

PLANNING FOR A SUSTAINABLE FUTURE OF THE CINCINNATI UNION TERMINAL

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COVER LETTER

[Cover letter will be written by Doug McDonald]

ACKNOWLEDGMENTS

Cincinnati Museum Center would like to thank the national experts, community leaders, design professionals and interested stakeholders for challenging and inspiring us to create an exemplary path as we move forward.

In 2007 Cincinnati Museum Center, with the support of Hamilton County, undertook the preparation of a Master Plan for the Restoration/Renovation of Union Terminal. The results of this workshop are to update that Master Plan by recommending a framework towards a more sustainable future for both the broader community and the Museum.

Thank you also to the faculty and students of the University of Cincinnati, College of Design, Architecture, Art, and Planning and the School of Advanced Structures in the College of Engineering and Applied Science for their support in the Sustainability Workshop at Cincinnati Museum Center, and for the design innovations of the Niehoff Urban Studio.

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PREAMBLE

The Union Terminal and its site have played a significant role in the history of the City of Cincinnati, the region and the entire country. It has experienced phenomenal highs, as the “Gateway to the West”, handling over 200 trains daily with over 34,000 passengers at its peak during World War II, one of the most difficult periods in the nation’s history; to extreme lows when it lost all of its dignity becoming a poorly designed shopping center; to its “amputation” or loss of its spectacular Concourse so that freight lines can use double-decker rail cars to possible demolition, until the voters of Hamilton County came to its rescue and supported its [re]use as a museum facility housing important Cincinnati institutions and collections.

That was about twenty years ago.

Since the opening of the Museum Center, the preservation of historic buildings and landmark structures has been accepted as one of the most prudent options in managing change and growth in our built environment, with an increased appreciation of the architectural, cultural and historic significance these resources represent. Today, the Terminal is recognized as one of the fifty most significant buildings in this country.

As the [re]use of the Union Terminal as a museum was reaching its construction completion, the voices of a few design professionals were becoming a strong movement calling for the responsible use of our resources, protecting our environment, reducing waste and pollution and thinking about our future in sustainable ways. Many people dismissed this fledgling movement as one more fad that would fizzle and eventually fade away. Today, there is no day that passes without major publications or features in the pages of the Economist, the Financial Times, the Wall Street Journal, the New York Times and numerous other leading newspapers, as well as documentaries in world news networks, symposia by leading academic institutions, and pleas by world leaders; all reinforcing that our obligations to the environment are no longer only an “inconvenient truth”. It is an accepted reality that we are all beginning to embrace as the only option we have for the future of our environment, for us, our children and the generations to come.

Sustainability is permeating all aspects of our lives, from recycling daily consumed materials, such as paper, to recycling cars; and from use of renewable forms of energy to creating fully self sustainable facilities around the world; our creative thinking has been harnessed and channeled into our obligation of creating a better environment, one that would have clean air; respect and responsibly use all natural resources; minimize waste; use renewable forms of energy; produce, distribute and recycle food in ecologically appropriate ways and forge a path for the future that would protect our environment, reversing centuries of irrational behavior.

Today, sustainability - economic, social, and environmental - is not a “box” that we check when doing a project, it is a way of life, from our daily routines to major decisions we make on how we select our places to live, work and play. In that context, the Cincinnati Museum Center invited a number of local stakeholders, political leaders, nationally and internationally recognized design professionals and the Design Team, that has been engaged to help shape the future of this remarkable resource, to work together in a Workshop that would begin to shape a truly sustainable future for both the Museum and its home, the Union Terminal, one of the most significant buildings in America.

The following pages summarize and highlight the discussions that took place during the Workshop and present recommendations for shaping a direction and a framework for the future.

CREATING A SUSTAINABLE FUTURE FOR THE
CINCINNATI UNION TERMINAL

1

Master Plan and Project 1

The renovation of the Cincinnati Union Terminal in the late 1980s and its [re]use as a museum facility in 1990, created a new future for the venerable historic landmark and prevented its demolition. This adaptive reuse effort was in essence a highly sustainable intervention, providing both the opportunity to reuse a major facility and to create a new framework for collaboration, efficiencies and a sustainable future for the participating organizations. While this effort was highly commendable and was credited for saving the building, the available funds for the project were grossly inadequate when compared to the total needs of this massive initiative, with significant long-term implications.

The Terminal, an early 1930s structure, was originally constructed using “state-of-the-art” building technology. This construction period was one of transition, from load bearing masonry structures to steel structures with masonry envelopes. The technology of the period did not understand the behavior of composite systems, such as masonry and structural steel and there were no provisions to accommodate the different behaviors of the two systems. With the exception of a [partial] window replacement program, the 1990 project did not include any substantive Scope of Work for the structural system / masonry envelope; as a result, for the last twenty years, the building has continued to deteriorate with serious implications, regarding its long-term preservation. Along the same lines, the building system[s] were not updated, replaced, refurbished or modified in a significant way to deal with the aging infrastructure of the building and the site, as well the new programmatic needs of the user, i.e. the Museum.

The Master Plan identified an extensive program of envelope repairs to be undertaken without further postponement. It also delineated a complete building systems program for all existing building systems, as well as new, not currently in place. The Master Plan also identified a pilot project, known as Project 1, which included:

- Exterior building envelope repairs
- Structural repairs
- Window replacement
- Roof repairs and a new roofing system installation
- Interior repairs
- Interior restoration of select historic dining areas
- Conservation of historic finishes
- Installation of new building systems

This work was located in the southern section of the building, addressing the needs of a “vertical slice”, representing approximately 5% of the total building program as delineated in the Master Plan.

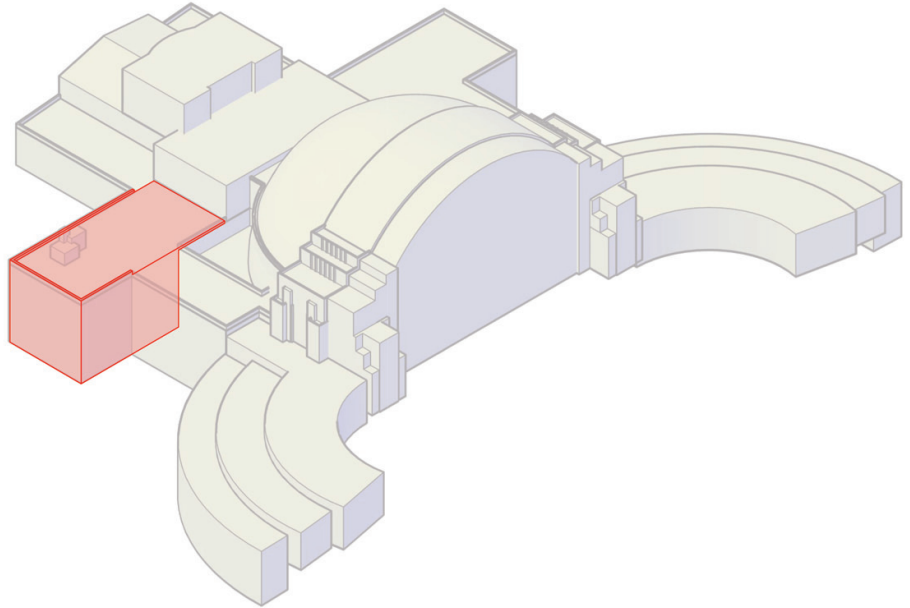


DESTRUCTIVE EXAMINATION (PROBE),
UNDERTAKEN DURING THE MASTER PLAN, WHICH
REVEALED THE EXTENT OF THE STRUCTURAL
PROBLEMS AT THE EXTERIOR ENVELOPE

Finally, as Project 1 was developed, the Museum was able to secure a major funding source [Cincinnati / MSD] to upgrade the basic roof replacement program, with a true green roof.

The Master Plan raised two issues that were revisited also during Project 1:

- The role of sustainability and
- The treatment of the site



AXONOMETRIC VIEW OF BUILDING, HIGHLIGHTING PROJECT ONE AREA



HISTORIC DINING ROOMS PRIOR TO RESTORATION AS PART OF PROJECT 1 [2007]



HISTORIC DINING ROOMS AFTER RESTORATION AS PART OF PROJECT 1 [2010]

Sustainability and Preservation

Regarding sustainability, it is important to note that while there is a significant amount of knowledge, experience, expertise and technology for sustainable new construction that has been developed and continues to be developed every day, from sophisticated new building “skins” and materials, to renewable energy generation options, there is very little, if none, emphasis on historic buildings and how sustainability can be introduced in a historic preservation undertaking. In many cases, the existing metrics for “measuring” the level of sustainability, as established by the USGBC, i.e. [LEED silver, gold, platinum], do not give any meaningful credit for the embodied energy already in place in a historic structure and severely limit the intervention options that would be permissible under the Secretary of the Interior Standards, the preservation framework that governs all preservation projects in this country.



GREEN ROOF INSTALLED AS PART OF PROJECT 1 [2011]

Both the Master Plan and Project 1, as well as related research, revealed the following:

- Sustainability and historic preservation are two areas that have not been explored as “natural partners”. While there are several successfully completed projects that involved historic resources, the “body of knowledge” remains rather limited.
- The USGBC is in the process of revamping its own standards and LEED system to include historic buildings, but it is not clear as to when this effort will be completed and be available for public use.
- The National Trust for Historic Preservation has undertaken research studies on sustainability and life-cycle costing the results of which have yet to be made available to the public.
- The General Services Administration - the country’s largest owner of historic properties - is in the process of establishing its own standards for sustainable design; however, the results of these efforts are not readily available and will require additional time before they are available for general public use.

In many respects, the Museum is breaking new ground in attempting to achieve this delicate balance between preservation and sustainability in planning for the future of the Union Terminal and its site.

Project 1 revealed the following:

- There are ways of introducing sustainability features in the restoration of a National Historic Landmark, without being in conflict with the Secretary of the Interior Standards. Examples include the replacement program of the windows and the installation of the green roof.
- The conservation of unique historic finishes and materials require in-depth research to determine which materials and processes are environmentally responsible and when specific interventions driven by sustainability parameters may be in conflict with the Secretary of the Interior Standards.
- Building systems and energy use are two of the most significant areas where key sustainability decisions need to be made that would drive the entire agenda for sustainability.
- Renewable sources of energy need to be explored in the context of the entire site, and maybe an even broader scale, to ensure that the results would not impact the architectural, cultural and historic integrity of the Terminal and its site.

Realizing that the Museum would be breaking new ground in trying to achieve this delicate balance between sustainability and preservation, its leadership came to the conclusion that there was a need for a workshop / charrette to review, discuss and debate the key issues that would impact all decisions that the institution would have to make as it sets the course to accomplish its goals.

A Unique Undertaking

The original idea for the Workshop was to be attended by a small number of museum representatives and members of the Design Team, with a limited outside “audience”. After discussions, the benefits of broadening the Scope of the Workshop became evident. A wider audience would:

- Provide diverse opinions, views, ideas, etc
- Raise issues that would transcend beyond the limits of the project
- Engage members of the community
- Raise the awareness of the significance of the Museum’s plans and vision for the future

The Museum and the Design Team collaborated closely in developing the list of participants / attendees to maximize the benefit of this Workshop by including sustainability experts, outside design professionals and representatives of the academic world. Please refer to Appendix 2 for a complete list of the Workshop attendees.

The Workshop Team

In addition to the leadership of the Museum, the Workshop team included:

- glaserworks
- Preservation Design Partnership
- ARUP
- Hargreaves

These entities brought to the Workshop experiences from a wide range of projects from throughout the country and the entire world, intimate knowledge of the building and the site, unique expertise in historic preservation and experiences in sustainable / preservation projects.

Engaging the Community

The community was engaged in a number of different ways:

- Selected community stakeholders
- Community leaders
- Interested professionals and experts
- Representatives of public agencies
- Educators from the University of Cincinnati

This diverse group of people was assembled for two days of intense sessions and a half day of summary of findings and questions and answers, dedicated to forging a sustainable future for this unique historic resource.

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THE UNION TERMINAL: THEN AND NOW

2

The Site Pre-1900

Cincinnati Museum Center at Union Terminal is located in the West End neighborhood, at the western edge of Cincinnati, in the Mill Creek Valley. The site is bounded by Western Avenue [formerly Freeman Avenue] on the east, Hopkins Street on the south, Kenner Street on the north, and a railroad yard on the west.



1833 MAP RECORDING THE LINCOLN PARK AREA BEING USED AS A POTTER'S FIELD. THERE ARE ALSO REFERENCES TO A PEST HOUSE ON THE SITE.



2011 SATELLITE VIEW OF THE SITE
©2011 GOOGLE - IMAGERY

The West End neighborhood is bounded by Central Ave., Mill Creek, Bank St., and the Ohio River. The area was settled soon after Cincinnati's founding in 1788. The earliest record of the use of the Union Terminal site itself is in 1829, when J.D. Garrard and Sarah Bella Garrard [McLean] sold 10 acres of land [what eventually became Lincoln Park] to the Trustees of Cincinnati Township for \$2,000. In exchange for Out Lot No. 53, six acres of this plot were transferred to the city in 1834, and the remaining 4 acres were transferred in 1837. According to the Parks Foundation records, there was an Orphan Asylum located on the property in 1837, and the city desired to keep the structure as a pest house [hospital]. At this time, a potter's field was established on the acreage to bury the poor of both the city of Cincinnati and the surrounding township¹, and this use continued for approximately 20 years. The surrounding land of the Garrard/McLean farm – referenced as the McLean Subdivision in historic maps – was further subdivided in 1846.

¹ Parks Foundation, Property Card on Lincoln Park [1829-1932], 1-2



ACCORDING TO THIS 1857 MAP, THIS AREA WAS NO LONGER DESIGNATED AS A POTTER'S FIELD. AN INVESTIGATION BEGAN TO MOVE THE PEST HOUSE AND POTTER'S FIELD.

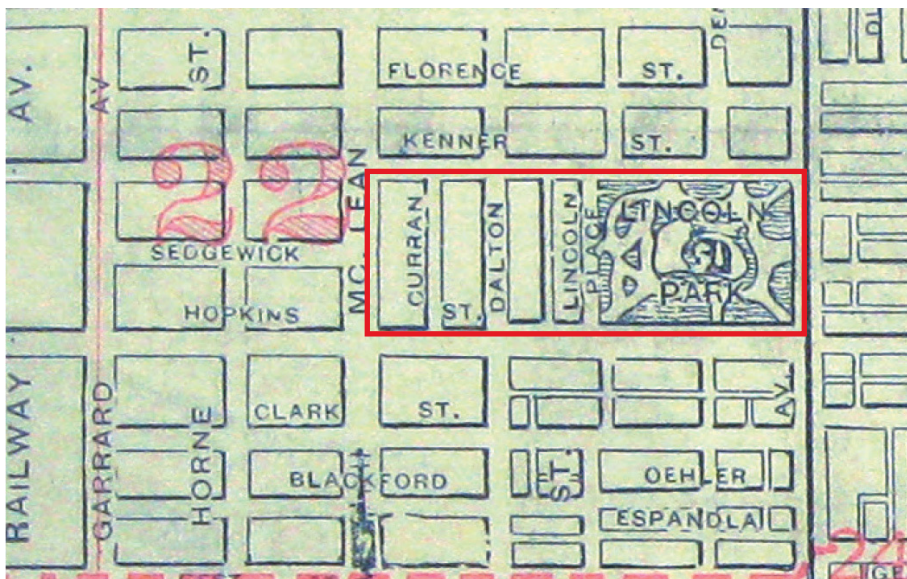


HISTORIC IMAGE OF LINCOLN PARK

By October of 1857, the West End community was growing and thriving. The property owners of the West End complained about the location of the potter's field; as a result, a committee was appointed to explore moving both the field and the pest house. In 1858, both were moved outside the city limits, and by 1867, the grounds were converted into a public park and dedicated as Lincoln Park.



HISTORIC IMAGE OF LINCOLN PARK SHOWING THE EXPOSITION BUILDING



BY 1878 THE SUBDIVISION WAS FULLY LAID OUT. LINCOLN PARK, WITH A CENTRAL POND, IS VISIBLE.

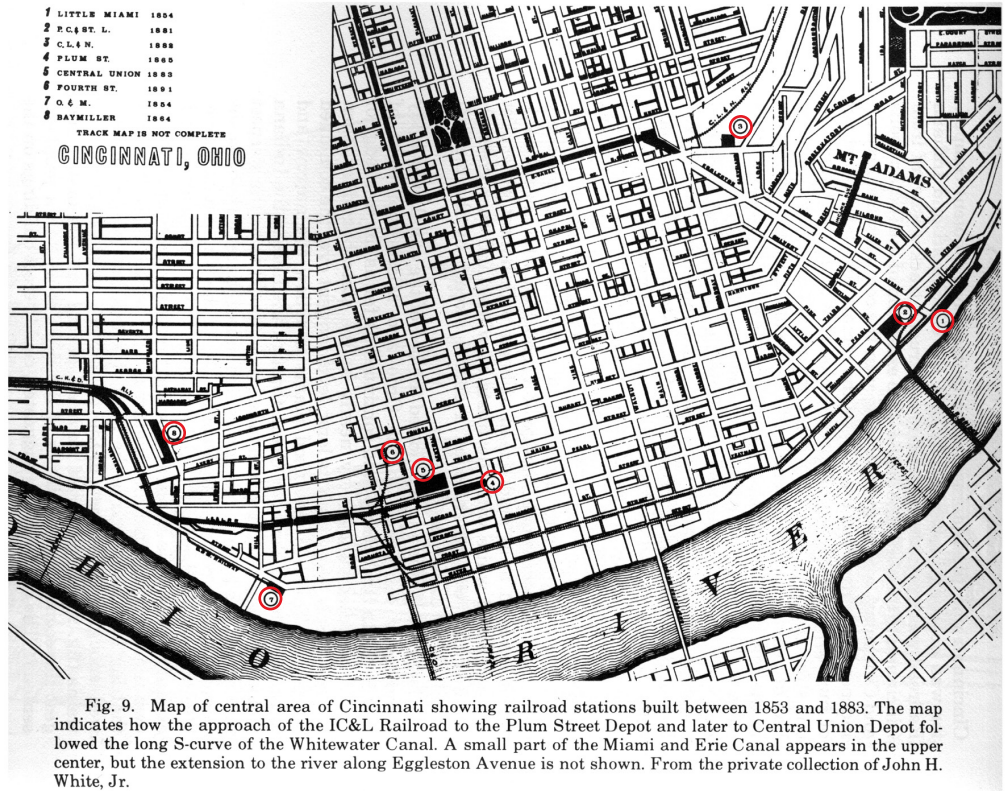


Fig. 9. Map of central area of Cincinnati showing railroad stations built between 1853 and 1883. The map indicates how the approach of the IC&L Railroad to the Plum Street Depot and later to Central Union Depot followed the long S-curve of the Whitewater Canal. A small part of the Miami and Erie Canal appears in the upper center, but the extension to the river along Eggleston Avenue is not shown. From the private collection of John H. White, Jr.

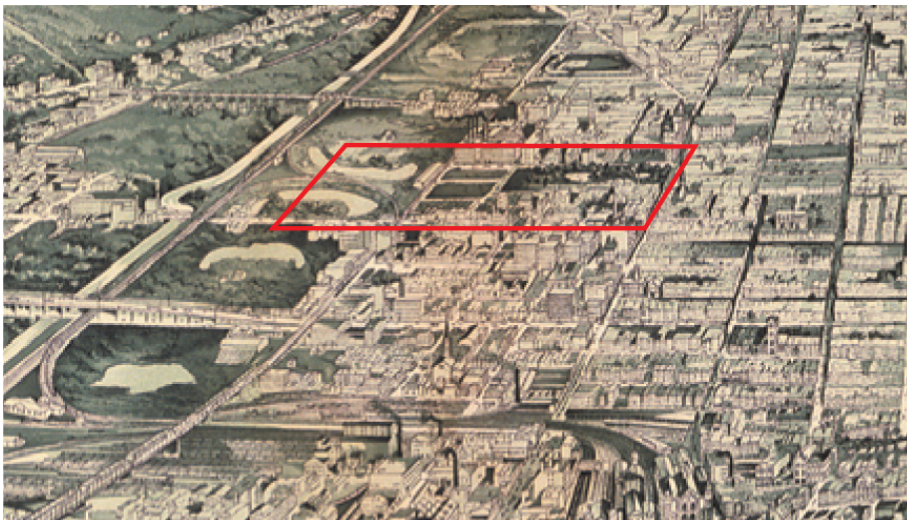
MAP OF CINCINNATI, POST 1883, SHOWING THE LOCATIONS OF THE RAILROAD TERMINALS. THE CURRENT UNION TERMINAL SITE IS NOT WITHIN THIS MAP AREA.



1929 MAP OF CINCINNATI

The Genesis of The Cincinnati Union Terminal

Around the same time – as early as 1864 – there were initial discussions for the creation of a “union” terminal in Cincinnati. More serious planning began in the early 1900s; however, floods, inter-railroad squabbling, and World War I further delayed the plan. In 1918, the United States Railroad Administration requested that the directors of the passenger and freight railroad companies serving Cincinnati prepare a comprehensive plan for the construction of a belt line, a union passenger terminal to serve the City, and a union freight station at the Central Union Depot site. The trustees of the Cincinnati Southern Railway secured the authority to issue revenue bonds for \$20,000,000 in 1919 for the construction of a union passenger terminal and the associated acquisition and other costs, contingent on popular referendum approval. At the time, however, Cincinnati lacked a city planning bureau to address transportation and other development needs.



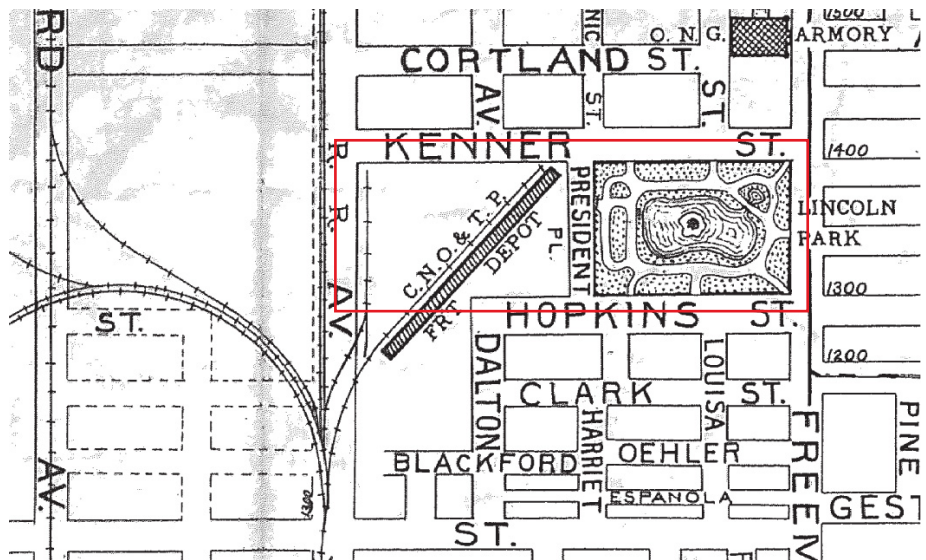
1899 KENTUCKY LITHOGRAPH REPRODUCED FROM A PHOTOGRAPH OF CINCINNATI, HIGHLIGHTING UNION TERMINAL SITE.

In 1921, George Dent Crabbs, the former president of the Philip Carey Manufacturing Company, was appointed as a liaison to convince the railroad representatives to construct a union passenger terminal as part of a comprehensive urban plan. In 1923, the Cincinnati Railroad Development Company was incorporated, followed by the establishment of the Cincinnati Union Terminal Company later that year. Their charge was to find a consolidated solution to the existing chaotic railroad system, consisting of seven lines operating out of five stations, located in areas that were prone to flooding. The negotiations with the member railroads of the Cincinnati Union Terminal Company and the City of Cincinnati continued for four years.

On July 27th, 1927, under the leadership of Crabbs, negotiations were completed and an agreement was signed to establish the Cincinnati Union Terminal Company, whose mission was to unify the freight and passenger operations of the following railroads at the proposed Union Terminal site:

- Baltimore & Ohio Railroad
- Chesapeake & Ohio Railroad
- Louisville & Nashville Railroad
- Cincinnati Southern Railway Company
- New York Central Railroad
- Norfolk & Western Railroad
- Pennsylvania Railroad

In selecting a site for the Cincinnati Union Terminal complex, Crabbs needed to identify an area where he could acquire sufficient land near the center of the City to allow for the completion of the railroad complex and the required realignment of the tracks. A 287-acre site was selected in the old Mill Creek “bottoms” located north of the Ohio River and approximately a mile northwest of Cincinnati’s central business district. The site had the benefit of lower acquisition costs than a site within the downtown and accessibility to existing train lines in the area.



1928, THE YEAR PRECEDING THE BEGINNING OF THE CONSTRUCTION OF UNION TERMINAL.

The Terminal site needed to accommodate the station, railroad tracks, engine terminal, steam generating plant, coach yard, and other secondary buildings. Ultimately, a total of 22 buildings were constructed by the project’s completion. The area immediately adjacent to the Terminal comprised a vast project with 130 acres associated with the Terminal and the remaining 157 acres occupied by supporting railroad facilities. The consolidation of the railroads required rerouting of four of the seven railroads to reach the site. The realignment of the tracks necessitated changes far beyond the Terminal site, including modification of city streets to eliminate at-grade crossings and establishment of new access and service drives. The project



HISTORIC PHOTOGRAPH OF ONE OF THE VIADUCTS ASSOCIATED WITH THE CREATION OF THE CINCINNATI UNION TERMINAL

also necessitated coordination of the railroad facilities with the adjacent new post office facility to the north. Within the neighborhoods of Cincinnati, construction of the new terminal also caused the abandonment of five existing stations and removal of the associated tracks.

In June 1928, Crabbs retained two recognized leaders in the planning of urban railway stations – New York architects Alfred Fellheimer and Steward Wagner – to assist in the selection and development of the site. The Union Terminal Company began to acquire land in the McLean Subdivision and along the proposed track lines. Many of the subdivided plats were still unoccupied, and the Union Terminal Company bought 29 lots from Sarah Bella Garrard (McLean) located between President Place on the east (which bounded Lincoln Park on the west), across Dalton Ave. and to Curran St. on the west. President Place, Dalton Ave, Curran St., McLean Ave, a portion of Hopkins St., and several other streets along the proposed track were then vacated and buildings torn down or altered to accommodate the new railroad right of way.²

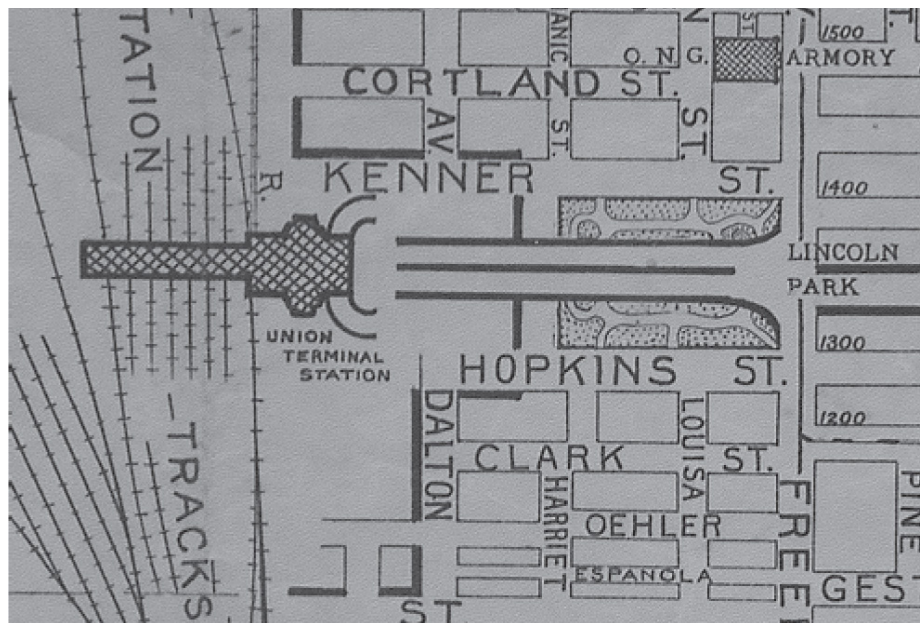
In 1929, the Board of Park Commissioners passed a resolution to extend the approach to Union Terminal Station through Lincoln Park so long as no cost was borne by the park Commission. In exchange for losing the Lincoln Park playground and some acreage, a park was established on the north side of Laurel Street from Central Parkway to Freeman Ave in 1931.³

² Union Terminal Company, “Manuscript 1027”, Courtesy of Cincinnati Historical Society Library (1928-1932)

³ Ibid., 7.

The design and construction project was supervised by Col. Henry M. Waite, Chief Engineer of the Cincinnati Union Terminal Company, with Edgar Tyler serving as Staff Architect. The preliminary project schedule was ambitious, with initial site survey beginning November 1, 1927, construction commencing on May 1, 1928, and completion anticipated by 1932.

A limited architecture competition was held, and Fellheimer and Wagner were selected in June, 1928, with Robert Anthony Wank serving as the project designer and Philadelphia architect Paul Phillippe Cret acting as a design consultant. James Stewart and Company, Inc. of New York was selected as the general contractor in early 1929.



1938 MAP ILLUSTRATING UNION TERMINAL.

Site preparation began in August 1929, just a few weeks before the stock market crash. The building cornerstone was laid in 1931. The main approach through Lincoln Park was not started until at least 1932, according to a dated photograph.⁴

Construction at the site, which included the ancillary buildings associated with railroad operations [a steam generating power plant with three 1,000 horsepower boilers, a roundhouse, mail and express terminals, and service buildings and facilities], was completed on March 31, 1933, several months ahead of schedule. The total construction costs of the Terminal complex, including grounds and the readjustment of the railroad facilities, was \$41,000,000. The station building itself accounted for \$7,000,000 of that total. The completed Terminal had a capacity of 216 trains per day: 108 in and 108 out, making it one of the largest facilities of its type in the country.

⁴ Unknown, "Exterior Front Long View" (1932), Courtesy of Cincinnati Historical Society Library



BY 1932, CONSTRUCTION WAS UNDERWAY BUT THE ENTRANCE THROUGH LINCOLN PARK HAD NOT BEEN STARTED.



AERIAL VIEW OF THE TERMINAL AND SITE IN THE 1930S, NOT LONG AFTER CONSTRUCTION.

Train service was forced to begin on March 19, 1933 due to flooding, and the building was officially opened on March 31, 1933. The tracks flooded again in January 1937 when Mill Creek crested at 79.9 feet. While train service was halted, the Rotunda remained above the flood line.⁵



THE TERMINAL WAS DESIGNED TO REMAIN ABOVE THE FLOOD PLAIN, WHICH IT DID IN THIS IMAGE OF A 1937 FLOOD.

The Union Terminal Since 1933

The Cincinnati Union Terminal thrived through 1944 as a central hub of troop movement, averaging 34,000 passengers daily, but with the rise of an automobile centered culture after the end of WWII, it rapidly lost passengers. In 1962, as the ridership of the passenger railroad system in America was steadily declining, there was concern over the long-term future of the building and the first study was conducted for alternate uses.

In addition to declining ridership, two major urban interventions changed the relationship between the Union Terminal site in ways that had profound impacts on the future of the site and its relationship to the core of the City. The first was the construction of the Interstate Highway System in the 1950s and the second was a series of Urban Renewal projects in the West End area.

⁵ Glaserworks and HillierARCHITECTURE, "Master Plan for the Cincinnati Museum Center Renovation and Restoration Project" (Cincinnati Museum Center at Union Terminal, 2006), 1.18



1950S, LAUREL HOMES, LINCOLN COURT, AND RICHMOND VILLAGE WERE CONSTRUCTED TO THE EAST, DRAMATICALLY CHANGING THE WEST END COMMUNITY.

The construction of I-75 created a permanent “scar” in the city and severed the connections that existed, up to that point, between the Union Terminal site and Cincinnati’s urban grid. The following images illustrate the profound impact this project had on the structure of the neighborhood, the lost connections between Queensgate/West End and the transformation of the Union Terminal site into “an island”.

At the heels of the construction of I-75, a significant amount of historic urban building fabric was also lost as it can be evidenced by these photographs, changing irreversibly the nature of the neighborhood and the structure of the city, further isolating Union Terminal.

Passenger rail service at Union Terminal ended in 1972. In 1973, the building was nominated to the National Register of Historic Places. This helped prevent the demolition of the entire building, but the main passenger concourse could not be saved. It was demolished by Southern Railway in 1974 to allow unimpeded use of double-height train cars. In 1980, the “Land of Oz”, a retail concept, modified the ramps, creating pedestrian ways, and paved the park areas to provide parking; this Joseph Silken Shopping Center opened in August of 1980. This commercial venture did not succeed, and closed in 1984, four years after it opened.⁶

⁶ *Ibid.*, 1.19



SHOPPERS BROWSE THE RACKS AT LOEHMANN'S DURING THE STORE'S TENURE IN THE ROTUNDA.



ORIGINAL RAMPS [ABOVE] WERE OPEN TO THE ELEMENTS; THESE SPACES CURRENTLY HOUSE MUSEUM/EXHIBIT SPACE [BELOW]



In 1985, Architect E. Vernor Johnson, a nationally recognized museum planner/designer, recommended that the Cincinnati Historical Society and the Natural History Museum combine forces to occupy the building. This bold and innovative idea was implemented after the Hamilton County voters approved a \$33-million bond issue for the restoration of the Terminal in 1986. The State of Ohio and the City of Cincinnati contributed grants of \$8 million and \$3 million respectively. The new museum opened in November 1990.⁷

The Building Today

The reuse of the Union Terminal as a museum facility was indeed an experiment. There were inherent risks, but also significant potential long-term benefits. The risks included, among others, the following:

- The building, at over 500,000 gross square feet, was a large facility for a new organization with no proven track record.
- The original design of the building was for a use radically different than what the adaptive [re]use envisioned, especially when approximately half of the building was “open to the elements” as parking, gas station and baggage handling areas.
- The budget for the project was seriously underestimated, deferring significant work items - such as envelope/structural repairs and key components of the HVAC system - into the future, with unknown and/or unconfirmed project and/or completion dates.
- While the [re]use plan had significant merits “on paper”, it was not clear as to how the new institution would function within the building.

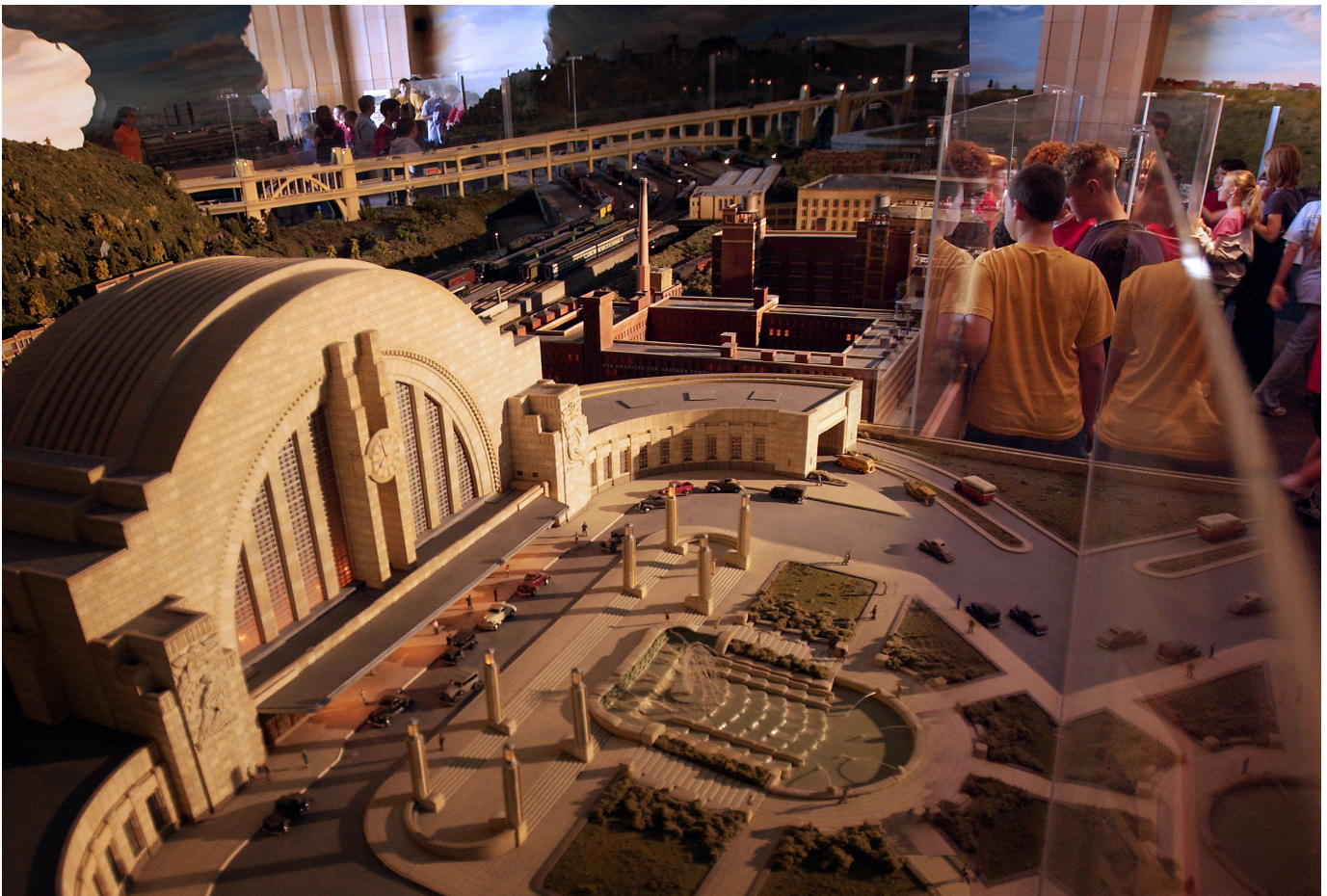
⁷ Ibid.

- Finally, the site was not developed at all to follow the vision of the original building design and the new museum plan, both of which intended to create a memorable experience, commensurate with the outstanding value of the building.

On the other hand, the benefits were significant:

- The building was saved from demolition and total loss.
- An imaginative use was introduced that would bring thousands of visitors each year, all creating new memories and experiences at the Union Terminal, thereby becoming supporters of both the building and the new institution.
- The participating entities would create significant synergies resulting in a stronger institution, with a greater public engagement.

The overwhelming support of the public, since the [re]opening of the Union Terminal as a museum facility, is an undisputed evidence that the experiment was indeed very successful and that the public will continue to support the future of the Museum Center and its iconic building.



SCALE MODEL OF CINCINNATI IN THE CINCINNATI HISTORY MUSEUM. © TODD JOYCE.

In 2006-2007, the Museum undertook series of strategic planning initiatives, including a Master Plan, for the restoration / renovation of the venerable National Historic Landmark.

The Master Plan identified a large program of building needs, including:

- Extensive exterior envelope repairs
- Complete replacement of all building systems and introduction of new technologies necessary for a 21st century museum
- Strategic space [re]alignments to enhance space utilization
- Critical repairs to site elements that are impacting the building, such as the Dalton Street underpass, the Fountain, etc

In addition to identifying specific building needs, the Master Plan raised two significant issues:

- The role of sustainability as part of the vision for the future
- The treatment of the site



COVER OF THE 2006/2007 MASTER PLAN COMPLETED BY GLASERWORKS AND HILLIER ARCHITECTURE.

As discussed in the Preamble of this report, over the course of the last fifteen years, sustainability has transcended from “another new idea” to becoming one of the most significant drivers in planning and designing our built environment. It has reached far beyond the minimum requirements of the typical “checklist” developed by organizations such as the US Green Building Council, permeating to all areas of our lives - from simple daily routines for housekeeping to how we should design, operate and manage buildings throughout the world, as well how we should organize our communities.

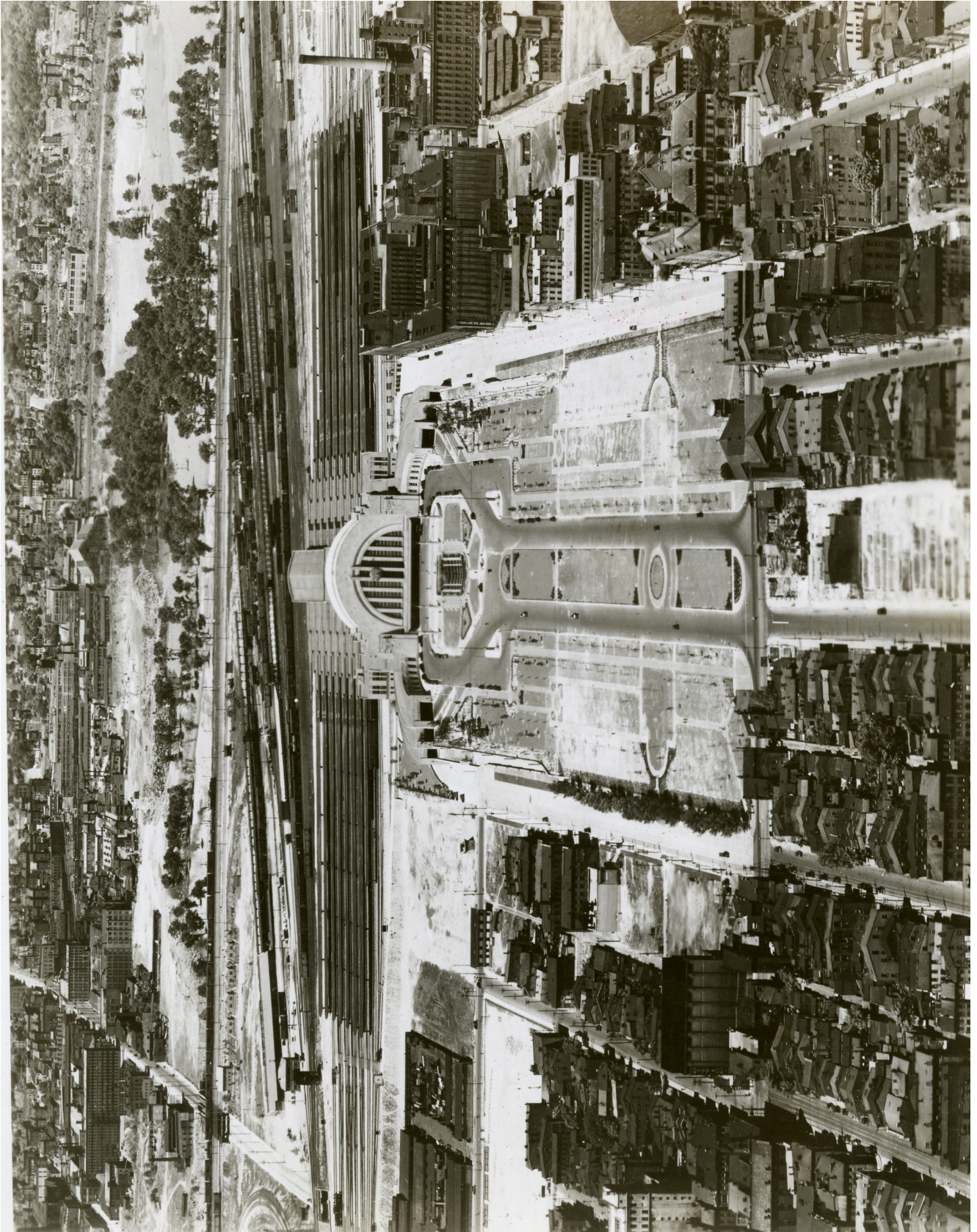
It is important to emphasize again that while most of the research and advanced thinking in the world of sustainable design has been concentrated on new buildings, the relationship between sustainability and historic buildings has barely been explored, leaving a large number of important unanswered questions and dilemmas, that we face when planning for the treatment of a historic building.

CMC understood the complexity of this issue and capitalized on the unique opportunity to be a true leader in planning, design and management of a building such as the Cincinnati Union Terminal, by creating a truly sustainable future, based on a balanced approach that utilizes advanced building science, carefully structured economics and responsible long-term stewardship, all aiming at creating a long lasting value through the restoration of this venerable historic landmark.

More importantly however, by exploring the full potential of the site and its relationship to the neighborhood and the City of Cincinnati, CMC can create a vision for the future that would benefit not only the institution, but would transform the area into a sustainable community and a destination to be visited by thousands and emulated by the city, the region and similar communities throughout the country.

These important dimensions were the drivers that resulted in organizing the Workshop as a forum to explore ideas and opportunities, all helping to shape the vision for the future.

AERIAL PHOTOGRAPH OF THE CINCINNATI UNION TERMINAL SITE APPROACHING COMPLETION. SITE WORK AND EZZARD CHARLES DRIVE HAVE NOT BEEN COMPLETED.
COURTESY OF THE CINCINNATI HISTORICAL SOCIETY: #B-93-143

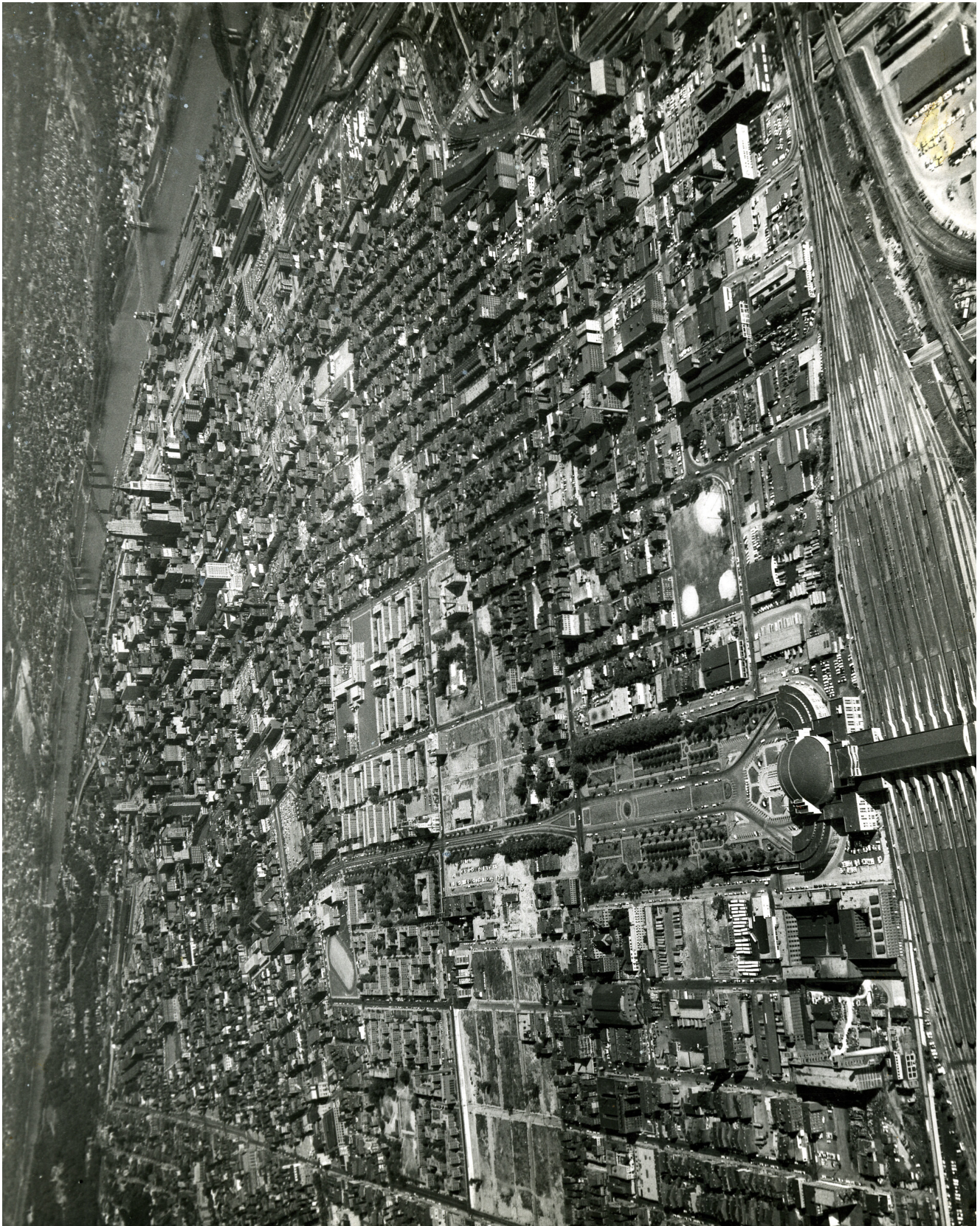




THE CINCINNATI UNION TERMINAL SITE COMPLETED, ALONG WITH EZZARD CHARLES DRIVE.
(IMAGE COURTESY OF THE CINCINNATI HISTORICAL SOCIETY: #A-91-001)

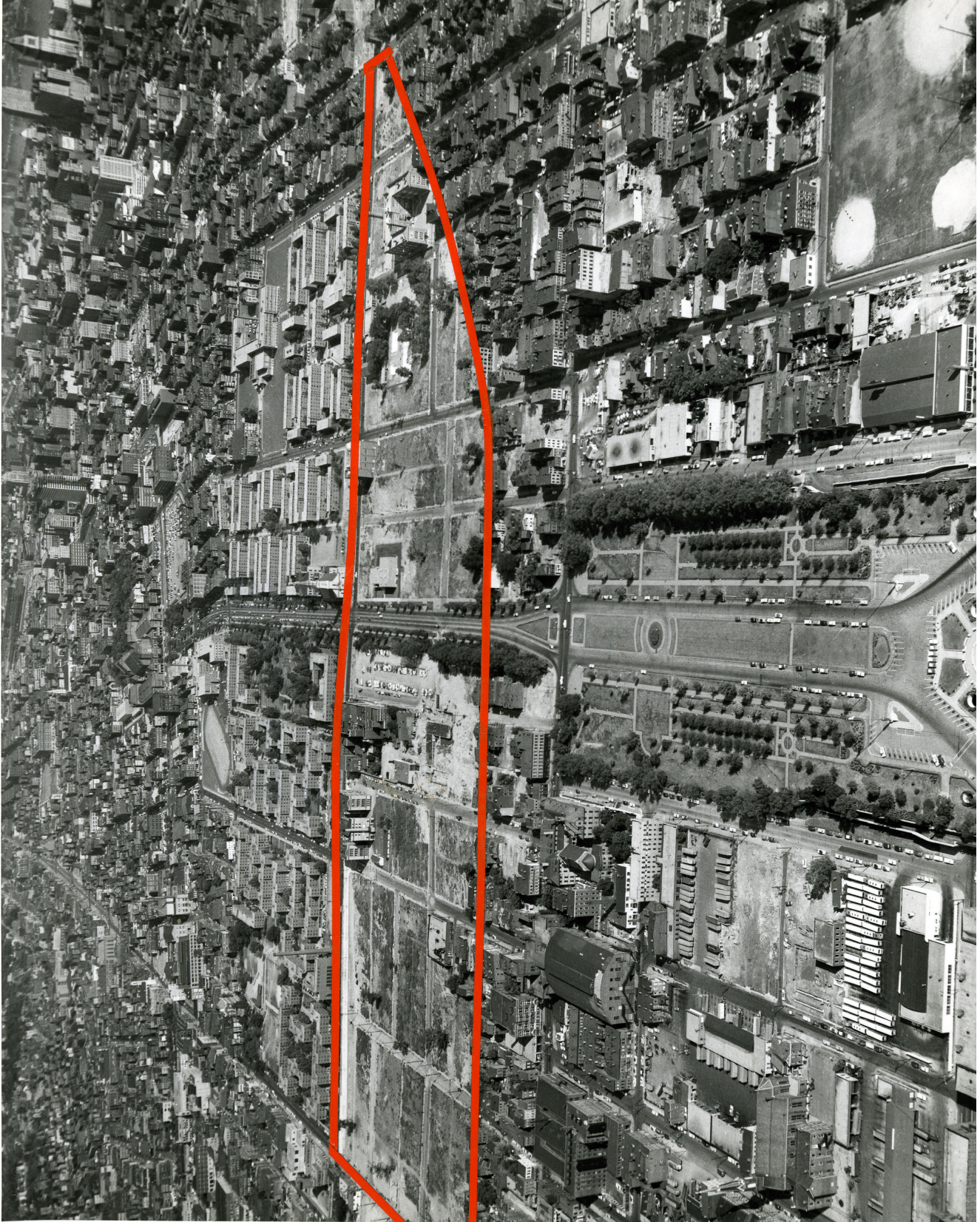


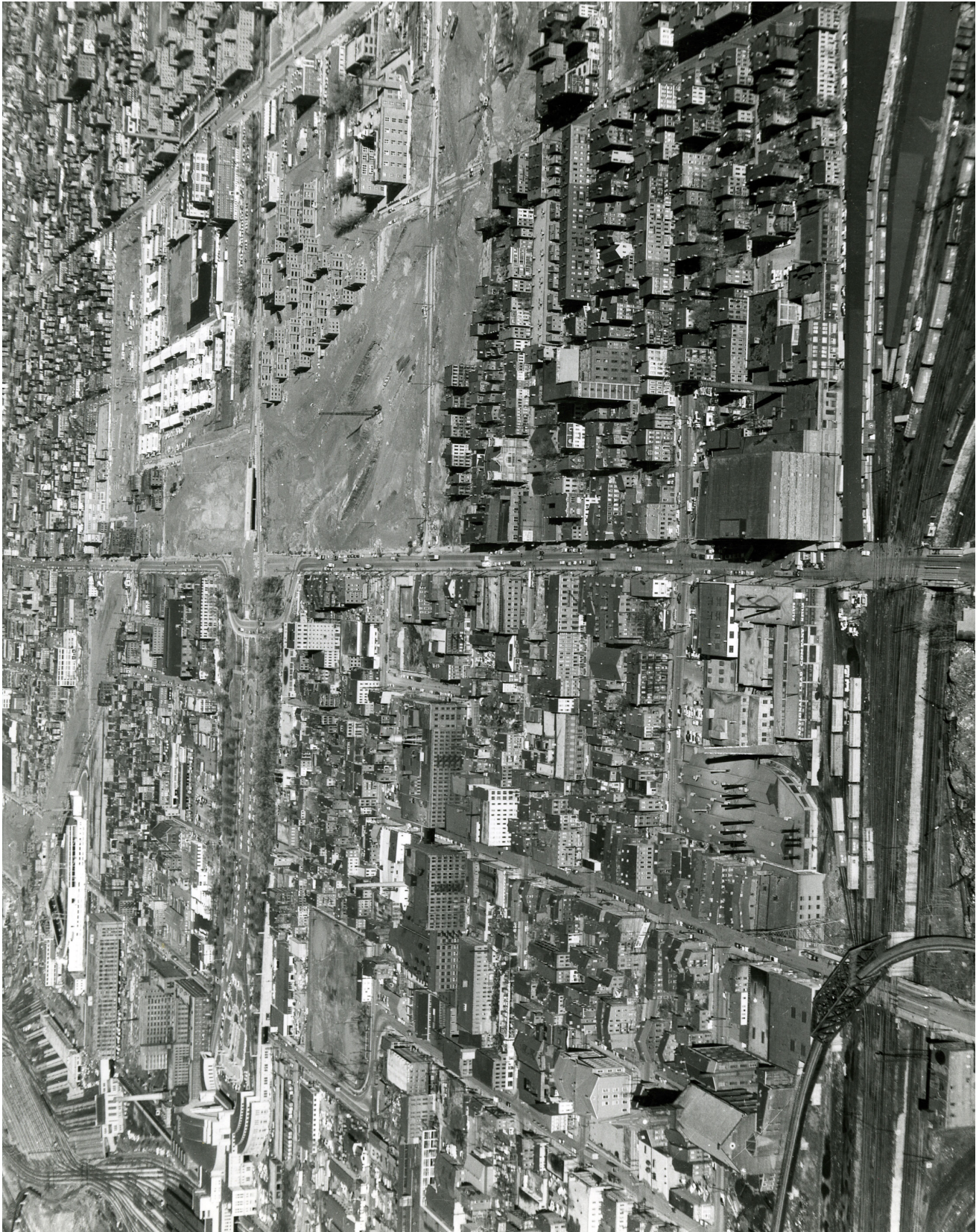
AERIAL VIEW OF THE CINCINNATI UNION TERMINAL AREA WITH A DELINEATION OF THE DEMOLITION AREA TO CREATE THE I-75 CORRIDOR.
(IMAGE COURTESY OF THE CINCINNATI HISTORICAL SOCIETY: #B-97-207)



AERIAL VIEW OF THE CINCINNATI UNION TERMINAL AREA WITH THE DEMOLITION OF URBAN FABRIC UNDER WAY TO CREATE THE I-75 RIGHT-OF-WAY.
(IMAGE COURTESY OF THE CINCINNATI HISTORICAL SOCIETY: #HA-5194)

THE CINCINNATI UNION TERMINAL AREA WITH DEMOLITION CLEARING A SIGNIFICANT AMOUNT OF URBAN FABRIC FOR I-75. THE LANDSCAPED AREA/APRON IN FRONT OF THE UNION TERMINAL HAS REACHED MATURITY.
(IMAGE COURTESY OF THE CINCINNATI HISTORICAL SOCIETY: #JAZ 98-16 SC 59-756)





THE CINCINNATI UNION TERMINAL AREA WITH DEMOLITION CLEARING A SIGNIFICANT AMOUNT OF URBAN FABRIC FOR I-75. THE LANDSCAPED AREA/APRON IN FRONT OF THE UNION TERMINAL HAS REACHED MATURITY.
(IMAGE COURTESY OF THE CINCINNATI HISTORICAL SOCIETY: #IAZ-98-16 SC 59-754)



I-75 UNDER CONSTRUCTION AND ITS IMPACT ON CINCINNATI'S URBAN STRUCTURE.
(IMAGE COURTESY OF THE CINCINNATI HISTORICAL SOCIETY: #JAZ98-16)