 is a stand alone structure, and therefore could entice a developer to look at redevelopment more easily than other portions of the historic structure;
- Though review process and protections are similar to those for buildings with National Historic Landmark status, necessary modifications to Bldgs 13 and 15 (National Register Eligible) may be more acceptable.
- As the Athens Kirkbride at Ohio University demonstrates, some of the peripheral buildings are more likely to be redeveloped first due to their more manageable size and separation (see Chapter 7: Lessons from Other Kirkbride Asylums).



SEPTEMBER 2009

Buffalo State College Program Needs

In the summer of 2009, Buffalo State College will embark on its own master planning effort. This effort will be led by the Buffalo firm of Flynn Battaglia Architects. The Boston design firm of Goody Clancy, who authored the Historic Structures Report for the Richardson Center Corporation, is also a member of the master planning team. The plan will determine the growth needs for the college for the next decade and identify capital projects that will enable the school to meet the future educational needs of its student body.

The following potential reuse opportunities were discussed with representatives from Buffalo State College administrators, academic faculty members, and the BSC Faculty Senate:

Associated Programs / BSC-Affiliated Community Programs

- Center for Development of Human Services (CDHS; +/- 50,000 square feet)
- High school for grades 9-12 (dependent on reclamation of Campus West from Buffalo Public Schools)
- Community-Based Education Services:
 - Literacy Center
 - PDS - Professional Development Schools Consortium
 - Speech & Language Clinic
 - CEURE – Center for Excellence in Urban and Rural Education – year-round & summer institute
 - Assessment Center for Exceptionalities (future)

Hotel, Conference, & Event Space

- Conference Use - general
- Hospitality Program
- New Stadium Attendees
- CDHS training attendees

Academic Space

- Hospitality program – 300 current students with growth potential
- Art Conservation Program – currently growing
- “Smart” classroom space - classrooms for +/-20, large meeting hall for +/-150
- Music Department – performance space, practice & academic space

Residential

Faculty housing (BSC, Canisius, Medaille)
 Student housing – 800 beds needed, in addition to current construction
 Alumni Housing
 Visiting Scholars/Temporary Faculty

Other

Faculty office space
 Additional greenhouses
 Parking

Next Steps

The completion of the Master Plan marks the beginning of an immense effort to revitalize the Richardson Olmsted Complex. Guided by the Historic Structures and Cultural Landscapes Reports, along with the recommendations of the Master Plan, this work has already begun. In a matter of only a few years, the buildings and grounds can feasibly be stabilized and opened to the public, and a development project underway. The following is a suggested phasing of tasks for the immediate future of the project, along with a projected schedule and estimated costs.

STABILIZATION AND PUBLIC ACCESS

I. Building Stabilization

- A. Emergency Stabilization (all buildings)
 - 1. stop water penetration on roofs and walls
 - 2. regrade soil around foundations
 - 3. redirect stormwater
 - 4. reconnect missing/broken downspouts
 - 5. brick stabilization
- B. Stabilization for Core Project (Bldgs. 45, 44, 10)
 - 1. temporary lighting and power
 - 2. floor framing infill
 - 3. thermal and moisture protection
 - 4. masonry repairs
 - 5. ventilation
- C. Environmental Remediation (Bldgs. 45, 44, 10)
 - 1. asbestos removal
 - 2. demolition and cleaning
- D. Mothball Brick Buildings (Bldgs. 38, 39, 40, 41, 42, 43 and connectors)

II. Landscape Stabilization

- A. Landscape Emergency Stabilization
- B. Psychiatric Center parking relocation
- C. create new pedestrian and vehicular circulation: south drop off
- D. consultation with professional arborist
- E. removal of dead and dying trees and stumps
- F. pruning, grading and feeding of trees in fair condition

III. Public Access

- A. Secure ownership or long term lease
- B. Install site and building lighting
- C. Open gates in historic fence and install signage
- D. Remove security fence surrounding structures
- E. Establish (limited) facility stabilization tour
- F. Facilitation of temporary public art installations on site or in building (Serpentine Gallery / PSI model)

CORE PROJECT FRAMEWORK

I. Pre-Development (Pre-Developer Selection) Activities

- A. Engage development consultant(s) to facilitate and coordinate pre-development activities:
 - 1. potential pre-development grant funding
 - 2. detailing land ownership/lease options and impacts on tax credit basis
 - 3. project phasing alternatives
 - 4. initial outreach to potential New Market Tax Credit allocatees
 - 5. preliminary SHPO consulting and review
 - 6. marketing and management options for events space usage and revenues
 - 7. integration of Architectural Center concept with other core project uses
 - 8. outreach to hotel developers/franchisees
 - 9. development and financing options for potential Buffalo State uses
 - 10. residential and arts space use feasibility analyses
 - 11. analysis of RCC development partnership options
 - 12. management of tasks B-E.
- B. Conceptual Design Stage
 - 1. advance feasibility studies and detailed designs, plan layouts, allocation of space, building service, circulation and parking for all Core Project uses
 - 2. initial cost estimates based on conceptual design plans
- C. Attraction of Future Tenants/Uses
- D. Development Stage
 - 1. master developer selection process
 - 2. finalize of RCC Partnership agreement
 - 3. secure New Market Tax Credits and historic rehabilitation tax credits
 - 4. execution of Development Agreement
- E. Closing

II. Architectural Design

- A. Feasibility Studies for Core Project
- B. Schematic Design/Design Development/Construction Documents for Core Project
- C. Construction of Core Project

III. Architecture And Visitor Center

- A. Establish Management Entity
- B. Launch Marketing Effort
- C. Circulation Planning and Design together with other Core Project program elements (Event Space and Boutique Hotel)
- D. Initiate and Design Exhibit Program
 - 1. investigate “glass volume” size and programming possibilities
 - 2. space allocation for temporary/short-term exhibits
 - 3. pace allocation for permanent exhibits
- E. Begin Architecture and Visitor Center construction

IV. Landscape Design

- A. Schematic Design/ Design Development/ Construction Documents for the rehabilitation of Area “A” south and east of Building 45
 - 1. site Lighting, drainage, irrigation and utilities
 - 2. develop planting design/management
 - 3. landscape construction/rehabilitation
- B. Schematic Design/ Design Development/ Construction Documents for the rehabilitation of Area “D” north of Building 45
 - 1. create new pedestrian and vehicular circulation system: east-west road
 - 2. develop planting and landscape design plan
 - 3. site lighting, drainage, irrigation and utilities
 - 4. preservation and/or restoration of historic site features (boundary fence)
 - 5. landscape construction

BASELINE PRIORITIES & FOUR DEVELOPMENT ACTIONS

"Near Term Costs" reflects a prioritization of implementation measures to be undertaken immediately. These tasks draw directly from the framework established for Baseline Priorities on pages 60-61.

PROPERTY-WIDE PLANNING

I. Site Coordination and Infrastructure

- A. Maintenance Building relocation study
- B. Utility assessment and design
- C. Master Planning coordination with Psychiatric Center
- D. Master Planning coordination with Buffalo State College

PUBLIC OUTREACH

- A. Design promotional material for public consumption to invite interest from potential businesses, tenants and redevelopment partners
- B. Identify interim landscape uses: nursery/community gardens and park in northern lands
- C. Advance planting and maintenance volunteer coordination
- D. Facilitation of temporary public art installations on site or in buildings
- E. Participate in ongoing symposia/presentations

NEAR-TERM COSTS*

FUNDS ALREADY COMMITTED

Emergency Stabilization - Phase I	\$2.10m
Studies, Planning, Operating Costs	\$1.90m

STABILIZATION AND PUBLIC ACCESS

Emergency Stabilization	\$7.84m
Stabilization for Core Project	\$11.36m
Mothball Remaining Buildings	\$5.90m
Landscape Emergency Stabilization	\$2.00m
Parking Relocation	\$1.40m

CORE PROJECT FRAMEWORK

Circulation Systems	\$1.86m
Architecture & Visitor Center - Exhibit	\$5.90m
Architecture Center - Bldg 45 addition	\$4.00m
Landscape Rehabilitation (partial)	\$9.50m

SUBTOTAL

\$53.66m

OTHER PROJECTED COSTS

PROPERTY-WIDE PLANNING

Maintenance Building Relocations	\$20.9m
Landscape Rehabilitation (site-wide)	\$9.5m

Core Project Building Fit-Out

RCC investment (gap)	\$13.0m
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Core Project Build Out: Architecture and Visitor Centers

Available Tax Credits	(\$17.3m)
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CORE PROJECT EST. TOTAL

\$90.76m

*Construction costs only. Not included: Soft costs including design, investigation and testing fees, owner's contingency, use-specific mechanical, electrical, plumbing, fire protection, egress, life safety compliance. Basements included; attics not included.



EXPLORING SITE PLANNING & DESIGN IMPLICATIONS OF THE USES PROPOSED

“How do you eat an elephant? ...
One bite at a time.”

*Ray Minervini, developer of Grand Traverse Commons
(formerly Northern Michigan Asylum for the Insane, Traverse City, MI)*

The challenges facing the reuse of the historic structures of the Richardson Olmsted Complex are not insignificant. The buildings have small rooms and thick masonry walls, useful when they were used for the treatment of patients, but difficult to adapt to contemporary programs. However, such character-defining aspects of the complex should be maintained when possible, as they add to the unique qualities of place.

The following sections suggest general locations and architectural layouts for the key programs proposed in the previous section. Unforeseen conditions will alter these schematic plans as an actual program is developed. These studies test the capacity of the wards and Administration Building to accommodate new programs and contemporary necessities. Locations for circulation cores have been proposed, along with the selective demolition of partitions to allow the buildings to be marketable as development projects.

A series of options is suggested for the comingling of programs contained within the Core Project. These options focus around the Architecture Center, and are dependent on its use of space to determine the location of other uses like the hotel and event space. This focus on the interrelationship of spaces of the "ROC" underlines the importance of key decisions about program location, and how those decisions have the potential to showcase aspects of this historic complex in interesting ways.

A key recommendation is to allow public access to the site as early as possible. As some of the precedents show, historic buildings are a fascination, including in their semi-ruinous state. The ability of the project to move forward with reuse, while allowing access to the site for educational purposes, will create increased awareness in the public eye.



Bloom

Massachusetts Mental Health Center, Boston, MA

An example of a creative interim reuse, the temporary exhibition by Anna Schuleit at the vacant Massachusetts Mental Health Center, "Bloom" marked the transition to a new facility and served to commemorate the history of the building. During a three-day period, the public was granted access to the structure, where the building's corridors were filled with flowers, each axis with a different color. In conjunction with the installation, a symposium was held as a tribute to the people who lived and worked in the building.

Boutique Hotel



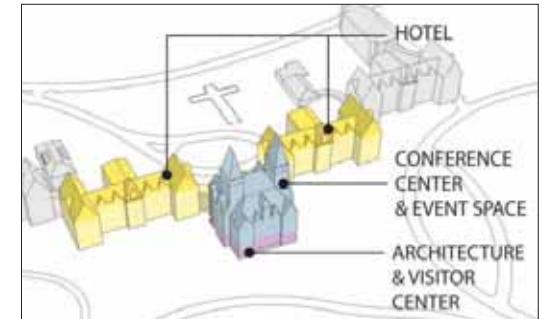
Liberty Hotel
Boston, MA

A hotel in the Richardson Olmsted Complex would activate this historic structure in a manner reminiscent of its original use as sleeping quarters. The unique nature of the spaces in the ward buildings are attractive to the niche market of boutique hotels, a market that caters to discerning guests in search of a different type of hotel experience. Boutique hotels often invest in the reuse of historic buildings as a key asset to creating an attractive destination. Common characteristics of boutique hotels include:

- Limited Size: Approximately 150 rooms
- Limited Service: Not offering all the services of a “full-service” hotel, such as restaurant, fitness center and room service
- Important Factors: Location, uniqueness, trendiness; style, distinction, and intimacy are key

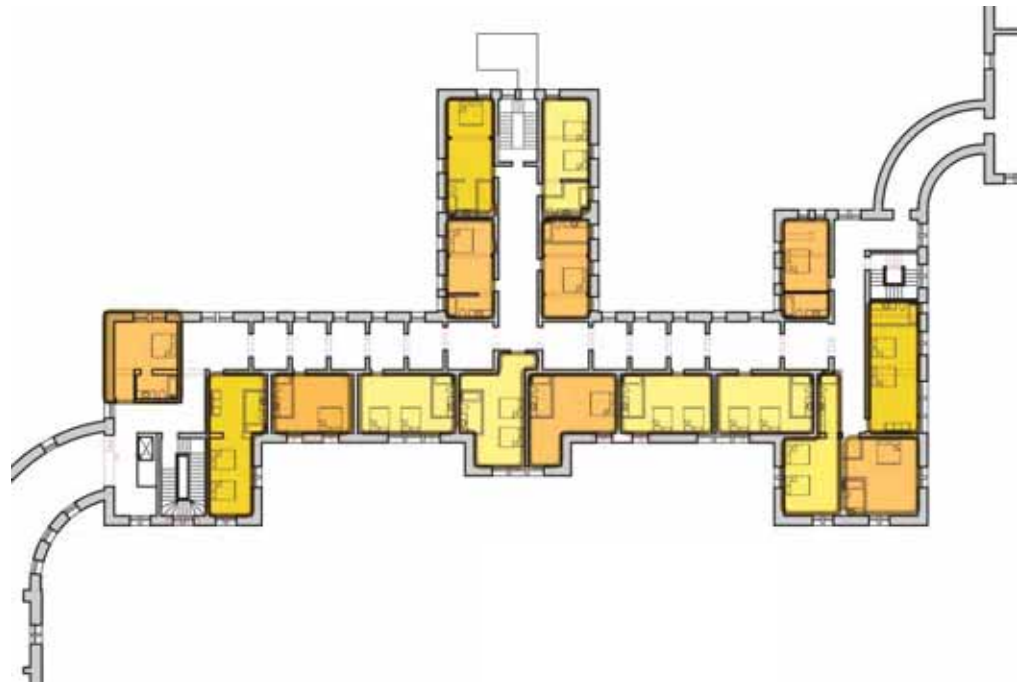
The original patient rooms are far too small to accommodate the needs of today’s hotelier - some adjustments to the building layout will be required. The plan diagram at right suggests the use of the original corridors for sleeping rooms, taking advantage of the views towards the South Lawn. The former ward rooms become the common corridor. This configuration provides 16 rooms per floor in a mix of room types. A single ward building could accommodate 48 rooms over three floors, with potential for expansion in the attics for luxury suites, “penthouse” condominium units, or hotel amenities.

Boutique hotels often invest in the reuse of historic buildings as a key asset to creating an attractive destination.





Top: Liberty Hotel, Boston, MA;
Middle and bottom: examples of Indigo Hotels.



King Room	7 per floor
King Suite	3 per floor
Double Room (2 Queens)	6 per floor
TOTAL	16 Rooms per floor
TOTAL HOTEL	96 Rooms
3 Floors, Buildings 44 & 10	

Conference Center / Event Space



The Henry Clay Louisville, KY

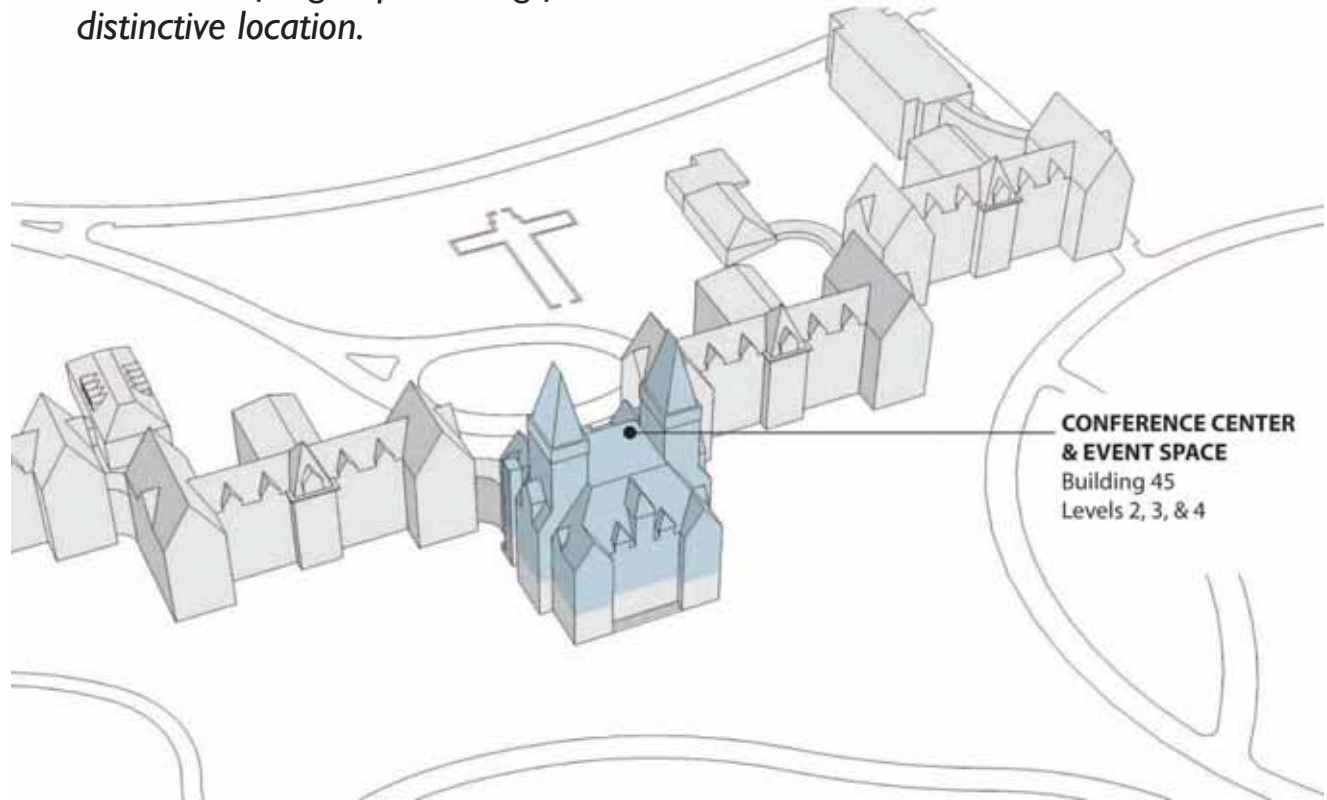
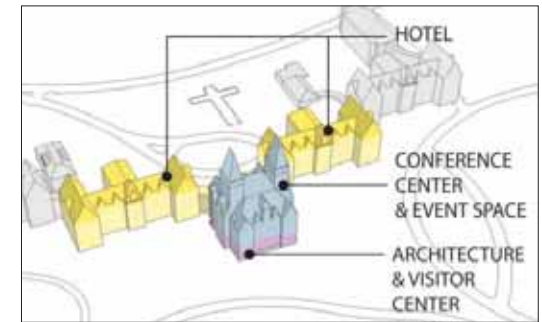
Market studies and interviews suggest that a facility that could accommodate a small-medium-sized conference, large meeting or presentation, and events such as weddings, galas, and fundraisers is needed in the vicinity of the Richardson Olmsted Complex. Located at the ROC, such a facility would take advantage of close proximity to numerous cultural institutions, Buffalo State College and other local colleges and universities, and easy access to highways.

In the same way that the ROC presents a unique hotel experience, a conference facility in the complex would provide an alternative to other local choices. The historical significance of the building and grounds, along with the unusual grand spaces for gathering and meeting would make the ROC an attractive conference and event destination for groups looking for a distinctive location.

Conference and event spaces are a natural complement to other proposed uses at the ROC as well – it is easy to imagine a symposium on design and architecture, a conference sponsored by the Buffalo Niagara CVB, or a gathering of hotel guests at a wedding reception taking place here. This concept of a shared, independent event facility at the ROC supports the idea that the four core programs benefit each other, and that no single use could claim the identity of the ROC as a destination. While reuse plans will need to address contemporary issues such as vertical circulation and code-compliance, the opportunities presented by such unique meeting and event space outweigh the challenges.

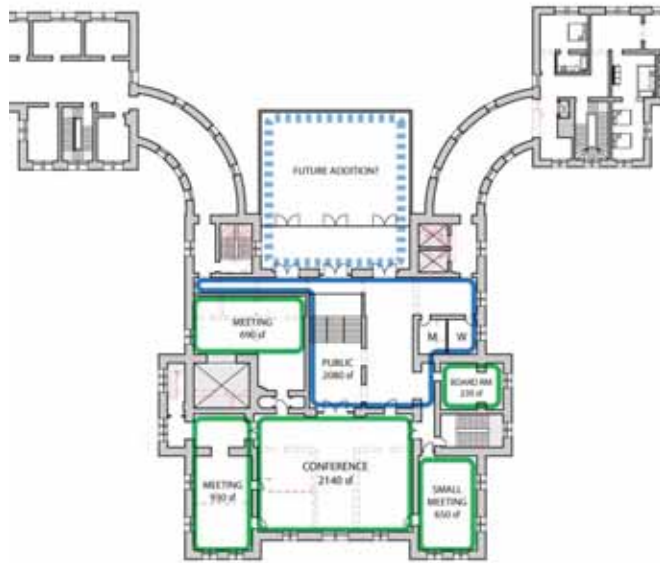
If conceived as a shared asset to the ROC, the space would perform a valuable service to the sustainability of the complex redevelopment. Revenues generated from space rentals could be used to subsidize the Architecture Center's operating budget, reducing the amount of capital needed to sustain the types of programs and staff required for the organization.

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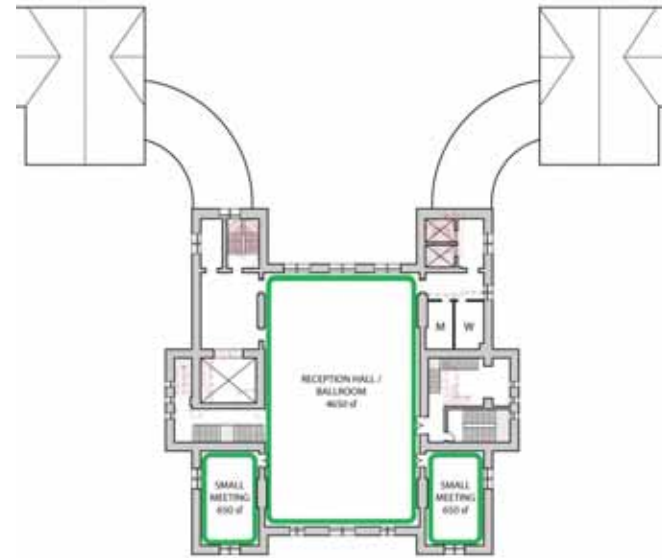


Richardson Center Corporation Master Plan

Potential Configurations for Conference Space in Building 45



UPPER LEVEL PLAN (FLOORS 2 & 3)



FOURTH FLOOR PLAN (CHAPEL)

- Visitor Center & Unticketed Exhibits
- Conference Center
- Hotel
- Shared
- Architecture Center Exhibits
- Architecture Center: Tower Experience
- Unticketed "ROC" Exhibit: Architecture-Related
- Unticketed "ROC" Exhibit: Landscape-Related

The exact location, program and scheduling, and management of a conference and event facility of the ROC has not been determined in detail. It is the recommendation of the Master Plan that as much space as is feasible in the iconic Administration Building be considered as rentable conference space. This suggestion does not preclude the use of event space as components of an architectural tour, or even as temporary exhibit space for the Architecture or Visitor Center, but allows the space of Building 45 to remain flexible for revenue generation.



A renovated event space in The Henry Clay, a former YMCA in Louisville, KY.

Architecture Center & Visitor Center - ALTERNATIVE I (Preferred)
Bold Addition To Building 45 as New Entry

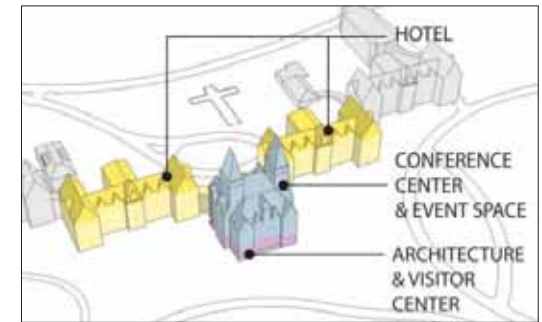


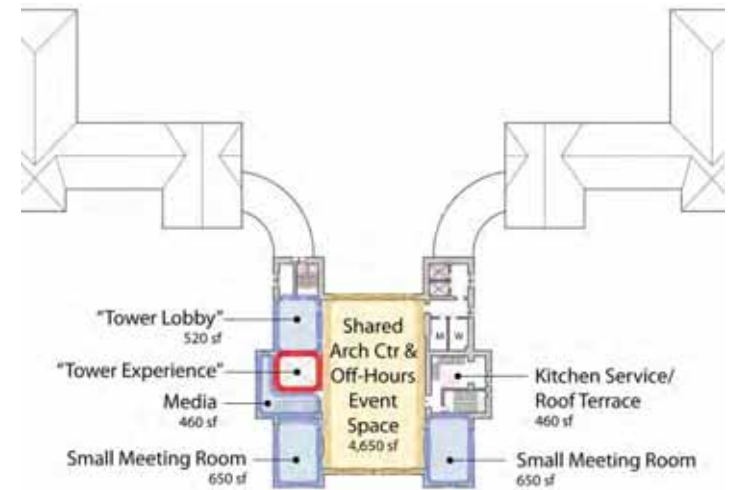
National Portrait Gallery Washington, D.C.

The existing lobby of Building 45 was designed to accommodate the entrance of a few patients and staff. Alone, it cannot accommodate busloads of visitors entering at one time. A glass structure at the north entrance to Building 45 can be architecturally significant, facilitate arrivals of larger groups, and provide a grand view of the towers.

A large addition to Building 45 allocates the necessary gathering space for groups at the building's north side, while providing an accessible entrance to the ROC. This addition could house the Architecture Center or Visitor Center only, or could be a shared atrium among the four core programs. Potentially, an addition of this size could accommodate several disparate functions together; exhibit space, hotel front desk, visitor orientation, and flexible lounge space could all occur in this space. In addition, below-grade service and parking could be integrated, providing direct access to the new addition.

A dynamic glass structure activates the north side of the complex, creating a beacon of activity at this new approach to the ROC. It also creates a unique vantage point for viewing the iconic towers from the addition's entrance, potentially through a transparent ceiling, similar to the treatment of the ceiling at the Capitol Visitors Center in Washington D.C. There are many examples of contemporary additions to historic structures that exhibit this kind of exciting contrast between new and old.



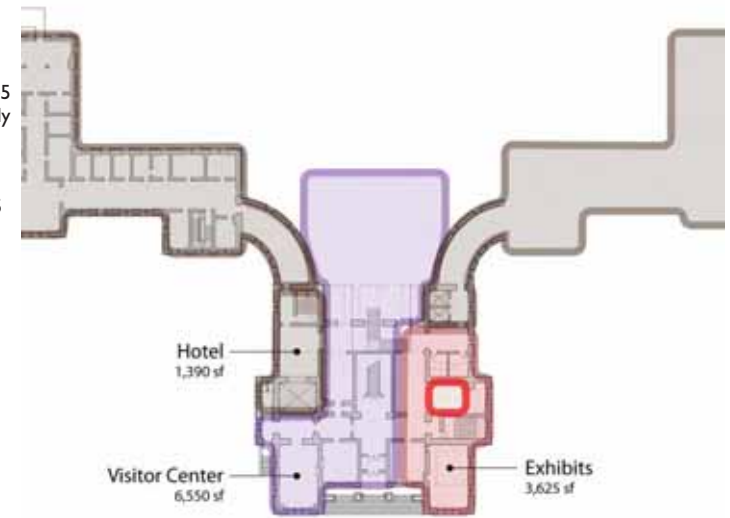


FOURTH FLOOR PLAN

The plan diagrams to the right suppose that the first level of Building 45 is reserved almost entirely for the Buffalo Visitor Center, and potentially a few unticketed exhibits. In this scenario, the hotel lobby/front desk are located either in a very small space on the first level, or in a more generous space on the second level. The location and quantity of conference space is flexible in this scenario. Upper levels of Building 45 may house the entire Architecture Center, or be entirely dedicated to conference and event spaces, or be a mix of the two.

The ambitious architectural project of the addition in this alternative will take a long time to complete. The extended schedule required to accommodate permitting, design, and construction of the addition may warrant an interim strategy for bringing visitors to the site. If such a strategy is employed, Building 45 could undergo renovations and construction of the new addition, while allowing visitors access to the complex in advance of the full completion of the addition. A space within the historic structures (or a temporary freestanding pavilion), could be constructed to orient the visitor to the history of the ROC, ongoing stabilization and rehabilitation measures, and be the starting point for tours and volunteer events.

- Visitor Center & Unticketed Exhibits
- Conference Center
- Hotel
- Shared
- Architecture Center Exhibits
- Architecture Center: Tower Experience
- Unticketed "ROC" Exhibit: Architecture-Related
- Unticketed "ROC" Exhibit: Landscape-Related



FIRST FLOOR PLAN

An Addition to Building 45: Implications

In order to accommodate the larger number of visitors who will be entering the complex via Building 45, an addition has been planned at the north elevation. Using the existing, historic lobby at Building 45 as the main entry for a significant mixed use complex (architectural center, visitor’s center, hotel and event space) will greatly overtax the space physically, requiring restrooms, coatrooms, information desks, gathering spaces. These modifications will require new construction, demolition, and/or alterations in the some of the most decorative and intact public spaces of the entire complex. By contrast, Building 45’s northern/rear elevation, has always been secondary to its southern/main elevation. In addition, this area has already had some “non-significant” alterations. Therefore, considerations regarding an addition to the northside of the complex allows for more flexibility than at the historic main entry.

At the same time, Building 45 is perhaps the most historically and architecturally significant portion of this National Historic Landmark, the highest official landmark designation in this country. Any Federal or State actions, such as funding, permits, or approvals, will require an evaluation and review of the project by the State Historic Preservation Office (SHPO). All agreed changes are necessary in order for historic buildings to earn their keep. The SHPO is charged with reviewing changes to the character of historic resources and damage to significant architectural features.

New York State has recently published the Existing Building Code of New York State which applies to changes to existing buildings and is intended to treat historic buildings kindly. Determining the impact of new construction on old is often fraught with subjectivity. In order to reduce the uncertainty for all parties in the review process, the Secretary of the Interior published “Standards for Rehabilitation.” (The Secretary of the Interior promulgates standards for four “treatments” of historic resources: Preservation, Rehabilitation, Restoration, and Reconstruction. Only the Standards for Rehabilitation deal with adjacent new construction.)

The Standards guide Federal agencies in carrying out their historic preservation responsibilities for properties in Federal ownership or control; and State and local officials in reviewing both Federal and nonfederal rehabilitation proposals. They have also been adopted by historic district and planning commissions across the country.

The Standards do not discourage new construction or modern architecture; the Secretary of the Interior “Standards for Rehabilitation” encourage each project to reflect its era. When additions are made to existing buildings, they suggest the additions be differentiated and removable. Particularly pertinent to this discussion are the following Standards:

No. 3. Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.

No. 9. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.

No. 10. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

To supplement the Secretary of the Interior’s Standards, the National Park Service publishes a series of “Preservation Briefs,” many of which will be helpful as work proceeds on this site and building. Particularly pertinent to this discussion are the following:

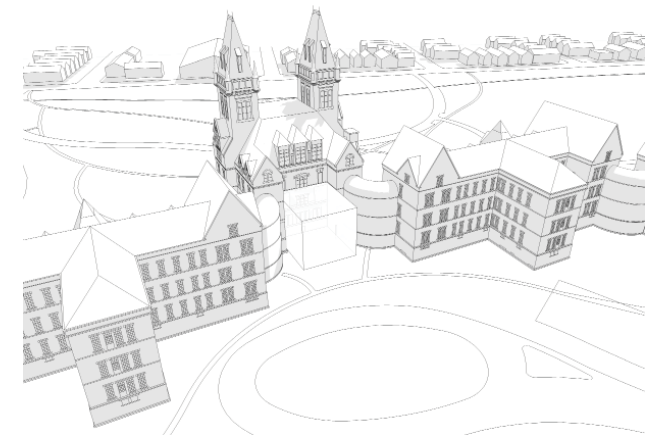
No. 14. New exterior Additions to Historic Buildings: Preservation Concerns.

No. 17. Architectural Character - Identifying the Visual Aspects of Historic Buildings as an Aid to Preserving Their Character.

No. 18. Rehabilitating Interiors in Historic Buildings - Identifying Character Defining Elements.

New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.

The Secretary of the Interior’s “Standards for Rehabilitation”



Precedents for Contemporary Additions

From Top:

The Nelson-Atkins Museum of Art, Kansas City, MO; The Rose Center for Earth and Space, New York City; Museo Nacional Centro de Arte Reina Sofia, Madrid, Spain; The Apple Store, New York City

At Right: A visualization of a glass-roofed addition to the north side of Building 45, allowing views to the towers from a mixed-use lobby to be shared by the core programs



Rationale for an Addition to the North Side Of Building 45

1. The historic entry on the southern side is not currently accessible under the requirements of the Americans with Disabilities Act.
2. Making the historic entry fully accessible would require either new construction, demolition of significant historic material, or both. Limiting accessibility modifications to a single location on the north side will reduce their impact on the historic interior space.
3. The historic entry does not allow for ready loading and unloading of visitors (potentially busloads) out of the weather.
4. Using the existing historic lobby at Building 45 as the main entry for a potential mixed use complex (Hotel, Visitor Center, and Architecture Center) would greatly overtax the space physically, requiring restrooms, coatrooms, information desks, gathering spaces. This would potentially require new construction, demolition, and/or alterations, all in the some of the most decorative and intact public spaces of the entire complex.
5. Building 45's northern/rear elevation, has always been secondary to its southern/main elevation, and has already had some "non-significant" alterations. This allows for more flexibility in this area than at the historic main entry.
6. The lower elevation of the northern entrance allows an at-grade entry to a new addition, making the building fully accessible. Vertical circulation could then occur within the building(s).
7. A new addition at the "rear" elevation could be designed to accommodate all modern needs and spaces associated with the adaptive reuse of Building 45 (and potentially its flanking buildings). This would allow the significant first floor spaces to remain intact as part of the visitor experience.

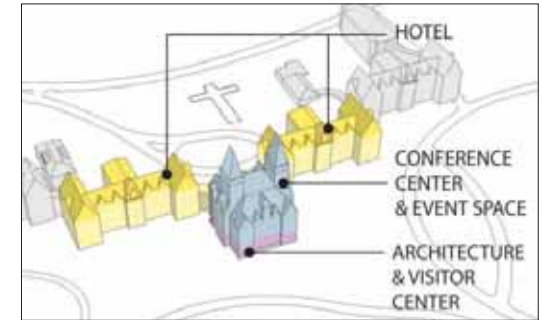
Architecture Center & Visitors Center - ALTERNATIVE 2 (Rejected)
Underground Addition To Building 45



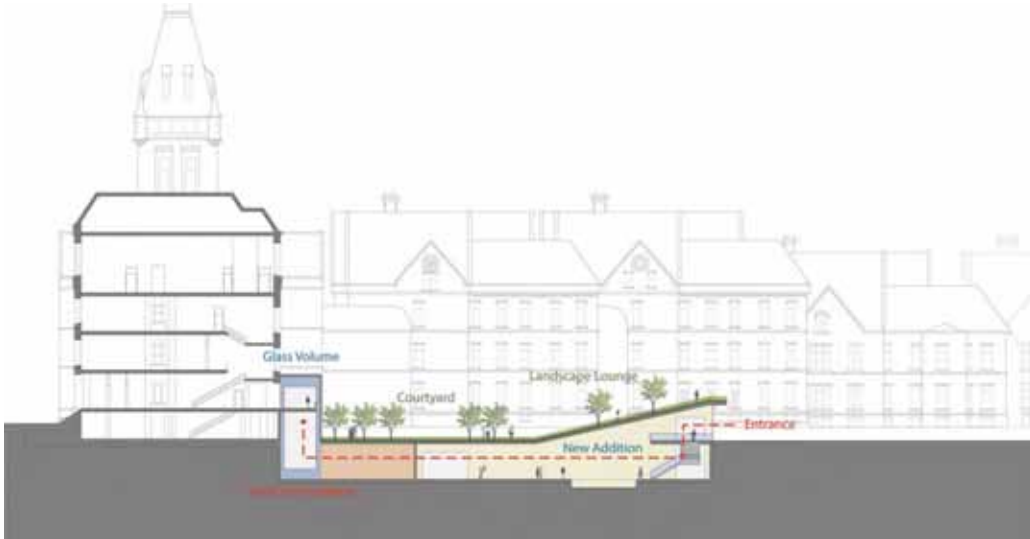
Capitol Visitors Center, Washington D.C.

As suggested by Ralph Appelbaum Associates in the presentation of the Visitors & Architecture Center Visualized Concept Study, a world-class museum and visitors center requires large gathering and exhibit spaces to be successful as an attraction. Changes will need to be made to bring Building 45 up to current accessibility standards, and provide a more cohesive approach to the building by all users. These needs have resulted in several alternatives for an addition to the north side of Building 45. The ability of the RCC to mediate between the interests of those seeking the preservation of elements of the past, and those invested in its dynamic multi-use future, will be an important factor in shepherding the ROC redevelopment.

The first alternative, proposed by Ralph Appelbaum Associates, involves a large below-grade structure housing the orientation spaces for the new Architecture & Visitor Center. The placement of the addition below grade allows a substantial addition while minimizing the impact of the structure on the ground level and the surrounding landscape. It was proposed as a way to minimize controversy while satisfying the contemporary needs of a museum and visitor center.

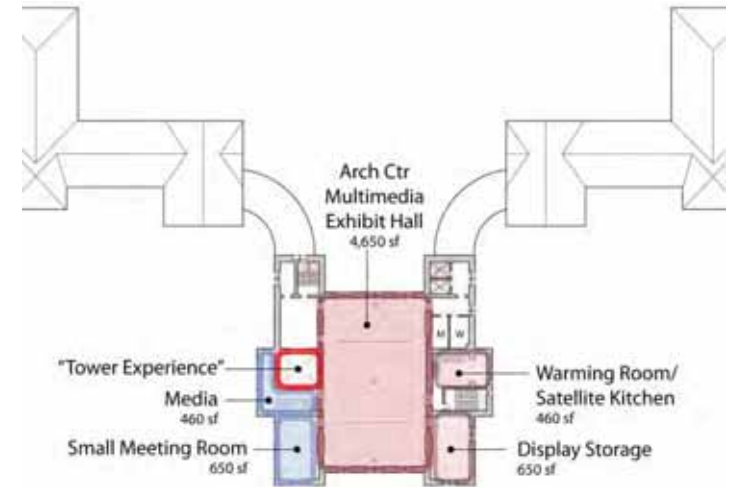


Richardson Center Corporation Master Plan



Circulation throughout this alternative begins at the north, with visitors entering Building 45 on the lower level and travelling next to the chapel space on the fourth floor. Visitors circulate past exhibits as they descend Building 45, and end at the subterranean entrance level where they began. It was the conclusion of the board and the consultants that this scenario was somewhat circuitous, and was a potentially complex architectural intervention.

- Visitor Center & Unticketed Exhibits
- Conference Center
- Hotel
- Shared
- Architecture Center Exhibits
- Architecture Center: Tower Experience
- Unticketed "ROC" Exhibit: Architecture-Related
- Unticketed "ROC" Exhibit: Landscape-Related

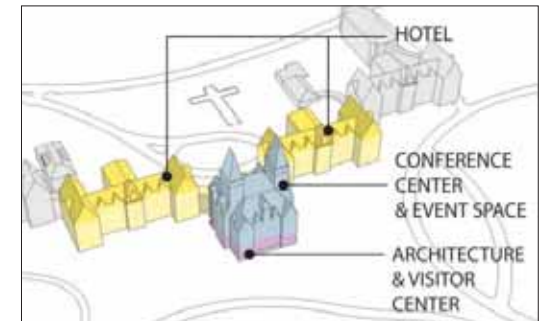


FOURTH FLOOR PLAN



FIRST FLOOR PLAN

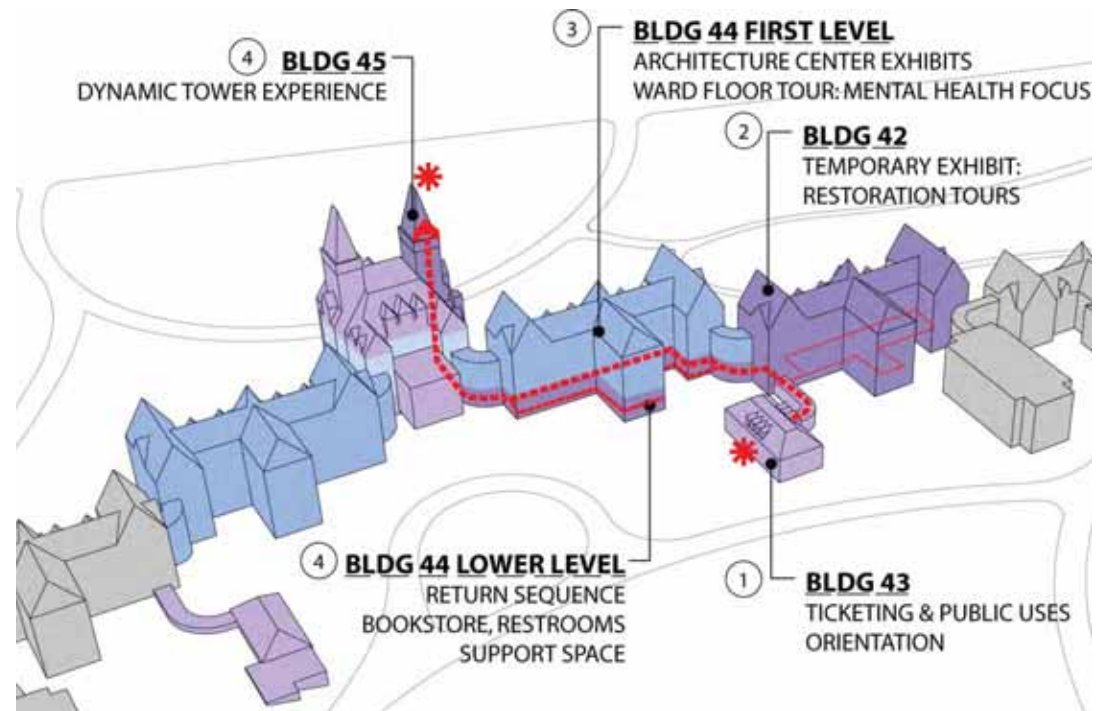
Architecture Center & Visitor Center - ALTERNATIVE 3 (Rejected)
An Arrival and Circulatory System Incorporating Building 43
 (either as interim or permanent scenario)



Building on the idea of using an interim strategy for public access, this scenario suggests that the interim use could become permanent, with a dispersed exhibit program for the allowing access to a variety of spaces at the ROC. Building 43, the former female kitchen, acts as the anchor for an initial investment - a modest first move that would include a complete renovation of this 12,538 sf building for use as a visitor center. The location of Building 43 allows the visitor to become oriented in the complex, viewing the towers and many of the ward buildings from a single vantage point at the north entrance to the complex.

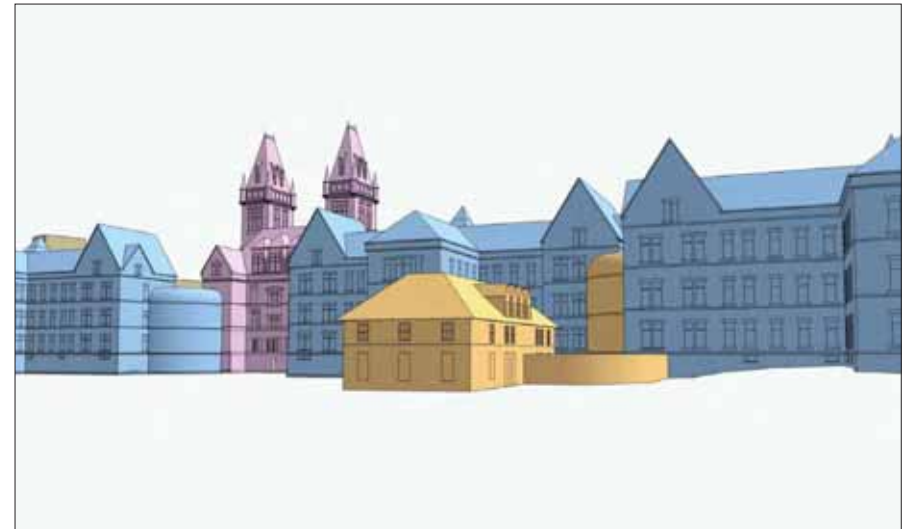
Alternative 3 proposes a more incremental approach to the occupation of the site over time. Beginning with allowing public access to Building 43, the program of the Architecture and Visitors Center initiates a presence on the site and within the greater Buffalo community as a destination. While renovations and a new addition to Building 45 are underway, Building 43 serves as the hub of activity and the public face of the ROC.

Exhibit spaces come on line as space becomes stabilized, with the intention of using Building 45 for a large portion of the finished Architecture Center, focused around a “tower experience” that transports visitors to the chapel space via a large elevator in the shell of the tower. The culmination of the procession occurs in Building 45, where architecture and landscape exhibits about the ROC are displayed, and the tower experience begins. The vertical tower experience ends either at the chapel space, where visitors can view the space in its renovated condition, or at an observation deck on the roof when the chapel is reserved for events.



Richardson Center Corporation Master Plan

EXPLORING SITE PLANNING & DESIGN IMPLICATIONS OF THE USES PROPOSED

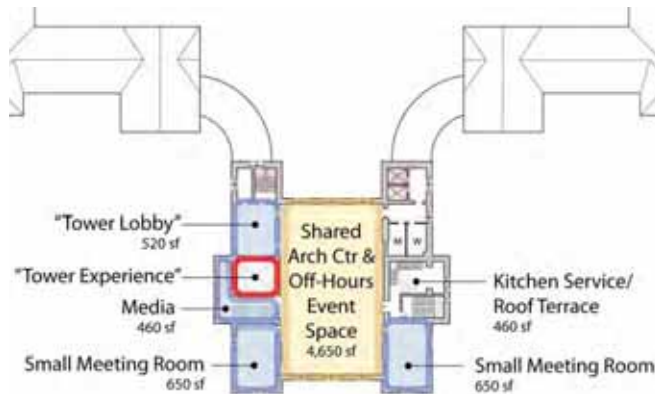
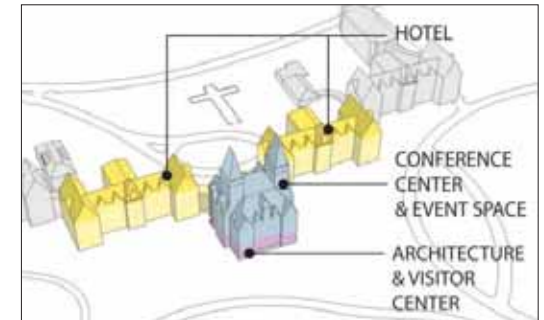


SEPTEMBER 2009

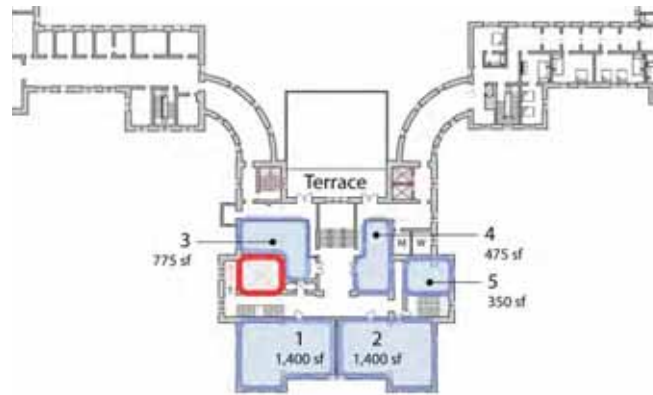
EXPLORING SITE PLANNING & DESIGN IMPLICATIONS OF THE USES PROPOSED

Rehabilitation of the Richardson Olmsted Complex buildings and grounds requires a vast amount of resources and represents an immense undertaking. The sheer size - as well as the deteriorated condition of the buildings - necessitates a focused and sustained effort. Stabilization efforts alone to "prevent further deterioration" of the buildings and grounds will endure for the foreseeable future. It will likely be years before the structures are clean, redesigned for appropriate reuse and occupied. However, access to the buildings and grounds should not be delayed. It is essential to create opportunities to experience the site in the near term. Initiating public access onto the property will enhance public awareness, garner enthusiasm for the project and demonstrate a commitment that the financial resources dedicated to the project are having a tangible effect.

Public access can be achieved in a variety of ways, and there are models around the world which can serve as models for the Richardson Olmsted Complex. Short-term endeavors that should be considered include art installations, the construction of temporary pavilions and building restoration tours. Buffalo is the site of the 2011 National Trust for Historic Preservation Conference. This date represents a legitimate deadline for the Richardson Center Corporation to create opportunities for public occupation on at least some portions of the site.



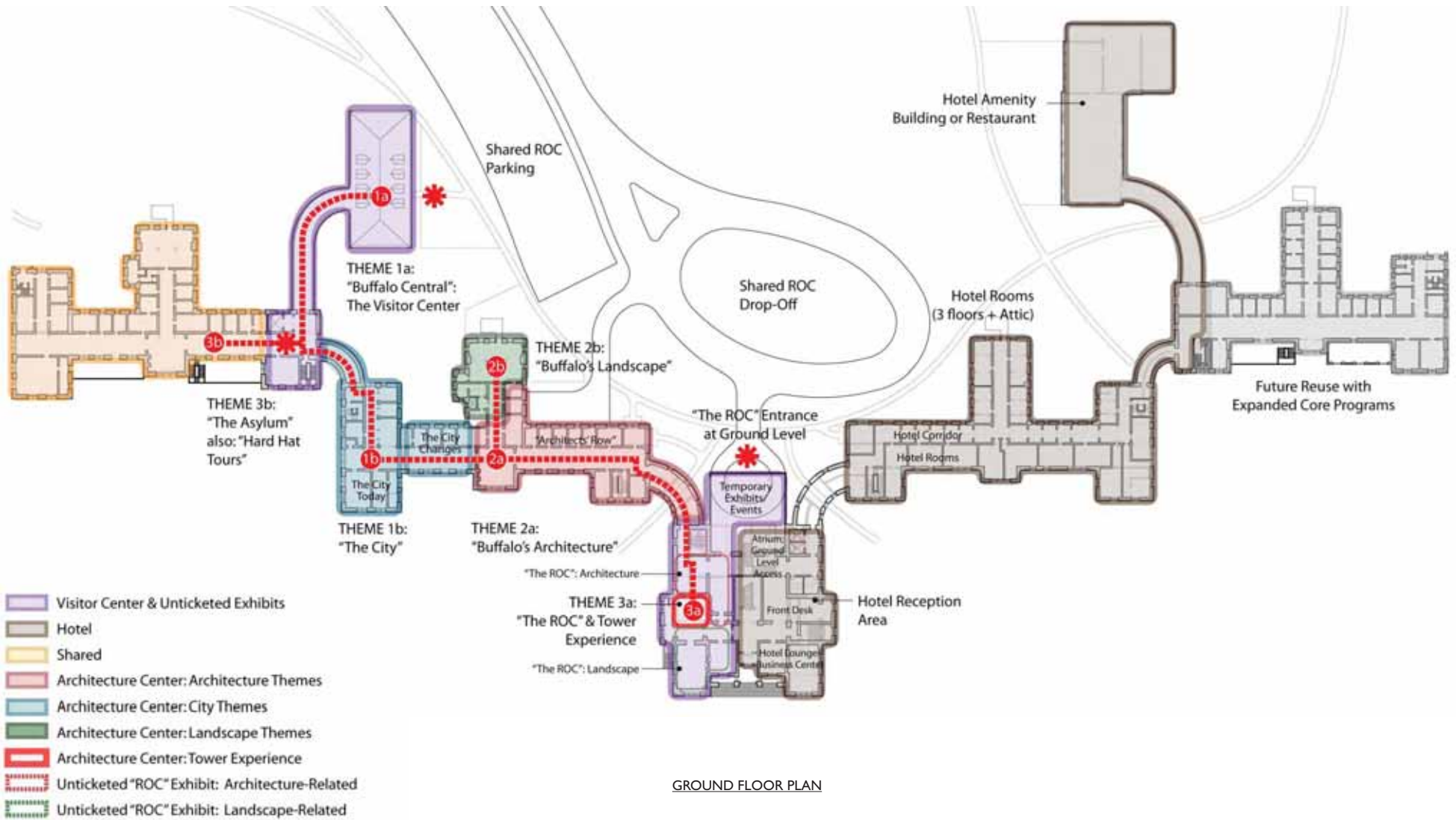
FOURTH FLOOR PLAN



THIRD FLOOR PLAN



SECOND FLOOR PLAN



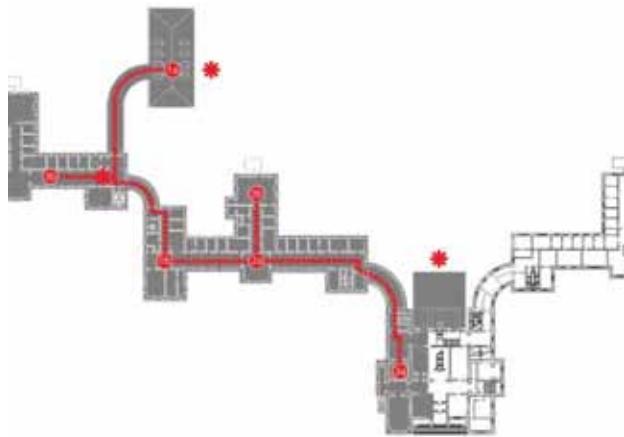
GROUND FLOOR PLAN

Site & Building Restoration Tours as an Initial Way to Re-Invite the Public to Explore the Property



Adaptive reuse is a sustainable design endeavor; there is nothing more sustainable than reinvesting in existing buildings. The Richardson Olmsted Complex represents a remarkable opportunity to demonstrate the process of rehabilitation and adaptive reuse as it is actually occurring. The ability to experience the structures and grounds while they are in a state of repair engages people in a very different way from the finished product. The near-term future for the site should incorporate a partial tour of the building that is safe, compelling and educational.

Tours of buildings that are undergoing restorations are very popular, and initial tours can begin even as portions of the complex are under repair. The layout of the complex, with separation between the ward buildings, lends itself well to an incremental tour trajectory. One should not wait until the complex is fully occupied to initiate this process. Tours might even be a way to raise money for stabilization efforts and help support operating costs. What is most evocative today about the Richardson buildings is their state of decay.



The Example of the Eastern State Penitentiary

Philadelphia, PA

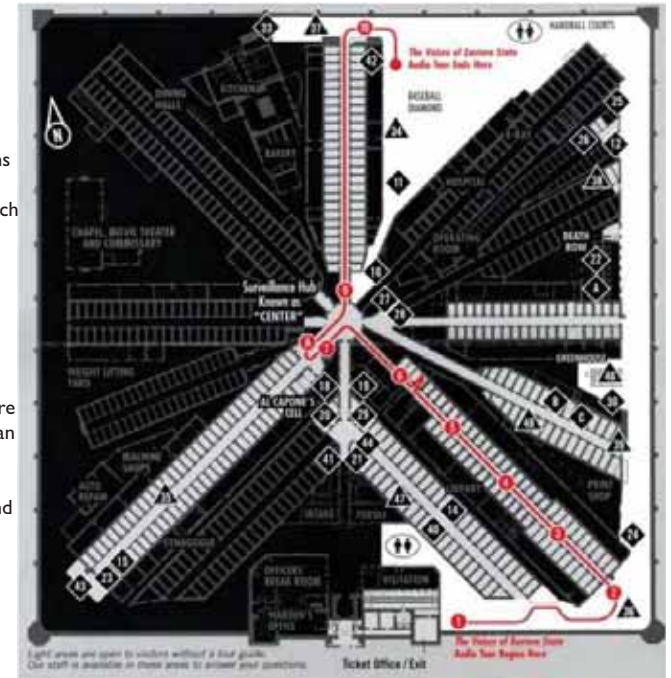
A state-of-the-art facility at the time of its construction, Eastern State Penitentiary immediately attracted interest for its grand architecture and influential radial plan design. The design of one facility became a model for over 300 prisons around the world that copied the “hub and spoke” plan. Like the Buffalo State Hospital, the jail was laid out with the noble intentions of striving to help reshape the mind of the user and create a unique environment that would assist in the healing process. Modern amenities such as indoor plumbing and heating were revolutionary for the day.

Today, the prison exists as a stabilized ruin. Eastern State Penitentiary was named to the National Park Services’ list of endangered landmarks by Congress and in 1996 added to the list of 100 Most Endangered Sites List by the World Monuments List. The deterioration of the prison has fortunately been slowed thanks to a decade of restoration and it has since been removed from the list and declared stabilized. Conservation efforts are aimed at maintaining the integrity of the structure. Currently there is no plan to fully restore the site. Tours of the facility occur on a specific trajectory with audio stations dispersed throughout the interior and exterior. Many guides are available to answer questions. Tickets, exhibit spaces, galleries and bookstore are located in the lower level upon entry to the complex.

Lessons

- Initial tours can begin even while stabilization efforts are underway.
- People love to visit buildings that are undergoing restorations. The facility now attracts over 150,000 visitors per year.
- Daytime tours generate revenue (\$12/adult ticket) and programming events have expanded over the years to include an audio tour, guided tours and special events.
- Exhibits can be modest in scale and temporal.
- Opportunities for public art abound in common open lawns and site specific interior spaces.

Richardson Center Corporation Master Plan



Activating the Site with Art & Culture



PSI Contemporary Art Center

Long Island City, NY

This former New York City public school opened is now affiliated with the Museum of Modern Art. With its "Rooms" exhibit in 1976, the school's spaces were transformed by invited artists, and the building and site are now home to site-specific installations by world-renowned artists. The building houses performance, exhibition, and studio spaces for artists, and is visited by a broad international audience.

Serpentine Gallery

London, UK

Situated in Kensington Gardens in Hyde Park, London, the Serpentine Gallery hosts exhibitions of modern and contemporary art and architecture to a broad audience. As a part of the architectural component of the exhibits, the gallery commissions temporary pavilions by world-renowned architects on the grounds surrounding the traditional museum space. The open, public nature of the gallery, which offers free admission, invites visitors to interact with art casually as they explore the park and gardens.

Since 2001, London's Serpentine Gallery has had an ongoing program of temporary structures designed by internationally-acclaimed architects and designers. These seasonal pavilions have attracted visitors from around the globe and had a major impact on the attendance and profile of the museum. Each structure is built and dismantled in a single season, but the anticipation that precedes construction and the excitement generated after endures long past the life of the pavilions.

Closer to Buffalo, another potential model for attracting attention to a site and showcasing design talent is the Public School I (PSI) Contemporary Art Center in New York City. PSI is one of the oldest and largest non-profit contemporary art institutions in the United States. An exhibition space rather than a collecting institution, PSI devotes its energy and resources to displaying the some of the most provocative art in the world. Every summer, PSI holds an invited design competition for up-and-coming design talent. The competition's objective is to construct an installation within the boundary of the school's courtyard and is often one of the most highly sought after spaces in the summer in New York City.

Both of these examples demonstrate the potential for on-site activation through an art and cultural experience. A similar approach could be creatively applied in a way that creates an experience unique to Buffalo and demonstrate new life for the site. The Richardson Olmsted Complex provides fertile ground for exploring the relationship of landscape architecture to building design. Methods to engage the surrounding academic and cultural institutions in developing specific programs should be pursued.



VI

THE SOCIAL & ECONOMIC CONTEXT

“ At a time when oil prices and oil dependence are forcing us to rethink the wisdom of suburban and exurban living, Buffalo could eventually offer a blueprint for repairing America’s other shrinking postindustrial cities.”

Nicolai Ouroussoff, “Reinventing America’s Cities: The Time Is Now”; The New York Times, March 29, 2009

I. Locational/Market Considerations

The reuse potential of the Richardson Complex is partially dependent upon a variety of factors related to its proximity to other land uses and activity generators located within and adjacent to the site as well as in the area surrounding the site. The ability to maximize the connectivity of locations compatible and supportive of proposed uses of the Complex, and to minimize the influence of those uses that reduce its reuse potential, will be critical elements of an overall redevelopment plan.

The overall site is strategically located in the nexus of a burgeoning arts and cultural “corridor” or district for the City of Buffalo. While there appear to be signs that this district is beginning to be marketed as such, these efforts need to be significantly more proactive and more strategic. The Richardson complex itself is a landmark site, and while it will likely be a destination in itself to some architectural and landscape aficionados, this market segment is likely to be fairly narrow, and the ultimate success of it as a destination depends to a significant extent on its location and branding as a focal point/activity center for the surrounding Arts District.

This District has a number of assets, including the following:

Delaware Park and the Olmsted Parks System
The Darwin Martin House and Visitor Center
The Albright-Knox Art Museum
The Burchfield Penny Art Center
The Buffalo & Erie County Historical Society

There are also additional assets in this District that, while not specifically arts-related, are consistent with and support the overall District concept. These include:

Buffalo State College
Canisius College
Medaille College

These assets, combined with the location nearby of three hospitals, the vitality and vibrancy of Elmwood Avenue, and easy access and visibility from the Interstates and Rt. 198, provide a good base of market for uses within the Complex that can best take economic advantage of these proximate assets.

II. Compatible Uses

A number of potential reuse options were initially screened as to their potential feasibility within the Complex given market conditions in the overall Buffalo region. These included office, retail, residential, hotel/hospitality, arts-related, academic, and civic uses.

Academic

The immediate proximity of Buffalo State, a growing institution, provides the most immediate potential space use opportunities. A portion of the Complex can be seen as a logical expansion area for certain Buffalo State needs, and should be vigorously pursued.

Office

Most of the significant office space – both Class A and Class B – remains within the Buffalo CBD. Over the past few years, a number of large commercial/industrial complexes outside of the CBD area have been converted to a mix of uses, including office uses. While some of these appear to be doing well, their office tenants tend to be a number of small users, and the aggregate overall annual absorption remains has been relatively modest (2008 – app. 65,000 sf). Given this, it does not appear feasible to bring on a significant amount of additional square footage in a non-CBD historic rehabilitation property. Potential office use to be considered should be limited to office use associated with one of the other users/partners in the project, such as Buffalo State College and non-profit groups.

A mix of compatible uses can serve to improve the performance of each of the uses contained within the complex.

Retail

The Buffalo region currently has a considerable retail vacancy rate – approaching 30% - that has remained relatively steady over the past few years. The adjacent Elmwood Avenue has a strong food/entertainment retail environment that appears to be thriving, and remains strong due to the immediate proximity of a variety of such retail establishments. Given that, it is unlikely for traditional retail uses to be likely tenants for the Complex, other than those associated with major uses such as a hotel or visitor center.

Residential

As in a number of similar markets, the residential market in Buffalo –and in the West Side submarket - has seen some rise in housing starts and property values since 2002, although relatively modest in size. Also similar to other areas, these trends have slowed in the past couple of years, especially in the condo and townhome markets. While the Richardson complex might be attractive as a residential location for a number of targeted sub-market segments, a large scale redevelopment program focused on residential units does not appear warranted.

Hotel/Hospitality

Hotel trends in the overall Buffalo market appear positive, both in terms of annual occupancy rates and average daily rates. Occupancy rates are right around 70%, which warrants potential additional supply coming onto the market. While there is some new product under development, most of this supply is in the low to mid range of the market and renovation of existing properties. There appears to be an undersupply of upper range product, particularly independent or specialty/boutique product that often seeks a unique location or architectural character. In addition, the ‘district’ as defined above lacks any hotel product in this category and is lacking in any type of mid-range product that serves this sub-market.

There also is a lack of conference/event facilities in this sub-market. Such facilities can take advantage of the proximity of the area’s academic and cultural-related institutions by providing a venue for meetings, seminars, conferences, etc, as well as business meetings. In this market, there is also a need for facilities that can serve as locations for large scale special events such as weddings, fundraising events, etc.

Civic Uses

The visibility, iconography, and “presence” of the Complex within the City of Buffalo – along with its central District location – suggests that the location of certain civic institutions within its borders is appropriate. An Architecture Center and a new expanded location for a Regional Visitor Center make sense programmatically and should be pursued. Other entities with similar missions and clientele are appropriate uses for space within the Core and Expanded Core Projects, whether they are spaces open to the public, office locations, or storage/restoration types of space.

Market Analysis: Development Capacity

The market sector analysis conducted for the Master Plan suggests that the following uses are potentially viable for incorporation into the redevelopment of the Richardson Building:

- Boutique-style Hotel
- Conference Center
- Event Space
- Buffalo State College-related office uses
- Buffalo State College academic uses
- Artist Studios
- Artists Loft Units
- Limited Residential Development (artists; Buffalo State-related; senior; specialty/hotel-related)

In addition, the potential incorporation of an Architecture Center and a Buffalo Niagara Convention and Visitors Bureau Regional Visitor Center could also be pursued as part of the mix of uses.

Hotel/Conference/ Events Uses

The market assessment indicated that the Buffalo market could accommodate a specialty or boutique style hotel. In particular, this sub-market's lack of existing hotel rooms and the arts-related character of the surrounding district suggest that the Complex would be an excellent location for such a new venue. Discussions with hoteliers – both those operating existing properties and potential operators – suggest the following:

- A boutique-style, limited service hotel product with 80-120 rooms is most appropriate
- The RCC is an excellent location for such a facility; the historic and iconographic character of the complex would be a major asset
- The ability to utilize Building 45 – at least for the initial approach and entrance to the hotel facilities – is critical
- The approach must be from the north; this connects most directly with the proximate arts/educational assets and reduces the massing of the Strozzi Building to the background
- There is a strong need for full conference facilities in the area; the Complex's proximity to Buffalo State College and the major arts museums is a big asset
- The connection of a higher end hotel to a university campus is becoming more attractive to potential hotel developers/operators
- There is a current deficiency in the availability of historically unique/and attractive properties to hold large events (non-conference such as weddings, large corporate meetings, fundraisers, etc.). The ability to accommodate a sit-down dinner for 200-500 people would be a significant asset and revenue generator; 80-100 bookings per year is likely.

Buildings 45/10/44, operating as a single mixed-use project, could accommodate a hotel of between 90-100 rooms, with the lobby and limited meeting rooms in the lower floors of Building 45 and the hotel rooms (approximately 16 rooms per floor) in the ward building 10 and 44.

Conference Center

A conference center accommodating up to 250 people is also warranted. Ideally approximately 30,000 square feet of space would be desirable; however, the ultimate size and layout will be determined by the space needs and the joint usage potential of other users within the complex. A 4,000-5,000 square foot space to accommodate a minimum of 250 person dinner is critical to success, particularly to maximize rental income.

Buffalo State Related Uses

The proximity of Buffalo State College is a prime development opportunity for the reuse and reinvigoration of the Complex, and should also provide attractive opportunities for Buffalo State to help meet its campus expansion. Due to the location and the height of the Richardson buildings, the sense already exists that this is part of the Buffalo State College campus. There are good opportunities to actually make this the case.

Office Use – While traditional office use is not a major component of the Buffalo State College facility needs, there are opportunities that do exist. Building 9 contains approximately 50,000 square feet that appears to be able to meet many Buffalo State College's needs that require flexible space. The proximity of this building (and Buildings 13 and 15) to the heart of the Buffalo State campus makes it a logical choice for the location for certain targeted university facilities.

Academic and Related Uses

Buildings 13 and 15 are excellent locations for additional university-related facilities. Together they amount to over 56,000 square feet and since they were not patient buildings they have a more flexible layout for non-traditional uses, such as performance and studio spaces, classrooms, or other university programmatic uses.

Arts-Related Uses

The mixed-use concept of the redevelopment of the Complex, creating a destination that is arts and culturally oriented, should include an arts-related component. These uses are desirable not only because they contribute to the overall creativity of the complex, but there appears to be a strong demand and the renovation of the space for such uses often require significantly less fit-out and thus reduces redevelopment costs. They also enable a building to be renovated floor-by-floor as demand builds, rather than require an entire building renovation prior to occupancy.

If the development program for Buildings 45/10/44 is focused on the architecture/visitor centers and the hotel/conference/event space, then the renovation of Building 42 could begin with a floor of artist studios and/or live-work spaces covering approximately 13,000 square feet. This could require minimal fit out and provide additional use of Building 42. This might be particularly attractive if the hotel program requires additional rooms that could be provided on the upper floors of Building 42.

Limited Residential Development

A major residential component to the reuse of the Complex is not supported by the market sector analysis, and the price of housing in Buffalo also would make such a use difficult to be financially viable. However, there may be certain small, niche markets that could be attracted to a limited number of housing units under certain redevelopment scenarios. These include the following:

1. Artists lofts/live-work units – discussed earlier
2. Hotel-related residential – The ability to include a limited number of privately owned or rented residential units within the envelope of a hotel is becoming more common across the country, particularly in association with high-end or specialty hotels. The attic spaces of the ward buildings may lend themselves to a limited number of large, unique residential units that could be marketable to high end residents who want both an unusual unit in a landmark building and access to hotel services (such as room service, maid service, access to fitness club, etc.)
3. University-affiliated Living – There are some examples across the country where housing is built on or adjacent to university campuses and are marketed directly to either alumni or the university or those that might wish to take advantage on a “continuing education” basis of the offerings of a university campus. The proximity of the art museums also might make this attractive to those with an arts-interest as well. This market tends to be 50+ in age, and can often afford higher priced housing with a greater degree of amenity. There may be a niche here instead of or in combination with the hotel-related residential for a limited number of units.

RCC Actions

Given the limited funds that have been authorized by the State of New York to the RCC, the need for other non-building improvements on the site, and the current turmoil in the real estate and financing markets, the implementation of this initial real estate development will require the RCC to carefully consider its “investment strategy” in the property, and to be in a position to be able to take advantage of financing and tax credit opportunities when they arise. It is clear that this redevelopment effort, to be financially viable, will require the RCC to be a full partner in a public/private partnership. Such a role will require the RCC to make decisions on the following action items, among others:

I. Building Stabilization

Initial cost estimates have been developed for a set of “emergency” stabilization measures that would reduce the likelihood of further deterioration. In addition, estimates have been developed – in a very preliminary manner – on the costs to rehabilitate the properties to prepare them for redevelopment. These estimates should be viewed with caution, since a redevelopment plan has not yet been developed. Experience tells us that these estimates vary wildly in a vacuum, and only when done hand in hand with a redevelopment plan are these likely to be accurate. It is extremely important that the RCC have adequate funds available to undertake such rehabilitation for the initial project, since the viability of the development depends upon this commitment by the RCC, and because the rehabilitation funds can – under an appropriate development structure – play an important role in establishing the basis for tax credits. Funds used to stabilize buildings that are not to be developed in the near to intermediate future can play a more meaningful role in the overall goal of bringing life back to the complex if they are directed to the specific initial redevelopment project.

2. Mix of uses

The redevelopment analysis suggests that there is not one specific use that will result by itself in the reuse of a substantial portion of the property, nor would it result in an economically viable development pro forma. However, the mix of uses suggested herein together provide substantial square footages and an array of tax credit options that make the project worth pursuing. In addition, the mix of these uses and the interplay of the “customers” of these uses will likely result in improved development economics, a way to keep the space lively 24 hours a day, and a unique vibrancy that may not exist anywhere else in the Buffalo region. It truly can serve as the “hub” of the burgeoning arts and cultural district of Buffalo. This mix of uses nevertheless will require a deft design team that can accommodate these different uses in a way that serves their particular space requirements and their circulation needs. The good news is that there is an extremely large volume of space in which to accommodate these various uses, so it is unlikely that any one use will necessarily be squeezed out due to the needs of other uses.

However, it is critical that these uses be given equal importance in the design process. The Architectural Center should not be viewed as the “main use,” to the detriment of the hotel or conference center. The same would be true if the roles are reversed. The design plans of the buildings must be developed to smoothly incorporate all of these uses in a reasonable manner.

Perhaps the most significant example of this is the desirability to provide a central entrance and gathering space that mixes the customers from the various uses in one space before moving each into their own circulation system. This can provide a unique introduction to the Richardson complex and reduce the time when the entrance space for each user may have little or no activity within it.

3. Master Developer

The Development Scenario proposed is extremely complex both in its physical design and in its financial/development structure. Its goals can be reached only through the proper use of the RCC’s stabilization funds, the ability to secure significant commitments for Historic Tax Credit and New Market Tax Credit allocations and investors, securing the appropriate partners as developers for the specific project components, reaching an accord on the land disposition and ownership that is acceptable under such tax act projects, and having a management entity that optimizes the revenues to be attained through, among other things, aggressive events usage of the buildings and grounds.

It is strongly recommended that the RCC move forward immediately to secure a Master Developer to begin detailing the development project prior to additional stabilization expenditures and to begin seeking tax credit allocations.

Financing Strategy

Based on the above conclusions, a preliminary financing strategy can begin to be developed. This plan is based in part on the following elements:

1. Bundle the Architecture Center, Visitor Center, Hotel and Conference Center as single development project. Consider expanded programs for arts-related uses in Building 42, and/or and possibly arts studios, housing, or other academic-related uses in Buildings 9, 12, 13, and 15.

The initial project could be expanded to also include additional buildings, depending upon the interest and viability of additional uses. Buildings 9 and 13 appear to contain the requisite space for Buffalo State's Center for Development and Human Services and thus could serve as the College's initial partnership and occupancy of the Complex. Building 42 could be added as a means of additional artists studios, arts or hotel-related residential, and/or additional floors of hotel rooms if deemed necessary. The project would thus grow in development cost but would also expand the potential use of tax credits.

2. Use Tax Credits to “stretch” RCC Investment in Project

The availability of a number of tax credit programs appropriate to the redevelopment concept of the Core Project can help make the investment of private funds more attractive and increase the effectiveness of the RCC's investment in the buildings, if the mix of uses in the project were developed as a single project or a series of phased elements of a single redevelopment program. If the rehabilitation of the buildings and the construction of the Architecture and Visitor Centers were done separate and apart from the larger public/private mixed-use development, their non-profit status would prohibit the use of tax credits, and the RCC would not be able to recapture any of these expenditures through the sale of tax credits.” On the other hand, should these expenditures instead be considered “investment” in a development pro forma for an integrated mixed-use development, then much (not all) of these costs can be included in the basis that is used to determine the amount of tax credits the project is eligible to receive. With the sale of these tax credits on the market, a significant portion of the RCC expenditure can be recaptured, in order to make the development project more feasible and/or as a way to recoup a portion of the initial expenditure, this “stretching” these funds into additional, real dollars recaptured.

Emergency stabilization costs have been authorized on all of the Richardson buildings (refer to chapter 2, “Stabilization Efforts” for more information). In addition, it has been further anticipated that a more substantial round of rehabilitation costs would be incurred prior to seeking private development investment in the properties, in order to provide some degree of “vanilla box” conditions which would be necessary for to achieve any degree of financial feasibility for a private use. These costs could be structured under both a Historic Tax Credit and New Markets Tax Credit project to be eligible as part of the tax credit base if expended as part of the actual development project.

3. Take advantage of new 50% non-profit tenancy allowance to include Architecture and Visitor Centers (and possibly Buffalo State College) as part of Development Project

Previously, in development projects seeking to use Federal Historic Tax Credit, the percentage of the ultimate reuse of the property that was occupied by non-profit entities was limited to 30% of the total occupied square footage of the property. Very recently, the ceiling of this percentage was raised to 50% of the overall square footage. This is significant for the Richardson project in that the space occupied by the two proposed visitor centers in Buildings 45/44/10 would fall well within that ceiling. In addition, if Building 9 is to be included occupied by a non-profit affiliate of the College, the project would still be within the ceiling, and thus all of the buildings – and the eligible costs associated with the redevelopment of that space, would be able to capture the 20% Historic Tax Credit.

4. Investigate event space usage as a sustainable source of RCC revenue

The suggestion of a larger, integrated initial project with a combination of public and private uses provides advantageous financing options and operational synergies that together begin to make it economically feasible and attractive to undertake such an investment. The participation of the RCC in its funding can result in a substantial renovation of the key Richardson properties, the creation of a 'destination' for a variety of people throughout the course of the day and the week, and establish the Richardson Complex as the nexus of what could be a more visible and utilized Buffalo Arts District. These are all worthy goals, and if achieved will in all likelihood be considered a great success.

However, such a positive scenario still leaves the RCC – were it to remain in existence – without any particular source of ongoing revenue. Whether or not the RCC does remain as an ongoing entity, it is clear that the Architecture Center will always have a very serious operating deficit. Given this, we believe that there is one likely source of revenue – significant revenue – that can be secured as the “return” on the RCC investment in the project, but only if there is adequate and appropriate space dedicated to such revenue generation potential. This involves the rental income that can be derived from non-programmatic use of the facilities: weddings, fundraising events, corporate dinners, family events, concerts, etc. These are events that occur outside the normal uses of a conference facility, and events that seek out unique, interesting, and often historic buildings with a variety of space options – both indoor and outdoor. The primary facility that is required is a highly attractive and unique space that can accommodate a sit-down dinner for a minimum of 250 people; 400 would be preferred.

The management – and the resultant income – of the events space can be retained by the RCC, by a subsidiary, or by the Architecture Center; the ultimate entity remains to be determined. However, this income need not be assumed to be dedicated to either the hotel or conference center operator

(although operational and catering interaction would be likely). It is difficult to estimate revenue at this point in the process at the Richardson Olmsted Complex, but based upon comparable entities in similar-sized cities, it is believed that the annual revenue could be somewhere in the 300K – 400K vicinity.

5. Seek out potential tax credit allocates

A new round of New Market Tax Credit allocations has recently been made. Although there are some entities with allocations across the country that can (under certain circumstances) invest in any project, there are also entities within New York State who have been allocated over \$1.2 billion in tax credits. Thus there is significant capacity and in most cases – given the economic slowdown – many of these allocates are seeking out viable projects – with significant sources of equity – that can be put together in a relatively short period of time (these allocations have time limits as to their use prior to expiration). One of these allocates is the National Trust for Historic Preservation.

It should also be pointed out that the federal New Markets program was authorized under the Republican administration, and while it has been supported on a bi-partisan basis, there is no assurance that it will continue to be reauthorized – and more importantly funded at the same level – in the future.

In addition, the recent change in the New York State Historic Tax Credit legislation which now authorizes an Historic Tax Credit of up to 20% of eligible project cost in state tax credits further adds to the attractiveness of the Core Project as a layered tax credit development, and efforts to insure that the project can be approved for the full tax credit allocation should be moved forward expeditiously as well.

VII

LESSONS FROM OTHER KIRKBRIDE ASYLUMS

“There is no reason why an individual who has had the misfortune to become insane, should, on that account, be deprived of any comfort or even luxury.”

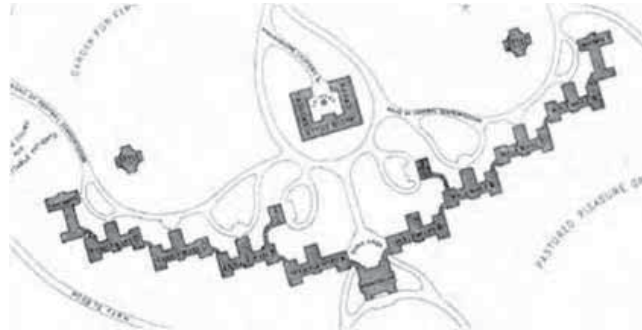
Dr. Thomas Story Kirkbride

A Historic Landmark

The buildings and site at the Richardson Olmsted Complex remind us that Buffalo was once the largest city between Chicago and New York. It was a port, transportation hub, and manufacturing center, from the completion of the Erie Canal in 1825 until the St. Lawrence Seaway opened in 1959. Men of substance, locally and statewide, participated in recognizing the need, lobbying for the location, and their design and construction of the Buffalo State Asylum for the Insane. They provided services for patients from all of western New York. The historic buildings and site should be stabilized, rehabilitated, and reused.

Thomas Story Kirkbride, the founder of the American Psychiatric Association and the chief physician of the Pennsylvania Asylum for the Insane, was a visionary and influential figure in 19th century asylum care. For more than forty years, he headed what was considered one of the finest mental hospitals in the country. His most enduring legacy to the proper care of the mentally ill was the development of the "Kirkbride Plan," a style of hospital design and management that shaped the first wave of asylum construction in the mid-1800's. The plan became a model that that was deployed worldwide in the late 19th and early 20th century.

Therefore, the Buffalo State Asylum for the Insane holds an important historical place in this country for two reasons. In the annals of medicine, its layout, based on the Kirkbride Plan, refines and crystalizes the late stage of one phase of nineteenth-century thinking about the treatment of mental disease, and, in the career of America's first celebrity architect, it stands among the early works in which Henry Hobson Richardson began to evolve his highly influential signature style, the Richardson Romanesque. The combination of social mission and architectural significance makes this monumental cluster of austere buildings one of the most important surviving examples of nineteenth-century asylum design and one of the most important examples of nineteenth-century public architecture in the country (HSR, page 11).



Kirkbrides on the National Register

- Athens State Hospital, listed 1980
- Fergus Falls State Hospital, listed 1986
- Northampton State Hospital, listed 1994
- Taunton State Hospital, listed 1994
- Worcester State Hospital, listed 1980

Kirkbrides That are National Historic Landmarks

- Buffalo State Hospital (Richardson Olmsted Complex)
- Hudson River State Hospital, Main Building, Poughkeepsie, NY
- Weston State Hospital - Weston, WV

Buffalo-Niagara Region Projects That Have Achieved National Historic Landmark Status

- Adams Power Plant Transformer House, Niagara Falls
- Buffalo and Erie County Historical Society Building, Buffalo
- Edward M. Cotter Fireboat
- Kleinhans Music Hall
- Darwin D. Martin House
- Old Fort Niagara, Niagara County
- Prudential (Guaranty) Building
- St. Paul's Cathedral
- The (USS) Sullivan, Buffalo

Athens State Hospital	Athens, OH	Saint Peter, MN
Buffalo State Hospital	Buffalo, NY	Spencer, WV
Cherokee State Hospital	Cherokee, IA	Talmage/Mendocino, CA
Clarinda State Hospital	Clarinda, IA	Terrell, TX
Danvers State Hospital	Danvers, MA	Anna, IL
Dixmont State Hospital	Dixmont Township, PA	Austin, TX
Fergus Falls State Hospital	Fergus Falls, MN	Bangor, ME
Greystone Park State Hospital	Morristown, NJ	Bolivar, TN
Hudson River State Hospital	Poughkeepsie, NY	Brattleboro, VT
Independence State Hospital	Independence, IA	Columbia, SC
Northampton State Hospital	Northampton, MA	Danville, PA
Taunton State Hospital	Taunton, MA	Dayton, OH
Traverse City State Hospital	Traverse City, MI	Hopkinsville, KY
Weston State Hospital	Weston, WV	Kankakee, IL
Worcester State Hospital	Worcester, MA	Middletown, CT
Spring Grove State Hospital	Catonsville, MD	Morganton, NC
	Cincinnati, OH	North Warren, PA
	Cleveland, OH	Pendleton, OR
Columbus State Hospital	Columbus, OH	Philadelphia, PA
	Dearborn, MI	Saint Joseph, MO
Elgin State Hospital	Elgin, IL	Saint Louis, MO
Missouri State Lunatic Asylum	Fulton, MO	Topeka, KS
	Harrisburg, PA	Trenton, NJ
	Indianapolis, IN	Tuscaloosa, AL
Jackson State Hospital	Jackson, MS	Washington, DC
Jacksonville State Hospital	Jacksonville, IL	
Kalamazoo State Hospital	Kalamazoo, MI	
	Little Rock, AR	
	Madison, WI	
	Meridian, MS	
Mount Pleasant State Hospital	Mount Pleasant, IA	
	Medical Lake, WA	
Napa State Hospital	Napa, CA	
Nevada State Hospital	Nevada, MO	
	Osawatomie, KS	
Winnebago State Hospital	Oshkosh, WI	
	Patton, CA	
Pontiac State Hospital	Pontiac, MI	
Rochester State Hospital	Rochester, MN	



Image: There are 63 historic mental health facilities (Kirkbride Plans) across the United States.

**Traverse City State Hospital
Traverse City, Michigan**

Year Built: 1885
 Size: 1,000,000SF (including service buildings)
 Status: Closed (1989) Purchased (2000)

Background

Traverse City State Hospital, originally called the Northern Michigan Asylum for the Insane, is now called the “The Village at Grand Traverse Commons”. The facility is part of a 63-acre complex of not only the original Kirkbride cluster of buildings, but also a large number of small outbuildings used for service and the modernizations in patient care. Generous grounds surround the entrance to the complex. The entrance lawn to the complex is now an arboretum, within 483 acres of preserved open space and walking trails. The main Administration Tower was demolished in 1963, replacing the emblematic central structure with a two-story light brick contemporary building, unrelated in character to the wards.

Following closure, the property was given to the State of Michigan and was at risk of being demolished after a decade of neglect. In 2000, a local developer opposed demolition plans and formed a company to purchase and redevelop the site. Starting with a re-roofing of the entire complex, the project moved to rehabilitation of one of the smaller cottage buildings and the outermost 45,000 square-foot ward building was restored. This cornerstone of the redevelopment now houses a mix of restaurant, retail, office, and residential units.

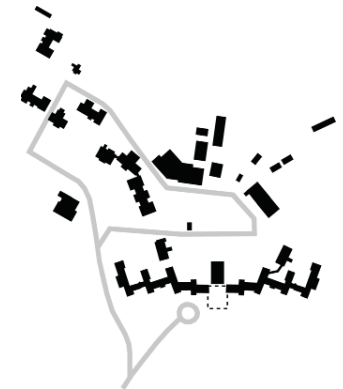
The project has become a model for mixed-use development in Michigan, continuing to grow incrementally over time. The Village now houses several restaurants, an urban winery, a secondary school, office space, and mixed-income residential units. A retail “Mercado” in the buildings’ former basement levels creates a continuous linear hub of activity, linking each ward building with galleries, salons, and other amenities. Future plans in addition to the reuse of all of the ward buildings include the construction of an 84-room boutique hotel in two cottage buildings with supporting restaurant and event space provided in an existing connector.

The Village at Grand Traverse Commons enjoys a number of advantages that helped it to be a viable development project. It is nestled within 480 acres of reserved parkland, just steps to the city and with views of Lake Michigan.

Its home within an active vacation community provides a distinct advantage in drawing visitors, vacationers, and local residents to its various retail establishments, while its proximity away from downtown allows it to provide a unique venue without competing with existing local retail. In addition, its park-like setting is an attractive residential and office destination, and space has been provided for a large range of incomes and functions. From its initial inception, the project was seen as a destination, with an appropriate mix of uses and pedestrian-friendly amenities to both visitors and residents alike.

Lessons:

- The significantly deteriorated outermost ward building and one of the cottages were developed first to demonstrate the potential of the project and establish a model for the remainder of the complex.
- Initial projects concentrated on a mix of uses, heavily emphasizing retail, and the result has been a gradual aggregation of reuse projects that propagate this initial vision.
- Take advantage of the economies of scale in redeveloping small outbuildings early in the process. Rehabilitation of the ward buildings is more incremental.
- Numerous economic incentives that help offset the high price of renovations. The project was identified as a Michigan Tax Free Renaissance Zone. Residents and businesses pay no state or local personal property or income tax for 15 years. Investors can also qualify for historic tax credits for rehabilitation.
- The perception of the project in the community as a mixed-use, public destination makes it attractive to a variety of user groups and the project continues to garner increased development interest.
- Interior building layouts lend themselves to a variety of housing configurations and sizes helping to create a wide variety of price points.



**Danvers State Hospital
Danvers, Massachusetts**

Year Built: 1878
Status: Partially restored

Background

The former Danvers State Hospital was designed by Nathan J. Bradlee and is located atop Hathorne Hill in Danvers, Massachusetts, 20 miles north of downtown Boston. The building was characterized by its steeply-pitched roofs and towers which were visible from many surrounding communities (kirkbridebuildings.com). Like many Kirkbride complexes, the hospital was neglected for many years, but was purchased and redeveloped as housing in 2006 by AvalonBay Communities.

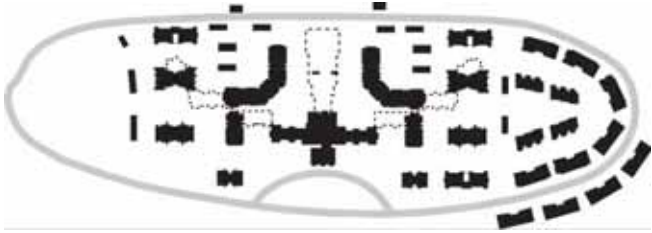
A mix of one, two, and three-bedroom luxury apartments, and two-bedroom attached townhomes were proposed for the site in two developments, called Avalon Danvers and Aria Hathorne Hill. Unfortunately, because renovation costs far exceeded costs of new construction, developers determined that to make the project financially feasible, a significant amount of demolition was necessary. Today, only about a third of the original complex remains, including the iconic Administration Tower building and two adjacent wards.

It is impossible not to become discouraged with the kind of large-scale demolition associated with this project, but some lessons can be learned from the successes that the Avalon Danvers community has experienced. The development was implemented in fairly short order, and the site is currently home to many residents willing to pay above-market rents and sales prices. The project was made marketable because of the historic nature of the property and the uniqueness of the existing structures. For that reason, everything from initial master planning to marketing materials takes advantage of this distinctive quality.

Much of the historic structure has been demolished to make way for the densely-developed new construction that made the project feasible. However, the main tower structure remains and was transformed into the shared public space for all residents in both developments. This central space houses all of the amenities common to luxury housing developments, likely increasing the appeal to property owners and renters alike whose units may not be directly located in the historic structure itself.

Lessons

- Clearly an example of what NOT to do, the scale of demolition at this site may have been necessary for this development. Where demolition is not an option, careful thought should be given to a mix of uses that can serve to make the overall project more economically viable, avoiding the need for demolition to make way for cheaper alternatives.
- Using conventional financing strategies, a residential development that subsidizes extensive renovation was not possible, even in the healthy real estate market.
- Demolition was deemed necessary because of market conditions, and without a suitable alternative that would save the historic structures, removing much of the original Kirkbride buildings became a necessary evil.
- Priorities and objectives must be set early in the process, in tandem with the creation of an informed financing structure, in order for development to occur without the need for demolition.
- The project was made marketable because of the historic nature of the property and the uniqueness of the existing structures.



**Athens State Hospital
Athens, Ohio**

Year built: 1874
 Size: 700,000SF (including out buildings)
 Status: On the National Register, listed 1980

Contact: Dick Planisek, University Planner
 Ohio University (740) 593-2728
 Richard Shultz, University Architect
 Ohio University (740) 593-4081



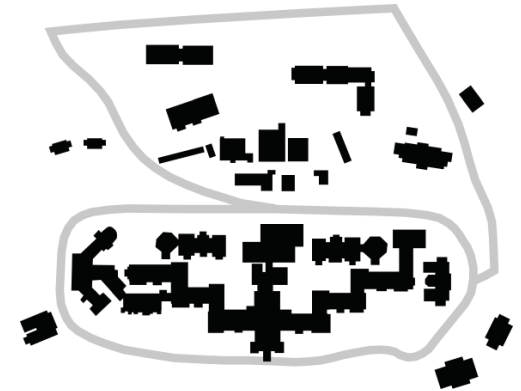
Many of the outbuildings were the first projects to be rehabilitated due to their modest scale and disconnection from the main complex.

Background

“The Ridges” at Ohio University was transferred to Ohio University from the State in the late 1980’s. The Complex is located on a hill across the Ohio River from the main campus (over a mile away) and has sweeping views to the adjoining countryside. Ohio University currently occupies approximately 40% of the complex. Performance and Event Spaces, Art Galleries and Administrative Offices are located in the Administrative Tower building and adjacent wards. Due to the unique nature of the complex and its proximity to the campus, the main building has become destination for many university-affiliated cultural events and programs. Offices functions work well in the ward buildings and there is room for expansion. Graduate art studios and general storage for the university have begun to occupy additional ward buildings.

Many of the outbuildings were the first projects to be rehabilitated due to their modest scale and disconnection from the main complex. A Conference Center, Academic Institutes and Laboratories occupy cottage buildings along the continuous, brick-paved loop road. Newer structures have been built near some of these programs, increasing their capacity. The spatial separation between the out buildings helps to disperse parking needs around the site in smaller surface lots.

Multiple reuse strategies have emerged over time, but the high cost of maintenance and stabilization is often deferred within overall university priorities. All utilities are fed from the Ohio University Physical Plant and on-site infrastructure, but infrastructure improvements are needed over the entire facility. Mothballing is envisioned for much of complex until additional appropriate uses can be identified. Future reuse potential continues to evolve and the university considers space available within the complex in relationship to other potential space opportunities elsewhere on their campus.



Lessons

- The Administrative Tower is an active event space for university functions and art gatherings.
- The proximity of the complex to the Ohio University campus is ideal for many academic and administrative uses
- Cottage buildings are often more practical for reuse than the primary ward buildings
- Space on “The Ridges” is very desirable, but numerous plans for reuse have stalled due to cost considerations
- Senior Housing, additional offices and academic-related housing are being considered.
- Space is mothballed until an appropriate reuse strategy is identified.

**Weston State Hospital
Weston, West Virginia**

Built: 1880
 Size: 250,000SF
 Status: National Historic Landmark Status (1990)
 Closed (1995) Purchased (2007)

Contact: Edward Gleason, Grant and Development Director
 Trans-Allegheny Lunatic Asylum (304) 269-5070



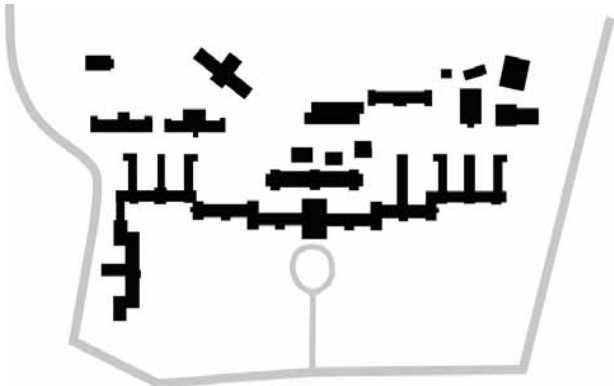
Background

Weston State Hospital, also known as the “Trans-Allegheny Lunatic Asylum”, has been identified as “America’s largest hand-cut stone building”. The National Historic Landmark is located directly adjacent to the small town of Weston, West Virginia. During the 19th and portions of the 20th century, the asylum was the town’s largest employer. Closed from use for 12 years, it was purchased at auction by local citizen in August 2007 for \$1.5 million.

The primary historic structure is clean and some roof stabilization work was completed to allow the building to be inhabited. Minimal work was actually needed prior to the opening of the building in 2007, with volunteers and local high school students doing much of the initial clean-up as community service.

The historic structures are open 7 days a week for historic tours and ghost tours. Visitors to the complex sign liability waivers, and tours range in cost from \$30 for a 2 hour visit to \$40 (ghost tours). Some special tours allow access to the building over-night for an increased entrance fee. The facility currently employs 18 full and part time staff with hundreds of volunteers. The lawn in front of the facility is well programmed with dozens of community events planned year-round. The facility operates at a modest annual profit.

The potential reuse as a hotel for a portion of the complex is being considered, as are spaces for galleries. Visitors are interested in diverse subjects including Mental Health History, the Civil War and the Occult, so initial exhibits are placed in the corridors and in the main entry. Portions of the complex are being zoned to allow future, long-term exhibition spaces.



Lessons

- Public access to complex possible in very short time with minimal improvements.
- Local economy benefits from and partners with the facility.
- Local schools provide volunteers and there is Convention and Visitor Bureau partnering.
- “Passport Tickets” are offered that allow access to other museums in the area.
- National exposure was/is key to ongoing success (TV program “T.A.P.S.”).
- Controversy of the name change when reverted back to the Trans-Allegheny Lunatic Asylum.
- Unwilling to accept or apply for some grants due to for-profit status.
- Multiple uses and almost 24-hour access desired to stay “in the black.”