

Monday, March 16, 2009

Mr. Bill Fruling
Principal Planner
Department of Planning & Community Economic Development
215 Martin Luther King Jr. Blvd
Madison, Wisconsin, 53703

Re: *Meriter Hospital Park Campus General Development Plan* Informational Presentation to the Landmarks Commission

Dear Bill:

Enclosed please find the Executive Summary of the *Meriter Hospital Park Campus General Development Plan*. We plan on presenting the full plan to the Commission on March 23rd. The general development plan lays out the planned development and revitalization of the Park Campus over the next ten years. This ten year plan is tied directly to Meriter's *Strategic Facility Master Plan*, completed by Kurt Salmon & Associates and adopted by the Meriter Board in the first quarter of 2008. The KSA plan, which has a 30 year plus planning horizon, provides a roadmap for the future, long term renewal of Meriter's Park Campus.

Over the next ten years, Meriter anticipates developing new facilities, reinvesting in existing facilities, and improving the overall campus environs. Some of the key projects include the development of a much needed medical office building on Braxton Place, the revitalization of the Longfellow School (a Madison designated landmark), the construction of necessary infrastructure such as a new physical plant and patient parking, as well as significant landscaping, streetscaping, and pedestrian safety improvements.

Please contact me if you have any questions. I look forward to meeting with the Landmarks Commission on Monday, March 23rd.

Regards,



Melissa Huggins, AICP

CC: Doug Hursh, Potter Lawson



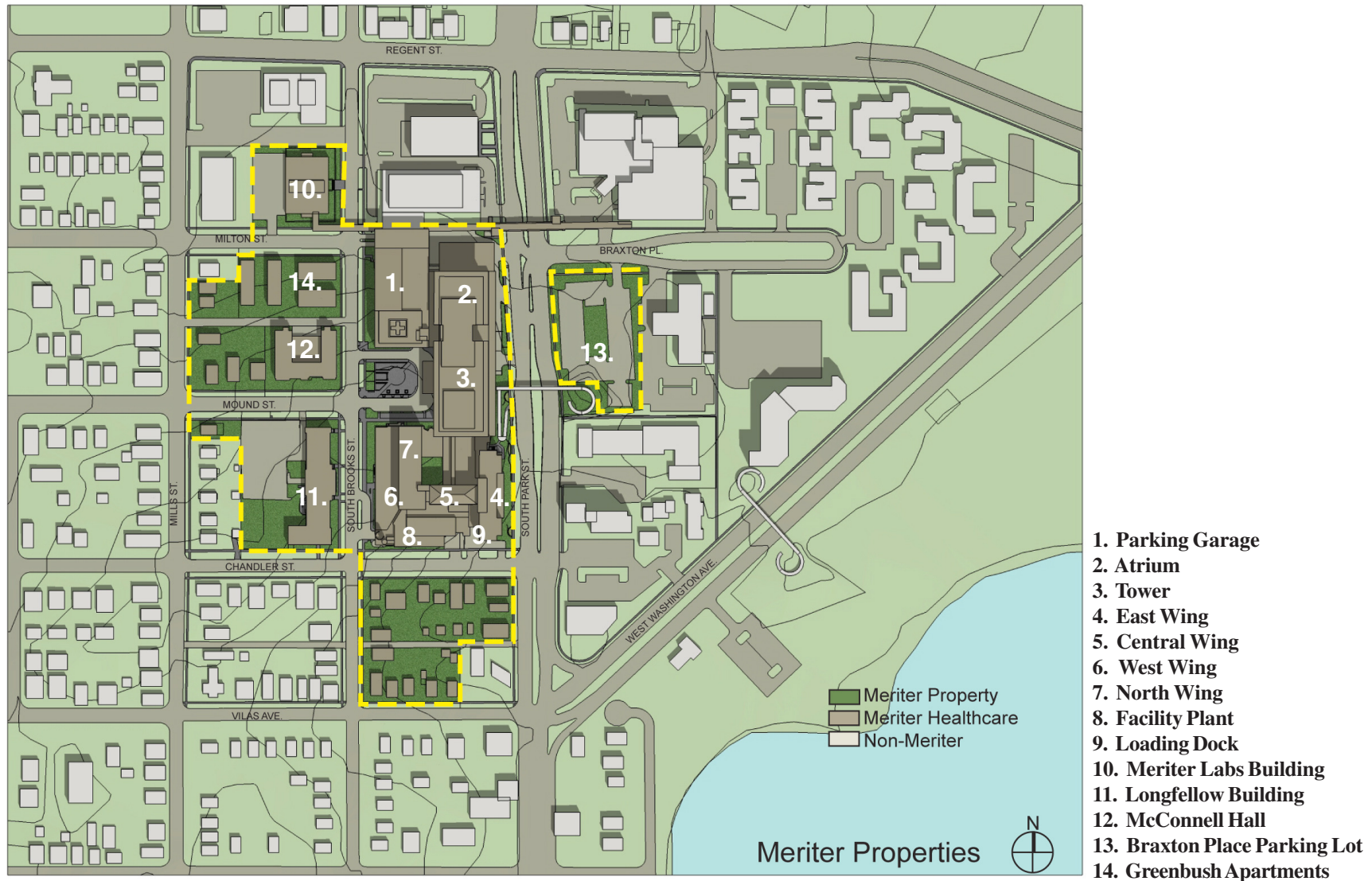
MERITER HOSPITAL

PARK STREET CAMPUS MASTER PLAN

EXECUTIVE SUMMARY

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PARK STREET CAMPUS BOUNDARIES



MERITER

Park Street Campus

PURPOSE OF THE PLAN



Introduction:

Meriter Hospital, the fifth largest hospital in Wisconsin, is a 448 bed non-profit community hospital that provides comprehensive health services to residents of southern Wisconsin and areas of northwest Illinois. Meriter was built around a commitment to community service, as expressed in its mission statement:

- To heal this day
- To teach for tomorrow
- To embrace excellence always
- To service our communities –
for a lifetime of quality health care.

Located on Park Street, a section of Madison's Health Care Main Street, Meriter Hospital is part of the Greenbush Neighborhood. The hospital has been providing health care on the Park Campus since 1903 and has grown over the last 100 years to meet the changing needs and demands of the community and health care.

Vision:

The Meriter Hospital Park Street Campus Master Plan is the most comprehensive planning project the Hospital has ever produced. Although only designed as a ten-year document, it is intended as a flexible framework that will provide a clear map for decision-making to facilitate Meriter achieving its long-term goal of making the Park Street Campus its flagship diagnostics and treatment center. Built on a solid foundation of recommendations for long-term growth from national healthcare planners, this master plan will guide the decision-making process for the next ten years, until land availability and acquisition conditions dictate the direction of long-term growth and replacement of existing diagnostics and treatment platforms.

Meriter Hospital Strategic Goals:

- Provide the best total healthcare experience
- Value Meriter employees, our most important resource
- Maintain the Park Street Campus as Meriter's flagship facility
- Develop Meriter property to its highest and best use
- Invest in programs, services, and facilities according to sound business principles

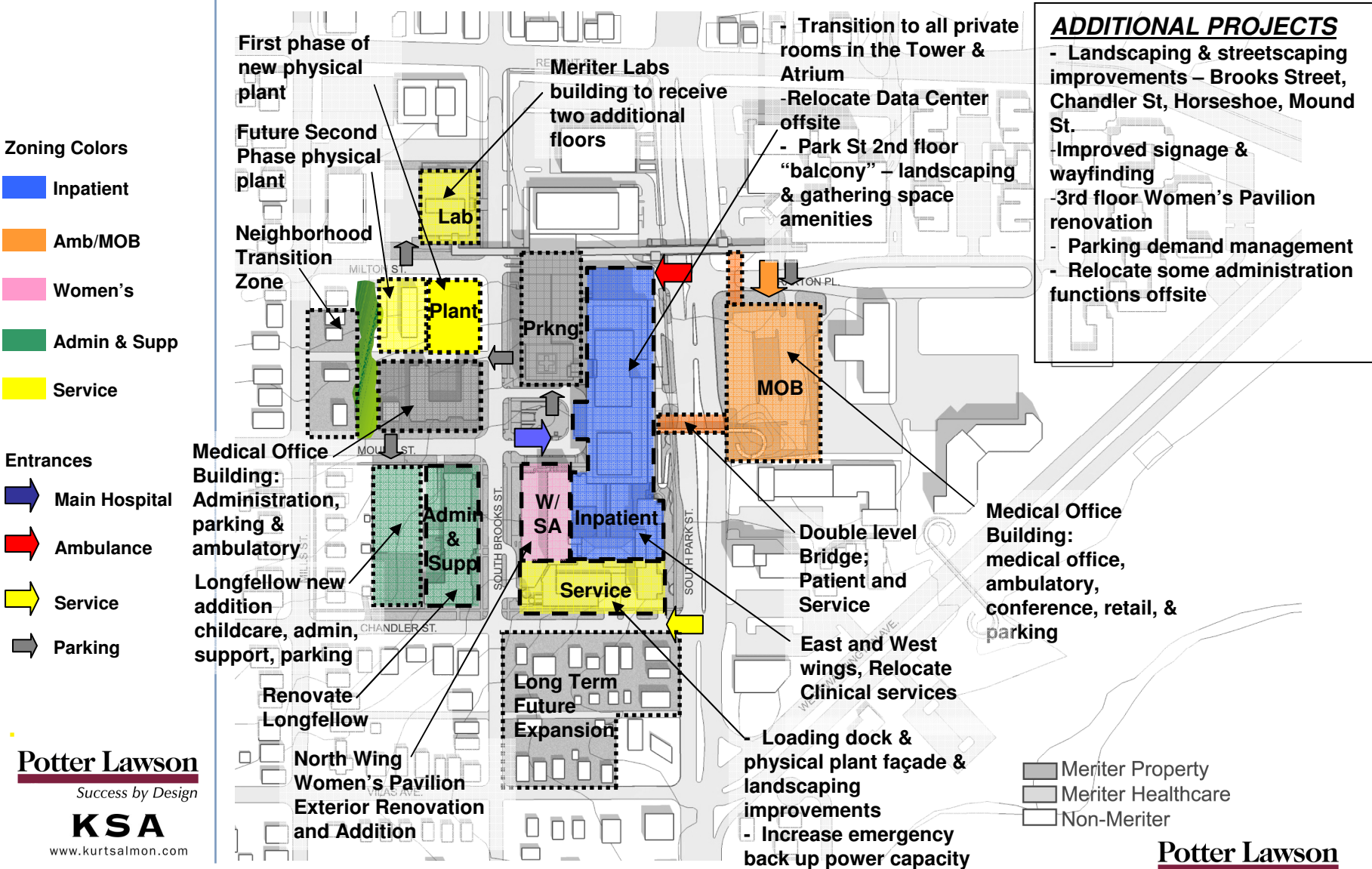
PLANNING PRINCIPLES



Campus Master Plan, Planning Principles:

- Enhance Meriter's presence on Park Street, the gateway to the University and downtown
- Focus in-patient clinical care services on the Park Street Corridor
- Create a welcoming and engaging campus through the use of landscaping, street furniture, informal seating areas, lighting, water features, and public art
- Develop design guidelines that embrace signature Meriter elements through the use of building materials, design features, ornamentation, and landscaping
- Implement a distinct and easy to follow signage and wayfinding plan that facilitates patient and visitor access to hospital departments, clinics, parking, and other campus destinations
- Activate the street level throughout the Campus by including uses such as retail, cafes, meeting rooms, informal gathering areas, and other public areas on the first floor
- Embrace sustainable and evidenced-based design
- Provide a variety of transportation modes and facilities to meet the needs of patients, visitors, and staff, while improving pedestrian safety
- Respect the integrity of the surrounding residential neighborhoods
- Step down building heights along campus edges to ease the transition to the surrounding residential neighborhoods

DEVELOPMENT CONCEPT: 10 YEAR PLAN



Potter Lawson
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KSA
www.kurtsalmon.com

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MERITER

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DEVELOPMENT CONCEPT: 10 YEAR PLAN



Figure 02: Aerial View Across Longfellow Addition.



10-YEAR PLAN

① **Medical Office Building at Braxton Place:**

Currently, Meriter owns a surface parking lot on the corner of Park Street and Braxton Place. This is a prime site for redevelopment that will not infringe on the surrounding single-family neighborhoods with access to a major thoroughfare, Park Street.

Conceptual planning for this site includes a medical office building that would be connected by skywalk to One South Park Street. The medical office building could include an outpatient ambulatory surgery center. The first floor of the building facing Park Street will house retail and other functions that serve to activate the street level. Access to these spaces will be from the street. The lobby for the building will also be at the street level. Above the first floor, the function of the building will be for medical uses. A potential building on this site could be 10 to 11 stories to match the height of the existing hospital; current studies show the building at 9 stories. The massing of the building will step back on the fourth floor to follow the Park Street Design Guidelines. Parking for the building will be provided in a multilevel parking structure entered from Braxton Place or Park Street. Loading access would take place off of Park Street. The new development would require the removal of the existing pedestrian overpass. While this is not a heavily used pedestrian bridge a few residents still utilize it. Meriter has expressed to the City their desire to make the at-grade pedestrian crossings of Park Street more pedestrian-friendly and safer.

Two-Story Bridge over Park Street

In order for the new building at Braxton Place to operate efficiently as the ambulatory center for the Park Street campus, a direct connection to the main hospital must be created to support the clinical uses within the medical office building. This connection must carry separate public and service corridors. A double-level enclosed bridge for patients and services will be constructed across Park Street to connect the main hospital to the Braxton site medical office building. Since the creation of this building will require the removal of the pedestrian bridge crossing park street, public access to this bridge will be maintained during operating hours.

② **North Wing: Women's Pavilion**

The North Wing of the existing hospital will undergo an interior renovation to allow the space to be converted into a Women's Health Center. As well as the interior improvements, the North Wing will undergo a façade renovation and possible addition toward Brooks Street. As with all future hospital renovations, more efficient windows and skin treatments will be used whenever economically possible to reduce the energy consumption of the building and thereby increase the capacity of the main campus physical plant. A new exterior entrance to the Women's Pavilion will not be provided; instead, all vehicular and pedestrian traffic will continue to be routed to the existing main entrance.

③ **Landscape Master Plan**

Meriter intends to undertake a landscaping project throughout the Park Street Campus. The intent of the project is to improve the identification of campus boundaries and to enhance the pedestrian experience throughout the Campus. Elements will include signature light poles with banners, enhanced sidewalk and street pavement treatments, and street furniture additions to the entrance courtyard. Improvements will be made to the second floor balcony on Park Street and the third floor patio of the North Tower.

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10 YEAR PLAN

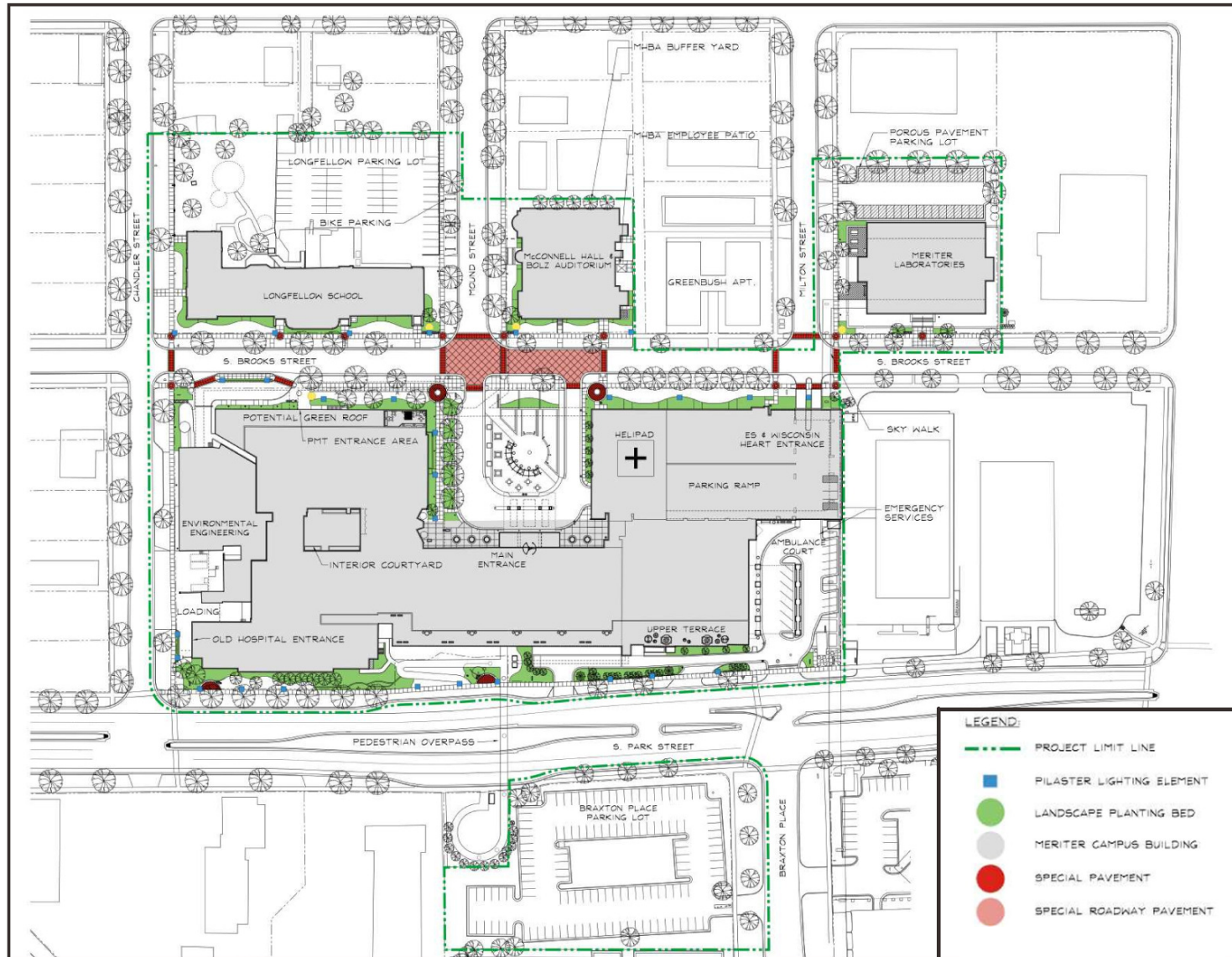


Figure 01: Conceptual Landscape Plan
Schreiber Anderson & Associates.

10 YEAR PLAN

④ Pedestrian Safety Measures:

Coordinated with the completion of the landscape master plan, Meriter will be proposing to the City a series of pedestrian improvements to Brooks Street. These are meant to create more safe pedestrian crossings especially near the Hospital entry around the Mound and Brooks streets intersection. A series of pedestrian islands are proposed at these major pedestrian crossings. These are meant to increase visibility while giving pedestrians a safe place to cross at the intersection, in addition to slowing passing vehicles.

⑤ Loading Dock and Physical Plant:

The loading dock is currently undersized for its intended use. It has only two, very nominal loading bays that make dual deliveries very difficult. The Hospital's main trash and recycling bins are also located in the loading area. The loading area and location create an undesirable image for one of the main entry drives to the Hospital along Chandler Street.

The East Wing has an unnecessary canopy at the corner of Park Street and Chandler Street. The canopy is left over from when the East Wing served as the emergency entrance. The canopy will be removed with future improvements to the loading area.

The Landscape Master Plan will address some additional plantings in this area and the Hospital will study the viability of doors that can completely close off the loading area from view. Meriter is also studying the use of different delivery scenarios that will reduce the number of large trucks making deliveries to the Hospital. This would entail an off-site delivery and storage area to serve as a staging point for just -in-time deliveries of goods to the Hospital with smaller vehicles.

With the building of a new physical plant in the McConnell Hall area in the ten-year plan, the existing smoke stack would be removed and more space could be freed up to ease the crowded conditions of the loading area. Once the plant is relocated, the future renovation will be designed in conjunction with plans for the East and Central Wings.

In addition to the loading area improvements, Meriter will also be expanding their medical gas capacity on Chandler Street by adding an associated storage room.



Figure 01: Brooks Street looking North at Main Entrance

10 YEAR PLAN

⑥ Neighborhood Transition Zone along Mills Street:

Meriter has made the commitment to not pursue any development of the Park Street Campus west of Mills Street. This has long been considered the boundary for the Campus. Along Mills Street, Meriter continues to seek land to make possible the development of a transition zone from the higher density and heights of the Atrium and Tower to the lower residential density found in the neighborhoods west of Mills Street. As properties have become available along the east side of Mills Street, Meriter has purchased them.

The transition zone is meant to be four stories high with a front setback of approximately twenty feet, not including porches or stoops. Surface parking at the rear is preferred, and/or one level below grade with direct access to stairs for the space above. This denser form of housing or other compatible uses should provide an amiable buffer to the density of the Hospital.

While not designed to be a part of the Meriter Campus, the transition zone will act as a threshold to the Campus from Milton, Mound and Chandler Streets. At these intersections, Meriter will introduce signage to direct visitors to the appropriate Campus destinations. Meriter will also introduce streetscaping meant to differentiate the Campus from the surrounding neighborhood.

⑦ Chandler Block (aka Block Seven):

Over the past several years, Meriter has purchased almost the entire Block Seven on Chandler and Brooks Streets. While it is clear to Meriter that they will eventually move hospital functions to this block, it is beyond the reach of this ten-year master plan to determine what program will be built at this location. Block Seven figures heavily in the 30- to 50-year planning of Meriter Hospital, but its ultimate use depends on the direction of growth that the Hospital is able to pursue for its long-term redevelopment of its main diagnostic and treatment platforms. Current planning allows for the diagnostics and treatment platforms to move either north of the current Tower and Atrium, or south to Block Seven. Over the next 10 to 15 years, Meriter will be evaluating land ownership possibilities to make a clear

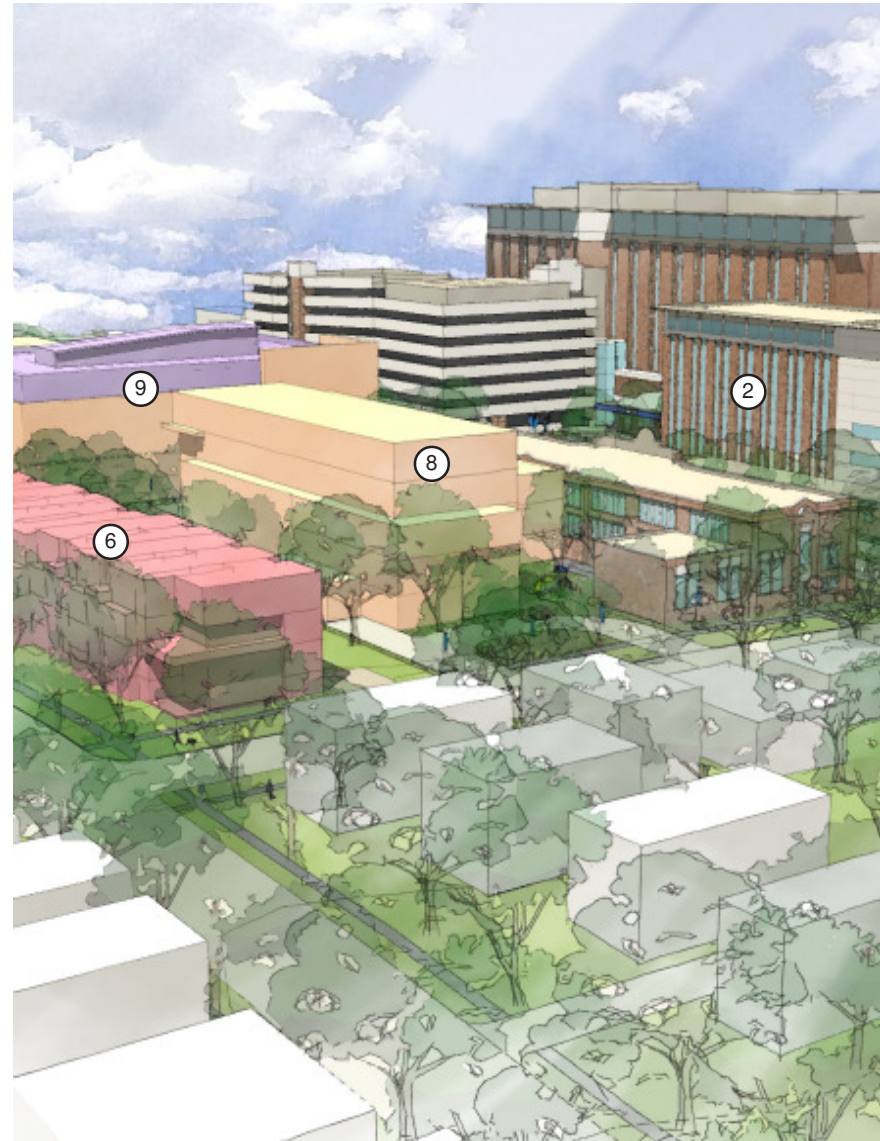


Figure 01: Aerial View From Mills Street

10 YEAR PLAN

decision as to what will be built on Block Seven. For this ten-year master plan, this block is demarcated as Long-term Future Expansion for Hospital Use.

In the interim, Meriter will evaluate the conditions of the rental units that they currently own on this block for potential improvements. Some of the existing units may not be viable for financial investment. Meriter will also explore the possibility of coordinating the parking, trash storage, and green space to the interior of the block.

⑧ Longfellow School Addition:

The Longfellow School is on the National Register of Historic Places. During the ten year period, Meriter intends to renovate the interior of the building, and to build a new addition on the site. The new addition will be located behind the existing Longfellow School. Uses for the renovated building and the new addition could include medical and administrative offices, education space and childcare. The new addition may be connected to the existing building and could provide accessibility to the existing building, which has several levels and no elevator. Green space will be maintained on the site as an amenity for the childcare component.

The design of the new addition will take into consideration the historic nature of the existing Longfellow School. The building will not copy the historic style of the building, but it must respond to its scale, and use materials that relate, although do not duplicate, the existing building. Any new building design will need to go through the City's Landmarks Commission. The new addition will also need to be sympathetic to the scale of the houses to the west along Mills Street. Although Meriter does not own all the houses along that block, Meriter would be interested in the redevelopment of that row of buildings into housing, or other community uses that would increase the density in order to provide a transition between the Longfellow site and the residences on the west side of Mills Street.

The massing of a new building would be five to six levels with one to three levels of partially-exposed below-grade parking. The way the grades on the site work, street level entry from Chandler street is approximately eight feet

above street level on the northwest side of the site at Mound Street. This would allow a vehicular entry almost at street level off of Mound Street, with the majority of that parking being subgrade. The soil itself may include too much rock, making it prohibitively expensive to build more than one level underground.

⑨ McConnell Hall Site:

The existing McConnell Hall was built as a nurses' dormitory and has been retrofitted into administrative offices. The building has inefficient HVAC systems and low, residential height ceilings that make it difficult to incorporate a new HVAC system.

Currently, McConnell Hall houses the majority of the Hospital's administrative staff. Meriter is looking to relocate some administrative positions off-site from the Park Street Campus. As Meriter moves forward with its long-term goal of making the Park Street Campus its diagnostic and treatment flagship, clinical and inpatient uses will expand. Relocating the administrative positions off-campus will free up space to move additional administrative functions out of the Hospital to McConnell Hall to make room in the main hospital building for more clinical uses. This will also reduce the parking demand on the Park Street Campus.

Within the ten year plan, a parking structure designed to support the Longfellow School addition and the addition to the General Lab Building is planned. The proposed building would include a six to seven story parking structure with first and second level office space on both Mound and Brooks Streets, to activate the pedestrian experience along each street.

Development of the McConnell Hall site intends to close St. James Court at Mills Street, and use its Brooks Street outlet for the main parking entrance. This is an attempt to keep most of the vehicular traffic generated by the parking structure central to the Park Street Campus, along Brooks Street and not further into the neighborhood.

10 YEAR PLAN

⑩ Central Physical Plant and Greenbush Apartment Site:

The existing central physical plant is near capacity and will need to be replaced in the future. The existing physical plant may continue to function for the Hospital for the next ten years, as Meriter makes its buildings more energy efficient and moves the data center off-site. When the plant is eventually replaced, it will need to be located at a different site so that the existing physical plant can remain functional during construction.

The Greenbush Apartment site has been identified as a good location for a new physical plant. It is centrally located on the Campus, the existing steam tunnels run to the site, and it is fairly isolated from the nearby residential neighborhoods. A new physical plant will be more efficient than the existing facility. The new plant would be built in two phases: the first phase would be located on the corner of Brooks and Milton Street and the second phase would be added further west along Milton Street.

The new plant will have at least three levels sized to accommodate mechanical equipment. The exterior design of the plant will follow the Hospital Design Principles. Materials will be used to tie the building in with the other campus buildings; options include a warm colored brick, precast panels, and warm-colored metal panels. The exterior facades will be articulated with a variety of materials and a change in surfaces to avoid solid, flat blank facades. Additional scale-giving elements will be used to make the building pedestrian friendly along Milton Street and Brooks Street.

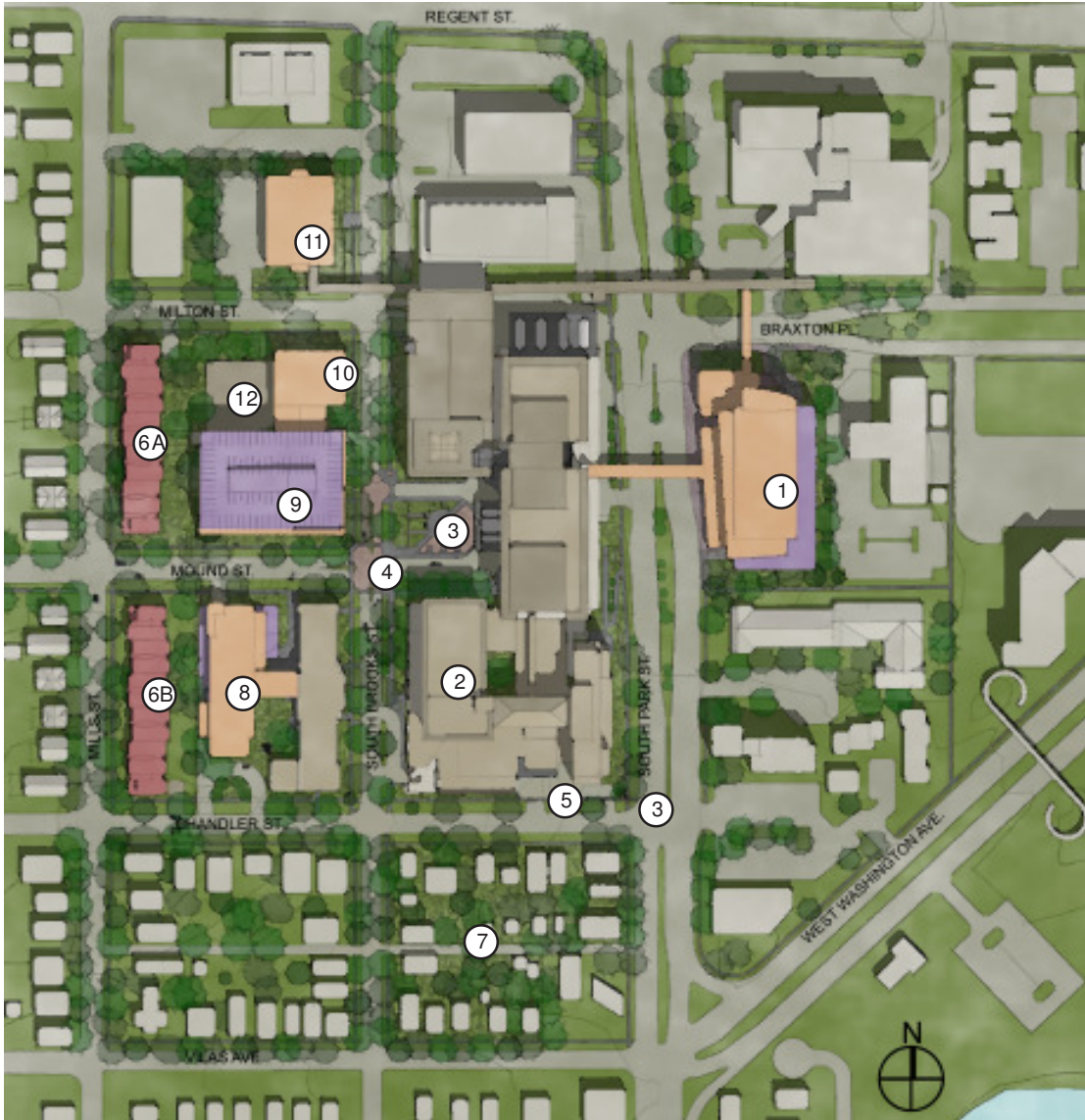
⑪ Meriter General Lab Building:

The Meriter Lab Building was originally built to allow the addition of two floors onto the present two-story building. As the Park Street Campus focuses more on inpatient diagnostics and treatment, it is expected that the expansion of the Lab Building may be required. The addition will probably also include some exterior maintenance of the existing facades and some interior remodeling. The addition is not expected to reach beyond the current footprint of the existing building.



Figure 01: Aerial View of Mound Street.

10-YEAR PREFERRED PHASING PLAN



1-4 YEARS

- 2. North Wing, Women's Pavilion Renovation
- 3. Campus Landscape Plan
- 4. Pedestrian Safety Measures
- 5. Loading Dock Facade Improvements

3-7 YEARS

- 1. Braxton Street Building
- 9. McConnell Hall Site Development
- 10. Physical Plant Phase One

6-10 YEARS

- 6A. Buffer Zone Joint Development
- 8. Longfellow Addition
- 11. Meriter Laboratory Expansion

10+ YEARS

- 6B. Buffer Zone Development
- 7. Chandler Block Development
- 12. Physical Plant Phase Two

10 YEAR PLAN: OTHER RECOMMENDATIONS

Relocate Clinical Services from East and West Wings:

Following the recommendations of the existing conditions report prepared by Kurt Salmon Associates, the East, Center and West Wings are no longer viable for reinvestment for clinical uses. All clinical uses for these wings are projected to be relocated within the next ten to fifteen years. The future of the physical buildings cannot be decided at this stage of planning. Depending on the direction of growth over the next 15-20 years, these buildings may be renovated or demolished. This will be decided when the direction for the next phase of hospital growth can be determined.

Tower Building Window Replacement:

The large vertical windows on the Tower portion of the Hospital will be replaced. This is a large operation that will occur within the first five years. Meriter will look to replace the existing glazing with a more energy-efficient solution that is not expected to change the appearance of the Hospital.

Data Center Relocation:

As today's hospitals and healthcare establishments have become more computer reliant, the data center has become a critical function of day-to-day operations and efficiency. At Meriter, this energy-intensive use does not need to be located within the same facility as the Hospital itself, so Meriter is looking to relocate its data center off-site of the Park Street Campus. This will free up space for clinical uses and add much needed capacity to the physical plant for future projects.

Existing Parking Garage:

The existing parking garage will continue to be maintained throughout the five- and ten-year plan periods. At some point the garage structure will need to be replaced.

Campus Signage Plan:

As part of the five-year plan, Meriter would like to update and enhance the Park Street Campus's wayfinding and signage. This will include new pedestrian lighting and banners to help to identify campus boundaries.

Transition to all Private Rooms in the Tower and Atrium:

A significant change for the Meriter Park Street Campus in the next five to ten years will be the conversion from semi-private to all private patient rooms in the Atrium and Tower portions of the Hospital. Following the trend in current hospital design, Meriter will complete this conversion within the first five years, with the concurrent completion of the renovation of its operating rooms. Updating to all private rooms will not significantly change the capacity of the Hospital.

Park Street Facade

As part of the landscape master plan, the second floor balcony will be improved with additional landscape and gathering space amenities. One of the main goals of the landscape master plan is to soften the edge of the Hospital to create a more pedestrian-friendly corridor along Park Street. The design will enhance and activate the public space along Park Street by adding street furniture and gathering spaces at street level, and will create places for outdoor gathering along the second floor balcony that overlooks Park Street from the Hospital. This is also meant to be in step with the intent of the Park Street Design Guidelines

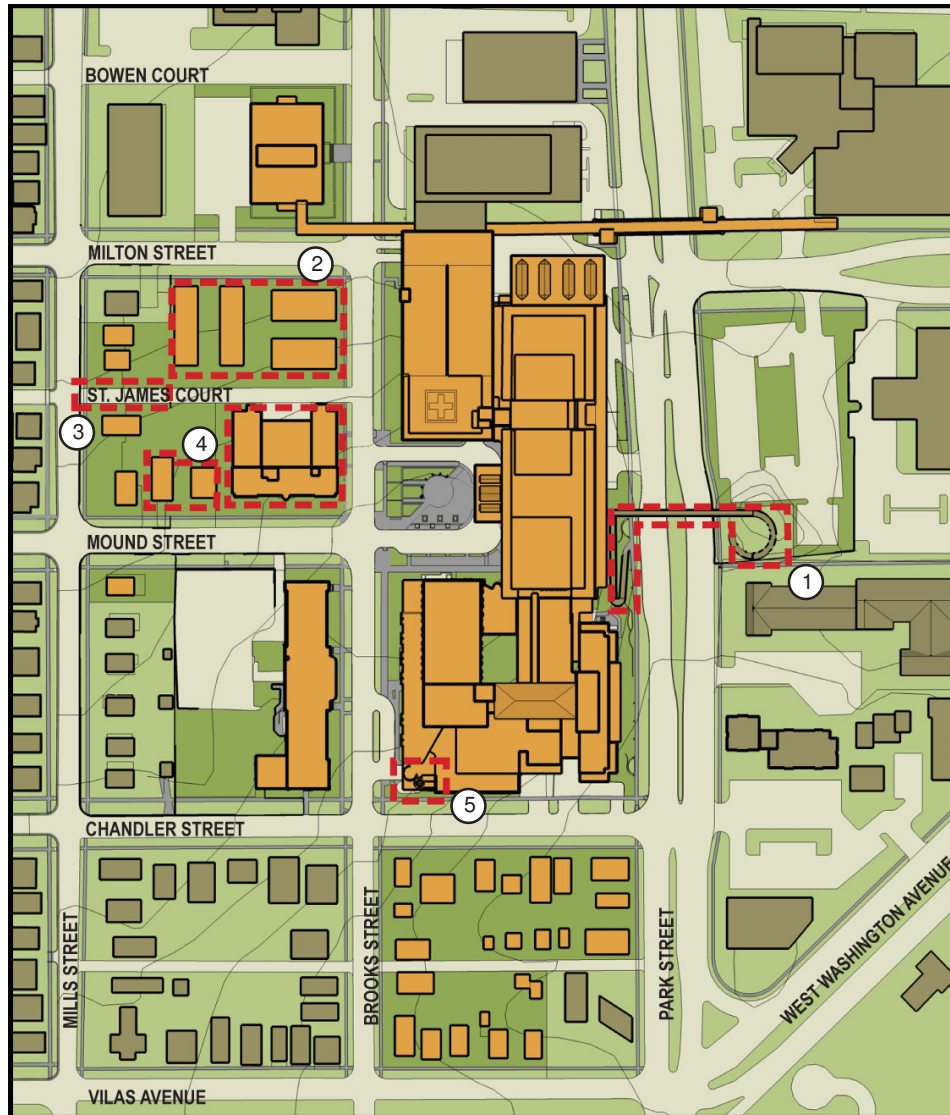
PARKING & SQUARE FOOTAGE: 10 YEAR PLAN

Building/Site	Existing Area	New Area	Total Area	Existing Parking	New Parking	Total Parking	Parking Ratio per 1000 GSF
Hospital	870,575		870,575	932		932	
Braxton	0	110,000	110,000	139	541	680	
Longfellow	51,300	94,000	145,300	60	40	100	
General Med. Lab	33,250	30,500	63,750	30		30	
McConnell	71,000	-41,000	30,000	15	585	600	
One South Park	0		0	196		196	
21 N. Park Street	0		0	50		50	
Wingra Lot	0		0	108		108	
Subtotals: existing	1,026,125			1,530			<i>1.49 Existing</i>
Subtotals: new		193,500			1,166		<i>6.03 New</i>
TOTALS			1,219,625			2,696	2.21 Total

This chart shows the total square footage and parking counts for the ten year development concept, as compared to what is existing.

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DEMOLITION: 10 YEAR PLAN

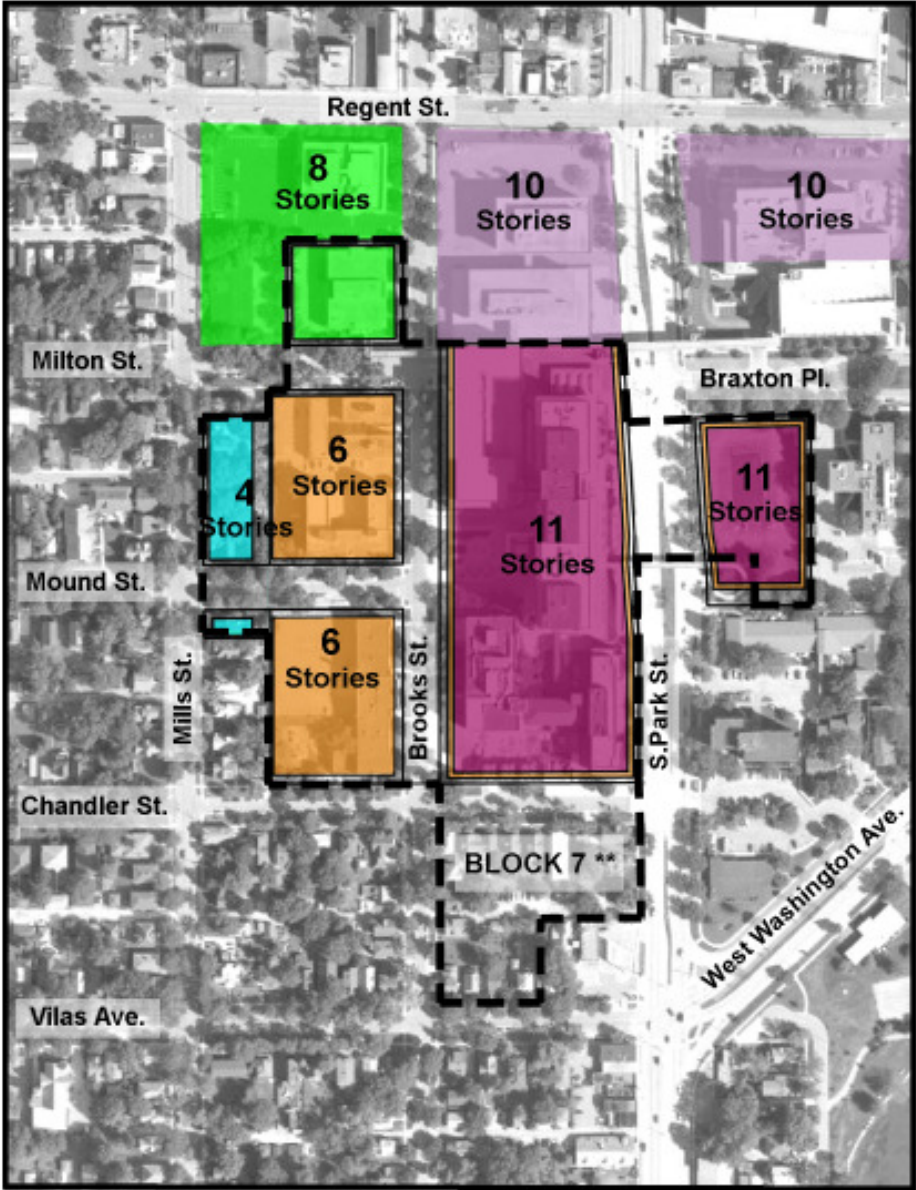


- ① **Pedestrian Bridge:** Through the ten year plan, most of the demolition is on the block containing McConnell Hall and the Greenbush Apartments. However, the first significant piece of demolition will depend on Meriter Hospital and the City of Madison coming to agreement on the pedestrian bridge crossing Park Street south of Braxton Place. As indicated, the construction of the new medical office building will require the City to vacate the easement containing the pedestrian overpass.
- ② **Greenbush Apartments:** The new physical plant will be located on the existing site of the existing Greenbush Apartments.
- ③ **St James Court:** St James Court will be closed at Mill Street with the construction of a medical office building/parking structure on the McConnell Hall site.
- ④ **McConnell Hall:** McConnell Hall and the two rental properties, 1018 and 1020 Mound Street will be demolished and replaced with a medical office, structured parking and greenspace.
- ⑤ **Smoke Stack:** Once the first phase of the physical plant is completed, the existing smoke stack will be removed to make room for a future service area renovation.

-  PROPERTY TO BE DEMOLISHED
-  MERITER PROPERTY
-  NON-MERITER PROPERTY
-  MERITER BUILDING
-  NON-MERITER BUILDING

Park Street Campus

BUILDING MAXIMUM HEIGHTS



Maximum Building Heights

- Meriter Study Boundary
- 4 Stories/ 42 Feet
- 6 Stories*/ 88 Feet
- 8 Stories/ 116 Feet
- 10 Stories/ 144 Feet
- 11 Stories/ 164 Feet

Building heights are based on an 18' first floor and 14' remaining floors.
 4 story height is based on a 12' first floor and 10' for the next three floors.
 10 Story sections are per the Regent Street South Campus Plan.
 11 Story height is based on, but not limited too, one 18' floor, three 16' floors & seven 14' floors.
 * 8 Stories of parking
 ** Block 7 to remain as existing zoning until long-term future use can be determined.



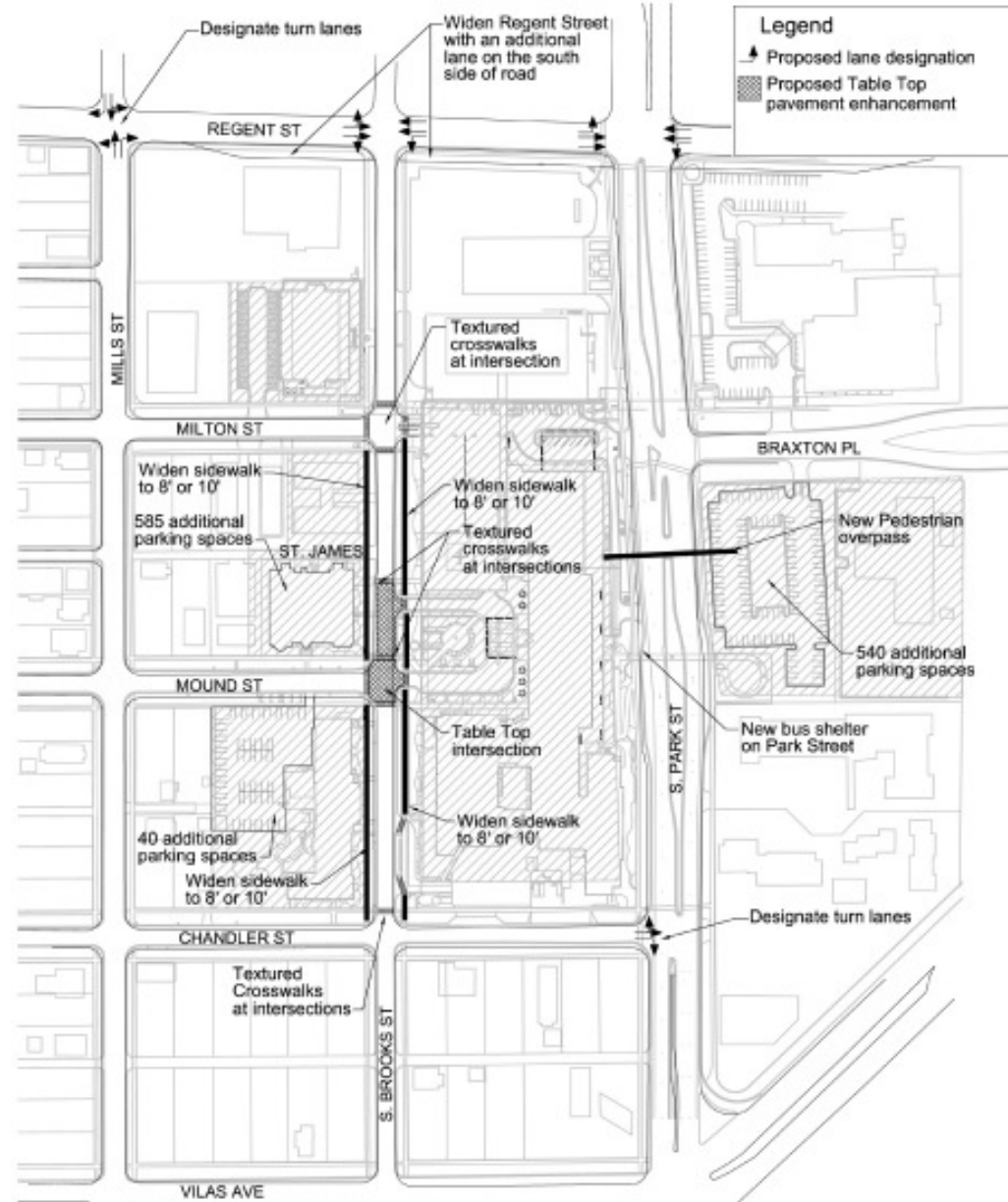
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TRAFFIC STUDY RECOMMENDATIONS

Meriter Hospital is proposing to expand its Park Street Campus. The hospital is located on the west side of Park Street south of Regent Street. The campus is developing a master plan which will lead it through a major expansion mode over the next 10 years. The major components of the expansion include the addition of a medical office building and parking to the Braxton Parking Lot site, renovation and additions to the Longfellow building with parking, expansion of the existing medical lab building and renovation of McConnell Hall. As a part of these improvements, the total square footage of the campus will be expanded from approximately 1,026,000 square feet to 1,220,000 square feet, an increase of approximately 200,000 square feet. In addition, on-site parking will be expanded from the current 1530 spaces to 2696 spaces. The proposed additions will accommodate critical care, invasive procedures, diagnostic space, shell/flex space and new patient rooms.

Meriter offers hospital, medical and clinical services on the Park Campus, including a birthing service, women's health center, and the Meriter Heart Center.

In order to accommodate this growth, improvements to the transportation system will be required. These improvements will include expansion of the current Transportation Demand Management System in order to reduce the number of employee auto trips, additional turn lanes at intersections to facilitate turning movements and traffic operations, and the introduction of traffic calming measures on Brooks Street to reduce vehicular/pedestrian conflicts. While not a part of the Meriter project, it is also assumed that the city implement its plans to widen Regent Street on the south side to accommodate an additional travel lane at the Park and Brooks intersections.



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