



MERITER HOSPITAL

PARK CAMPUS

GENERAL DEVELOPMENT PLAN

February, 2009

CONTENTS

Introduction



Meriter Hospital 1

- a. History of Meriter
- b. Meriter Now
- c. Campus Boundaries
- d. Purpose of the Plan
- e. Overview of Planning Process

Existing Conditions 2

- a. Meriter Property & Uses
- b. City of Madison Comprehensive Plan
- c. Regional Context
- d. Existing Zoning
- e. Access, Circulation & Parking
- f. Density, Greenspace,
Surrounding Uses, & Utilities

Issues & Opportunities 3

- a. Meriter Facility Conditions
- b. Health Care Market
- c. Demographics
- d. Facility Recommendations
- e. City of Madison Built Form

General Development Plan

Goals & Objectives 4

- a. Letter of Intent
- b. Vision & Goals
- c. Planning Principles

Recommendations 5

- a. Future Development Patterns & Use
- b. Traffic Analysis
- c. Building Design Principles
- d. Sustainability Strategy

Development Concept 6

- a. 10 Year Development Concept Plan
- b. Parking & Square Footage
- c. Preferred Phasing
- d. Proposed Projects
- e. Demolition

CONTENTS

Specific Implementation Plan

Phase One SIP 7

- a. Park Street Campus Survey
- b. Existing Properties
- c. Landscape
- d. New Construction

Zoning Text 8

- a. Maximum Heights
- b. District Reference Plan
- c. District One
- d. District Two
- e. District Three
- f. District Four
- g. District Five

01 INTRODUCTION: MERITER HOSPITAL

History of Meriter

Meriter Today

Campus Boundaries

Purpose of the Plan

Overview of the
Planning Process



View of the Park Street Campus from Monona Bay

HISTORY OF MERITER



Meriter's beginnings, 1904



Aerial view of Meriter Hospital from the 1930's



Aerial view of Meriter Hospital from the 1960's

Meriter Hospital has been providing healthcare to the community on its Park Campus since 1903. The first hospital facility had a total bed capacity of thirty. In 1929, the construction of the Center Wing increased the bed capacity to 175. McConnell Hall, a classroom and residence hall for the Madison General School of Nursing, was completed in 1943. The East Wing was added in the early 1950's and included birth rooms, laboratory facilities, and a new surgical suite. In 1963, the original thirty bed facility made way for the North Wing, providing a home for the psychiatric and rehabilitation programs.

In 1967, construction began on the Tower. Completed in 1972, this then modern facility housed a new emergency room, x-ray and surgery departments, and conference space. The Meriter Medical Labs building was constructed in 1970. The former Longfellow School was purchased from the Madison Metropolitan School District in 1997 and now provides space for the employee childcare center, Epic Training, and the employee gym. The Atrium was added in 1998 and provided space for an even newer emergency room, the Community Health and Education Center, and the cardiology and pulmonary departments. In 2006, Meriter completed the expansion of the Atrium and Tower, effectively maximizing the footprint of the hospital.

MERITER TODAY



Meriter Hospital, which was created in 1997 through the merger of Madison's two oldest hospitals – Madison General and Methodist; is a 448 bed non-profit community hospital that provides comprehensive health services for residents of southern Wisconsin and areas of northwest Illinois. It is a major teaching affiliate of the University of Wisconsin and the fifth largest hospital in Wisconsin. Meriter has been recognized at the Mastery level by the Wisconsin Forward Award in both 2004 and 2005, and with the Governor's Award of Excellence in 2006.

Meriter employs approximately 3,400 staff, including the growing Meriter Medical Group of physicians. In addition, over 900 medical staff from UW Health Physicians and independent groups practice medicine at Meriter. Key service lines include Medicine, Surgery, Behavioral Services and Physical Medicine and Rehabilitation. Meriter distinguishes itself in two specific areas, its Cardiovascular Center of Excellence and its Women's Center of Excellence, which includes the state-of-the-art Newborn Intensive Care Unit.

Health care services are provided through a Collaborative Practice Model across a health care continuum by partnering with physicians, clinics, emergency service providers and facilities. Meriter leads the Madison market in obstetrics and women's health and has the busiest emergency room in Madison.

Meriter Hospital 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 serve our communities –
for a lifetime of quality health care.

MERITER

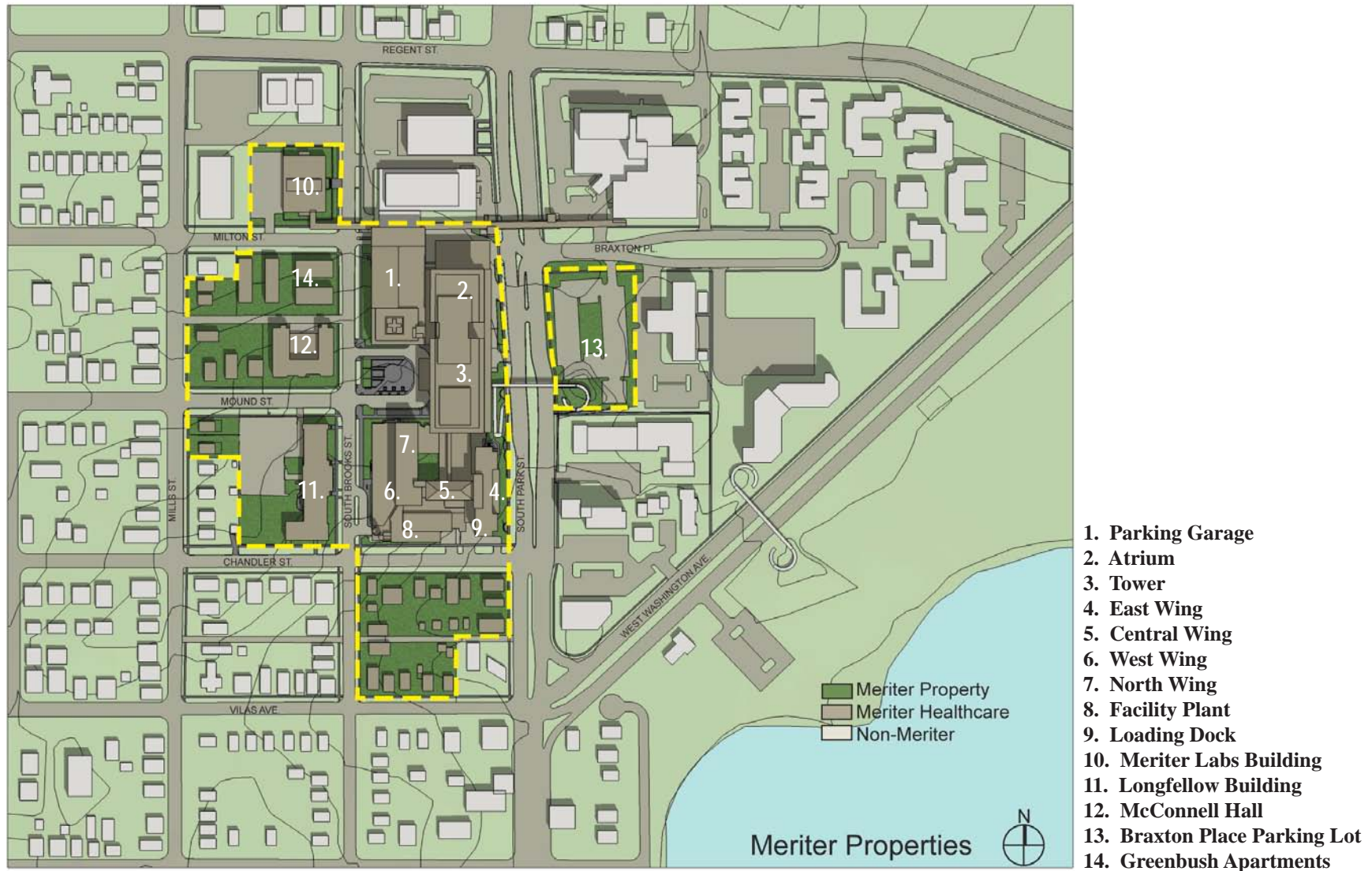
Park Campus

MERITER TODAY



The Child and Adolescent Psychiatric Hospital, which is the only community based program in south central Wisconsin dedicated to meeting the unique mental health needs of children and teens, Max W. Pohle Dental Clinic, which provides services to patients with behavioral, emotional, or medical conditions that create unique dental needs, and the SANE program (Sexual Assault Nurse Examiner) are services that have grown out of Meriter's continuing commitment to community.

PARK STREET CAMPUS BOUNDARIES



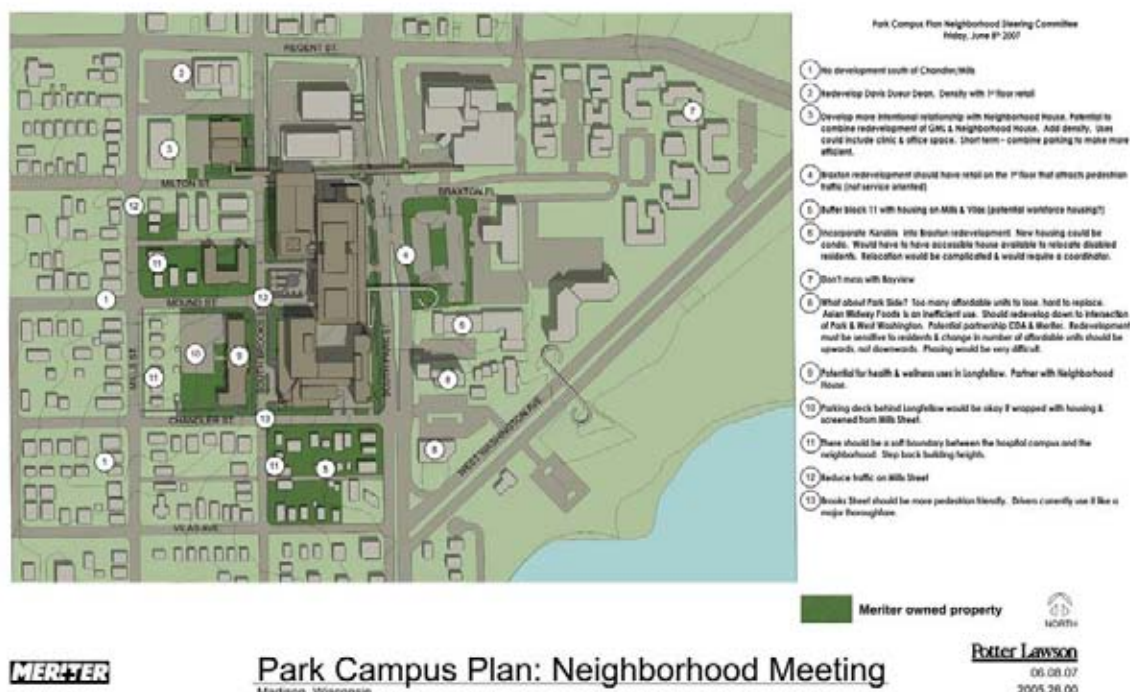
PURPOSE OF THE PLAN



The Meriter Park Campus Master Plan is the most comprehensive planning project the hospital has ever undertaken. Although only designed to be a ten-year document, the plan creates a flexible framework that will provide a clear map for decisions that do not impede the long-term goal of the Park Campus remaining Meriter's 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 dictate the direction of the long-term growth and replacement of the diagnostics and treatment platform.

OVERVIEW OF THE PLANNING PROCESS



Throughout the process to develop this ten-year Master Plan, a series of strategic goals and planning principles were developed to guide the decision-making and prioritization process. These goals were derived with input from the entire spectrum of stakeholders in the planning process, from the President of Meriter, national healthcare consultants, a core group of Meriter employees, City of Madison planning staff and a neighborhood steering committee formed explicitly to aid Meriter in their decisions that affect the surrounding neighborhoods.

Having hired Potter Lawson Inc. to develop a Master Plan document that would satisfy the Park Street Design Guidelines, Meriter Hospital organized a Neighborhood Steering Committee in June of 2007 that was composed of residents and representatives of the local neighborhoods and Alder Julia Kerr. This group has since met with representatives of Meriter Hospital every month through March of 2008.

Figure 01: Neighborhood Steering Committee, Comments Meeting 06/08/07

OVERVIEW OF THE PLANNING PROCESS

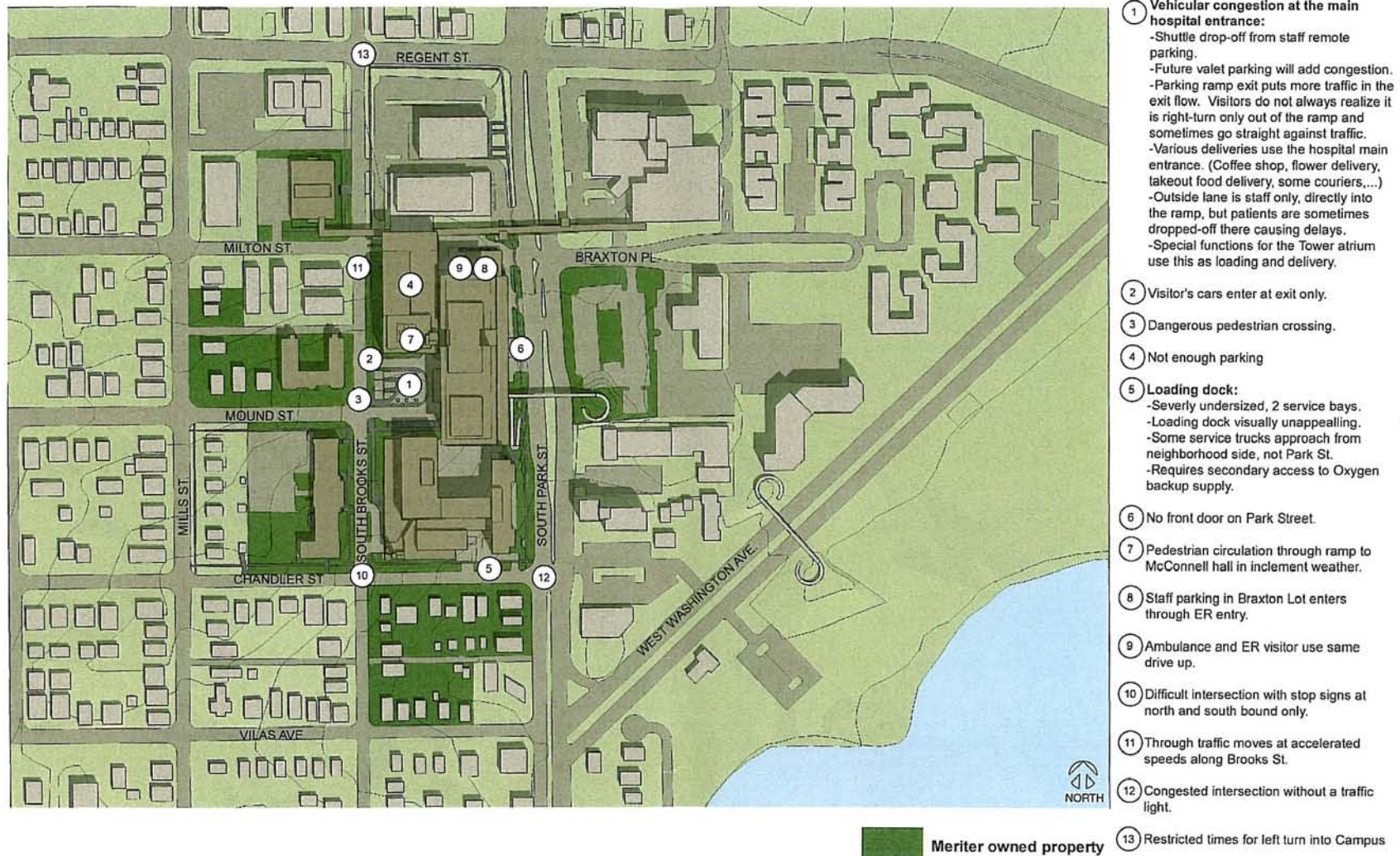


Kurt Salmon and Associates began a strategic facility Master Plan in the summer of 2007. This strategic Master Plan looked at the existing conditions of Meriter's assets, both internally and externally, and created a framework that defines Meriter's market expectations and clinical needs, as compared to national healthcare standards and the local Madison healthcare market. This strategic facility plan provides the options for 30 –50 year growth and forms a roadmap for the decisions made in this 10-year Master Plan.

After working with the Neighborhood Steering Committee and monthly meetings with City of Madison planning staff, the Master Plan was documented as a 10-year plan with a preferred phasing plan. This further defines the immediate goals versus the longer-term decisions that are expected to have a direct affect on the Park Campus beyond the next decade.

Figure 02: Meriter Core-group Wayfinding Meeting 08/08/07

OVERVIEW OF THE PLANNING PROCESS



MERITER

Meriter Hospital Site Plan
Madison, Wisconsin

Potter Lawson
08.08.07
2005.26.00

Figure 01: Meriter Core-group Comments
Meeting 08/08/07

MERITER
Park Campus

02 INTRODUCTION: EXISTING CONDITIONS

Meriter Property & Uses

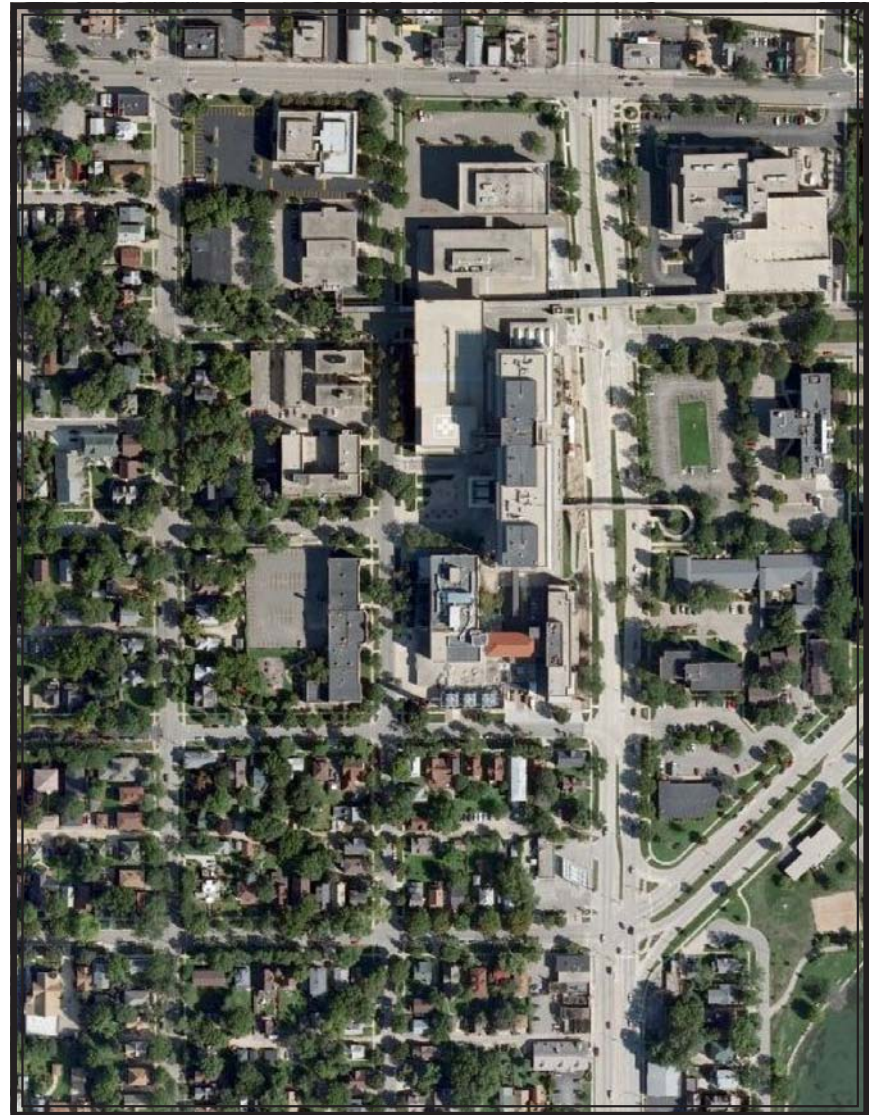
City of Madison Comprehensive Plan

Regional Context

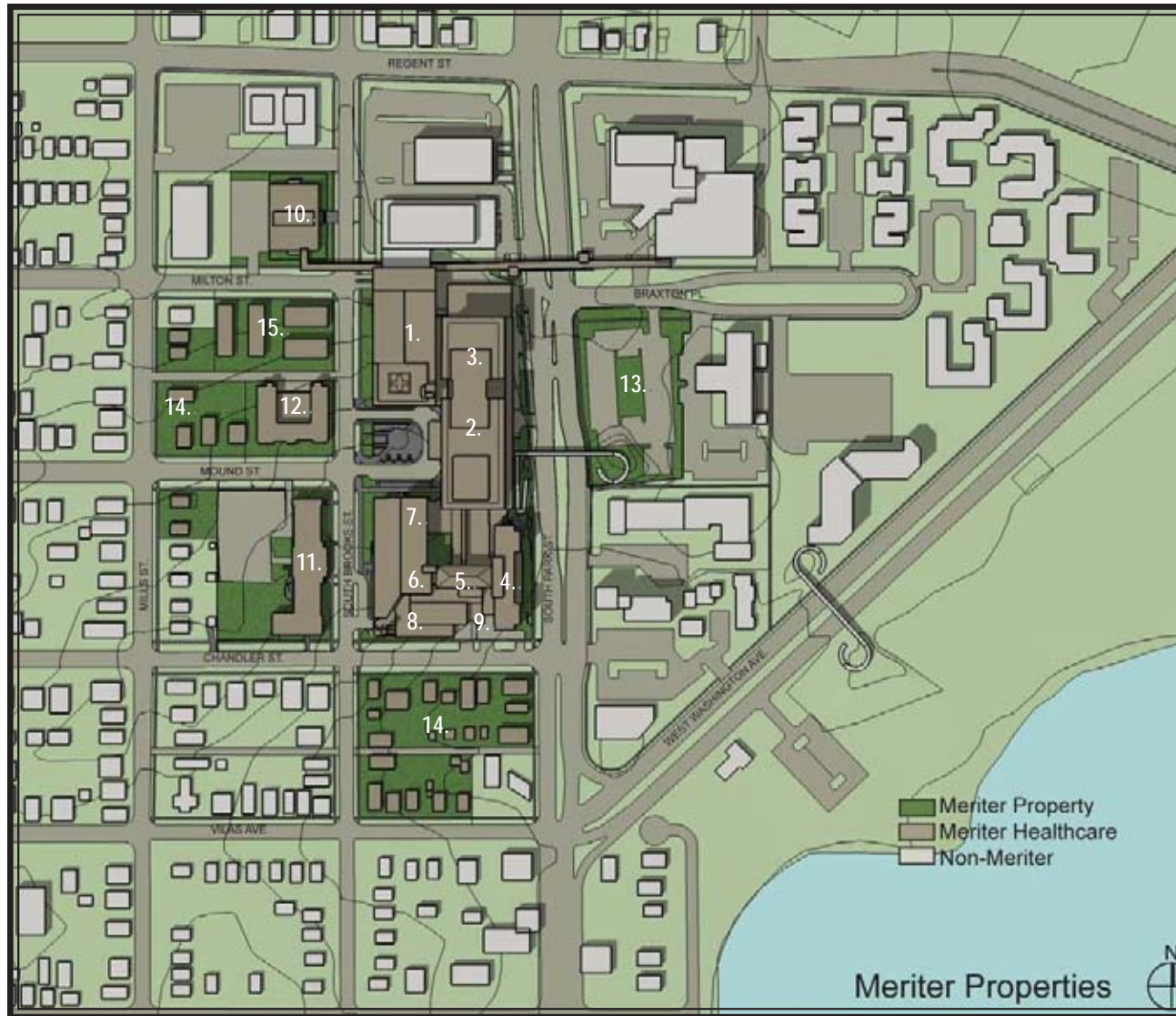
Existing Zoning

Access, Circulation, & Parking

Density, Greenspace,
Surrounding Uses & Utilities



MERITER PROPERTIES & USE



- 1. Parking Garage:** Structured parking
9 floors*; 932 stalls
 - 2. Atrium:** Clinical
12 floors*; 202,283 sq ft.
 - 3. Tower:** Clinical
12 floors*; 338,170 sq ft.
 - 4. East Wing:** Clinical
8 floors*; 95,895 sq ft.
 - 5. Central Wing:** Clinical
7 floors*; 90,416 sq ft.
 - 6. West Wing:** Clinical
6 floors; 35,015 sq ft.
 - 7. North Wing:** Clinical
12 floors; 102,905 sq ft.
 - 8. Facility Plant:** Included in Center Wing
 - 9. Loading Dock:** Included in Central Wing
 - 10. Meriter Labs Building:**
Medical Laboratory
2 Floors; 33,254 sq ft.
 - 11. Longfellow Building:** Day-care, Admin., Education
3 Floors 51,300 sq ft.
 - 12. McConnell Hall:** Admin., Education
5 Floors; 71,000 sq ft.
 - 13. Braxton Place Parking Lot:**
139 stalls
 - 14. Residential Rentals:**
See pages 69-70
 - 15. Greenbush Apartments:**
3 floors; 61,000 sq ft.;
73 units
- * Including basement/lower level.

CITY OF MADISON COMPREHENSIVE PLAN

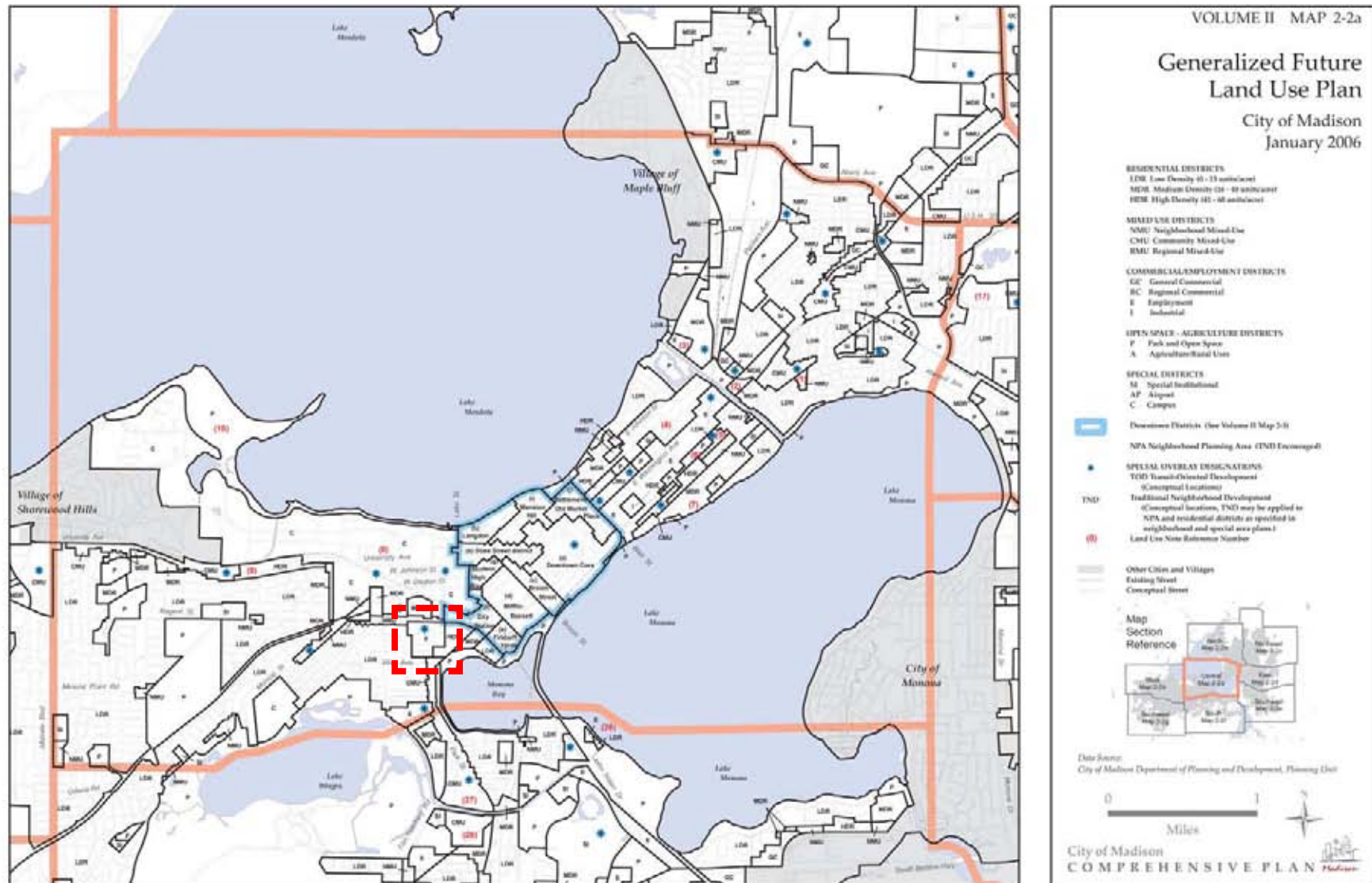


Figure 01: City of Madison Comprehensive Plan, Volume II, Map 2-2a, Meriter property indicated

CITY OF MADISON COMPREHENSIVE PLAN

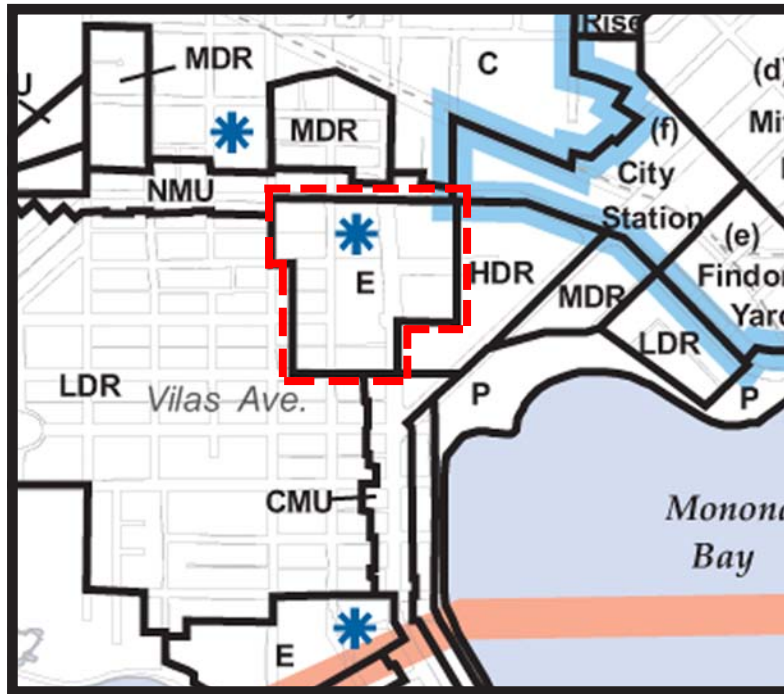


Figure 02: Enlarged, City of Madison Comprehensive Plan, Volume II, Map 2-2a, Meriter property indicated

The City of Madison Comprehensive Plan indicates the Meriter Park Campus as an “Employment Center” use. Just as important are the Residential Districts indicated on all sides. Directly to the east of Meriter’s property, between Park Street and West Washington Street, is a High Density Residential District. To the north, across the Regent Street Neighborhood Mixed-Use District is a Medium Density Residential District. Directly west and to the south is a Low Density Residential District. By making possible the development of a three or four story transitional zone along its eastern edge, this Master Plan seeks to provide a formal transition zone between the Low Density Residential District and the higher density use of the hospital itself, as well as the surrounding higher density residential and mixed-use districts on Park Street.

REGIONAL CONTEXT

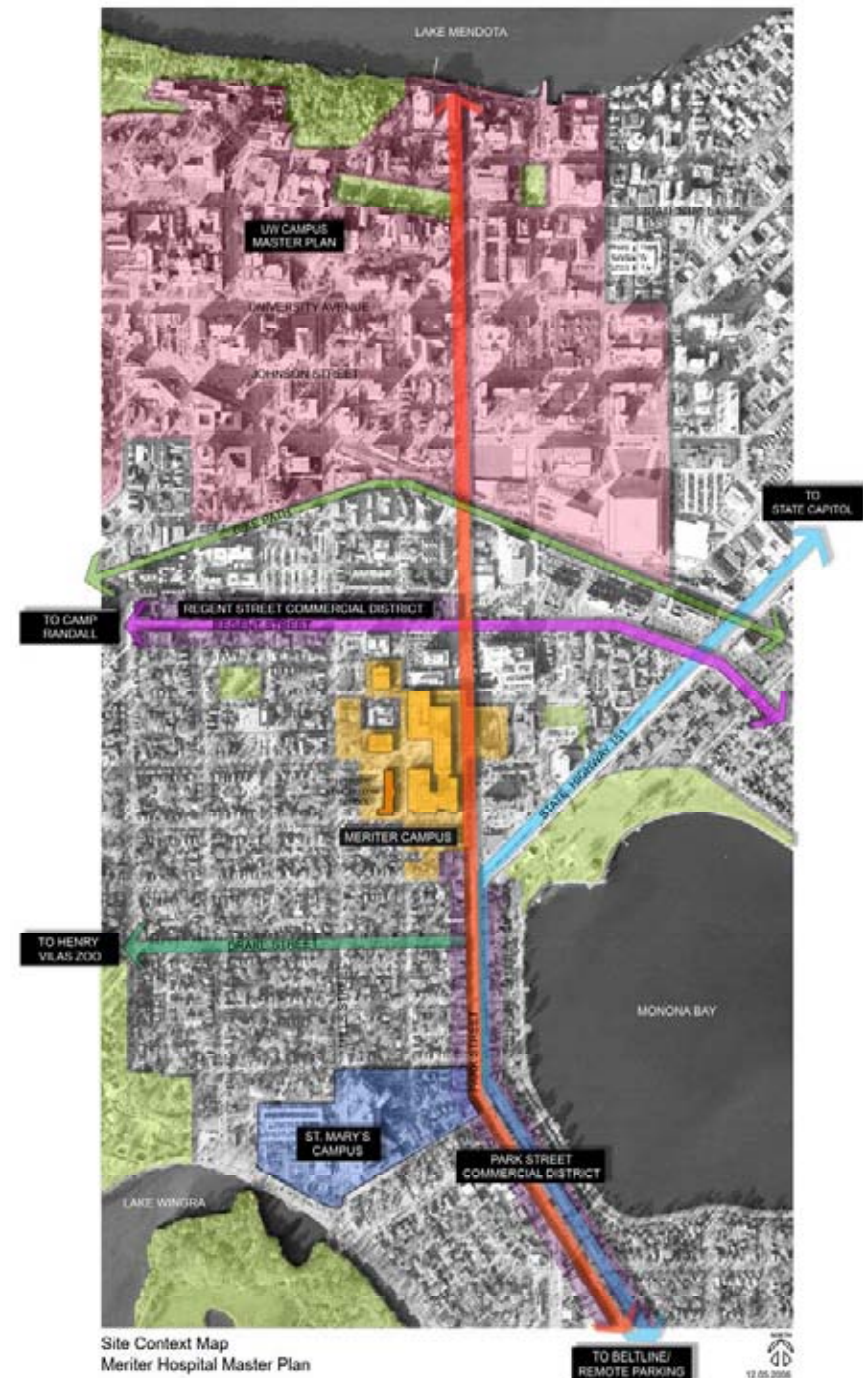
The Meriter Park Campus lies at a very prominent location in the City of Madison. Park Street itself is a gateway into the city's Downtown, as well as the University of Wisconsin. Located just south of the Regent Street Commercial district, Meriter is at the southeastern edge of the Regent Street Design Guidelines.

While not in the Regent Street Design District, it is in the northern end of the Park Street Design District. Working with the intent of both design guidelines, the Meriter Master Plan seeks to integrate the two design districts, while maintaining an identity for the Hospital.

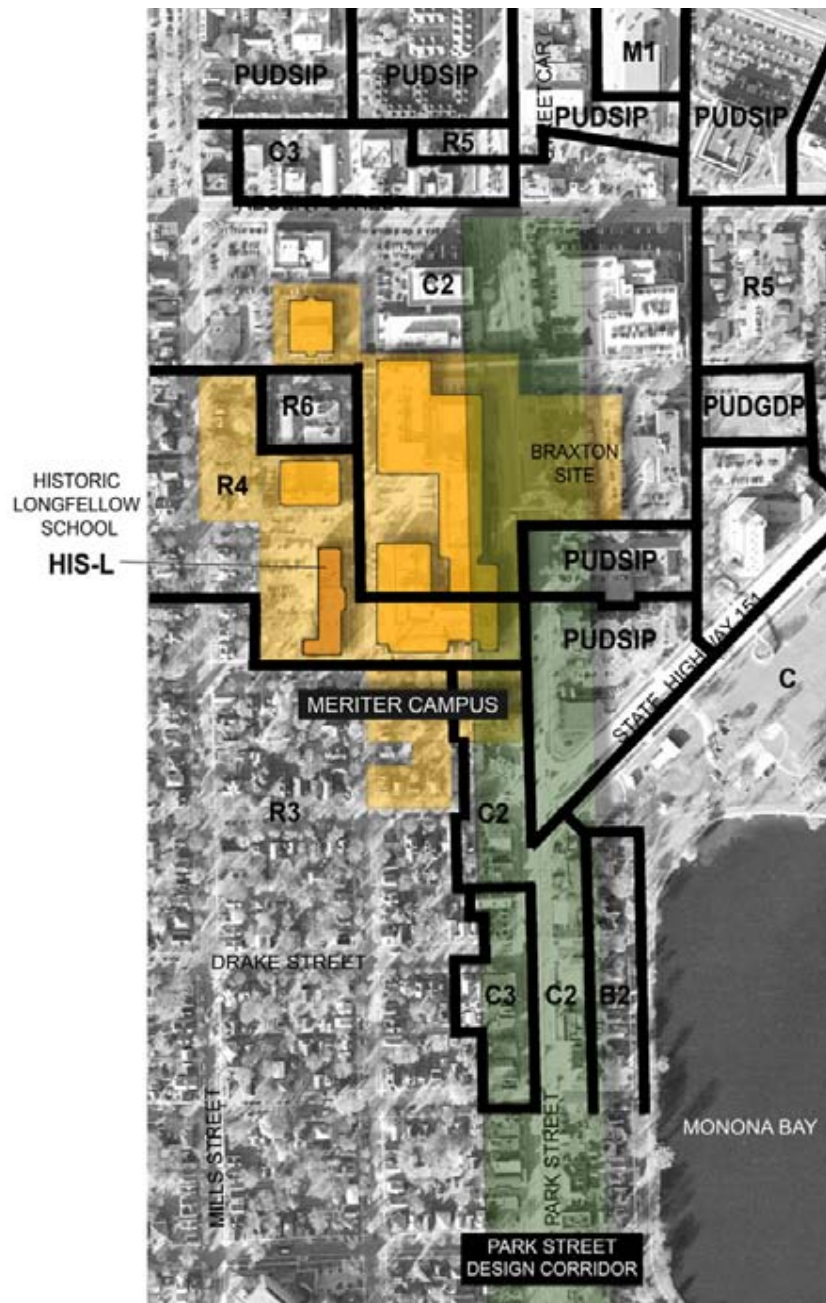
The natural landscape is a very important feature for the Meriter Campus. Located less than three blocks from Monona Bay, Meriter maintains views of the Bay from several of its buildings.

To the west of Meriter is the Vilas/Greenbush single-family residential neighborhoods. Maintaining a residential scaled transition zone forms an integral part of the Meriter Master Plan.

Meriter also recognizes the changes occurring along Brooks Street. Three blocks south of the Meriter campus, lies St. Mary's hospital. This places two major hospital entrances along Brooks Street, which is also a heavily used pedestrian area.



EXISTING ZONING



City of Madison Zoning Designations
Park Street Design Corridor Special Zoning



Being the oldest hospital in the City of Madison, Meriter has grown into some very interesting zoning districts. While the majority of the Hospital is within a Commercial District, C2, portions of the hospital are also in R3, R4 and R6 districts.

Part of the goal of this Master Plan is to lay a framework for the future development by rezoning the properties owned by Meriter Hospital.

In addition to the various zoning districts Meriter occupies, it is also part of the Park Street Design Corridor. The Park Street Corridor Urban Design Guidelines recognize that a hospital campus should not follow the exact same guidelines as the commercial development that it is intended to direct. However, Meriter must follow the intent of the Park Street Corridor Urban Design Guidelines as much as possible.

A final note on the zoning for the hospital is in regard to the Longfellow Building. This beautiful brick school building is on the National Register of Historic Buildings and is listed as a Madison Landmark. This Master Plan seeks to maintain the historical character of the building, while integrating it into the fabric of the Meriter Park Campus.

MERITER

Park Campus

EXISTING CONDITIONS: Access, Circulation and Parking

Access Circulation:

Meriter Hospital is located just south of the intersection of Park Street and Regent Street, so the Hospital has good vehicular access from all directions. Both Park and Regent Streets are heavily used, providing Meriter with excellent visibility and presence within the City. The height of the Tower and Atrium buildings designates them as visual landmarks in the surrounding area, and can be seen from across Monona Bay.

There are a series of issues with regard to the vehicular access to the Hospital.

The most obvious issue is that even though Meriter Hospital has a Park Street address and a huge presence along Park Street, it does not have a vehicular entry on Park Street other than for emergency vehicles. This creates confusion for first-time visitors to the Hospital who expect entry to parking along this busy street.

Regent and Park Streets form a very congested intersection that at times constrains left turns from and into Brooks and Regent Streets, restricting traffic flow around the Meriter Park Campus. However, once visitors locate the entry on Brooks Street, they have an easy time getting into and out of the Hospital, with parking and drop-off operating smoothly at the front door.

Since first impressions are very important and a visitor's first visit to a hospital can be a very stressful time, the signage along both Park and Regent Streets should be made clearer so that wayfinding to the Brooks Street entry is easier for the first-time visitor.

Another issue is that of congestion at the emergency vehicle entrance on Brooks Street. Emergency service vehicles and emergency patient vehicles share the same entry drive on Brooks Street, with their fixed building entries also located too close to one another for confusion-free operation.

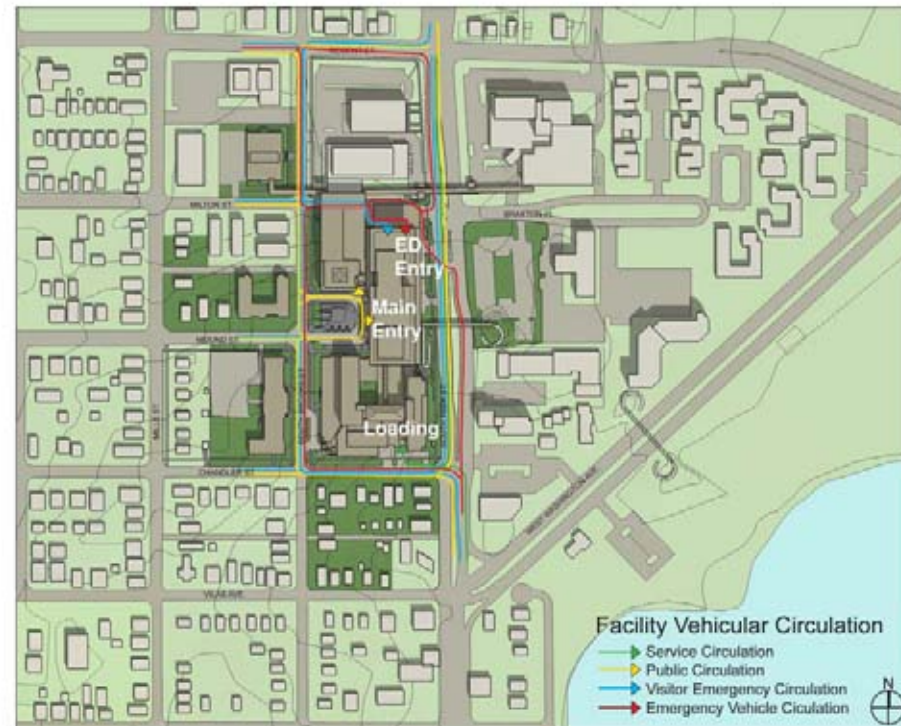


Figure 01: Meriter Vehicular Circulation

EXISTING CONDITIONS: Access, Circulation and Parking

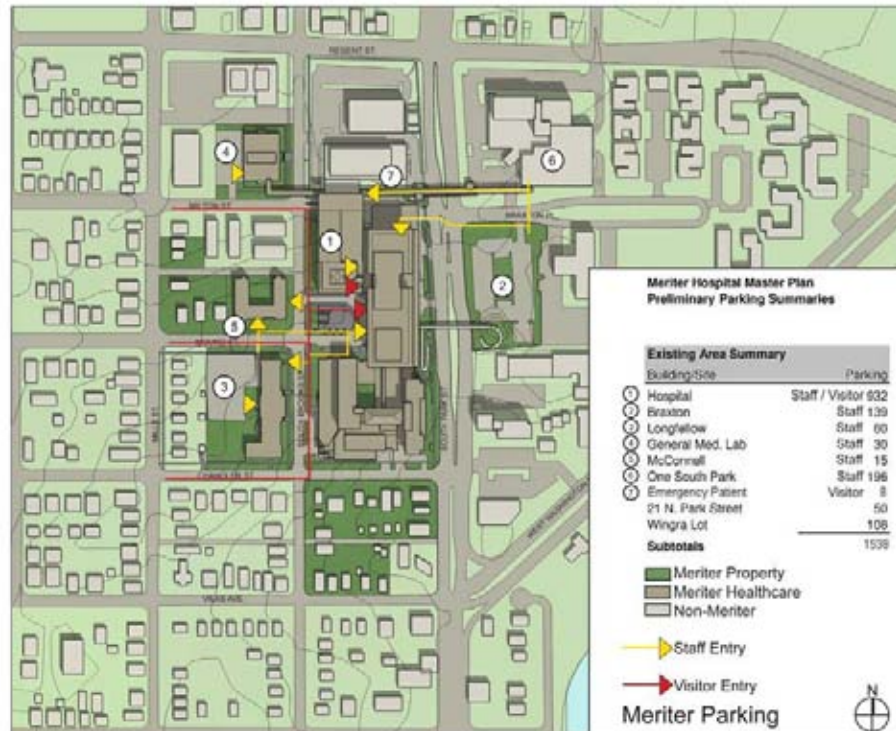


Figure 02: Meriter Vehicular parking

The main entry to Meriter Hospital is referred to as the “horseshoe.” It has an excellent functional relationship with the main parking facility for the Hospital. Although there is some congestion in the horseshoe, at times aggravated by a rare delivery to the front door, overall the entry functions well in its location. One issue for the Hospital is the need to provide valet parking at the front door. Currently, there is no space for this service, which may require partial redesign of the horseshoe so as not to add congestion to the parking structure entry.

Common to many such busy entries, the crossing of pedestrians and vehicles poses a concern for Meriter Hospital that will be addressed in the landscape Master Plan. Brooks Street is a pedestrian corridor for students walking to the University of Wisconsin, as well as local residents, Meriter staff, and visitors. As there is currently no bus service along Brooks Street on the Meriter Campus, vehicular congestion along Brooks is reduced. Adequate bus service is available along both Park and Mills Streets.

Perhaps the area in the most need of immediate improvements is the loading and trash area to the south of the main hospital along Chandler Street. The current loading facility is undersized for the Hospital and only functions well due to an incredibly efficient and vigilant receiving schedule and process. The loading bays are not deep enough to accommodate large trucks moving through them and often delivery trucks must block Chandler Street while navigating into the loading bays. This congestion is an irritant for local residents who have to hear and navigate around large, noisy trucks coming in at different times to make their deliveries.

Due to the lack of an entry along Park Street, Chandler Street becomes a main entry point for the Hospital for people arriving from the south. As the loading area for the Hospital is also located on Chandler Street, it becomes the first portion of the Hospital seen by visitors and patients, creating a visually unappealing entry point.

While the parking structure at Brooks Street adequately serves the majority of Meriter patient and visitor parking, staff parking is a patchwork of off-site rented spaces and piecemeal parking spread across the campus. Meriter recognizes that with future development, parking must be accounted for with each new project.

EXISTING CONDITIONS: Density and Greenspace

Density:

This figure-ground drawing highlights the density of the surrounding area and shows the scale of the Meriter as compared to the adjacent single-family residential neighborhoods. It also shows the increase in scale along Park Street and at the Regent Street intersection. This drawing also illustrates the history of growth for the Hospital. First sited north of Chandler Street between Brooks and Park Streets, both Mound and Milton streets have been vacated as the Hospital has grown north toward Regent Street.

Green Space:

This drawing of the surrounding green space and topography shows the lack of any substantial green space on the Meriter Hospital grounds. This is typical of an urban hospital where land is at a premium and development has progressed toward greater density. The topography is key to understanding the future development of the Hospital. Currently, both the Tower and Atrium have fantastic views of Monona Bay. Future development on the Triangle (the adjacent block of land bordered by Park Street, Regent Street and West Washington Avenue) will be under the Park Street Design Guidelines, which should limit development to six stories and maintain Meriter's view corridor to the Bay. Monona Bay and Lake Wingra are both sited within a few blocks of the Hospital. This means that the water table here is fairly high at the southern end of the Campus. The southeastern corner of McConnell Hall actually sits on a high point for the surrounding area. This makes sub-grade parking a possibility for the Longfellow and McConnell sites, while areas near Block Seven at Chandler Street will have a high water table that will add to the cost of sub-grade development.



Figure 01: Meriter Density Study



Figure 02: Green Space & Topography

EXISTING CONDITIONS: Surrounding Uses and Utilities

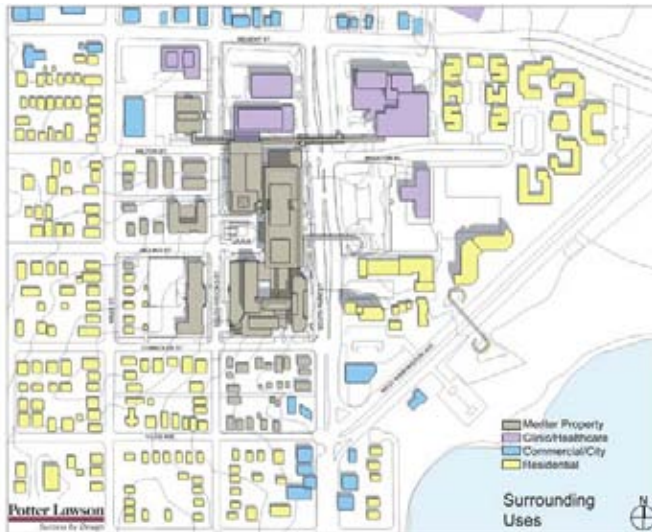


Figure 03: Meriter Surrounding Uses

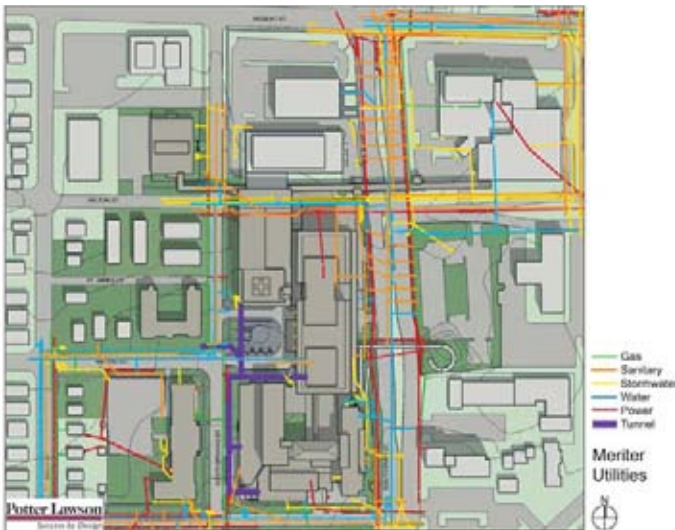


Figure 04: Meriter Utilities

Surrounding Uses:

Surrounding Meriter Hospital is a mix of residential, light commercial, retail, and healthcare uses. Both Meriter and St. Mary's hospitals are located along Park Street. The proximity of these hospitals has spurred the growth of nearby supporting medical programs, predominately at the intersection of Park and Regent Streets. Both the Park Street Design Guidelines and the Regent Street Design Guidelines are intended to provide a framework to assist in the future stability, economic growth, and revitalization of both streets and their adjacent neighborhoods.

Utilities:

The most important consideration for Meriter regarding utilities is the City owned stormwater and utility easement that runs west to east through the northern end of the Meriter Campus where Milton Street used to pass through to Park Street. This is a large stormwater line that forms a substantial constraint to sub-grade development to the north of Meriter's existing property. Chandler Street is also a significant utility corridor, from which a series of underground steam tunnels run from the physical plant at the southwestern corner of the main Meriter building north to McConnell Hall, crossing Brooks Street. There is a significant amount of open space on both the Chandler and Longfellow blocks. Future development that significantly increases the amount of impervious surfaces may require that additional storm water infrastructure be added to Brooks Street to handle increased capacity.

03 INTRODUCTION; ISSUES & OPPORTUNITIES

Meriter Facility Conditions

Health Care Market

Demographics

Facility Recommendations

City of Madison Built Form



MERITER FACILITY CONDITIONS

Facility Conditions



KSA used its automated Facilities Condition Evaluation Survey™ tool to develop "highest and best use" assessments for the six main buildings on the Meriter campus. This tool, developed specifically for use in master plans, quantitatively assesses 121 data points across 11 architectural, engineering, and functional buildings systems, resulting in an easy-to-grasp good/fair/poor score for each facility. That score, translated into a simple color-code (green/yellow/red) is illustrated in **Figure 3** for the principal Meriter buildings.

Key findings of this evaluation were:

- Most of Meriter's buildings, except Atrium, score "fair"
- Key issues include age of structure, functional design, and mechanical systems.
- Central Plant capacity and expandability are development limiters, though not necessarily within the next 10 years if renovations are done with an eye to energy efficiency.
- East, West, and Center wings scored lowest and raise caution regarding future investment for clinical uses

These latter three buildings scored poorly due to basic building structural elements, including low floor-to-floor heights, narrow building widths, poor HVAC, difficult and circuitous access, and updated code requirements introduced since their design, rendering them as poor candidates for significant reinvestment, especially for future clinical services.

This particular finding became an important driver of the preferred facility solution because it wisely directed investment for future clinical improvements into *new* facilities, rather than into renovated existing space.

Figure 3
Facility Condition Evaluation



KSA
www.kurtsalmon.com

MERITER

MERITER FACILITY CONDITIONS

Functionality

The third and final master plan assessment focused on the functionality of high-cost clinical spaces, such as operating rooms, catheterization labs, imaging rooms, and patient bed rooms. Major discrepancies in size and functionality between Meriter's current rooms and what are considered contemporary standards for large teaching hospitals was yet another driver of the preferred facility solution. **Figure 4** provides a comparison of selected key rooms to current benchmarks.

Figure 4
Comparison of Meriter to Functional Benchmarks

Existing at Meriter	Contemporary Standards for Large Hospitals
<ul style="list-style-type: none"> 80% medical/surgical beds are semi-privates 	<ul style="list-style-type: none"> Large, all-private patient rooms Benchmark size is 280 NSF
<ul style="list-style-type: none"> Operating rooms are not uniformly sized; many are small; fragmented flow Current range < 400 NSF to 600 NSF 	<ul style="list-style-type: none"> Large, efficiently configured surgical suite; operating rooms sized at minimum 600 NSF; clear & coherent flow
<ul style="list-style-type: none"> Dispersed surgery, angiography, catheterization lab, endoscopy (GI); multiple anesthesia sites 	<ul style="list-style-type: none"> Interventional platform with co-located procedural and related support
<ul style="list-style-type: none"> No coherent ambulatory "vision"; ambulatory services scattered in multiple locations Access from parking not always direct; difficult way-finding 	<ul style="list-style-type: none"> Ambulatory services well organized, integrated and accessible, often in single large ambulatory care center Proximate parking, easy wayfinding
<ul style="list-style-type: none"> Few amenities, especially in inpatient areas Privacy lacking in waiting, reception, prep/recovery areas 	<ul style="list-style-type: none"> Strong patient & family amenities HIPAA sensitive privacy in all patient areas

HEALTH CARE MARKET CONDITIONS

Bed Need

Having assessed the condition and capacity of current assets, the next step in the planning process was to determine future needs. KSA developed three future bed need scenarios, based on the following assumptions:

- Scenario 1: Baseline (assumes constant market share over the next 10 years)
- Scenario 2: Market Share Gains (assumes increased market share in selected programs¹)
- Scenario 3: Market Share Losses (assumes decreased market share in selected programs²)

A key finding in all three scenarios was the *need for additional critical care beds* within the next 10 years. KSA projects that hospitals with Meriter's level of inpatient acuity will need at least 15% of their medical/surgical bed capacity in critical care beds. Today, Meriter has less than 10% of its medical/surgical beds in that category.

After careful deliberation, Meriter leadership selected *Scenario 2: Market Share Gains* as the appropriate target bed need to drive future facility plans.

Figure 5: Meriter's 10-Year Projection of Bed Need

Beds	2007 EXISTING BED CAPACITY	2017 ESTIMATES		
		SCENARIO 1	SCENARIO 2	SCENARIO 3
Acute Care	231	168	183	163
Critical Care	16	30	31	30
Obstetrics	60	44	47	44
Neonate	30	32	34	32
Behavioral Health	20	40	40	40
Rehab	23	19	19	19
Total	380	333	354	328

¹ Cardiology = 5%
Cardiac Surgery = 1%
Gastroenterology = 12%
General Surgery = 2%

² Cardiac Surgery = -2%
General Surgery = -1%
Neurology = -8.4%

↑
Preferred Scenario

DEMOGRAPHICS: PROJECTED NEED

Diagnostic & Treatment Services

The second component of projecting future capacity needs looked at key diagnostic and treatment rooms, such as ORs, other interventional rooms (e.g. cath labs, GI labs, and interventional radiology), and major imaging modalities such as CT and MRI. KSA also projected future needs for Emergency Services. This analysis demonstrated that Meriter faces capacity needs within 10 years in the following services:

- Emergency Department
- Gastroenterology
- Imaging (e.g., CT, US)

Figure 5: Meriter's 10-Year Projection of Diagnostic & Treatment Room Needs

Major Diagnostic & Treatment Rooms	Existing Rooms	2012 Projected Need	2017 Projected Need
Emergency Department	28	30 - 34	35-40
Surgery	14	14	14
Cath Labs	5	3	3
Gastroenterology	5	6 - 7	7 - 8
CT	2	2	3
MRI	1	1	1
Rad/Fluoro	5	5	5
Ultrasound	3	4	4
Nuclear Medicine	3	3	3
Mammography	1	1	1
Interventional Radiology	1	1	1
PET	1	1	1

Denotes Room Need

FACILITY RECOMMENDATIONS

Near and Long-Term Direction

Near-term investments are detailed below, with their accompanying assumptions. Long-term options are also described.

Near-Term (5-10 year) Facility Investments:

- Achieve 100% private medical/surgical beds through Tower renovations and Atrium completion
- Complete surgery expansion project (4 Tower/Atrium) but relocate prep/recovery, preferably on 2 Atrium
- Develop Women's Pavilion in North / West / Center Wings; relocate existing services as needed
- Develop existing Braxton site for ambulatory services, including ASC, GI, physician practices and parking
- Expand Emergency Services in place

Assumptions needed to support these near-term investments include:

- Selective education and administration spaces within the hospital could be relocated, either to other on-campus locations like McConnell Hall, or to leased off-campus space, which will also significantly reduce the parking demand on campus.
- Planned major renovations over the next 10 years (surgery, inpatient beds, Women's Pavilion in North) could proceed without development of a new power plant. A consulting engineer's opinion concurs with this assumption, provided that the renovations include significant improvements to the energy efficiency of heating, ventilating and cooling (HVAC) systems.

Long-Term (beyond 10 years) Facility Investments:

Beyond ten years, the Meriter campus would be prepared to undertake total replenishment. This would begin with a major new "interventional platform" – a common location for surgery, invasive procedures and related support -- and replacement of Meriter's oldest beds. The goal would be to create all new space for major diagnostic and treatment services such as surgery, imaging, and emergency services while providing the base for a new bed tower. This new construction could proceed either to the north or south of the existing Tower/Atrium, depending on land availability and ability to vacate the oldest spaces in the East and Center wings.

Development in either direction may require an "enabling" phase that constructs a new power plant if that is the most cost-effective energy solution at that time. In either the north or south long-term scenario, all inpatient care is developed in contiguous space on the west side of Park Street, greatly simplifying logistical and patient transfer services and providing a clear north-south "axis" to the campus that will clarify way-finding and circulation.

CITY OF MADISON BUILT FORM

City of Madison Built Form:

Meriter lies at the edge of two design districts within the City of Madison, capping the north end of the Park Street Urban Design District and forming the southern boundary of the Regent Street Business District.

Park Street is recognized as a gateway commercial corridor bordering single- and multi-family residential neighborhoods. The Park Street Design Guidelines promote four-story development along Park Street, with two extra levels available for outstanding building design. The emphasis is on a street level experience that is meant to reinforce the activation and revitalization of the Park Street Corridor. This will improve both the visual character and safety of Park Street. The Meriter Park Campus Master Plan seeks to reinforce the urban design principles of the Park Street Design Guidelines with, “Walkable streets, human-scaled architecture, public spaces, street furnishings and landscaping...” The Park Street Design Guidelines understand that Meriter is a larger-scale facility than what is typically located in the Park Street Corridor, and as such, include provisions for the Meriter Hospital District that allows Meriter to create its own Master Plan to compliment the Park Street Design Guidelines.

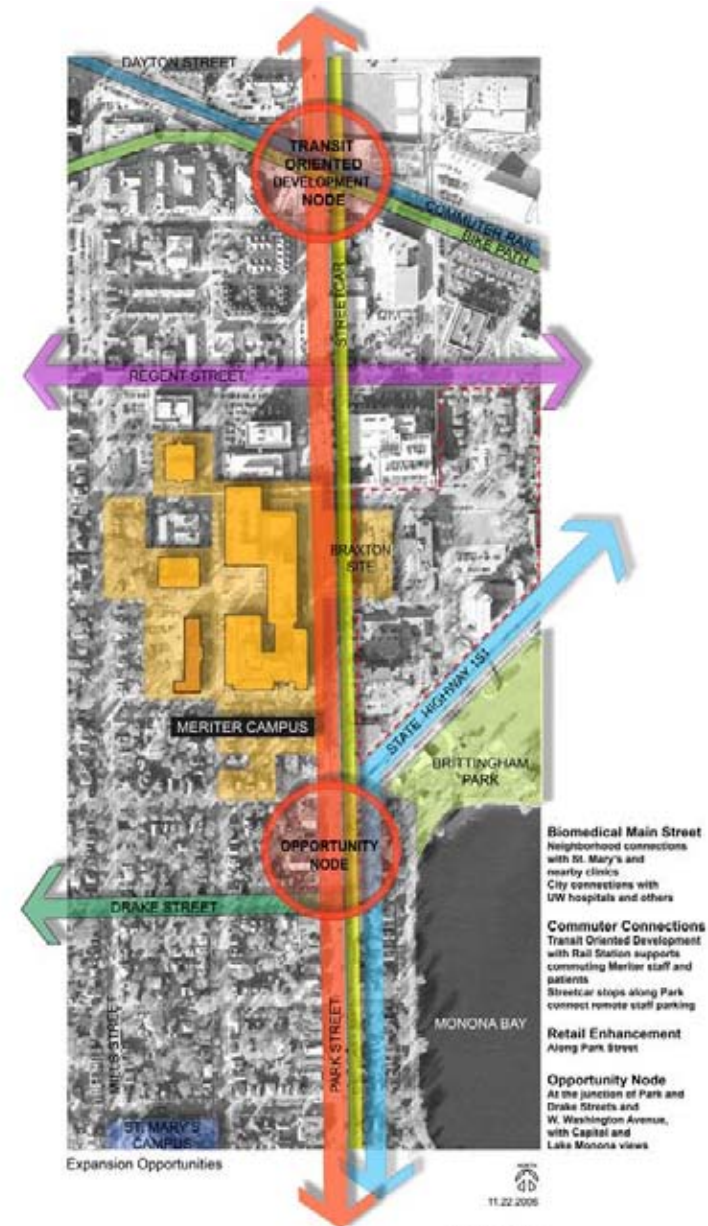


Figure 01: Park Street Design District

CITY OF MADISON BUILT FORM

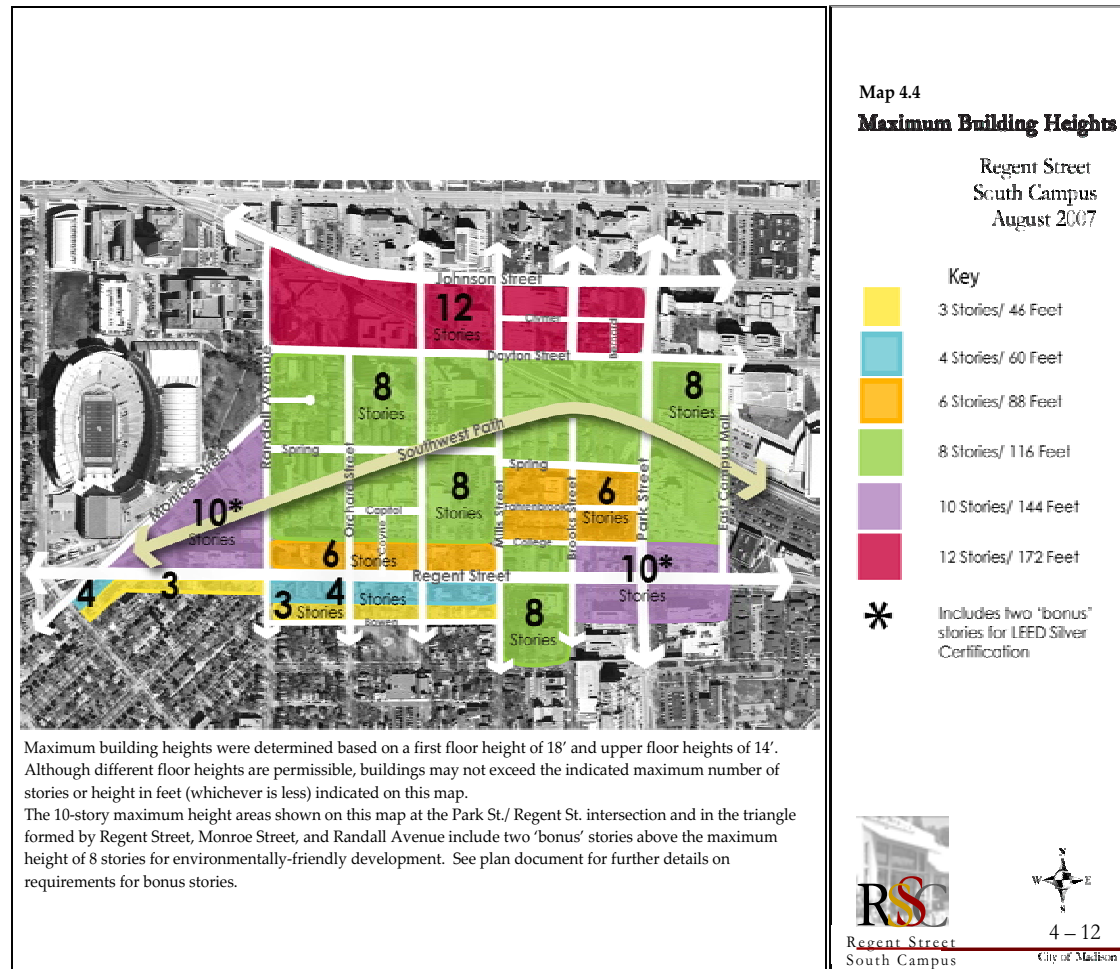


Figure 02: Regent Street South Campus Design Guidelines

To the north of Meriter is the Regent Street Business District. The Regent Street South Campus design guidelines recommend that higher-density uses are a natural fit at the corner of Regent and Park streets because the node is already somewhat isolated from single-family housing, the existing scale is already quite urban, and traffic infrastructure is more robust than many neighboring streets. Heights of up to ten stories at the intersection of Park and Regent Streets are permitted in the guidelines.

04 GENERAL DEVELOPMENT PLAN: GOALS & OBJECTIVES

Letter of Intent

Vision & Goals

Planning Principals

Mission:

To heal this day

To teach for tomorrow

To embrace excellence always

To serve our communities –

For a lifetime of quality health care.

-- Jim Woodward

Meriter Hospital

President and CEO

MERITER

Park Campus



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



Letter Of Intent

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.



Letter Of Intent

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



MERITER

Park Campus

05 GENERAL DEVELOPMENT PLAN: RECOMMENDATIONS

Future Development Patterns & Use

Traffic Analysis

Building design principals

Sustainability strategy

MERITER

Park Campus



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.



MERITER

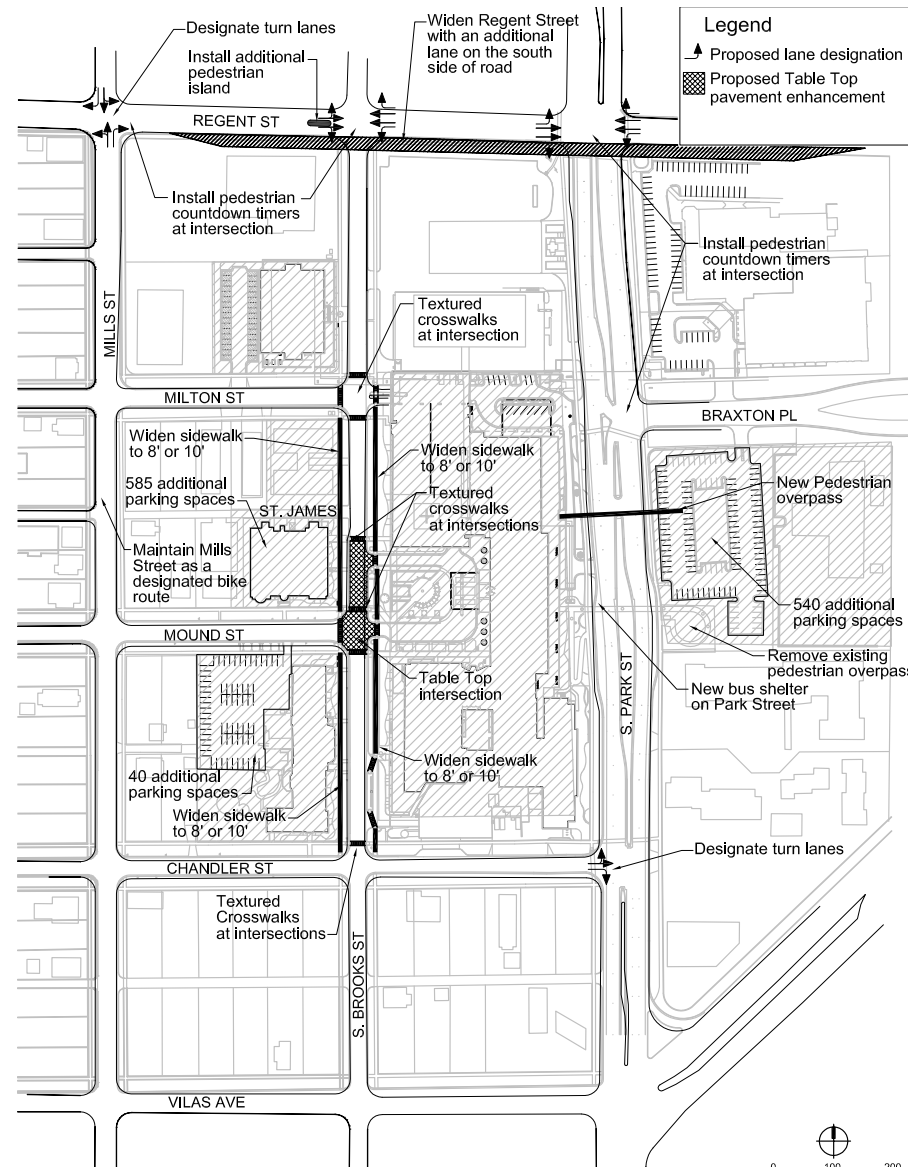
TRAFFIC ANALYSIS & RECOMMENDATIONS

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



MERITER

Park Campus



Meriter Hospital Transportation Study

Summary of Recommendations

June 2008
Project #2326

EXHIBIT 4.1

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

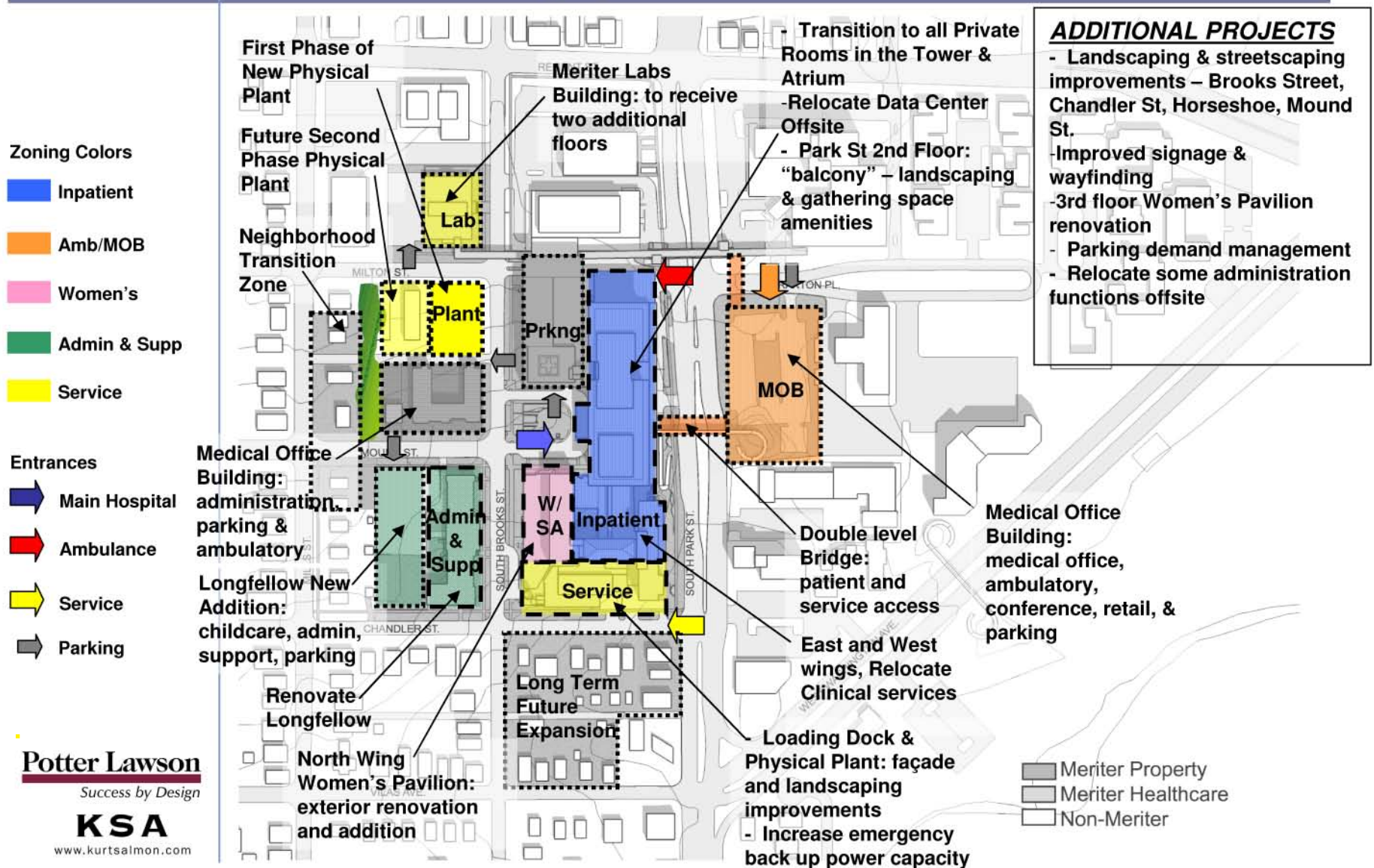
Preferred Phasing Plan

Proposed Projects

Demolition



10 YEAR DEVELOPMENT CONCEPT PLAN



Potter Lawson
Success by Design
KSA
www.kurtsalmon.com

MERITER

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

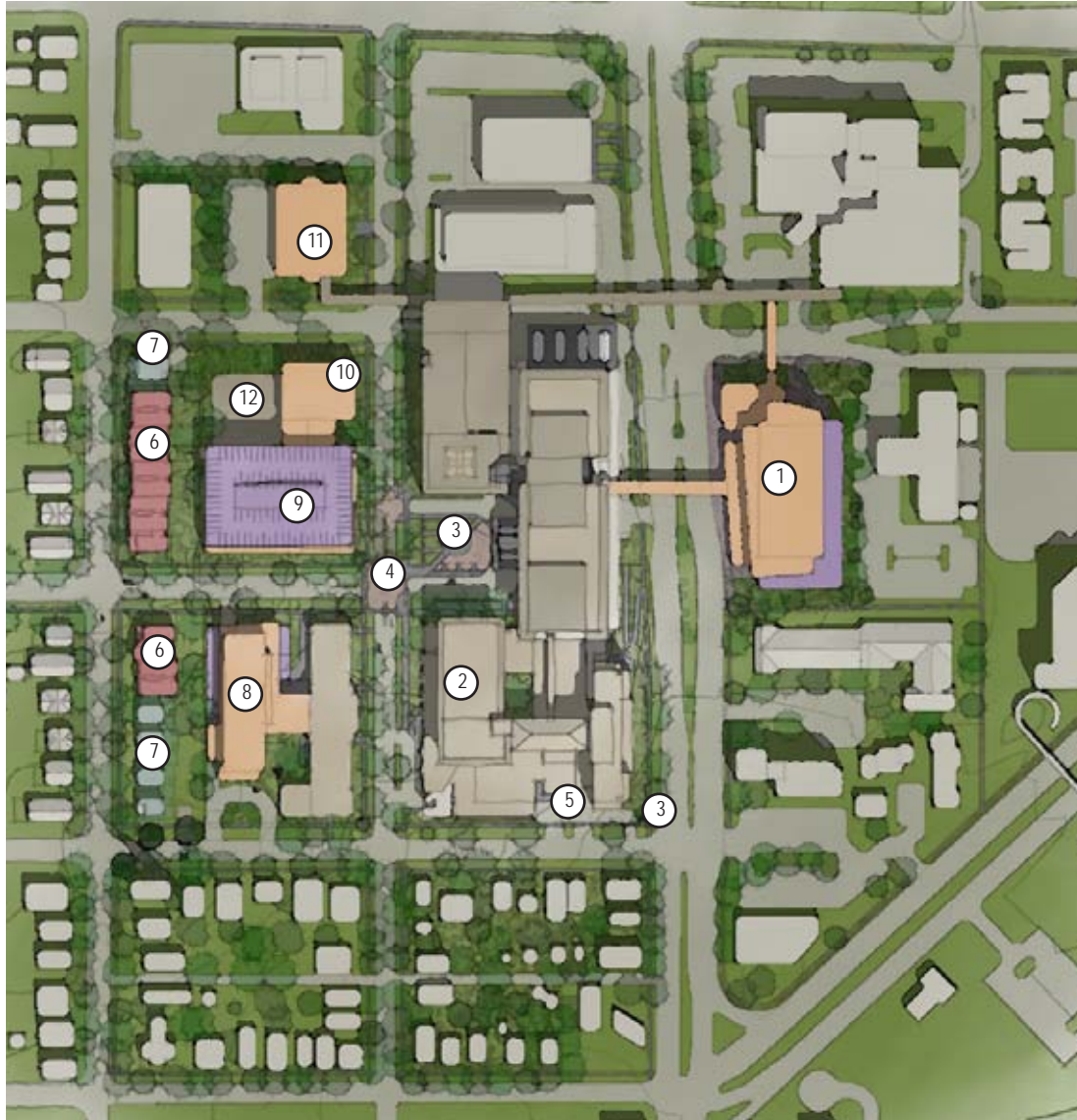


Figure 01: 10 Year Plan, possible development massing.

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

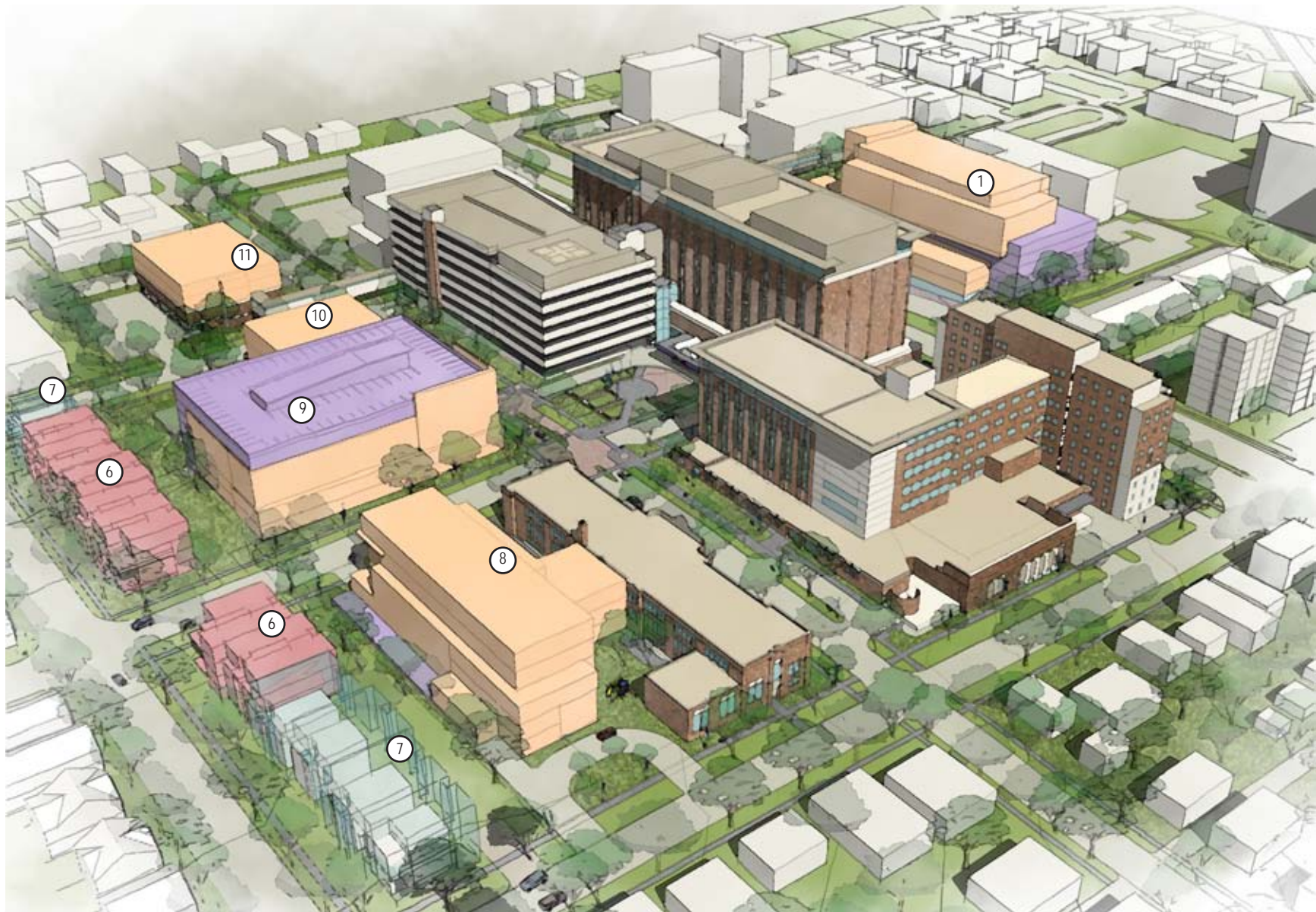


Figure 01: Aerial view across the Longfellow addition of possible development massing.

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

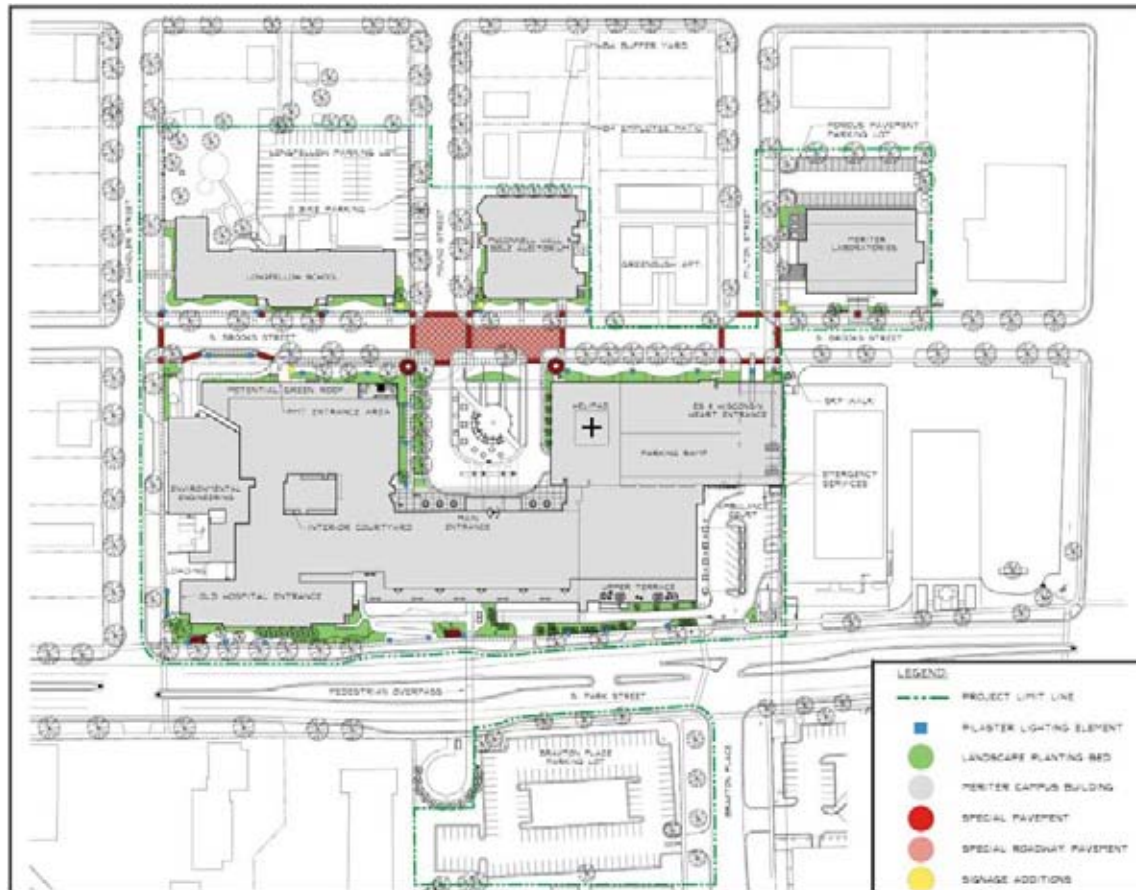


Figure 01: Conceptual Landscape Plan
Schreiber Anderson & Accossiates.

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.

MERITER

Park Campus

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.

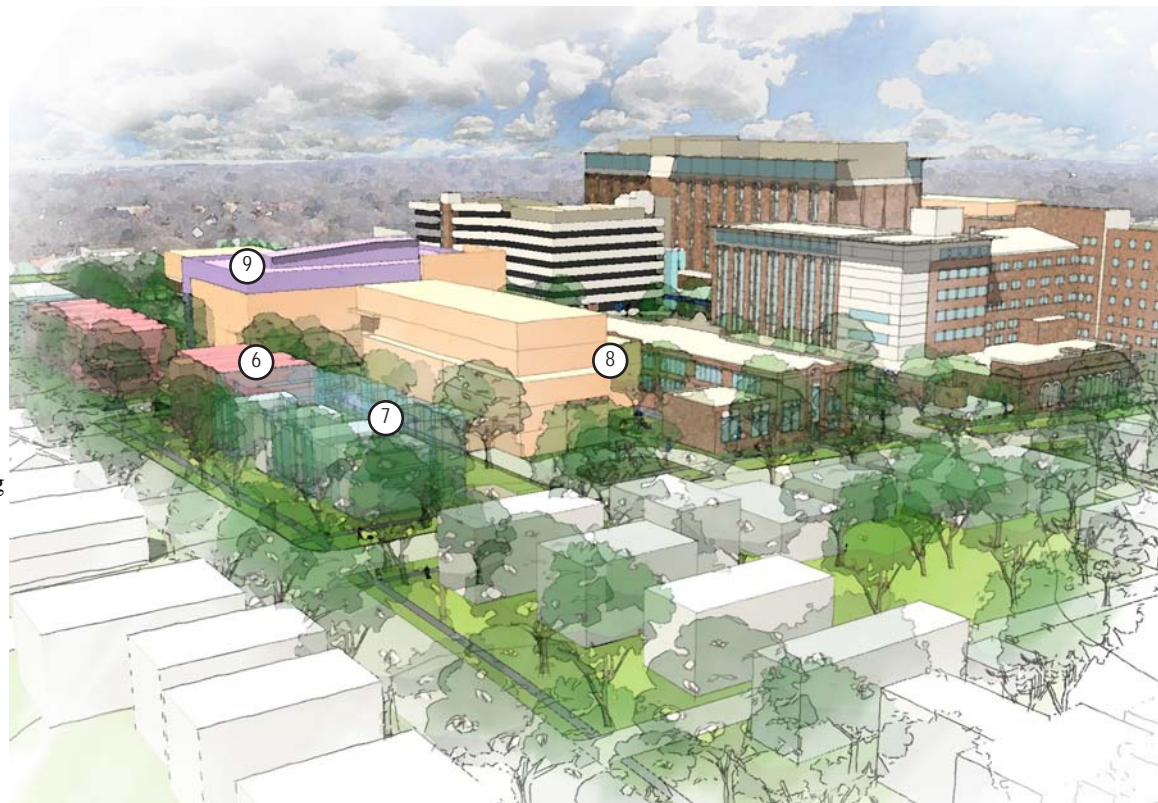


Figure 01: Aerial view of conceptual massing of the Longfellow Addition.

PROPOSED PROJECTS: 10 YEAR PLAN

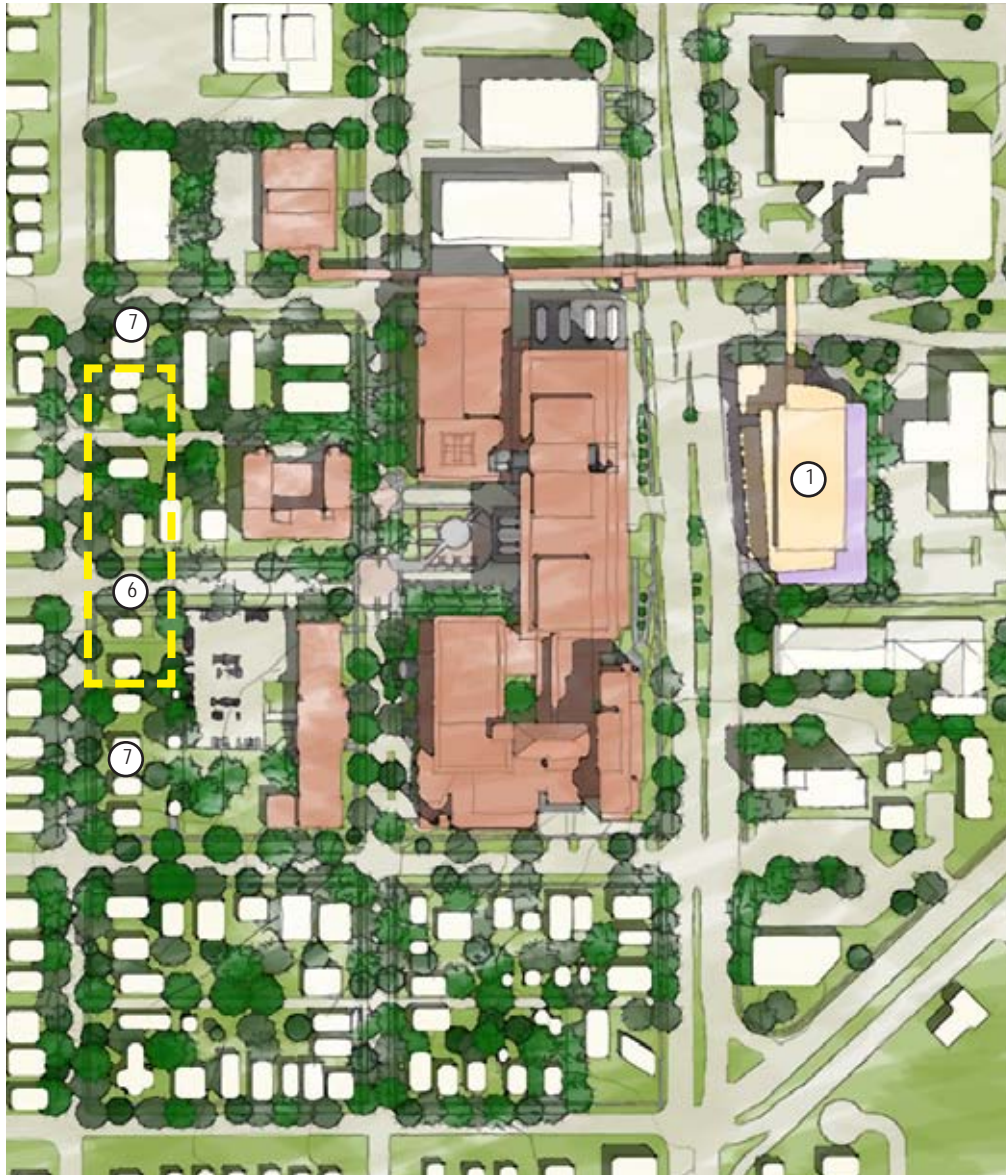


Figure 01: Transition Zone, shown on existing campus with a possible Braxton Place development.

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



MERITER

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

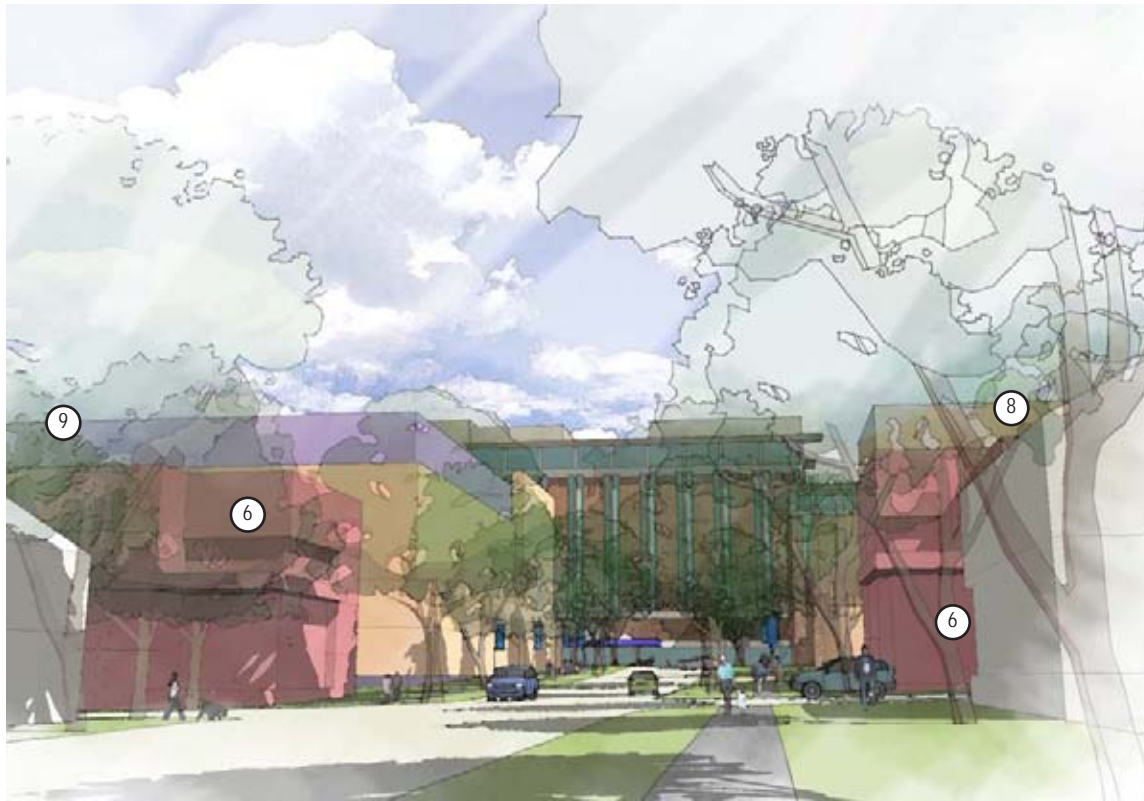


Figure 01: Street level view of Mound Street, West of Mills Street, showing possible development massing.

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.

PROPOSED PROJECTS: 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 relocated 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 neighborhood. The 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 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. Noise and emissions will be monitored.



Figure 01: Aerial View of Mound Street, showing possible development massing.

PROPOSED PROJECTS: 10 YEAR PLAN



11 Meriter General Lab Building

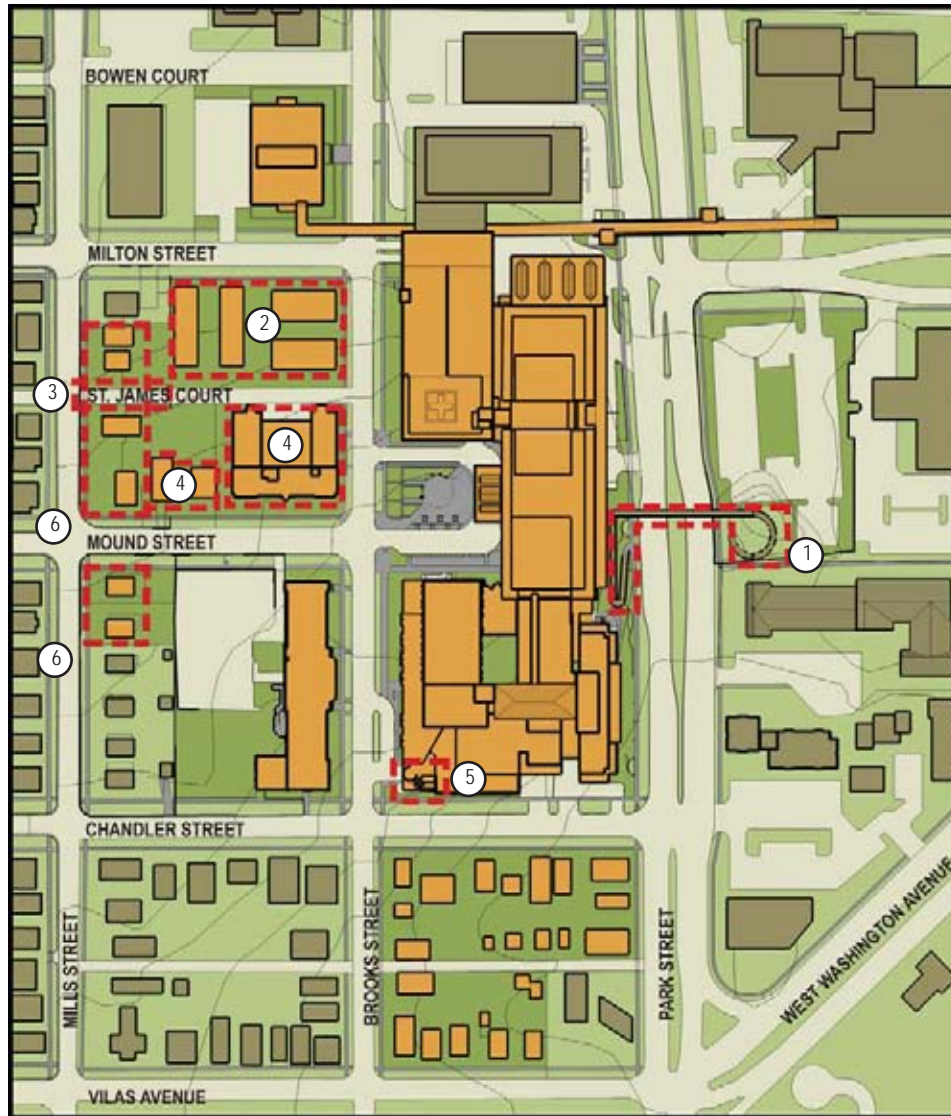
The Meriter Lab Building was originally built to allow the addition of two floors onto the present two-story building. As the Park Campus focuses more on inpatient diagnostics and treatment, it is expected that the expansion of the Lab Building may be required. The addition will probably also include 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 good candidates 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 fifteen to twenty 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

DEMOLITION: 10 YEAR PLAN



- ① **Pedestrian Bridge.** The existing pedestrian bridge over South Park Street is nearing the end of its useful life. Its age, physical condition, and lack of accessibility limit its use. With the construction of a new building on Braxton Place, the pedestrian bridge will be removed. With the new construction on Braxton Place, Meriter may be constructing a connector to the enclosed pedestrian bridge already in use over South Park Street. This connection will continue to have public access to serve as a public crossing point during business hours.
- 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 Mills Street with the development of the McConnell Hall site, or development of the Mills Street transition zone.
- ④ **McConnell Hall:** McConnell Hall and the three rental properties, 1013, 1018 and 1020 Mound Street will be demolished and replaced with a medical office, structured parking and green space.
- 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.
- ⑥ **Rental Units:** Demolition to be determined with SIP for Transition Zone Development.

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

MERITER

Park Campus

07 FIRST PHASE SPECIFIC IMPLEMENTATION PLAN

Meriter Park Street Property Information

Meriter Park Street Survey

Existing Property

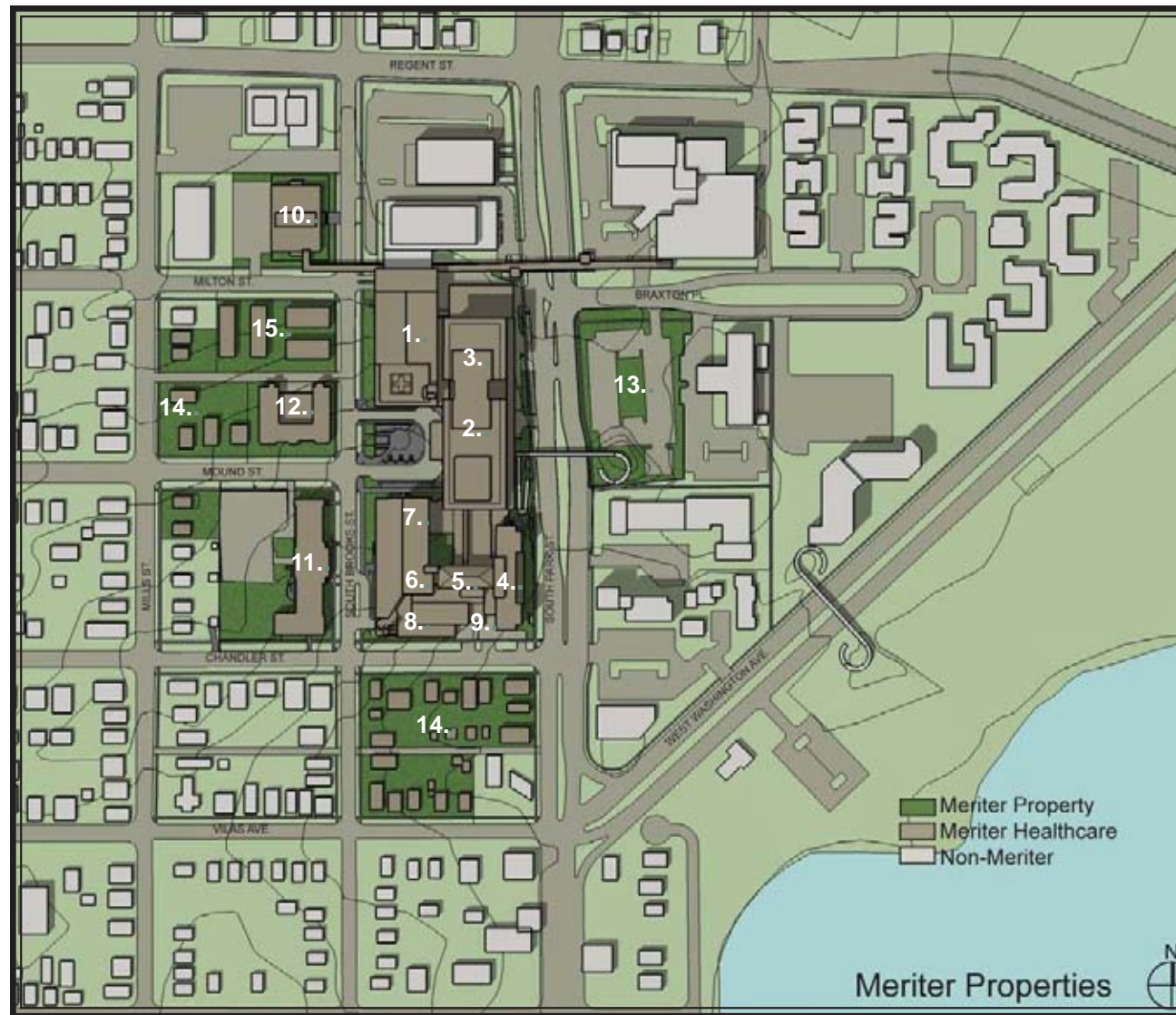
Meriter Labs Building
McConnell Hall Block
Longfellow Block
Braxton Place
Main Hospital

New Construction

Park Street Expansion
Chandler Street Generator Enclosure



MERITER PARK STREET PROPERTY INFORMATION

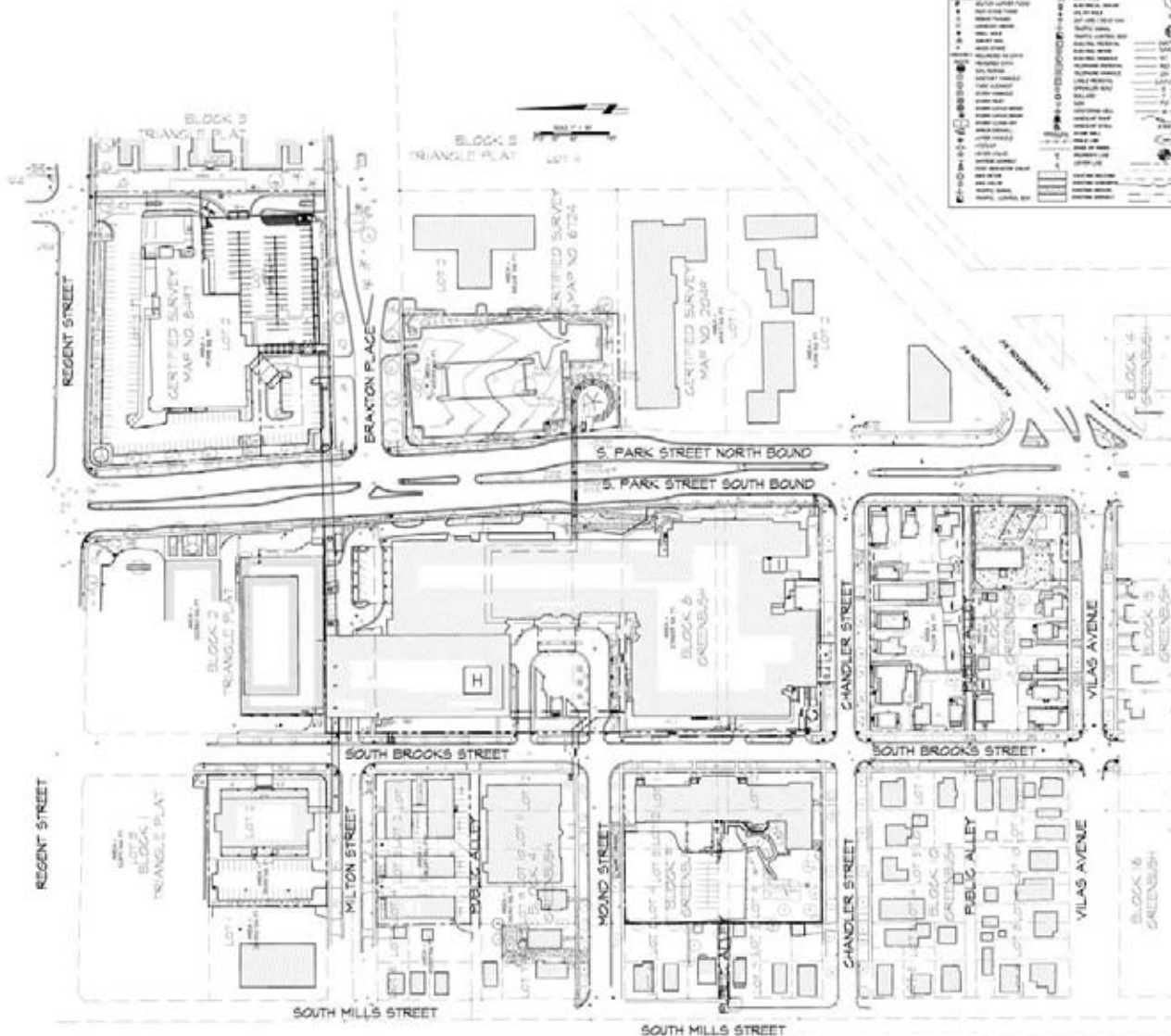


- 1. Parking Garage:** Structured parking
9 floors*; 932 stalls
- 2. Atrium:** Clinical
12 floors*; 202,283 sq ft.
- 3. Tower:** Clinical
12 floors*; 338,170 sq ft.
- 4. East Wing:** Clinical
8 floors*; 95,895 sq ft.
- 5. Central Wing:** Clinical
7 floors*; 90,416 sq ft.
- 6. West Wing:** Clinical
6 floors; 35,015 sq ft.
- 7. North Wing:** Clinical
12 floors; 102,905 sq ft.
- 8. Facility Plant:** Included in Center Wing
- 9. Loading Dock:** Included in Central Wing
- 10. Meriter Labs Building:**
Medical Laboratory
2 Floors; 33,254 sq ft.
- 11. Longfellow Building:** Day-care, Admin., Education
3 Floors 51,300 sq ft.
- 12. McConnell Hall:** Admin., Education
5 Floors; 71,000 sq ft.
- 13. Braxton Place Parking Lot:**
139 stalls
- 14. Residential Rentals:**
See pages 69-70
- 15. Greenbush Apartments:**
3 floors; 61,000 sq ft.;
73 units

* Including basement/lower level.

MERITER

Park Campus

[illegible]

MERITER CAMPUS PLAN
202 SOUTH PARK STREET
MADISON, WISCONSIN
MERITER HEALTH SERVICES

MASTER PLAN

[illegible]

Large model	Revised fit
LMC-30	FIT
Small model	Revised fit
LMC-30-CB	FIT

SV-1

Meriter Labs Building



A. 1011 Milton St.
View of north elevation.



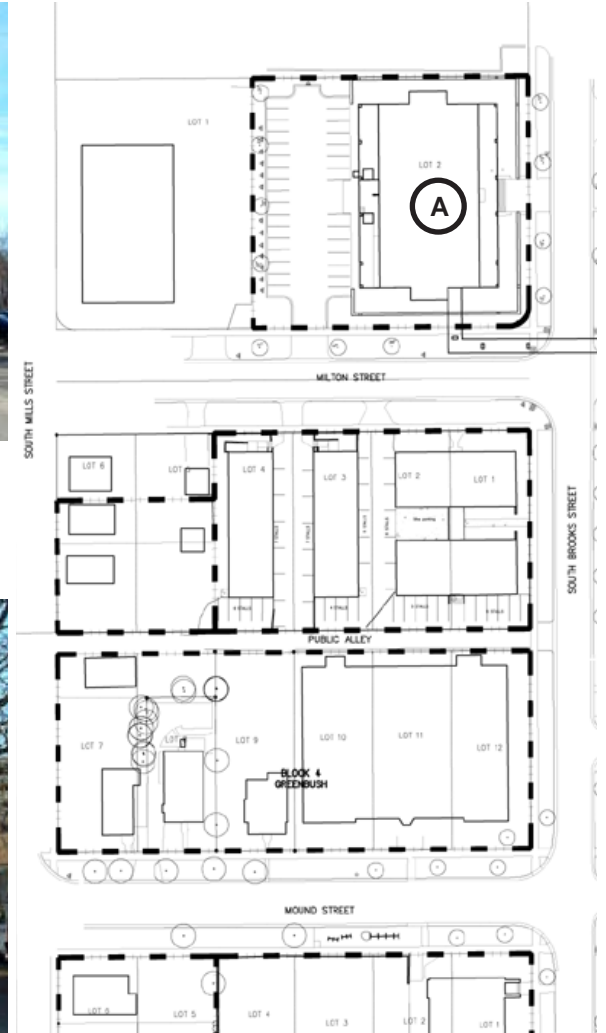
A. 1011 Milton St.
View of west elevation on Brooks St.



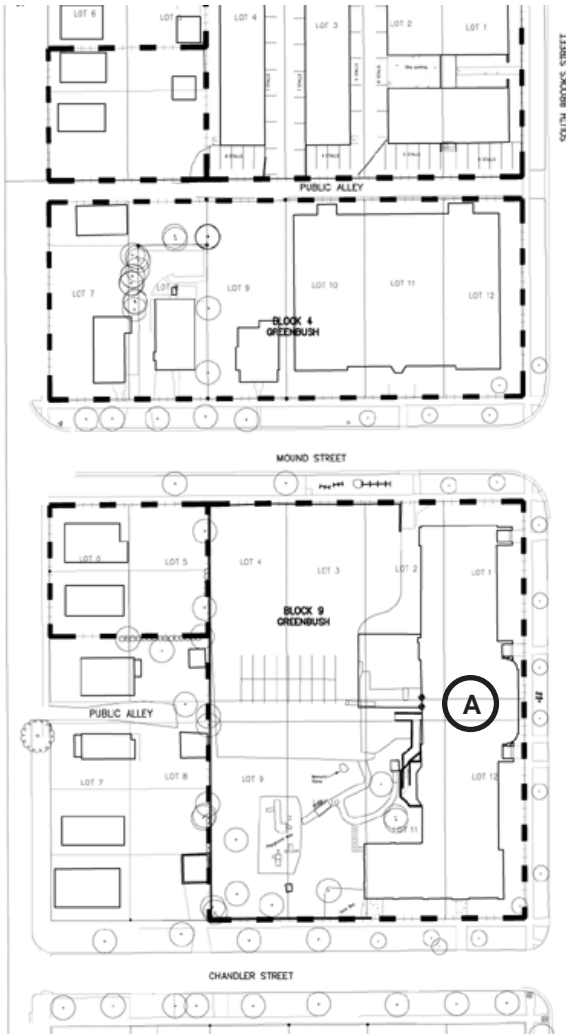
A. 1011 Milton St.
View of south and west elevations from Brooks St..



A. 1011 Milton St.
View of east elevation.



Longfellow Block



A. 210 S. Brooks St.
View looking south on Brooks St.



A. 210 S. Brooks St.
View looking north on Brooks St.



A. 210 S. Brooks St.
View looking east on Chandler St.



A. 210 S. Brooks St.
View looking north on Chandler St.

Longfellow Block



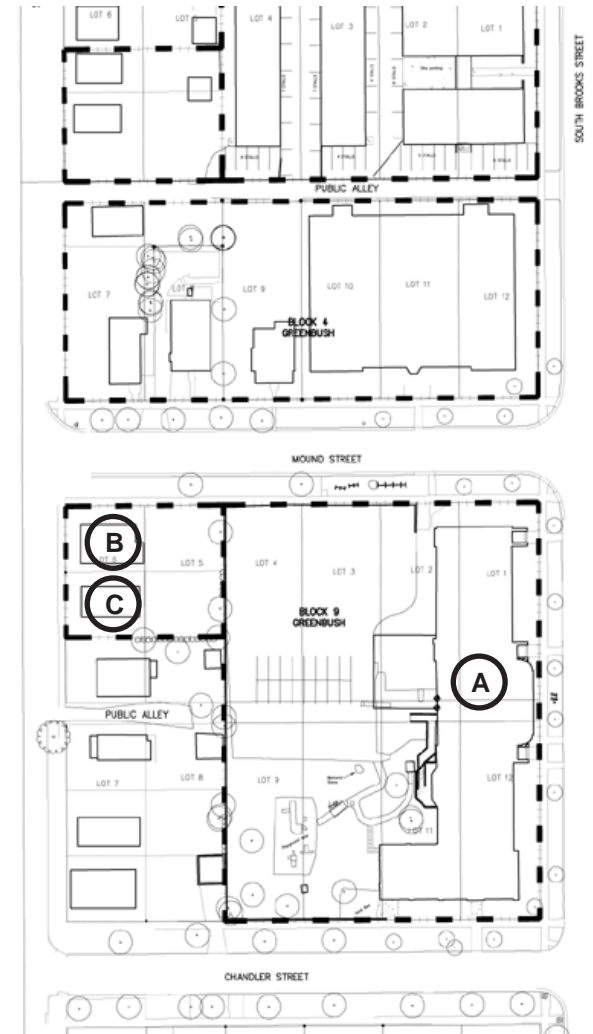
A. 210 S. Brooks St.
View looking west on Brooks St.



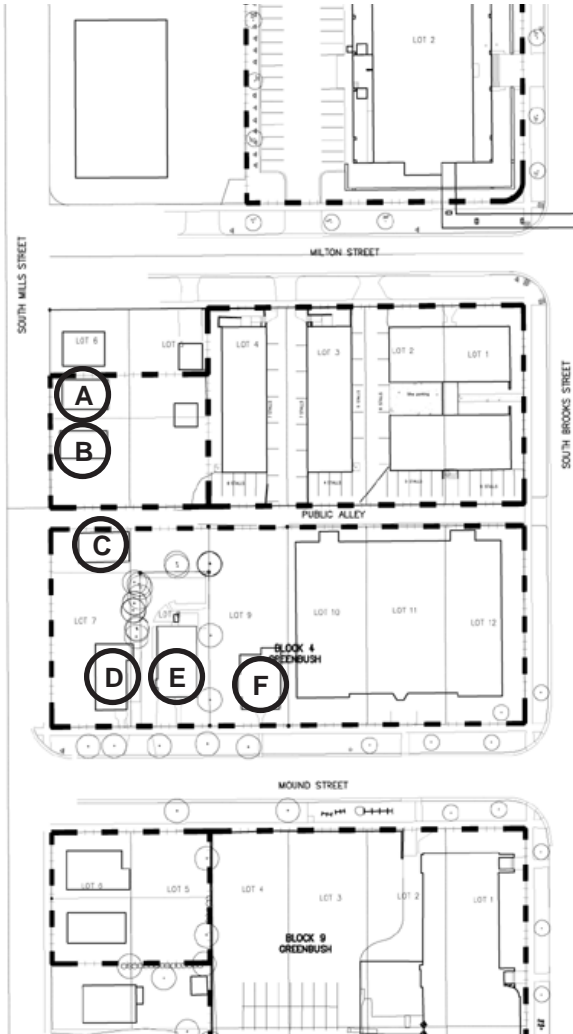
A. 210 S. Brooks St.
View looking southeast on Mound St.



B. 201 S. Mills St.: 2 floors; 2,500 sq ft; 3 Units
C. 205 S. Mills St.: 2 floors; 1,998 sq ft; 2 Units



McConnell Block



A. 105 S. Mills St.; 1 unit; 2 floors; 1,510 sq ft.
B. 107 S. Mills St.; 2 unit; 2.5 floors; 1,812 sq ft.



C. 113 S. Mills St.; 3 unit; 2.5 floors; 2,366 sq ft.
D. 1022 Mound St.; 2 unit; 2 floors; 2,076 sq ft.



D. 1022 Mound St.; 2 unit; 2 floors; 2,076 sq ft.
E. 1020 Mound St.; 3 unit; 2 floors; Day Care Center, 3,600 sq ft.



E. 1020 Mound St.; 3 unit; 2 floors; Day Care Center, 3,600 sq ft.
F. 1018 Mound St.; 2 unit; 2.5 floors; 2,769 sq ft.

McConnell Block



G. 1014 Mound Street
Aerial view from Brooks St.



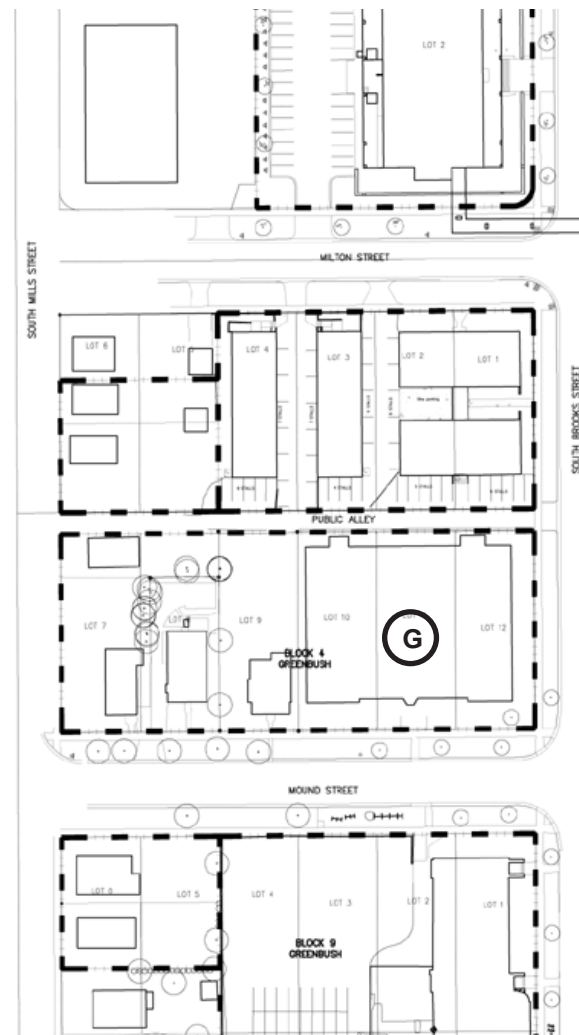
G. 1014 Mound Street
View looking northwest on Brooks St.



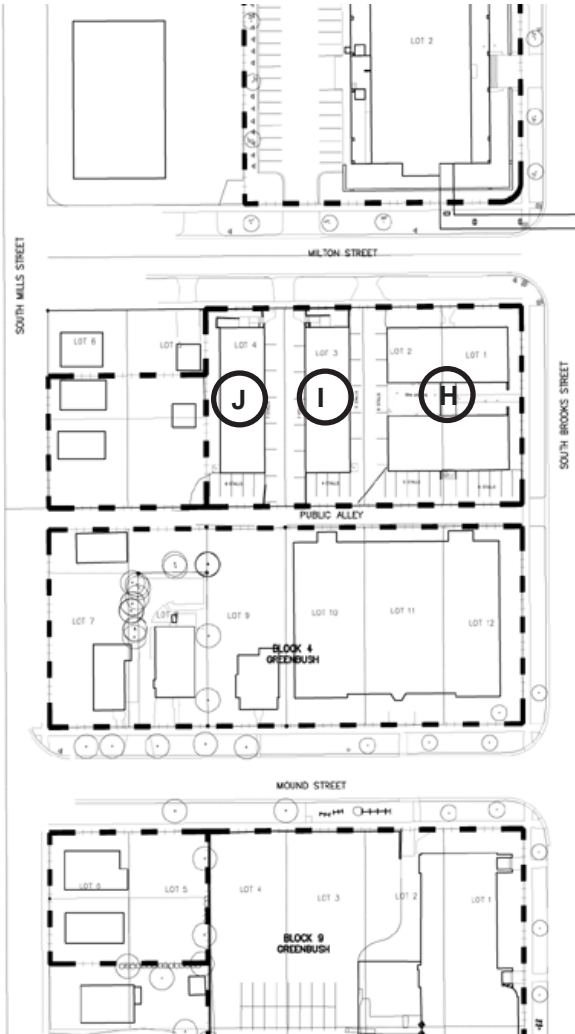
G. 1014 Mound Street
View looking northeast on Mound St.



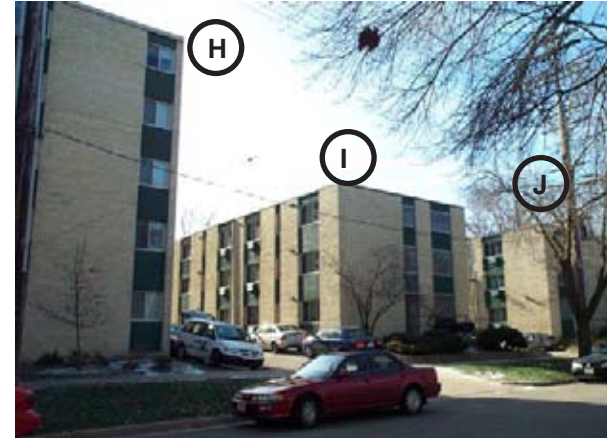
G. 1014 Mound Street
View looking southeast on St. James Ct.



McConnell Block



H. 104 S. Brooks St.
I. 1013 Milton St.



H. 104 S. Brooks St.
I. 1013 Milton St.
J. 1019 Milton St.



H. 104 S. Brooks St.
I. 1013 Milton St.
J. 1019 Milton St.

Braxton Place



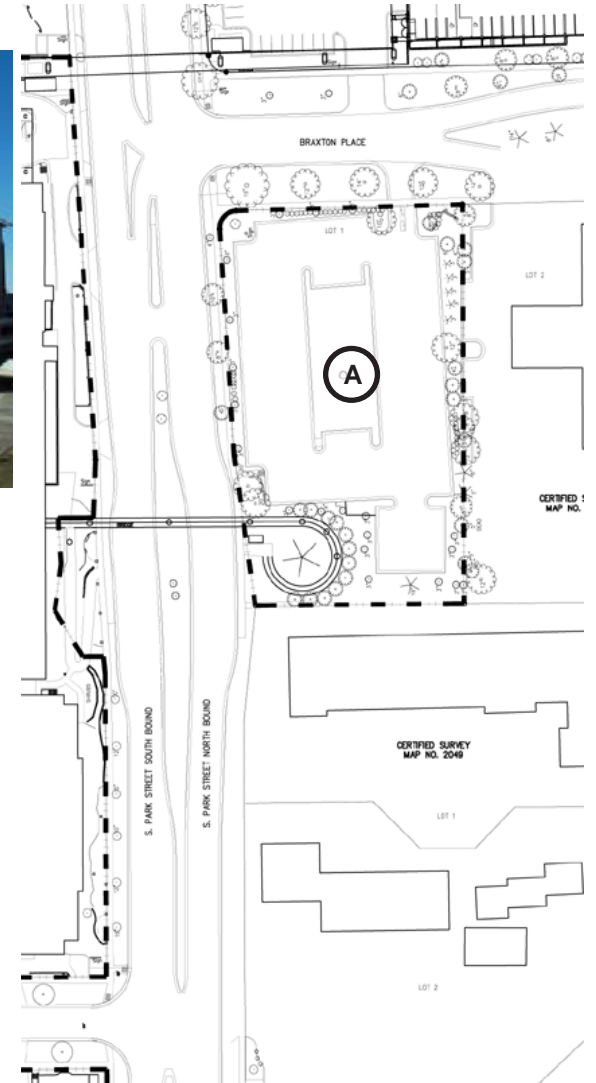
A. 829 Braxton Place
View looking south from Park St.



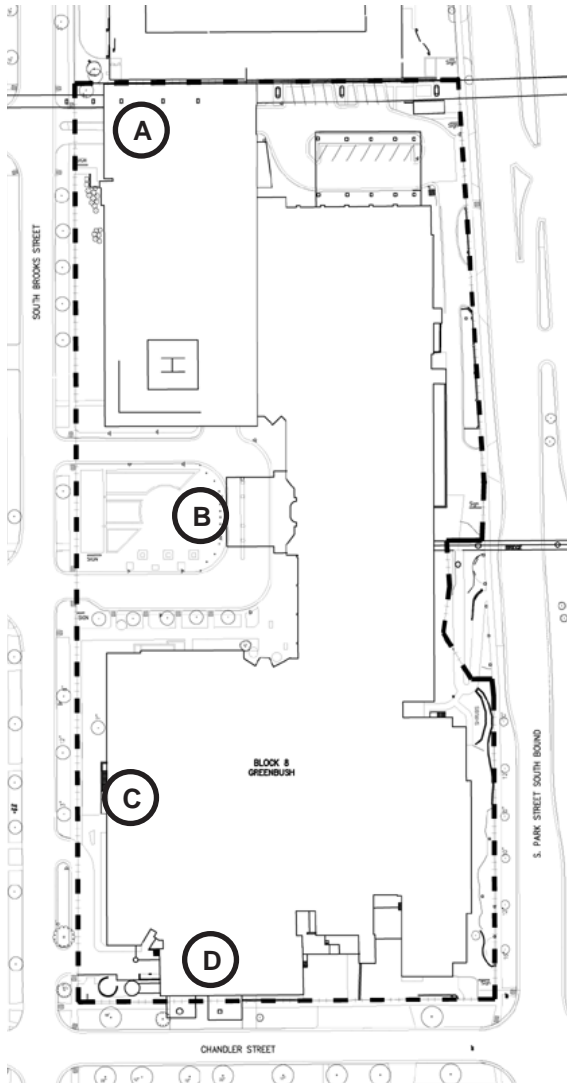
A. 829 Braxton Place
View looking southwest from Braxton Place.



A. 829 Braxton Place
View looking south from Braxton Place.



Main Hospital Block



A. 202 S. Park St.
View looking southeast at the parking garage on Brooks St.



B. 202 S. Park St.
View looking east at main entrance from Brooks St.



C. 202 S. Park St.
View looking east at the North Wing from Brooks St.



D. 202 S. Park St.
View looking northeast on Chandler St.

Main Hospital Block



E. 202 S. Park St.
View looking northwest on Chandler St.



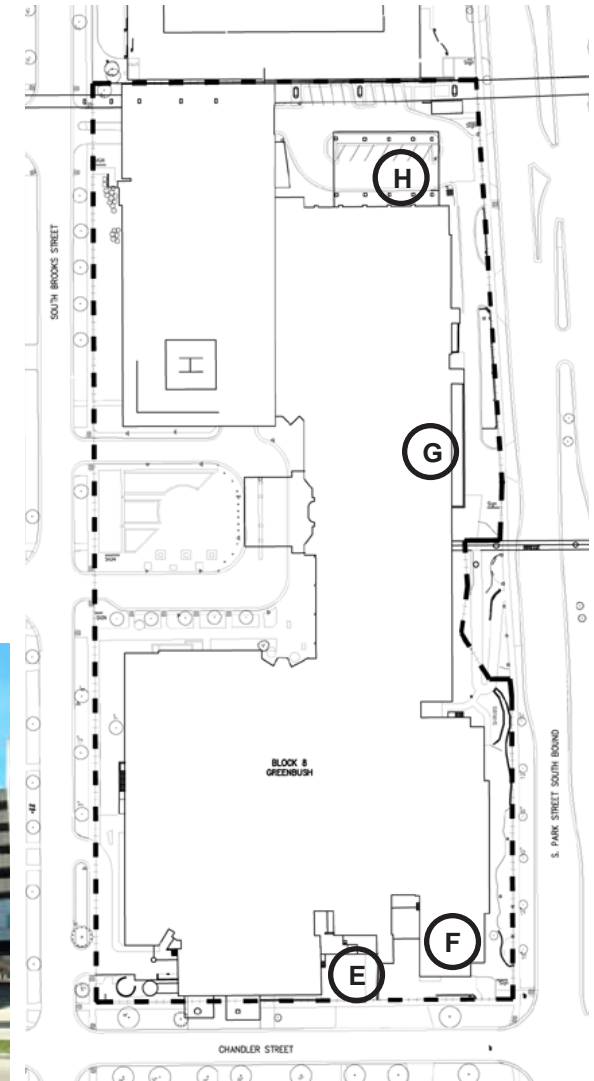
F. 202 S. Park St.
View of south elevation of East Wing from Chandler St.



G. 202 S. Park St.
View of east elevation from across Park St.



H. 202 S. Park St.
View of emergency entrance from Park St.



PARK STREET EXPANSION



Existing View from Park Street - Looking South

Figure 01: Existing View from park Street, Looking South



Concept Perspective of Meriter Recovery Addition

Figure 02: Proposed View from park Street, Looking South

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, site utility, or site lighting alterations.

Exterior materials of glass and metal panels will match existing materials and colors.

MERITER

Park Campus

PARK STREET EXPANSION

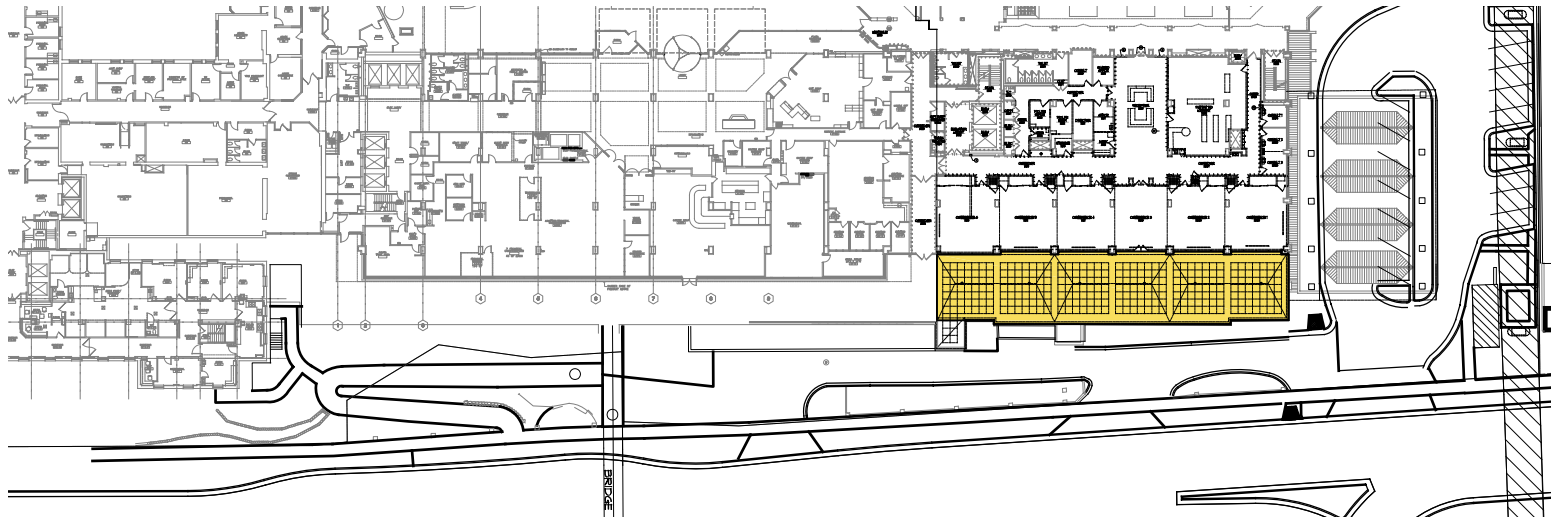


Figure 01: Existing Plan of Park Street Expansion Area

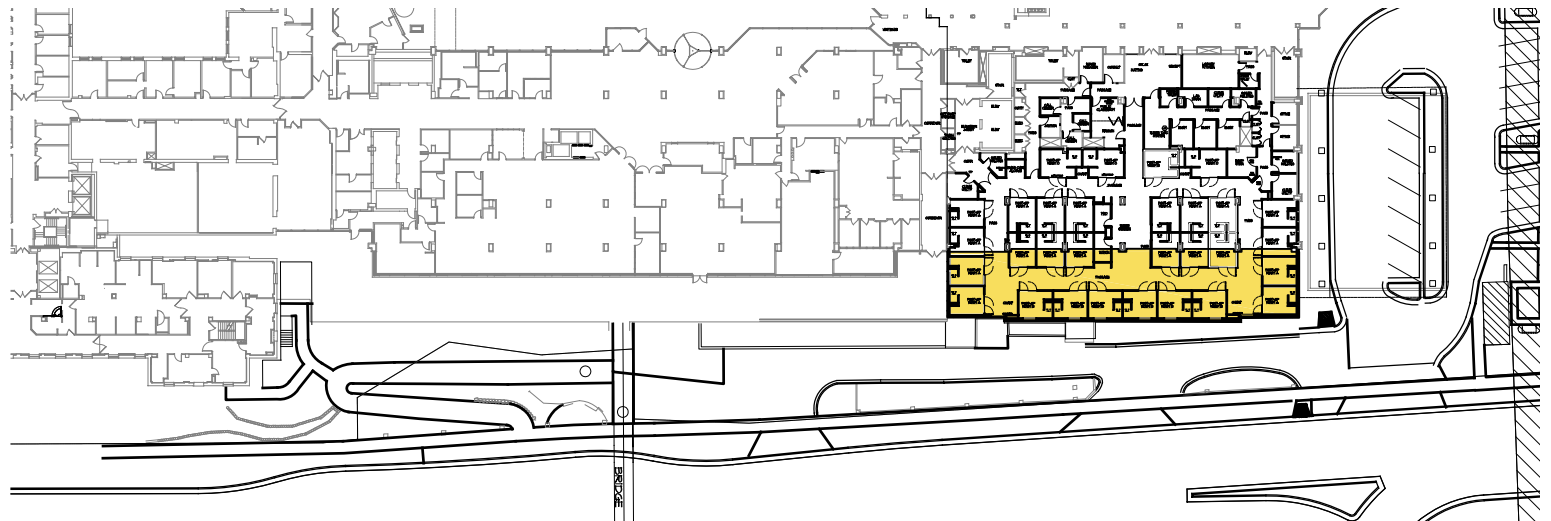


Figure 02: Proposed Plan of Park Street Expansion Area

CHANDLER STREET GENERATOR ENCLOSURE

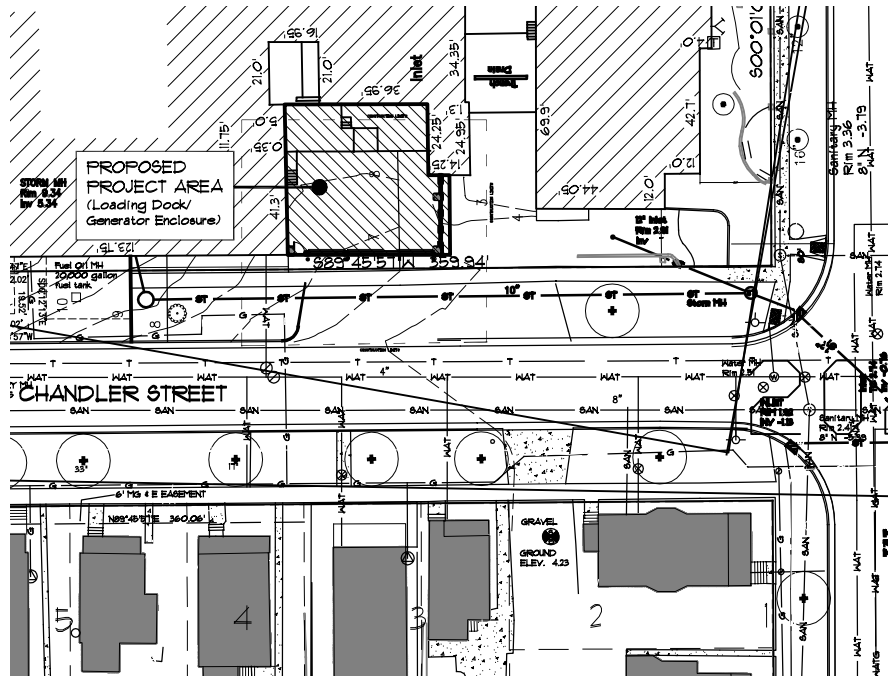


Figure 01: Partial Site Plan Showing Project Location

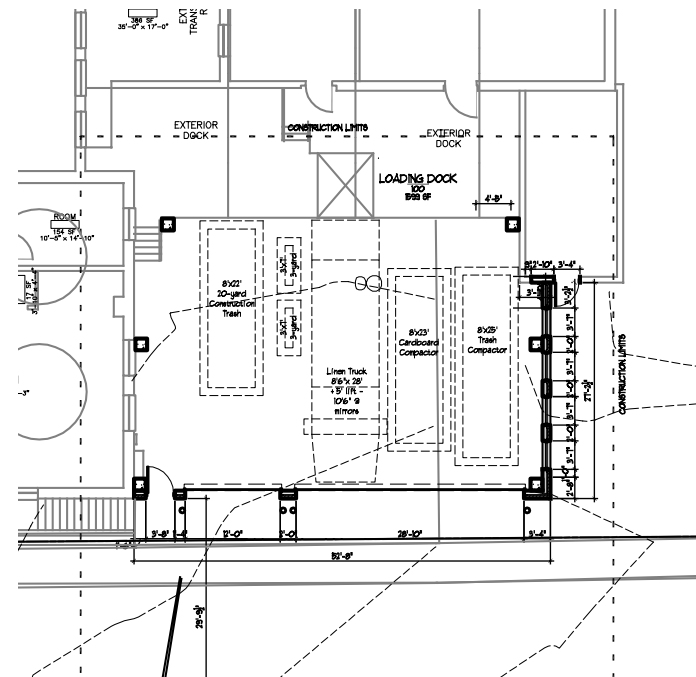


Figure 02: Project Floor Plan

The Chandler Street Generator Enclosure and Facade Renovation involves enclosing a portion of the receiving area on Chandler Street, approximately 2,700 sq. ft., to accommodate a roof mounted back-up generator.

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.

Addition materials will match the existing with brick and precast. The face of the enclosure will match the existing setback and provide screen for the loading and trash removal areas. This will greatly improve the facade of the loading area on Chandler Street.

CHANDLER STREET GENERATOR ENCLOSURE



Figure 01: Photo of Existing Loading Area



Figure 03: Rendering of Proposed Loading Area Enclosure



Figure 02: Photo of Existing Loading Area



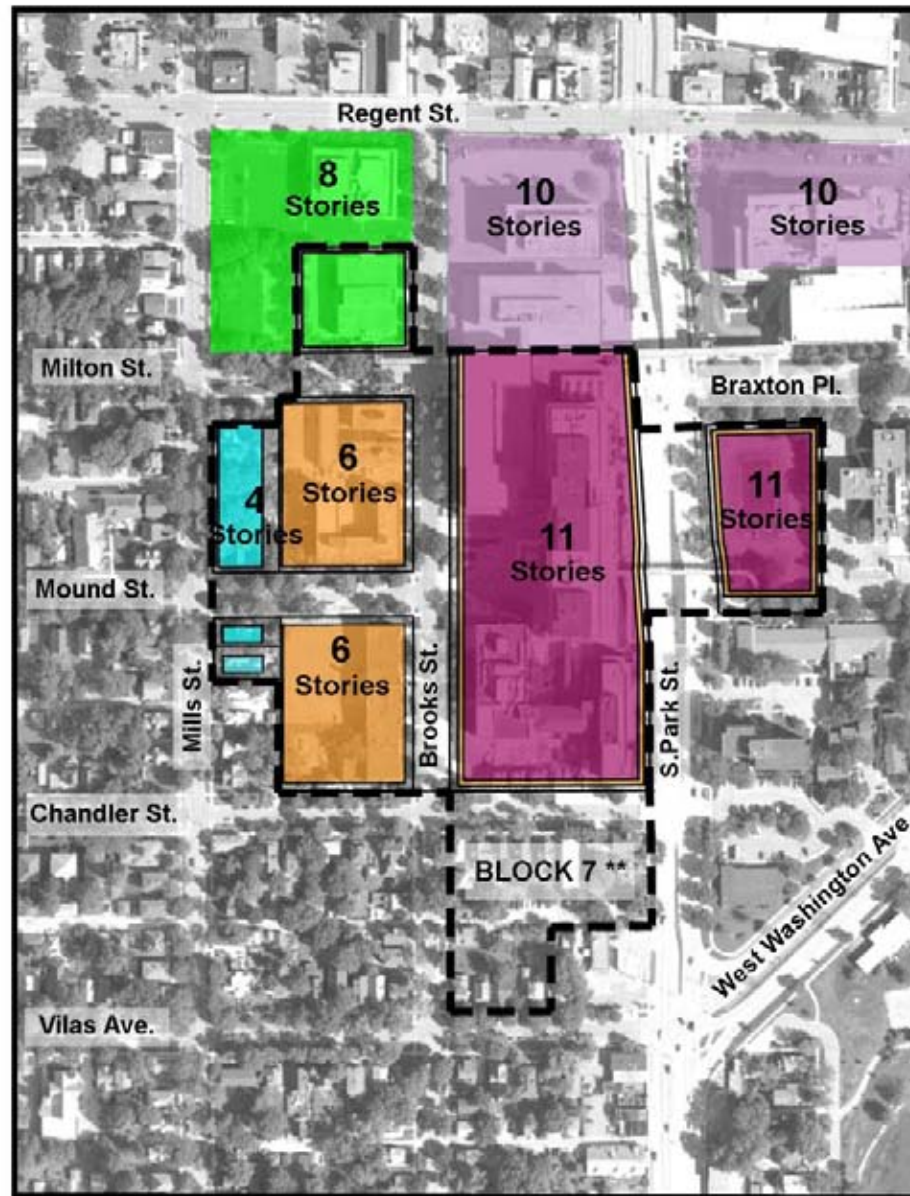
Figure 04: Rendering of Proposed Loading Area Enclosure

08 ZONING TEXT

Zoning Heights

Meriter Park Campus District Plan

District Zoning Texts



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.