The Hospital of Tomorrow: Erasing Unsustainable Sprawl

University of Miami
Global Business Forum
Elizabeth Plater-Zyberk
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...labeled as “slums” and cleared to make room for a hospital parking lot.
The Knight Program in Community Building
Beall’s Hill Neighborhood Analysis
Ayers/Saint/Gross Master Plan - 2003
Duluth is at a crossroads in its transition from a declining, rustbelt community to one with a lively, diverse economy and a commitment to its urban wilderness character. The fourth largest city in Minnesota, Duluth's past was tied to its location as a shipping and railroad center, but as these methods of transportation declined, so too did Duluth. The city experienced the closure of many factories following World War II and continuing through the 1980s.

Since the 1980s, the city has balanced the loss of manufacturing jobs with the growth of health care, tourism, and retail. Today Duluth is a regional center, but problems created during the decades of decline continue to present challenges. Among the problems are widespread poverty and a lack of development in the urban core and adjacent residential neighborhoods.

Duluth is facing the challenges of bringing back the focus of development—housing, jobs, and commerce—to the core area of the city.

Duluth's charrette focused on several projects related to reutilization in the East Downtown and adjacent Hillside and Waterfront areas of the city.

More than 1,000 Duluth citizens, business leaders, and city officials attended the 14 stakeholder meetings and other information sessions held during the charrette. The meetings gave citizens an opportunity to weigh in on issues such as land use policies, transportation, tourism, schools and safety, historic preservation, and housing and neighborhood revitalization.

The charrette addressed a broad range of issues and resulted in more than 60 recommendations. Proposals advanced included a pilot form-based code for the Lower Chester Creek neighborhood, designed to regulate the built form of the urban environment over time; issues concerning the city's medical centers and their future growth; historic preservation strategies as a component of economic development and tourism efforts; further enhancement of the city's natural amenities such as increasing pedestrian connections to the lake; and a streamlined application and review process for development approvals.

Several steps are being taken to keep the charrette vision alive and moving forward, and to keep Duluthians involved in the ongoing process of renewal. Per the recommendations of the charrette team, the Charrette Stewardship Group has been created by Mayor Herb Bergum, composed of 15 members from the public and private sectors whose task is to shepherd the charrette's vision and maintain community excitement and enthusiasm.

The charrette was co-sponsored by the City of Duluth and Duluth Local Initiatives Support Corporation (Duluth LISC).
4.4 Design recommendations

Duluth East Downtown, Hillside and Waterfront Charrette Master Plan

Community Center Area
Build an addition for the existing community center that will enhance the center’s presence, increase civic pride, and enable it to offer additional services. Create appropriate infill around Washington Center to anchor it as a neighborhood centerpiece, creating a stronger sense of place and neighborhood center.

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GMHC Campus
Sensitive expansion into surrounding areas that respects the scale and character of the neighborhood and enhances the campus for patients, workers, and visitors.

Hillside Neighborhood
Creation of new residential, commercial, and mixed-use infill.

Lower Chester Neighborhood
Implement a form-based code that guides development to achieve the three-dimensional character of desired places by regulating the elements of building form, type, height, layout, density, and frontage.

Historic East Downtown Revitalization
Targeted restoration and adaptive reuse of historic buildings and creation of new infill that respects the character and scale of the historic downtown and its neighborhoods.

Improved Connections Between Downtown, Canal Park, and the Lakefront
Create stronger connections to Canal Park by developing new buildings at the gateways and arcades along the overpass. Improve landscaping and infill at park entrances to reduce isolation and create a more pedestrian-friendly area.

Fitgers Area
A more pedestrian-friendly environment would be created around Fitgers, which would include straightening the curved roadway and reintroducing on-street parking to calm traffic and provide additional parking as well as new infill development and buildings that would help reconnect downtown and the neighborhood to the north.

St. Luke’s Campus
Sensitive expansion into surrounding areas that respects the scale and character of the neighborhood while enhancing the identity and attractiveness of the campus for patients, workers, and visitors.

Armory/Plaza
Redevelopment of the Armory and the Plaza Shopping Center into a lively, mixed-use, pedestrian-oriented area, including a food market, new housing, and a performing arts center with a much stronger connection to the lakefront.
Hospitals

Two major hospital systems serve the Duluth community: Saint Mary’s / Duluth Clinic Health System (SMDC) is located near the 4th Street Business District and Downtown Duluth.

St. Luke’s is nearby, located in an urban district with distinctive architectural characteristics.

After studying the history of each system, charismatic team members met with hospital representatives and community members, and later held an open forum to describe current research in the area of health care design and to identify areas of opportunity and challenge for these systems. Additionally, the team conducted walking tours of each facility, as well as the neighboring blocks around each hospital, to study significant architectural elements that emphasize the unique qualities of each hospital and its neighborhood. The team’s conversations related the local context to experience with comparable health care facilities in the U.S. The results of this process are proposals that are new to both hospitals and can serve as starting points for conversations about the future.

Recognizing that St. Luke’s would like the opportunity to grow and that St. Luke’s neighbors have some concern about this, the design team studied how St. Luke’s might build enough volume to secure its future and at the same time enhance the physical and social environment of the neighborhood. If St. Luke’s is successful with this strategy, not only can it achieve a distinctive architectural identity, better access, and more effective facilities, but the neighborhood around the hospital will gain in the renaissance.

These two goals are linked, since an attractive neighborhood will make St. Luke’s more appealing to its patients and employees, and health care facilities that complement the neighborhood will make it a more attractive place to live. If St. Luke’s campus is planned with the concept of embeddedness and connectivity to its neighborhood, then there may be sufficient housing around the hospital to accommodate staff at various income levels and provide attractive short-, medium-, and long-term housing options for people receiving treatment at St. Luke’s.

Based on these assumptions, the design recommendations for St. Luke’s address the following goals:

• Establish an architectural character consistent with the neighborhood.
• Draw upon the historic character of Duluth as the basis of the architectural language.
• Scale the buildings to dimensions appropriate to the street sections.
• Buildings that face the residential neighborhood to the northwest are lower profile (3-4 stories).
• Buildings along the lakefront highway are taller.
• Place higher intensity/low buildings on the internal street.
• Define gateways and entrances, as well as an urban campus edge.
• Build a courtyard campus to introduce quads and greens throughout the facility.
• Develop a streetscape palate unique to St. Luke’s: street lights, street trees, benches, local stone, and wrought iron.
• Develop linear programming for parking garages (exposed garages and parking lots are not neighborhood friendly).
• Develop pedestrian connections to the newly proposed mixed-use Plaza/Army development.
A Letter from Mayor Herenton

Dear Citizens,

As you may know, the new Municipal Building is being constructed to make way for the new UT Medical Center.

Sincerely,

Mayor Herenton

Pre-Charrette Edition

Planning Charrette Being Held in Memphis

By Andrew Collins

The Winchester Park/Intown area of Memphis is the focus of a charrette scheduled for July 17-22, 2006. The charrette is an intensive design workshop that will focus on several aspects related to revitalization of the area historically known as Winchester Park and more recently known as Intown.

It is hoped that the neighborhood residents and stakeholders participate in sessions and share their ideas for the future of their community.

The charrette is sponsored and held by the Knight Program at the University of Memphis College of Architecture, which each year chooses a charrette city through a competitive application process. The charrette is the local host of the charrette and responsible for bringing the event to Memphis.

Ongoing neighborhood planning initiatives, the strong civic and medical institutions in the area, and the U.S. Department of Housing and Urban Development's HOPE VI project that will redevelop the center of the study area.

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What Is a Charrette?

By Kevin Kleinbergh, Knight Fellows '05

It's not a charrette, nor is it a charade. Instead, we're talking about a charrette, which translates literally from French as "Little cart." In French architecture schools, the charrette was where architecture students deposited their final drawings at the last moment before a deadline.

Today, we use the term charrette very differently, although it describes a similar kind of intense activity. A charrette is a community planning and design process. It lasts about a week and involves citizens, stakeholders, designers and others in a cooperative process. All community members who wish to participate are invited to attend meetings, share their thoughts and visit the open design studio. The charrette begins with the design team meeting with stakeholders and citizens for information gathering sessions. The design team then works together on a plan. At the end of the charrette the design team makes a final presentation.

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Charrette begins July 17: Schedule inside on page 2
5.4.1 Connectivity

Define the walkable neighborhoods and mixed-use districts of the Memphis Medical Center and develop a "main street" and grid within each to achieve district-wide connectivity.

Diagram showing areas of influence for main medical facilities.

LEGEND
3: Minimize pedestrian flows for residential neighborhoods and medical mixed-use districts.
Reintegrating Hospitals and Neighborhoods through Community Design

Charles Bohl, PhD., Associate Professor and Director, Real Estate Development and Urbanism Program, University of Miami
University of Miami Miller School of Medicine
Charrette 2007
Dover Kohl & Partners
charrette objectives

- develop a unified campus vision
- establish a campus identity
- enhance public spaces
- improve circulation
- increase walkability
- anticipate future growth
Transformation
Heart of the Campus
Bon Secours Hospital System
Richmond, VA

DPZ & Co.
Joanna Lombard
St. Mary’s Hospital Campus
Richmond, Virginia
East End Transformation
Richmond, Virginia