

Meriter Hospital PUD/GDP  
UDC Informational Narrative  
September 24, 2008  
Potter Lawson Inc.

Meriter Hospital's Park Street Campus, just south of the Regent Street and Park Street intersection, currently resides within four different zoning designations. The campus also lies within the Regent Street South Campus Neighborhood Master Plan and within the Park Street Design Guidelines. In order to move forward with any new construction project the Park Street Guidelines stated that Meriter would need a master plan to inform future development in a cohesive manner. After consultation with the city planning department, it was decided to create a General Development Plan and rezone the entire Meriter Park Street Campus into a comprehensive PUD. This GDP is a 10 year plan that is designed to lay the foundation for future development over the next 30 years to maintain the Park Street Campus as Meriter's flagship, diagnostics and treatment center.

The results of a 30 year Strategic Facility Master Plan look to the eventual replacement of the existing Diagnostics and Treatment platform, which is projected to be a 30 to 50 year plan that is dependant on land availability and acquisition. Without knowing which direction Meriter will eventually grow into, this GDP seeks to guide the decision making process for managed growth and new construction over the next ten years to allow Meriter's eventual growth in either direction. At the same time, it will put into place a comprehensive signage package to help strengthen Meriter's presence along the Park Street Corridor, and within the Meriter Park Street Campus itself.

We are planning at least 2 Urban Design Commission Informational meetings. This first meeting will concentrate on the proposed 10-year Land Use Plan and its associated phasing, heights and setbacks. We intend to also present a comprehensive signage package and traffic study with an updated Traffic Demand Management report at our next UDC informational meeting.

Thank you for your consideration.

Attached: Meriter Hospital Park Street Campus GDP Executive Summary



# MERITER HOSPITAL

PARK STREET CAMPUS GDP

EXECUTIVE SUMMARY

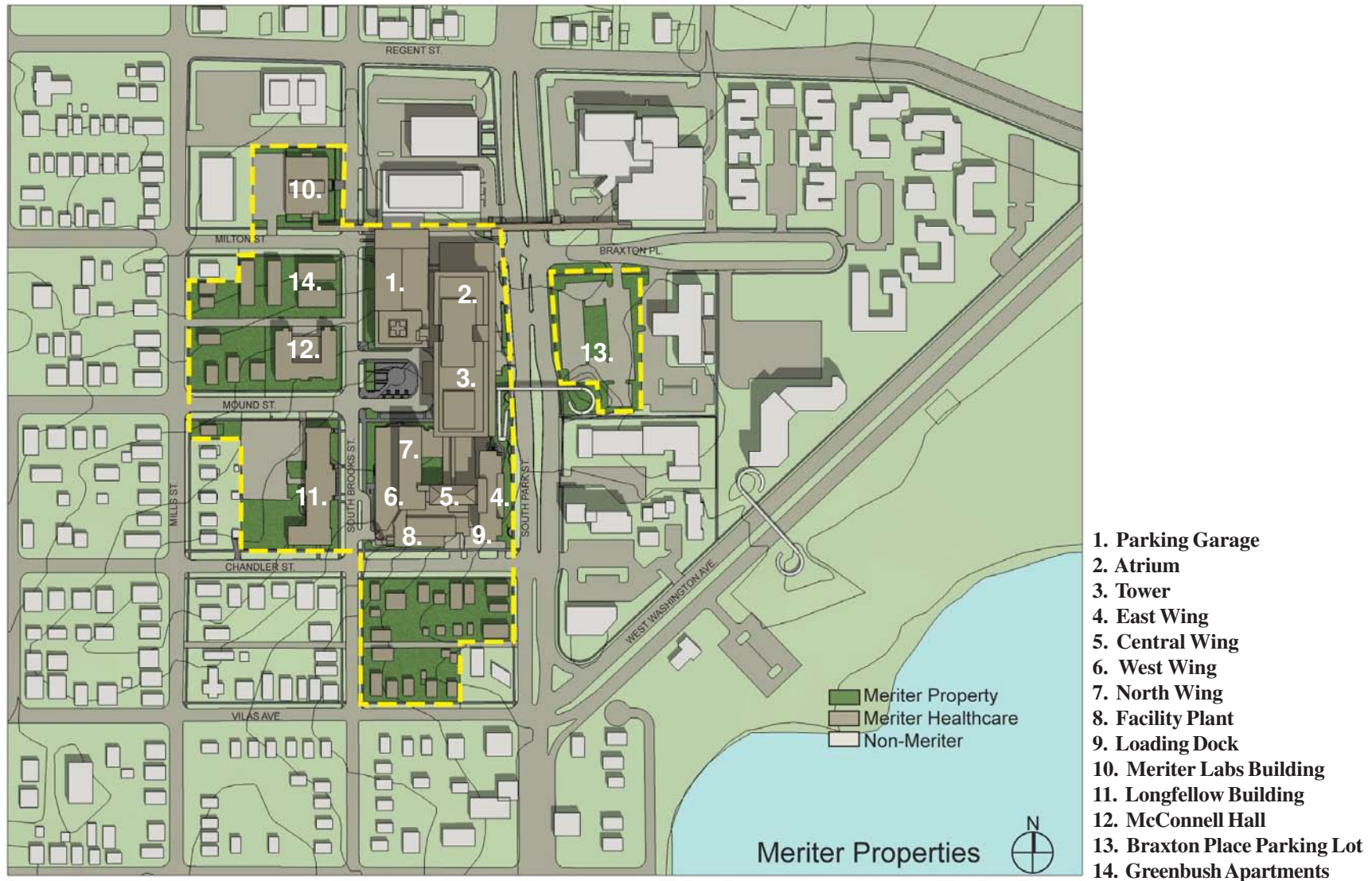


*Park Street Campus*



**Draft**

## PARK STREET CAMPUS BOUNDARIES



## PURPOSE OF THE PLAN



### *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 its 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.

### *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:*

- 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 such uses as retail, cafes, meeting rooms, informal gathering areas, and other public uses 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



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# Regional Context



## Local Context



AERIAL VIEW FROM SOUTHEAST



VIEW FROM NORTH EAST



McCONNELL HALL FROM BROOKS ST.



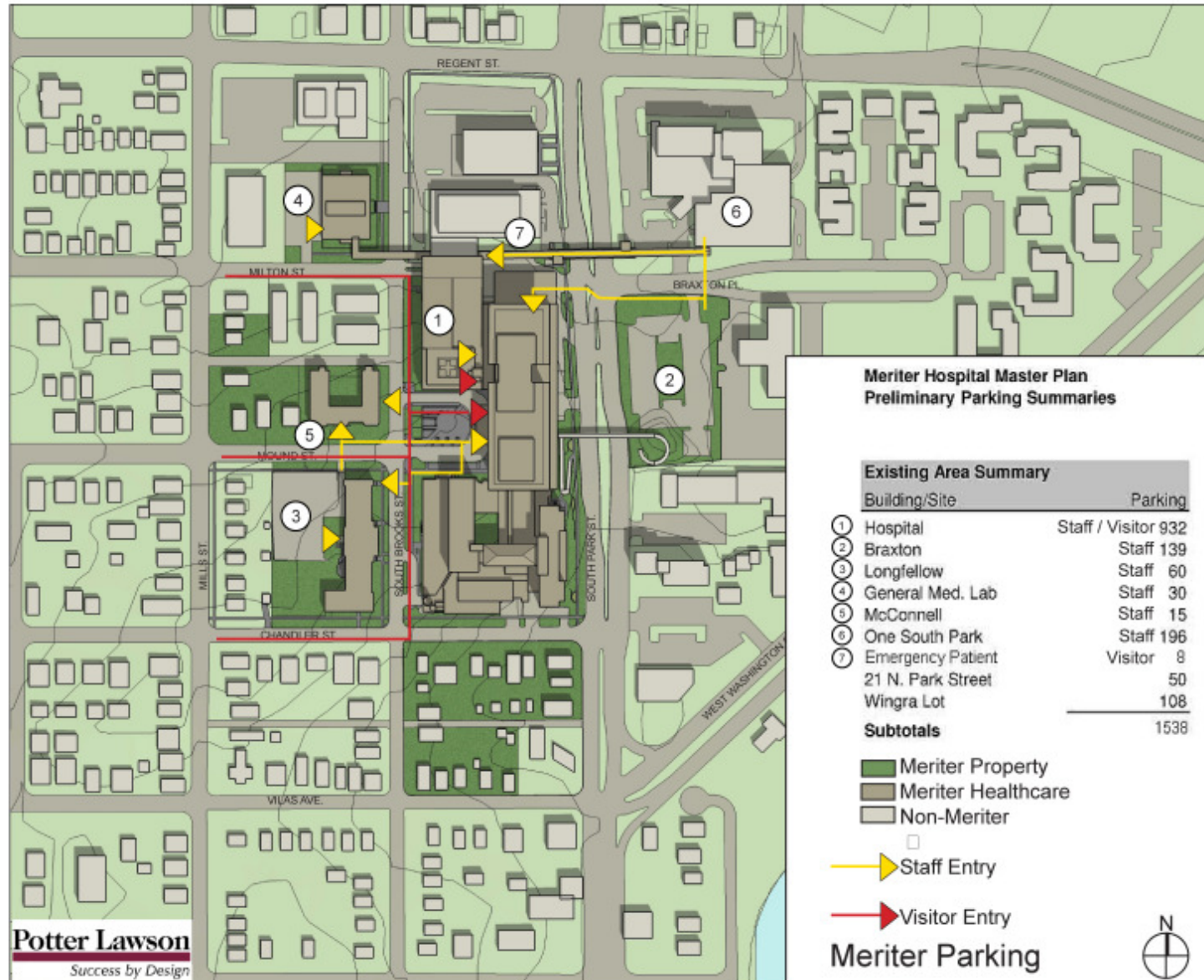
LONGFELLOW BUILDING FROM BROOKS ST.



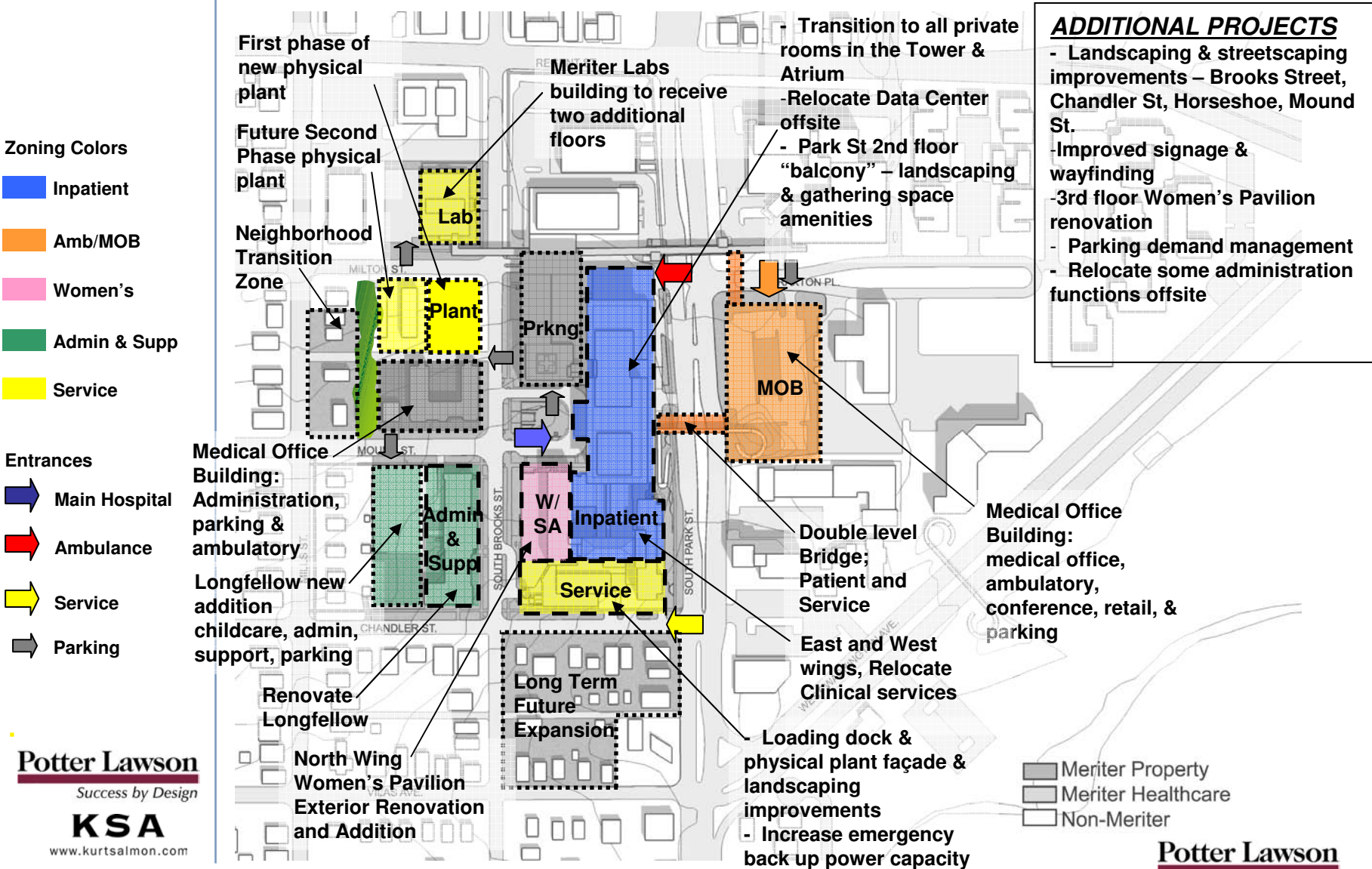
MAIN ENTRY FROM BROOKS ST.



# Draft



# DEVELOPMENT CONCEPT: 10 YEAR PLAN



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# DEVELOPMENT CONCEPT: 10 YEAR PLAN



Figure 02: Aerial View Across Longfellow Addition.

**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**

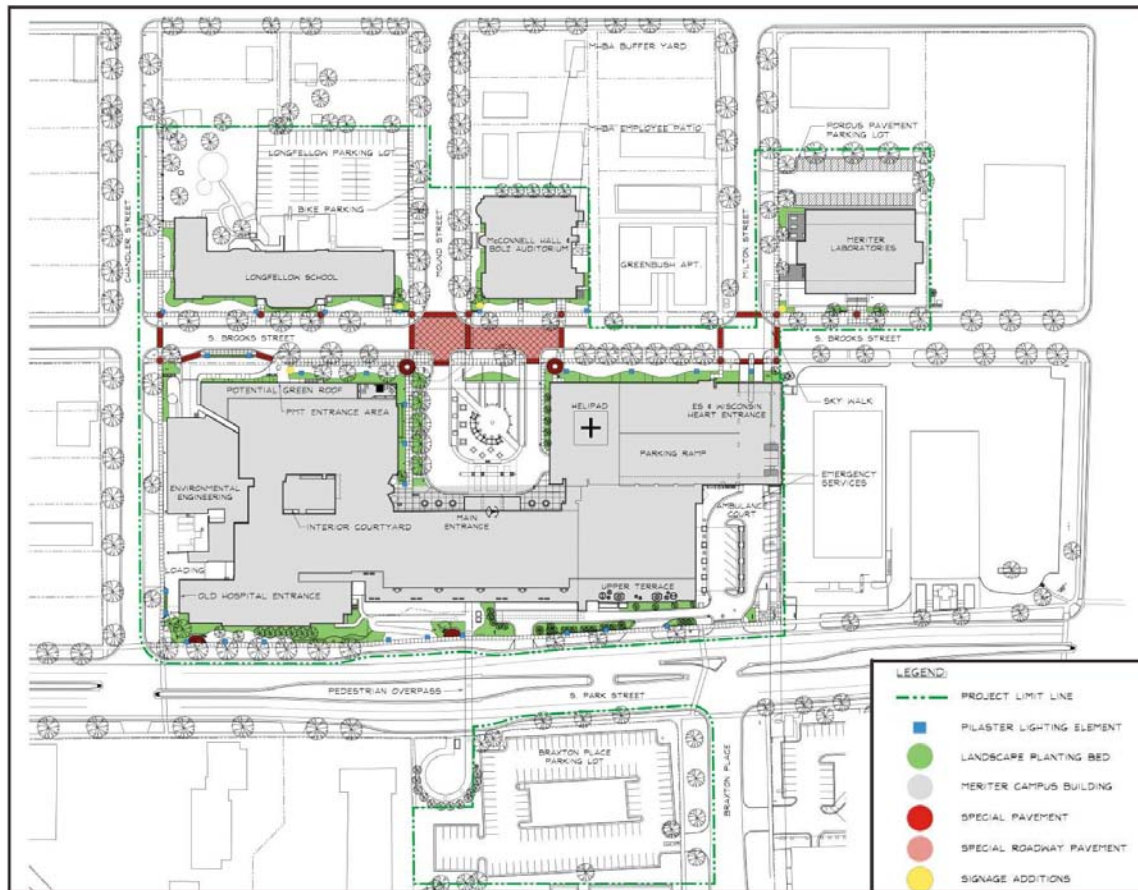
In order for the new building at Braxton Place to operate efficiently as the ambulatory center for the Park Street campus, a direct connection to the main hospital must be created to support the clinical uses within the medical office building. This connection must carry separate public and service corridors. 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.



## 10 YEAR PLAN



**Figure 01:** Conceptual Landscape Plan  
Schreiber Anderson & Associates.

### 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.

#### 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

## 10 YEAR PLAN

### 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.

### 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 to in the intersection, in addition to slowing passing vehicles.

### 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.



Figure 01: Brooks Street looking North at Main Entrance



## 10 YEAR PLAN

### **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.

### **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 unneeded 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.

### **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.

### **McConnell Hall:**

The existing McConnell Hall was built as a nurse's 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. Meriter does not plan to decommission McConnell Hall within the first five years, but plans to greatly reduce staff and use.

## 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 in height with a front setback of approximately twenty feet, not including porches or stoops. Parking would preferably be surface parking at the rear 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 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.



## 10 YEAR PLAN

### 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 sympathetic to 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 an transition between the Longfellow site and the residences on the west side of Mills Street.

The possible massing of a new building could be between four and six levels with one to three levels of partially-exposed below-grade parking. The soil itself may include too much rock, making it prohibitively expensive to build underground.

### ⑨ McConnell Hall Site:

Multi-story above-grade parking structure to support the Longfellow School addition and the addition to the General Lab Building. This option proposes a larger, five to six story medical office building on the Longfellow site, with only one level of parking below. The McConnell Hall site then receives a large, six to seven story parking structure with first and second level office space on both Mounds 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 the 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 Streets 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 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.

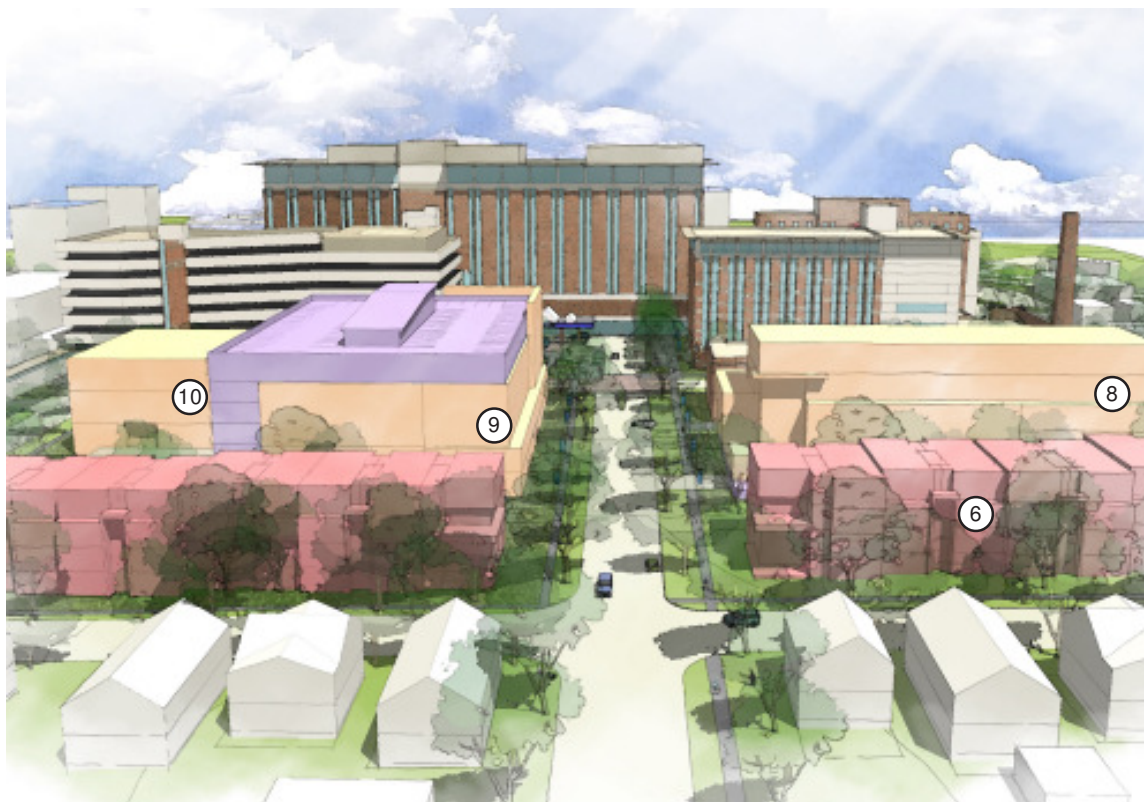


Figure 01: Aerial View of Mound Street.



## 10 YEAR PLAN

### 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.

### 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.

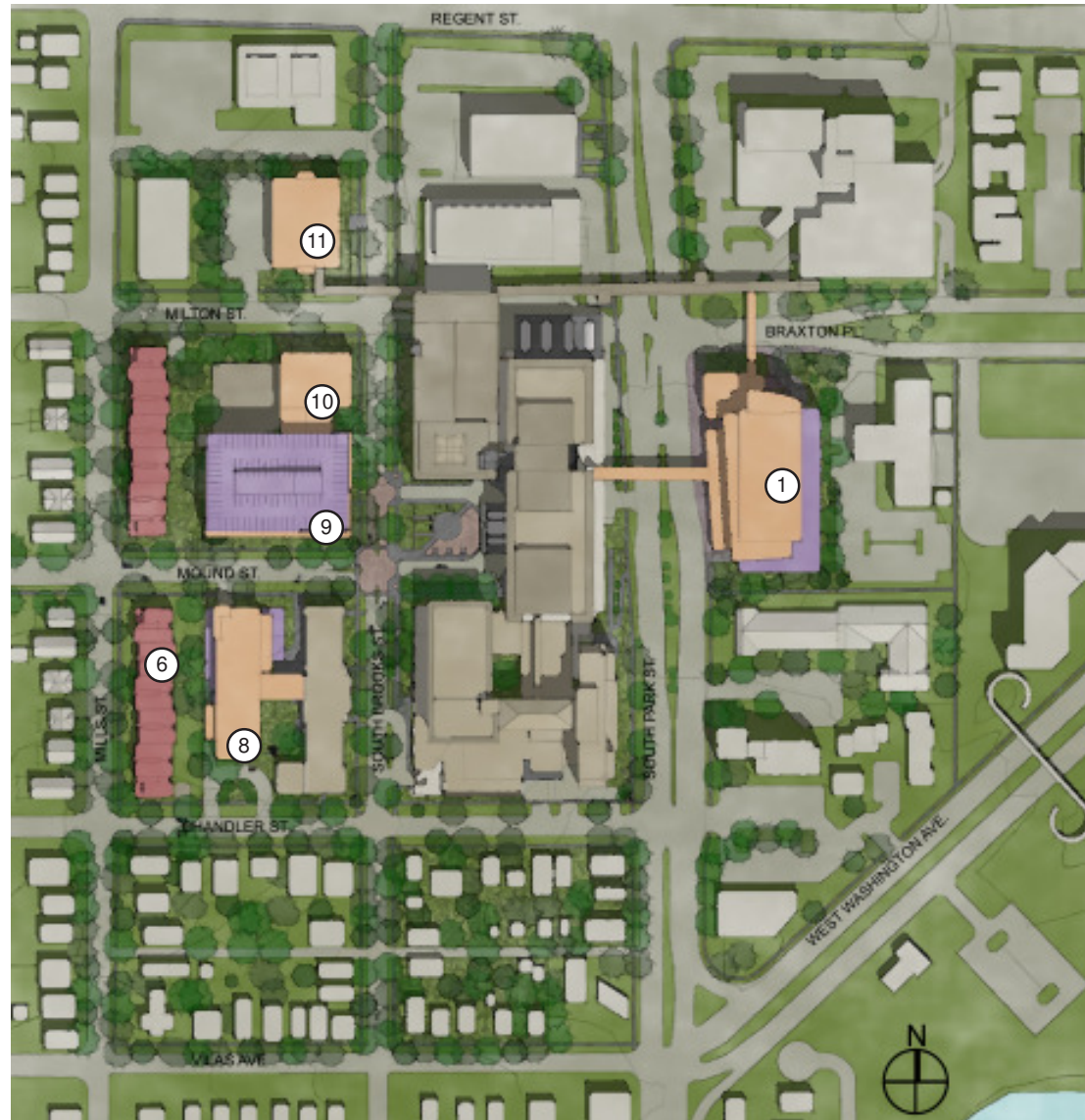
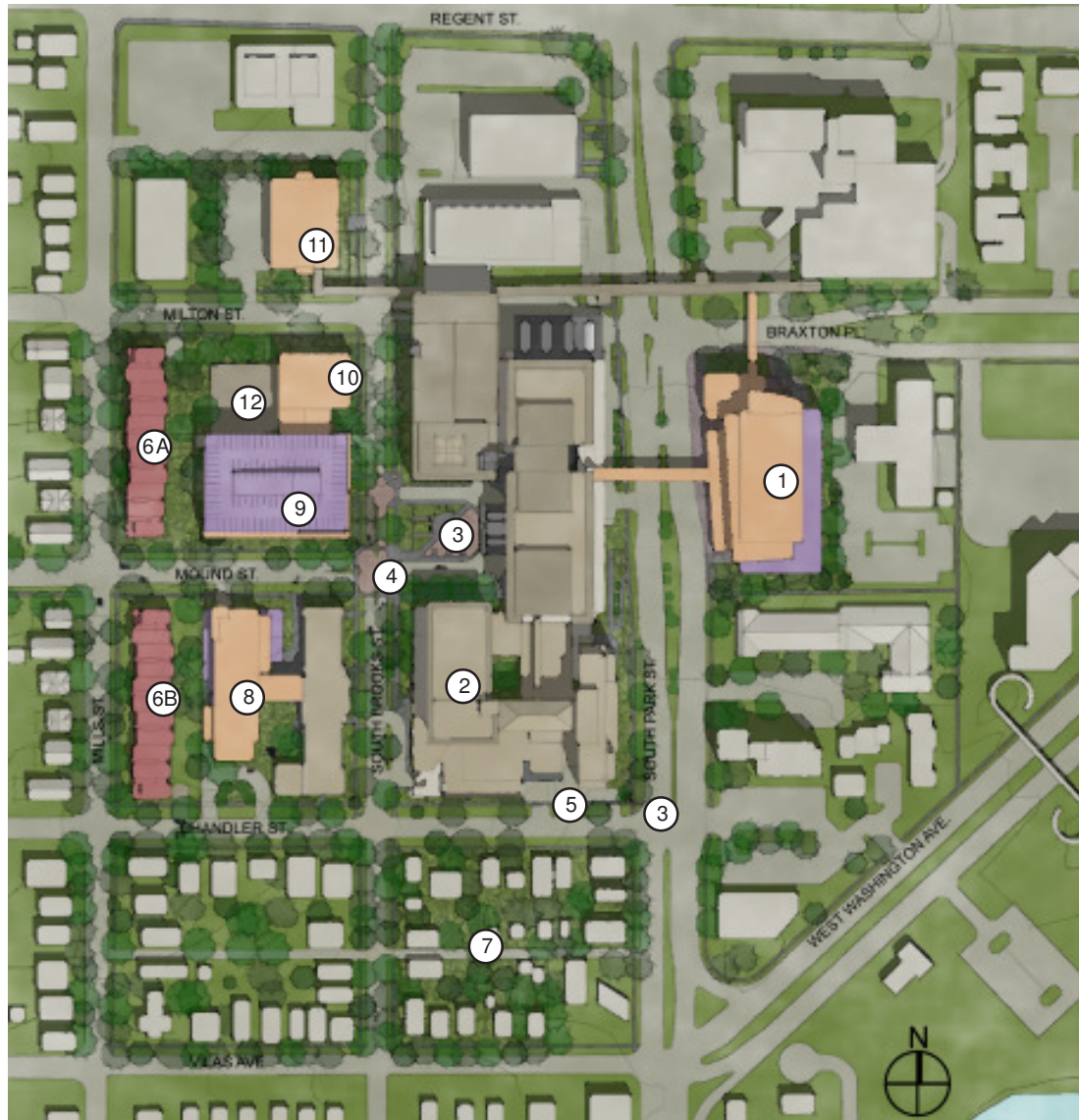


Figure 01: 10-year Development Concept

# 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

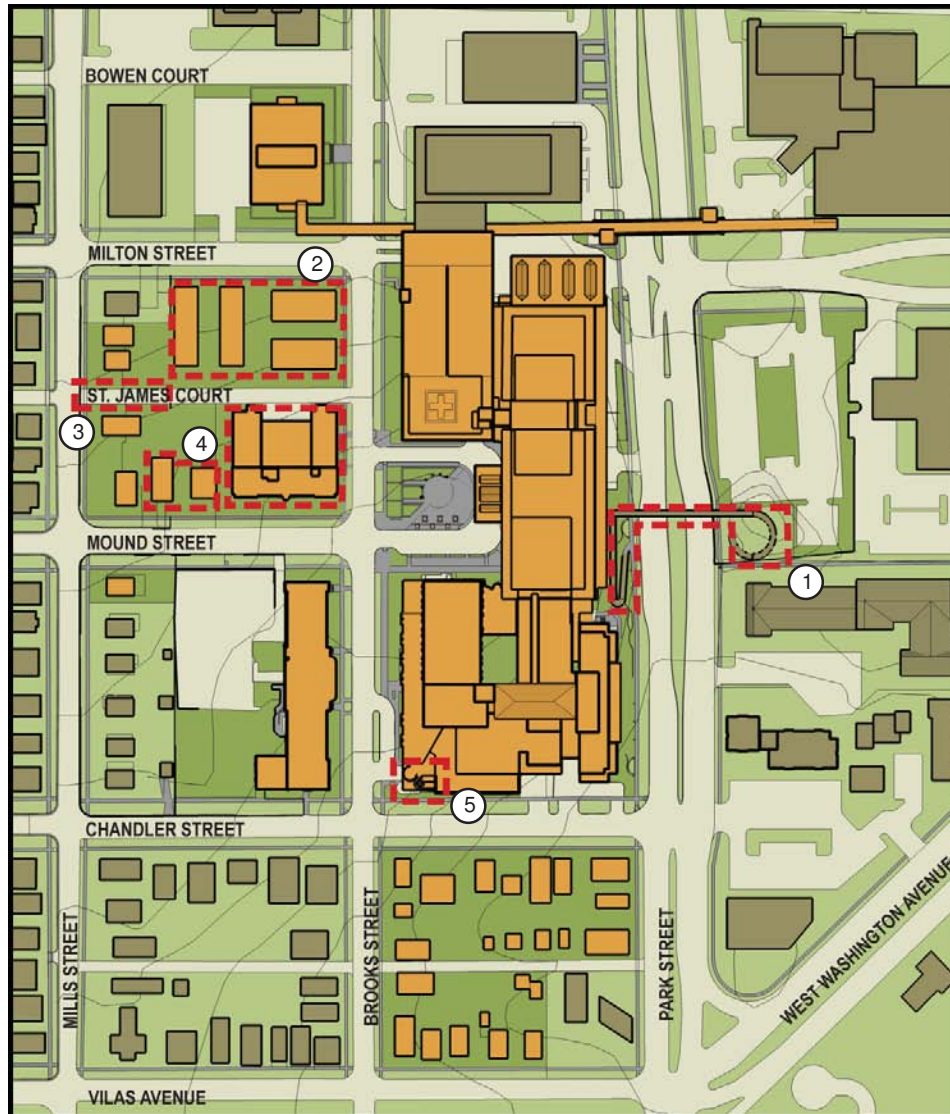
- 6A. Buffer Zone Joint Development
- 8. Longfellow Addition
- 11. Meriter Laboratory Expansion

## 10+ YEARS

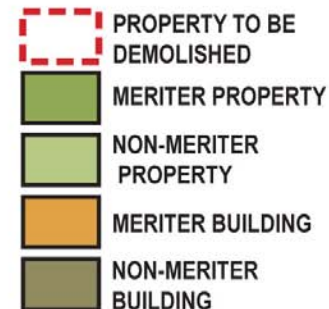
- 6B. Buffer Zone Development
- 7. Chandler Block Development
- 12. Physical Plant Phase Two



## DEMOLITION: 10 YEAR PLAN



- ① **Pedestrian Bridge:** Through the ten year plan, most of the demolition on the block containing the McConnell Hall and 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 a new Medical Office building will require the land currently occupied by the City owned 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.



# PARKING & SQUARE FOOTAGE: 10 YEAR PLAN

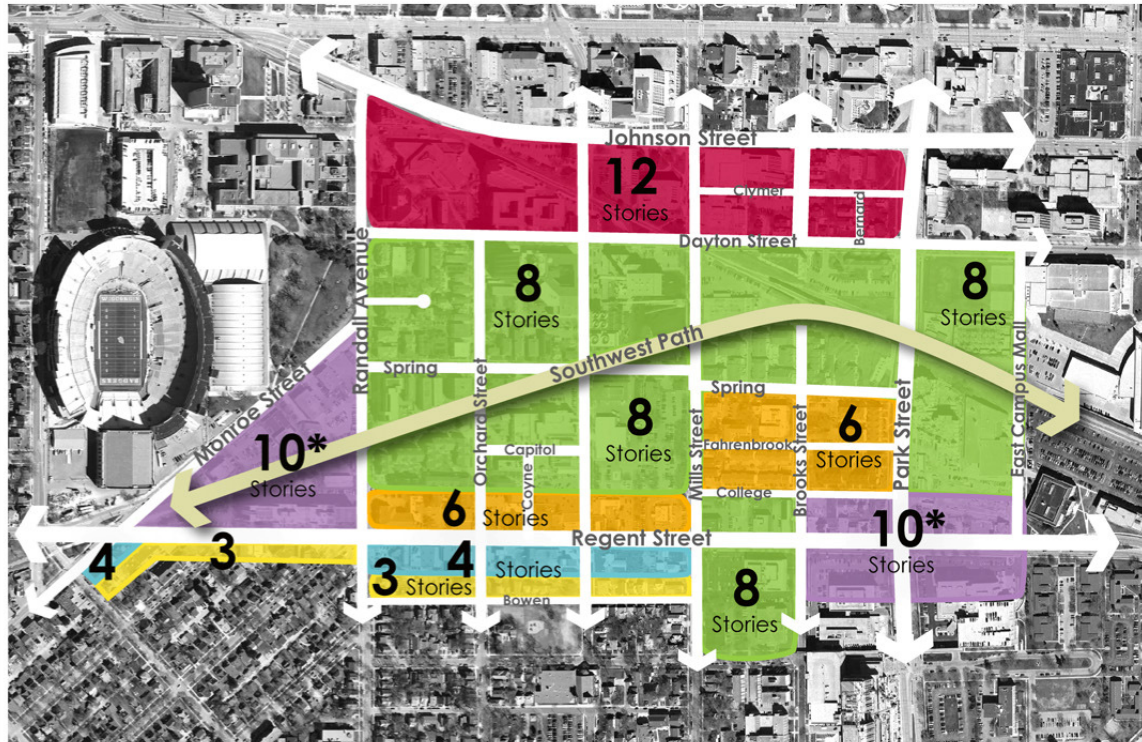
<b>Option Two Area Summary</b>							
Building/Site	Existing Area	New Area	Total Area	Existing Parking	New Parking	Total Parking	Parking Ratio per 1000 GSF
Hospital	870,575		870,575	932		932	
Braxton	0	<b>110,000</b>	<b>110,000</b>	139	<b>541</b>	<b>680</b>	
Longfellow	51,300	<b>94,000</b>	<b>145,300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

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



# Draft

## REGENT STREET SOUTH CAMPUS PLAN



### Maximum Building Heights

Regent Street  
South Campus  
August 2007

#### Key

- 3 Stories/ 46 Feet
- 4 Stories/ 60 Feet
- 6 Stories/ 88 Feet
- 8 Stories/ 116 Feet
- 10 Stories/ 144 Feet
- 12 Stories/ 172 Feet



Includes two 'bonus' stories for LEED Silver Certification

Maximum building heights were determined based on a first floor height of 18' and upper floor heights of 14'. Although different floor heights are permissible, buildings may not exceed the indicated maximum number of stories or height in feet (whichever is less) indicated on this map.

The 10-story maximum height areas shown on this map at the Park St./ Regent St. intersection and in the triangle formed by Regent Street, Monroe Street, and Randall Street include two 'bonus' stories above the maximum height of 8 stories for environmentally-friendly development. See plan document for further details on requirements for bonus stories.



4-12

Regent Street  
South Campus

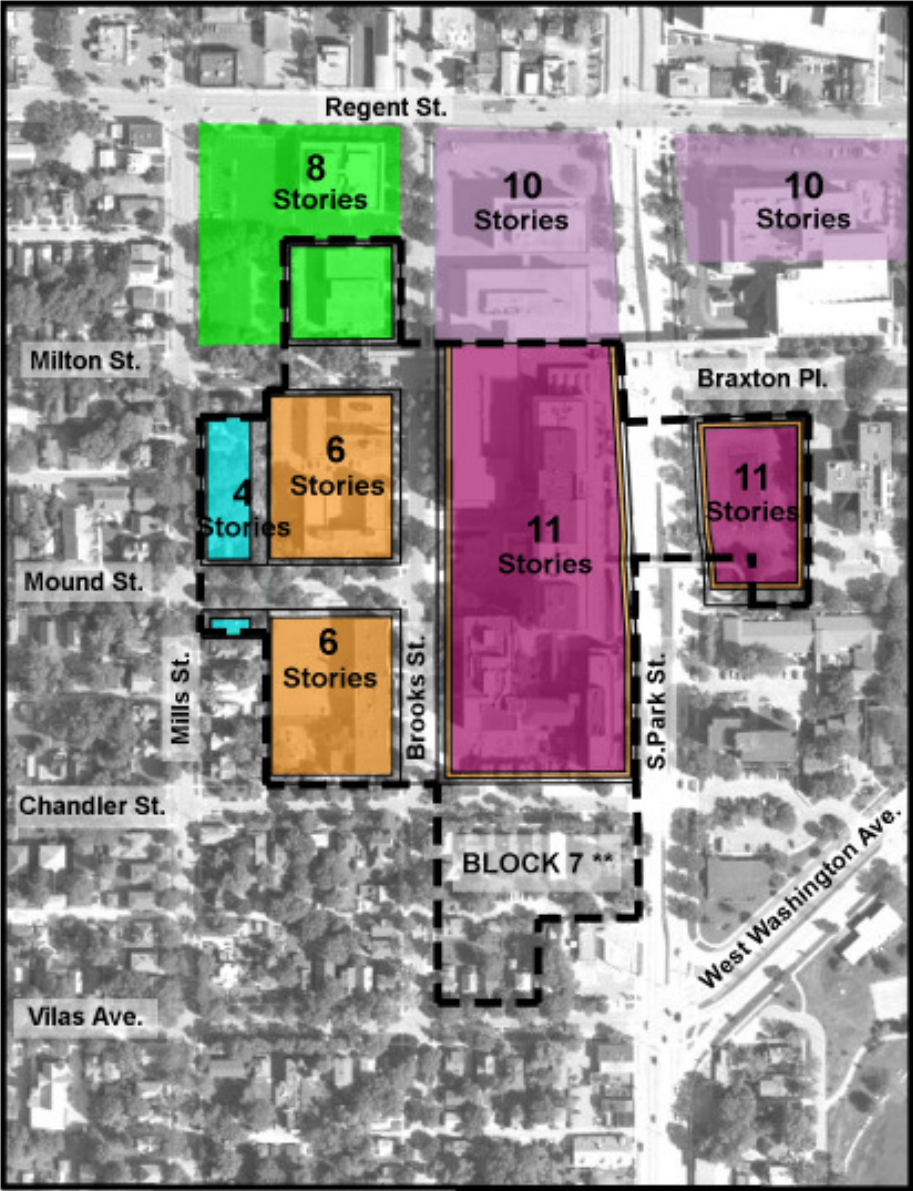
City of Madison

**MERITER**

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.

