



# **Pennhurst: Planning a Community of Conscience**

## **Conceptual Plan for Reuse**

**Routes 422 & 724**

**Spring City, PA 19475**

**September 2010 • Project Number 2009-16**

**COMMUNITY DESIGN**

**COLLABORATIVE**

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Prepared for

**Pennhurst Memorial & Preservation Alliance**

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## About Us

Building neighborhood visions as communities and design professionals work together; the Community Design Collaborative is a 501(c) 3 nonprofit that provides preliminary architectural, engineering, and planning services to nonprofit organizations.

Design professionals—volunteering their services *pro bono* through the Collaborative—help nonprofits communicate their goals for improving the physical and social fabric of their neighborhoods through design.

The Collaborative relies on a variety of resources to achieve its goal of assisting nonprofits in need of preliminary design services. Our programs are supported through grants from the City of Philadelphia's Office of Housing and Community Development, The William Penn Foundation, PNC Bank Foundation, Wachovia Foundation, Claneil Foundation, Connelly Foundation, AIA Philadelphia, Citizens Bank Foundation, NEA Design Arts, The Quaker Chemical Foundation and the Union Benevolent Association.

Operational support is also provided through the generosity of individual and corporate donors. The Collaborative's Annual Bowling Ball is a signature event, raising funds while offering a night of fun for firms, friends, and fans. In addition, the Collaborative's volunteers donate hundreds of hours of in-kind services each year.

To learn more about the Collaborative, visit our website at [www.cdesignc.org](http://www.cdesignc.org) or contact us at [cdesignc@cdesignc.org](mailto:cdesignc@cdesignc.org).

The Community Design Collaborative's products are intended to provide visual concepts and to assist in the preliminary phase of project design and planning. All drawings and construction budgeting figures are limited to conceptual design and are neither intended nor may be used for construction. The Community Design Collaborative and our project volunteers assume no responsibility or liability for our services including the recommendations of our volunteers, the technical accuracy of our work product or for any unauthorized use.

Building Neighborhood Visions...



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Pennhurst: Envisioning a Community of Conscience, A Market Analysis Study for Retail, Office, Hospitality, and Residential Re-Uses  
Cornell University, Ithaca, NY, 2009.

## **Clients**

### *The Pennhurst Memorial and Preservation Alliance*

The mission of the Pennhurst Memorial and Preservation Alliance (PM&PA) is: To advocate for, plan for, facilitate, and coordinate the preservation and adaptive re-use of important places of memory, including the site of the former Pennhurst State School and Hospital (“Pennhurst”); To commemorate, honor, and interpret the histories of persons with disabilities, including those persons associated with Pennhurst; To create a place of conscience at Pennhurst that will serve as a repository of memory and a locus of action, both to interpret past struggles for justice and address their contemporary legacies.

The PM&PA board and advisory board are comprised of national leaders in the disability advocacy and self-advocacy worlds, as well as leaders in historic preservation and local activism, including Ginny Thornburgh (former first lady of Pennsylvania and parent-advocate) and Mary Werner DeNadai (trustee emeritus, National Trust for Historic Preservation). The organization is led in part by self-advocates, members of the class of persons who were incarcerated at Pennhurst, as well as the legal team who successfully argued for Pennhurst’s closure before the United States Supreme Court. Their victory effectively ended the system of forced institutionalization of the disabled worldwide.

The PM&PA has partnered with the Preservation Alliance for Greater Philadelphia, a 501(c)(3) corporation, in applying for the Community Design Collaborative service grant.

### *The Preservation Alliance for Greater Philadelphia*

The mission of the Preservation Alliance is to actively promote the appreciation, protection, and appropriate use and development of the Philadelphia region’s historic buildings, communities and landscapes.

Although there are many nonprofit organizations involved in the preservation and management of historic resources in the Philadelphia region, as well as many public agencies devoted to the protection of historic resources, the Alliance is the principal “public steward” of the historic landmarks of the Philadelphia area. Their task is not simply to protect the past; it is also to build public appreciation and support for the distinctive historic character of the City of Philadelphia and surrounding communities, and the assets that contribute to that character. The Alliance is also a public advocate for preservation policies and laws. No other organization performs these functions in the City of Philadelphia; no other organization takes as its mission cooperative efforts with preservation organizations in all the Pennsylvania counties adjacent to Philadelphia to achieve these same objectives.

The Preservation Alliance for Greater Philadelphia was formed in 1996 through the merger of two predecessor organizations—the Preservation Coalition and the Philadelphia Historic Preservation Corporation, both founded in 1979. Thus, the Alliance represents the continuity of 30 years of nonprofit preservation advocacy in the Philadelphia region.

(cont.)

## **Services Provided by the Community Design Collaborative**

The PM&PA sought assistance from the Community Design Collaborative (Collaborative) to consider the development of a plan for reuse and redevelopment of the Pennhurst site which includes preservation of the architecture and history of the site. This plan would include an overall strategy for the site based on historical, architectural and natural features of the site, as well as a programming strategy which fulfills the needs of the surrounding community and the economic feasibility of reusing the site. Specifically, the PM&PA requested assistance with the following:

1. Showing the potential for the site to be profitable through preservation
2. Including the community in the planning process
3. Providing information and visuals that inspire the public and rally support
4. Encouraging stakeholders that a preservation reuse proposal can be beneficial for everyone

To this end, the Collaborative volunteer team provided the products included in this report based on a visual site survey performed on March 8, 2010 and on two community task force meetings held in April and June.

## **Project Design Directive**

The information below documents initial thinking by the PM&PA on the potential reuse of the Pennhurst site. This information was provided to the volunteer team as background for its planning and design efforts, and as a basis for testing the feasibility of reuse programs.

### ***Description of Site and Overall Historical Significance***

*Looming high atop Crab Hill over a graceful S-curve in the Schuylkill River about one mile northwest of Spring City, Pennsylvania, is a formidable yet forlorn place. It is the Pennhurst State School and Hospital. Despite the proximity of the maddening sprawl to the south, east, and west, it is a hauntingly quiet place. Perhaps it is some kind of healing; thirty years ago, and for decades prior, the shrieks, moans, and cries of the residents confined here, according to the court case that closed the place, were so loud that many simply lost the ability or the will to speak.*

*Opened in 1908 as the Eastern Pennsylvania Institution for the Feeble Minded and Epileptic, Pennhurst was hailed as a model facility for the treatment of individuals with intellectual and developmental disabilities (the "mentally retarded"). At its height, Pennhurst occupied 1400 acres of prime Chester County farmland on a peninsula jutting out into the river. With a population of 3550 residents in 1954, Pennhurst dwarfed the neighboring town of Spring City and was the largest local employer.*

*Like other such institutions of the period, Pennhurst was situated so as to maximize accessibility to air currents, in this case those coming from the Schuylkill River as it winds its course toward the Delaware thirty miles downstream. The operation of this air current also explains the otherwise ominous and seemingly perpetual presence of crows and buzzards at the Pennhurst site. In fact, the Pennhurst baseball team used as its logo the image of a crow sitting on the iconic tower of the Administration Building.*

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*Pennhurst's location was chosen to be accessible enough to service the Philadelphia population yet far enough away to keep the institution's residents from interfering with the community. Pennhurst would be a place to remove from society those deemed to be less than fit for the role of citizen. Indeed, from the outset there was public pressure to expand the range of persons to be admitted to Pennhurst from the "epileptic" and "feeble-minded" to include vagrants, criminals, juvenile delinquents, and, it is reported, immigrants.*

*In the era before the site was allowed to become vastly overgrown, the location provided sweeping views of the Schuylkill Valley. The road pattern, including the traffic circle adjacent to Tinicum and Mayflower Halls, remains unchanged from Victorian times. Much of the property is surrounded by a beautiful wall composed of carefully laid and pointed stone. The longest expanse of the wall—nearly entirely intact—is along Commonwealth Drive. The wall incorporates elaborate gates at various points for access to key structures. Of similar design and stone composition to the wall are six grand entrance pillars, shown in the attached photographs. Two such pillars flank either side of Pennhurst's three main access roads.*

*The Schuylkill Canal, paralleling the river, cut across what would become the northern farm fields of the property. A former hotel serving the canal would become part of Pennhurst's dairy, housing Pennhurst residents who worked the dairy and provided food products for themselves and the rest of the School. The Pennsylvania Railroad's Schuylkill Division from Philadelphia to Pottsville followed the old canal bed through this area and provided a passenger station on the School grounds. The railroad brought coal for the School's still-standing heat plant (we note in passing there is still coal in the bunkers and ash in the pits at the plant, which was used until very recently to provide heat to the Veterans Hospital located on former Pennhurst grounds). Additionally, a spur was run up the slope to the dietary and maintenance buildings on the central Pennhurst campus. While service on the spur stopped many years ago, portions of the trackage behind dietary were merely paved over rather than removed. As the asphalt has settled, the familiar four feet, eight-and-one-half inch railroad gauge has become visible. The Schuylkill Division was removed in the late 1980s by Conrail but much of the right-of-way is intact and is in the process of being converted into a recreational trail. It should also be noted that Pennhurst is located within the Schuylkill River National and State Heritage Area, managed by the Schuylkill River Greenway Association in collaboration with the National Park Service.*

*As early postcard photographs validate, the Pennhurst grounds were noted for their manicured lawns, picnic areas, athletic fields, gardens, and ornamental trees. During the early spring, glimpses of this former grandeur call out from behind the curtain of thicket and brush as long-forgotten dogwood and magnolia trees come to life.*

*In keeping with the original intention of isolating the institution from the rest of society, Pennhurst was to be a self-sustaining community. While the reality was that Pennhurst would become a major local employer, the vast majority of all the labor necessary to operate the sprawling campus was provided by the residents themselves. They cared for the lawns, operated the heating plant, farmed the fields, tended the orchards, cared for the dairy herd, and assisted in the care of their lower-functioning peers. They assumed housekeeping duties and staffed the upholstery shop, the sewing shop, the mending shop, the butcher shop, the weaving shop, the printing shop, the greenhouses and the bakery. The aesthetic beauty and economical functioning of the campus was a direct result of their labor.*

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*Though the Pennsylvania Historical and Museum Commission's Determination of Eligibility for the National Historic Register indicates that there are seventy six buildings on the Pennhurst campus, there are at least twenty seven buildings in the proposed historic district on the lower campus. If the upper campus, the former "Female Colony" is included, that number would increase by four. The buildings are generally large, two or two and a half story structures of brick construction with steel superstructures. Most buildings have high-pitched hip roofs; while a few retain their original slate covering, most have asphalt shingles. Alternating paired and single windows with transom lights animate the facades. Brick is of local manufacture and, depending on the structure, may be arranged in pattern by color. Many of the central core's structures have brick arranged in a Flemish pattern (alternating headers and footers). The aforementioned tower on the Administration Building is probably the most stunning single architectural element. Refer to the attachments for images. It should also be noted that all of the principle buildings on the central campus are linked by an elaborate system of underground pedestrian tunnels. These tunnels parallel steam tunnels which also run to the heating plant located at the edge of the property.*

*Pennhurst's buildings were constructed in stages, with buildings filled and overcrowded as quickly as they could be erected. The central core's earliest buildings were completed in 1908, with the central campus becoming largely completed by the Teens. In the 1920s, two of the Female Colony's four buildings were completed, along with the hospital and auditorium. Keystone and Penn Halls were added in the 1930s. Devon and Capitol Halls were completed in the 1950s. Each generation of buildings was larger than the preceding one, the motivating philosophy being one of "warehousing" rather than "livability."*

*A 1908 newspaper announcement of the institution's opening described the interior of the buildings as having "fine fixtures and finish," with the living areas "furnished with heavy quartered oak and with fine high ceilings." The attached photos depict the interior of the Administration Building, perhaps the most ornate of all the buildings.*

*Pennhurst embodies distinguishing characteristics of the Jacobean Revival style and is one of the finest extant examples of it. While Jacobean Revival was once a popular genre for institutional architecture, remaining examples—particularly ones as complete as those present at Pennhurst—are not common. Though the entire campus is predominantly in the Jacobean Revival style, no two buildings are identical. The result is a visually interesting, aesthetically pleasing treatment of a classic architectural motif on a picturesque landscape layered with cultural meaning and imbued with historical significance.*

*Pennhurst is a noteworthy and now rare example of the architectural design of Philip H. Johnson, a colorful and prolific local architect. For many years Johnson served as the architect for the Philadelphia City Department of Public Health and in that position designed a number of hospitals and city health institutions. His controversial appointment to this position was effected by the influence of his brother-in-law, Israel W. Durham, one-time political boss of the 7th Ward in Philadelphia, according to obituaries published at the time of Johnson's death. Through his brother-in-law, Johnson received a contract with the City Health Department which was valid for his lifetime. Although several later mayors attempted to break this contract, city courts upheld its validity, enabling Johnson to receive some \$2,000,000 in fees from the municipal treasury during his 30 years of city design. Prior to 1903, Johnson had been employed in the City's Bureau of Engineering and Surveys, but was not well-known as an architect at the time of his appointment to the City's Department of Health.*

(cont.)

*During his long career, Johnson designed such notable hospital complexes as the Philadelphia General Hospital buildings, Philadelphia Hospital for Contagious Diseases at 2nd and Luzerne streets, and several buildings at the Philadelphia Hospital for Mental Diseases at Byberry. In addition to hospitals, Johnson designed City Hall Annex and the Philadelphia Civic Center.*

### **Significance within the Disability Field and the Site's Potential for the Future**

*Once called the shame of the nation, the Pennhurst State School and Hospital is now recognized as the epicenter of a civil and human rights movement that changed the way the world saw people with intellectual and developmental disabilities. The atrocities of neglect at Pennhurst resulted in Supreme Court litigation that sounded the death knell for institutionalization worldwide. Through preservation and adaptive re-use of the historic Pennhurst campus, the Pennhurst Memorial and Preservation Alliance seeks to ensure that those achievements won at Pennhurst are neither lost nor forgotten. The PM&PA seeks to reclaim this once painful place as a center of conscience, healing, and outreach. This process is essential in the creation and preservation of a society where, all people are valued and respected, and where all people have the knowledge, opportunity, and power to improve their lives and the lives of others.*

*Recently recognized as an International Site of Conscience, Pennhurst offers the opportunity to again achieve something unique and revolutionary. Re-use of this powerfully emotive site in form and footprint will give a foundation for a better future. A research center, interpretive center, archive, and conference facility will encourage understanding of the past while keeping current issues relevant through ongoing dialogue. PM&PA's proposed plan invites active and dynamic public participation on the campus. In purpose and effect, this interaction directly creates connections and promotes networks within and among communities so that people with disabilities are recognized as integral to the fabric of community life.*

### **Pennhurst's Place in History**

*The Pennhurst story is one of relevance to all people. At some point, nearly all people will experience a disability of some sort, be it from injury or old age. But the events played out at Pennhurst affect all of us in ways that are even more profound. The struggle for acceptance, understanding, and ultimately self-determination, is central to what it means to be an American.*

*Pennhurst united advocates at the local, state, and national levels both inside and outside the institution's walls. Their efforts led to most successful series of disability reforms in American history—putting Pennsylvania in the vanguard of conscience-driven care in keeping with the vision of our Commonwealth's founder.*

*Pennsylvania became the first state to pass the Right to Education for persons with disabilities, setting a national precedent. Pennsylvania became the first state to end forced unpaid labor in state institutions (Downs v. PA Dept. Public Welfare, later upheld by U.S. Supreme Court in Souder v. Brennan). The landmark U.S. Supreme Court decision Romeo v. Youngberg arising from conditions at Pennhurst established that persons with intellectual and developmental disabilities involuntarily committed at state institutions had constitutionally protected liberty interests under the due process clause of the Fourteenth Amendment.*

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*Most importantly, Pennhurst was the first place in the world where forced institutionalization of disabled persons was declared unconstitutional (Halderman v. Pennhurst). This case continues to be a beacon of hope to advocates across the world. The Halderman litigation eventually closed Pennhurst—a monumental event to be commemorated in a state historical marker dedication and conference sponsored by the PM&PA and the Public Interest Law Center of Philadelphia with support from the National Endowment for the Humanities and the Pennsylvania Humanities Council.*

*Pennhurst was the battleground in a monumental struggle to secure basic human rights for the last group of Americans to attain privileges assumed to be the natural freedoms of all Americans. Pennhurst's historic and beautiful campus is, like Valley Forge and Independence Mall to the east, hallowed ground in the struggle for dignity and self-determination, a western anchor to a freedom corridor that, though stretching but a few miles, reached all the way around the world.*

*Made famous by a 1968 NBC expose and ensuing Supreme Court litigation, Pennhurst is a place of international significance and meaning. Eligible for the National Register of Historic Places, it was listed as one of the Commonwealth's most at-risk properties by Preservation Pennsylvania in 2008.*

*A hauntingly beautiful and forgotten place, Pennhurst was home to over ten thousand souls over its near-century of operation. Sequestered high upon that hill, they too were often forgotten. Caring families and workers responding to society's neglect and resulting abuses at Pennhurst changed how the world treated those with intellectual and developmental disabilities. Pennhurst's story is a warning about the dangers of defining people as "the other." Ultimately a hopeful tale, Pennhurst's story juxtaposes the infinite sadness of choosing to forget and ignore with an awakening of public conscience to the dignity of all mankind. It is a human story and an inspiring message needed yet today.*

*Fittingly, Pennhurst was named an International Site of Conscience in January 2009, a full twenty-two years after the last doors closed on the now century-old campus. Sadly, this captivating story is little remembered nor well understood among the populace. We believe remembering and honoring this part of our past—the people, places, the triumphs and tragedies—through preservation is an essential duty of a citizenry responsibly engaged in the crafting of its own future. Even irrespective of the myriad environmental, economic, and cultural merits of historic preservation generally, history will not forgive the destruction of place like Pennhurst.*

## **A Plan for the Future**

*Pennhurst's greatest potential is in translating the power of its past into future action. A museum and outreach center and a living community based on conscience-driven principles could do just that. The struggle for conscience-driven care of persons with disabilities that began at Pennhurst is ongoing. It is a struggle faced by a number of other groups in our society. The elderly, children, and the near-homeless continue to be plagued with multiple, seemingly intractable social challenges, and these populations are growing in Pennsylvania. These are problems that re-use of the Pennhurst campus to enhance lasting quality of life—or perhaps establish it for the first time—can address. While this study does allow for an array of use options, one that might well be considered for the site would incorporate facilities designed to help groups facing difficult social challenges. The Generations of Hope community prototype and the Green House Project may provide good models for*

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*Pennhurst's adaptive-re-use into a value generator for the region and preliminary work suggests they would be economically-viable. In essence, their success at Pennhurst would be doing well by doing good. The Generations of Hope Development Corporation has gone so far as to agree to a Memorandum of Understanding to explore the creation of a model community at Pennhurst.*

*The Generations of Hope Development Corporation was established in 2006, with the support of the W.K. Kellogg Foundation, to create communities that rebuild lives. Efforts are now underway to extend a successful prototype model by developing new sites known as Generations of Hope Communities (GHCs) across the country. The distinctive strategy used in GHCs facilitates and supports naturally emergent alliances, relationships, and enduring commitments across generational lines so the community becomes the first line of support. The cross-generational component of a GHC at Pennhurst would include a continuing care/retirement community built according to the principles of the Green House Project.*

*One in four Pennsylvanians will be over age 65 by 2030, yet our facilities for their care are by and large of inferior quality. The Green House Project has revolutionized elder-care. It prizes autonomy, spiritual well-being, meaningful activity, and engagement. A grant from the Robert Wood Johnson Foundation has encouraged the development Green House Communities across the nation.*

*Pennhurst's history makes it the most appropriate place for a center of conscience. Its physical plant and location are also uniquely suited for the purposes proposed. The number of buildings and size of the campus allow for multi-use and recreational facilities, enabling inclusiveness and public participation essential to a meaningful user experience and profitable re-use of the site.*

*The PM&PA proposes that the site, once a place of pain, be transformed into an international center of understanding and conscience. A memorial, interpretive center, university-based research institute, and conference center—the first and only of their kind in the nation—will exist within community recreational space. New uses—and the restoration itself—will be restorative and redemptive not only for the people who suffered here, but also an innovative economic opportunity for the region as a whole. Companies owned by or employing those with disabilities will be given preference both in the restoration effort and in all activities related to the site's future uses.*

*The PM&PA's hope is to re-develop the site as a green campus, meeting LEED standards to the fullest extent possible and preserving as much open space as is economically feasible. They envision a multi-use option for structures not used for the museum designed around transit-oriented development principles and incorporating a park-and-ride facility, perhaps located within adaptively-reused historic structures. A historic bridge over the Schuylkill River connects the campus to the Royersford Train Station on the much-anticipated R-6 rail line extension. Additionally, a rest stop along the Schuylkill River Trail skirting the Pennhurst property could be located on the site of the former Pennhurst Train Station or in the existing Power House. Such a rest stop would be well-located between the Valley Forge and Pottstown stops along the trail.*

*Not only has initial research indicated the plan is viable, public response has touted it as unique, inspiring, and in the words of one national preservation advocate, "groundbreaking."*

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*To be sure, Pennhurst's re-development will present a tremendous challenge. But it will also offer tremendous return. An international center of conscience at Pennhurst will likely focus significant private and public investment on the campus, with resulting long-term economic benefits to the surrounding communities and the region. Additionally, restoration of the site will provide thousands of well-paying jobs.*

## **A Purposeful Place**

*A Place to Understand: Pennhurst is about what we as a society chose to do with people who were different—people defined as “the other.” As such, our reuse must include a place that interprets not only what happened, but why and how.*

*A Place to Remember: Pennhurst is about the 10,600 people who were confined there—many of whom led lives of dignity in a system designed to strip them of it. The reuse must contain a memorial to the triumph of their spirit—a inspiration for the present as much as a tribute to the past.*

*A Place to Learn: Pennhurst is also about ignorance—the false and willful blindness to the humanity to be found in persons Pennhurst's founders labeled as feeble-minded, idiots, imbeciles, and the like. As such, we believe it should incorporate a place for research and outreach, perhaps with a university-affiliation as well as a conference space.*

*A Place for All: Pennhurst was a place of seclusion; it was a world apart from the real world, and its residents kept segregated from each other and the outside world. Pennhurst as a place of conscience will be a place of inclusion. As such, its spiritual core should be surrounded by places for recreation and reflection.*

## **Facilities for Dialogue and Outreach**

*Incorporating an archive, library, conference facility, as well as a museum and memorial, Pennhurst could be a base from which the disability rights movement could build awareness, affiliation, and consensus within and outside the disability field—in short, a place where it could amplify the efforts it has and will take in fulfillment of its stated mission.*

*Such facilities at Pennhurst will literally and figuratively give a monumental footprint to the advocacy movement's past and future. Though interpretation of the plight of persons with disabilities, an interpretive center will remember past struggles for justice and address their contemporary legacies.*

*Through a research and conference facility, an International Center for Conscience at Pennhurst will engage ordinary citizens in an ongoing national dialogue on social issues to build lasting cultures of human rights. Unlike the typical museum, it will not be place of passive learning but a place of active citizen engagement. Its mission will be one of truth seeking, of building a culture of “never again,” of reconciliation, and of outreach through opportunities for public involvement, curriculum development and the like.*

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*This dialogue must be both about the meaning of the past and the shape of the future— with the full temporal spectrum of past, present, and future palpable in the Pennhurst visitor experience. What does it mean to be classed as the other and how and where is it still happening today? No other museum attacks this concern head on—a dangerous absence of dialogue where indifference is our enemy.*

*Pennhurst as a center of conscience must address and engage conflicting perspectives. Individuals with disabilities and especially individuals with cognitive disabilities were the last group of people to enjoy the freedoms that are birthright of all Americans. However, the legacy of the struggle for rights for persons with disabilities is not static; it changes daily. We're now long past the legal and political struggle that closed Pennhurst.*

*So that that achievement does not lose its power or relevance, there MUST now and in perpetuity be a space for remembrance, reconciliation, and ongoing dialogue. Our goal is not to fossilize or glamorize the past, but to use it to create a broader public consciousness. Questions to be asked: how did the bad things that happened at Pennhurst occur—in our own backyard? Where are the people that might have been sent to Pennhurst today? In what ways has society's understanding broadened and in what ways is there still much to do?*

*Without the memory inscribed upon the landscape at Pennhurst, the vocabulary used to describe the disability rights struggle loses its power. As the vision of that great torch of conscience lit at Pennhurst dims, so too will the public's understanding of just how dark the darkness has been. As memory dims, so too does that inner light of conscience that keeps policymakers from slashing budgets and activists and advocates at work.*

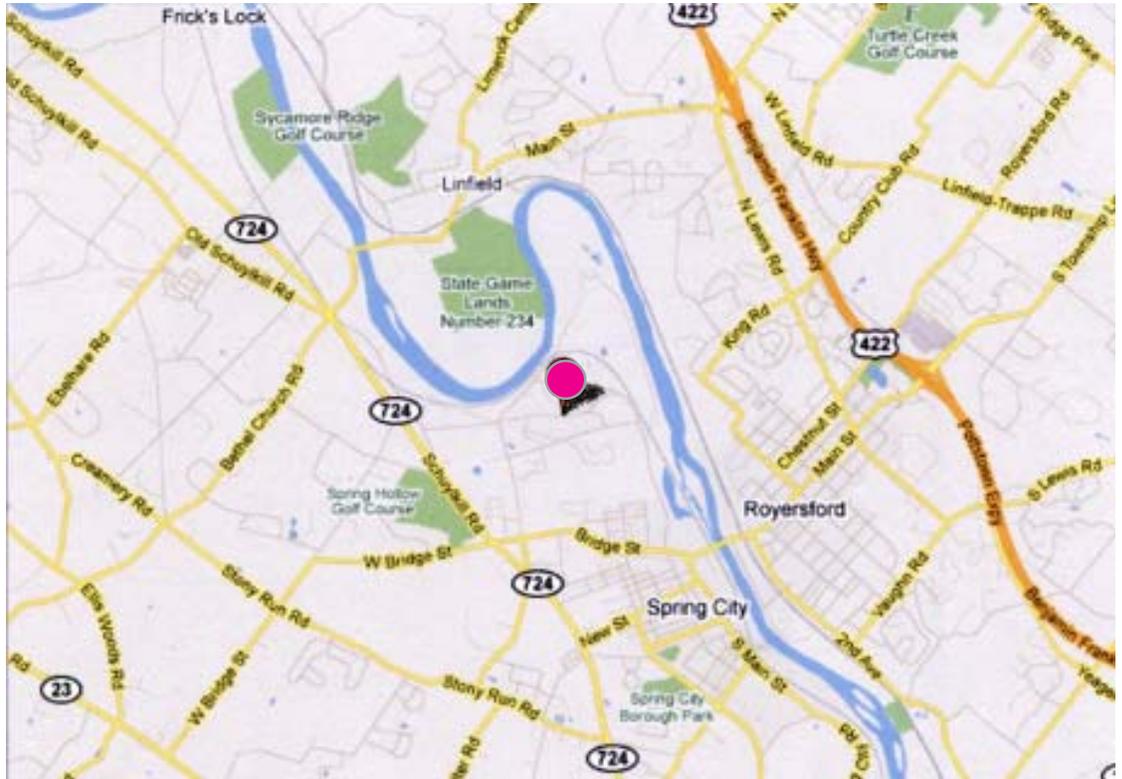
## **The Nation's First Research Center and Archive on Disabilities**

*A research, teaching, and conference facility at Pennhurst would offer a unique opportunity to create connections and promote networks within and among the disability and broader communities alike. Intended to be created and operated in partnership with an affiliated university, the site's teaching and learning opportunities could make use of the resources of the adjacent museum, benefiting from the rarity and critical mass of those resources. It should be noted that no other museum of this caliber has been established anywhere else in the nation. Its presence will be a major advantage to the partnering institution.*

*A research, teaching, and conference facility at Pennhurst would, in turn, academically enhance the adjacent museum, memorial and interpretive center. The museum, memorial, and interpretive center, also in turn, would facilitate the operation of the research component by inviting public participation in the activities of the research and teaching facilities. The recreational and supporting uses located on the campus surrounding the historic core will encourage visitation to the site. It should be noted the campus is already (though illegally) a popular site for recreation, given the beauty of the grounds and the views it provides.*

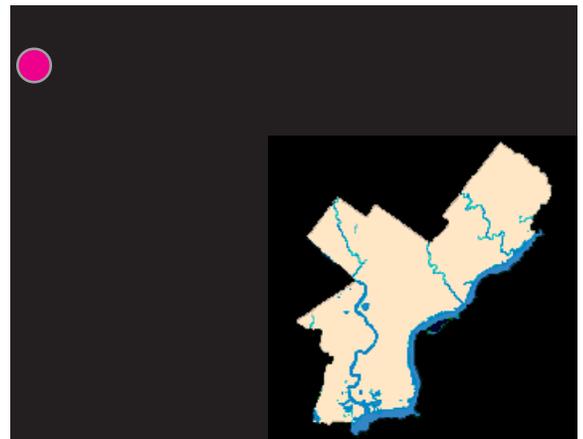
# Project Location

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**2009-16**



Pennhurst State School and Hospital Site  
Routes 422 & 724  
*Spring City, PA*  
*Chester County*

Organization: Historic Preservation  
Facility Type: Mixed-Use Community



# Neighborhood Context

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## Context Narrative and Map

### **Regional Context**

The former Pennhurst Hospital site is equidistant from - an hour's drive in each direction - and directly accessed from Philadelphia and Reading, PA. The cities of Lancaster, PA and Wilmington, DE are only slightly further away. It is also roughly equidistant between the historically significant sites of Valley Forge National Park and French Creek State Park/Hopewell Furnace.

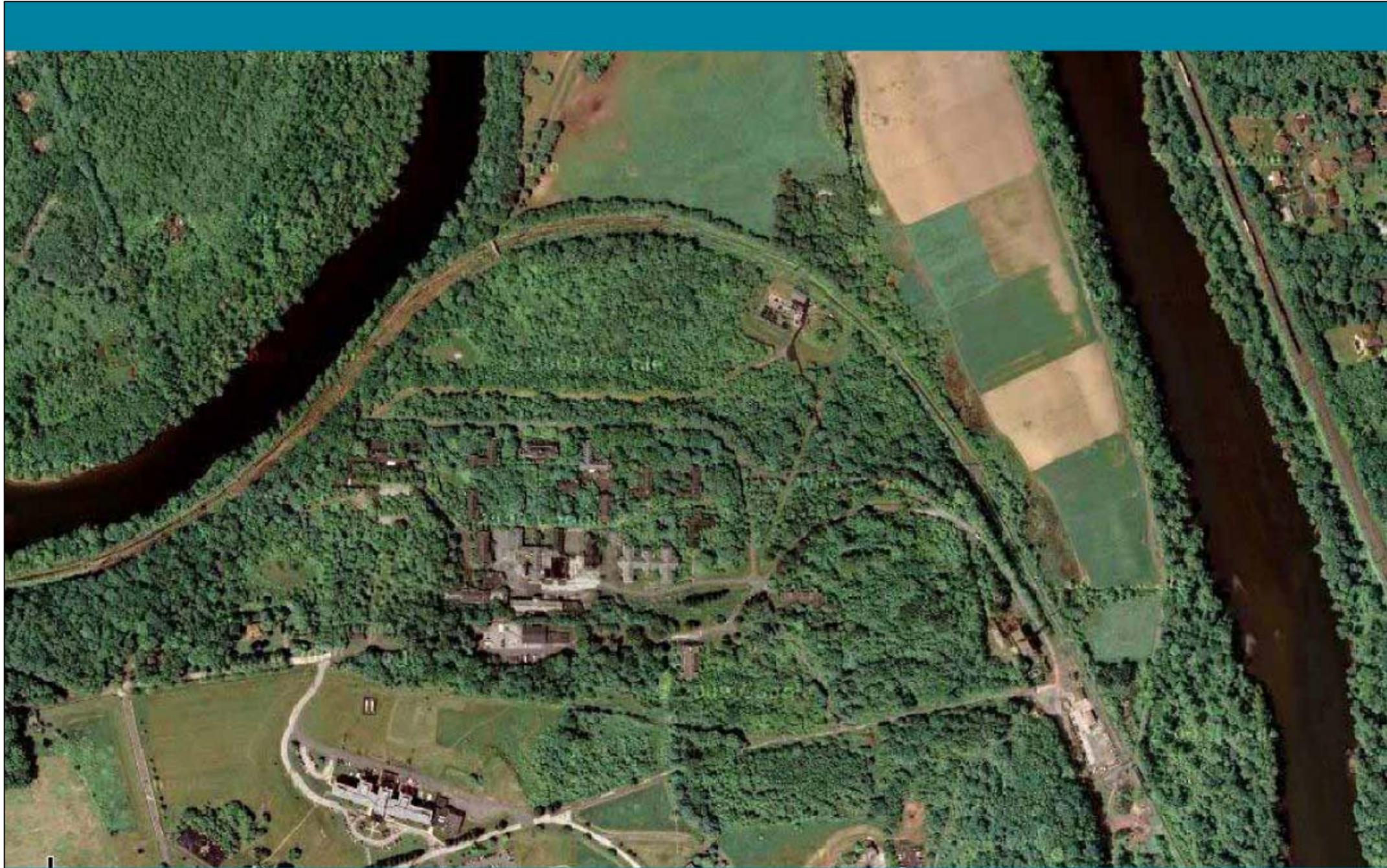
### **Local Context and Land Use**

The Pennhurst site is within a 20-minute drive from Pottstown to the northwest and Phoenixville to the south. The central portion of Spring City is immediately south of the site. It is within minutes of Route 422 / Pottstown Expressway, as well as the Pottstown Limerick Airport, owned by Exelon Generation Company, which also owns the nearby Limerick Nuclear Power Plant. The Limerick Nuclear Power Plant is to the west of the Pennhurst site, along the Schuylkill River, which meanders around the site, creating a peninsula-like finger, with the former hospital complex at its knuckle. The prominent site sits high above the Schuylkill, with the surrounding landscape irregularly terracing down to the river. Even though significant volunteer vegetation has worked to obscure parts of the site from the lower valley surrounding it, Pennhurst is still remarkably visible, commanding the hill it sits atop.

Within the surrounding land use context - which includes agriculture, single family detached housing, industrial sites, institutions, including military related facilities, and supporting commercial - the 112-acre Pennhurst site is unique in its character, historical use and potential.



**EXISTING CONDITIONS: Site Location**

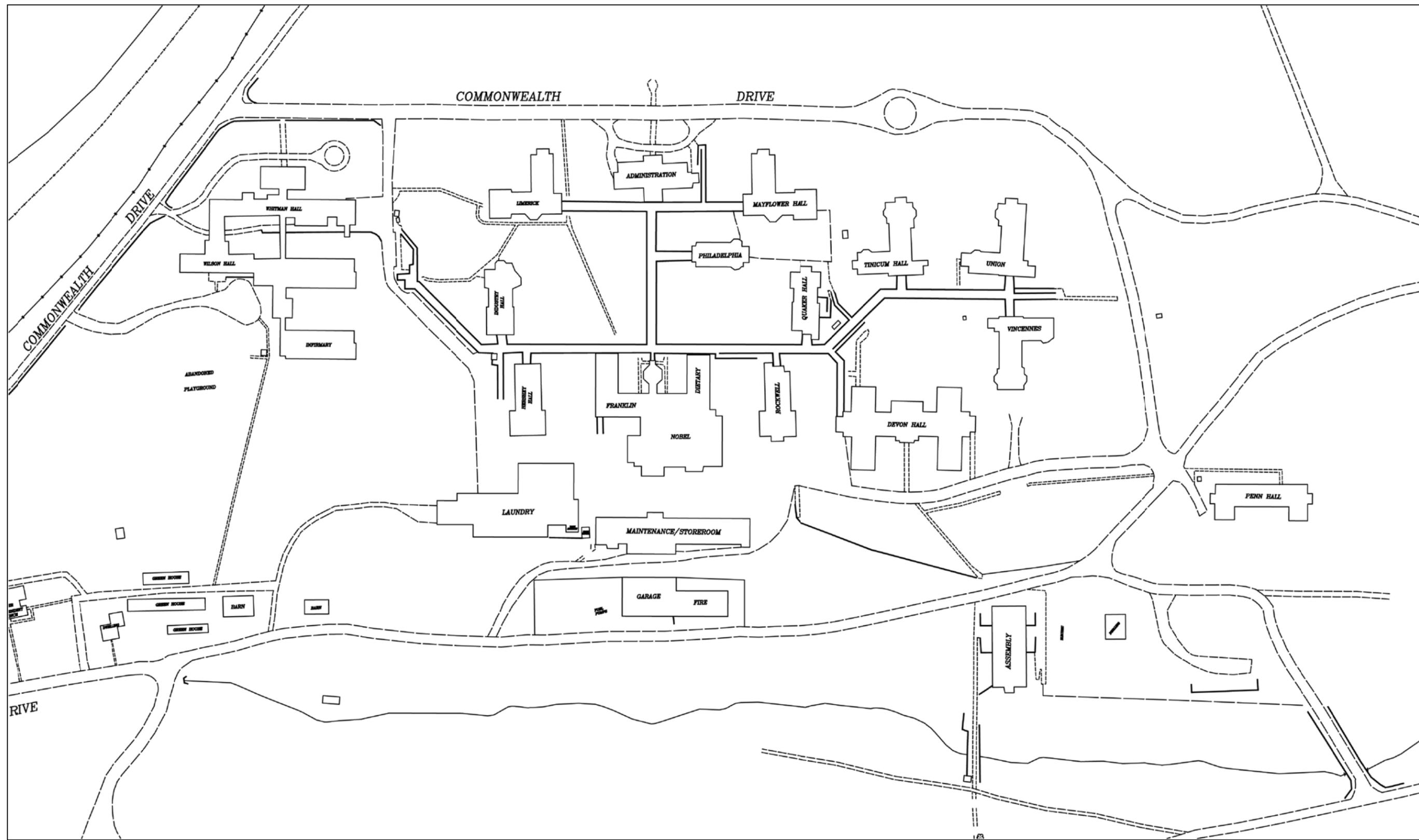


**EXISTING CONDITIONS: Site Location**

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

Building  
Location Plan  
and Photos



# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

## Building Photos



Administration Building



Administration Building



Administration Building



Limerick Hall



Limerick Hall



Mayflower Hall

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

## Building Photos (cont.)



Mayflower Hall



Mayflower Hall



Philadelphia Hall



Philadelphia Hall



Industry Hall



Industry Hall

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

## Building Photos (cont.)



Industry Hall



Industry Hall



Quaker Hall



Quaker Hall



Quaker Hall



Hershey Hall

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

## Building Photos (cont.)



Rockwell Hall



Rockwell Hall



Tinicum Hall



Tinicum Hall



Union Hall



Union Hall

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

## Building Photos (cont.)



Vincennes Hall



Vincennes Hall



Devon Hall



Devon Hall



Devon Hall



Devon Hall

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

## Building Photos (cont.)



Dietary/Franklin Hall



Dietary/Nobel Hall



Maintenance/Storeroom



Laundry



Hospital/Whitman Hall



Hospital/Whitman Hall

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

## Building Photos (cont.)



Hospital/Whitman Hall



Assembly Hall

## Historic Preservation Assessment

### Site Development History

Seventeen existing buildings are located on the Lower Campus portion of the Pennhurst site. The buildings are arranged in a campus format and are linked to one another by exterior pedestrian ramps and an underground system of corridors. Most buildings are directly accessible via the pedestrian walkways. Outlying structures had been built after the original campus was constructed and have not been provided with walkways.

The first buildings on the campus were completed between 1908 and 1909, including Philadelphia, Mayflower, Tinicum, Union, Vincennes and Rockwell Halls (see buildings highlighted in RED on the Historic Site Plan – 1916). These six buildings are all constructed in a similar fashion consisting of a brick exterior ornamented with stone bands. The structures all have a steel and concrete supporting frame, and, with the exception of Mayflower Hall, have a wood frame and asphalt shingle roof. Mayflower Hall has a steel frame roof with asphalt shingles.

The next major expansion of Pennhurst occurred between the years of 1913 and 1916, when the Laundry Building, Hershey Hall, the Administration Building, Limerick Hall, Quaker Hall, and Dietary/Franklin Hall were completed (see buildings highlighted in ORANGE on the Historic Site Plan – 1916). These buildings were built in the same manner as the original structures, following an overall plan that clearly existed from the beginning of the institution.

The eleven aforementioned buildings comprise the main campus of Pennhurst. All the buildings, with the exception of the Laundry, are connected by raised pedestrian walkways. Directly beneath these walkways lies a tunnel system that had been used for underground utility connections and client access between the various buildings.

The Blacksmith Shop was built in 1888, but is not directly included on the original campus. It is the smallest of the buildings at Pennhurst containing less than 1,000 square feet. It is a wood frame and stucco exterior building with a slate roof.

In 1921, Wards B and C of the Hospital were constructed in the same manner as the eleven campus buildings. From aerial photographs, it is also clear that the Maintenance/Storeroom was also constructed by this date. The Hospital was expanded several times since 1921. It can be estimated that Wards A and D were constructed within a few years after 1921 due to the similar style of construction. (See buildings highlighted in YELLOW/ORANGE on the Historic Site Plan – 1936.) The last two wards, Wards E and F, were most likely constructed some time later due to the radically different construction having steel frames with built-up flat roofs. Although all of the wards are contained in one structure, only Ward C was sealed off in 1978 due to the fact that it was condemned.

Assembly and Penn Halls were constructed in 1928 and 1936, respectively (see buildings highlighted in YELLOW and GREEN on the Historic Site Plan – 1936). Both buildings differ structurally from the other buildings on the campus although retain some of the architectural style and character of the older campus buildings. These

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

## Historic (cont.) Preservation Assessment

buildings are steel and concrete frame structures with a steel frame and built-up flat roof. These two buildings are somewhat removed from the original campus. Both are located on opposite sides of the Blacksmith Shop on Brown Drive.

The last building constructed on the lower campus was Devon Hall in 1948. Devon Hall was constructed to match the architectural style of the original buildings, although it was constructed with a steel frame and slate covered roof. Devon is the largest building at Pennhurst, containing over 100,000 square feet. It was placed within the original campus grouping of buildings and was connected to the tunnel system. Aerial photographs also indicate that other buildings on campus, including the remaining Hospital wings, Nobel Hall, Garage/Fire, and an addition to the Laundry, were completed by this date (see buildings highlighted in BLUE on the Historic Site Plan – 1948).

### Available Capacity

Approximately 636,454 square feet of floor space is available at Pennhurst. About 136,000 square feet is attic space and 127,000 square feet is basement space, and therefore limited in potential use. The remaining first, second and third floor space totals approximately 373,000 square feet. The ceilings are relatively high in all the campus buildings. The average first floor ceiling height is nearly 15 feet; the other floors are slightly lower at 11 to 13 feet. Most of the buildings contain large open rooms with temporary or non-load-bearing walls that do not extend to the ceiling. This information is summarized in the following table:

<b>Total Floor</b>	<b>Square Footage</b>	<b>Average Ceiling Heights</b>	<b>Cubic Footage</b>
Basement	127,200	11'3"	1,435,693
First	164,626	14'8"	2,411,819
Second	156,314	12'8"	1,979,729
Third	52,454	11'0"	577,880
Attic	135,860	5'0"	674,739
Total	636,454	---	7,079,860

### Reuse Potential

With their floor plans of large open rooms divided by non-load-bearing partitions and their high ceilings, the existing buildings at Pennhurst are easily adapted for multiple uses, as in the Proposed Development Plans that follow.

To demonstrate this versatility, two conceptual block diagrams were developed. The Building Reuse – Residential drawing shows the potential of the Administration Building for residential conversion. The Building Reuse – Office/Classroom drawing illustrates the possibility of using Limerick Hall for various business, education or institutional uses.

## Historic Preservation Assessment (cont.)

### Historic Tax Credit Considerations

The Federal historic preservation tax incentives program (the 20% rehabilitation tax credit) is jointly administered by the U.S. Department of the Interior and the Department of the Treasury. The National Park Service (NPS) acts on behalf of the Secretary of the Interior, in partnership with the State Historic Preservation Officer (SHPO) in each State. The Internal Revenue Service (IRS) acts on behalf of the Secretary of the Treasury. Certification requests (requests for approval for a taxpayer to receive these benefits) are made to the NPS through the appropriate SHPO. Comments by the SHPO on certification requests are fully considered by the NPS. However, approval of projects undertaken for the 20% tax credit is conveyed *only in writing* by duly authorized officials of the National Park Service. The 20% rehabilitation tax credit applies to any project that the Secretary of the Interior designates a *certified rehabilitation* of a *certified historic structure*. The 20% credit is available for properties rehabilitated for commercial, industrial, agricultural, or rental residential purposes, but it is not available for properties used exclusively as the owner's private residence.

The 10% rehabilitation tax credit is available for the rehabilitation of *non-historic buildings* placed in service before 1936. As with the 20% rehabilitation tax credit, the 10% credit applies only to buildings—not to ships, bridges or other structures. The rehabilitation must be substantial, exceeding either \$5,000 or the adjusted basis of the property, whichever is greater. And the property must be *depreciable*. The 10% credit applies only to buildings rehabilitated for *non-residential* uses. Rental housing would thus not qualify. Hotels, however, would qualify. They are considered to be in commercial use, not residential. A building that was moved after 1935 is ineligible for the 10% rehabilitation credit. (A moved *certified historic structure*, however, can still be eligible for the 20% credit.) Furthermore, projects undertaken for the 10% credit must meet a specific physical test for retention of external walls and internal structural framework:

- at least 50% of the building's external walls existing at the time the rehabilitation began must remain in place as external walls at the work's conclusion, and
- at least 75% of the building's existing external walls must remain in place as either external or internal walls, and
- at least 75% of the building's internal structural framework must remain in place.

The two rehabilitation tax credits are mutually exclusive. The 10% rehabilitation tax credit applies only to non-historic buildings first placed in service before 1936 and rehabilitated for non-residential uses. The 20% rehabilitation tax credit applies only to *certified historic structures*, and may include buildings built after 1936. Buildings listed in the National Register of Historic Places are not eligible for the 10% credit. The Pennhurst site has been deemed *eligible* for inclusion in the National Register of Historic Places, but is not yet listed. The *certified rehabilitation* required by the 20% credit would most likely necessitate preservation and reuse of the majority of the existing structures at Pennhurst. Retention and reuse of only a portion of the existing buildings may result in loss of eligibility for the National Register, and thus the 10% credit may become an option. Therefore, as reuse plans for Pennhurst are considered and developed, consultation with the SHPO and a tax attorney familiar with the rehabilitation tax credits is strongly recommended.

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

## Historic (cont.) Preservation Assessment

### Recommendation

Based on this assessment, it is recommended that any reuse plan for Pennhurst include the preservation and adaptive reuse of the nine (9) buildings that form the major quad of the original historic campus. These buildings include Limerick, Industry, Hershey, Philadelphia, Mayflower, Quaker and Rockwell Halls, the Administration Building, and Dietary/Franklin Hall (see Aerial Photograph – Historic Core). These buildings form a “critical mass” that is necessary for successful understanding and interpretation of the Pennhurst site to future users and visitors.

Because its configuration and interior spaces render it more difficult to reuse, it may be possible to replace Dietary with a new structure, compatible in design to the original historic structures, that continues to form a southern border to the quad.

In addition, consideration should be given to retaining and reusing both Devon and Assembly Halls. Although not part of the original campus plan, these are significant structures that retain much of their integrity and that would make valuable additions to any proposed development.

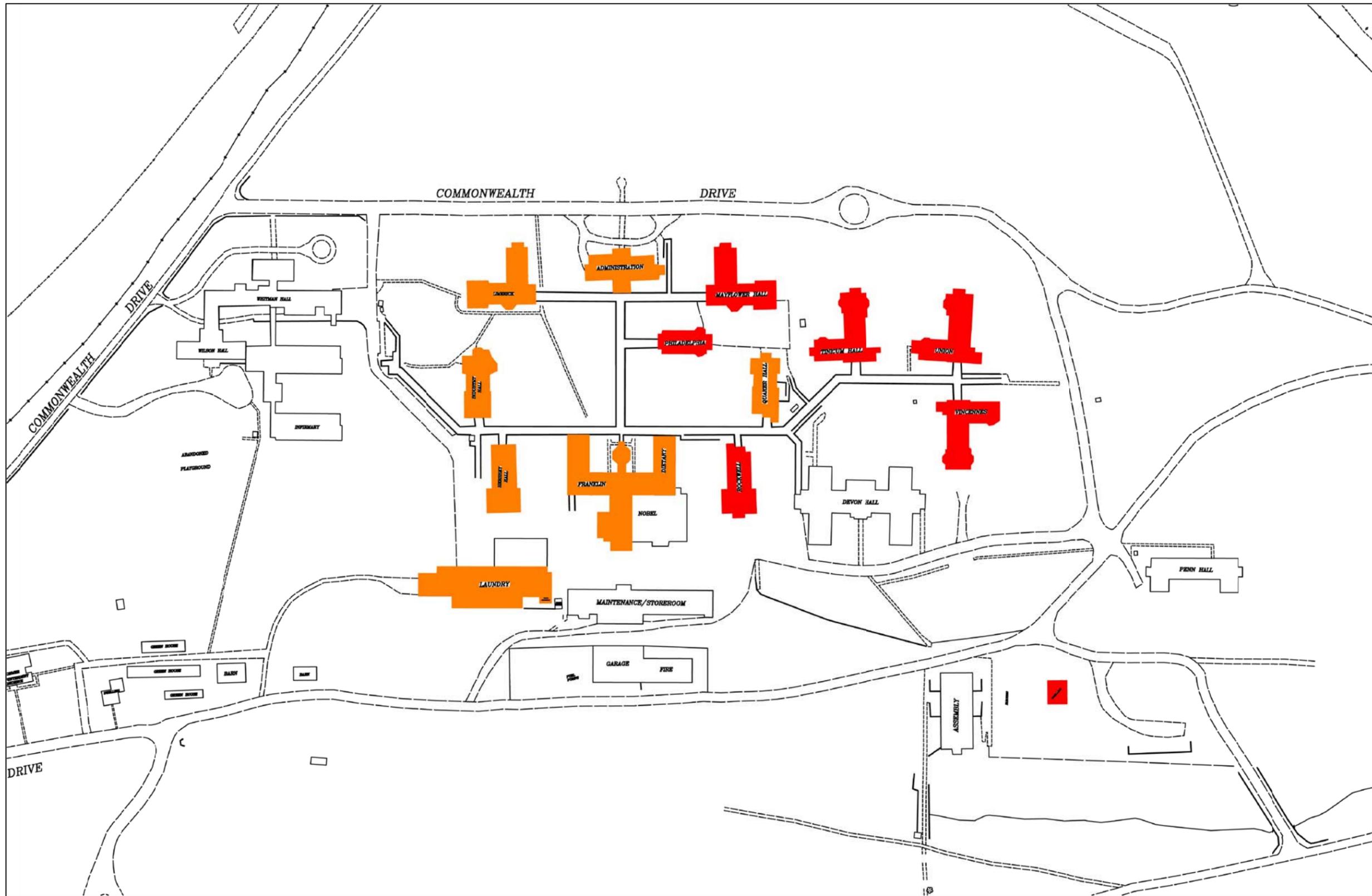
The available square footage capacity of this historic core is summarized in the following chart:

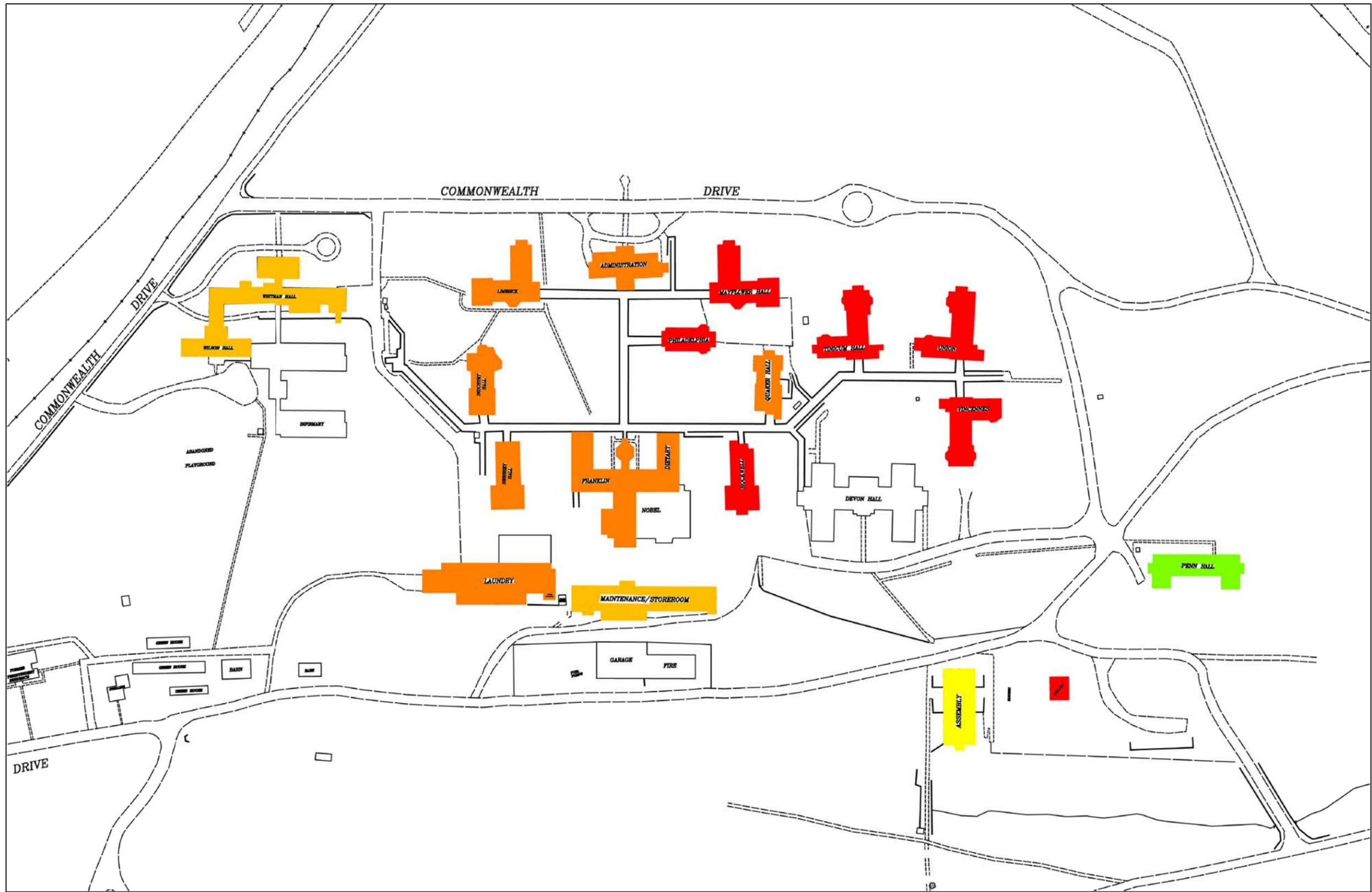
<b>Building</b>	<b>Basement</b>	<b>First</b>	<b>Second</b>	<b>Third</b>	<b>Attic</b>	<b>Total</b>
Administration	7,246	7,246	7,390		7,246	29,128
Hershey	6,640	6,640	6,640	6,640	6,640	33,200
Industry	6,058	5,708	5,708		5,708	23,182
Limerick	8,698	8,698	8,698	8,698	8,698	43,490
Mayflower	9,028	9,028	9,028	9,028	9,028	45,140
Philadelphia	3,612	3,612	3,612		3,612	14,448
Quaker	6,860	6,860	6,860		6,860	27,440
Rockwell	6,300	6,300	6,300		6,300	25,200
Devon	20,768	20,768	20,768	20,768	20,768	103,840
Assembly	9,034	9,034	9,034			27,102
<b>Total</b>	<b>84,244</b>	<b>83,894</b>	<b>84,038</b>	<b>45,134</b>	<b>74,860</b>	<b>372,170</b>

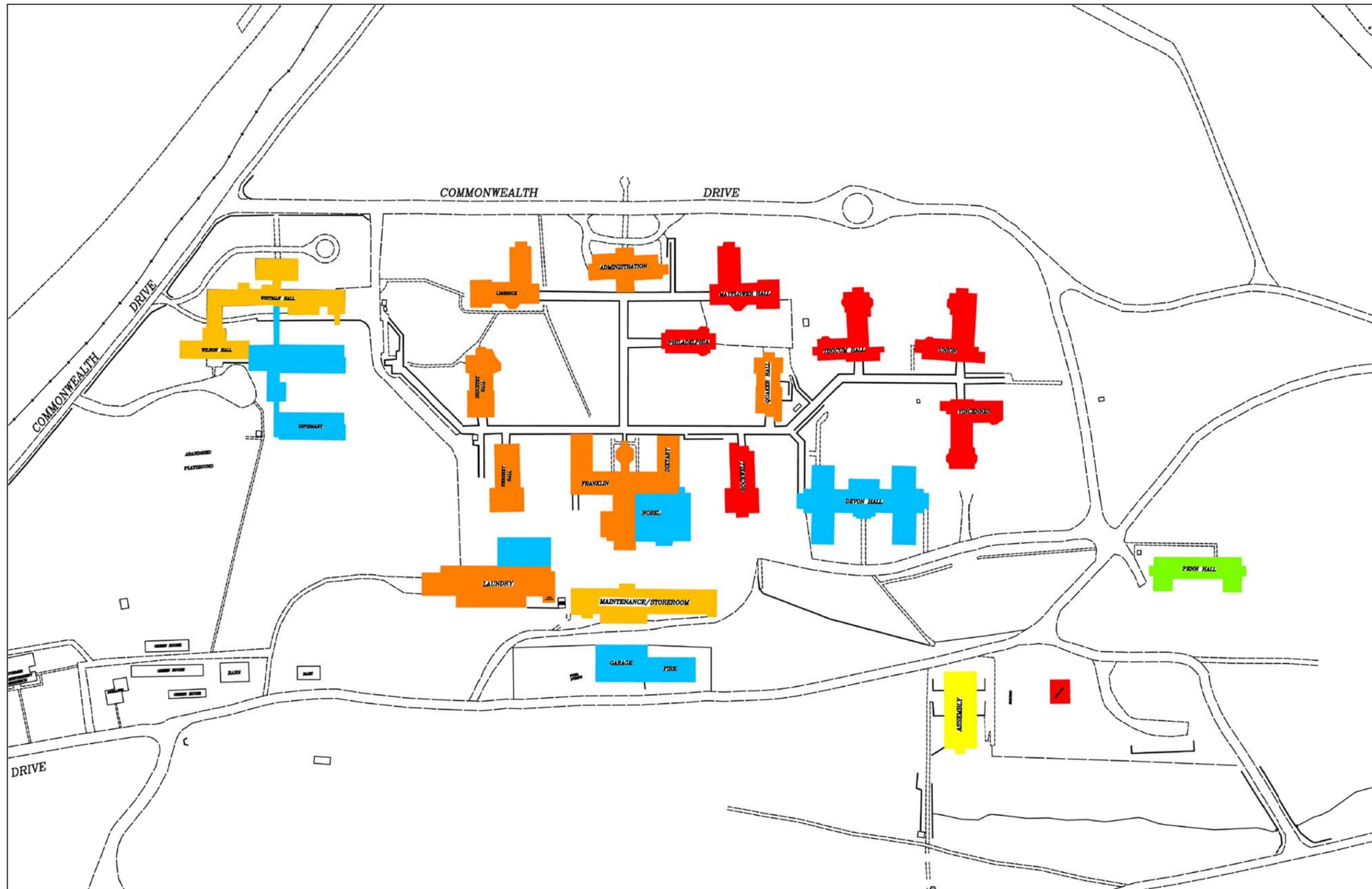
# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

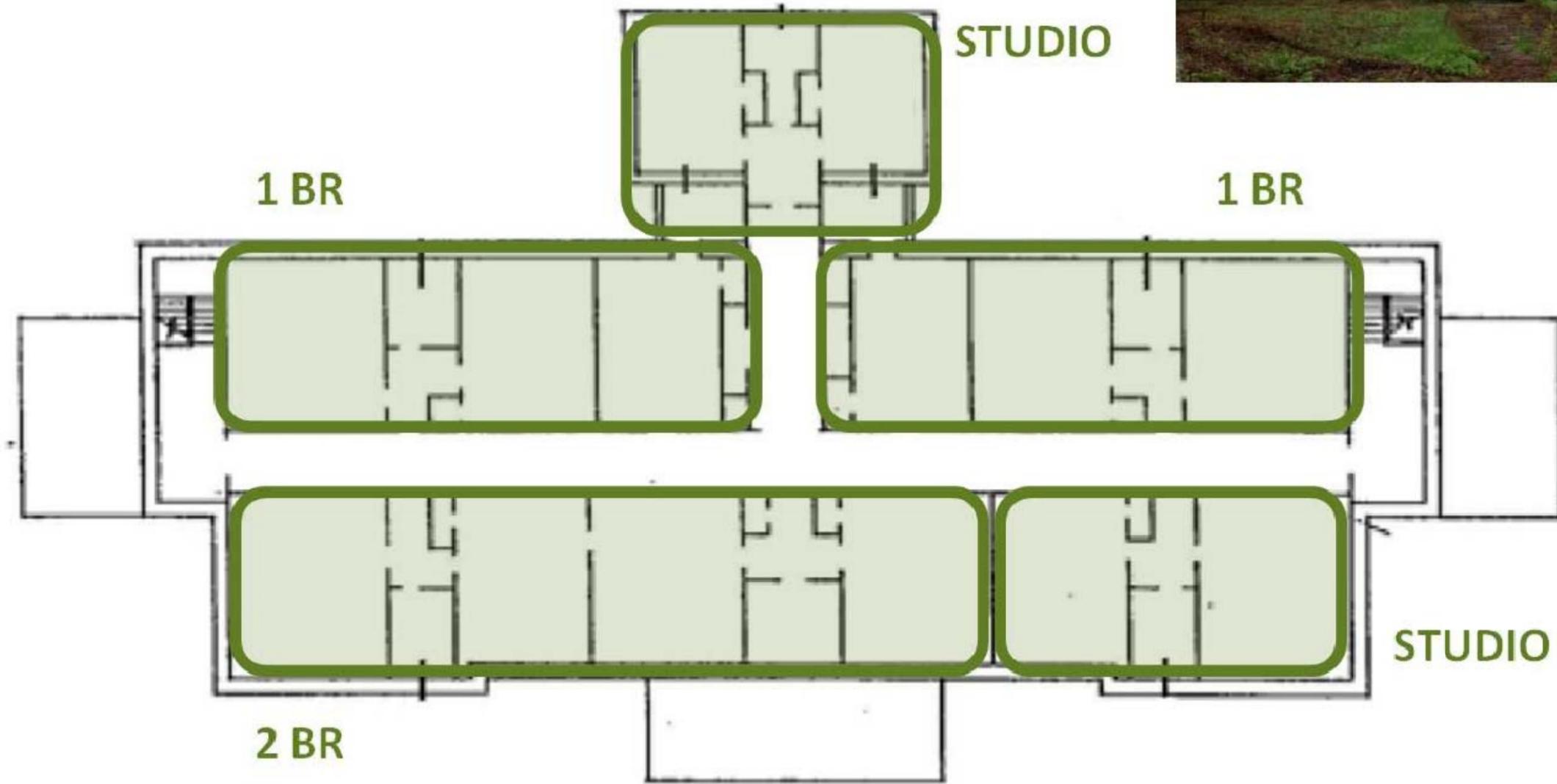
Historic Plans  
Preservation  
Assessment

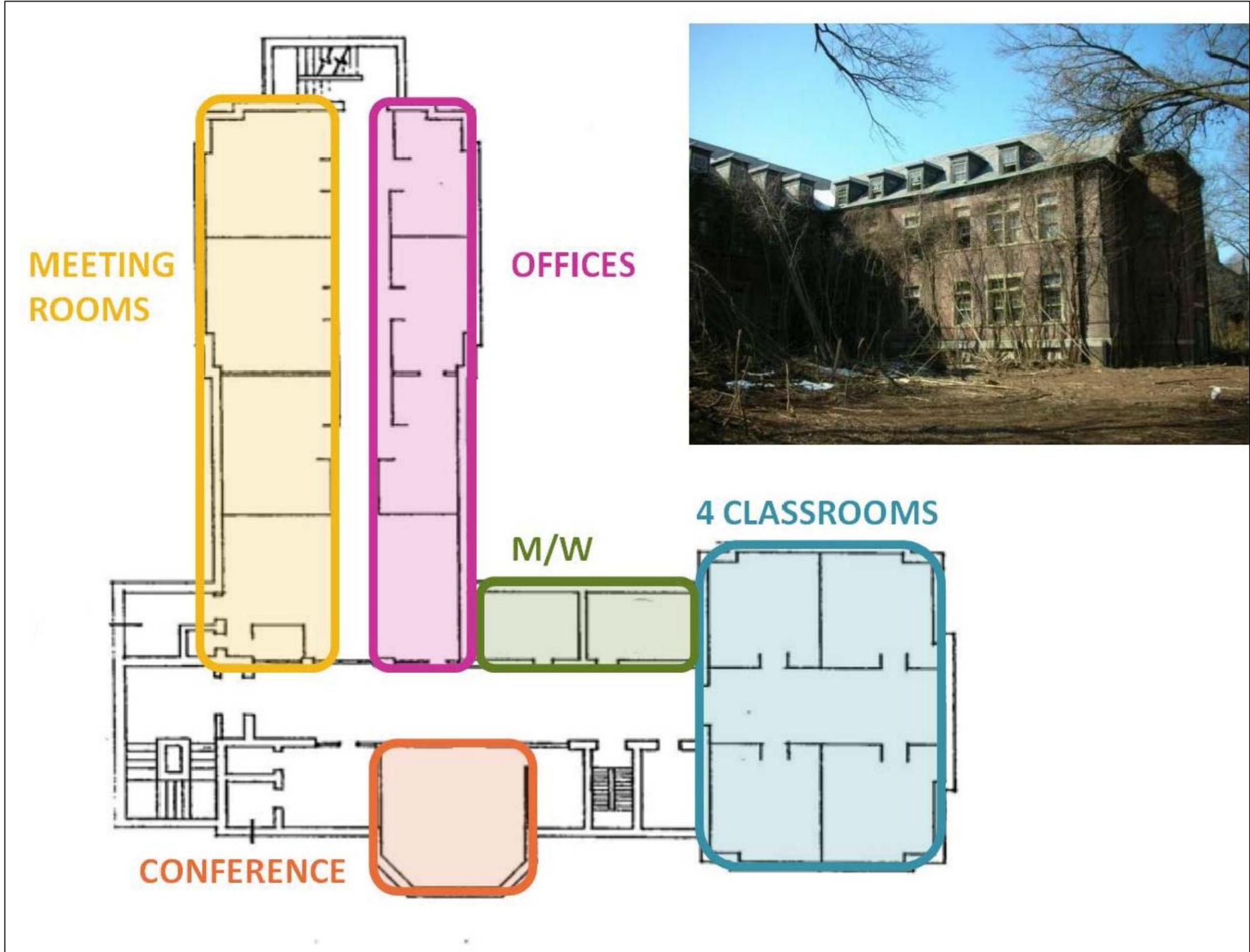












# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

## Structural Assessment

The structural scope included a review of 14 buildings. The review was limited to a visual review of exterior conditions from the ground.

### FINDINGS

The following is a list of common findings that were observed on most of the buildings:

- Asphalt roofing shingles in poor condition
- Broken and missing gutters & downspouts
- Broken windows and doors
- Vines growing up walls
- Steel fire escapes and pedestrian bridges in poor condition
- Efflorescence on brick masonry
- Missing mortar in masonry joints

### BUILDING 1: PHILADELPHIA HALL

According to 1991 Survey:

- Built 1908
- Good Condition
- Wood Roof Framing
- Concrete Floors
- Steel and Concrete Framing

2010 Review:

- Several holes in roof
- Porch in poor condition



Philadelphia Hall



Philadelphia Hall



Philadelphia Hall East End Porch

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

## Structural (cont.) Assessment

### **BUILDING 2: MAYFLOWER HALL**

According to 1991 Survey:

- Built 1909
- Good Condition
- Wood Roof Framing
- Concrete Floors
- Steel and Concrete Framing

2010 Review:

- Slate roof shingles in fair condition
- Gap between north stair tower and building
- Porch in poor condition
- Cracks in brick masonry



Mayflower Hall



Mayflower Hall Walls



Mayflower Hall Stair Tower



Mayflower Hall Gutters



Mayflower Hall Porch

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

## Structural Assessment (cont.)

### **BUILDING 3: TINICUM HALL**

According to 1991 Survey:

- Built 1909
- Good Condition
- Wood Roof Framing
- Concrete Floors
- Steel and Concrete Framing

2010 Review:

- Several small holes in roof
- Missing roof vents at ridge
- Gap between stair tower and building



Tincum Hall Stair Tower



Tincum Hall

### **BUILDING 4: UNION HALL**

According to 1991 Survey:

- Built 1909
- Good Condition
- Wood Roof Framing
- Concrete Floors
- Steel and Concrete Framing

2010 Review:

- Limestone coping in poor condition and missing pieces
- Gap between stair tower and building



Union Hall Coping

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

## Structural Assessment (cont.)

### Assessment

#### **BUILDING 5: VINCENNES HALL**

According to 1991 Survey:

- Built 1909
- Poor Condition
- Wood Roof Framing
- Concrete Floors
- Steel Framing

2010 Review:

- Roof is in poor condition with many holes
- Tree leaning against roof
- Cracks in brick masonry



Vincennes Hall Roof



Vincennes Hall Wall Crack



Tree Encroaching Upon Vincennes Hall

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

## Structural Assessment (cont.)

### **BUILDING 6: ROCKWELL HALL**

According to 1991 Survey:

Built 1909  
Good Condition  
Wood Roof Framing  
Concrete Floors  
Steel Framing

2010 Review:

Roof in poor condition – many holes in roof



Rockwell Hall

### **BUILDING 8: HERSHEY HALL**

According to 1991 Survey:

Built 1914  
Good Condition  
Wood Roof Framing  
Concrete Floors  
Steel Framing

2010 Review:

Damaged brick masonry at lower level window  
Dormers in poor condition

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

## Structural Assessment (cont.)

### **BUILDING 9: INDUSTRY HALL**

According to 1991 Survey:

- Built 1914
- Good Condition
- Wood Roof Framing
- Concrete Floors
- Steel and Concrete Framing

2010 Review:

- Wood porch framing in poor condition
- Fire escape in poor condition
- Cracks in limestone sills



Industry Hall



Industry Hall Fire Escape



Industry Hall Vines and Cracked Limestone Sill

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
2009-16

## Structural (cont.) Assessment

### **BUILDING 10: ADMINISTRATION BUILDING**

According to 1991 Survey:

- Built 1915
- Very Good Condition
- Steel Roof Trusses
- Concrete Floors
- Steel and Concrete Framing

2010 Review:

- Roofing in fair condition
- Cupola in poor condition – siding and sheathing has been removed
- Brick spalling
- Limestone at porch in poor condition



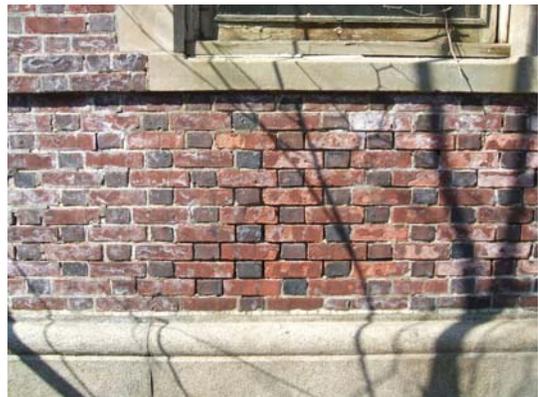
Administration Building



Administration Building Side Porch



Administration Building Front Porch



Administration Building Mortar Joints

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

## Structural Assessment (cont.)

### **BUILDING 11: LIMERICK HALL**

According to 1991 Survey:

- Built 1915
- Good Condition
- Wood Roof Framing
- Concrete Floors
- Steel and Concrete Framing

2010 Review:

- Wood framed porch in poor condition
- Limestone coping in poor condition and missing pieces



Limerick Hall



Limerick Hall Missing Coping

### **BUILDING 12: QUAKER HALL**

According to 1991 Survey:

- Built 1916
- Fair Condition
- Wood Roof Framing
- Concrete Floors
- Steel and Concrete Framing

2010 Review:

- Cracked limestone
- Minor spalling in brick masonry

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

## Structural (cont.) Assessment

### **BUILDING 13: HOSPITAL**

According to 1991 Survey:

- Built 1921
- Poor Condition
- Wood and Steel Roof Framing
- Concrete and Wood Floors
- Steel and Concrete Framing

2010 Review:

- Roof framing collapsed in north wing
- Limestone cornice in poor condition and missing pieces
- Eight foot high retaining wall is leaning
- Wood floors collapsed in north wing



Hospital Retaining Wall

### **BUILDING 16: DEVON HALL**

According to 1991 Survey:

- Built 1948
- Good Condition
- Steel Roof Trusses
- Concrete Floors
- Steel Framing

2010 Review:

- North parapet in poor condition
- Asphalt roof shingles in fair to good condition



Hospital Cornice and Collapsed Roof



Devon Hall



Devon Hall North Parapet

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

## Structural (cont.) Assessment

### **BUILDING 18: DIETARY BUILDING / FRANKLIN HALL**

According to 1991 Survey:

Information Not Found

2010 Review:

Roof framing in poor condition – several holes in roof  
Wood roof framing on north side, steel roof trusses on south side  
Masonry has fallen off façade where roof has partially collapsed  
Interior in poor condition where there are holes in roof



Dietary Building/Franklin Hall



Dietary Building/Franklin Hall Roof



Dietary Building/Franklin Hall Roof



Dietary Building/Franklin Hall Roof

## Structural (cont.) Assessment

### CONCLUSIONS AND RECOMMENDATIONS

Overall, the exterior walls were in fair to good condition. Most of the roofs were in poor condition. Based on our findings, it is recommended that, as soon as possible, the exterior envelopes of the buildings should be made weathertight. While at this time, the walls appear to be in fairly good condition, continued exposure to water will eventually degrade their condition. Making the buildings weathertight includes the following:

- Repair all roof framing
- Replace all roofing as required
- Replace all gutters and downspouts
- Repair and/or replace and paint all exterior trim
- Replace all doors and windows or close these openings with weathertight enclosures
- Point all masonry as required
- Repair all cracked masonry

Simultaneously, a complete review of the interior of the buildings needs to be completed. Repair and/or replace all damaged and collapsed framing. This should be done as soon as possible to verify that the walls are properly braced, and to verify that no framing is in the state of imminent collapse.

In addition, the following items need to be addressed:

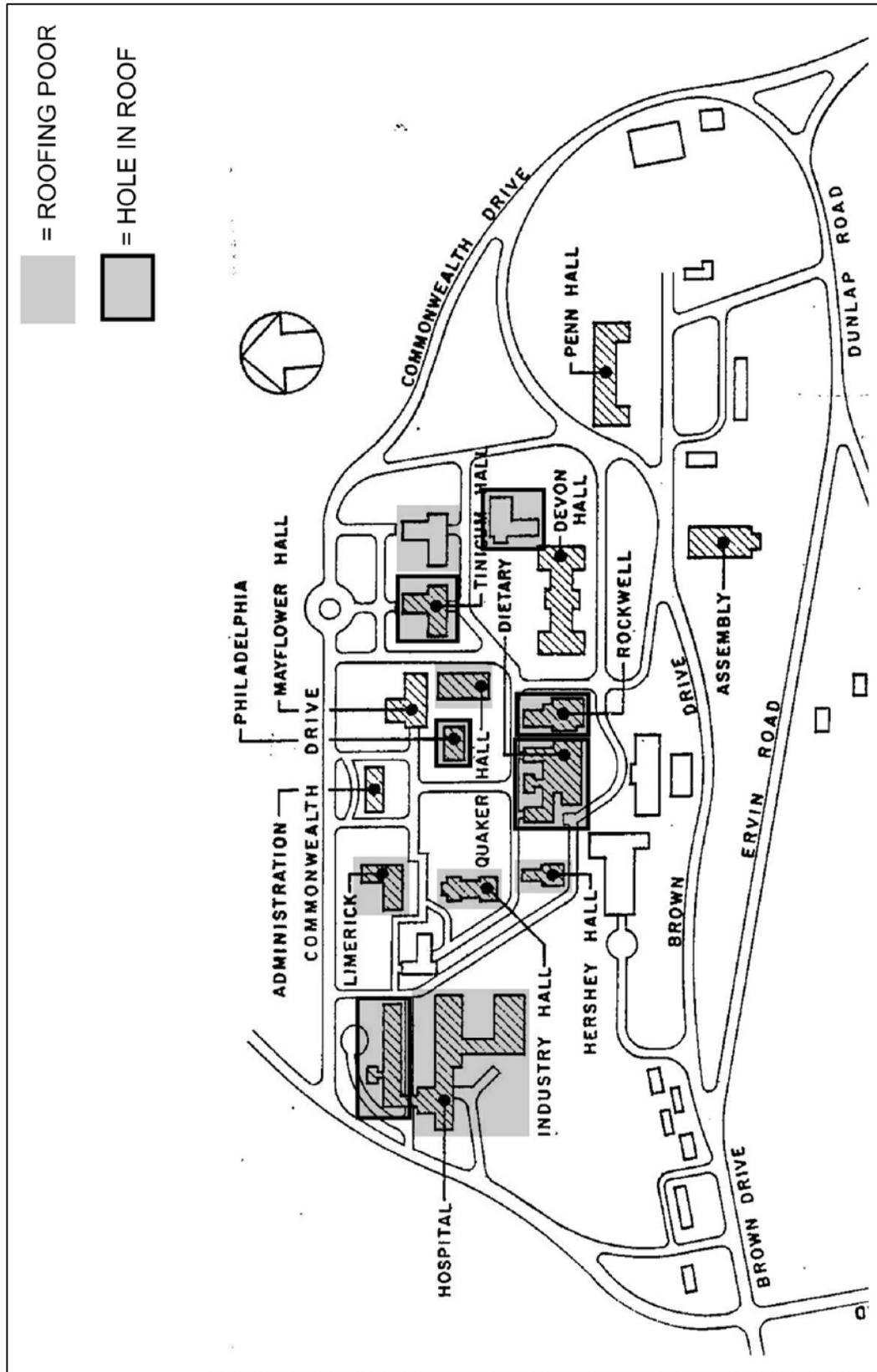
- Remove all vegetation growing on or touching the buildings
- Clean all exterior masonry as required
- Repair and replace all fire escapes and pedestrian bridges as necessary
- Rebuild the retaining wall at the hospital

# Existing Conditions

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

Structural  
Assessment

Roof Conditions Plan



Pennhurst: Reuse Concept Study  
Roofing Conditions

COMMUNITY DESIGN  
COLLABORATIVE

Project number

2009-16

Date

August, 2010

Scale

NTS

The Community Design Collaborative's products are intended to provide visual concepts and to assist in project design and planning. All drawings are limited to conceptual design and are neither intended nor may be used for construction. Neither the Community Design Collaborative nor the project volunteers assume responsibility or liability for the technical accuracy of drawings or for any unauthorized use.

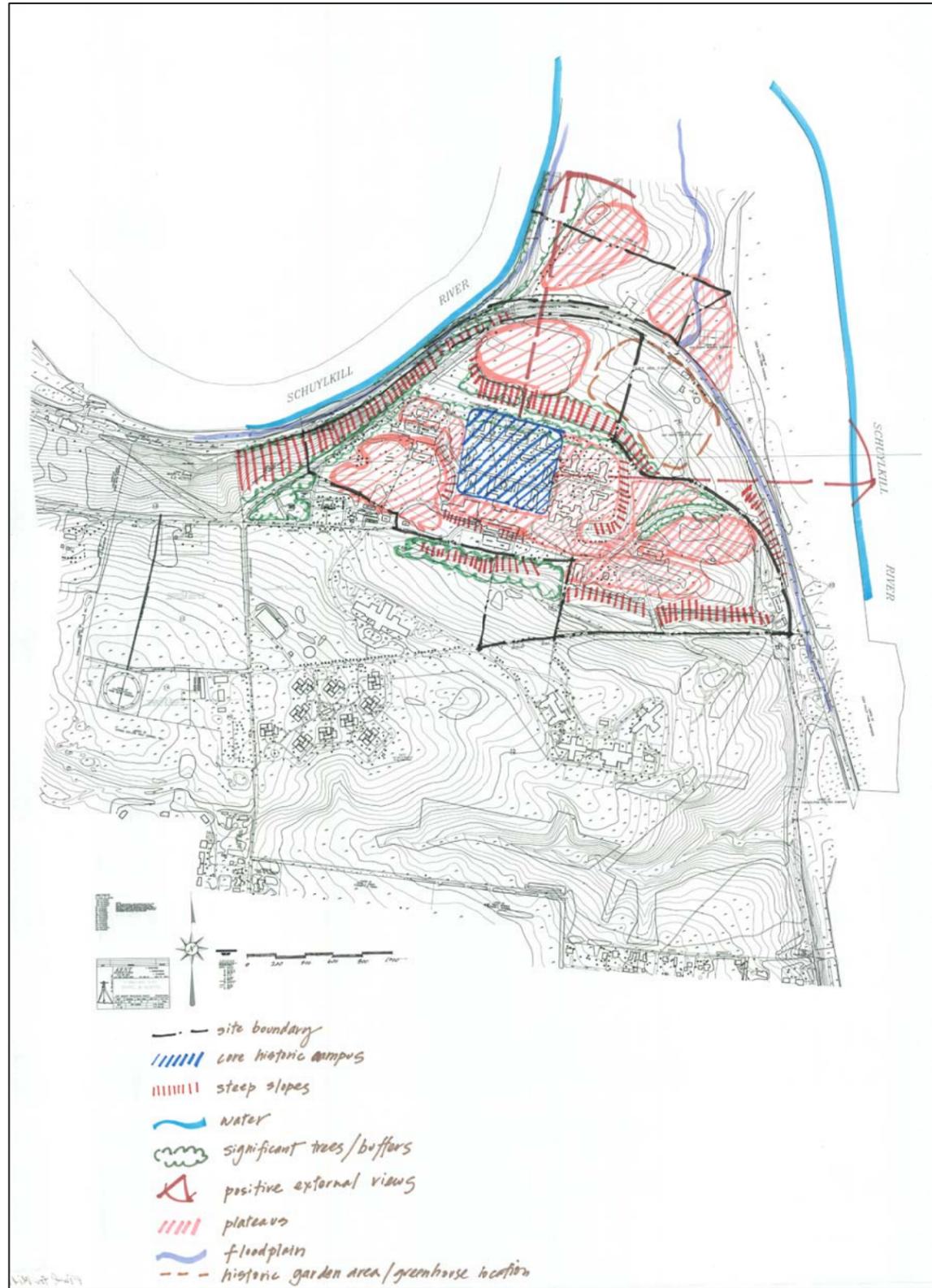
## Site Analysis/ Site Organization

In the absence of a professional market study and full analysis of development potential, a cursory analysis of the site's assets found that the site possesses:

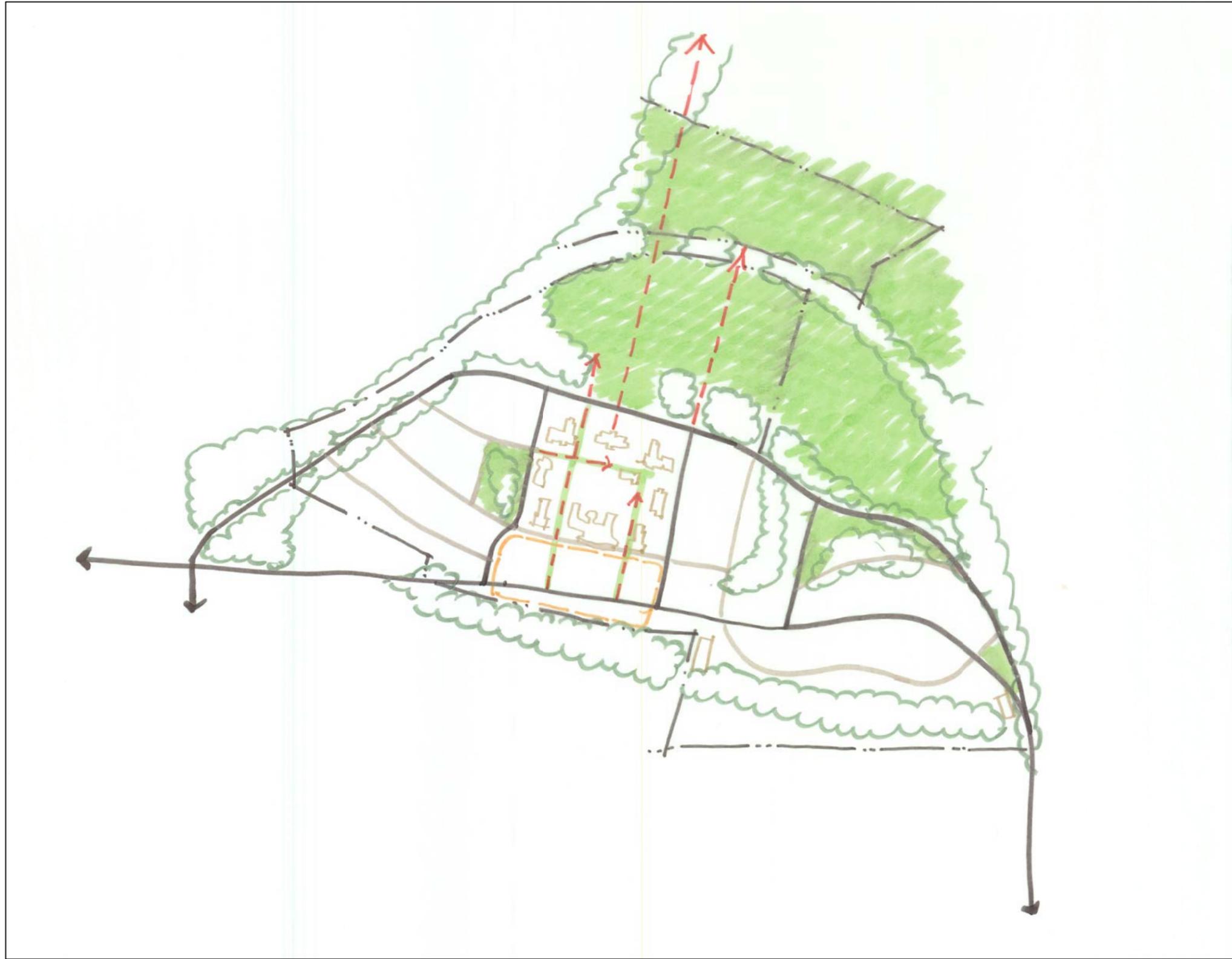
- Prime agricultural soils, most likely throughout the property. Formerly, these soils supported significant agricultural production by the hospital's residents.
- A preponderance of area above the 100 and 500 year floodplains.
- Mature allees and other tree plantings that define site sub-areas and provide significant character and amenity to the site.
- Landforms generally supportive of a wide range of adaptive re-use and re-development.
- The prime views extend from the northeast quadrant of the site, facing toward the Schuylkill, but away from the Limerick towers.
- There are strong axial alignments created by building groupings, topography, plantings and open plateaus. The central quads, the former ball fields and their relationship to the lower riparian plateau form the primary axial alignment of the site.

Based on the analysis, a diagram is provided that depicts a potential approach to site organization:

- The core of historic buildings remain, providing a distinctive character and definition to the site
- Existing, significant mature trees continue to organize the landscape
- Lower open plateaus are undeveloped, providing open space amenity and value to the site
- Potential parcelization is suggested by location of roads
- The relationship of site vistas and circulation is suggested by the red dashed lines and arrows which indicate vista direction.
- Roads are edited to promote legibility of circulation; to eliminate redundancy and to support feasible parcelization.







## Proposed Narrative Development Plan

During this economic downturn, there is likely little current demand for most potential development programs for the site. If the goal is to ultimately develop the site in a way that brings sustained value and greater returns in the long run, it may be necessary to:

- forestall development until market conditions improve
- retain the primary assets of the site - until a truly feasible development program is developed, in the likelihood that they would be part of a successful site program
- carefully build the market for the site through strategic investments

The current economic crisis has been, in part, created by an over abundance of suburban, detached housing that is predicated upon auto access to goods and services. On the other hand, per the Brookings Institute, ([http://www.capitolriverfront.org/\\_files/docs/leinbergercapriv09.pdf](http://www.capitolriverfront.org/_files/docs/leinbergercapriv09.pdf)) , there is a notable undersupply of housing in highly walkable areas that provide convenient access to a range of goods and services – suggesting potential planning approaches for the site and its context.

Additionally, negative circulation impacts from future development of the site should be considered in the context of:

- overall costs to public vs tax benefits
- creating circulation alternatives, complete streets and robust trails over time
- the types of possible vehicles encouraged by the development, such as passenger vehicles or industrial vehicles

Two possible site development scenarios are offered as illustrations of an asset enhancing, market-building approach to developing the Pennhurst site. Precedents for both scenarios are offered for further research. Both scenarios are generically named and programmed and would require extensive analysis, concept development, investment partnership building and design to become feasible. Development partners for scenarios such as these must bring experience, knowledge and commitment to realize such advanced – and potentially sustainable - site programming.

Both scenarios are visually described with “bubble-diagrams” developed with a conventional land use color palette.

### **Regulatory Considerations**

Assigning a mixed use category to the site brings a series of risks that must be anticipated and forestalled through careful design of the regulatory approach. Potential considerations include:

- Requirement of a minimum mix of land uses by percentage, in order to prevent development of only one allowed category, such as industrial
- Application of performance standards for noise, emissions, etc.
- Floor Area Ratio (FAR) restrictions and building coverage requirements
- Either allowing industrial with special exceptions or only allowing certain types of industrial
- Height and story requirements disallowing development of 1 or 2 stories

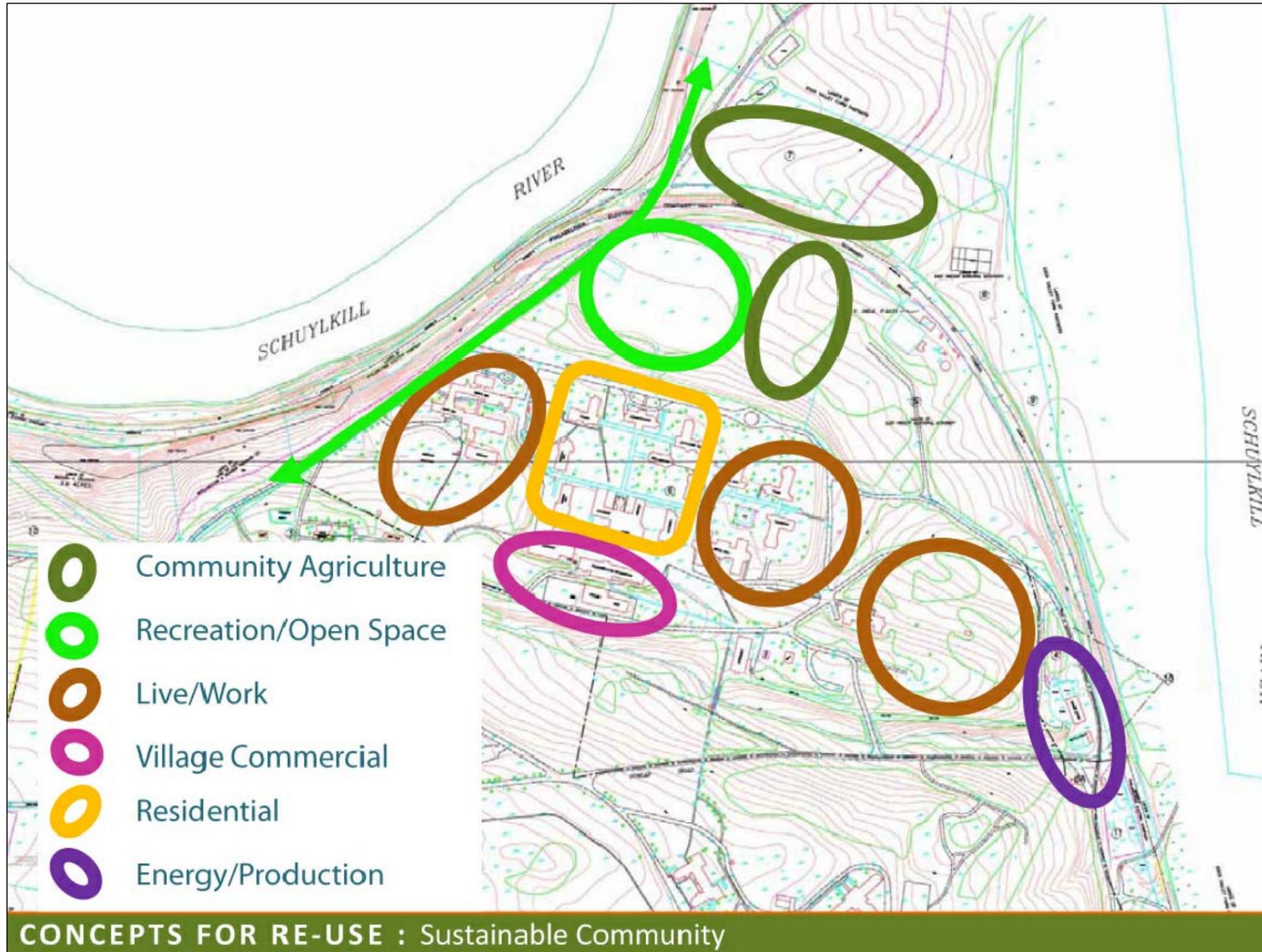
## Proposed Scenario 1: Development Plan Sustainable Community

This scenario describes a green lifestyle community with possible aspirations for some degree of self-sufficiency. Consideration should be given to multi-generational tenancy models and a focus upon sustainable building technologies. The site offers opportunities for showcasing of best practices in:

- building technologies
- adaptive reuse
- agriculture
- energy conservation and passive production
- stormwater management
- and possibly, transportation/circulation

The bubble-diagram of this scenario describes:

- a residential core developed through adaptive reuse of the buildings within the central core
- a village commercial area at the gateway to the site, acting as an interface with the surrounding communities and helping to support the needs of the VA Hospital residents and employees
- a combination of types of live/work spaces within the brown bubbled areas flanking the residential core
- placing any heavier industrial, accepted only provisionally, at the far southeastern portion of the site, near the current incinerator area
- development of a Schuylkill River Trail connector segment throughout the length of the property
- enhancement of the former ball field as a community recreation area
- agricultural production in the areas described in dark green in the lower, northern portions of the site



## Proposed Scenario 1: Development Plan Sustainable Community Development Precedents

### **Avalon**

Danvers, MA

Characteristic include:

- residential reuse of historic site and buildings
- dense infill housing
- affordable housing
- senior housing
- preservation and marketing of scenic views

Text from project website:

*In August of 2000, the Commonwealth of Massachusetts, acting through its Division of Capital Asset Management, (DCAM) issued a Request for Proposals for the redevelopment of a 75-acre portion of the former Danvers State Hospital, a 500-acre campus listed on both the National and State Register of Historic Places. The property offered consists of 75 acres of land improved with historic landscapes, and buildings in the areas defined as the Highlands and Lowlands. The Highlands portion of the property, on the top of the hill, is surrounded by agricultural land and heavily wooded slopes. Across from this open land to the east is easy access to Route 1. The Lowlands parcels are surrounded by agricultural land, scattered residential development and smaller municipal and institutional buildings. Across from the campus (along Route 62) are retail and office complexes and a State Police facility. The property offered an exciting and unique opportunity to combine preservation of historically significant structures, and new construction, in an attractive campus setting distinguished by its 19th century gothic architectural style, large landscaped areas, mature trees, impressive vistas within an open character.*

### *Disposition Process and Economic Benefits*

*As authorized by Chapter 180 of the Acts of 1997, the Commonwealth of Massachusetts through DCAM, issued a Request for Proposals (RFP) in August 2000 for the redevelopment of a 75-acre portion of the former Danvers State Hospital. Prior to issuance of the RFP, the entire campus had been the subject of an extensive redevelopment planning process that began with a reuse plan prepared by the Town of Danvers in 1983, a more recent Reuse Study in 1993 and a Reuse Implementation report completed in 1994. In November of 1999, the Town of Danvers, through Representative Town meeting approved zoning overlay district allowing for mixed-use development of this property. The Danvers State Hospital Citizen's Advisory Committee (CAC) worked with DCAM reviewing and commenting on the RFP, developer selection and adoption of the developer's Master plan for this site. After extensive CAC and community input, and the completion of the state and local permitting process, the selected developer Avalon Bay closed on the property in December 2005.*

*Economic benefits to the state and community resulting from this sale include:*

- *nearly \$6 million deposited to the Commonwealth's general fund*
- *500 units of housing (rental and condominium)*
- *100 age-restricted units (55 and older)\70 affordable units, 10 of which will be made available to mental health clients*

## Proposed Scenario 1: Development Plan Sustainable Community Development Precedents (cont.)

- \$3.15 million contribution to an affordable housing trust fund to assist the Department of Mental Health (DMH) clients
- \$100,000 to a DMH job training fund
- \$1 million towards the Danvers Educational Trust Fund
- \$500,000 set aside for historic preservation in the Town of Danvers
- \$500,000 set aside for a Danvers Affordable Housing Trust Fund
- Town of Danvers athletic field for public use
- Over \$1 million in property taxes to the Town of Danvers at full site build out

### **The Village at Grand Traverse Commons**

Grand Traverse Commons, MI

Characteristic include:

- Mixed use residential, historic re-use, including retail, restaurants, professional services
- Preservation of scenic views
- Recreation focus
- Nature preserve

Text from project website:

*The Minervini Group welcomes you to The Village at Grand Traverse Commons, where one of the largest, historic preservation and adaptive reuse redevelopments in the country is underway. A beautiful solution to urban sprawl, The Village is the unique renovation of dozens of historic buildings formerly known as the Traverse City State Hospital, and previously, the Northern Michigan Asylum. The auspicious location of this 63-acre site, centered in one of the Midwest's most desirable locations, underscores the unparalleled beauty of magnificent, century-old Victorian-Italianate architecture.*

*We invite you to come experience The Village Lifestyle, and all that it has to offer: Our pedestrian friendly walkways and expansive lawns, surrounded by an historic arboretum, perfect for a relaxing stroll or picnic...Gorgeous hiking and biking trails along Kid's Creek and through 480 acres of preserved parkland...The ever changing, art-adorned walls of the Mercato, an expansive indoor marketplace in the Garden Level of Building 50...and a vast array of eclectic shops, unique eateries, and professional services. Special events and social gatherings are another integral part of life in The Village. From our festivals and farmers market, to artist receptions, concerts and celebrations...The Village is always alive with activity. So, come visit...and bring the family! We're closer than you think - just one mile from downtown!*

## Proposed Scenario 1: Development Plan Sustainable Community Development Precedents (cont.)

### **Hammarby** Sjöstad, Sweden

Characteristic include:

- Renewable energy
- Waste reduction
- Sustainable building materials
- Alternative transportation options
- Sustainability education
- Mixed use residential, historic re-use, including retail, restaurants, professional services
- Preservation of scenic views

Text from project website:

*Located on a former industrial-use Brownfield site and initially intended as a location for the 2004 Summer Olympics, Hammarby Sjostad is being developed as one of Stockholm's largest urban development projects. Located on Lake Hammarby Sjo, the waterside environment shaped the project's infrastructure, planning and design of the buildings into a modern mixed-use urban environment. When completed, Hammarby Sjostad will include 9,000 apartments for approximately 20,000 residents, with a total build-out of 30,000 for live and work. The street dimensions, block lengths, building heights, density and usage mix were designed to take advantage of water views, parks and sunlight. Restricted building depths, set backs, balconies and terraces, large glazed areas, and green roofs are just a few features required to meet Hammarby Sjostad's environment program to with the aim of focusing on renewable energy, waste reduction, ecological building materials, and alternative transportation options at the planning and implementation phases.*

*Energy is produced in a renewable fuel-fired district heating plant in the area. In the Henriksdal sewage plant, wastewater is treated, the heat recovered for heating houses and the silt is converted into biogas. The area has an experimental on-site sewage works as well, officially opened in 2003 the plans are to extract nutrients from sewage and wastewater via new technology for use on farmland. Surface water is treated locally to avoid overloading the sewage works. Combustible waste in the area is recycled as heat and food waste is composted into soil.*

*As part of the drive to create an environment friendly urban area, substantial investments have been made in public transportation to reduce car usage. Apart from the bike lanes, buses and Tvärbanan, the light rail line that forms a central link with four stops along the main boulevard through Hammarby Sjostad, there is also a ferry plying Lake Hammarby Sjo from early morning till midnight. Moreover, there is also a car pool system available to local residents.*

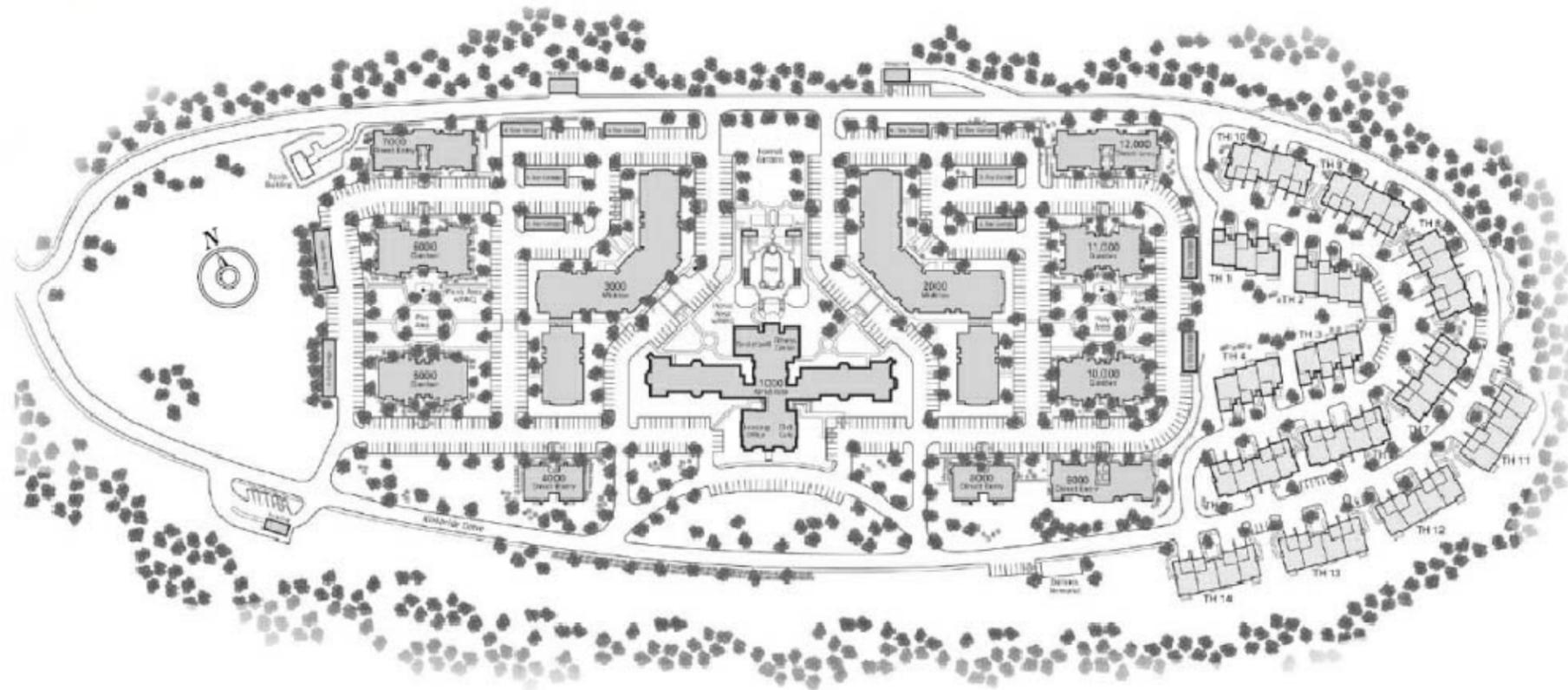
*Services to the residents of Hammarby Sjostad are being progressively developed, with such examples as pre-schools, schools, sheltered housing for the elderly, a health care centre and a doctor's boat. Commercial services are also developing gradually and the area now boasts a food store, restaurants, cafes, hairdressers, shoe shop, dry cleaners, florist and tailor.*

*The GlashausEtt serves as the environmental demonstration and learning center for residents and visitors.*

# Case Studies

## Avalon - Danvers, MA

- residential historic re-use
- dense infill housing
- affordable housing
- senior housing / age-restricted
- preservation of scenic views



CONCEPTS FOR RE-USE : Avalon Danvers

# Case Studies

## The Village at Grand Traverse Commons, MI

- mixed-use residential historic re-use
  - retail shops and restaurants
  - professional services
- preservation of scenic views
- recreation resources / nature preserve



### CONCEPTS FOR RE-USE : The Village at Grand Traverse Commons

# Case Studies

## Hammarby - Sjöstad, Sweden

- renewable energy
- waste reduction
- ecological building materials
- alternative transportation options
- sustainability education - GlashausEtt



CONCEPTS FOR RE-USE : Hammarby

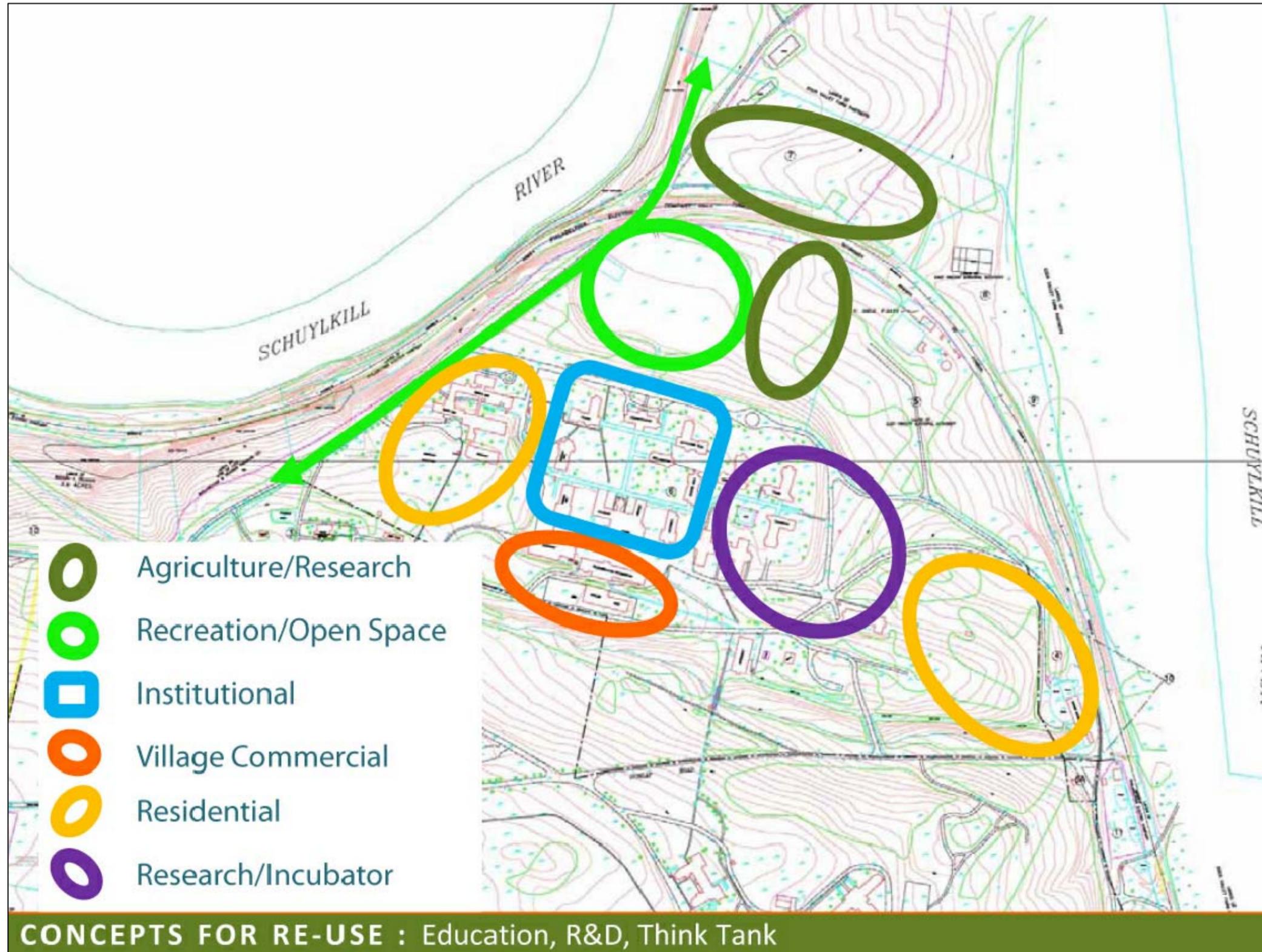
## Proposed Scenario 2: Development Plan Education/R&D/Think Tank

This scenario describes the strong potential for educational programming for the site and the range of complementary programs that could be developed. Education related opportunities include:

- Arts and trades training
- Business incubation and employment center
- Demonstration agriculture
- Green technologies incubator
- College / boarding school / trade school / etc
- Conference center
- Museum and other art and culture venues

The bubble-diagram of this scenario describes:

- an institutional core developed through adaptive reuse of the buildings within the central core
- business incubation and trades training to the east of the institutional core
- a village commercial area at the gateway to the site, acting as an interface with the surrounding communities and helping to support the needs of the VA Hospital residents and employees
- residential areas at the eastern and western edges of the site
- development of a Schuylkill River Trail connector segment throughout the length of the property
- enhancement of the former ball field as a community recreation area
- agricultural production in the areas described in dark green in the lower, northern portions of the site.



## Proposed Development Plan

## Scenario 2: Education/R&D/Think Tank Development Precedents

### **Sanga Saby** Ekero, Sweden

Site program includes:

- hotel and retreat
- conference center
- renewable energy
- sealed eco-cycle
- “clean” farming
- forestry management

Text from project website:

*Sånga-Säby Kurs & Konferens (Hotel and Conference Center) is located on the island of Färingsö in Lake Mälaren in central Sweden, approximately 45 minutes from Stockholm. Sånga-Säby Kurs & Konferens is one of a number of Swedish companies that have a strategic view of environmental issues throughout their operations. It is one of the most environmentally developed hotels in the world and is certified according to ISO 9002. The operations of Sånga-Säby Kurs & Konferens have an environmental approach. The basis of the environmental activity is the conscious objective of protecting the environment through the use of renewable resources within an ecocycle that is sealed to the maximum degree, and the avoidance of environmentally destructive substances.*

*The objective of operating the facility using only renewable energy was achieved in September 1996. The switch to new heat pumps means that the entire facility can be provided with cooling from Lake Mälaren during the warm summer months. Ventilation capacity was expanded in 1997 in an effort to double the air volume in all conference and group rooms.*

*Solar based energy generation is used to heat the saunas and swimming pool; grape seed oil is used to run the farming equipment; and, overall gets its energy through geo-thermal sources, using the temperature differentials in Lake Maleran.*

*The entire facility, including the vehicle fleet, is fuelled only by renewable energy. Waste is source-sorted into 24 fractions including the unsortable waste. Sånga Säby has its own sewage treatment plant in which one of the treatment stages is biological.*

*Sanga Saby has 163 hectares of forest and a newly drawn up forest-management program. Forestry operations are certified in accordance with the ISO 14001 and 9002 environmental and quality management systems. The produce used in the restaurant is, as far as possible, is Swedish produced by farmers who are developing the world's cleanest farming.*

## Proposed Development Plan

## Scenario 2: Education/R&D/Think Tank Development Precedents (cont.)

### **MASS MoCA**

North Adams, MA

Site program includes:

- Art museum
- Conference center
- Small business incubators
- Events / destination
- Cultural heritage and interpretation

Text from project website:

#### *History*

*The site has been used for industrial purposes for hundreds of years. The 26 buildings on the site create interlocking courtyards and passageways and are coupled with bridges, viaducts and elevated walkways. Between the late 1700s to mid 1800s, the site included: “wholesale shoe manufacturers; a brick yard; a saw mill; cabinet-makers; hat manufacturers; machine shops for the construction of mill machines; marble works; wagon- and sleigh-makers; and an ironworks, which later forged armor plates for the Civil War ship, the Monitor.” In 1860, Arnold Print Works set up operations at the site and became one of the leading producers of printed textiles in the world. It built 25 of the 26 present buildings. Arnold consolidated its operations in Adams, Massachusetts, in 1942. Later that year, Sprague Electric Company set up shop and retrofitted the interiors to allow for the production of electronics. Competition from abroad forced the company to shut down the location in 1985.*

#### *(Re)Developer*

*Local leaders began the process by identifying the site as an opportunity for reuse. At the same time, Williams College Museum of Art was in need of exhibition space. With the teamwork of the city government and Williams staff, the state legislature announced its support and funding for the project in 1988. In the end, the structure was adapted through state, nonprofit (institutional), and private funding.<sup>[1]</sup>*

#### *Outcome*

*The Massachusetts Museum of Contemporary Art (MASS MoCA) opened in 1999 and has since created a ripple effect with new investment in the surrounding area. To offset some of the cultural center’s operating costs, MASS MoCA also includes space that it leases out to businesses in an effort to support small business development in the area. “The arts create and bestow community identity. A strong identity rallies confidence, hope, productivity, pride and economic vibrancy. These are base conditions for a healthy community; they cannot be created, however without risk, adventure, and the willingness to embrace the new.”<sup>[2]</sup>*

## Proposed Scenario 2: Development Plan Education/R&D/Think Tank Development Precedents (cont.)

### **Fitchburg Center**

Madison, WI

Site program includes:

- Technology campus
- Schools
- Spa
- Conference center
- Art center
- Residential / retail mixed use
- Wetland and prairie preserves
- Farmers market and art fair

Text from project website:

*Fitchburg Center is a mixed-use community located on over 400 prairie, woodland, and wetland acres. We offer exceptional integration of high technology businesses with civic, retail, educational, and residential opportunities. Protection of the environment, quality design, community and sustainability are the guiding principles of Fitchburg Center.*

#### *Features*

- *Woodland and prairie sites available for business, residential, retail, and multi-use development.*
  - *Established and desirable location with extensive green-space.*
  - *Ten minutes to downtown Madison, University of Wisconsin campus, the arts district. Twenty minutes to the Dane County International Airport (MSN).*
  - *Four-lane access to interstate system and air transportation.*
  - *Views of the Madison skyline, and adjacent to the Capital Springs State Park and Recreation Area.*
  - *Development covenants ensure architectural excellence and protect your investment.*
  - *16-acre Wi-Fi canopy for wireless outdoor access to the Internet.*
  - *Access to premium high-speed communication technology. On-site Internet service provider with Sonnet Ring connectivity.*
  - *Extensive trail system for walking, biking, and cross-country skiing.*
  - *Competitive pricing.*
  - *Professional, efficient and resourceful staff.*
  - *Conference and meeting rooms for 300+ within development.*
  - *On-site services including: day care, clinic, restaurants, and printing.*
  - *Private school, city government and community center located within Fitchburg Center.*
  - *Lodging, financial centers, health club and a variety of housing choices located nearby.*
- Fitchburg Center, located along East Cheryl Parkway, east of Fish Hatchery Road, has over a half million square feet of technology development. This mixed use technology campus, adjacent to the Capital Springs Centennial State Park and Recreation Area, is just ten minutes to downtown Madison, the University of Wisconsin campus, and the arts district. Fitchburg Center is home to high technology companies including:*

# Conceptual Design

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

## Proposed Scenario 2: Development Plan Education/R&D/Think Tank Development Precedents (cont.)

*Promega Corporation - biotechnology*  
*CDW Berbee Information Networks Corporation - information technology*  
*Bruker AXS - medical instrument technology*

*Unique multi-family and single-family housing clusters on wooded sites, like Forest Glen Condominiums, provide vistas of the Madison skyline, E-Way, and countryside. All will be connected by footpaths to recreational, business, retail, and civic services.*

### *Tenants*

*Promega Corporation*  
*BioPharmaceutical Technology Institute (BTCI)*  
*Bruker AXS*  
*CDW (Berbee)*  
*Credit Union Executive's Society (CUES)*  
*HospiceCare, Inc*  
*Fitchburg Chamber Of Commerce*  
*Terso Solutions*  
*SprintPrint*  
*UW Health Fitchburg Clinic*  
*Woods Hollow Children's Center*  
*EAGLE School*  
*Fitchburg City Hall & Community Center (Senior Center)*  
*Wisconsin Hospital Association*  
*Fitchburg Public Library (2011)*  
*Chapel Valley Community Church (2011)*

# Case Studies

## Sanga Saby – Ekerö, Sweden

- hotel and retreat conference center
- renewable energy only since 1996
- sealed ecocycle – clean farming
- forestry management

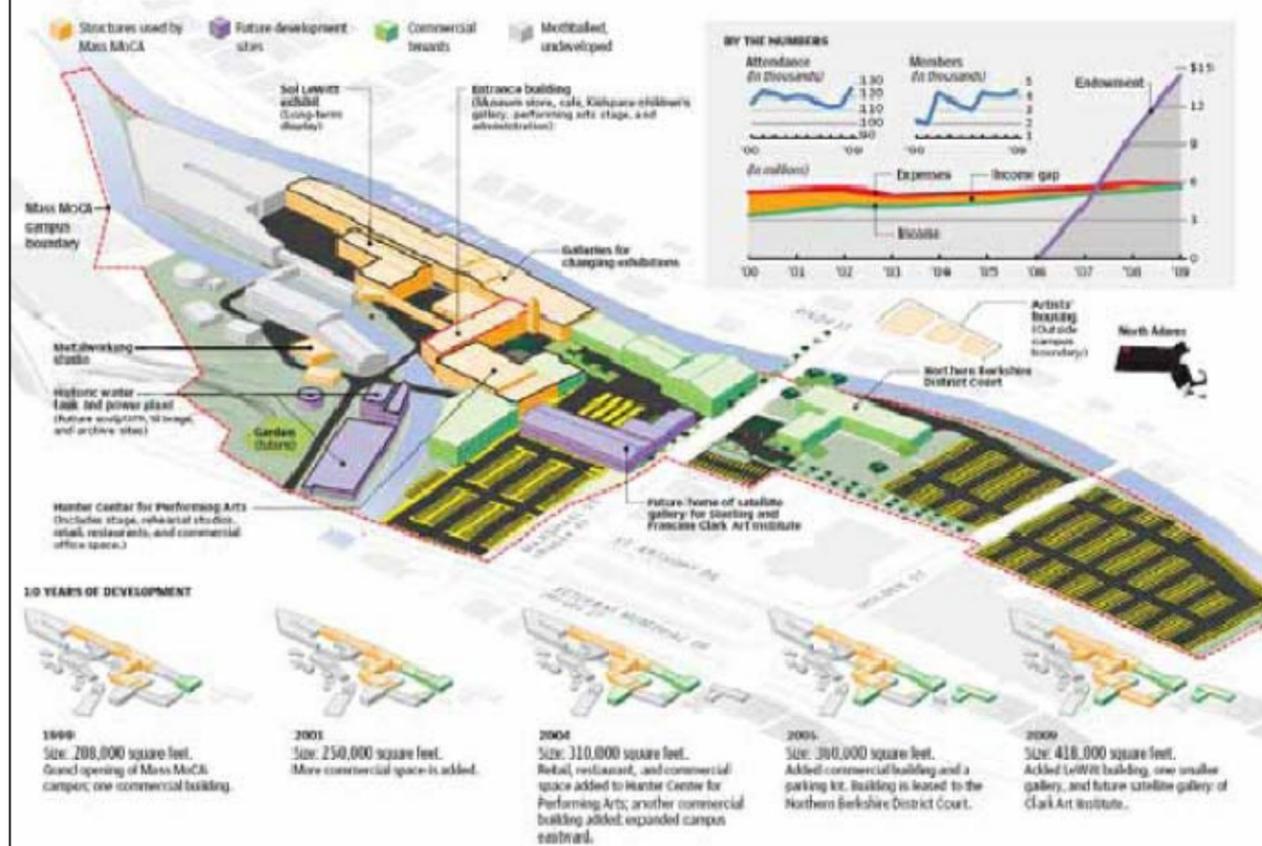
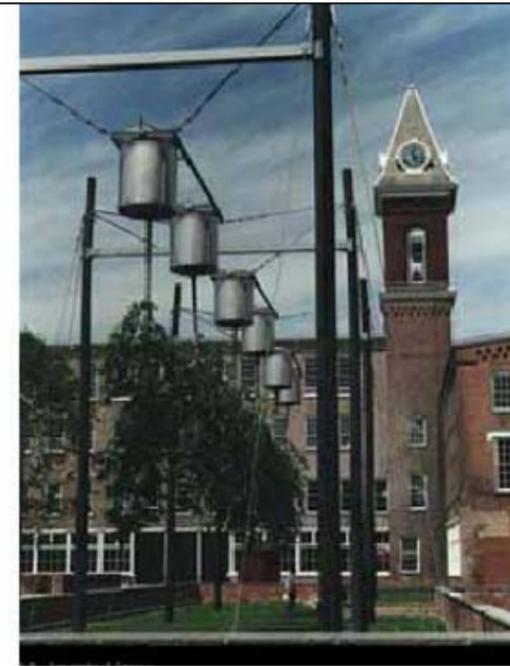


**CONCEPTS FOR RE-USE : Sanga Saby Hotel and Conference Center**

# Case Studies

## MASS MoCA – North Adams, MA

- art museum and conference center
- small business incubators
- events / destination
- cultural heritage



### CONCEPTS FOR RE-USE : MASS MoCA

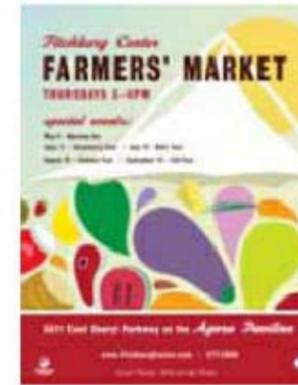
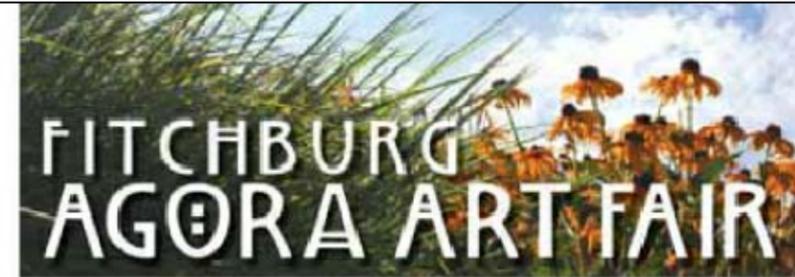
# Case Studies

## Fitchburg Center – Madison, WI

- technology campus and schools
- Spa, conference and art center
- residential / retail mixed use
- wetland and prairie preserves
- farmers market and art fair



CONCEPTS FOR RE-USE : Fitchburg Center



# Description of Services

**Pennhurst: Planning a Community of Conscience**  
**Conceptual Plan for Reuse**  
**2009-16**

# Value of Services Calculation Sheet

**Pennhurst: Planning a Community of Conscience**  
*Conceptual Plan for Reuse*  
 2009-18  
 September 2010

<b>VOLUNTEER</b>	<b>PROFESSION</b>	<b>HOURS</b>	<b>RATE*</b>	<b>VALUE</b>
Christina H. Carter, AIA	Sr. Architect/Principal	23	\$125	\$2,875
Mary Werner DeNadai, FAIA	Sr. Architect/Principal	14	\$150	\$2,100
Robert J. Hotes, AIA	Senior Architect	65	\$125	\$8,125
Mami Hara, ASLA, AICP	Urban Designer/Principal	55	\$200	\$11,000
Tobiah Horton	Landscape Arch. Designer	44	\$95	\$4,180
Nando Micale, FAIA, AICP	Urban Designer/Principal	16	\$200	\$3,200
Thomas J. Comitta, AICP, ASLA	Sr.Landscape Arch./Principal	19	\$165	\$3,135
Eric Larsen, PE	Structural Engineer	28	\$150	\$4,200
<b>STAFF</b>				
Heidi Segall Levy, AIA, Project Manager	Senior Architect	70	\$100	\$7,000
Beth Miller, Executive Director		10	\$110	\$1,100
<b>TOTAL VALUE OF DESIGN SERVICES</b>				<b>\$46,915</b>

\* Billable Hourly Rates in the Philadelphia area for 2008

Principal (\$125 to \$220)  
 Senior Architect/Designer (\$100 to \$135)  
 Architect/Designer (\$70 to \$90)  
 Intern Architect/Designer (\$50 to \$65)  
 Senior Landscape Architectural Designer (\$100 to \$135)  
 Landscape Architectural Designer (\$70 to \$90)  
 Intern Landscape Architectural Designer (\$50 to \$65)  
 Planner (\$90 to \$115)  
 Historic Preservationist (\$90 to \$115)  
 Engineer (\$100 - \$150)  
 Cost Estimator (\$100 to \$135)  
 Senior Interior Designer (\$90 to \$135)  
 Interior Designer (\$50 to \$80)

Billable hourly rates are based on the 2005 American Institute of Architects Compensation Report and a survey of a representative sample of local design professionals. Revised in January 2008.

May 31, 2009

Nathaniel C. Guest  
Secretary  
Pennhurst Memorial & Preservation Alliance  
61 Cassatt Avenue  
Berwyn, PA 19312

Randy Cotton  
Associate Director  
Preservation Alliance for Greater Philadelphia  
1616 Walnut Street, Suite 1620  
Philadelphia, PA 19103

RE: Project 2009-16  
Pennhurst: Proposed Plan for Reuse

Dear Mr. Guest/Mr. Cotton:

We are pleased to inform you that your application for services has been accepted. It is our understanding that the Preservation Alliance for Greater Philadelphia is in support of Pennhurst Memorial & Preservation Alliance's (PM & PA) effort to provide an alternate plan for reuse and redevelopment of the Pennhurst State Hospital site which includes preservation of the architecture and history of the site. We also understand that PM & PA is looking for assistance with the development of an overall strategy for the site based on historical, architectural and natural features of the site, as well as a programming strategy which fulfills the needs of the surrounding community and the economic feasibility of reusing the site.

This letter outlines the work that the Community Design Collaborative (Collaborative) will perform for PM & PA and Preservation Alliance for Greater Philadelphia. Design professionals volunteering through the Collaborative will provide the services and products listed below. Your project will require a team of 6 volunteers – 1 architect/intern architect and 2 planners, one of whom will act as Lead Volunteer, 1 landscape architect/architectural designer, an historic preservationist, and a structural engineer.

**Collaborative volunteers will provide the following products and services:**

1. Attendance at two meetings with a task force, as arranged by PM & PA – the first, to discuss the groups' issues and concerns with the volunteers and to reach a consensus in terms of their priorities for redevelopment of the site. The volunteers will use the direction given at this meeting, as documented in meeting minutes provided by PM & PA, as a basis for their preliminary design. At the second meeting, the volunteers will present their preliminary scheme to the task force for feedback. The volunteers will use the direction given at this meeting, as documented in meeting minutes provided by PM & PA, as a basis for the completion of the design study.
2. An 8 ½" x 11" bound report including:
  - a) Written Introduction: Providing background information on the client organizations, the task force, and the Collaborative project, including a summary of the site's historical significance
  - b) Project Location Map: Indicating site location
  - c) Photographs: Of the site and the immediate context
  - d) Site Context Map: Based on maps and aerial photos provided by PM & PA and field investigation, the map will be done at an appropriate scale to be presented in 11" x 17" format. This map will indicate the focus area within the larger Pennhurst site, as well as key features within the surrounding context that will influence the proposed development strategy.

- e) Site Analysis: Using the site context map as a base, a drawing that illustrates the analysis of the site, including but not limited to: historic, architectural, natural features; opportunities for preserving/respecting existing features; and recommendations for areas of new development on the site, as well as open space opportunities. This analysis will form the basis for the creation of the proposed site development plan.
- f) Focus Area: Existing Features Plan: Based on plans provided by PM & PA, this plan will illustrate the focus area of the site which is to be considered for development. Buildings, roads, landscape features, etc. will be indicated.
- g) Historic Preservation Assessment: A review of historic significance, as well as recommendations for preservation as part of the reuse and development plan.
- h) Structural Assessment: A report based on a visual survey of the *exterior only* of the buildings and limited to conditions that can be observed without removal of finishes, obstructions or debris. The exterior of the existing structures will be assessed to evaluate their stability and potential for reuse.
- i) Focus Area: Proposed Development Plan: A proposed plan diagram using the existing features plan as a base. This plan will include recommendations for reuse and/or demolition of existing structures, as well as recommendations for new construction. Reuse recommendations will be based on input from the task force, past studies, and review of current conditions including the structural assessment, site analysis and historic preservation assessment.

**PM & PA will be responsible for providing the following:**

1. Creation and coordination of the community task force; *a list of the task force members is to be provided to the Collaborative prior to the in-house team kick-off meeting*
2. Scheduling of meetings with the Collaborative volunteers and the task force
3. Written information about the history of the organizations and the task force to be included in the introduction of the final report
4. A copy of the existing site plan with contours (electronic if possible)
5. A copy of all existing documentation and previous studies of the site
6. Meeting minutes from the two task force meetings
7. Attendance at a follow-up meeting at the Collaborative to review the final report
8. Completion of a questionnaire evaluating the performance of the Collaborative staff and volunteers

We expect this work to take approximately six (6) months to complete after the volunteer team gets started. It must be noted that inclement weather and unforeseen circumstances in a volunteer's schedule could delay this project. All professional and technical services provided by the Collaborative volunteers are *pro bono* and we estimate the value of these *pro bono* services to be approximately \$15,000 - \$20,000.

Work on your project will begin after this letter of agreement is signed and returned with a check made payable to the "Community Design Collaborative" in the amount of \$1000.00 for direct costs. ***This letter must be returned within thirty (30) days of the date of this letter to remain eligible for the services described.***

The Collaborative's products are intended to provide visual concepts and to assist in the preliminary phase of project design and planning. All drawings and construction budgeting figures are limited to conceptual design and are neither intended nor may be used for construction.

Although we will endeavor to provide the highest quality volunteer services for this project, the Community Design Collaborative and our project volunteers assume no responsibility or liability for our services including the recommendations of our volunteers, the technical accuracy of our work product or for any unauthorized use. In addition, Pennhurst Memorial & Preservation Alliance and Preservation Alliance for Greater Philadelphia agree to indemnify, defend and hold harmless the Collaborative and its officers, directors, employees, agents and volunteers (including, but not limited to, any firm or other business entity which provides services or products as a volunteer, or which permits its employees to provide volunteer



Service Grant Application

ORGANIZATIONAL PROFILE

Date: 4/14/09

Mail Completed  
Application to:  
COMMUNITY DESIGN  
COLLABORATIVE  
1216 Arch Street, 1st Floor  
Philadelphia, PA 19107

1. Organization Name: PRESERVATION ALLIANCE FOR GREATER PHILA
2. Address: 11616 WALNUT SUITE 1120  
City: PHILA State: PA Zip: 19103
3. Phone: 215.546.1146 X1 4. Fax: 215.546.1180
5. Website: preservationalliance.com
6. Executive Director: John Galleney
7. Project Contact: Randy Cotton Title: Assoc. Dir.  
Phone (day): 215.546.1146 X2 Phone (eve): 610.546.0840  
Phone (cell): 484.557.5748 Email: randy@preservationalliance.com  
Fax: 215.546.1180
8. Briefly state your mission and describe your services:

PAAGP Actively promotes the appreciation, protection, and revitalization of the Philadelphia's historic buildings, communities & landscapes.

9. Does your organization have a Board of Directors?  yes  no  
Board Chair: Kathy Dowdell Financial Officer: Chris Terlizzi
10. When was your organization founded? 1979
11. Does your organization have 501(c)(3) status?  yes  no  
What year was 501(c)(3) status established? 1979
12. Operating budget for current year: \$1,210,000
13. Total number of staff: 10 Full Time: 7 Part Time: 1 Volunteer: 2
14. What are your organization's current sources of funding?  
grants, membership, donations, fees
15. What neighborhood(s) does your organization serve? Phila + surrounding counties
16. Total number of clients served by your organization in the last fiscal year: 1300+
17. What organizations, public agencies, and/or elected officials have assisted your organization?  
OKD, NHT TRUST, PENN, WM TENN, FELS, PHMC, PDCE
18. Has your organization ever received services from an architect, landscape architect, planner or engineer?

Yes  No

If yes, identify who and describe services:

ALL OF ABOVE - TOO NUMEROUS TO MENTION

19. Has your organization completed other capital development projects?  
List projects with completion dates:

1112 LOCUST, C. 1999

Questions?  
Contact us at:  
215.587.9290 ph  
215.587.9277 fx  
cdesignnc@cdesignnc.org  
www.cdesignnc.org

# Service Grant Application

## ORGANIZATIONAL PROFILE

Date: 15 April 2009

1. Organization Name: Pennhurst Memorial & Preservation Alliance
2. Address: 61 Cassatt Avenue  
 City: Berwyn State: Pennsylvania Zip: 19312
3. Phone: 610-724-9611 4. Fax: \_\_\_\_\_
5. Website: www.preservepennhurst.org
6. Executive Director: James W. Conroy, Ph.D (co-president)
7. Project Contact: Nathaniel C. Guest Title: PM&PA secretary  
 Phone (day): 610-724-9611 Phone (eve): 610-724-9611  
 Phone (cell): 610-724-9611 Email: ncg1@cornell.edu  
 Fax: 610-668-9002

Mail Completed  
 Application to:  
**COMMUNITY DESIGN  
 COLLABORATIVE**  
 1216 Arch Street, 1st Floor  
 Philadelphia, PA 19107

8. Briefly state your mission and describe your services:  

See attached

9. Does your organization have a Board of Directors?  yes  no  
 Board Chair: James W. Conroy, Ph.D Financial Officer: Janet Albert-Herman, Treasurer
10. When was your organization founded? March 2008; Incorporated 2009
11. Does your organization have 501(c)(3) status?  yes  no  
 What year was 501(c)(3) status established? see attached
12. Operating budget for current year: \$30,000 (estimated)
13. Total number of staff: 27 Full Time: \_\_\_\_\_ Part Time: \_\_\_\_\_ Volunteer: 27
14. What are your organization's current sources of funding?  
donations
15. What neighborhood(s) does your organization serve? Project has international scope.
16. Total number of clients served by your organization in the last fiscal year: Unknown or n/a.
17. What organizations, public agencies, and/or elected officials have assisted your organization?  
See attached

Questions?  
 Contact us at:  
 215.587.9290 ph  
 215.587.9277 fx  
 cdesignc@cdesignc.org  
 www.cdesignc.org

18. Has your organization ever received services from an architect; landscape architect, planner or engineer?  
 Yes  No  
 If yes, identify who and describe services: 

n/a
19. Has your organization completed other capital development projects?  
 List projects with completion dates: 

n/a

# Service Grant Application

## PROJECT PROFILE

20. Project Title: Pennhurst State School Re-Use Study
21. Describe the project's scope, timetable, and importance to your organization:  
 See attached
22. What preliminary design services are you seeking?  
 See attached
23. Project Address: (former) Pennhurst State School and Hospital, adjacent to Rt. 724  
 City: Spring City State: PA Zip: 19475  
 Neighborhood: n/a Census Tract: 3012.02
24. Project Type (check all that apply)  New Construction  Renovation  Expansion  Other
25. Lot and/or building size: 112 acres
26. Current Use: vacant
27. Do you:  Lease  Own  Plan to Acquire
28. If you lease, note the property owner and term of the lease:  
n/a
29. If you plan to acquire, list the current property owner(s) and describe your acquisition strategy and timetable:  
Richard Chakejian/Pennhurst Associates
30. Do you have plan drawings of the lot and/or building?  Yes  No
31. Proposed project budget: unknown  
 How did you determine this? \_\_\_\_\_
32. Is funding available for the project?  Yes  No  
 If yes, please note funding sources and amounts:  
Private foundations, grants; CDBG; preservation tax credits through syndication; TIF
33. What other fundraising strategies are being considered?:  
Direct solicitation
34. Are there fundraising deadlines or other time constraints related to this project?  
Yes. See attached.
35. Has your organization contacted other groups, consultants, or contractors to assist you with the project?  
Given the size of the project, we are open to exploring all options.
36. Who referred you to the Community Design Collaborative?  
Nat'l Trust for Hist. Pres.; Shawn Evans, Phila. Hist. Comm'n Arch. Rev. Bd.; Katherine Ng, Wu & Assoc

Mail Completed  
 Application to:

COMMUNITY DESIGN  
 COLLABORATIVE

1216 Arch Street, 1st Floor  
 Philadelphia, PA 19107

Questions?

Contact us at:

215.587.9290 ph

215.587.9277 fx

cdesignnc@cdesignnc.org

[www.cdesignnc.org](http://www.cdesignnc.org)