



Adaptive Reuse Study
Virginia Baptist Hospital

Summary of Community Input

June 2026

A comprehensive adaptive reuse study with extensive stakeholder involvement was undertaken to honor the legacy of Virginia Baptist Hospital and the lives of the people who have come in contact with it.



CENTRA



A Commitment From Centra

Centra Health's Board of Directors and Centra's entire leadership team are committed to responsibly evaluating these options to ensure that the VBH campus continues to meaningfully contribute to the greater Lynchburg community for years to come. By including as many great minds as possible in the planning process, we expect new perspectives and opportunities will present themselves. Thank you in advance for your willingness to participate in this important discussion and for your interest in the future of Centra and the VBH campus.



Find Centra's Virginia Baptist Hospital Transition project page for future updates here.



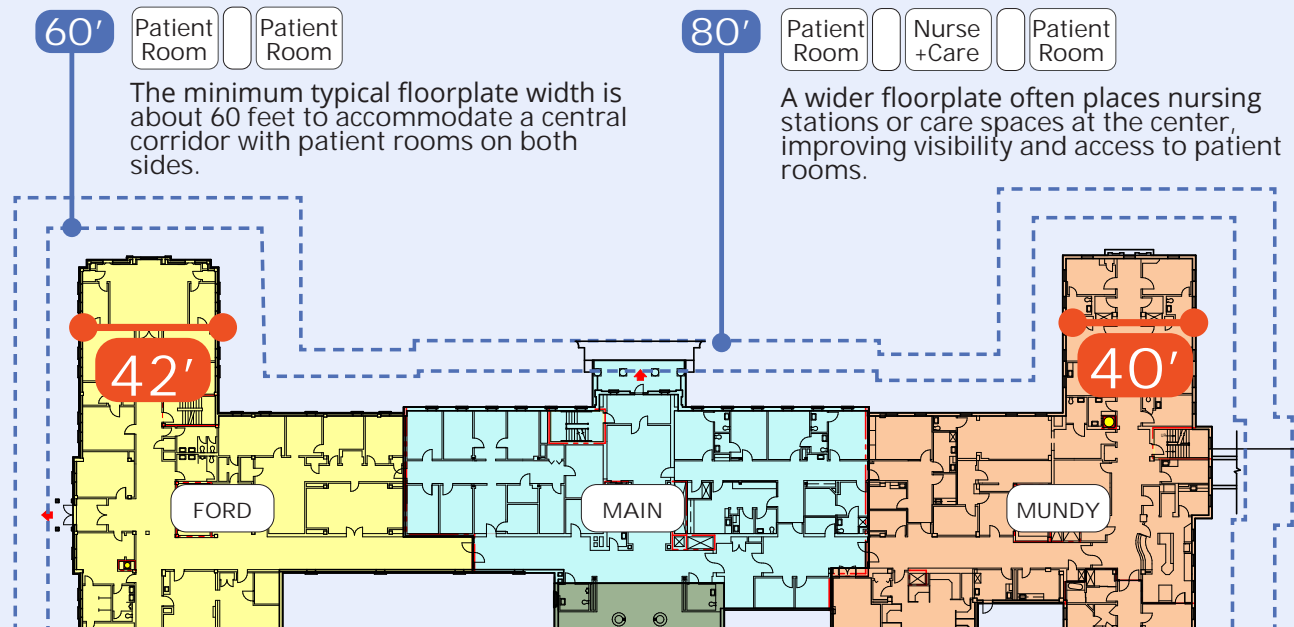
Community Design Charrette

Evolving Facilities to Serve Our Community's Health for the Next 100 Years.

Virginia Baptist Hospital has long led advancements in health facilities. For over 100 years, VBH has expanded and renovated to meet modern standards and community health needs. The Modernization Plan recognized that updates to building structures and systems are limited by VBH's existing infrastructure.



Read more about Centra's Modernization Plan here.



Standards for modern medical care, State licensing requirements, and Centra's desire to deliver best-in-class healthcare shone a light on the insufficient size of VBH's patient rooms, hallways, and nearly every other hospital component.

Building Floorplate Width

Measurement across a building's floor from one exterior wall to the other.

60' - 80'	35' - 45'
Modern	Typical VBH Existing

Corridor Width

A hallway that connects different parts of a building and allows movement of people and equipment.

8' +	6.5 - 7'
Modern Standard	Typical VBH Existing

Based on VA Standards

Patient Room

A room in a hospital where patients stay while receiving care.

15' x 24' 360 SF+	11.5' x 20' 236 SF
Modern Standard	Typical VBH Existing

Based on VA Standards

An adaptive reuse study combines an assessment of the existing buildings, a market analysis of potential future uses, and case studies of comparable projects to understand what is possible, feasible, and proven to be successful.



The adaptive reuse process for the Virginia Baptist Hospital began with community voice.

01 Dec 2025 & Feb 2026 Stakeholder Meetings

Building relationships with City of Lynchburg departments, developers, institutions and businesses.



A view from the pergola at Main.

02 Dec 2025 Employee & Neighbors Open House

100+ attendees

- Values & goals
- Potential uses
- Meaningful places



03 Entire Project

6 Focus Groups provided local knowledge and insight.



04 Jan 2026

80+ attendees

Public Open House

- Value statements
- Potential uses supported by cases studies and market studies
- Mixed-use campus collages

05 Mar 2026

150+ attendees

Multi-Day Community Design Charrette

- Short presentations about development, historic preservation and adaptive reuse
- Community site walk
- Development Scenario comparison and feedback



06 Jun 2026

Public Open House

- Share preferred redevelopment scenario
- Provide an outline of next steps

How can these historic and existing buildings be transformed to create new opportunities and support the evolving needs of the Rivermont neighborhood?

Understanding the site through the Campus Assessment set the foundation for the study.

537,062

total building square footage



12 buildings and additions

The first building, Main, was constructed in 1924, and the last building, Carter Addition, was constructed in 1999

29 Acres

total land for the VBH campus

4.2 Acres

within the Rivermont Historic District

50-Foot Elevation Change

exists from one end of the site to the other across its 1,320-foot length



1,100

parking spaces total between surface parking and parking deck

8 Gardens

dedicated and memorial gardens, mostly located within the historic lawn



A successful campus framework reflects community input, campus assessments, and the realities of market conditions and future development opportunities.

Expandable Parking Capacity

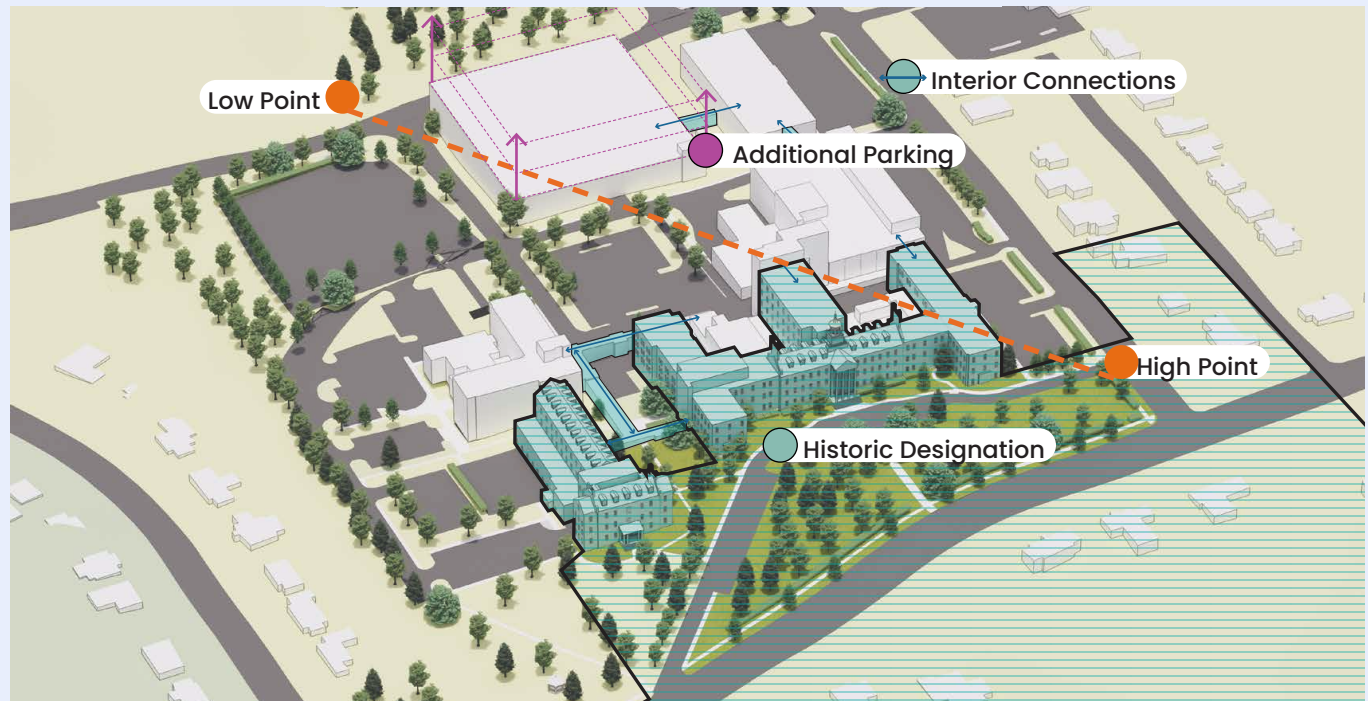
The campus currently contains 1,103 parking spaces, and the parking deck has the structural capacity for additional levels.

Significant Grade Change

The site's 50 foot grade change and multi level building access requires circulation and accessibility consideration.

Large and Low Daylit Floorplates

Buildings such as English, Carter, and Carter Addition have limited daylight, creating challenges for some reuse types.



Historic Designation and Connections

Historic Tax Credit eligibility extends to most of the campus through the Historic District and connected building, supporting the viability of redevelopment

Flexible and High Daylit Floorplates

The Historic Front buildings feature narrow floorplates that do not meet modern healthcare standards but offer excellent daylight and adaptive reuse potential.

Secretary of Interior's Standards For Rehab.

Future redevelopment will require coordination with historic preservation agencies to ensure significant historic features are respected, which may influence changes to building exteriors and select interior spaces.

Across the country, former healthcare campuses have been thoughtfully repurposed into thriving mixed use destinations that create new opportunities for residents, businesses, and visitors.

Eight campuses were researched as case studies to understand their successes including the program, design features, funding mechanism, and economic development impact.

There were six key learnings that the case study examination revealed.

1 Preservation as a Tool

Use historic resources to strengthen identity and access funding.



Richardson Olmsted



Grand Traverse Commons



Martha Jefferson



Old Mary Washington



Central State

2 Phased Implementation

Start with catalytic projects and build momentum.

3 Funding Strategy

Combine grants, incentives, and private investment.

4 Community Benefits

Demonstrate jobs, housing, public space, and tax revenue benefits.

5 Strong Anchors

Leverage institutions, housing, healthcare, or education uses.

5 District Thinking

Plan for a connected mixed use district, not just individual buildings.

Old Mary Washington Hospital

Fredericksburg, Virginia



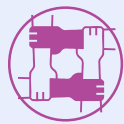
The 280,000 sq. ft., 6.2 acre campus operated as a hospital from 1951 to 1993. A \$50 million public private redevelopment transformed a former tax exempt hospital into residential and commercial uses through a public private partnership. The project leveraged historic tax credits, rehabilitation incentives, and public and private financing to support adaptive reuse and historic preservation.

Proposed Uses



Residential

Workforce Housing
Housing Amenities



Community

Childcare



Hospitality & Retail

Coffee Shop



Open Space

.6 Acre Park



Residential

Apartment
Senior Living
Condominiums



Hospitality & Retail

Market Hall
Shops
Dining



Open Space

Amphitheater
Outdoor Dining
Market



Health & Wellness

Physical Therapy
Behavioral Health



Innovation Offices Meeting Spaces

The Village at Grand Traverse Commons

Traverse City, Michigan



Over one million square feet across 30 buildings, the former state hospital campus sat vacant for years after its closure. Through a decades long public private partnership, the Village at Grand Traverse Commons transformed the historic property into a thriving mixed use destination, leveraging more than \$182 million in private investment.

Proposed Uses

The vision for Virginia Baptist Hospital's adaptive reuse was guided by community & stakeholder input.

Three scenarios were presented during the community charrette - each explored how priorities and uses could be integrated across the campus, with a focus on circulation, open space, preservation, and adaptive reuse.

Scenario Key Takeaways

- 1 Reuse the existing buildings
Demolition should be selective and maintain as much of the existing building stock as possible.
- 2 Provide a wide range of uses
Provide a wider range of uses to maintain VBH as a community anchor.
- 3 Neighborhood focused
Provide new housing options on campus, and resources for the residents in the neighborhood.
- 4 Character sensitive design
Celebrate the existing architectural design and materials with character-sensitive improvements.

Senior Living & Health Hub

Substantial

Level of Adaptive Reuse

SENIOR LIVING

OT/PT

AGING CARE

LONG-TERM CARE

BOUTIQUE HOTEL

RETAIL & RESTAURANTS

GREENSPACE

HIGHER EDUCATION



Events & Centra Support

Moderate

Level of Adaptive Reuse

APARTMENTS

EXTENDED-STAY

NEW BUILD

CONFERENCE & EVENTS

RETAIL & RESTAURANTS

GREENSPACE



Neighborhood-Focused

Minimal

Level of Adaptive Reuse

APARTMENTS

CHILD CARE

NEW CONSTRUCTION

WORKFORCE TRAINING

SINGLE FAMILY

RESTAURANT

GREENSPACE

RETAIL



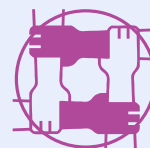
A mixed use campus creates opportunities for people to live, work, visit, and gather in one place.

Proposed uses reflect community priorities, market conditions, and building feasibility, informed through an iterative planning process.



Residential

Housing has been a consistent priority throughout the engagement process. Early conversations identified senior living and workforce housing among the most desired uses, while subsequent input and market analysis also supported condominiums and market rate apartments as housing options well suited to the community and existing buildings.



Community

Community focused uses emerged as a clear priority. Early engagement highlighted performance spaces, childcare, and recreation and wellness opportunities, with childcare ultimately rising as a top priority in the preferred scenario to help attract and support families in the area.



Open Space

Open space emerged as the top priority during the initial engagement and remains the thread that ties the campus together. Community feedback identified many cherished outdoor spaces that can serve as key assets for a mixed use campus. The plan also creates opportunities for new gathering spaces, including playgrounds, courtyards, and outdoor dining areas.



Health & Wellness

Community feedback expressed a desire to retain limited health and wellness services on campus, particularly the medical offices within Oak Vassar. Additional opportunities were also identified to support the region's aging population, including a continuing care retirement community that would allow residents to age in place as their needs evolve.



Higher Education

Building on the campus's healthcare legacy, the site has an opportunity to be a Healthcare Learning Hub that brings together nearby educational institutions to support nursing and allied health training. Expanding local training opportunities can help strengthen the healthcare workforce serving Lynchburg and the surrounding region.



Hospitality & Retail

Hospitality and retail uses can help support a mixed use campus. While conference and event space was initially discussed, feedback during the March charrette favored smaller scale retail, food and beverage destinations, and a boutique hotel as uses that better complement the campus and surrounding neighborhood.



Workplace & Innovation

Workplace and innovation, such as offices and coworking, was a low ranking use from the beginning of our engagement, and was not supported by a market study.

The adaptive reuse strategy is organized around three character zones guiding investment, design, and redevelopment.

PRESERVE

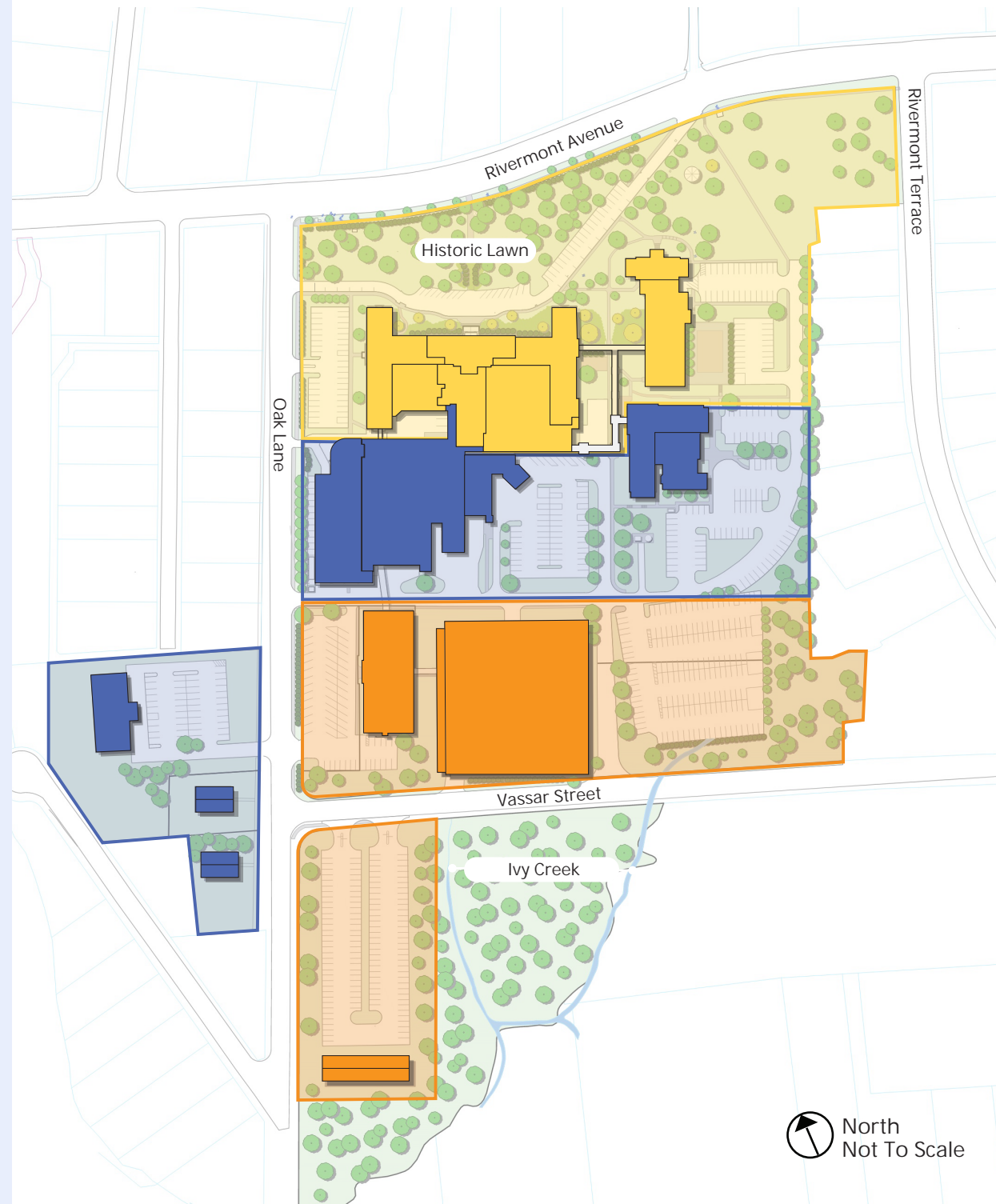
The Preserve Zone prioritizes protection and enhancement of the site's Colonial Revival character, anchored by the historic lawn and Rivermont Historic District overlay. Development focuses on sensitive rehabilitation and reinvestment, supporting a range of uses, with an emphasis on high-quality residential conversions and complementary programs.

ADAPT

The Adapt Zone is defined by later-era buildings with deeper floorplates and wider structural bays, which may constrain certain programmatic uses while supporting others. Development strategies may include adaptive reuse or strategic demolition, contingent on market conditions, partnerships and implementation.

DEVELOP

The Develop Zone accommodates the majority of proposed new construction, reinforcing the edge along Vassar Street and extending development south of Vassar. This zone supports context-responsive infill and ground-up development that activates frontage, strengthens connectivity, and introduces new density. The existing parking deck is retained as a shared asset to support phased development across the campus.



The preferred scenarios organize the campus and buildings around six core uses.

Scenarios A and B explore different combinations of these uses. Both scenarios focus on adding new residential units that are needed for people in the community. More “heads in beds” can help support neighborhood amenities on the campus.

PRESERVE

Ford, Main, Krise, Mundy, Mundy Annex, Barker, Cowling

Residential Scenario A & B	Senior living, apartments, condos, boutique hotel.
Retail Scenario A & B	Ground floor appropriately-scaled retail, near historic lawn to activate the ground floor.
Food & Drink Scenario A & B	Ground floor appropriately-scaled coffee, dining and shops near historic lawn to activate the ground floor.

ADAPT

English, Carter, Carter Addition, Vassar, Pharmacy

Higher Education Scenario A	Higher education uses within Carter and the Carter Addition are positioned to support a multi-institutional healthcare learning hub.
Community Scenario A & B	Complimentary community serving uses such as a public recreation center and childcare are integrated to support both campus activity and neighborhood needs.
Residential Scenario B	Residential could be explored as a use for the English building.

DEVELOP

Oak Vassar Medical Office Building, Parking Deck, Surface Parking Lots

Existing Medical Office Building Scenario A	Oak Vassar medical office building remains, providing a complimentary healthcare component to the campus and community.
Existing Parking Deck Scenario A & B	The existing parking deck will remain to meet minimum parking count and provide the opportunity for surface parking to be turned into greenspace or development.
Residential Scenario A & B	Context-appropriate townhomes and cottage courts could provide additional housing options on surface parking lots.

Design Opportunities

Activate the historic lawn and ground floor

Introduce pedestrian scale amenities to welcome the surrounding community reinforcing its role as an active campus amenity. Ground floor retail and food and beverage uses line key campus edges, creating transparency, activity, and a clear invitation.

Create an accessible walking loop

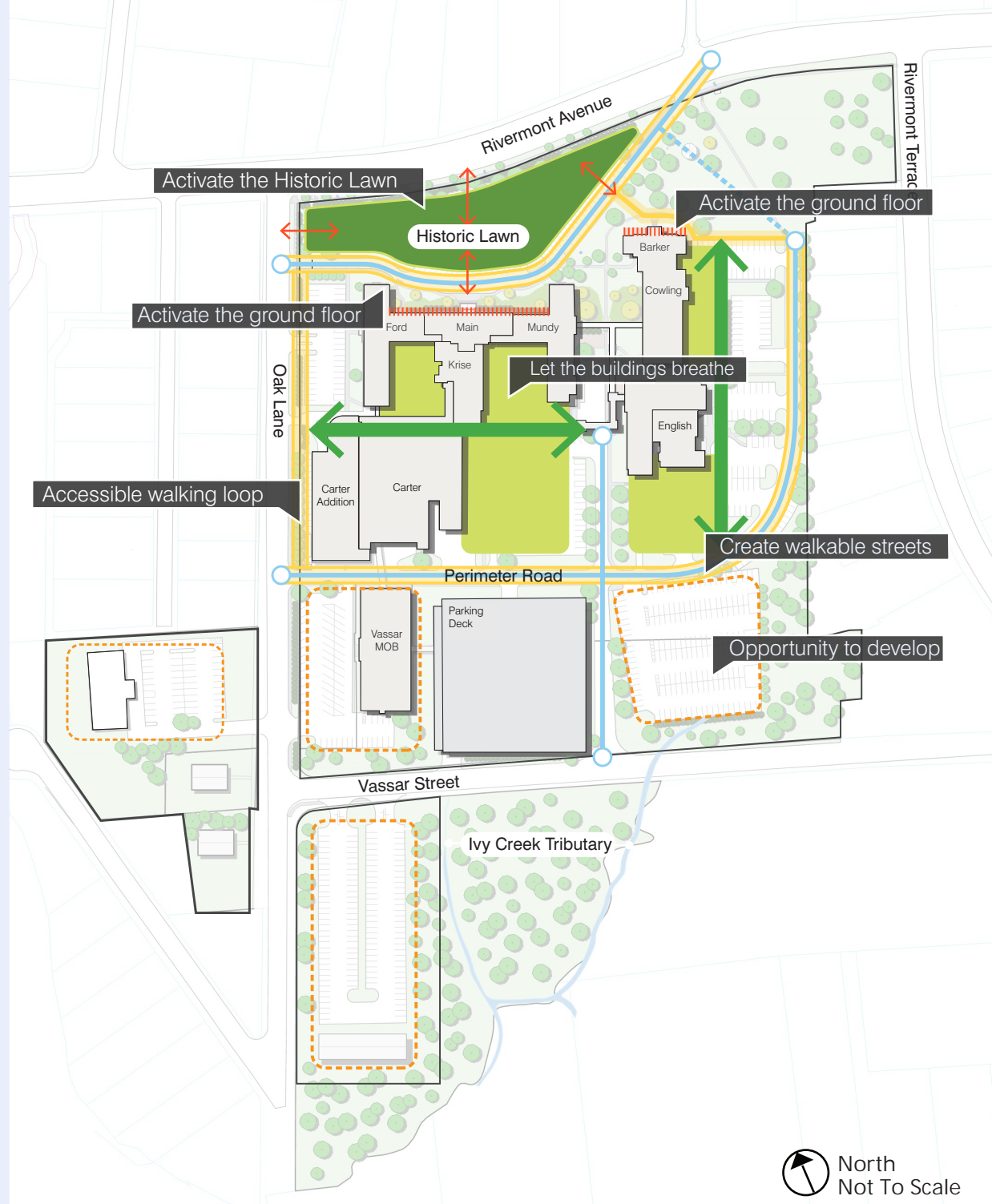
Provide an accessible walking loop that connects the proposed open spaces, outdoor amenities, and activated ground floor uses.

Improve campus connectivity

Maintain campus connectivity by enhancing circulation along Perimeter Road, providing access to new entries and existing loading zones while minimizing major site regrading.

Let the buildings breathe

Limited demolition would be focused on the lower floors of the Ford and Mundy Annex to increase access to natural light for residential units, expand opportunities for outdoor gathering, and improve pedestrian connectivity throughout the campus.



Scenario A



Preserve

Introduce a mix of residential uses within Ford, Main, Krise, Mundy, and Mundy Annex, with shared amenities and support spaces integrated into lower levels. Barker and Cowling are adapted as a boutique hotel with ground floor retail and restaurant uses oriented to the historic lawn.

Adapt

Carter and the Carter Addition accommodate a Healthcare Learning Hub with training, classroom, and student support spaces. The English Building becomes a recreation center, while childcare is provided through reuse of the Pharmacy building or a new facility along Oak Lane.

Develop

Scenario A largely retains the southern portion of the site, including existing surface parking and the parking deck. The Oak Vassar MOB remains in operation, maintaining its healthcare role within the campus and neighborhood.

Scenario A

Ford, Main, Krise, Mundy
Residential
 Sq. Ft : 245,000
 Senior Living
 Number of Rooms : 145-155
 OR
 Apartments
 Number of Units : 95-105

Carter and Carter Addition
Healthcare Learning Hub
 Sq. Ft : 105,000

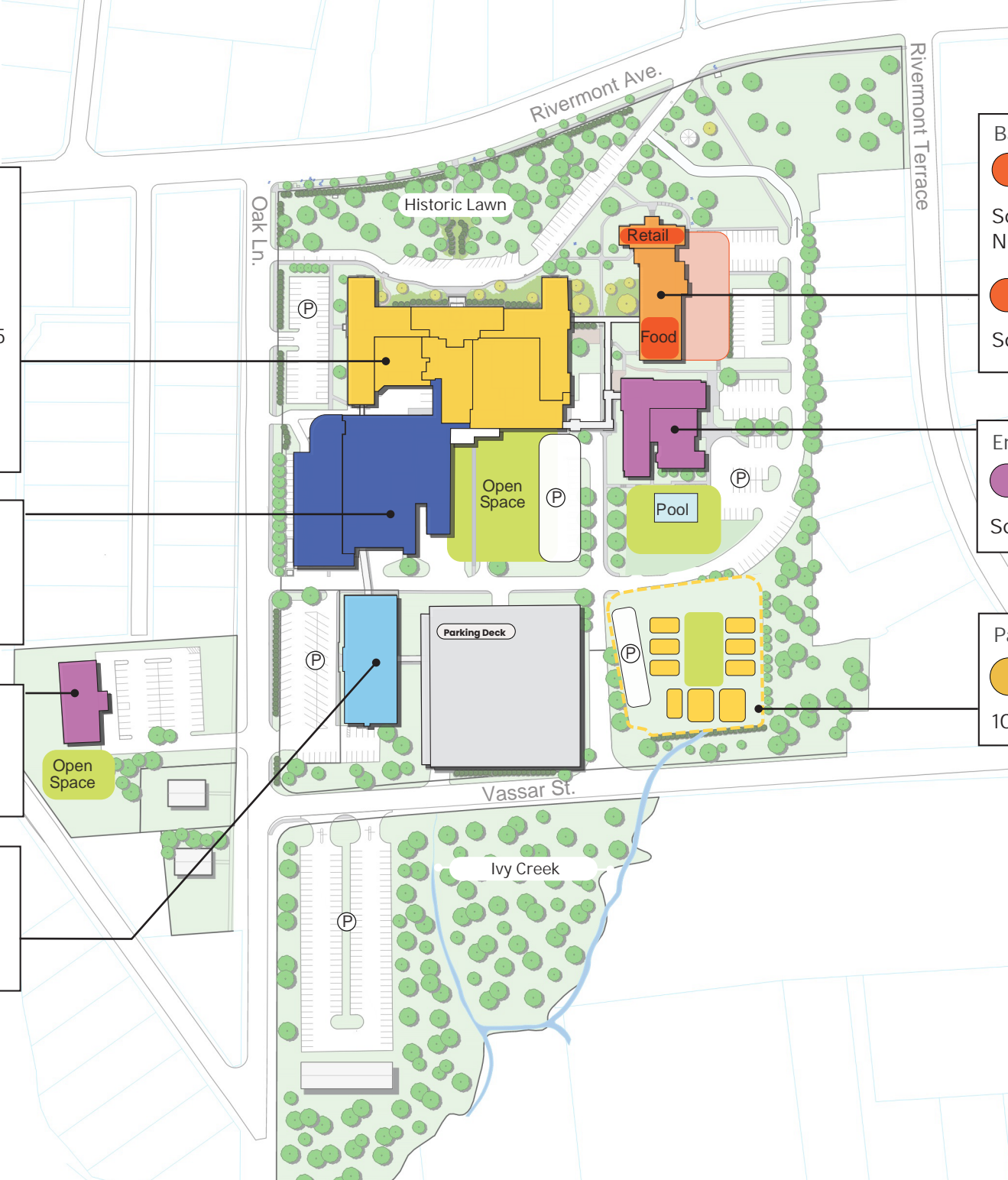
Pharmacy
Childcare
 Sq. Ft : 10,000

Oak Vassar MOB
Medical Office
 Sq. Ft : 33,000

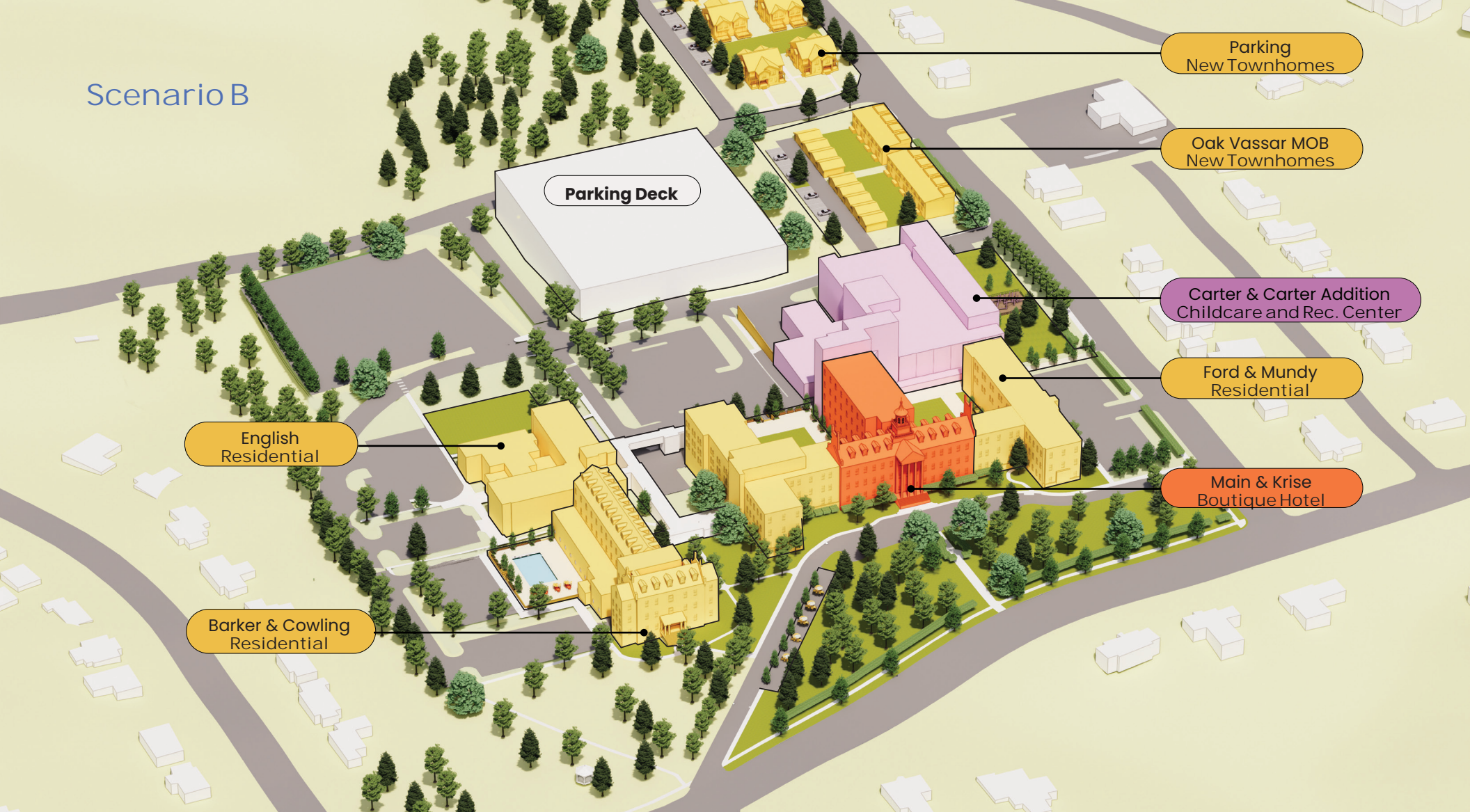
Barker and Cowling
Boutique Hotel
 Sq. Ft : 30,600
 Number of Rooms : 75-85
Retail & Food
 Sq. Ft : 20,000

English
Rec. Center
 Sq. Ft : 50,000

Parking Lot
New Residential
 10-12 Cottage Courts



Scenario B



Preserve

A boutique hotel is located within Main and Krise, with small scale retail and a coffee concept activating the historic lawn. Residential uses are distributed across Ford, Mundy, Barker, and Cowling. Targeted modifications to Ford and Mundy improve daylight access and support perimeter oriented housing.

Adapt

Scenario B explores selective demolition of the Carter Addition to create open space for either childcare or recreation. The English Building is adapted for residential use, adding housing within the campus framework.

Develop

Existing surface parking areas provide opportunities for context sensitive new residential development along Vassar Street and Oak Lane.

Scenario B

Ford, Main, Krise, Mundy

Residential

Sq. Ft : 69,000
Number of Units : 50-60

Boutique Hotel

Sq. Ft : 42,000
Number of Rooms : 85-90

Retail & Food

Sq. Ft : 7,000

Carter

Childcare

Rec. Center

Sq. Ft : 75,000

Oak Vassar MOB

New Residential

8 Townhomes

Parking Lot

New Residential

30 Quad Units

Barker and Cowling

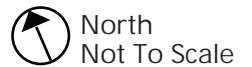
Residential

Sq. Ft : 55,000
Number of Units : 55-60

English

Residential

Sq. Ft : 50,000
Number of Units : 30-35



Incorporating the values and vision developed through this process into a developer Request for Qualifications (RFQ) is the next step in transitioning Virginia Baptist Hospital.

In the next phase, Centra will qualify and select a master developer to explore uses and programs in greater detail. Centra envisions continuing to participate in guiding the redevelopment of VBH in some capacity, while the master developer will be responsible for the redevelopment effort, obtaining permissions and engaging design and construction partners to redevelop the campus.





Adaptive Reuse Study
Virginia Baptist Hospital

A Thank You From Centra

Thank you to everyone who participated in this important conversation about the future of the VBH campus. As a longstanding and meaningful part of the Lynchburg community, the campus holds a special place in the lives of many residents. Your ideas, perspectives, and feedback are invaluable as Centra evaluates adaptive reuse and collaborative partnership opportunities that will allow the campus to continue contributing to the community for years to come. We appreciate your time, thoughtful input, and commitment to helping shape a shared vision for the site's future.



CENTRA

