

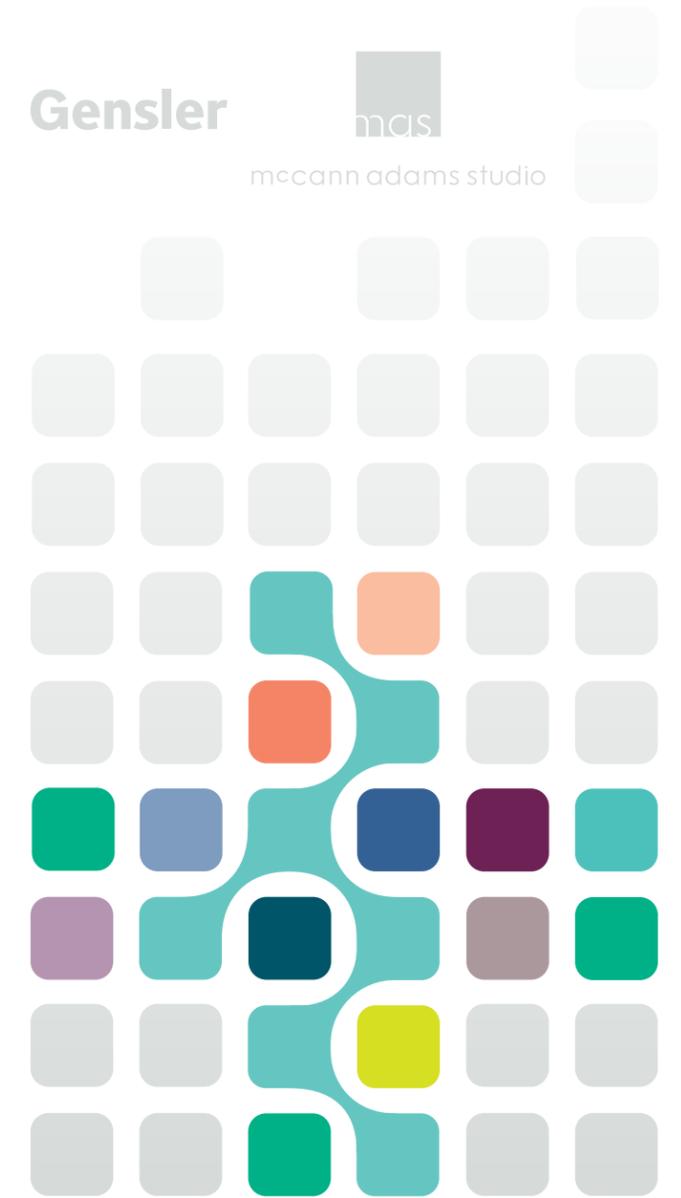
CENTRAL HEALTH BRACKENRIDGE CAMPUS MASTER PLAN

JANUARY 27, 2016

Gensler



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CENTRAL
HEALTH
BRACKENRIDGE CAMPUS

Introduction from Central Health



Patricia A. Young Brown
President and Chief Executive Officer,
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Clarke Heidrick
Central Health Board of Managers;
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Jan. 27, 2016

Central Health's Brackenridge Campus is an integral part of the City of Austin's history. For more than 100 years the site has served the medical needs of Austin, Travis County and surrounding areas—providing a sanctuary where our most vulnerable residents have received quality health care services, regardless of their ability to pay.

Today, the 14.3-acre Brackenridge Campus resides at the heart of Austin's most dynamic and innovative downtown developments, and holds the potential to connect our communities.

Immediately north of the campus is the burgeoning University of Texas at Austin Medical District, which will soon include a brand new medical school, research facilities and teaching hospital. To the east are the culturally diverse neighborhoods of East Central Austin. To the west is the Texas Capitol Complex where officials are planning a pedestrian mall and new state office buildings along North Congress Avenue. South of the campus sits downtown Austin, including an evolving Innovation Zone which will serve as a base for high-tech businesses and entrepreneurs. And, immediately west of the Brackenridge Campus is Waterloo Park, the starting point of an interconnected park system, which will extend through downtown.

The location of the Brackenridge Campus—combined with the relocation in 2017 of the University Medical Center Brackenridge hospital operations from the campus to the Dell Seton Medical Center at The University of Texas at Austin—offers an unprecedented redevelopment opportunity for Central Health with the potential to greatly benefit all of the residents of Travis County in the years to come.

The property is owned by Central Health—the special-purpose governmental entity created by voters in 2004 to ensure Travis County's most vulnerable residents have sufficient access to health care. Going forward, it is Central Health's intention that the campus continues to support our mission while also aligning with the synergy of the surrounding transformation.

To set our goals for the redevelopment of the Brackenridge Campus, the Central Health Board of Managers, executive management, staff, and consultants have collaborated with community members to develop a plan for the property. To guide the process, the Board adopted three guiding principals focusing on: meeting our health/healthcare *mission*, providing *stewardship* of taxpayer dollars, and developing *partnerships* with our neighbors and the larger community. The Central Health Brackenridge Campus Master plan presented here is the culmination of this work.

We are proud to present this document as a vision of what the Brackenridge Campus may become, and how it can serve our community. We hope that the project will create an invaluable community legacy for future generations.

Client Team

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¹ Served through December 2014

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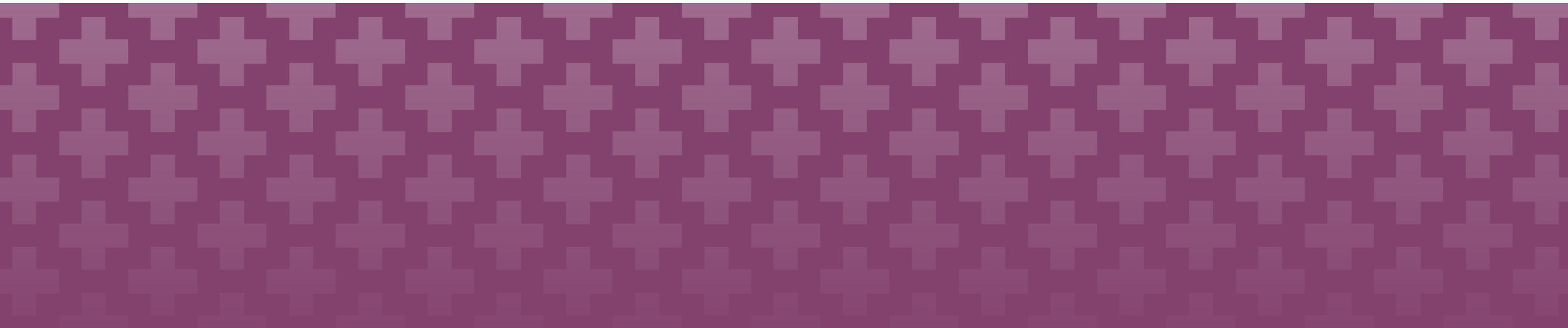


Government & Community Relations
Sheryl Cole

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1. INTRODUCTION: THE OPPORTUNITY



The Opportunity

The opportunity to redevelop the Central Health Brackenridge Campus springs out of initiatives and opportunities that are beginning to transform the health care delivery system and its physical infrastructure in Travis County. The introduction of the Texas 1115 Waiver in 2011 provided the opportunity for State Sen. Kirk Watson to propose his “10 Goals in 10 Years” (10 in 10 Initiative). This opportunity set the stage for Central Health’s successful 2012 tax ratification election to fund the transformation and improvement of community health outcomes for the most-in-need residents of Travis County with the help of a new medical school at The University of Texas at Austin. This mandate from the voters of Travis County to support the Dell Medical School at The University of Texas led Seton Healthcare Family (Seton) to build a new teaching hospital beside the medical school. Both the medical school and the teaching hospital are now under construction and expected to open in 2016 and 2017, respectively.

When the Dell Seton Medical Center at The University of Texas opens, Seton will transfer hospital operations from the current facility at University Medical Center Brackenridge (UMCB) to this new hospital. Seton’s move to its new facilities opens a unique opportunity to redevelop Central Health’s 14-acre Brackenridge Campus and build a new, mixed-use community within Austin’s downtown, where people can live, work, learn and play. By maintaining focus on mission, stewardship, and partnership during the redevelopment of the Brackenridge Campus, Central Health will realize a once-in-a-generation opportunity to transform and improve health care in Travis County, and do so in a way that supports its mission and promotes economic development for our diverse community.

Over the past two years, Central Health has been actively engaged in developing the master plan for this strategic downtown property that has been the site of Austin’s public hospital for over 100 years. This Master Plan, informed by significant public outreach and stakeholder input, lays out a broad vision for the future of the Brackenridge Campus that is consistent with Central Health’s mission. The Plan sets forth specific policies and actions intended to guide the near and long-term reuse and redevelopment of the property, which will begin when Seton transfers hospital operations from the existing UMCB hospital complex to the new Dell Seton Medical Center.

10 Goals in 10 Years

In 2011, State Sen. Kirk Watson called on our community to address Central Texas health needs and opportunities by achieving 10 important goals over the next 10 years. The 10 goals are:

- 1. Build a medical school**
- 2. Build a modern teaching hospital**
- 3. Foster modern, uniquely Austin health clinics**
 4. Develop a research institute and laboratories for public and private research
 5. Launch a new commercialization incubator
 6. Make Austin a center for comprehensive cancer care
- 7. Provide needed behavioral health services and facilities**
- 8. Improve basic infrastructure, and create a sense of place**
 9. Bolster the medical examiner’s office
- 10. Solve the funding puzzle**

(Note: Circled and bolded initiatives have begun.)



Aerial view of potential build-out of Brackenridge Campus Master Plan, looking northeast

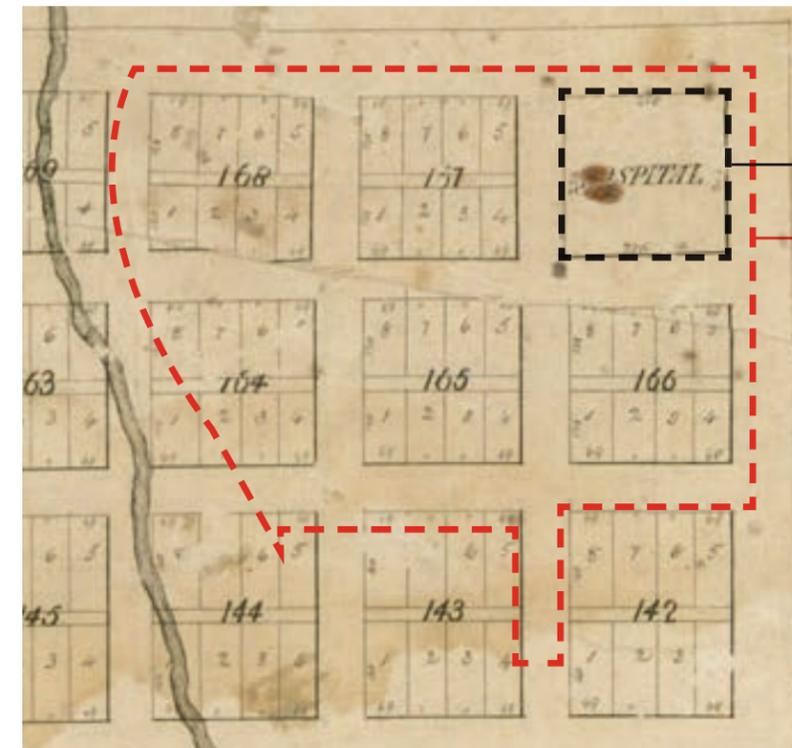
2. BRACKENRIDGE CAMPUS SITE AND BUILDINGS



The Site and its Context

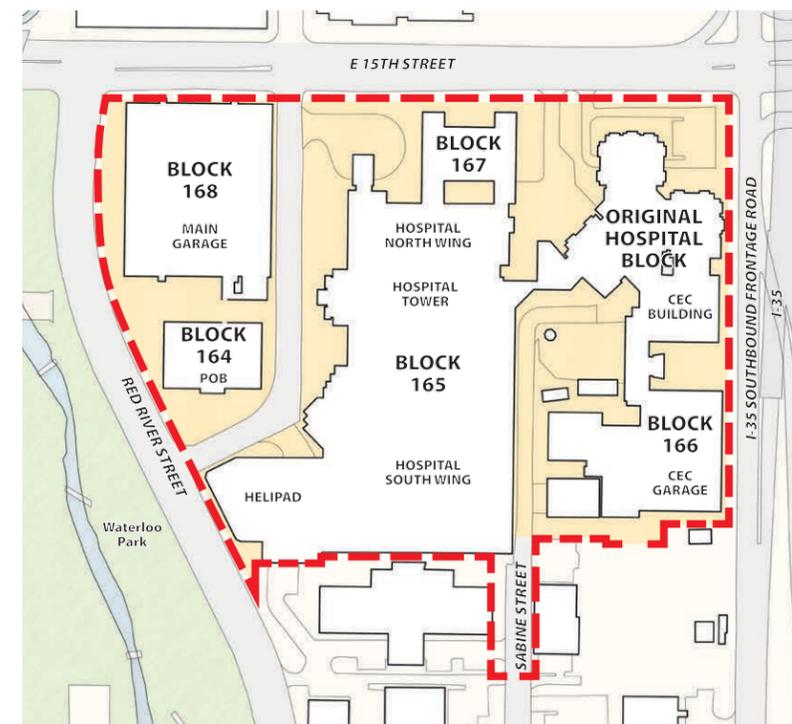
Bounded by Red River Street on the west, 15th Street on the north and the I-35 freeway frontage road on the east, the Central Health Brackenridge Campus is a large “superblock” within downtown Austin. Today, there are no public streets running through the Brackenridge Campus, although the original City Plan of Austin laid out by Edwin Waller in 1839 envisioned this area with a grid of streets encompassing six square blocks.

The complex of buildings on the Brackenridge Campus is organized around the Hospital, constructed in phases from 1967 to 1974. The **Hospital Tower** occupies the southern part of Block 167 and is a nine-story tower flanked by one- and two-story wings, providing 363 inpatient beds and more than 530,000 square feet of floor area. The 200,000-square-foot **Clinical Education Center (CEC)** building east of the Hospital Tower was home to the Children’s Hospital until 2007, but is now used to train physicians and clinicians in the latest procedures using state-of-the-art equipment. The three-story **Professional Office Building (POB)** along Red River Street offers 43,000 square feet of office and clinical space. Two parking garages are located on the Brackenridge Campus: the **Main Parking Garage**, a nine-level structure with 1,431 spaces, adjacent to the Hospital at Red River and 15th streets, and the **CEC Parking Garage** with 367 spaces, just south of the CEC building. The **Central Plant** building and underground infrastructure provides hot and chilled water for the heating and cooling of the Brackenridge Campus buildings.



Original hospital block
Central Health Brackenridge Campus site boundary

The original, 1839 City Plan of Austin

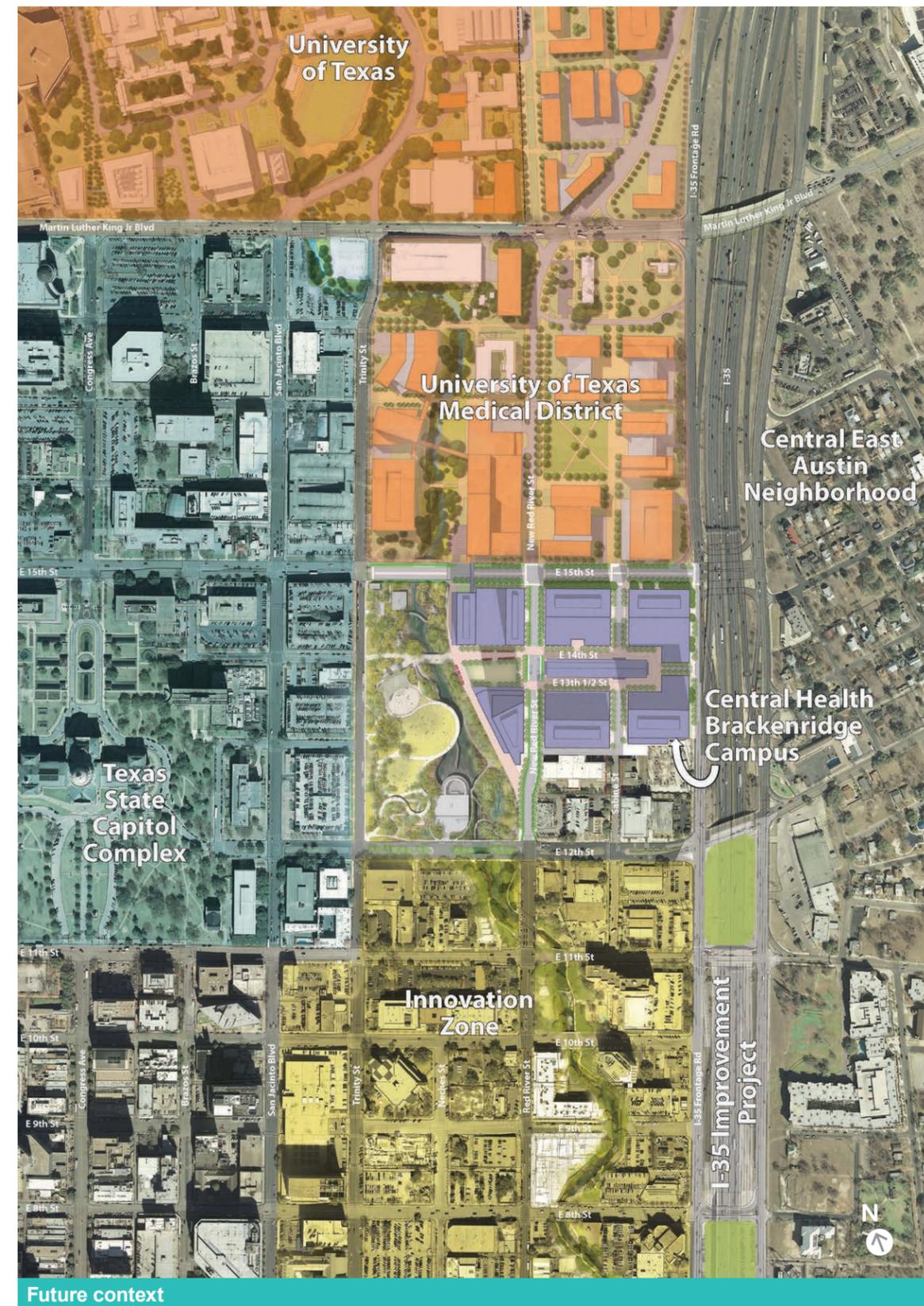


Existing aerial view identifying the Central Health Brackenridge Campus and block numbers

The Brackenridge Campus is located within the rapidly changing northeast quadrant of downtown Austin that is experiencing considerable public investment and private redevelopment. These include:

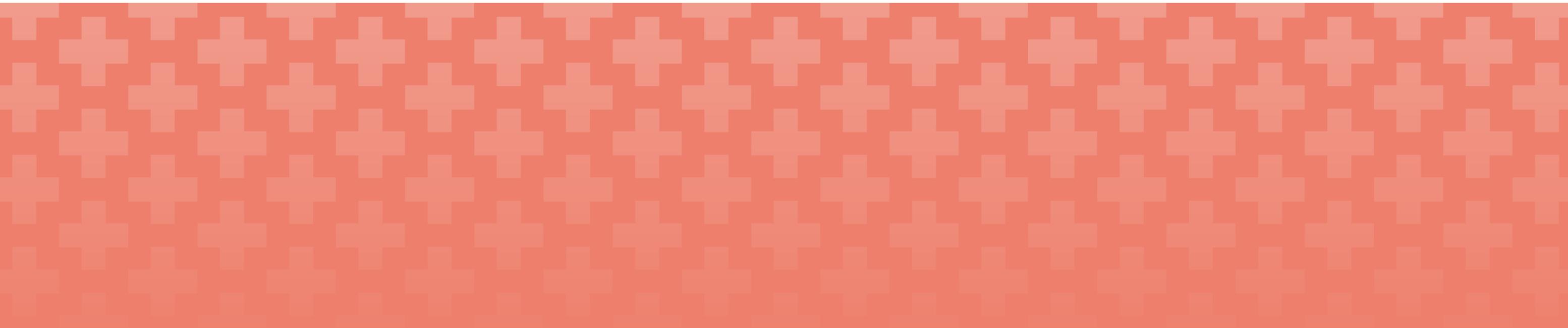
- The emerging University of Texas Medical District – immediately north of 15th Street – whose four, first-phase buildings are under construction: The Dell Seton Medical Center (the new teaching hospital), the Health Innovation Center, the Education and Administration Building, and the Research Building.
- The newly-completed Waller Creek Tunnel Project that will remove over 28 acres of downtown property along Waller Creek from the 100-year floodplain, allowing for these to be developed.
- The Waller Creek Conservancy’s efforts to implement an ambitious vision for a series of parks, plazas, promenades and trails along the Creek, from Waterloo Park to Ladybird Lake.
- The development of an Innovation Zone which will serve as a catalyst for innovation and collaboration, support the advancement of health-related research and provide a vital community place for people to live, work and play together – stimulating innovation in the process.
- Capital Metro’s Project Connect, that envisions rapid bus and urban rail, as well as local buses, that will interface with other modes and directly serve the Brackenridge Campus and Waterloo Park.

- The Texas Department of Transportation’s (TxDOT’s) planned improvements to the downtown segment of the I-35 corridor, that include depressing the freeway and “capping” it with surface-level parks and plazas, intended to remove barriers separating East Austin from downtown.
- The efforts of the Texas Facilities Commission (TFC) to consolidate State offices within new buildings to be located along Congress Avenue, which will be rebuilt as a greatly enhanced, mall-like promenade north of the Capitol building.



Future context

3. PLANNING PROCESS AND PUBLIC PARTICIPATION



The Planning Process and Public Participation

The Master Plan is the culmination of a two-phase, two-year effort to plan for the reuse and redevelopment of the 14-acre Brackenridge Campus. The Central Health planning team – comprised of consultants and Central Health staff – has been guided by a specially-designated ad hoc committee of the Central Health Board of Managers that oversees the process and the products of the master planning effort. The team also worked extensively with project stakeholders to understand their concerns, policies and plans, and to synchronize initiatives.

Since the inception of the Brackenridge Campus redevelopment project, Central Health has prioritized engagement with community members as a core component of the planning process. Community engagement efforts kicked off in June 2014 with a community open house to present initial information about the project. Since then, Central Health has engaged thousands of residents and solicited feedback using a variety of methods, including community forums, neighborhood and stakeholder meetings, surveys, and online updates via a dedicated website and e-newsletter.

Through this multi-pronged approach to community engagement, Central Health has allowed for inclusion of many voices and opinions, including those who are typically hard to reach. Community members expressed strong support for mixed-use development that would include space for medical research and innovation; spaces that create a sense of community; and uses that provide revenue for Central Health to carry out its mission. Much of the community feedback has been incorporated into the Master Plan framework, and Central Health intends to continue to engage the community throughout the life of the project.

Community Engagement Efforts to Date

	TYPE	DATE	PARTICIPANTS
Community Events	Community forum Open houses (3) Community workshop	June 2014 - October 2015	594 participants
Small Meetings	Community conversations	September 2014 - June 2015	454 participants
Surveys	Online / Telephone Neighborhood canvassing In-person at health centers	January - May 2015	1,769 participants
Online	Surveys Dedicated website Open house	July 2014 - present	5,600 visitors

8,417 TOTAL



Presentation to Hispanic Advocate Business Leaders of Austin (HABLA) – May 2015



Discussion at a neighborhood association meeting – July 2015



A promotora and patient at the CommUnityCare North Central Health Center – February 2015

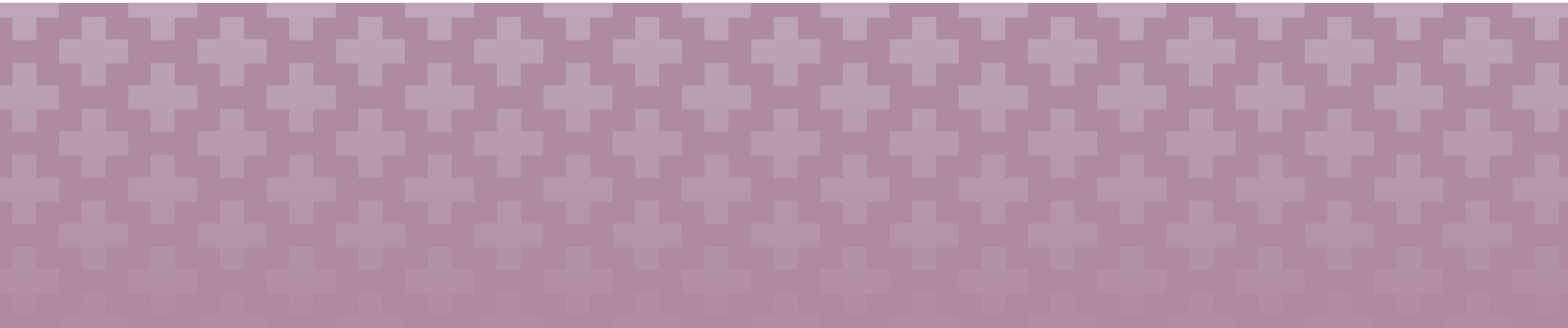


Meeting with the Tejano Democrats – September 2015



Community members and local leaders at a collaborative workshop – November 2014

4. THE GUIDING PRINCIPLES AND PLANNING PARAMETERS



The Guiding Principles and Planning Parameters

The Master Plan is guided by three, over-arching guiding principles developed and adopted by Central Health's Board of Managers at the outset of the planning process. These principles have been used to evaluate different scenarios for developing a "complete community" that could feature medical uses, housing needs, recreation and retail. The principles have also been used to formulate the 33 planning parameters listed on the following pages. The guiding principles are:

M MISSION

Advance Central Health's efforts to provide access to health care to those who need it most, and promote Travis County as a model healthy community.

S STEWARDSHIP

Promote uses and programs at the Central Health downtown campus that support the short- and long-term fiscal stability of Central Health and deliver returns for the citizens and taxpayers of Travis County.

P PARTNERSHIP

Strengthen and expand relationships with health and wellness providers, collaborate with other public-sector entities, and help advance the goals of the larger community.

The recommended planning parameters of the Master Plan are organized under each of the three foundational principles, and are labeled with a prefix of "M," "S" or "P" as appropriate. The text shown in bold denotes the Board-adopted language.



Attendees review the guiding principles at the Brackenridge Campus Open House – October 2015



MISSION: Advance Central Health’s efforts to provide access to health care to those who need it most, and promote Travis County as a model healthy community.

M-1: HEALTH CARE USES

Consider programs and uses for existing and new buildings that advance Central Health’s Strategic Plan and that make the best use of its downtown location.

M-1.1: Develop the Brackenridge Campus as a major, community oriented space that supports Central Health’s mission to provide for access to health care that will improve health outcomes and overall community health.

M-1.2: Increase health equity and reduce health disparities for Central Health’s constituency through thoughtful building and site design that organizes a synergistic mix of uses, throughout the Brackenridge Campus.

M-1.3: Provide opportunities for early term redevelopment by deconstructing certain buildings, such as the Professional Office Building (POB), the Helipad, the Hospital Tower and its South Wing. Relocate any medical office and clinical uses to remain on the Brackenridge Campus from the POB to the Clinical Education Center (CEC), or to facilities located within the UT Medical District or other locations, as appropriate.

M-1.4: In partnership with public, non-profit and/or private entities, develop a permanent, public market focused on healthy food and activities as a major community gathering space promoting healthy lifestyles for all in the Central Texas region.

M-2: CENTRAL HEALTH PRIORITIES

Sustain Central Health’s commitment to enhance outpatient specialty care, cancer care, behavioral health services and women’s health services throughout Travis County in the most appropriate locations.

M-2.1: In keeping with transforming best practices in health care delivery, distribute health care services in appropriate facilities and settings throughout Travis County that promote appropriate public access.

M-2.2: Focus any on-campus medical uses along East 15th Street, to take advantage of the proximity to the new Dell Seton Medical Center, the Dell Medical School and supporting facilities in the UT Medical District.

M-2.3: At the outset of more detailed planning for Phase 2 redevelopment (Block 166, 167 and the Original Hospital Block), conduct a programming process with health care providers and other Central Health partners to better determine such medical and health care uses prior to Phase 2 implementation. At this time, consider including a range of medical, health care and/or wellness-related uses that could be developed within mixed-use buildings.

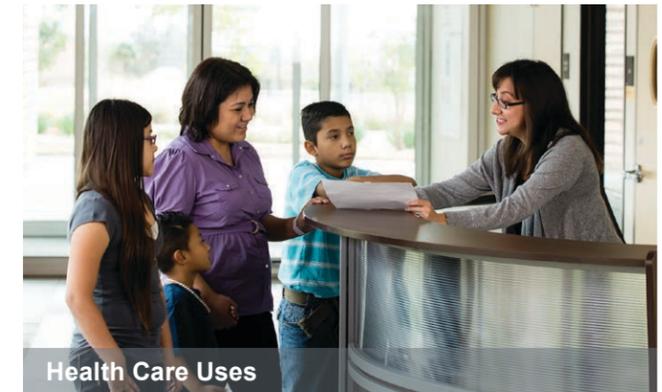
M-2.4: Consider including uses that support and/or enhance health care and medical uses.

M-3: HEALTHY COMMUNITIES

Promote physical activity and improve health with comfortable and safe access to, within and through the site for people of all abilities – whether walking, biking, using transit or driving.

M-3.1: Realign Red River Street and generally reinstate the historic Waller Plan’s grid. Develop streets in concert with the City of Austin, Capital Metro and others as “complete streets.” These new streets and pathways will be walkable, bikeable and shaded streets that strive to reduce auto-dependency and to offer “active transportation” connections to adjacent areas – including downtown, the Capitol Complex, UT, Waller Creek and East Austin.

M-3.2: Participate in efforts to be led by the City of Austin and the Downtown Austin Alliance to create an area-wide, multi-modal transportation and parking management plan to provide employees, patients, residents and visitors convenient mobility choices, while helping reduce vehicle trips and improving air and water quality.



Health Care Uses



Central Health Priorities



Healthy Communities



STEWARDSHIP: Promote uses and programs at the Central Health Brackenridge campus that support the short-and long-term fiscal stability of Central Health and deliver returns for the citizens and taxpayers of Travis County.



Fiscal Responsibility

S-1: FISCAL RESPONSIBILITY

Optimize cash flow to Central Health, make wise and effective use of taxpayer dollars, and attract new revenue to support Central Health’s mission.

S-1.1: Maintain maximum flexibility in both the zoning and the development itself to take advantage of unforeseen opportunities, as well to be better able to address unforeseen challenges – such as changing capital market dynamics and changing models of health care delivery.

S-1.2: Balanced with Central Health’s mission, maximize the revenue-generating potential of each of the six redevelopment blocks to support Central Health’s mission throughout Travis County, including that from existing buildings to remain on the campus during the first phase of redevelopment.

S-1.3: Keep the existing Main Parking Garage for the foreseeable future to maintain this revenue source to Central Health and to provide parking for the Dell Seton Medical Center. Enhance the Main Garage by constructing a new “liner” building on its west, Waterloo Park-facing façade that provides ground-floor, pedestrian-oriented uses with leaseable space above. Keep the existing CEC Building and the CEC Parking Garage during Phase 1 of the project, given their high functionality and their lease revenue.

S-1.4: Expedite the first phase of deconstruction and infrastructure construction to advance the redevelopment of the three Phase 1 blocks so that these buildings may begin generating lease revenue as soon as possible.

S-1.5: Pursue all forms of public, non-profit and private funding, financing and reimbursement for deconstruction, design, construction and maintenance of public streets, open spaces and infrastructure.

S-2: MEETING COMMUNITY NEEDS

Leverage Central Health’s property assets to support ongoing efforts to address community health needs, close gaps in service delivery and achieve Central Health’s priorities.

S-2.1: Collaborate with health care partners and the community to promote those uses to be developed in and around the Brackenridge Campus that can most benefit from their physical proximity to the new Dell Seton Medical Center and the Dell Medical School at The University of Texas at Austin.

S-2.2: Encourage opportunities for combining wellness and health care uses and programs along with other uses that can be located in mixed-use buildings, within and around the Brackenridge Campus.

S-2.3: Recognizing that healthy eating is essential to well-being, provide ground floor uses that feature healthy, affordable and local food within and outside the public market building and adjacent spaces.

S-2.4: Through partnerships with affordable housing providers, the development community and other stakeholders, consider a range of housing types in and around the proposed Innovation Zone, UT and/or the Brackenridge Campus.

S-3: SUSTAINABILITY

Promote efficient use of resources, energy and water; reduce auto dependency; and improve the natural and built environment at and around Central Health’s downtown site.

S-3.1: Require best practices related to green building and natural resource protection – at both the overall campus or district-level and the individual block or building-level of development.

S-3.2: Coordinate the campus’ watershed protection and water management efforts with the City of Austin, State, UT, Travis County, TxDOT, the Waller Creek Conservancy and others.

S-3.3: Develop the campus to maximize climate protection and resilience, leveraging the unique opportunity to plan at a district scale of 14 acres. Promote the use of district-scale systems to supply green energy, chilled and hot water, reclaimed water, solar energy, geothermal energy, etc.

S-3.4: Design the campus streets and public spaces to maximize the delivery of “ecosystem services,” such as stormwater management, heat island mitigation, water conservation and reuse, soil and landscape restoration, wildlife habitat, as well as those that improve human health and happiness through contact with nature.



Meeting Community Needs



Sustainability

P

PARTNERSHIP: Strengthen and expand relationships with health and wellness providers, collaborate with other public-sector entities, and help advance the goals of the larger community.

P-1: STAKEHOLDERS

Ensure that the low-income, uninsured and underinsured individuals and communities whom Central Health serves continue to receive access to quality health care.

P-1.1: Continue with ongoing community engagement activities that keep neighbors, partners and elected officials informed about the ongoing planning and implementation of the Brackenridge Campus project.

P-1.2: Maintain and expand Central Health’s partnerships with health care providers to ensure access to high-quality wellness and health care services, programs and education.

P-2: NEIGHBORS

Confer with East Austin residents and support downtown initiatives, including the University of Texas Medical District, the IH-35 Corridor Improvement Project, the Waller Creek and Waterloo Park projects, the proposed Innovation Zone, the State Capitol Complex Master Plan, and others.

P-2.1: Maximize accessibility – physically, socially and economically – to this new neighborhood, through building a community defined by landscaped, walkable streets and a central gathering space and a public market. Develop design guidelines to ensure that buildings and streetscapes are inviting, hospitable and beautiful.

P-2.2: Identify positive benefits that should be maximized during the Brackenridge Campus redevelopment – such as contributing to healthy air quality, clean water, active lifestyle, healthy food, low carbon, etc. – mitigate environmental and human health stressors associated with conventional development practices.

P-2.3: Work with TxDOT to enhance multi-modal connectivity across I-35 to East Austin, and to create frontage roads that look and feel like “urban boulevards” – with street side trees and wide sidewalks – consistent with the City of Austin’s Downtown Great Streets Program and Complete Streets Policy.

P-2.4: Create a complementary and compatible edge along Waterloo Park that creates vital open space connections between Waller Creek and the Brackenridge Campus.

P-2.5: Promote a mix of uses that nurtures local economic development, enhances creativity and innovation, promotes a “culture of health,” and creates a vibrant sense of place.

P-3: COLLABORATORS

Work with the Seton Healthcare Family, Dell Medical School, health care entities, wellness advocates, business partners and civic and public entities, including Travis County and the City of Austin.

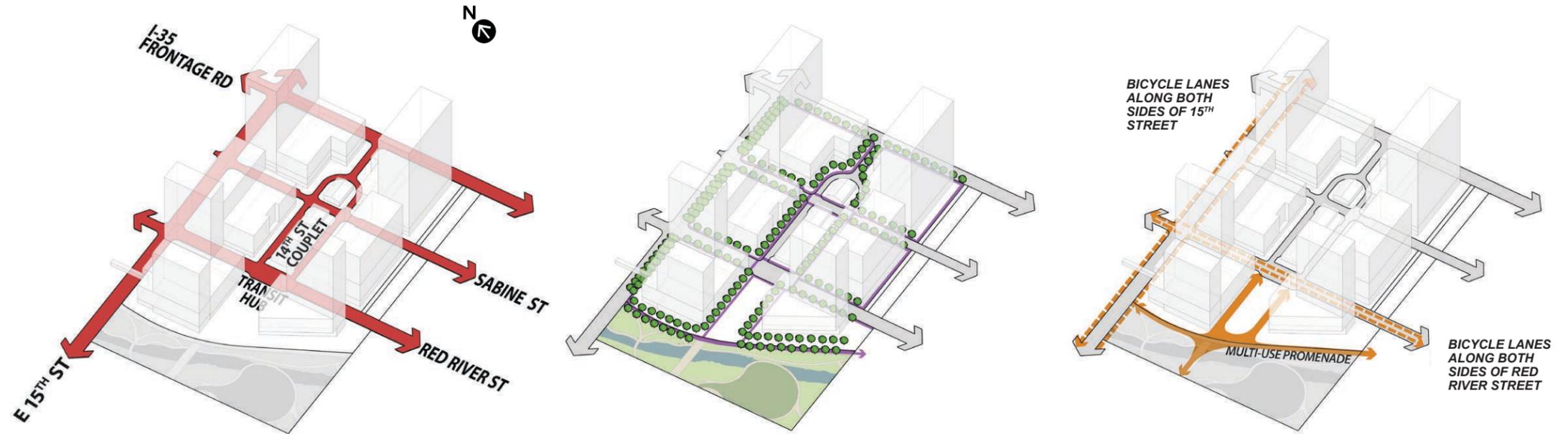
P-3.1: Collaborate with the public, non-profit, and private sectors to attract, finance, and operate supportive and complementary uses within the Brackenridge Campus.

P-3.2: Collaborate with public, non-profit and private partners to support the proposed Innovation Zone by creating the kind of place that nurtures innovation focused on wellness and health care. Explore ways in which the uses in and around the public market can support wellness innovation.

P-3.3: Collaborate with the private sector to implement the Brackenridge Campus Master Plan by launching a developer solicitation(s) that articulates Central Health’s vision for the property, its goals, its “must-haves,” and respective roles and responsibilities in what will become a public-private partnership.



The Framework of Streets and Open Spaces



On the basis of the Planning Parameters enumerated previously – which themselves are based on community and stakeholder input – the Master Plan recommends a framework of streets, open spaces and other infrastructure to organize future development.

1. STREETS AND TRANSIT

Reinstate the original City Plan grid with a pedestrian-friendly network of streets, blocks and open spaces that are directly served by public transit.

The Master Plan establishes a framework of streets and open spaces that break up the large “superblock” of the Brackenridge Campus into new development and open space parcels, while connecting directly to the surrounding streets and districts. Six downtown-scaled blocks are created by: realigning Red River Street; creating a new 14th Street couplet; extending Sabine Street north to 15th Street; and improving 15th Street between Waller Creek and the I-35 southbound frontage road.

Capital Metro will enhance bus service along the new Red River Street, where a new bus plaza or hub located at the intersection with 14th Street will provide convenient access to all six blocks of the development, as well as to Waterloo Park, the UT Medical District and the Capitol Complex.

2. PEDESTRIANS

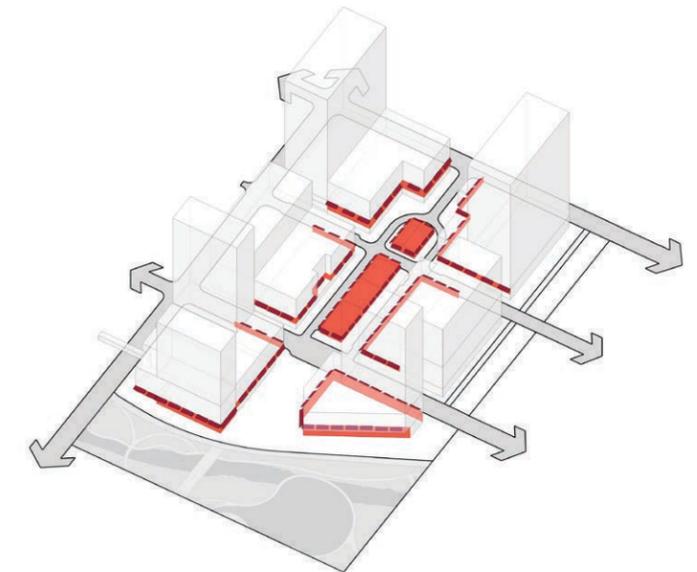
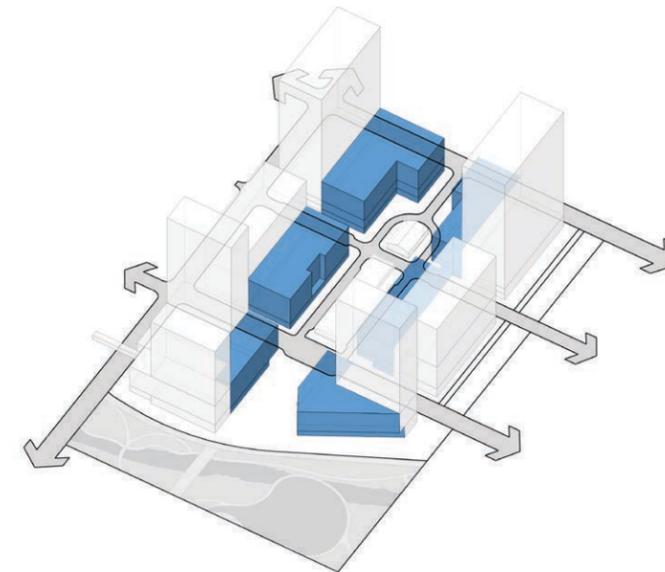
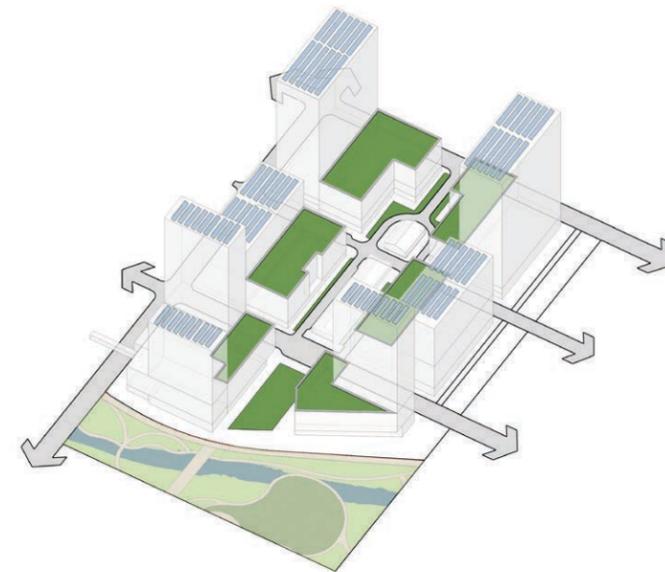
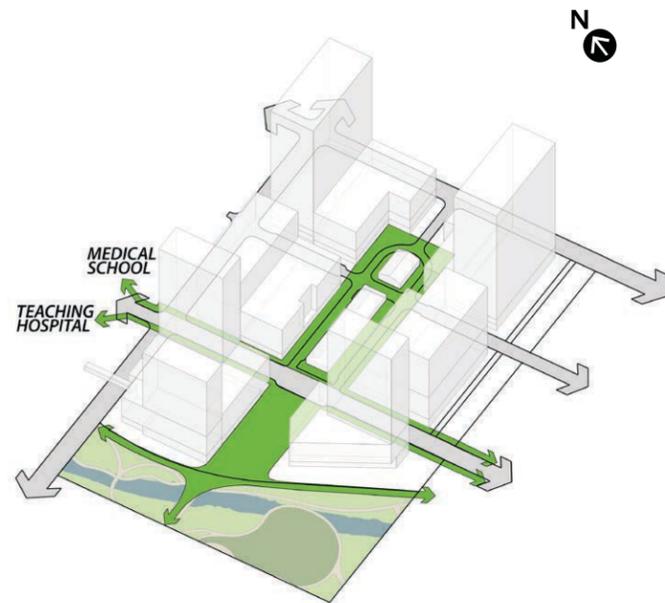
Create a continuous system of tree-lined sidewalks and promenades to make pedestrian mobility a comfortable, enjoyable and healthful experience.

All streets and pathways are designed with generous, tree-lined sidewalks that link people to the six blocks of the Brackenridge Campus, as well as to Waterloo Park, the UT Medical District, the Capitol Complex and East Austin. The Waterloo Park Promenade will provide a wide, shaded pathway that will be shared by pedestrians, joggers, and recreational cyclists, and will be overlooked by a series of commercial-use terraces to be developed along this edge.

3. BICYCLES

Introduce an attractive network of bicycle facilities designed for users of all ages and all abilities to promote active transportation.

Protected bike lanes, or “cycle tracks” are proposed along the new Red River Street and along the existing East 15th Street, as envisioned by the City of Austin’s 2014 adopted Bicycle Master Plan Update. In addition, the Waterloo Park Promenade, to be constructed within the roadway of the existing Red River Street, is consistent with the City’s Urban Trails Master Plan, also adopted in 2014. These improvements are part of the City’s high priority network of on-street and off-street facilities to improve connectivity, air, and water quality, and increase community access to nature and physical activity.



4. GATHERING PLACES

Organize the Brackenridge Campus around a central open space with direct linkages to the Dell Medical School, the Teaching Hospital and Waller Creek, as well as to the natural environment.

Immediately west of the Central Plaza is the Waterloo Park Overlook, a hardscape terrace that will offer dramatic vistas to Waterloo Park and its planned amphitheater, as well as a direct connection to the Waterloo Park Promenade, which will be located along the former Red River Street right-of-way. The promenade extends south from 15th Street to 12th Street along the western edge of the Brackenridge Campus, creating a spectacular new frontage for future buildings on Blocks 164 and 168.

5. GREEN INFRASTRUCTURE

Introduce systems that capture and treat stormwater runoff, and promote efficient use of resources, while restoring as much as possible the natural ecosystem functions of the Waller Creek riparian zone.

Curbside raingardens along East 15th Street, the I-35 Southbound Frontage Road and Red River Street are planned to help treat stormwater runoff before it is directed to the stormwater system of Waller Creek. These new infiltration areas will improve runoff water quality, as well as nourish new street trees to be located within the raingardens.

6. BUILDING MASSING

Step buildings down in height along the Central Plaza and the Waller Creek Promenade.

The towers will generally be oriented in an east-west direction to allow for a clear visual and spatial connection between East Austin and Waterloo Park, as well as to optimize solar orientation.

7. HEALTHY FOOD

Introduce a permanent market and ground-level commercial spaces that offer healthy food, wellness and local businesses focused on health, while creating a sense of community and place.

The Central Plaza within the new, 14th Street couplet is planned as the setting for the proposed, Public Market building(s), which have footprints totaling about 25,000 square feet. The public market could be operated as a non-profit that supports Central Health's mission to create access to health and healthy lifestyles. The market should be operated and managed by an entity to be identified or created in the near future.

5. THE ILLUSTRATIVE PLAN

The Illustrative Plan

Within this framework of streets and open spaces, a diverse mix of uses is anticipated. Given the extended time frame for redevelopment, which could occur over 15 to 25 years, the Brackenridge Campus Master Plan allows for considerable flexibility when assigning land uses to each of the blocks. Market forces combined with Central Health's mission-driven programming, the financial requisites of the development and the framework of streets and open spaces will determine which types of uses and buildings are ultimately constructed on each block.

The Illustrative Plan (Page 26, right) serves as a preliminary hypothesis that allows Central Health to plan for and test – *but not determine* – a set of broad uses, such as residential, retail, hotel, office, entertainment, recreational, research and medical uses. As part of the planning process, the team has explored other development scenarios to understand the costs and revenue associated with a spectrum of possibilities. The Illustrative Plan is based on a development program (Page 26, left) and potential building massings. The Illustrative Plan describes one potential outcome of development, given the proposed framework of streets and open spaces. However, the final development could be more or less dense than what is depicted here, with lower or higher building masses on the six blocks.

The Illustrative Plan shown here represents a higher-density scenario, whose building heights and densities are limited primarily by the amount of parking that can reasonably be accommodated on each development block. A large amount of this parking (approximately 1,400 spaces) is leased to the Dell Seton Medical Center, located just outside the Brackenridge Campus.

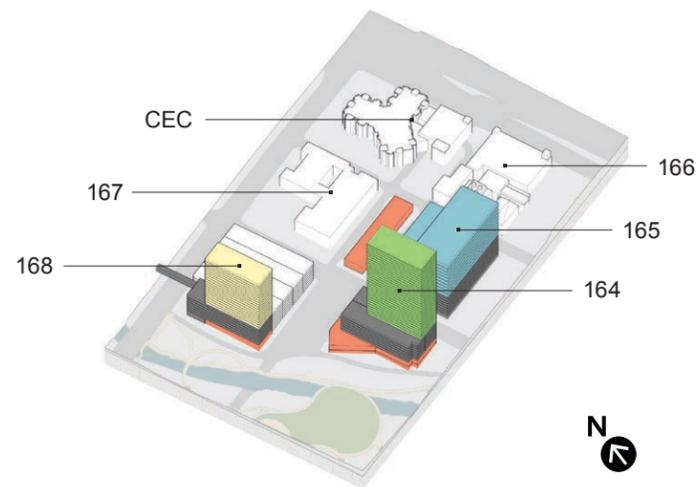
The Illustrative Plan depicts about 3.7 million square feet at the project's full-build-out, that is, once all six blocks have been redeveloped. The project, if built as depicted here, would have a floor area ratio (FAR) of 9.2, with buildings ranging from 35 to 40 floors, or about 400 to 450 feet.

The Brackenridge Campus Master Plan includes a broad range of uses, including retail, medical, office, residential, office and hotel. Each block will provide its own parking - both below-grade and in multi-level garages within each building or block. Generally, medical office uses will also be best located along 15th Street within easy reach of the new hospital and the UT Medical District, while residential and hotel uses will be best located along Waterloo Park and its promenade. The exact location of these uses remains flexible, however, active, pedestrian-friendly, and ground-level uses will be required at the base of all buildings that face the Central Plaza and the Waterloo Park Promenade.

Two basic phases are recommended for the development. Phase 1, which could begin as early as 2017, would complete most of the street and open space system, with a plan to retain the North Wing of the UMCB hospital, the CEC, the Central Plant, the Main Garage and the CEC Garage. New development will be focused on Blocks 164 and 165 and along the west edge of the Main Garage (Block 168) facing Waterloo Park in the form of a "liner building." The build-out of Phase 2 will likely begin after 2020.

PHASE 1 (initial build-out)

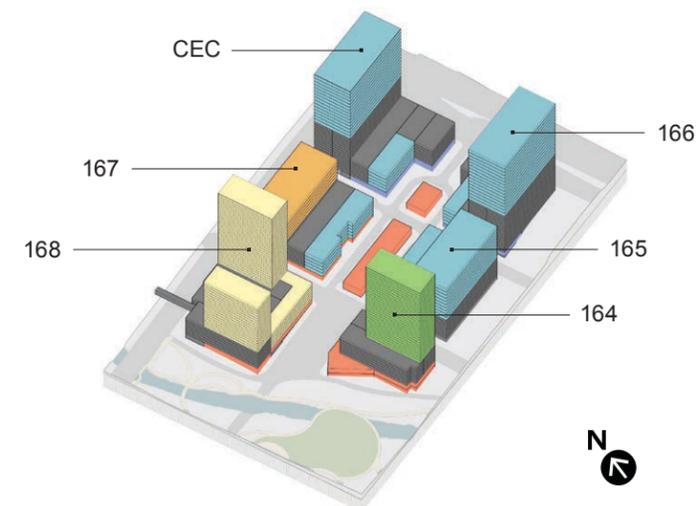
1.2 million gross square feet
3.0 : 1 floor area ratio



- OFFICE
- MEDICAL
- HOSPITALITY
- RETAIL
- RESIDENTIAL
- GROUND LEVEL COMMERCIAL
- PARKING

PHASE 2 (full build-out)

3.7 million gross square feet
9.2 : 1 floor area ratio



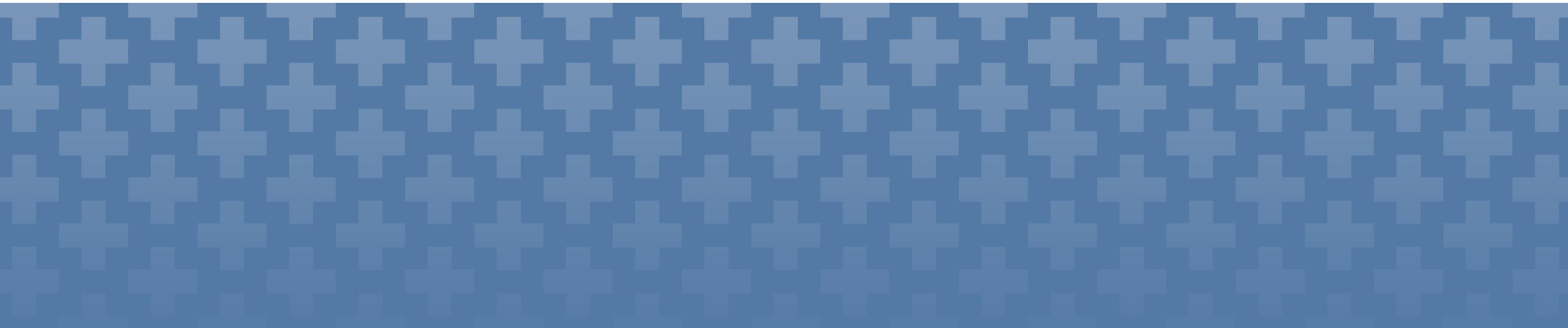
- OFFICE
- MEDICAL
- HOSPITALITY
- RETAIL
- RESIDENTIAL
- GROUND LEVEL COMMERCIAL
- PARKING

Potential phasing of development program



Illustrative Plan of full build-out of Master Plan (showing Waller Creek Conservancy design)

6. MASTER PLAN PHASING AND DESIGN GUIDELINES



Master Plan Phasing

The Purpose and Intent of the Master Plan

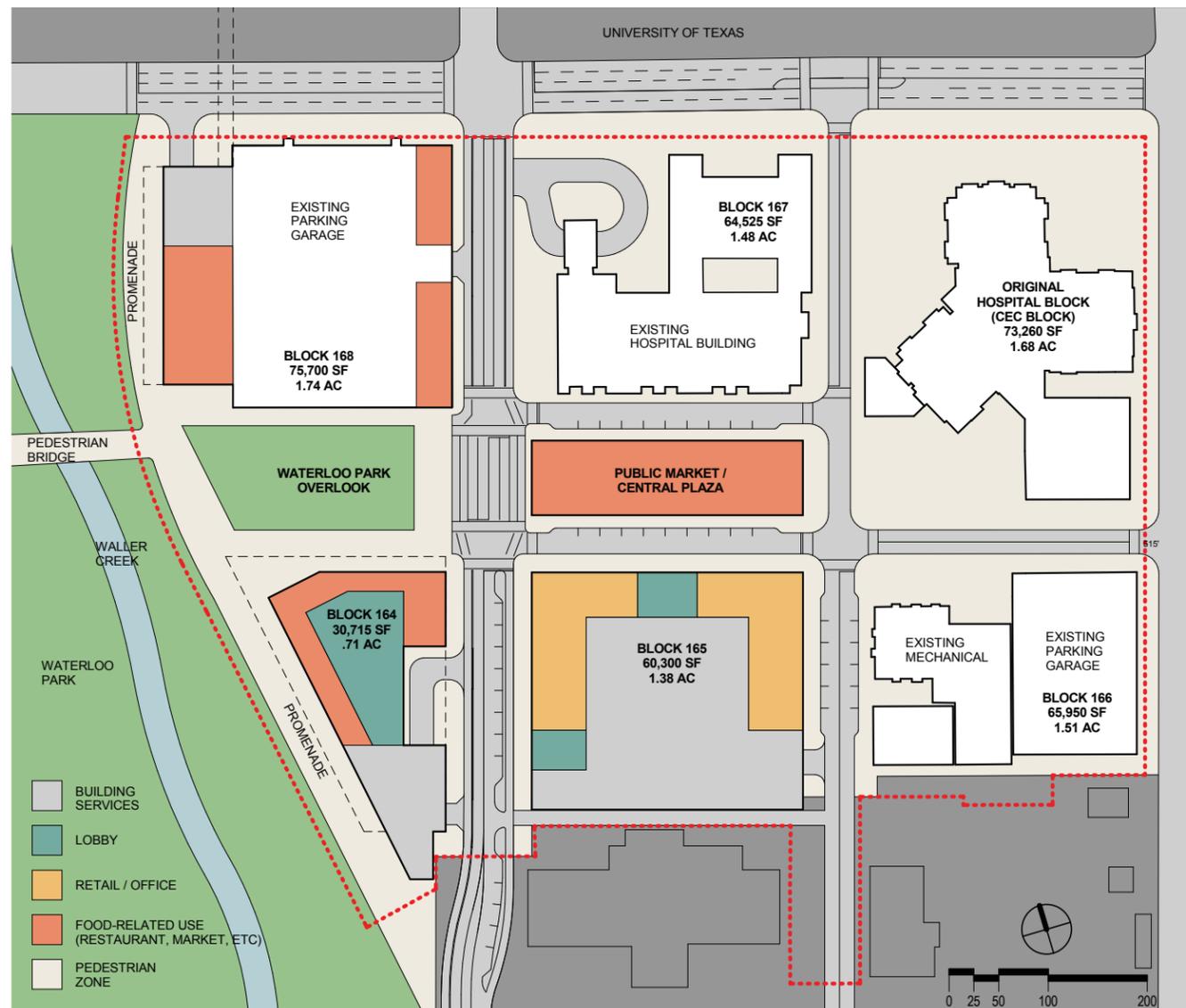
Central Health staff, together with its consultants, Gensler + McCann Adams Studio (the Team) have developed this Master Plan under the guidance of Central Health's Board of Managers. It is intended to guide Central Health, its present and future partners and the community about the redevelopment of its landmark downtown property. It expresses a vision created and refined through a robust stakeholder and community engagement process, which is ongoing. The Brackenridge Campus Master Plan will be an evolving, long-term plan that establishes a basic site planning framework, as well as planning parameters for the property. The Master Plan is intended to synthesize Central Health's goals and aspirations with those of its partners, stakeholders and the broader community; give them form and organization; and define a realistic plan for implementation.

Recommended Project Development and Phasing

The Master Plan recommends three phases of development within the overall project, based on the Team's analysis and findings from the Phase 1 Master Plan Report (September 2014). The Plan calls for the near-term reuse of the more valuable buildings and for the immediate deconstruction of those that have little reuse value, relative to the revenue they could generate through the redevelopment of their sites.

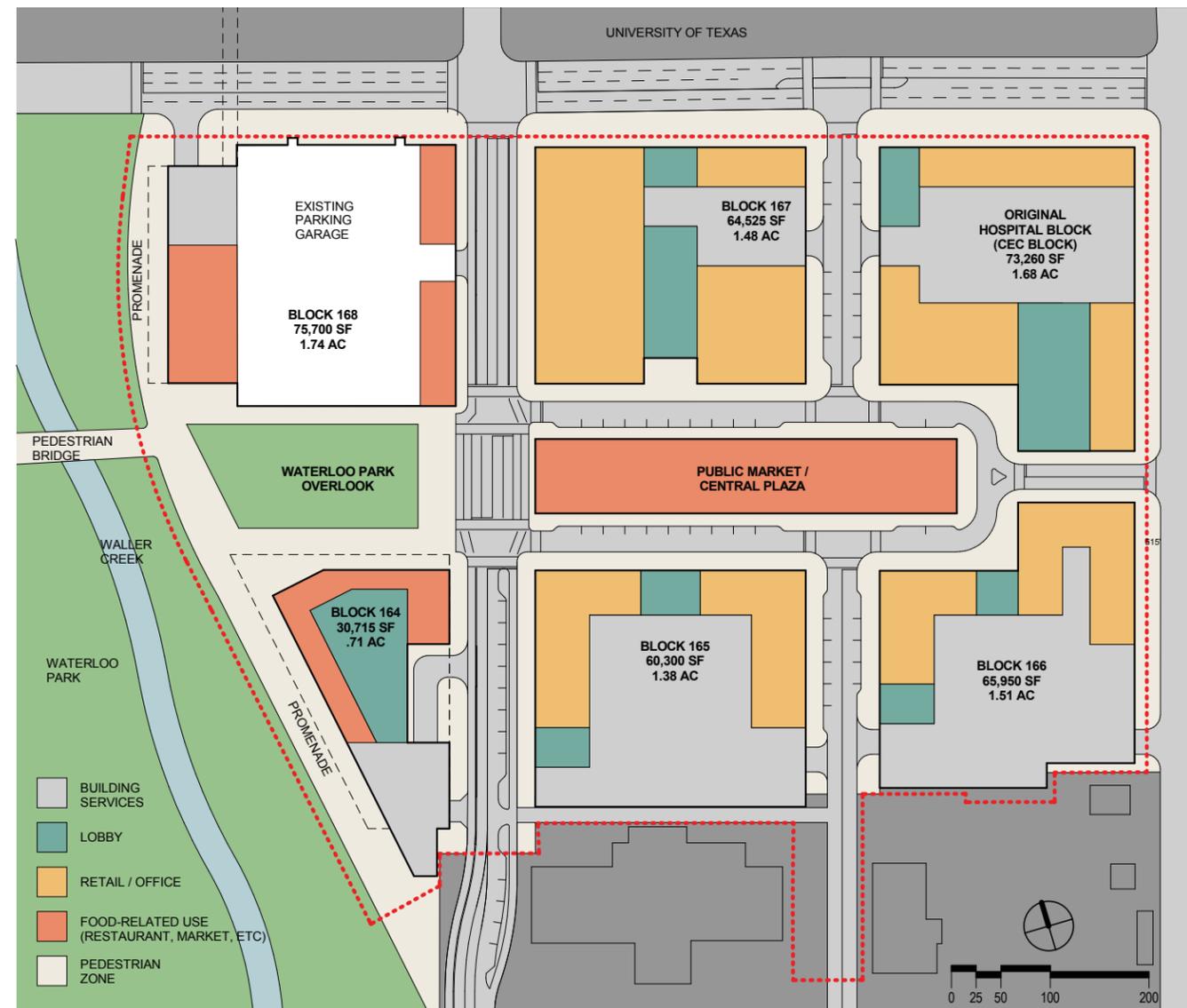
Phase 1

Phase 1 (2017 to ~2025) of the Project would deconstruct the Hospital Tower, its South Wing, the Professional Office Building (POB) and the Helipad. This would allow two new development blocks (blocks 164 and 165) to be created as soon as possible, as well as the first phase of new streets, public open spaces and infrastructure that define them. Also envisioned during this phase is the construction of a “liner” building that would be attached to – or line - the west façade of the Main Garage, creating a third development site during Phase 1.



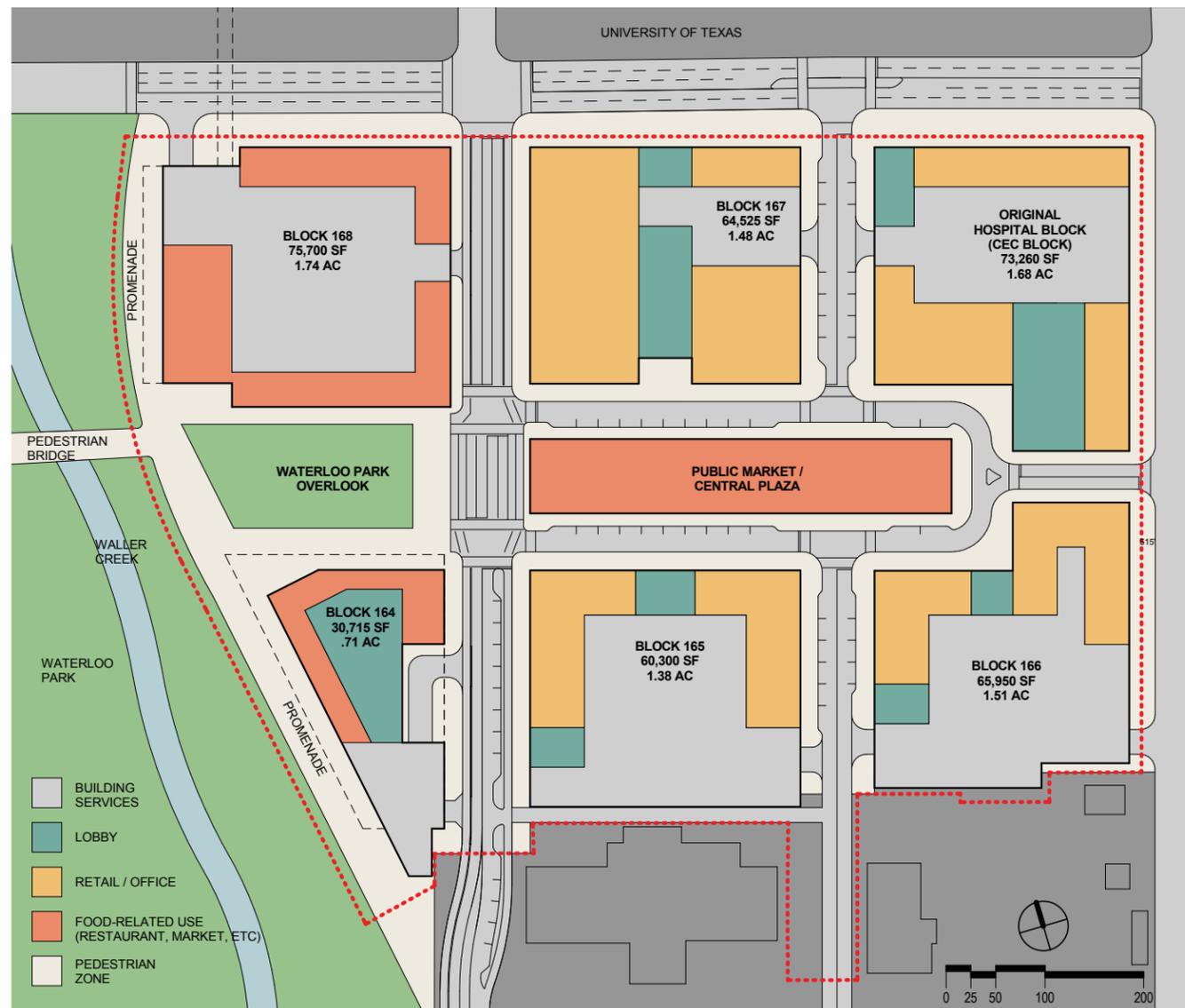
Phase 2

Phase 2 (~2025 to ~2030) would deconstruct the Hospital Tower's North Wing, the CEC Building and the CEC Garage, thereby creating three more development blocks (blocks 166, 167 and CEC), as well as the second phase of streets and infrastructure.



Phase 3

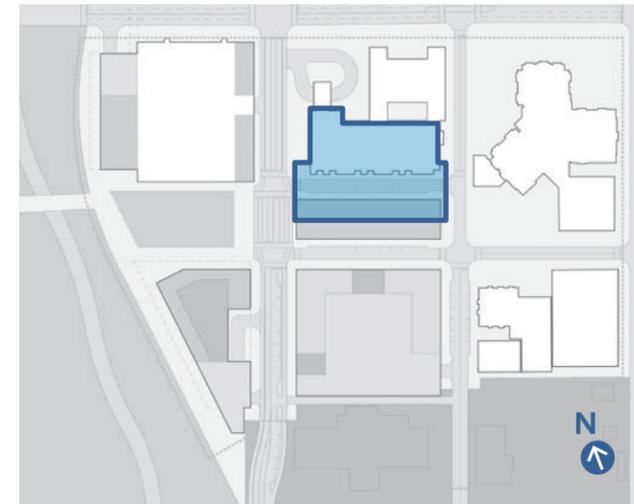
Phase 3 (~2030 to ~2035) the final phase, would deconstruct the Main Parking Garage, creating the sixth of Central Health's full blocks (Block 168).



The Existing and Future Buildings

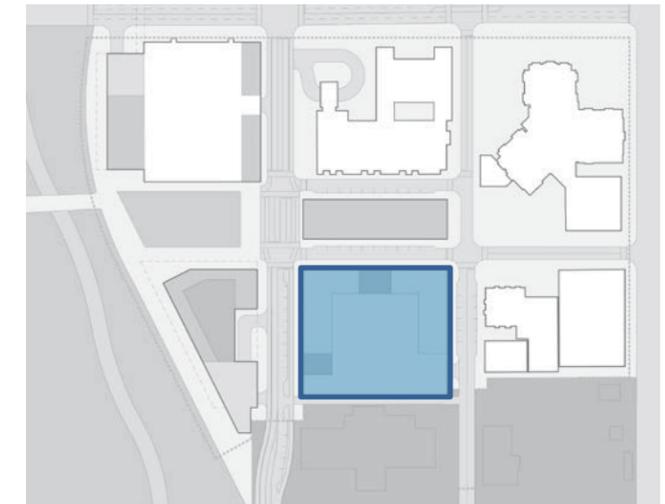
The following describes each of Central Health's existing buildings and identifies their locations using the original, 1839 Waller Plan block numbers. In addition, the phasing and future plans for each block are described.

Phase 1 (2017 to ~2025) Redevelopment Sites



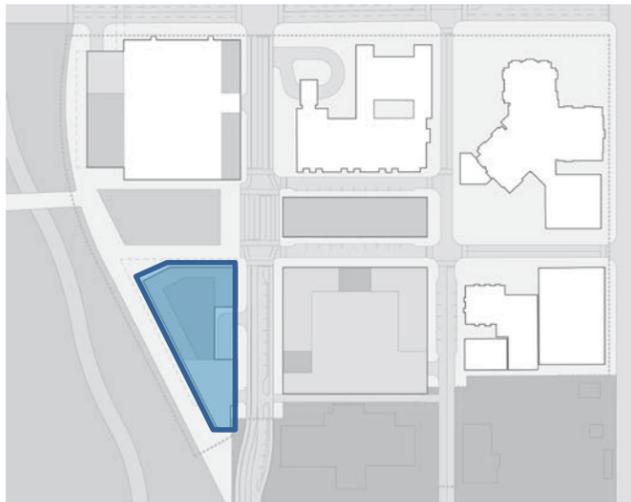
Block 167 and the Old East 14th Street Right-of-Way: The UMCB Hospital Tower

The nine-story University Medical Center Brackenridge Hospital Tower is located on a portion of Block 167 and the former East 14th Street right-of-way. Constructed in phases from 1967 to 1974, the tower will remain in full operation until summer 2017, when hospital operations will move to the Dell Seton Medical Center. The Team investigated and concluded there is no viable re-use for the Hospital Tower, given its age, condition and upgrades needed. Therefore, it is recommended the Hospital Tower be deconstructed to make way for the Phase 1 infrastructure, and the creation of the Public Market/Central Plaza.



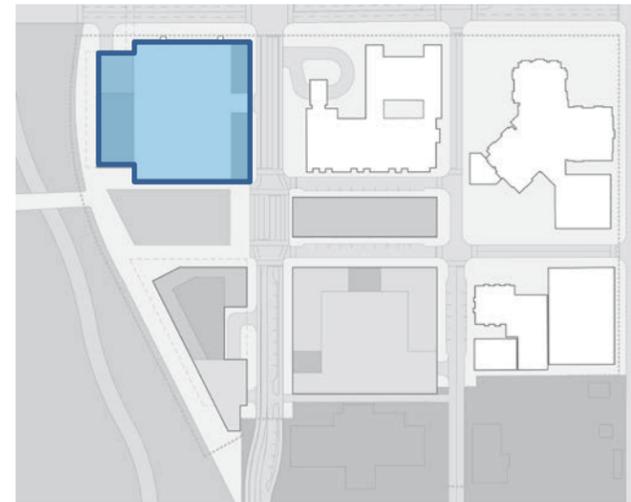
Block 165: The South Wing of the Hospital Tower

The single-story South Wing of the Hospital Tower, located mostly on Block 165, houses the operating rooms and "back-of-house" functions of UMCB. With the relocation of the hospital functions in 2017, the South Wing will no longer be needed, and should be deconstructed to make way for Phase 1 redevelopment.



Block 164: The Helipad and the Professional Office Building (POB)

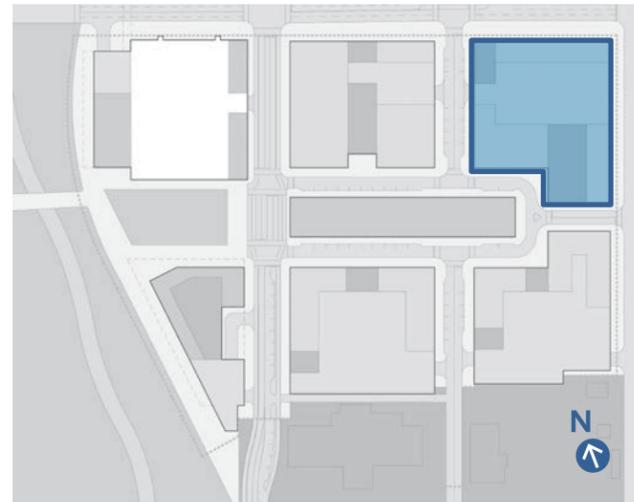
This three-story 43,000-square-foot POB houses medical offices and clinical uses and today is in deteriorating condition. The Master Plan recommends that the building be deconstructed to make way for Phase 1 redevelopment. The uses currently housed in the POB will be relocated in a way that is best for patients. The Helipad and the POB are also recommended for demolition, since their function will be accommodated as part of the new Dell Seton Medical Center. Their removal will allow for the realignment of Red River Street through the Brackenridge Campus.



Block 168: The Main Parking Garage

This nine-level facility, with more than 1,400 parking spaces, is an important revenue generator for Central Health, as it will continue to be leased by Seton to support the Dell Seton Medical Center for the foreseeable future. Seton will construct a pedestrian bridge over East 15th Street connecting the Main Garage to the new hospital. As such, the Master Plan recommends the Main Garage remain until its redevelopment is economically and/or programmatically warranted. However, the Main Garage should be refurbished to address minor repair needs, as well as to improve its overall appearance and its ground-level functionality. In addition, the Master Plan recommends constructing a liner building attached to its west façade – such as a residential tower – which would have ground-level pedestrian oriented uses along the proposed Waterloo Park Promenade.

Phase 2 (~2025 to ~2030) Redevelopment Sites



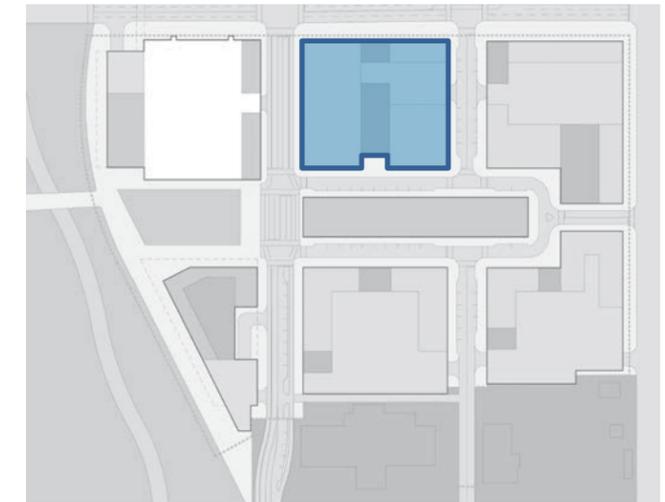
The Original City Hospital Block: The Clinical Education Center (CEC)

This block was designated in the original 1839 City Plan of Austin as the City Hospital Block and is currently occupied by the CEC. Constructed in the 1970s, this 200,000-square-foot building was home to the Children's Hospital until 2007, but is now used to train physicians and clinicians in best practices and procedures, with state-of-the-art equipment. Because this building was formerly a fully-equipped, functioning hospital, it provides a highly-realistic training setting, making it a valuable asset, which is in good condition and has been well-maintained. Given this, the Master Plan recommends that the CEC be kept during Phase 1, where it could continue functioning for education, as well as provide space for other health care-related uses that may need to be relocated there from other Brackenridge Campus buildings that will be deconstructed during Phase 1.



Block 166: The Clinical Education Center (CEC) Parking Garage

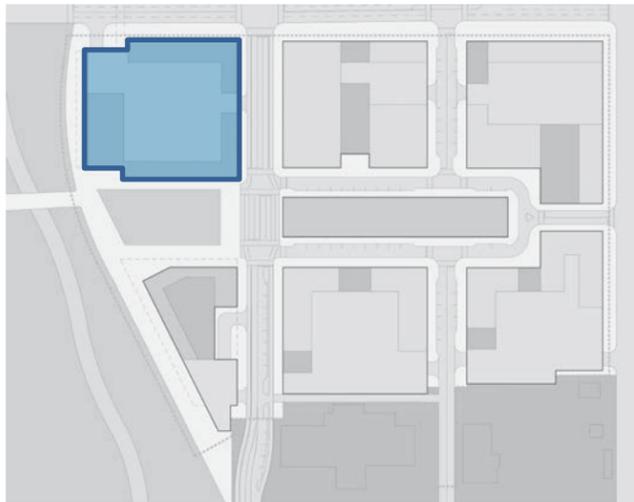
The CEC Garage is a four-level facility with more than 360 parking spaces in generally good condition. It has the capacity to support one more floor of parking, which would add about 100 parking spaces. The Master Plan recommends that this additional parking level be constructed during Phase 1, and that the CEC Garage remains in use throughout Phase 1 redevelopment. The Master Plan recommends that this structure be deconstructed during Phase 2 and developed as a mixed-use building or buildings.



Block 167: The North Wing of the Hospital Tower

The one-story Psychiatric Emergency Department building (Psych ED) occupies the northern portion of Block 167, and is physically connected to the Hospital Tower at its south edge. At this point in time it is assumed it will continue functioning as is throughout Phase 1. During Phase 2, the Master Plan recommends this block be redeveloped as a mixed-use building or buildings, possibly with uses that would support the UT Medical District and the Innovation Zone.

Phase 3 (~2030 to ~2035) Redevelopment Site



Block 168: The Main Parking Garage

This nine-level facility, with more than 1,400 parking spaces, is an important revenue generator for Central Health, and it will continue to be leased by Seton to support the Dell Seton Medical Center. Seton will construct a pedestrian bridge over 15th Street connecting the Main Garage to the new hospital. As such, the Master Plan advises that the Main Garage remain until its redevelopment is economically and/or programmatically justified. However, as described previously, the Main Garage should be enhanced overall, including the construction of a new building fronting Waterloo Park.

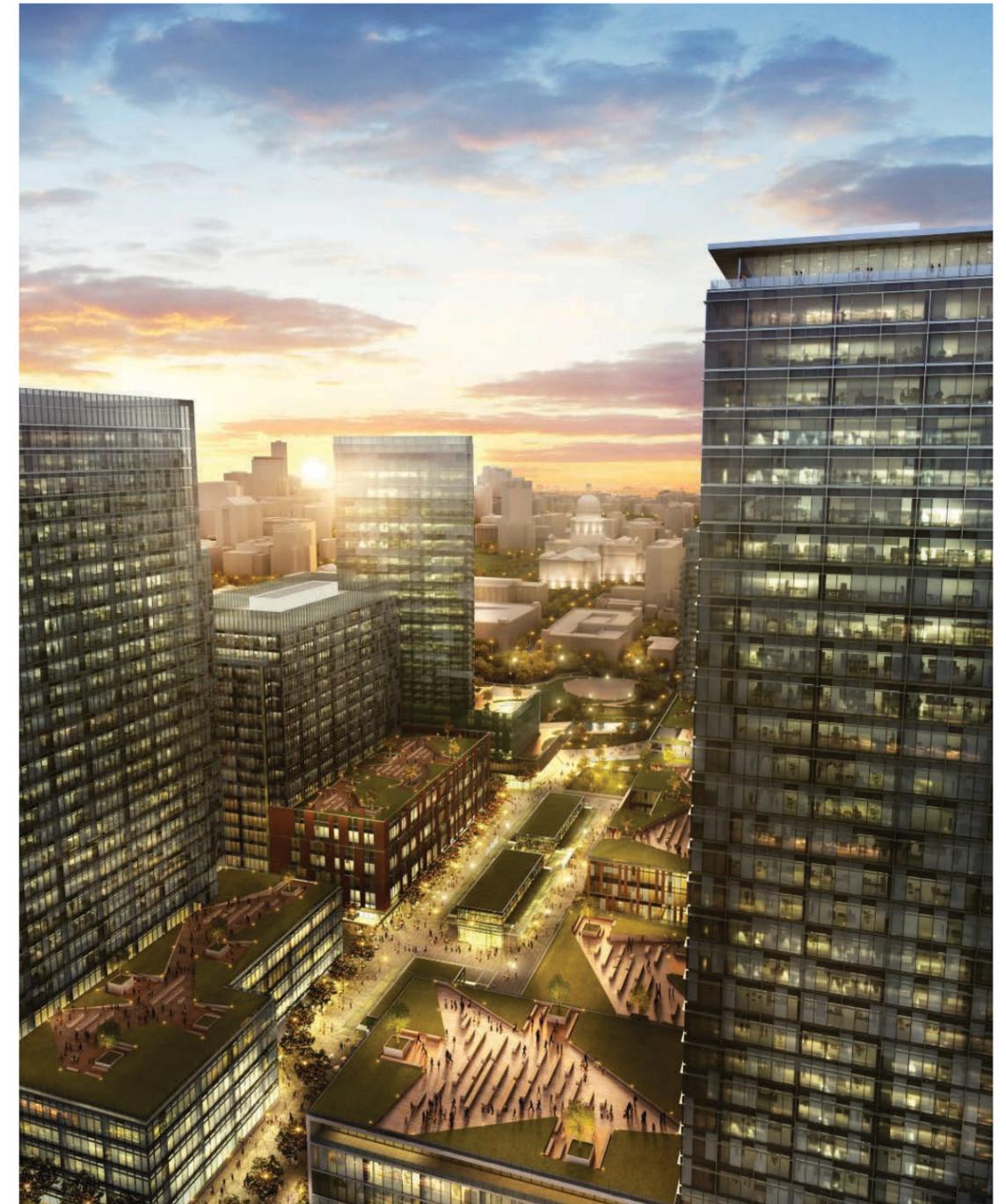
Project Design Guidelines

The goal of the Master Plan is to create a vibrant new district that can fulfill Central Health's commitment to creating a model healthy community, and in so doing reinvigorate the northeast quadrant of downtown Austin with a dynamic mix of uses and an engaging public realm. While the Master Plan's intent is to provide considerable flexibility for Central Health and a future master developer to pursue opportunities as they arise over time, the following design guidelines govern the general design of all buildings and provide more specific guidelines for each of the six new blocks within the Brackenridge Campus in a way that will help achieve the long-term vision for the property.

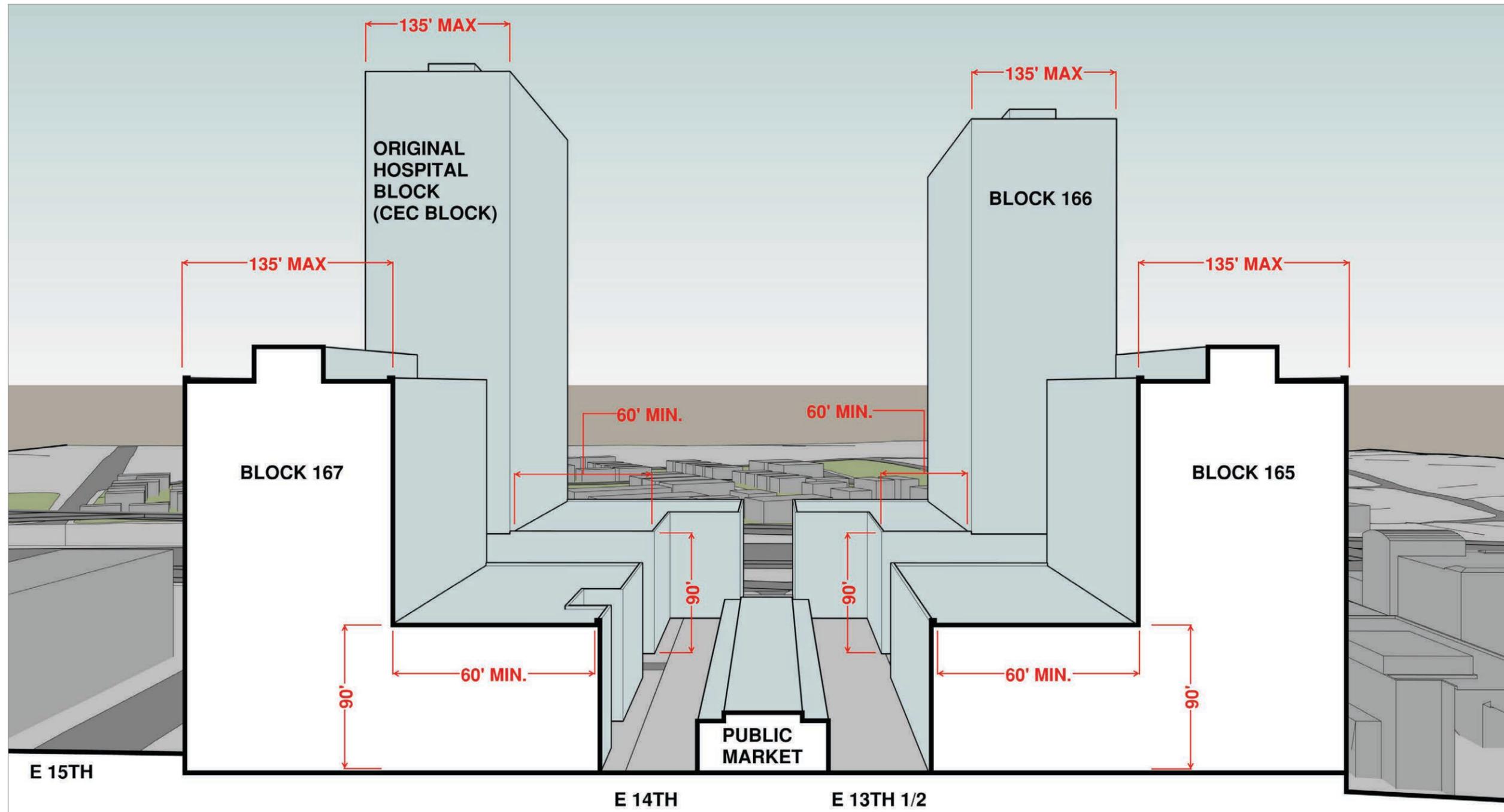
Building Design

All buildings on the campus shall comply with the following:

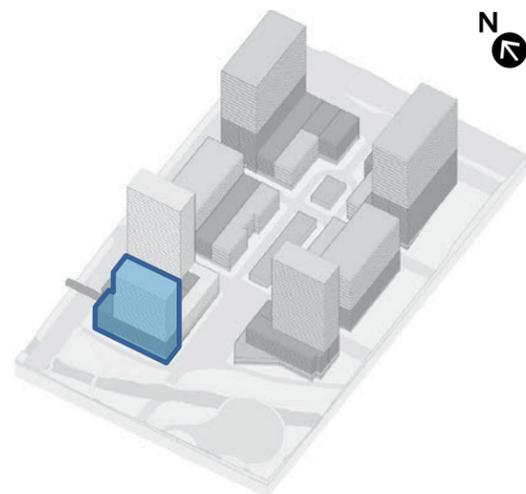
- Where active ground level pedestrian-oriented uses are required (see below), the space shall have a minimum depth of 30 feet and a minimum floor-to-floor height of 18 feet.
- Except where specific setbacks are required, buildings should generally be built to the property line of the street or adjacent open space to provide spatial definition and an active pedestrian environment. Setbacks for plazas, courts or other, small open spaces along a street frontage are encouraged.
- Vehicular drop-offs that interrupt sidewalks along street frontages are discouraged, except as provided below.
- Service and loading areas shall be designed to have minimal impact on pedestrian areas and to be screened from predominant public view.
- The design of any parking garage shall be architecturally-integrated within the overall design and form of the building that it serves, utilizing the same cladding and materials as the remainder of the building. Views to cars or to garage lighting shall be screened.
- Upper-level, green roofs and roof terraces or gardens that are oriented to the park, Central Plaza and to the terraced open spaces are encouraged.
- All buildings shall achieve a minimum LEED rating of Silver.
- Rooftop mechanical equipment shall be architecturally-screened from view from all public spaces, including Waterloo Park.



Aerial view of full build-out, looking west



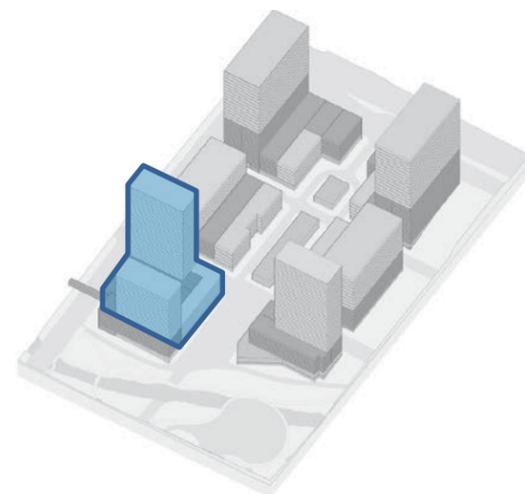
Design Guideline section, looking east. The Planning Parameters and the Design Guidelines call for future buildings to step down toward the public market.



Block 168 Liner Building

Block 168 in the northwest corner of the campus houses the Main Parking Garage, which will remain during Phase 1 and 2, as discussed previously. Thanks to the realignment of the existing Red River Street right-of-way, the Master Plan calls for the construction of a liner building against the west-facing façade of the existing parking structure. This building could be constructed during Phase 1 to visually screen the Main Garage and provide a more suitable edge to Waterloo Park. The Illustrative Plan depicts the building as a residential tower, benefitting from its adjacency to the open space, but other uses could also be considered.

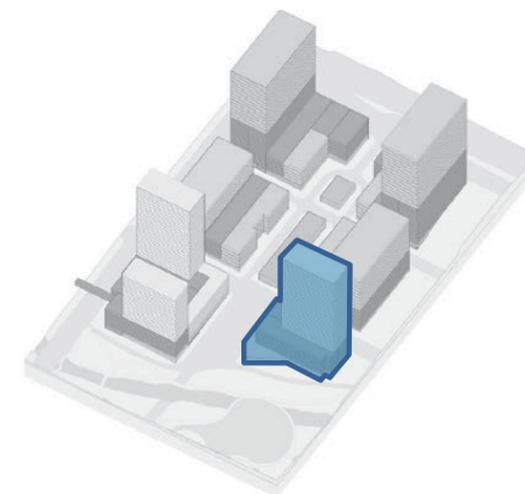
- The liner building shall include active pedestrian-oriented ground level uses along at least 75 percent of the Waterloo Park Promenade frontage and the Overlook.
- Food-related uses that complement the Public Market with local businesses and healthy food options are encouraged along the Terraces.
- Parking and service access should be provided from East 15th Street and/or from the internal circulation areas within the Main Garage. No access will be permitted from either the Waterloo Park Promenade or Overlook.
- Improvements to the existing garage should include active pedestrian-oriented uses as possible, and cladding and/or landscaping that improves the appearance of the structure.



Block 168 Future Development

It is anticipated that the Main Garage will be redeveloped when it surpasses its useful life and/or as economics warrant. At this point in time, the replacement building could include an expansion of the residential liner building or be developed with medical uses that support the UT Medical District. Other uses could also be considered.

- Active pedestrian-oriented, ground level uses shall be located along at least 75 percent of the frontage adjacent to the Overlook and along the new Red River Street frontage. Food-related uses that complement the Public Market with local businesses and healthy food options are encouraged.
- Buildings shall be set back along Red River Street to provide a minimum sidewalk depth of 18 feet.



Block 164

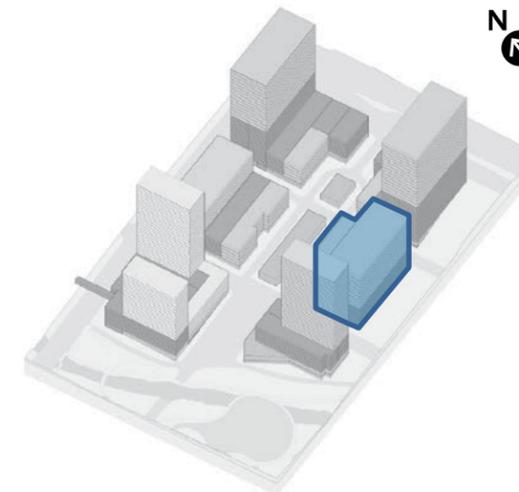
This irregularly shaped block of approximately 0.71 acres, located in the southwest corner of the campus, will be bounded by Red River Street on the east, the Waterloo Park Promenade on the west, and the Waterloo Park Overlook on the north. It will be developed as part of Phase 1, following the deconstruction of the Helipad and Professional Office Building (POB). Because of its proximity to the amenity of Waterloo Park and Waller Creek, the Illustrative Plan depicts a mixed-use hotel building on this block, but the site could alternatively be developed with other uses. Regardless of the ultimate land use(s), the following shall guide the design of the block:

- Active pedestrian-oriented, ground-level uses (e.g., restaurants, retail shops, etc.) shall be located along at least 75 percent of the frontages facing the Waterloo Park Promenade and Overlook open spaces. Such uses are encouraged along all other street frontages.
- Along the Waterloo Park Promenade, outdoor cafes or terraces set back from the shared path are particularly encouraged.
- Food-related uses that complement the Public Market with local businesses and healthy options are encouraged along the Overlook.

- If a vehicular drop off or a hotel “porte-cochere” is required, it shall be accessed from Red River Street and (except for two driveway curb cuts across the sidewalk) located within the block and not in the public right-of-way. The drop-off shall be designed to minimize disruption to the sidewalk and cycle tracks along Red River Street.
- Parking access/egress, as well as loading and servicing, should be from Red River Street or from the drop-off area within the block.
- The southern edge of the block, with appropriate setbacks from the Promenade and Red River Street, is the preferred location for loading and servicing functions.



View of full build-out, facing east toward Public Market



Block 165

This block, bounded by 14th Street on the north, Red River Street on the west, Sabine Street on the east and the Health South complex to the south will be created in the first phase as a result of the deconstruction of the Hospital South Wing. The Illustrative Plan depicts it as an ideal location for office or medical office uses, but other uses could also be considered.

- Active ground level pedestrian-oriented uses should be located on at least 75 percent of the 14th Street frontage facing the Central Plaza and Public Market. Such uses are encouraged along all other street frontages.
- A rear service alley along the southern edge of the block between Red River and Sabine streets is encouraged. This alley could be shared with the City of Austin's Health South building, and as such, could be centered on the property line upon mutual agreement.
- Parking and service access should be provided from the Sabine Street frontage and/or from the rear service alley: no curb cuts will be permitted along East 14th, East 13½ or Red River streets.
- Upper portions of the building above 90 feet should step back from the Central Plaza by at least 60 feet.



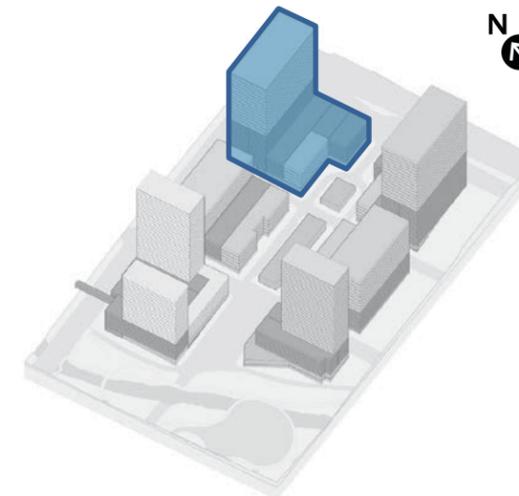
Block 166

This block on the southeast corner of the campus currently houses the CEC Garage and the Central Health Central Plant. Redevelopment of the block will occur in Phase 2, when removal of the Garage is economically-warranted. A wide range of uses could be considered for the site, including commercial and medical uses.

- Along East 14th Street, the ground-floor frontage may be programmed with commercial office space, but the design of the space should also allow for active pedestrian-oriented uses.
- Upper portions of the building above 90 feet should step back from East 14th Street by at least 60 feet.
- Along the I-35 frontage road, the length of the building wall above 90 feet in height should not be greater than 135 feet.
- Parking and service access shall be from the Sabine Street frontage: no curb cuts will be permitted along East 14th Street.



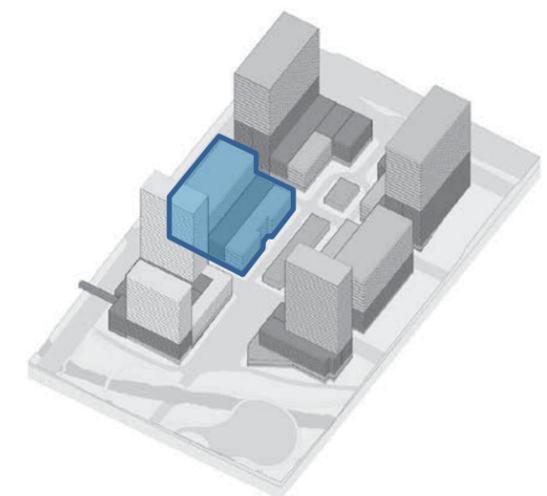
View of full build-out, facing west



The Original City Hospital Block

Slated for Phase 2, redevelopment of this block in the northeast corner of the campus will require replacement of the CEC building, which for the time being will continue to function as a training facility with other medical uses. The block is well-situated for new medical uses and medical offices that could complement the UT Medical District across 15th Street. Other uses could also be considered. The redevelopment of the block should include extension of the 13 ½ and 14th Street couplet and the Central Plaza / Public Market eastward from Sabine Street with a single connection to the I-35 frontage road.

- Along East 14th and 15th streets, the ground floor frontage may be programmed with commercial office space, but the design of the space should also allow for active pedestrian-oriented uses.
- Upper portions of the building above 90 feet should step back from East 14th Street by at least 60 feet.
- Along the I-35 frontage road, the length of the building wall above 90 feet in height should not be greater than 135 feet.
- Parking and service access shall be from the Sabine Street frontage: no curb cuts will be permitted along East 14th Street.



Block 167

This block is bounded by Red River Street on the west, East 15th Street on the north, Sabine Street on the east and the 13 ½ /14th Street couplet on the south. Its redevelopment is recommended to start in Phase 2, with the deconstruction of the North Wing of the Hospital and replacement of the Psychiatric Emergency Department, as appropriate. While the Master Plan anticipates that this site would be suitable for medical uses to complement the UT Medical District across the street, other uses could also be considered.

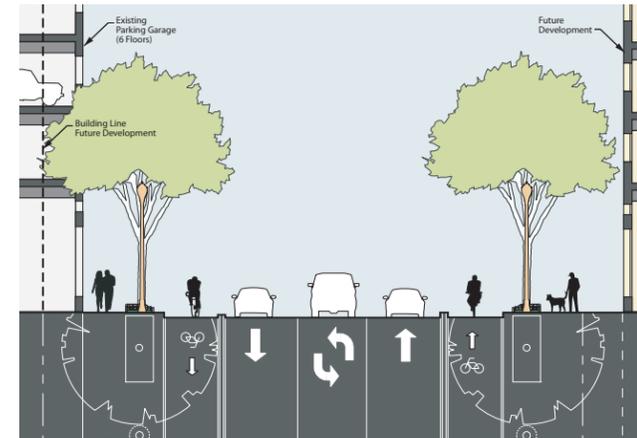
- Active ground-level, pedestrian-oriented uses should be located on at least 75 percent of the East 14th Street frontage facing the Central Plaza and Public Market Hall. Such uses are encouraged along all other street frontages.
- Along the East 15th Street frontage, the building should be set back by at least 10 feet to allow for the preservation of existing live oak trees along the street. Active, pedestrian-oriented uses are encouraged along this frontage.
- Parking and service access should be provided from the Sabine Street frontage: no curb cuts will be permitted along either East 13 ½, 14th or Red River streets.
- Upper portions of the building above 90 feet should step back from 14th Street by at least 60 feet.



View of full build-out, facing east

7. NEXT STEPS: IMPLEMENTING ACTIONS

Implementation and Next Steps



Following adoption of the Master Plan, there are several recommended actions:

Continue the community conversation during the more detailed planning and implementation

Central Health, as discussed previously, is committed to an ongoing outreach effort with its stakeholders and the general community. There will be two upcoming studies led by the Downtown Austin Alliance and the City of Austin, involving a parking management plan and an area-wide, multi-modal transportation plan, respectively, that are opportunities to refine the Master Plan.

Design and construct streets, open spaces and other infrastructure

Work with the City of Austin to implement the proposed framework plan of streets, streetscapes and open spaces as shown in the Illustrative Plan (see Page 26) and begin their design and engineering as soon as possible – well in advance of the relocation of Seton's hospital operations in 2017.

To make way for the streets, open spaces and other infrastructure, plan for the deconstruction of the Hospital Tower, its South Wing, the Professional Office Building and the Helipad.

Finalize the project's development entitlements

Complete negotiations with the City of Austin to finalize the types of uses that will be permitted under the current P (Public) zoning, the standards that will govern development of the property, as well as other provisions that will become a part of an interlocal agreement between the two entities.

The process will involve a series of public hearings before City of Austin boards and commissions, and the City Council. These meetings will begin in early 2016.



Pursue a development partner or partners for the project

Prepare solicitation materials and undertake a national search for a master developer who can partner with Central Health to manage the phased implementation of the Brackenridge Campus Master Plan. The solicitation materials will be consistent with Central Health's contracting policy with Historically Underutilized Businesses (HUBs): The Central Health Board of Managers seeks to ensure that a good faith effort is made to assist certified HUB vendors and contractors in its award of contracts and subcontracts. Key responsibilities of a master developer generally include design, financing, marketing and construction of buildings and infrastructure.



Partner to create the Public Market

Conduct a feasibility study and develop a program and business plan for a health and wellness-oriented public market to be located on the Central Plaza and adjacent spaces. The Public Market should include uses and activities that promote innovation for the betterment of individual and community life. Also, there will need to be a feasibility, programming and business planning study to test alternatives for the public market concept and design these structures. Develop a governance structure for the planning, design, operations and maintenance of the public market and its associated spaces.



Collaborate in transportation and parking management planning

Participate in efforts to develop a sustainability oriented multi-modal transportation and parking management plan, that takes advantage of an array of innovative technologies to provide affordable access to the Brackenridge Campus and to reduce the demand for single-occupant vehicle travel and, therefore, on-site vehicle parking.



Continue to develop the Brackenridge Campus for health care uses

Continue to collaborate with Seton, The University of Texas and other health care partners to develop a viable program of health care uses for the property, including short and mid-term uses for the CEC Building and the North Wing of the UMCB Hospital Tower, which may stay in place during Phase 1 of the redevelopment to generate lease revenue.

For more information and news about the
Brackenridge Campus Master Plan, please visit:
www.centralhealthcampus.net



CENTRAL HEALTH
BRACKENRIDGE CAMPUS

