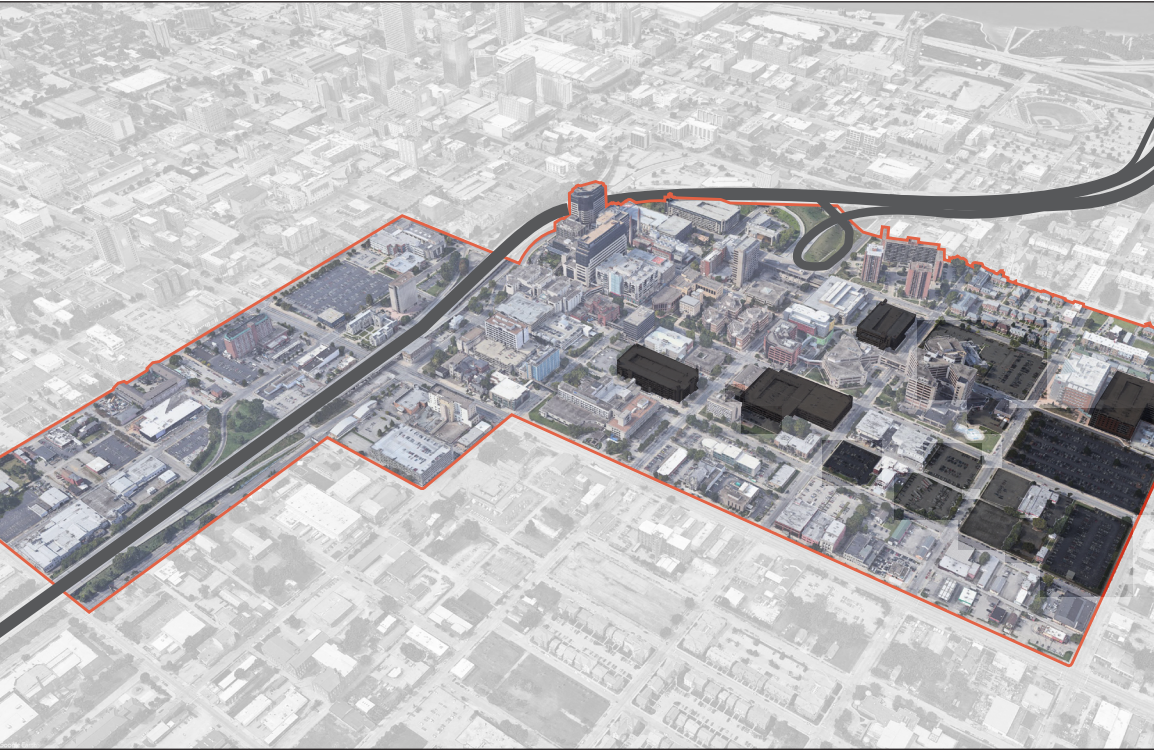


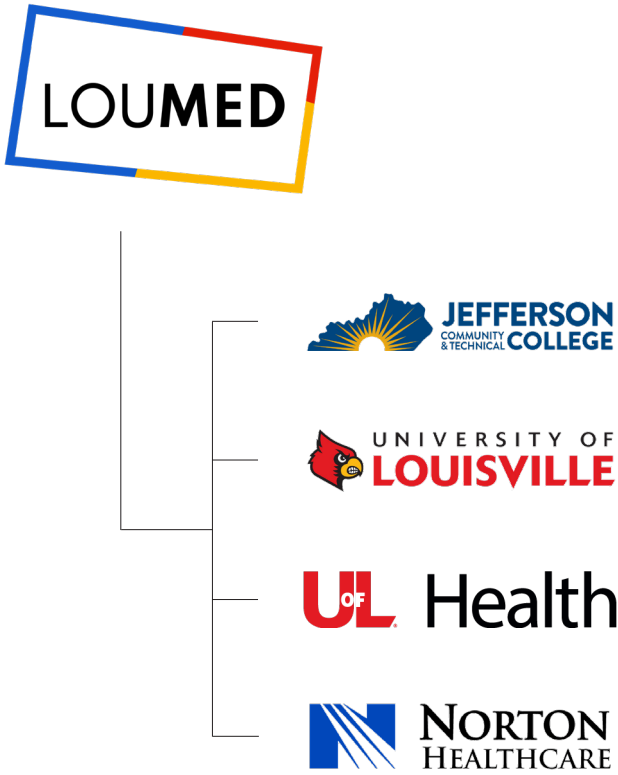
# LOUMED DEVELOPMENT STRATEGY

## Executive Summary | September 2022





Left: LOUMED Area Boundary  
Right: Diagram of LOUMED and partner institutions.



## BACKGROUND

The Louisville Medical and Educational District (aka “LOUMED”) represents the most concentrated economic engine in the Louisville area. The four primary institutions located within its 22 square block campus – Norton Healthcare, the University of Louisville Health Science Center, U of L Health, and Jefferson Community and Technical College (JCTC) – provide essential jobs, health care, and educational resources for Louisville, the Commonwealth, and beyond. Covering 250 acres that include almost 10 million square feet of occupied space, the District’s institutions employ over 16,000 people, with a combined annual payroll of over \$1 billion.

Important health and educational sectors such as LOUMED play crucial roles in the local economy and overall image of a number of cities around the nation, be they the Longwood Medical Area in Boston, the Texas Medical Center in Houston, the Destination Medical Center (Mayo Clinic) in Rochester, Minnesota or the Buffalo Niagara Medical Campus in

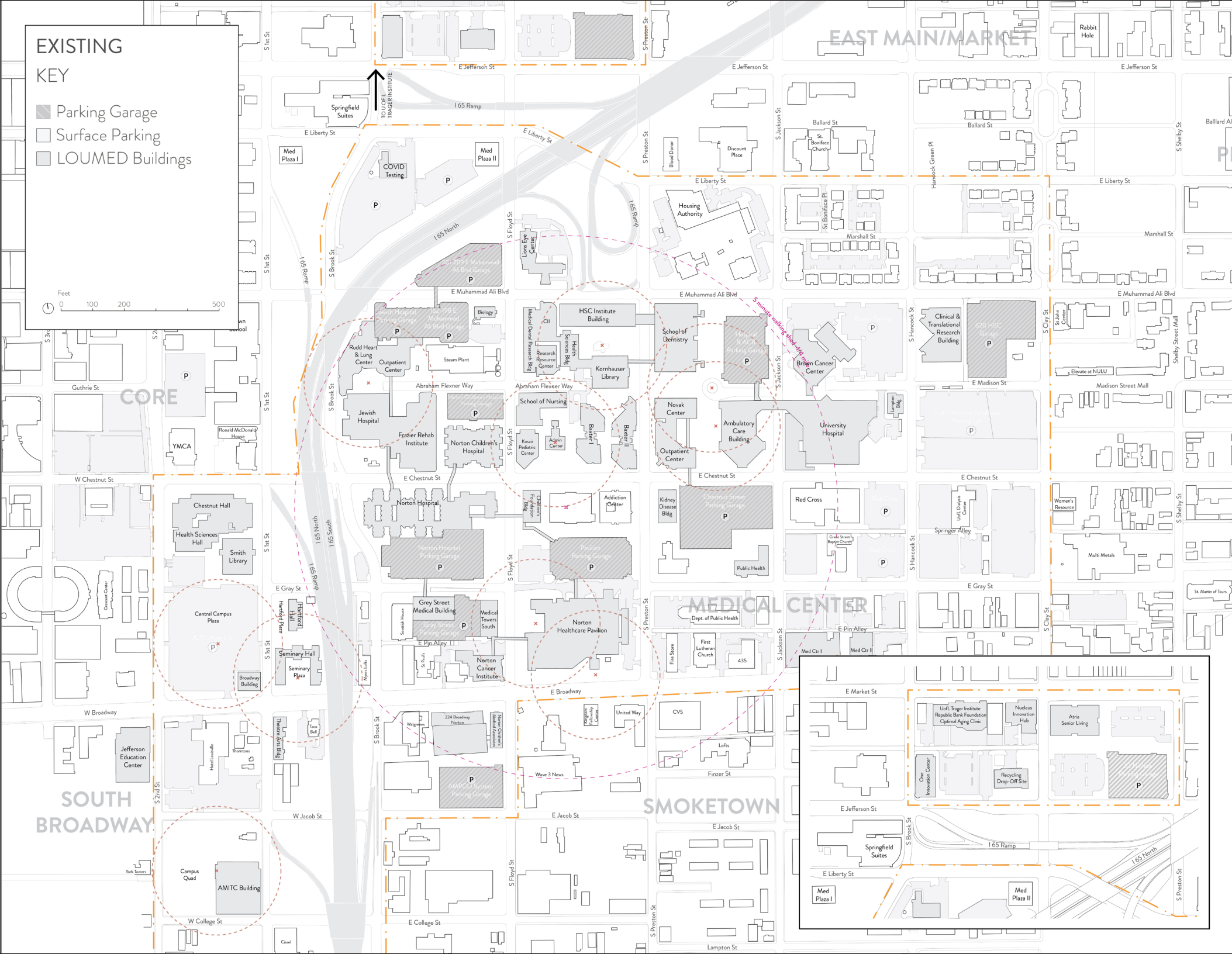
Buffalo. In these cities, the importance of these medical and educational centers of excellence are well-known and well supported locally, and present a strong, positive identity and image externally. Their reputations are a result of a combination of factors: world-class health and educational programs, cooperation and collaboration among member institutions and adjacent neighborhoods, strong public/private partnerships, and financial support from local and state governments. Perhaps the most important factor of success has been creation of a clear strategic initiative – implemented over many years – of customer service to their patients, visitors, and staff by creating and sustaining a safe, secure, welcoming, and efficient campus.

The Louisville Medical and Educational District – despite well-known innovations in specialties such as heart transplants and hand surgery – to date has not yet achieved the same level of common identity. Even as the major economic driver in downtown Louisville, it remains

somewhat difficult to access, confusing to navigate either on foot or in a car, suffers from a lack of support services, and has seen some of the surrounding area’s negative impacts spill into the District. The public sector has been slow to deal with the maintenance of its facilities and rights-of-way, and has not advanced a number of improvement plans designed to benefit the campus.

Part of this delay has stemmed from a myriad of institutional challenges that has seen the ownership of some of the district’s major health care facilities change hands a number of times in recent years. The lack of stability has made it difficult to initiate or sustain common improvement strategies. While innovation, research and new cutting-edge medical programs have nonetheless continued to grow within the walls of the buildings within the District, the state of the campus itself and the overall quality of its public environment has not kept pace with the quality of care and its educational programs.





## THE LOUMED INITIATIVE

With a new sense of stability achieved through the completion of U of L Health's ownership and management of the former Jewish Hospital/ Kentucky One facilities, the four institutions decided in late 2021 to initiate a bold collaborative effort to focus their collective attention on a campus whose image and environs needed to reflect the quality of excellence occurring within their facilities. While the operations and maintenance of their individual facilities was given a high priority, there was an acknowledgement that the public realm outside of their physical plant needed improvement. In addition, it was clear that areas adjacent to the campus and the access and information provided to visitors needed attention as well.

Out of these concerns and with the financial commitment of its four principal institutions, LOUMED was born, designed to craft a strategy to accomplish the following:

- **Provide a safe, clean, and welcoming environment for patients, visitors and employees**
- **Create an improved campus environment, especially for the benefit of pedestrian movement, including a network of open space.**
- **Create a hierarchy of streets within and approaching the District, making it easier and less confusing to enter and navigate for both cars and people.**
- **Improve signage and wayfinding, both internally and externally.**
- **Explore additional services within and adjacent to the District, for the benefit of both visitors and employees**
- **Reinforce the image and identity of LOUMED as the region's primary medical and educational district.**
- **Identify priority initiatives for Louisville Metro to undertake to support these objectives.**
- **Identify uses that are inconsistent with the goals and growth of the District.**

Left: Map of existing conditions





Above: Block by Block group.

## RECOMMENDED STRATEGIC ACTIONS

### SECURITY AND CLEANLINESS

The LOUMED campus serves thousands of employees, patients, families, caregivers, and students active on a 24/7 basis, 365 days a year. This hub of activity requires attention to a number of challenges that may be less severe in more traditional 9 to 5 environments. Visitors are coming to the District at all hours, many who may not be familiar with the area or know where exactly to park. Medical employees work through a number of shifts throughout the day and night. While some areas of the campus are very active throughout the day, others, particularly the large parking lots on the east side of campus, are less so. As the homeless population has increased throughout the City in recent years, so has its impact within the LOUMED District. In addition, since most of the streets in the District are public rights-of-way, maintenance and repair needs tend to be outside the responsibility of the member institutions. The result is an increased perception of safety and cleanliness issues. In fact, overall security and cleanliness

were the two issues cited most by those employees responding to a survey about issues that need to be better addressed.

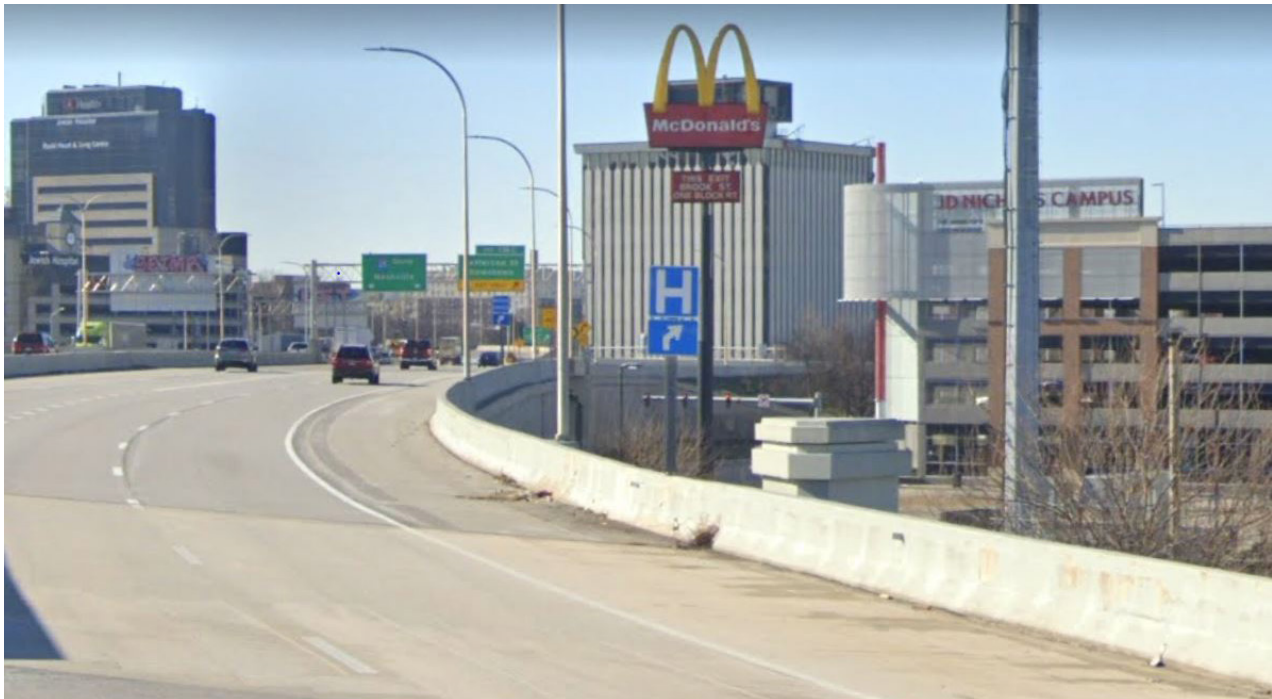
Toward that end, LOUMED has engaged with Block by Block, the nation's leading private sector organization providing "safe, clean and green" services to cities, districts, downtowns, and medical and educational entities, augmenting services provided by the local government and – more importantly – providing "eyes and ears" on the street; especially those areas that are outside the purview of the member entities. Block by Block - headquartered in Louisville – already provides such services to the Louisville Downtown Partnership throughout the downtown area. Having such a LOUMED-branded set of ambassadors throughout the District at any given time provides not only a "presence" on the street, but can also insure that situations that may need intervention can be dealt with proactively before they cause more serious problems. They can also provide

assistance to lost or confused visitors, employees who may wish to be escorted to their cars, and coordination between and among the security and maintenance teams of the member institutions.

LOUMED is currently involved in negotiations with Block by Block to contract for services, with the goal of having the team in place by the end of this calendar year.

In addition, improved lighting, streetscape, and the pathways from the parking lots to the heart of the campus, as well as providing more services and a greater presence of security personnel, is warranted.





## ACCESS AND GATEWAYS

There is currently little guidance provided to those trying to access the LOUMED campus by automobile. Only minor signage is provided on I-65, none on I-64 or I-71. Once one exits the highway, signage or other wayfinding aids are nonexistent. New, attractive signage indicating a clear path from these major interstate highways to the LOUMED campus is warranted, and should be actively pursued with KDOT and Louisville Metro. LOUMED is a major activity zone in downtown and should be treated as such.

The major entry points to LOUMED from the highway system is via **Preston and Floyd Streets**. Although challenged by the need to pass under the expressways, these streets nonetheless should be clearly identified as LOUMED “Gateways” immediately upon exiting the highways, first via the new LOUMED banners and then with the LOUMED logo atop the pedways crossing both streets. Transforming the mostly solid elevated bridges on the north to well-lit and transparent walkways will strengthen the gateway experience.

Both Preston and Floyd Streets at Muhammad Ali Boulevard should be identified as the “entrance” to LOUMED.

Coming from the south, the I-65 ramp at Broadway is the major entry into LOUMED. Unfortunately, there is nothing that acknowledges this point, nor is there positive references along Brook Street as one continues north past Chestnut towards Muhammad Ali. The major physical feature is a fifteen foot high concrete highway barrier. Having Broadway and Chestnut reimaged as a gateway entrance to LOUMED must be a high priority, as well as a softening of the highway barrier through landscaping and lighting and serving as a more welcoming entry into Abraham Flexner Way.

Over time, new signage and wayfinding that works at many scales - from high-speed traffic on the highway, to the local streets, bike paths and pedestrians - bolster the entrances to LOUMED and create a stronger and more welcoming identity and image.

Left: I-65 Med Center Signage.





Left: Brook Street at Chestnut reimagined  
Right: Above: Existing conditions at Brook Street and Chestnut.



## ENHANCING THE PUBLIC REALM

Medical and educational districts often can be places of sensory overload, with a variety of activities occurring at the same time: valet parking, people seeking out the emergency rooms, students racing to class, employees changing shifts, ambulance sirens wailing, patients being admitted and discharged, visitors seeking a cup of coffee or a place to grab a bite. Such districts struggle, to some degree, to establish a calmer public realm that is safe, inviting and easy to navigate. The urban setting in which they exist often precludes attention to the connective tissue – the streets, sidewalks and public spaces – which can enable a stronger identity to emerge.

**The Louisville Medical and Education District deserves a high-quality public**

**realm commensurate with its high-quality of care, research and education.** Fortunately the infrastructure exists to build upon the assets already in place to reach this goal. Building upon the implementation of the master plan of Jefferson Technical and Community College- with the transformation of its central parking lot into a more traditional campus “quad” - as well as the new addition to University Hospital at the corner of Chestnut and Jackson streets, new opportunities to create a network of pedestrian connectivity and green space emerge that will foster a more welcoming and campus-like district.

Among the major recommendations are the following:





## ABRAHAM FLEXNER WAY

Abraham Flexner Way can be significantly improved as a major pedestrian spine with improved with new landscaping, lighting, signage and canopies. Large concrete-paved zones are differentiated with crosswalks for pedestrians. Spanning east to west, the future shared street will mark a more impressionable and less chaotic drop-off experience for patients and valets and facilitate movement for staff, students, patients and visitors.

Left: Existing conditions at Abraham Flexner Way  
Right: The Framework Plan imagines pedestrian connectivity improvements, bike lanes, rail gardens, enhanced lighting, and and gateways.







Right: The Framework Plan imagines pedestrian connectivity improvements, bike lanes and built shade structures to reduce heat island effect in the receiving area.

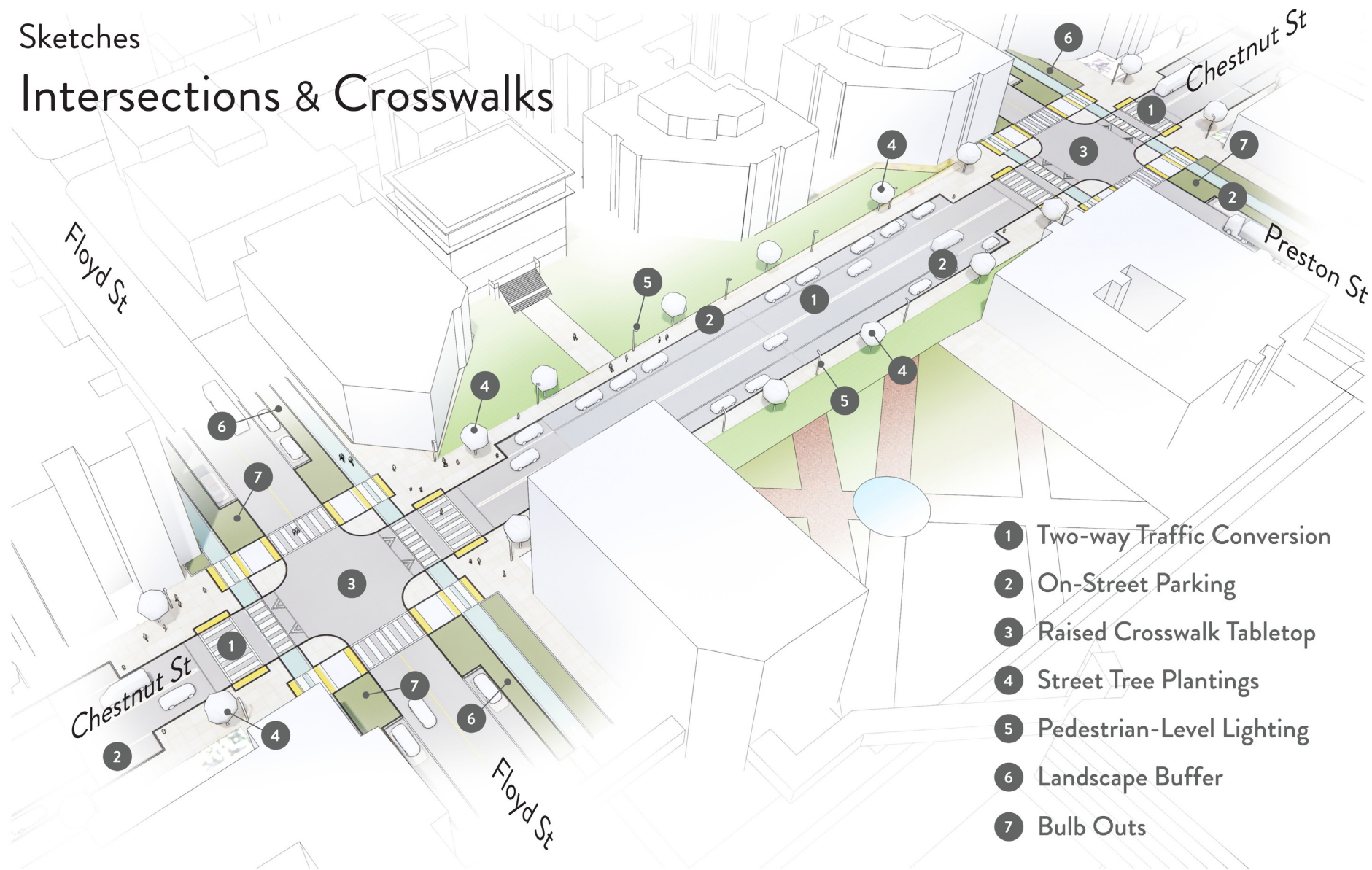
Above: Alternative proposal with circulation improvements only

Below: Existing conditions at Abraham Flexner Way





## Sketches Intersections & Crosswalks



Left: Proposed intersection improvements on Chestnut St  
Above: Sketch of Chestnut St improvements



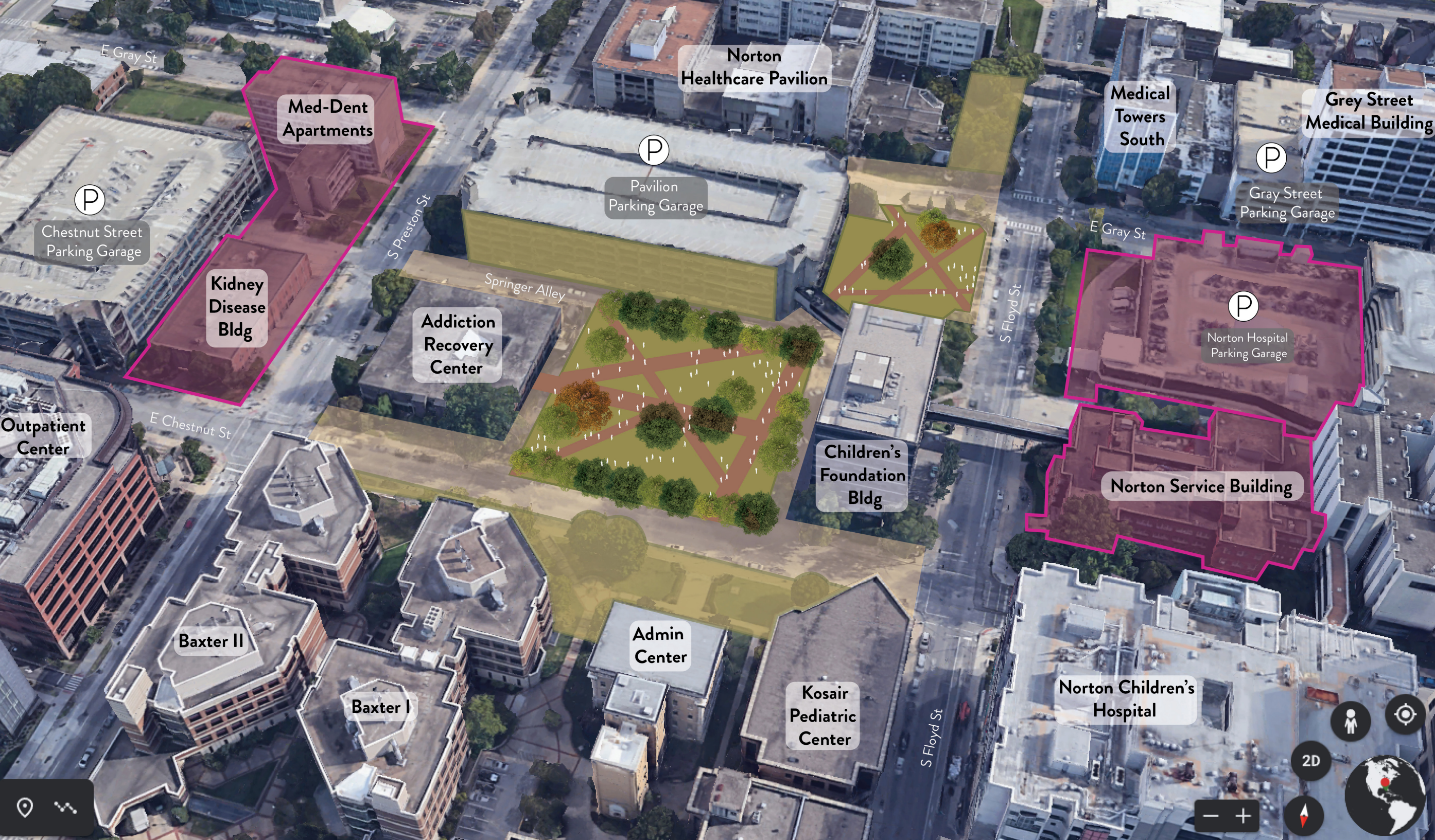
### CHESTNUT STREET

Chestnut Street resides at the approximate center of the campus. It is the strongest link connecting west from JCTC to the east and the Phoenix Hill neighborhood. Raised crosswalks, curb-cuts, enhanced plantings and pedestrian-scaled lighting at the intersections of Chestnut Street and the north-south streets will enhance safety and calm traffic. Paved areas will be decreased by expanded planting buffers, sidewalks and bike lanes. Artistic treatments to the underside of the interstate strengthen the gateway experience. Over time, a

complete wayfinding and signage system reinforces the LOUMED brand.

The Chestnut Street improvements should begin at Second Street, as this serves as the northern gateway to JCTC, and continue east to Hancock Street, reinforcing its role as the primary internal street within LOUMED and connecting each of the institutions. Gray Street could also be enhanced as an improved pedestrian route for JCTC nursing students interning at the medical center hospitals.





Left: Reimagined campus center transforms a vacant Metro Corrections facility and a parking lot into LOUMED Gardens.  
 Right: Existing conditions



## LOUMED GARDENS

Chestnut Street is also the core of the campus where clinical care, research, teaching and education coalesce. It can, over time, be highlighted and celebrated as the focal point for campus-wide activity. While the District currently lacks a central open space, the removal of the vacant Metro Corrections facility can provide a space for a new campus “LOUMED Gardens” directly across from the historic U of L Medical School Administration building and its adjacent pedestrian-oriented green space. Approximately one acre in size, such a green space for the campus would create a signature “common” space for all the partners while complementing the individual, institutional identities.



Right: JCTC Campus Master Plan  
by Lockett&Farley  
Below, right: First Street north of Broadway  
Below, left: AMIT Building south of Broadway



Left: Rendering of roundabout transformed  
into pedestrian gathering space  
Below right: existing conditions  
Below left: existing pedestrian green space

## THE GREENING OF LOUMED

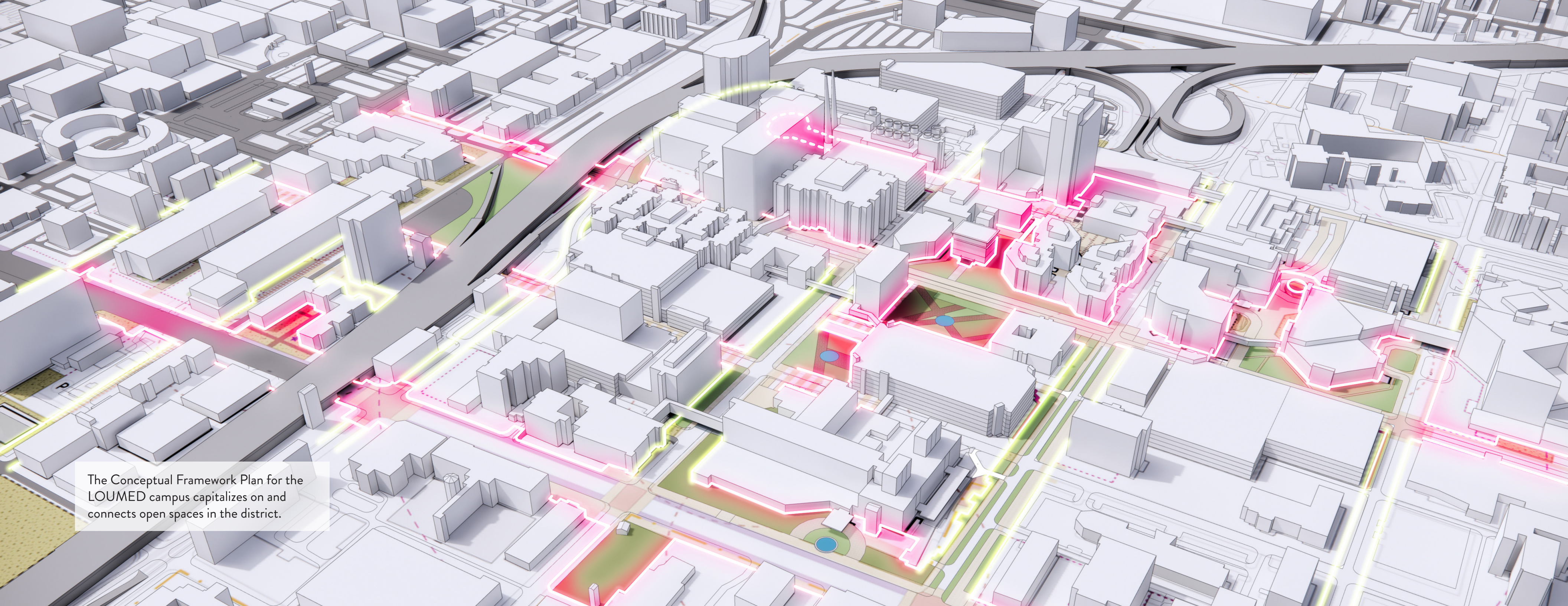
There are existing spaces within the campus boundaries which have great potential for transformation and are individually distinctive. Each of the LOUMED partners have worked to cultivate intimately scaled landscapes and gardens, outdoor dining plazas and drop-off areas. Now more than ever, as the pandemic continues to impact our lifestyle, outdoor spaces such as these are essential to the health and well-being of patients, staff and visitors alike. Collectively, these “pocket parks” form the seeds of a framework for navigating the campus which will increase safety, address mobility and add shade and resiliency that strengthens the identities of the institutions and bolsters their collective image. **These existing spaces merely need to be reimagined and better connected.**

## FIRST STREET EDUCATIONAL SPINE

JCTC has created a well-designed corridor along First Street north of Broadway that serves as an unofficial “spine” to its campus. With the recent construction of its AMIT building as well as its acquisition of additional properties south of Broadway, extending this First Street spine across and down Broadway should be a high priority. A redesigned Broadway and First Street intersection that better accommodates students and pedestrian movement and serves as a seamless connection to the expanded JCTC campus is necessary.







The Conceptual Framework Plan for the LOUMED campus capitalizes on and connects open spaces in the district.





Left: Rendering of parking garage with bike storage, and district signage and wayfinding along Jackson Street  
 Right: Existing conditions  
 Below: Proposed LOUMED banner.



## SIGNAGE AND WAYFINDING

Each of the LOUMED partners have a distinct and clear system of signage and wayfinding that helps direct visitors to their facilities. In a few instances this creates some confusion, but for the most part such signage is clear and helpful. Creating a common LOUMED identity and image must be done in a way that does not add to confusion or diminishes the identities of the member institutions. However, having the *District* identified as the area's signature medical and educational campus is important, especially as one enters the medical area. It is here that the identification of the area as LOUMED is most important and necessary. A series of signs and banners at these key locations is warranted.



Right: Ground perspective of Broadway Master Plan  
 Right, next page: Ground perspective of Broadway Master Plan  
 Below: Broadway Master Plan Segment Three Concept  
 Image credits: Louisville Metro  
 Gresham Smith

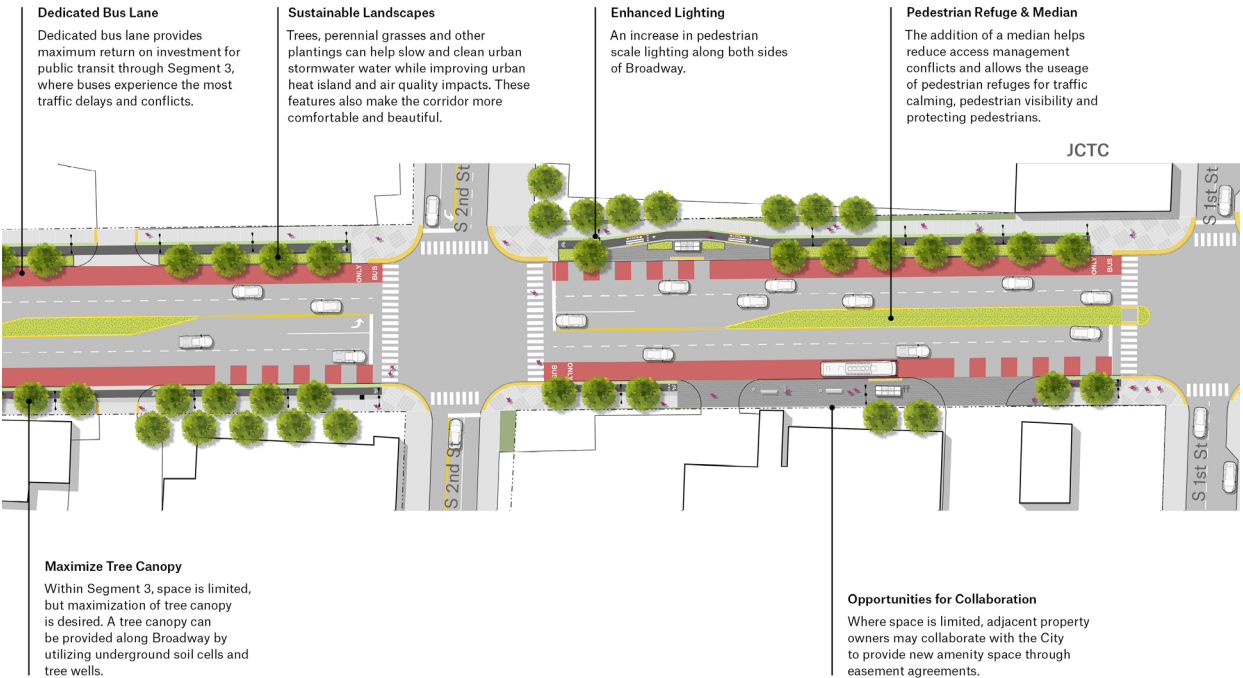
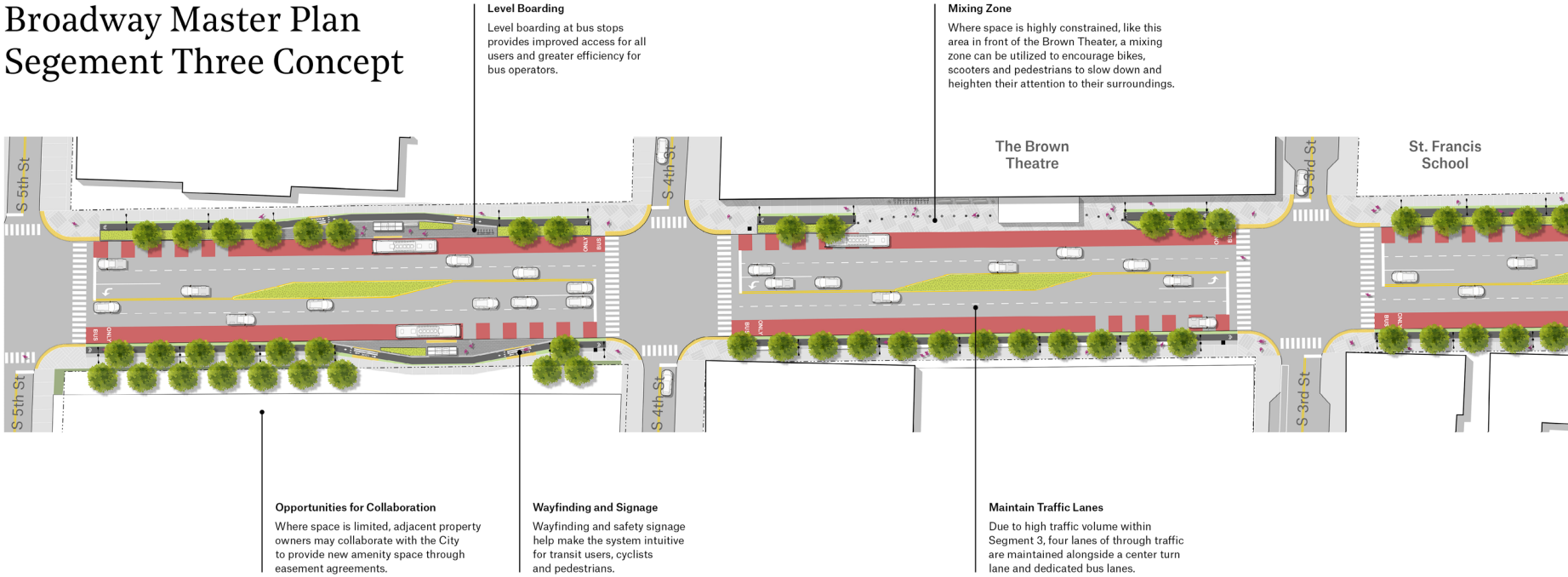


## THE BROADWAY CORRIDOR

While Chestnut Street serves as the major east/west street within LOUMED, Broadway serves as the major street on the southern edge of the District, and should play an important role as an attractive gateway. The major campus of JCTC is adjacent to Broadway, as are a number of Norton Healthcare facilities, including its new Norton Cancer Institute. Broadway today does not enhance these facilities, or acknowledge their presence.

In addition to the improvements at the First and Second Street intersections, the East Broadway corridor from Second Street east to Hancock needs to be enhanced in a manner that highlights the existence of LOUMED, while serving as a potential future expansion zone for the member institutions. As Louisville Metro moves to advance its bus rapid transit plans for Broadway, increased coordination is needed to ensure that these “gateway” improvements can be incorporated into these plans.

## Broadway Master Plan Segment Three Concept







# WELCOME TO MYERS MEDICAL LOFTS

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## SUPPORT SERVICES

LOUMED suffers to some degree from a paucity of support services – food service, coffee shops, housing – within its boundaries, despite the fact that so many people are within the area at any given time. The weekly food truck event is well utilized, but is not available on a daily basis. Some of the expansions of the campus landscapes recommended could accommodate a more frequent and/or permanent collection of food trucks, kiosks and other food and drink options. In addition, first floor garage space or parking lots could become locations for additional food service options, and should be explored. As new buildings and facilities are developed within the District, some first floor space should be dedicated to similar support services.

Fortunately, new options for support services in areas adjacent to LOUMED

have recently provided, and will soon provide, options for LOUMED employees and visitors in relatively close proximity. New housing at the Myers Medical Lofts at Brook and Broadway has recently come online; additional housing is planned for Gray Street immediately east of LOUMED. A mix of housing and food service is planned for the NuLu Quad development, as well as a new hotel that will complement the recently built Home2 Suites hotel and Hancock House Airbnb on Hancock Street.

The East Broadway corridor’s redevelopment should prioritize more intense mixed-use development that incorporates additional housing and food service options that can be easily accessed by LOUMED employees and visitors.

*Left: new housing at Brook/Broadway*



