
Letter Of Intent

Mr. Brad Murphy
City of Madison
Department of Planning and Community
And Economic Development
215 Martin Luther King Jr. Blvd
PO Box 2985
Madison, WI 53701-24985

Re: Letter of Intent; Meriter Park Street PUD/GDP/SIP

Dear Mr. Murphy,

The following letter is submitted together with the application, GDP/SIP document and Zoning Text for staff, Plan Commission and Common Council consideration of approval of the proposed PUD/GDP/SIP.

Project: Meriter Park Campus General Development Plan

Applicant: Meriter Hospital
202 South Park St.
Madison, WI 53715
(608) 417-5606
Contact: Melissa Huggins, AICP

Agent: Potter Lawson, Inc.
15 Ellis Potter Court
Madison, WI 53711
(608) 274-2741
Contact: Jody Shaw, LEED AP and Doug Hursh, AIA, LEED AP

TDM Consultant & Landscape Consultant:

Schreiber/Anderson Associates, Inc.
717 John Nolen Drive
Madison, WI 53713
(608) 255-0800
Contact: [John Lichtenheld, PE, AICP](#)

SIP Additions Architect:

Plunkett Raysich Architects
11000 West Park Place
Milwaukee, WI 53224
(414) 359-3060
Contact: Mary Spriggs, AIA

Project Description

The purpose of this submittal is to create a General Development Plan to create a flexible framework that will provide a clear map for decision-making to facilitate Meriter achieving its long-term goal of maintaining its Park Campus as its flagship diagnostic and treatment center. This General Development Plan will guide the decision-making process for the next ten years, and will serve to inform the Park Campus development until land



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availability and acquisition conditions dictate the direction of the long-term growth and replacement of the existing diagnostic and treatment platforms.

The Meriter Park Campus is generally located south of Milton Street, and north of Chandler Street, between Mills and South Park streets. The Campus also includes the Meriter Lab building, at the corner of Milton and Brooks streets, and the parking lot at the corner of South Park Street and Braxton Place. Meriter has purchased the majority of land on the block south of Chandler Street and north of Vilas Avenue, between Brooks and Park streets. Referred to as the Chandler Block, this land is not part of this PUD/GDP submittal and is not being rezoned at this time. The Chandler Block will be addressed in a future SIP when the long-term development direction of the Park Campus is clear. Meriter owns five of the eleven residential lots along the east side of Mills Street, between Milton and Chandler streets. Within this PUD/GDP, this area is referred to as the Neighborhood Transition Zone. Residential lots within the Neighborhood Transition Zone that are not owned by Meriter Hospital are in no way considered part of this current PUD/GDP submittal. They are indicated as non-Meriter property that may be added with property acquisition or jointly developed to complete the development of the Neighborhood Transition Zone.

The Park Campus comprises approximately 1,099,869 Sq. Ft. Hospital and its accessory uses the predominant use for the majority of the Campus, including administration, education, parking, medical office, day-care, medical laboratory and retail. The Park Campus land is approximately 568,020 Sq. Ft. or 13.04 acres, with approximately 1,176 stalls of parking on the Park Campus. Meriter leases another 354 stalls within close proximity to the Park Campus.

The Meriter Park Campus currently straddles four distinct zoning districts, the South Campus Regent Street Plan and the Park Street Corridor Urban Design Guidelines. This PUD will bring the Park Campus under one zoning designation and allow Meriter Hospital to move forward with approved developments that will ensure Meriter's economic stability and market leadership.

This GDP provides a list of proposed projects within ten years that comprise approximately 200,000 sq ft of new construction, not including the new physical plant; this total will vary as developments are approved with future SIP's. Meriter has also completed a Transportation Analysis that provides recommendations, and updates their Traffic Demand Management strategies to handle future parking requirements. The GDP shows an increase of parking to account for a projected parking shortage. A possible 1,166 new stalls will bring the ratio of stalls per 1000 GSF to approximately 2.21.

Although there is no demolition being submitted with the SIP associated with this PUD/GDP, a separate drawing showing proposed demolition for future projects is included. The zoning text also indicates properties that will probably be demolished in future developments.

A conceptual Landscape Master Plan is also included in this GDP. There are no new landscape projects being submitted with this GDP. The current landscaping on the Park Campus will be as existing and as previously approved. Landscape for individual projects within the ten-year plan will be approved through the SIP process.

Meriter is in the process of completing a comprehensive signage package for the Park Campus as a separate project from this GDP. Park Campus signage will remain as existing and indicated in this GDP zoning text, until a comprehensive signage package is approved.

Fire Apparatus Access, trash and snow removal will remain as existing and will be approved with each SIP for individual projects.



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First Phase SIP

The First Phase Specific Implementation Plan submitted within this PUD/GDP shows the existing properties on the Meriter Park Campus, as well as two small additions to be approved with this SIP. There is no demolition being submitted with this SIP. Selective demolition will be submitted with the individual projects.

The Park Street expansion is an addition over the existing second story terrace facing Park Street. This is an expansion of the Post-OP recovery rooms. This includes approximately 10,748 sq. ft. of interior renovation with approximately 4,712 sq. ft. of new construction. This addition does not encroach beyond the existing first floor and has no associated landscape or site utility alterations.

The second project associated with the First Phase SIP involves enclosing a portion of the receiving area on Chandler Street to accommodate a roof mounted back-up generator. In order to increase the amount of backup power for the hospital, a new back-up generator is required. The enclosure covers approximately 2,700 sq. ft. This project does not expand the current curb cut on Chandler Street and does not affect any landscape or site utilities. The roof-mounted unit will be fully screened from the sidewalk.

Project Schedule

The Preferred Phasing Plan provides a conceptual sequence for the proposed projects for the next ten years. Specific schedules for construction shall be submitted with the SIP's for each individual project.

PUD/GDP schedule to date:

Meriter Park Campus Master Plan project	2006
Neighborhood Steering Committee monthly meetings	June 2007
City Staff monthly meetings	February 2008
Open community meetings	November 29, 2007 April 2, 2008 October 30, 2008
Urban Design informational presentations	September 24, 2008 October 15, 2008
Notice of Application	October 13, 2008
Urban Design Submittal	TBD
Plan Commission Meeting	April 6, 2009
Common Council Meeting	April 21, 2009

SIP additions schedule:

Park Street Expansion construction start:	Mid 2009
Chandler Street Generator Enclosure construction start:	Late 2009

VISION & STRATEGIC GOALS



Vision:

The Meriter Hospital Park Campus Master Plan is the most comprehensive planning project the Hospital has ever undertaken. 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 maintaining its Park Campus as 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 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

Planning Principles:

1. Enhance Meriter's presence on Park Street, the gateway to the University and Downtown
2. Focus in-patient clinical care services on the Park Street Corridor
3. Create a welcoming and engaging campus through the use of landscaping, street furniture, informal seating areas, lighting, water features, and public art
4. Develop design guidelines that embrace signature Meriter elements through the use of building materials, design features, ornamentation, and landscaping
5. 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
6. 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
7. Embrace sustainable and evidenced-based design
8. Provide a variety of transportation modes and facilities to meet the needs of patients, visitors, and staff, while improving pedestrian safety
9. Respect the integrity of the surrounding residential neighborhoods
10. Step down building heights along Campus edges to ease the transition to the surrounding residential neighborhoods



05 GENERAL DEVELOPMENT PLAN: RECOMMENDATIONS

Future Development Patterns & Use

Traffic Analysis

Building design principals

Sustainability strategy



FUTURE DEVELOPMENT PATTERNS & USE

It is beyond the scope of this ten-year Master Plan to predict the long-term development of the Meriter Park Campus. As described before, the intent of this Master Plan is to guide the development over the next ten years to allow Meriter the option of growth in whichever direction is made possible through land availability and acquisition. This plan makes possible the development in either the north direction, to the intersection of Park and Regent streets, or south onto Block Seven between Chandler Street and Vilas Avenue. Meriter does not expect to be able to make that decision for another 20 years. This Master Plan will insure that either direction remains a viable option for long-term growth.

This plan indicates a number of internal projects that are meant to ensure Meriter's economic stability and market leadership. Physically, the plan will reinforce the transition zone from Brooks Street to Mills street, and seek to limit traffic on Mills Street and the adjoining neighborhoods. This will be accomplished through a combination of new buildings on currently owned Meriter properties, and the possibility of joint developments along Mills Street as property availability and favorable market conditions becomes allow.

Meriter will be developing the core of its campus along the west side of Brooks Street. This area will include a new physical plant to replace the existing plant, which has reached its maximum physical capacity. Meriter is looking at improving its energy usage and removing some programs from the Park Campus that will, in effect, make more capacity available from the existing plant. This will prolong the useful life of the existing plant. The future plant will be a fully screened, urban plant that conserves land in the heart of the Meriter Campus and respects the denser development as encouraged by the Park Street Guidelines. Noise and emissions will be monitored and controlled as dictated by law.



FUTURE DEVELOPMENT PATTERNS & USE



The zone between Mills and Brooks streets will also be developed as parking, medical office space, and clinical uses associated with the medical offices. The McConnell Hall site is a good, centrally located area for structured parking to serve both the existing hospital and new development on the Longfellow site. It will also screen portions of the new physical plant. Street level office space can help to engage the street and maintain a positive pedestrian experience along both Mound and Brooks streets.

The Longfellow Building will require substantial interior renovation before it can be fully utilized. A medical office addition behind the Longfellow Building will be designed to make the Longfellow Building more accessible, while enhancing the utility of the building. Both the new McConnell Hall and Longfellow Buildings are expected to have a parking component to them. While below grade parking is favored, physical conditions at each site may determine the amount of parking each site can provide.

The main body of the hospital is on the east side of Brooks Street. It is the flagship facility for diagnostic and treatment procedures at Meriter Hospital. With the exception of the exterior renovation of the North Wing, the façade improvements to the physical plant and loading dock, and the expansion of the Atrium, the main body of the hospital has more internal changes than external. In addition, the Landscape Master Plan includes street furniture and landscaping around the entire hospital.

The final site addressed in the ten-year Master Plan is the Braxton Place surface parking lot. This lot is a prime development site for a medical office building, possibly containing structured parking, ambulatory surgery and physician offices, as well as some associated retail. The timing of this development is dependant upon a series of internal programmatic moves and of capital availability.

TRAFFIC ANALYSIS & RECOMMENDATIONS

In order to accommodate the future growth at Meriter's Park Campus, 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 will implement its plans to widen Regent Street on the south side to accommodate an additional travel lane at the Park Street and Brooks Street intersections.



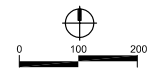
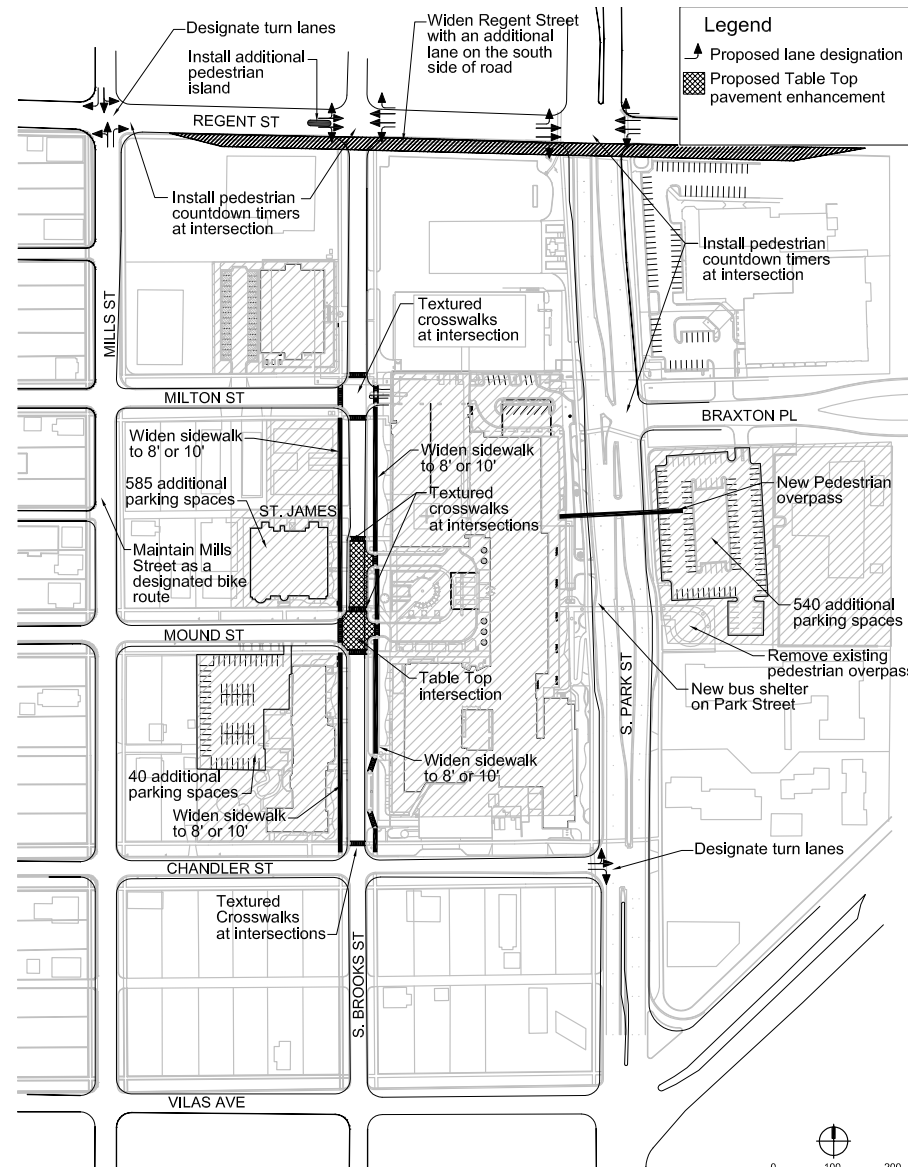
TRAFFIC ANALYSIS & RECOMMENDATIONS

Bike, Pedestrian, and Transit

One of the goals of the Meriter Master Plan is to make the Campus more pedestrian and user friendly. To this end, the intent is to encourage employees to reduce their auto use, and also to encourage both employees and visitors to park their automobiles in one of the designated Campus parking areas on the campus and walk within and between campus destinations. Based on ITE trip generation rates, it is estimated that there will be 3,500 trips generated by the hospital during the afternoon peak hour. The goal of the hospital is to have 5% of those trips, or 180 trips, use alternative modes of transportation including rideshare and the remote parking lot.

In order to accomplish this goal the hospital has identified the following targets:

- Add additional bike parking facilities
- Subsidize transit ridership
- Facilitate pedestrian access throughout the Campus



TRAFFIC ANALYSIS & RECOMMENDATIONS



Transportation Demand Management Recommendations

Increase the use of Transportation Demand Management (TDM) practices. Such practices include:

- Increase transit usage
 - Meriter currently offers substantially-discounted Madison Metro bus passes to all employees, regardless of FTE status.
 - Approximately 400 Meriter employees currently purchase discounted bus passes.
 - Meriter recently implemented a program to provide free Madison Metro bus passes to its employees.
 - Provide additional transit shelters on Park Street.
- Encourage the use of the Wingra Parking Lot
 - Meriter employees assigned to the Wingra Lot do not pay any parking fees and are shuttled to the Park Campus at no cost. While many Wingra parkers find the arrangement to be inconvenient, the “no cost” feature could be more actively marketed internally to encourage more employees to inquire about off-site parking.
- Increase the parking structure fees
 - Meriter is currently reviewing proposals to increase its parking fees for both employees and visitors/patients.
- Discourage on-street parking by Meriter employees
 - While there is no way to accurately document the extent of the problem, a number of Meriter employees currently park on the street in 2-hour only spaces. This generates consistent concerns/criticisms from residents who need to park in the neighborhood.

TRAFFIC ANALYSIS & RECOMMENDATIONS

- Meriter should increase internal marketing efforts to discourage this employee practice.
- Increase the use of bicycles
- Improve bicycle wayfinding on Campus and linkages to the major city bike paths.
- Provide additional bike parking. The hospital will be adding 50 bike racks on the Campus in 2009 and 2010.
- Encourage pedestrian usage throughout the Campus
- Reconstruct portions of Brooks Street to provide more pedestrian friendly crossing opportunities. This would include colored cross walks, table tops and narrowed street sections.
- Provide pedestrian countdown signal heads at major pedestrian crossings on Park and Regent Street.
- Construct a new pedestrian walkway linking the future Braxton Parking Lot expansion with the hospital. Evaluate the need for the existing pedestrian crossing and remove if not needed.
- Provide wider sidewalks (8-10 feet) on Brooks Street.
- Designate left/through and right turn lanes north bound and south bound on Mills Street at Regent Street.
- A separate right turn lane for Chandler east bound at Park Street.
- Provide traffic calming measures on Brooks Street through the Campus.

Traffic Recommendations

The traffic analysis indicates that there will be a number of improvements needed to the local roadway system in order to accommodate the projected growth. These improvements include the following:

- An additional eastbound lane on the south side of Regent from Brooks to Park Street. While this is shown as an improvement, it is outside the Meriter property and is assumed to be an independent city project.
- The addition of a new south bound lane on Regent will also provide a pedestrian refuge island at the intersection of Brooks and Regent.
- Parking should be distributed throughout the Campus and not focused in any one area.
- Additional parking ramps should be placed to minimize the impact on existing neighborhood streets.
- Increase the parking supply to a more acceptable employee to parking space ratio.
- Increase fees for employee parking.
- Continue to discourage parking in the residential neighborhoods.

Parking Recommendations

Based on the current parking supply and demand, additional parking is needed on the Campus. The current parking ratio of .5 spaces per employee does not adequately provide for existing demand; much less future demand. The scheduled increase in parking will bring the parking ratio up to a more acceptable level of .72 spaces per employee.

BUILDING DESIGN PRINCIPLES

Design Principles:

With almost a hundred years of building on Meriter's Park Campus, there is an eclectic mix of both architectural styles and materials. New construction on the Campus should strive to reinforce the existing materials and character that create a sense of place. Throughout the development of the Hospital, certain preferences have remained, such as the use of natural materials with a warm palette. Brick is a dominant element in both the Longfellow Building, which is on the National Register of Historic Places, and the recently completed contemporary Tower and Atrium addition. While the accent materials differ with time and availability, the warmer palette has been maintained to link these buildings through time to create a cohesive campus. It is recommended that new structures should not attempt to mimic any existing structures on the Park Campus, but should instead be built of their time, materially and stylistically enhancing and supporting the existing structures on the Campus.

New structures should respect the Park Street Design Guidelines and reinforce the street-level urban experience. This suggests utilizing more glass at the street level to create a more inviting pedestrian environment throughout the Campus. This will help to create a more open and inviting experience to reinforce the image of a place of healing through daylight and natural materials. Building materials should also be linked to the materials introduced in the landscape Master Plan to help link the outdoors with indoor spaces, and to create a more pleasing experience while moving through the Park Campus. This landscape plan will work to further unify elements of the Campus.



BUILDING DESIGN PRINCIPLES



As Meriter grows, it will have to build new buildings that stand closer to the single-family residential neighborhoods that cradle the Campus to the west and south. New buildings should be designed to maximize density to allow for green space on this tight, urban campus. These buildings should also be designed to sensitively relate to the residential neighborhoods, utilizing the concept of a transitional zone at the edge of Meriter-owned properties. Parking structures, attached to buildings or freestanding, must be adequately screened and designed to reinforce the pedestrian experience at the street level. Loading and trash facilities should be screened from view.

The Meriter Campus is in a high pedestrian traffic area. Students and neighborhood residents, as well as Meriter patients, visitors and staff, create a very active pedestrian zone. Meriter must focus on pedestrian safety as traffic along its main thoroughfare (Brooks Street) increases due to the economic growth of the Park Street Corridor. The possibility of a future light rail station located a few blocks north of the Campus may also increase pedestrian traffic to, and through, the Campus. Development along Brooks Street must reinforce pedestrian safety through traffic management and calming methods designed as a part of the Landscape Master Plan.

Buildings should be designed to reinforce the street edge. Long facades should be broken up to show articulation and architectural expression that reinforces the pedestrian experience on the Campus. Setbacks should be maintained to create a consistent street edge that helps to define the street as a public place. A unifying landscape plan will add to the Campus character and create strong physical and visual links to the buildings. Streets and plazas should be defined with consistent tree plantings and street furniture. Unifying signage should be designed to immediately define the wayfinding network and create ease of navigation to visitor destinations.

SUSTAINABILITY STRATEGY

Sustainability Strategy:

Energy efficient or sustainable design is important to Meriter Hospital. As previously mentioned, the existing physical plant is currently at its maximum capacity, Meriter, however, is looking to implement a series of improvements that will enhance its energy efficiency, thus lowering the energy demand on the plant and increasing its capacity for further development.

Any replacement/maintenance projects are opportunities to replace existing physical systems with modern, more efficient systems. A prime example of this is the proposed replacement of the windows on the Tower and Atrium buildings. Both of these buildings have a predominantly east/west orientation that functions very poorly for energy efficiency. The energy efficiency of these glass walls can be greatly improved with superior, energy saving glass and tighter construction with less infiltration. The same strategy is being implemented for the exterior renovation of the North Wing of the hospital. A more energy efficient cladding system and new windows will greatly reduce the energy consumption of this wing.

Perhaps the most sustainable project will be the new physical plant that will replace the aging plant. Its planned location is at the north end of the McConnell Hall block, far from the single-family residences that are to the west and south of the Meriter Campus. This will help to reduce noise pollution and help to clean up the current loading area.

Meriter recognizes that its proximity to Monona Bay to the east and Lake Wingra to the southwest offers onsite opportunities to improve water quality in these lakes. Stormwater quality and quantity are important issues that Meriter will be working with the City on a project-by-project basis, as each individual development is designed. Such strategies as rain gardens and bio-retention swales are suggested for each development. Green roofs, whenever possible, are also excellent sources of stormwater filtration and retention.



06 GENERAL DEVELOPMENT PLAN:

10 Year Development Concept Plan

Parking & Square Footage

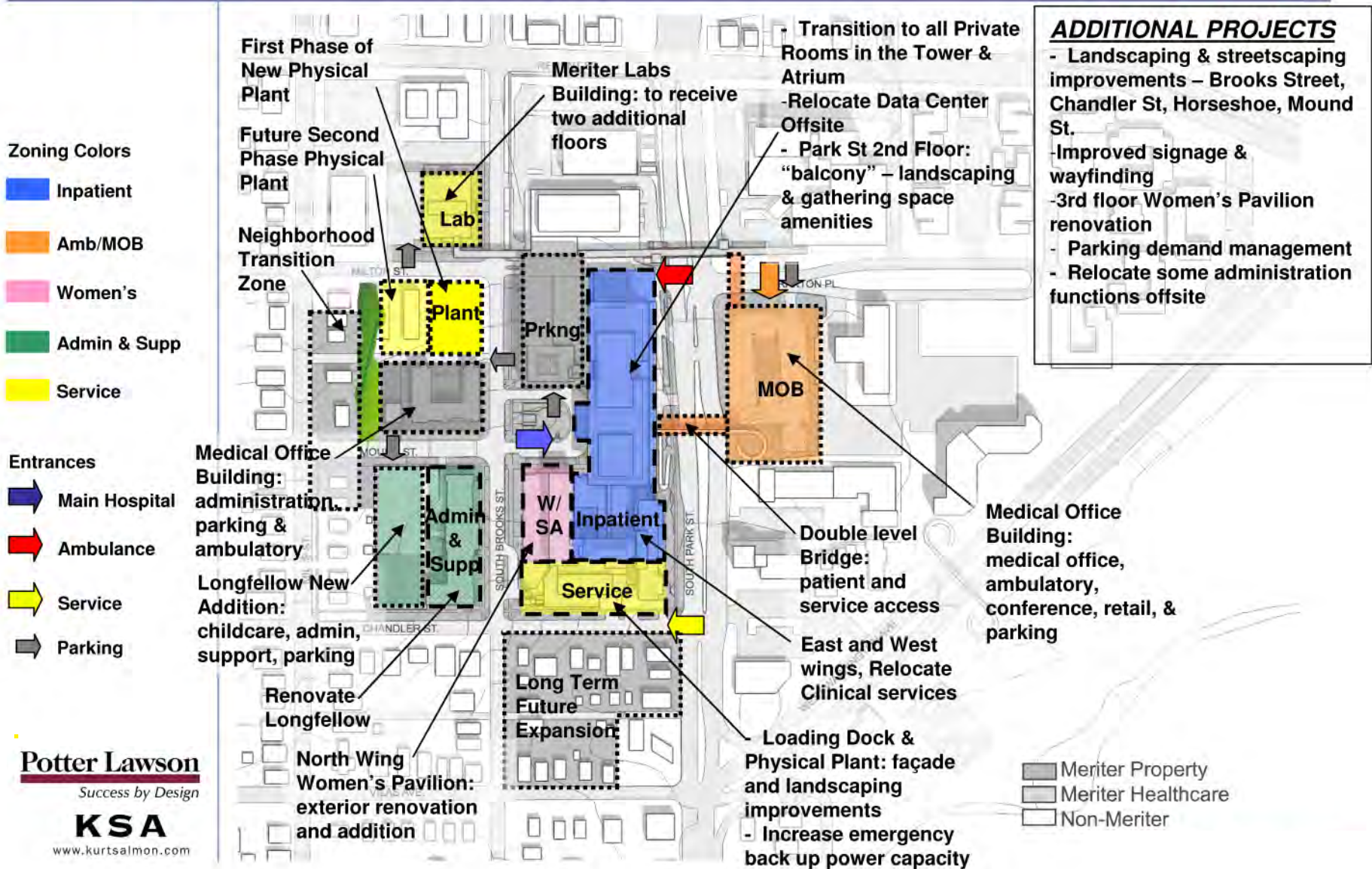
Preferred Phasing Plan

Proposed Projects

Demolition



10 YEAR DEVELOPMENT CONCEPT PLAN



Potter Lawson
Success by Design
KSA
 www.kurtsalmon.com



PARKING & SQUARE FOOTAGE

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			
Subtotals: new		193,500			1,166		
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.

Parking Comparison

Institute of Transportation Engineers (ITE)- .72 spaces/employee urban ,.9 suburban and .95 for a rural hospital

Urban Land Institute (ULI)- .75 spaces/employee for a medical center

2003 Meriter parking study- peak demand of .76 parking spaces per employee. Currently the ratio has dropped to .5 spaces per employee because of the increase in employees over the last five years and the lack of increase in additional parking. If we project out the estimated employment of 3385 FTE in 10 years with a supply of 2696 planned spaces, we bring our ratio back to .8 spaces per employee which is in line with the national recommendations and the actual measured demand at the hospital



PREFERRED PHASING PLAN

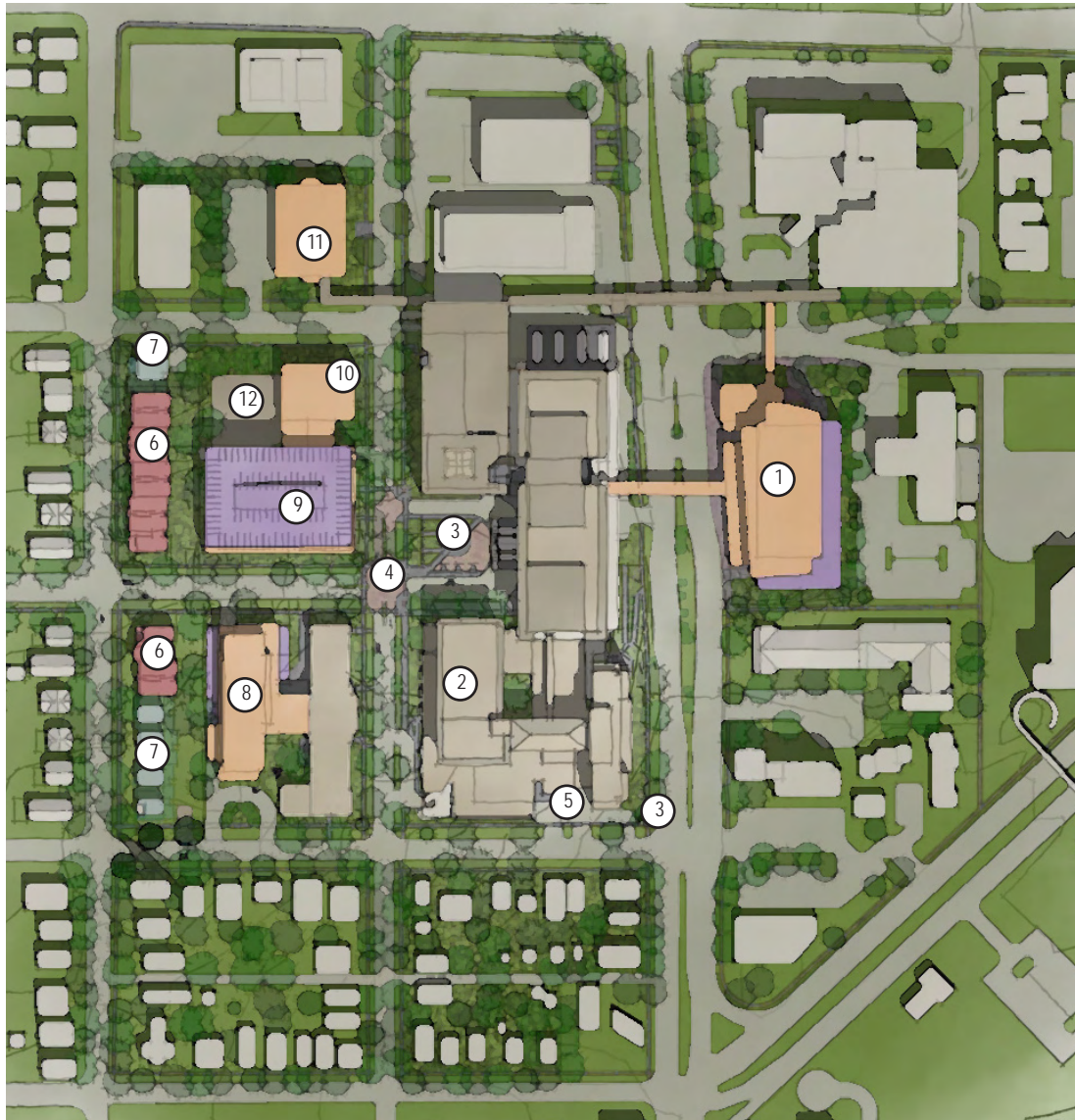


Figure 01: 10 Year Plan, possible development massing.

1-4 YEARS

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

3-7 YEARS

6. Neighborhood Transition Zone Development on Meriter Owned property
7. Property indicated is not owned by Meriter and not part of this GDP. It is indicated as a possible future portion of the Neighborhood Transition Zone through Joint Development or Land acquisition.
9. McConnell Hall Site Development
10. Physical Plant Phase One

6-10 YEARS

8. Longfellow Addition
11. Meriter Laboratory Expansion

10+ YEARS

12. Physical Plant Phase Two

PROPOSED PROJECTS



Figure 01: Aerial view across the Longfellow addition of possible development massing.

PROPOSED PROJECTS

① **Medical Office Building at Braxton Place**

The Braxton Place parking lot is a prime site for redevelopment that will not infringe on the surrounding single-family neighborhoods with access to Park Street, a major thoroughfare.

Conceptual planning for this site includes a medical office building that would be connected by a skywalk to One South Park Street, or directly to the Hospital. The medical office building may include an outpatient ambulatory surgery center. The first floor of the building facing Park Street will house retail or other commercial functions that serve to engage and activate the street level. Access to these spaces will be from Park 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 ten to eleven stories to match the height of the existing hospital; current studies show the building at nine stories. The massing of the building will have a partial step back on the fourth floor to follow the Park Street Design Guidelines. Parking for the building will be provided in a multi-level parking structure entered from Braxton Place and Park Street. The new development would require the removal of the existing pedestrian overpass. Meriter will work with the City to facilitate the implementation of at-grade pedestrian crossings on Park Street in order to create more pedestrian-friendly and safer street crossings.

Two-Story Bridge over Park Street

In order for the new building at Braxton Place to operate efficiently as an ambulatory center for the Park Campus, a direct connection to the main hospital may be needed 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 may 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 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 exterior 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 may be included. Current planning has all vehicular and pedestrian traffic continuing to be routed through the existing main entrance.

PROPOSED PROJECTS: 10 YEAR PLAN

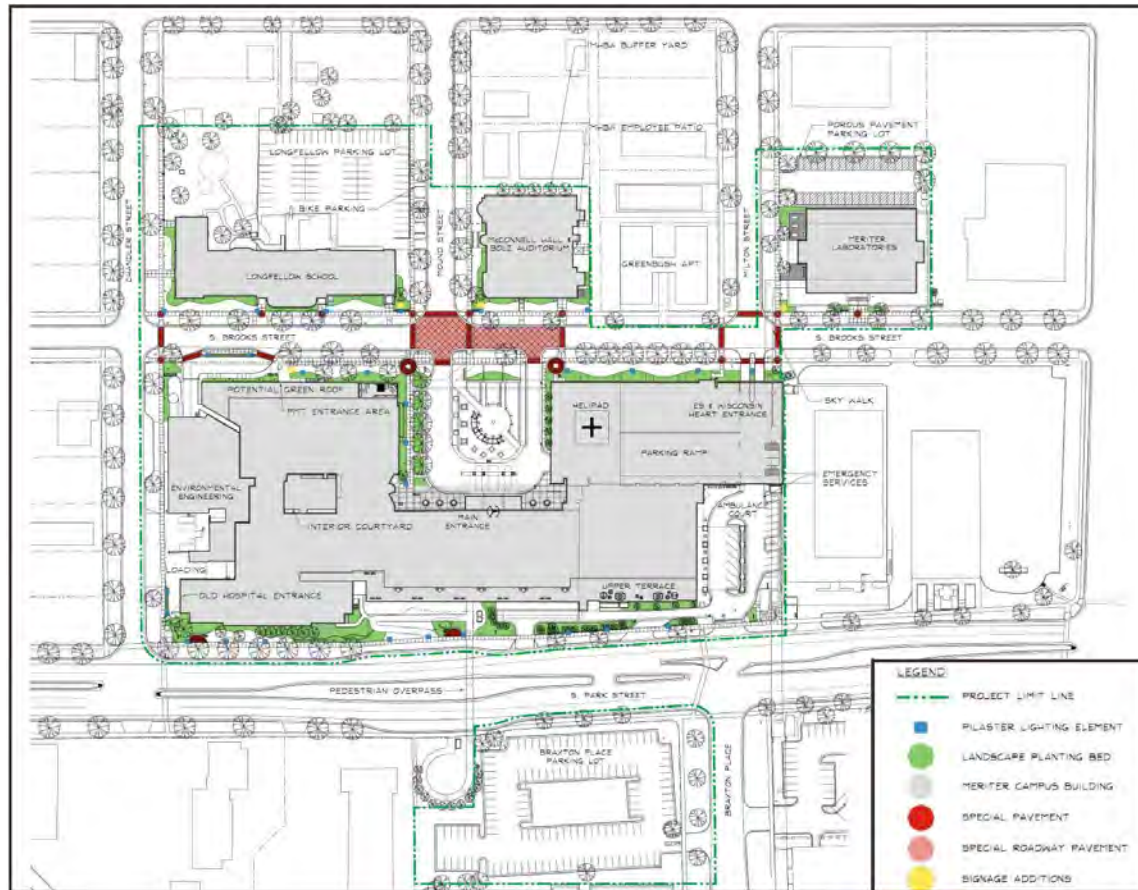


Figure 01: Conceptual Landscape Plan
Schreiber Anderson & Accossiates.

3 Landscape Master Plan

Meriter intends to improve the landscaping throughout the Park Campus. The intent of the project is to improve the identification of campus boundaries, to enhance the pedestrian experience and improve pedestrian safety throughout the Campus. Elements will include signature light poles with banners, enhanced sidewalk and street pavement treatments, and street furniture additions to the horseshoe. Improvements will also be made to the third floor outdoor patio of the North Tower.

As part of the Landscape Master Plan, the second floor balcony along South Park Street, 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. This is also meant to be in step with the intent of the Park Street Design Guidelines

PROPOSED PROJECTS: 10 YEAR PLAN

Campus Signage Plan

As part of the ten year plan, Meriter will enhance the Park Campus wayfinding and signage with a Comprehensive Signage Package. This will include new directional and monumental signs, as well as new banners, coordinated with the Landscape Master Plan to help to identify Campus boundaries and bring character to the Campus.

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 safer pedestrian crossings especially near the Hospital entry around the Mound and Brooks streets intersection. A raised, table top intersection with possible refuge islands may be included. This plaza-like concept is meant to increase visibility while giving pedestrians a safe place to cross to, in addition to slowing passing vehicles.

Transition to all Private Rooms in the Tower and Atrium

A significant change for the Meriter Park Campus in the next 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 proposed pedestrian improvements.

PROPOSED PROJECTS: 10 YEAR PLAN



Figure 01: Aerial View Looking North on Park Street, of possible development massing.

Tower Window Replacement

The large vertical windows on the Tower portion of the Hospital will be replaced. This is a large operation planned to 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 will relocate its data center off of the Park Campus. This will free up space for clinical uses and add much needed capacity to the physical plant for future projects.

Loading Dock and Physical Plant

The loading dock is currently undersized. 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 entries to the Campus.

PROPOSED PROJECTS: 10 YEAR PLAN

In order to accommodate an additional backup generator, the loading dock will be enclosed. The new generator will be located on the roof, screened from the view from the street. Both loading docks will be enclosed.

When the new physical plant is built, the existing smoke stack would be removed and more space will be freed up to ease the crowded conditions of the loading area.

In addition to the backup generator 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 is in good repair for a structure of its age. With continued maintenance, it is not expected to need replacement within the ten-year plan. At some point in the Meriter's long-term future, the garage structure will need to be replaced.

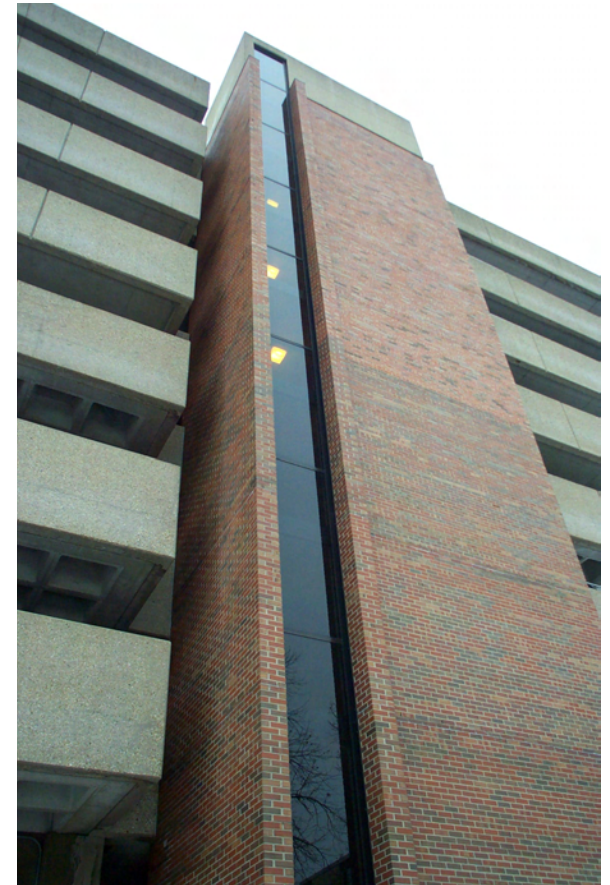


Figure 01: Existing parking structure on Brooks Street.

PROPOSED PROJECTS: 10 YEAR PLAN

⑥ Neighborhood Transition Zone

Meriter has made the commitment to not pursue the development of clinical services west of Mills Street. This has long been considered the boundary for the Campus. In order to have control of the Campus boundary, Meriter will continue to purchase properties along the east side of Mills Street as they become available.

The transition zone is meant to be four stories in height with a varied front setback of approximately ten to fifteen feet, not including porches or stoops. Surface parking is preferred at the rear and/or one level below grade with direct access to stairs for the space above. This denser form of development would provide a buffer to the high density of the Hospital, while providing possibilities for more diverse housing types in the neighborhood.

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 Neighborhood Transition Zone, Property Not Owned by Meriter

Property indicated is not owned by Meriter and not part of this GDP or any rezoning associated with this submittal. It is indicated as a possible future portion of the Transition Zone through Joint Development or land acquisition.

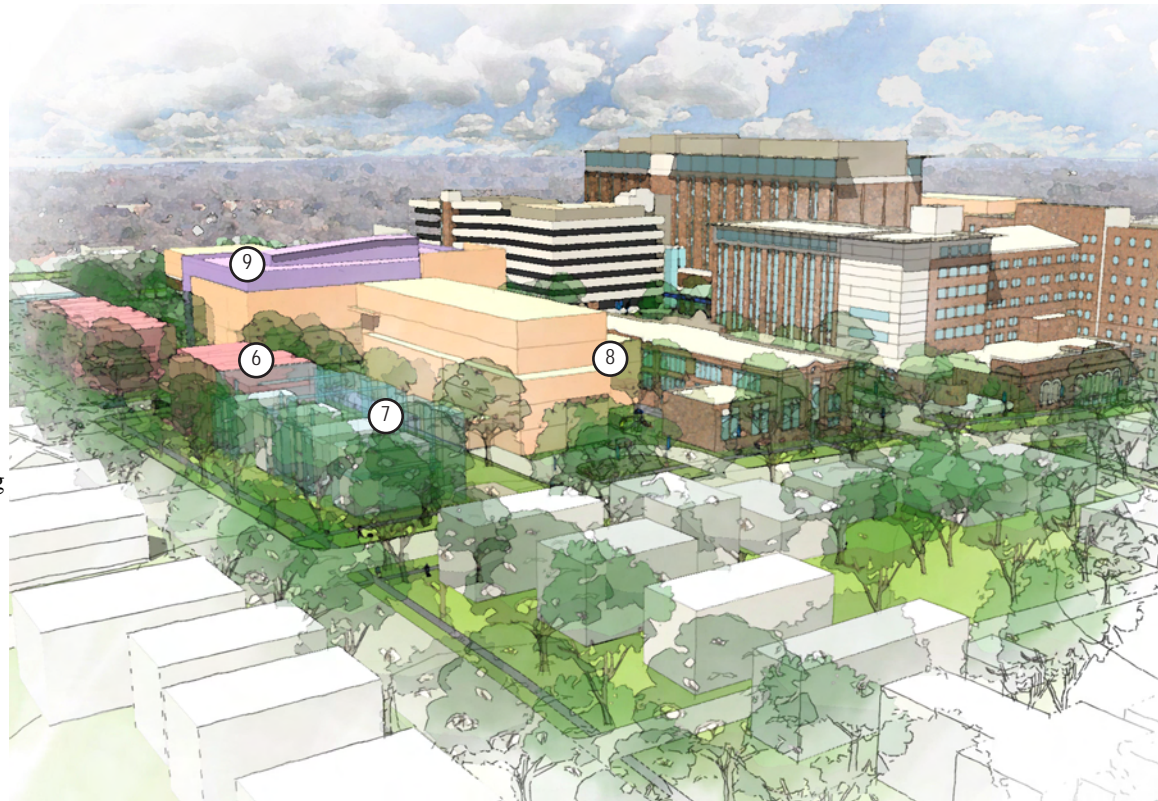


Figure 01: Aerial view of conceptual massing of the Longfellow Addition.



PROPOSED PROJECTS: 10 YEAR PLAN

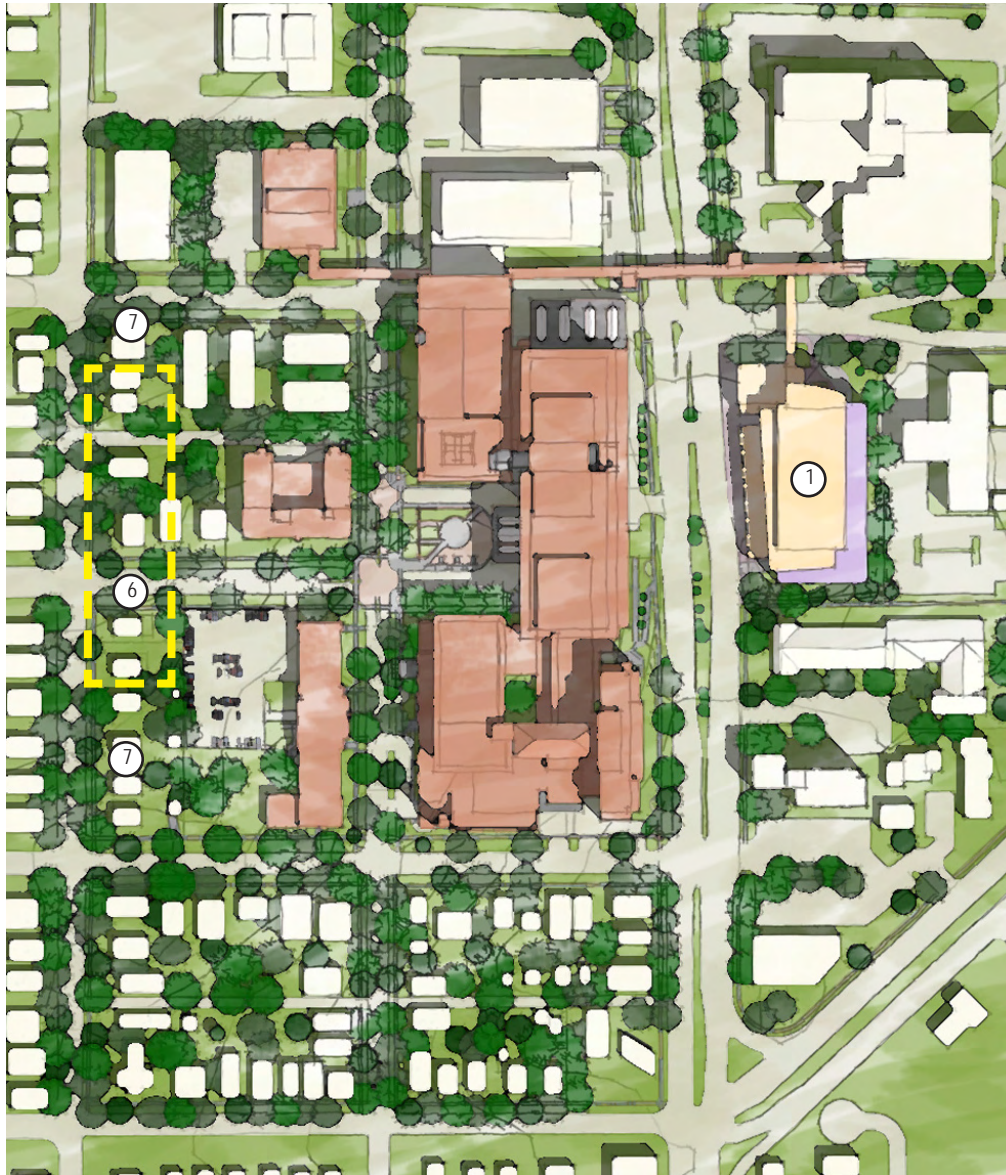


Figure 01: Transition Zone, shown on existing campus with a possible Braxton Place development.

Chandler Block

Over the past several years, Meriter has purchased most of the block south of Chandler Street and east of Brooks Street. Meriter 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. The Chandler Block figures heavily in the 30- to 50-year planning of the campus, but its ultimate use depends on the direction of growth that the Hospital is able to pursue for the long-term redevelopment of its main diagnostic and treatment platforms. Current planning allows for the diagnostic and treatment platforms to move either north of the current Tower and Atrium, or south to the Chandler block. For this ten-year Master Plan, this block is demarcated as Long-term Future Expansion for Hospital Use, and is not included in any rezoning proposal.

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 within the interior of the block.

PROPOSED PROJECTS: 10 YEAR PLAN



Figure 01: Aerial view of possible 10 year development massing.

PROPOSED PROJECTS: 10 YEAR PLAN

8 Longfellow Building Addition

The Longfellow Building is an officially designated Madison Landmark. During the ten year period, Meriter intends to renovate the interior of the building and to develop a new addition on the site. The new addition will be located behind the existing building. 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. If Meriter's childcare program remains in the Longfellow Building, outdoor space for the program will be maintained.

The design of the new addition will take into consideration the historic nature of the existing Longfellow Building. New construction may not copy the historic style of the original building, but it must respond to its scale. The exterior materials of the new construction must also be 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 take into account 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 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.



Figure 01: View of possible Longfellow development from Mills and Chandler Street, with a possible, joint developed, transition zone development.

PROPOSED PROJECTS: 10 YEAR PLAN

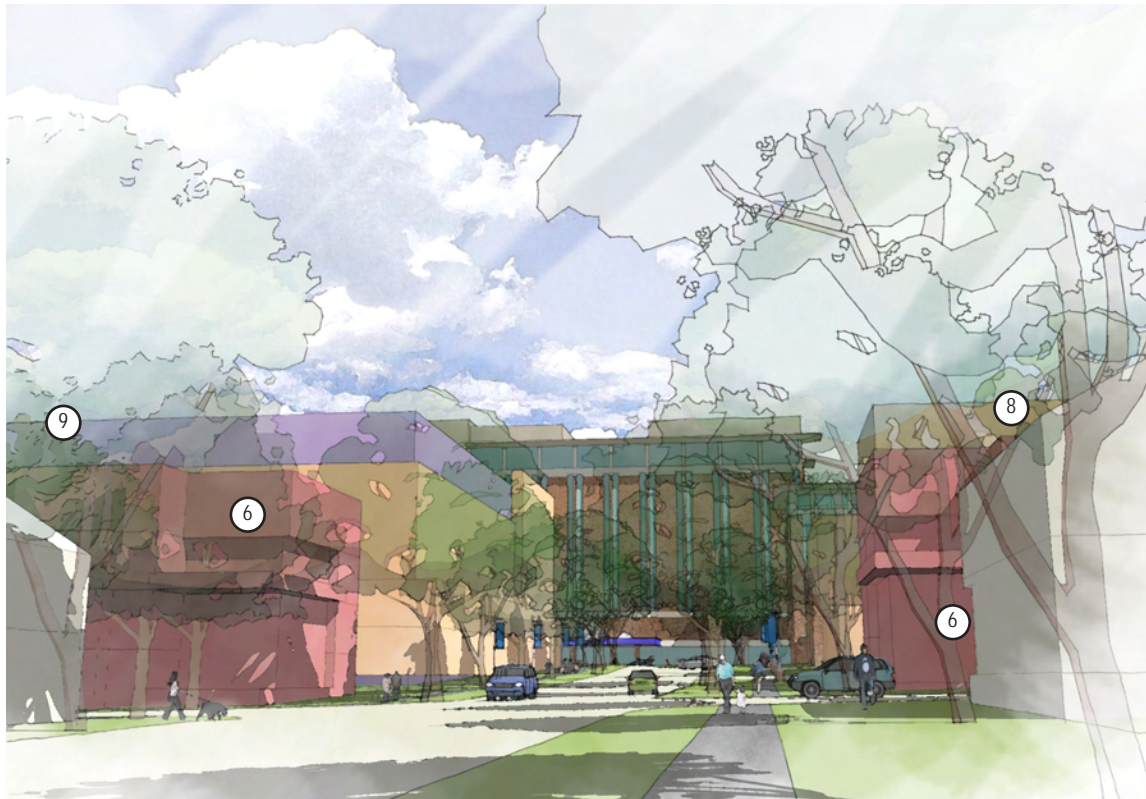


Figure 01: Street level view of Mound Street, West of Mills Street, showing possible development massing.

9 **McConnell Hall Site**

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 will be relocating some administrative positions off-site from the Park Campus in 2009. Relocating the administrative positions off-campus will free up space within the main Hospital to allow clinical and inpatient expansion. This will also reduce the parking demand on the Park Campus.

The McConnell hall site will be redeveloped to provide a multi-story, above-grade parking structure to support the Longfellow Building addition and the future addition to the General Lab Building and mediate the Campus parking shortage.

The first and second floors on both Mound and Brooks Streets will include office space to activate the pedestrian experience along each street.

The future construction on McConnell Hall will close St. James Court at Mills Street, and use Brooks Street as the main parking entrance. By doing this, most of the vehicular traffic generated by the parking structure will be kept central to the Park Campus, along Brooks Street.