

# Part Two: UNM Health Science Center Master Plan 2010

This Master Plan aims to meet the future healthcare and academic needs of the State of New Mexico. It is the result of a collaborative effort between the faculty, staff, and leadership of the University of New Mexico Health Sciences Center and the University of New Mexico Hospital. The planning process also included consultation with the surrounding neighborhoods.

*Note: The HSC Master Plan was revised in September 2011 to reflect the specific site design of the Adult Acute Care Hospital west of University Boulevard. The proposed location for the hospital fits within the overall master plan framework. Key exhibits are revised to reflect the changes. To avoid confusion with the original document, the new version has "Revised September 2011" in the footer of each page*

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## Introduction

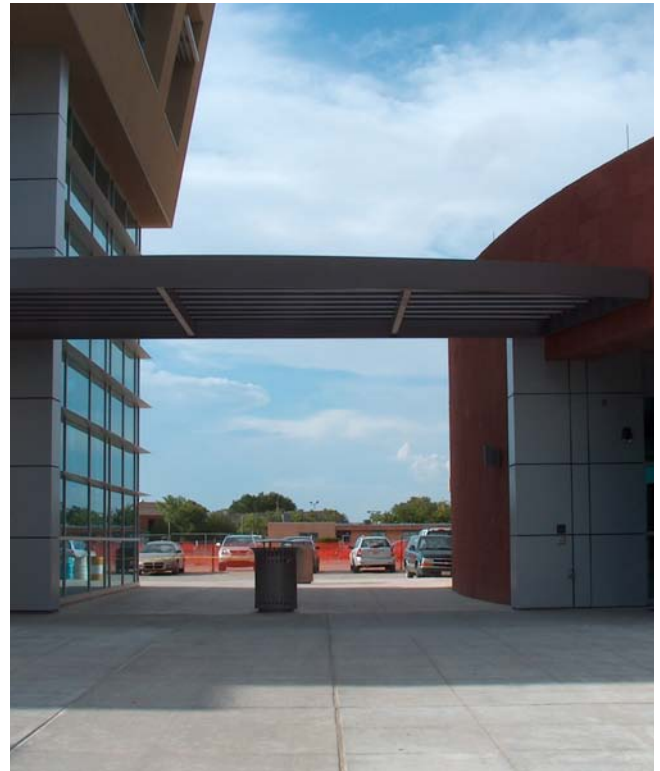
Completed in 2010, the HSC Master Plan covers the area of campus north of Lomas Boulevard, from Girard Boulevard west to InterState 25. It does not address the UNM Law School, since this is not part of the Health Sciences Center.

This Master Plan builds upon the UNM Master Plan Update and offers a more detailed strategy for future development of the area. Specifically, it includes the following elements:

**Detailed programming for clinical, academic, and hospital facilities.** The consultant team conducted over 90 interviews and consultations with UNM staff, directors, and faculty to generate accurate projections for space needs on the campus.

**Delineation of districts for clinical, academic, and hospital expansion.** Includes a new adult acute care hospital that will anchor a new district west of University Boulevard. Also includes a new mixed use district along Lomas Boulevard. and a clinical district along University Boulevard.

**More pedestrian-focused circulation.** The HSC Master Plan proposes a new east-west greenway with transit service, running underneath University Blvd., and parking focused at the perimeter of the campus. The UNM North Golf Course and its perimeter walking trail are also designated as part of the overall pedestrian experience.



The original document was modified in two significant ways for inclusion in this overall Master Plan.

1. The original layout was done in a landscape format (horizontal page orientation). For the consolidated Master Plan, the format was changed to portrait (vertical page orientation) to be consistent with the layout of the majority of the other documents. The content is still the same as the original document but, because of the new layout, page numbers will be different in the two versions of the document.
2. Supporting documentation for the HSC Master Plan (also known as "Section Two" in the original HSC Master Plan) is not included in this consolidated Master Plan document. This section contains detailed programming, budget, and space inventory data, some of which is considered confidential, thus not appropriate for a document with wide distribution.

## Executive Letter

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*Dr. Paul Roth, M.D., FAAFP, FACEP*

*Executive Vice President, UNM Health Sciences Center*



I am very pleased to present the Master Plan for the UNM Health Sciences Center. This plan reflects HSC's commitment to excellence and to our mission of service to all the people of New Mexico and to the nation as the State's academic medical center.

Over the last ten years, HSC has grown at an average annual rate of six percent. Our campus has expanded to the west in order to meet the growing educational, clinical and research demands of our diverse population. We have successfully opened the new Cancer Center and the Barbara and Bill Richardson Pavilion. The new Domenici Center and auditorium has greatly enhanced our interdisciplinary educational capabilities.

This Master Plan is a product of extensive consultations with faculty, staff, community organizations and our HSC leadership, Deans and Chairs. My direction to the Master Planning team was to provide as many opportunities as possible to all the members of our greater community to comment on the plan and to give us their opinions and suggestions.

The Master Planning team held a series of town hall meetings to allow for an open and frank discussion regarding our planning process and adoption of a Master Plan. They conducted over 50 separate interviews with department heads and staff.

As we move forward I want to assure you that I will continue to insist on involving you in this process and I will continue to want to hear your concerns. Our final plan must reflect our vision to work with community partners to help New Mexico make more progress in health and health equity than any other State by 2020.

A Master Plan provides us with a framework to meet our goals, maintain our commitment to educational and clinical excellence and creates an environment that supports our research mission while taking into account our impact on our local surrounding communities.

Our educational mission is to prepare the next generation of healthcare professionals to provide quality care to our diverse and sometimes underserved rural, Native and Hispanic communities. We are striving to create an educational climate conducive to learning and respectful of the cultures of New Mexico.

In addressing healthcare disparities we must build and operate clinics close to our communities, hospitals which respond to our particular needs and train a diverse workforce dedicated to staying in New Mexico. The prime purpose of our BA/MD program is to train physicians who can return to their communities. This program alone increases the size of our School of Medicine by one third. UNMH remains the safety net medical facility to hundreds of thousands of New Mexicans who otherwise would not receive the care they need and deserve.

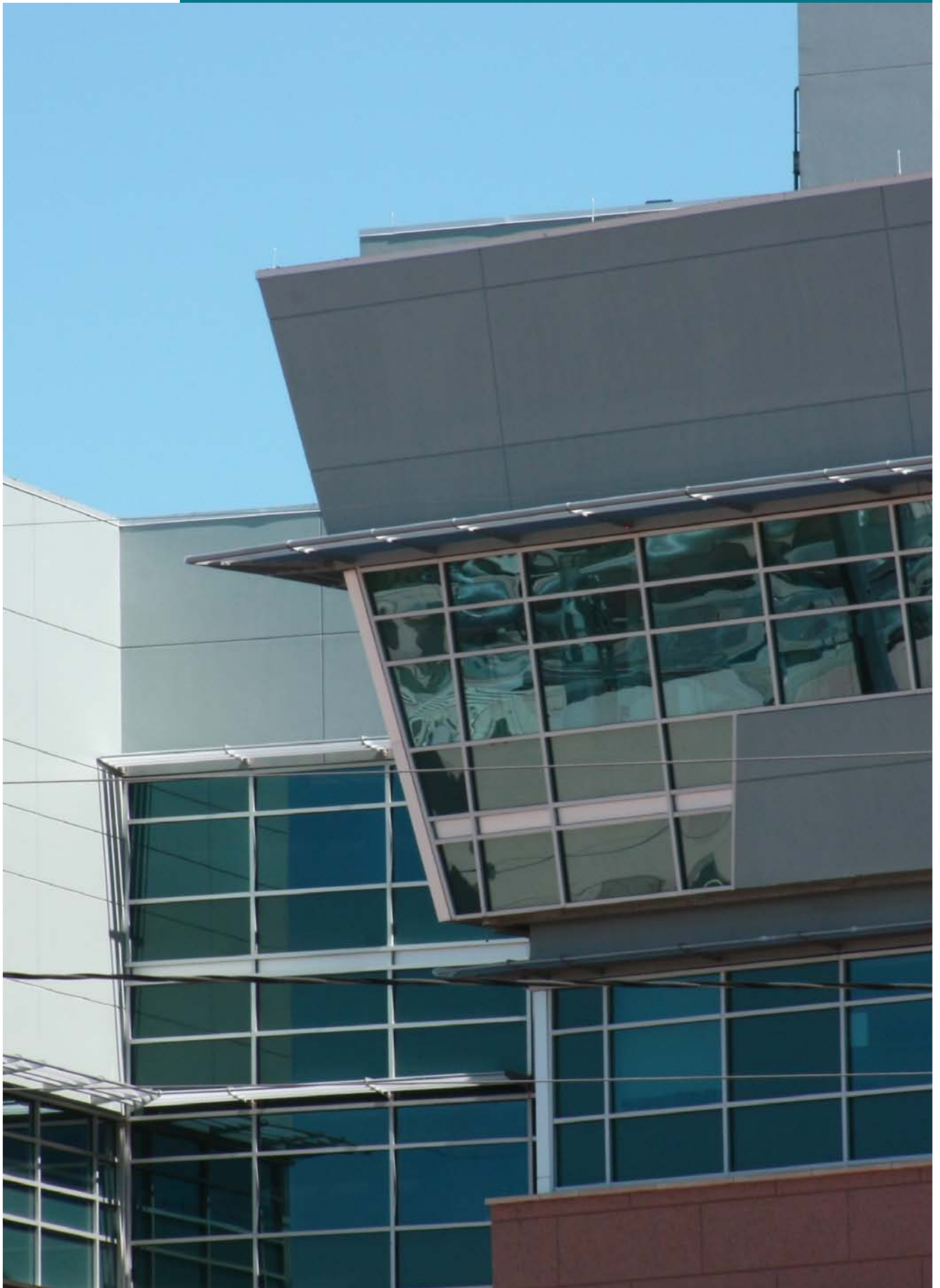
We stand on the forefront of research into some of the most complex and deadly diseases facing New Mexicans. From cancer to diabetes, obesity and stroke to Hantavirus, we must continue to devote the resources necessary to find cures and treatment regimens to be able to treat and eventually cure these killing diseases.

I am confident that our final Master Plan will further this mission by creating a campus that is accessible, one that encourages interprofessional collaboration between education, clinical and research disciplines.

I encourage all of our staff, faculty, students and community partners to study this plan and share your thoughts with us as we move forward. Help us to transform our campus into a center of academic medical excellence built on the values we cherish for the generations to come which reflects the multicultural diversity and cultural heritages of New Mexico.



Dr. Paul Roth



*UNM Hospital Barbara and Bill Richardson Pavilion*

**Working Group Participants and Stakeholders**

This Master Plan aims to meet the future healthcare and academic needs of the State of New Mexico. It is the result of a collaborative effort between the faculty, staff, and leadership of the University of New Mexico Health Sciences Center and the University of New Mexico Hospital. The planning process also included consultation with the surrounding neighborhoods.

**University of New Mexico Regents Health Sciences Committee**

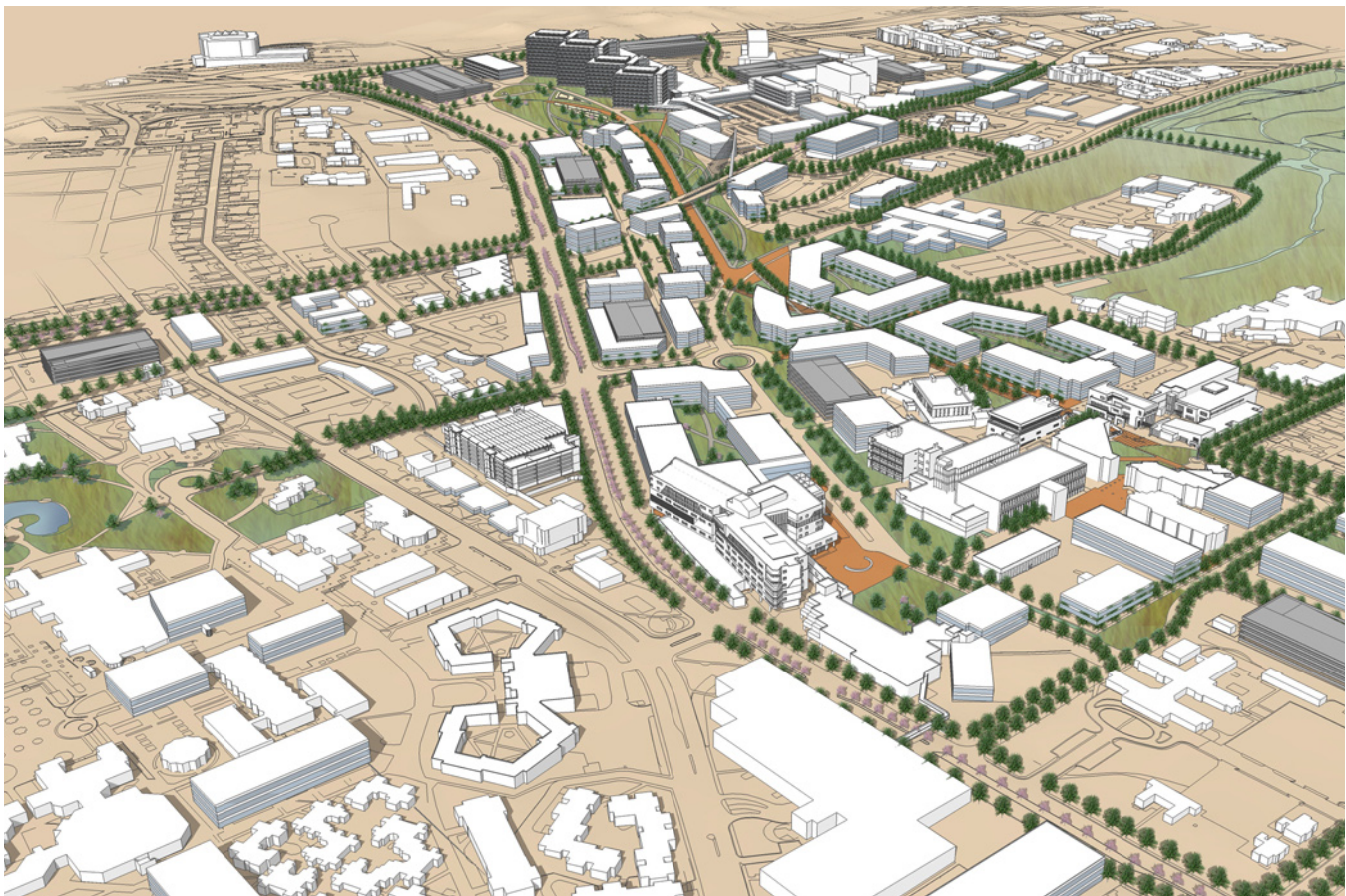
Jack L. Fortner, Chair  
 Carolyn J. Abeita, Vice Chair  
 Don L. Chalmers

**University of New Mexico Health Sciences Center (UNMHSC) Executive Oversight Committee**

UNMHSC Faculty and Staff  
 UNM Hospital Facilities and Support Services

UNM Planning and Campus Development  
 UNM Physical Plant Department  
 UNM Parking and Transportation Services  
 North Campus Neighborhood Association  
 Santa Barbara/Martineztown Neighborhood  
 Albuquerque Metropolitan Arroyo Flood Control Authority (AMAFCA)

**Design Team**  
 Dekker/Perich/Sabatini  
 Innova Group  
 Ellerbe Beckett  
 AECOM  
 Brawley and Company  
 Bohannon Huston, Inc.  
 Affiliated Engineers Inc.



## Executive Summary

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This Master Plan creates a long-term vision and development strategy for the University of New Mexico Health Sciences Center (UNMHSC), located north of the Central Campus. It establishes a balance between the development demands of UNMHSC clinical, research and educational missions and the natural environment. It looks to improve patient and student convenience and provide greater efficiency for staff.

Designed around supporting the core mission of UNMHSC to provide all New Mexicans access to the highest quality patient care experience. The Master Plan strives to develop an inclusive, multi-cultural environment focused on health and well being.

This plan accommodates a six percent annual facility growth rate, continuing the current growth pattern of UNMHSC. This calculated percentage will allow the UNMHSC to stay ahead of the State's relative population growth and continue to expand its positive healthcare influence in New Mexico.

### Chapter One: Planning Context

The area of study is defined by the UNMHSC Campus, located primarily north of Lomas Boulevard in Albuquerque, New Mexico. One of the most urban areas of the City, the UNMHSC presents numerous challenges regarding transportation, parking, traffic, sustainability, security, amenities, and growth. The context of the adjacent neighborhoods and other parts of the overall UNM campus also contribute to the overall planning framework. The UNMHSC Master Plan 2010 proposes solutions that will have a positive impact on both the UNMHSC Campus and the surrounding urban context.

### Chapter Two: Analysis

A thorough analysis of the existing area reveals significant issues, presenting both constraints and opportunities for the Master Plan. Access to all facilities is difficult, especially the clinical areas at and near the existing hospital. Parking is currently provided mostly through surface lots, often inconveniently located for users especially the patient. Fragmented landownership contributes to a lack of functional continuity and connectivity. The fragmented nature of uses makes wayfinding, regardless of transportation mode, difficult. Low density and the absence of developed open space results in a weak sense of place, further contributing to difficulty in wayfinding and image. The limited number of restaurants and retail uses means that most people leave the campus, usually via cars, to get lunch and run errands.

Opportunities for quality future development abound. The lack of housing within walking distance and amenities such as restaurants present development opportunities for these uses. Surface parking lots present the opportunity for building sites that will increase the overall density of the UNMHSC. Lomas and University Boulevards, with the addition of new connecting roads, can create a grid of streets that help improve access and circulation. The addition of strategically placed parking structures at the perimeter and near patient care will result in greater accessibility and convenience for all users.

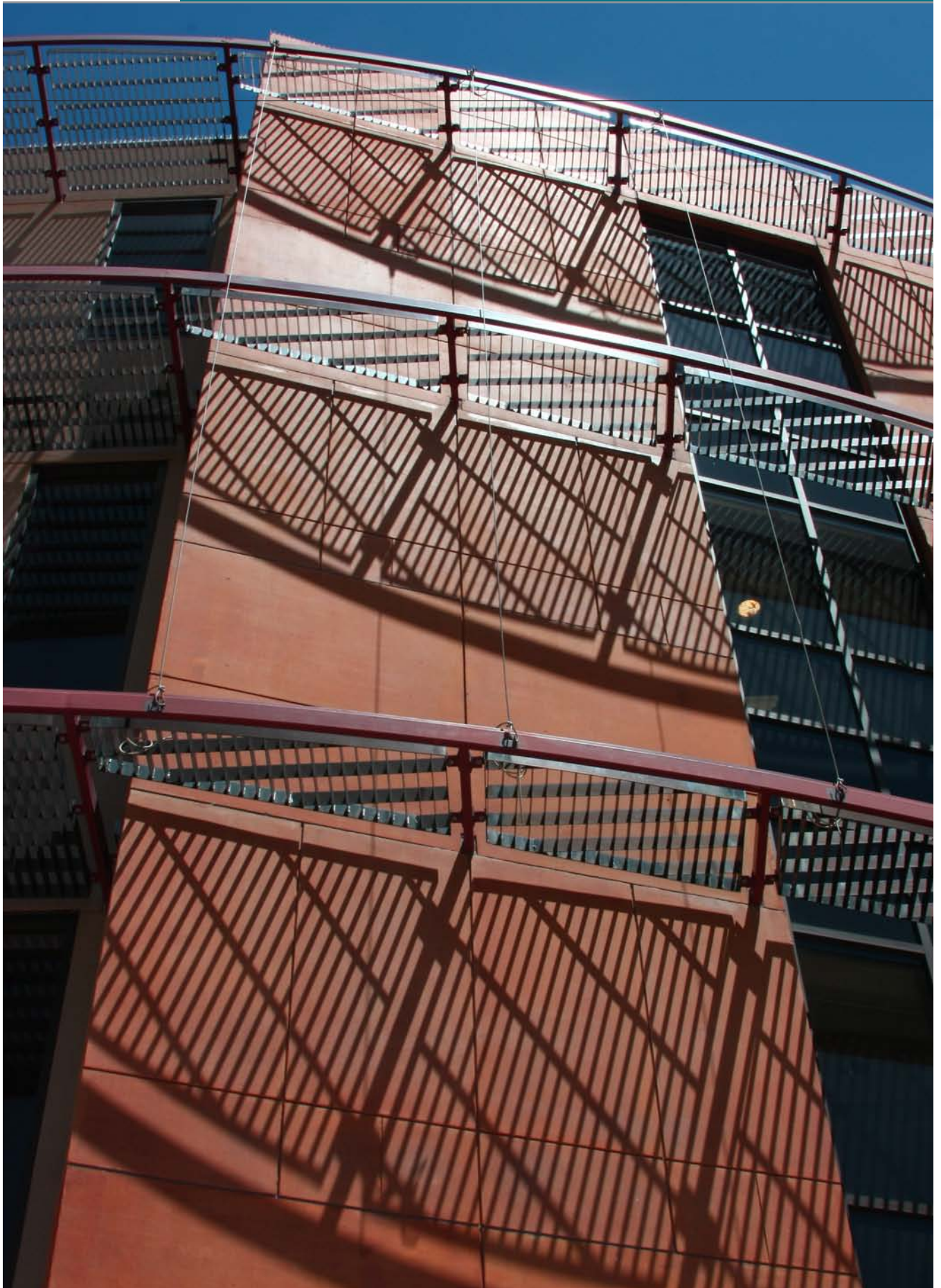
## Executive Summary (continued)

### Chapter Three: Campus Plan

A Master Plan must “breathe” through time. The plan proposes several “Big Ideas” that provide the structure for future growth, allowing for interpretation without breaking the underlying structure. The “Big Ideas” include the following:

- **Create development districts defining major uses:** The establishment of districts will allow for necessary functional identity within the UNMHSC setting, promoting smart growth over time without demanding strict adherence to specific building configurations.
- **Education/Research District:** The existing parking lots along Tucker Avenue provide a logical expansion area for educational and research programs. The proposed Sculpture Garden of Healing creates a highly visible spine for new facilities. New buildings will include facilities for the School of Medicine, the College of Nursing and research facilities in close proximity to encourage multi-disciplined collaboration.
- **Clinic District:** Clustering outpatient clinic services along University Boulevard will result in ease of wayfinding and convenience for the patient, the primary visiting user of the UNMHSC. Locating this district along University Boulevard, the major bisecting arterial street, will accomplish the necessity of making campus access easier.
- **Hospital District :** The development of a new Adult Acute Care hospital on Lands West, will create a western anchor for campus, allowing for future growth on the land between it and a re-organized existing UNM Hospital.
- **Mixed-Use District:** A mixed-use commercial area along Lomas Boulevard will support the broad spectrum of the UNMHSC Campus needs; including housing, restaurants, and retail to meet the daily needs of its users. The provision of housing in this district is a key element in the sustainable initiative giving the option to live, work and shop all within the UNMHSC.
- **Create a logical campus development around a framework of open space:** The plan creates a significant open space to connect the established east UNMHSC with proposed new development between University Boulevard and I-25. Anchored by a major park at the west end and a smaller park on the east end, the link is enlivened through the inclusion of a mass transit link, pedestrian and bicycle paths, landscaping and the provision of cafés and amenities. This open space framework also connects to the proposed Sculptural Garden of Healing and the perimeter walkway around the UNM North Golf Course.
- **Utilize Lomas Boulevard, University Boulevard and the I-25 Frontage Road as primary access routes:** Patient-centered care is the hallmark of excellence in the healthcare setting today. A major priority is to provide convenient access to outpatient clinic facilities located along University Boulevard for patients. A parallel goal of this strategy is to redirect service entries and commuting patterns, minimizing the impact on adjacent neighborhoods. By moving service access to the perimeter and placing parking with access from major streets, the Master Plan reduces the potential impact of traffic on adjacent neighborhoods. A new grid of streets is proposed on undeveloped land, providing access to smaller, and more developable parcels.
- **Locate major parking facilities at the perimeter of the UNMHSC:** These facilities will provide ease of access to each major functional district. The introduction of a transit loop with stops located within a three minute walk will minimize the need for intra-site travel by private vehicles.







## Process of Input

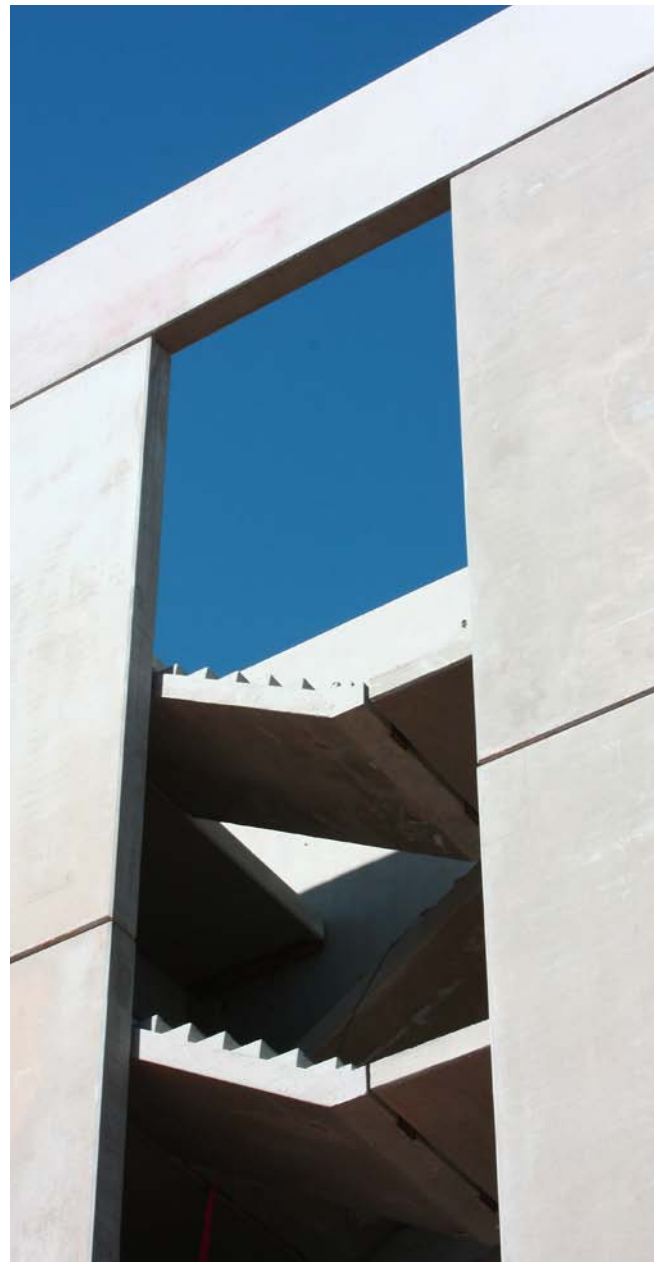
The Master Planning team conducted two parallel efforts to solicit input. To determine projected space needs, the planning team conducted over 50 interviews with department heads and other UNMHSC staff to inventory current space and project future demands for space. Space needs resulting from those interviews are contained in Section II of the Master Plan.

The planning team also hosted a series of town hall meetings to share Master Plan concepts and solicit feedback from UNMHSC staff, faculty, and students. Held over the course of two months in the Spring of 2010, the meetings were geared towards specific audiences such as the Colleges of Pharmacy and Nursing. Others had a more diverse audience make-up. Following is a summary of comments from those meetings:

- Show a bike connection on Mountain Boulevard connecting to Lands West.
- Address how existing clinics in the Medical Arts district will transition to the UNMHSC Campus.
- Show a location for the Center for Developmental Disabilities somewhere in the vicinity of the Brain and Behavioral Health Institute or near Children's Acute Care Clinic.
- Show proposed locations for amenities – Faculty Club, Multi-Cultural Center, Dependent Care, and small scale commercial (coffee shop, dry cleaner, etc.).
- Parking is a chronic problem, particularly on the east side of the UNMHSC Campus.
- Existing HSC facilities lack amenities – nowhere to go during the lunch hour.
- Walking around the campus is difficult, particularly for physically impaired.
- Keep the North Golf Course and the perimeter walking trail.
- The existing Hospital Main complex has poor circulation.
- The campus needs additional child care and elder care facilities.
- Concerns about separating adult acute care from women and children care – duplication of services.
- Have connections on each floor from the proposed medical office building to the Adult Acute Care Hospital.
- Increase access to daycare/elder care.
- Establish a link from Tri-Core Labs to the UNM Hospital Main Building.

- How do emergency patient services work? Create separate entrance for ambulances off of the I-25 Frontage Road, along with a separate entrance for non-ambulance ER traffic off of Mountain Road.

Stakeholder input is a continual process. As this plan moves from concept to implementation, the UNMHSC will continue to dialogue with faculty, staff, students, and neighbors on progress and proposals for site-specific projects.



*University of New Mexico Health Sciences Center Domenici Hall*





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## Chapter I: Planning Context

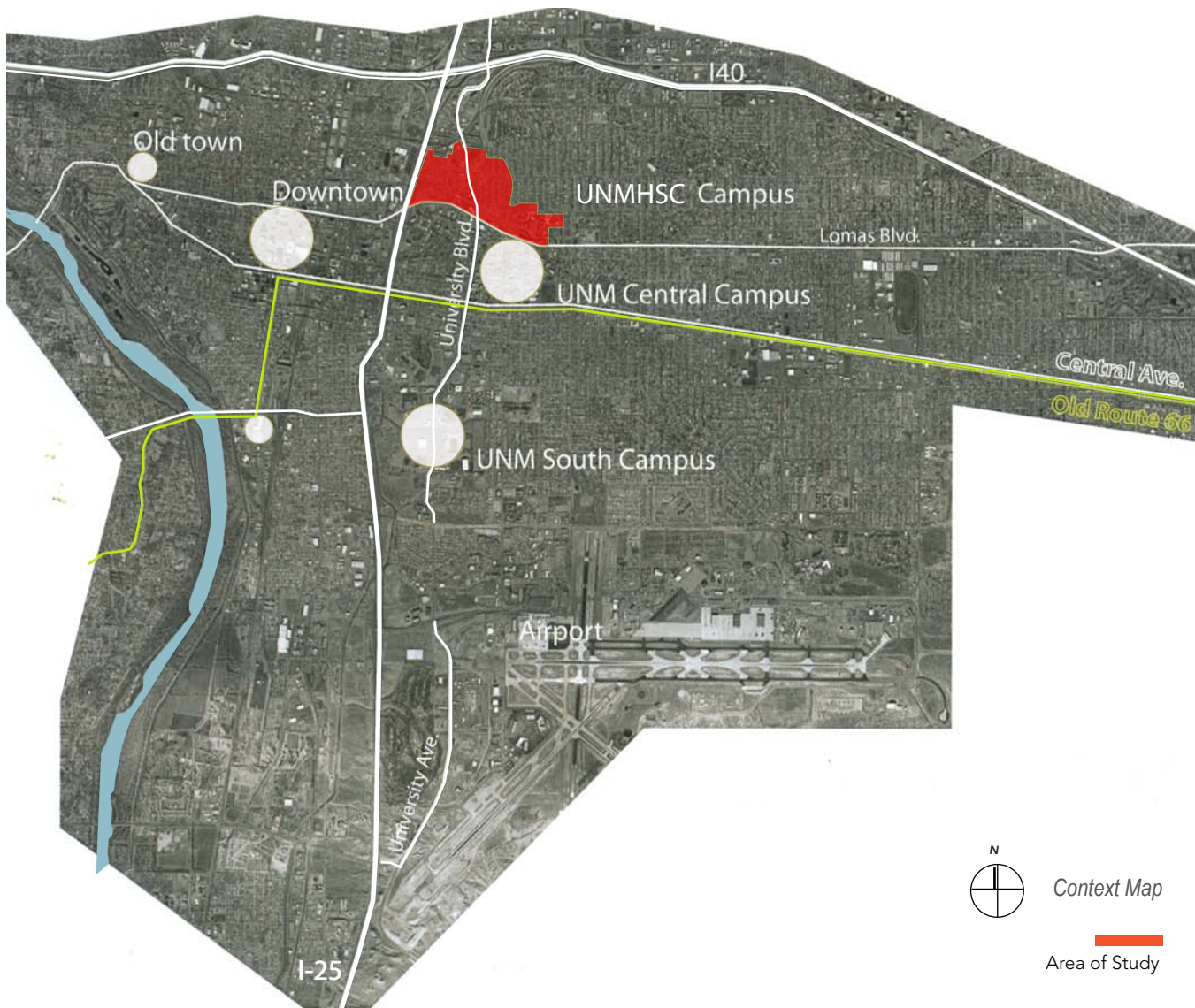
- 1.1 Area of Study
  - 1.1.1 City Context
  - 1.1.2 Campus Context
  - 1.1.3 Neighborhood Context
  - 1.1.4 Public/Private Development
- 1.2 Summary of Contributing Plans
  - 1.2.1 2030 Climate Commitment/Sustainability
  - 1.2.2 Overall UNM Strategic Framework
  - 1.2.3 Overall UNM Master Plan Update
  - 1.2.4 Walker Parking Studies Summary
  - 1.2.5 HSC Strategic Plan

## 1.1 Area of Study

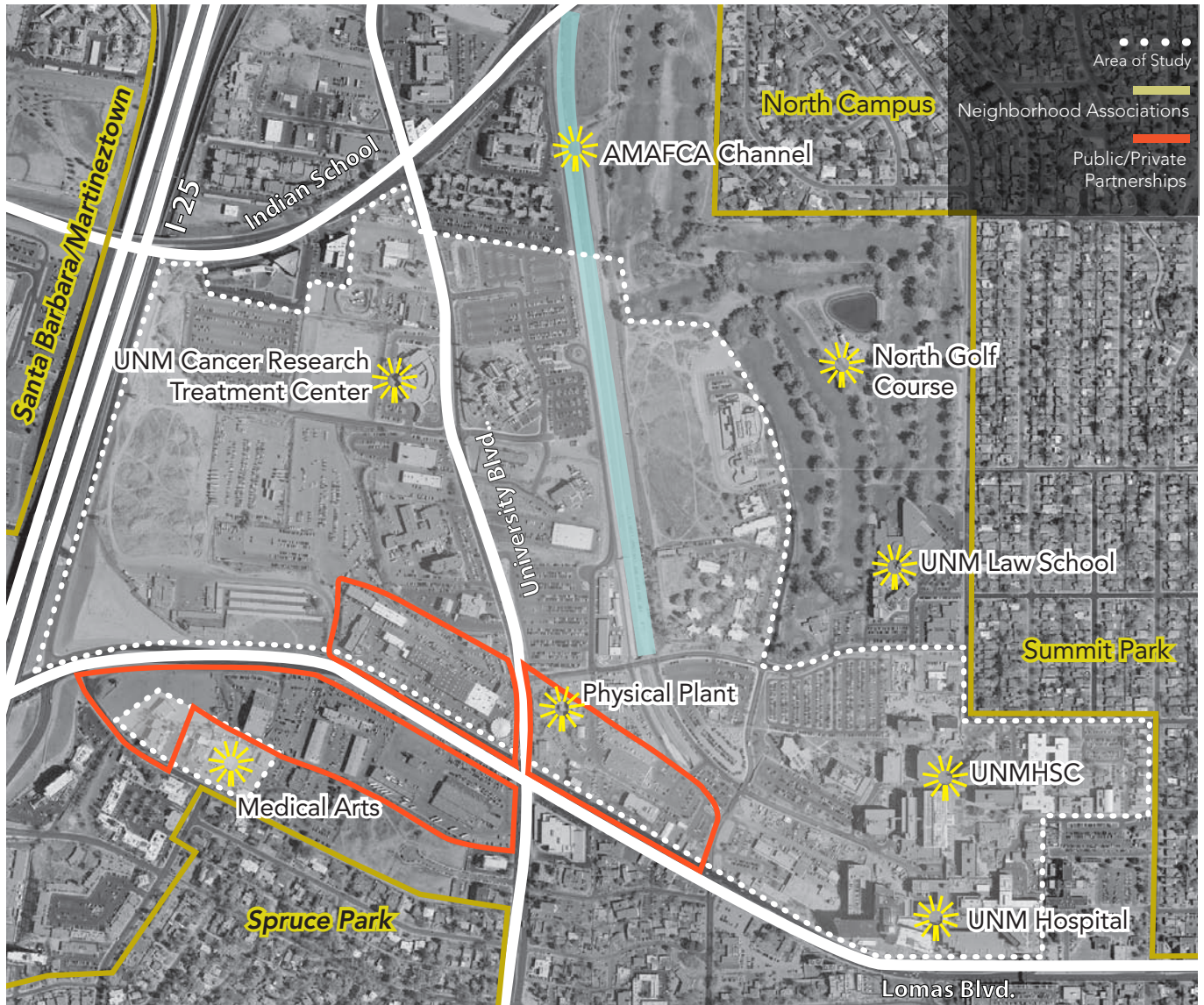
### 1.1.1 City Context

The University of New Mexico (UNM) Campus is located in the urban heart of New Mexico's largest City, Albuquerque. The University of New Mexico Health Sciences Center (UNMHSC) Campus is located on the north side of the larger context of the UNM Campus.

The UNMHSC Campus is bordered on the west by Interstate 25 (I-25), on the east by Girard Boulevard, Lomas Boulevard on the south, and Indian School Avenue on the north, with a small portion of the UNMHSC Campus located within the Medical Arts Complex south of Lomas Boulevard.



Campus Context Diagram



Intersection of Lomas Blvd and University Blvd.

### 1.1.2 Campus Context

This Master Plan focuses on the University of New Mexico Health Sciences Center (UNMHSC). The UNMHSC has three major components: academic, clinical, and research facilities. Most of these facilities are located north of Lomas Boulevard, between Vassar Avenue on the east and I-25 on the west. As the UNMHSC and greater UNM campuses are intertwined, this area of study also includes lands adjacent that are not part of the UNMHSC Campus proper but contribute to the overall character of the area. Among these related facilities are the following:

- The UNM North Golf Course
- Sandia Foundation land holdings along Lomas Blvd.
- UNM North Campus facilities, including Physical Plant Department, Child care, and parking facilities
- Lands along Lomas Blvd. that are not owned by UNM or Sandia Foundation
- Six buildings that house a variety of UNMHSC programs at the Medical Arts Complex on the south side of Lomas

### 1.1.3 Neighborhood Context

As depicted, there are four neighborhoods in close proximity to the campus: Santa Barbara/Martineztown to the west, North Campus on the north and east, Summit Park to the east, and Spruce Park on the south. Each of these neighborhoods contributes to the overall integrity of the campus. In turn, both the UNM and the UNMHSC Campuses contribute to the value of homes and overall quality of life for the area.

The UNMHSC Campus is one of the most urbanized areas in the City. UNM Hospital offers the highest level and most specialized pediatric care in the region, is the State's largest academic medical center, and New Mexico's only Level 1 Trauma Center. The Health Science Center is also one of the greatest traffic generators; transportation, access and parking are ongoing challenges to the center and surrounding communities. UNM is committed to working with neighbors to help alleviate these issues. It is also working with the City of Albuquerque and MRCOG to develop better transit options for serving the campus. Given the context of the UNMHSC within a larger urban area, issues like parking and traffic need to be addressed on a regional basis to have a meaningful impact.

### 1.1.4 Public/Private Development

UNM owns significant pieces of property along Lomas Boulevard. Sandia Foundation, a non profit dedicated to generating revenues for UNM, also owns multiple parcels of land along Lomas Boulevard. It is anticipated that these lands will be developed in a coordinated manner, with input from both Lobo Development and Sandia Foundation. The lands will not be developed by UNM or Sandia Foundation directly, but through a partnership with a private development entity, namely Hunt Development.

The nature and sequence of development on these lands, particularly the lands west of University Boulevard along Lomas Blvd., will have a clear impact on the UNMHSC expansion.





*Eastern edge of the UNMHSC Domenici Center bordering the North Campus Neighborhood*

## 1.2 Summary of Contributing Plans

### 1.2.2 Overall UNM Master Plan Update

In 2009, UNM completed what is essentially a new Master Plan for the overall campus. The 2009 Master Plan Update articulates a vision that addresses the UNMHSC, Central, and South Campuses. The theme of the Master Plan is to create a “Live, Learn, Work, Play” environment. The goals of the Master Plan can be summarized in three “Big Ideas”:

- **Synthesize:** Synthesize sustainability into all major development decisions. UNM’s commitment to reduce carbon emissions impacts all development and transportation issues
- **Connect:** Connect the three campuses. A major goal of the 2009 Update is to make UNMHSC, Central, and South Campuses look and function like one, unified campus. This requires a comprehensive transportation plan that links the three areas while minimizing the impact of automobiles on surrounding neighborhoods.
- **Create:** Create a campus that continues to reflect UNM’s unique cultural and architectural heritage. This means preserving UNM’s architecture and landscape while allowing new buildings to articulate a contemporary expression of New Mexico culture. The UNM campus should manifest New Mexico’s “brand” of art, culture, and technology.

The specific strategies for each campus are summarized as follows:

- **UNMHSC Campus:** On the UNMHSC Campus, the long-term strategy is to allow the UNMHSC to grow while establishing a better pedestrian/bike/transit network to reduce the impact of parking and automobiles. The Update proposes strategies to preserve open space; the North Golf Course is left intact with improvements to the perimeter walking/running circuit.
- **Central Campus:** On the Central Campus, the strategy is to increase the number of students living on campus, maximize potential expansion of academic and research space, and reduce the impact of automobiles and parking.
- **South Campus:** On the South Campus, the strategy is to connect the existing facilities and establish a unified campus identity. New student housing for upperclassmen proposed south of Avenida de Cesar Chavez will be coordinated with expansion of athletic training facilities and renovations to the Pit and University Stadium.



UNMHSC College of Nursing/College of Pharmacy/Health Sciences Services Building



*Illustrative Map, UNM Master Plan, 2009 Update  
Dekker/Perich/Sabatini*



*Former UNMHSC Cancer Research Treatment Center and Plaza*

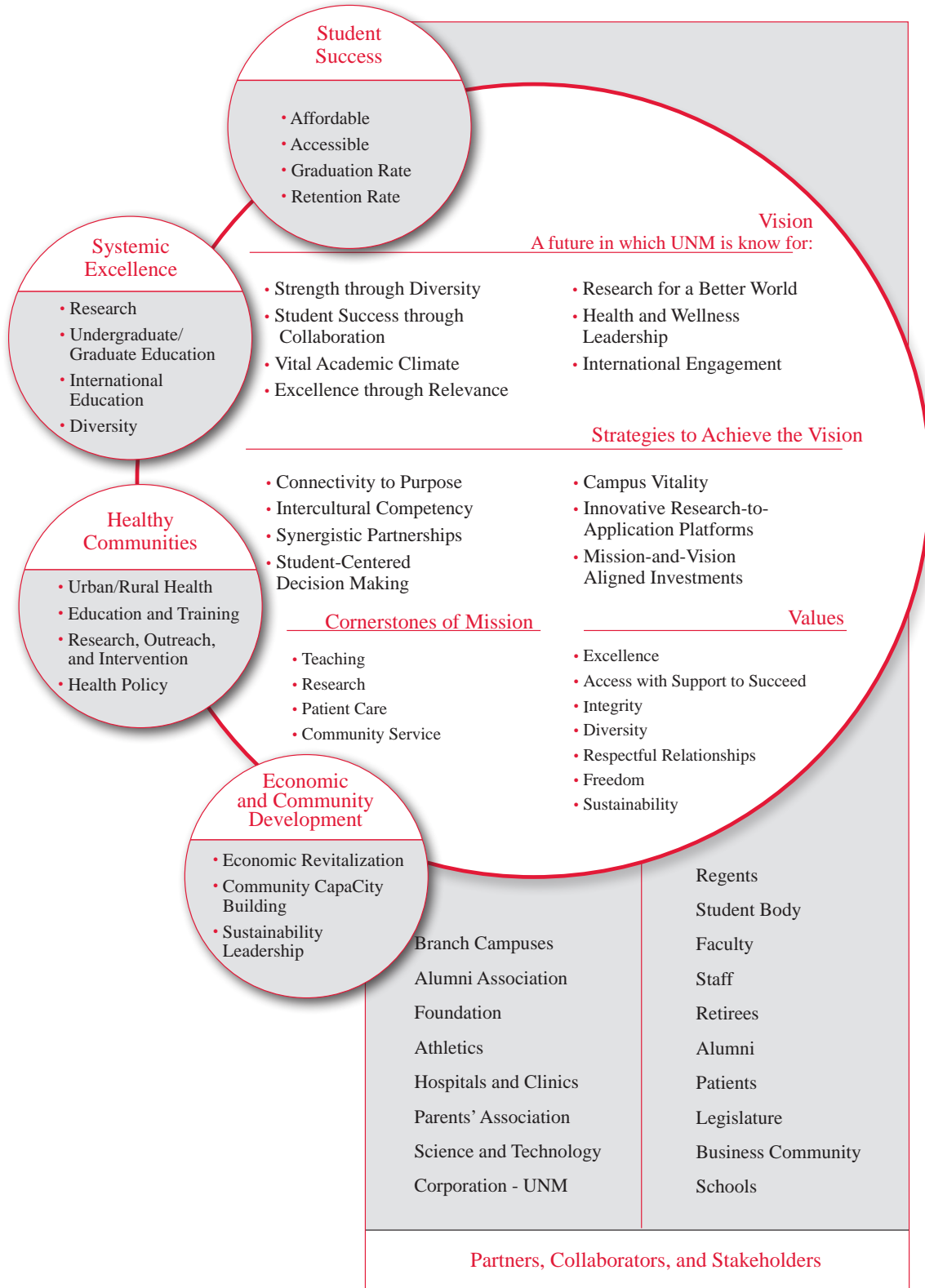
### 1.2.3 Walker Parking Studies Summary

In the past 10 years, Walker Parking Consultants has conducted a series of studies on UNM parking. The studies inventoried the current supply and demand for parking and proposed a series of alternatives for how to meet parking demand in the future. On the area north of Lomas Boulevard, the 2005 study projected a deficit of approximately 1,800 spaces by 2010 for the UNMHSC Campus, with most of that deficit east of Yale and south of Frontier Avenue. Some of the strategies for addressing the projected deficit included the following:

- UNMHSC should have a higher degree of management over parking structures and implement parking control and revenue systems, discouraging employee and student use
- Dedicate UNM Hospital patient-use for lower levels of the existing facility adjacent to the Barbara and Bill Richardson Pavilion (BBRP)
- Create a reserve-use sticker that would allow all reserve users to access identically marked spaces throughout the UNMHSC Campus. Of the 248 spaces reserved for specific individuals 86 were always unused
- Adopt transit oriented future parking solutions: As the UNMHSC Campus expands, it will become increasingly difficult to provide parking adjacent to the locations that require it
- Push new parking structure development to the perimeter of the campus: Out of the path of campus expansion and relieving vehicular congestion in the interior of the campus

## A Conceptual Framework

Four Strands of Priority that Connect and Activate



### 1.2.4 Overall UNM Strategic Framework

President David Schmidly has articulated an overall strategic framework that seeks to align UNM in its mission, vision, values, and strategies. The strategic framework identifies four major goals to advance UNM as an institution:

- **Student Success:** The nearly 2,000 graduate and undergraduate students enrolled in various programs at the UNMHSC need to be successful for the UNMHSC to fully function. As the UNMHSC seeks to expand enrollment, particularly in the School of Medicine and the Colleges of Nursing and Pharmacy, the success rate of students will have a demonstrable impact on the overall provision of healthcare in New Mexico.
- **Systemic Excellence:** This goal focuses on advancing research and graduate studies. The UNMHSC generates over \$150 million annually in research grants - a significant portion of its budget.
- **Healthy Communities:** The UNMHSC has a demonstrable impact on the health of the entire State. Advancing that impact requires increased access to healthcare, both on the UNMHSC and around New Mexico.
- **Economic and Community Development:** With an annual budget of more than \$1 billion, the UNMHSC Campus is an economic engine that is a major contributor to the regional economy.

### 1.2.5 2030 Climate Commitment

UNM is a signatory to the American College and University Presidents' Climate Commitment. This commitment makes sustainability a driving force in all UNM decisions related to transportation, construction, and ongoing campus operations. In practice, this means an 80% reduction in 2006 levels of greenhouse gas emissions by 2030. UNM has created a "Climate Action Plan" that proposes specific strategies in the following areas for reaching the Climate Commitment goals:

- **Transportation:** Require a major shift from the predominant use of autos to transit, bicycle, and pedestrian modes of travel – both to access the campus and to circulate internally.
- **New Buildings:** Require much more aggressive conservation measures than currently required by code.
- **Existing Buildings:** Require retrofits to decrease electrical and heating demands.

### 1.2.5 HSC Strategic Plan

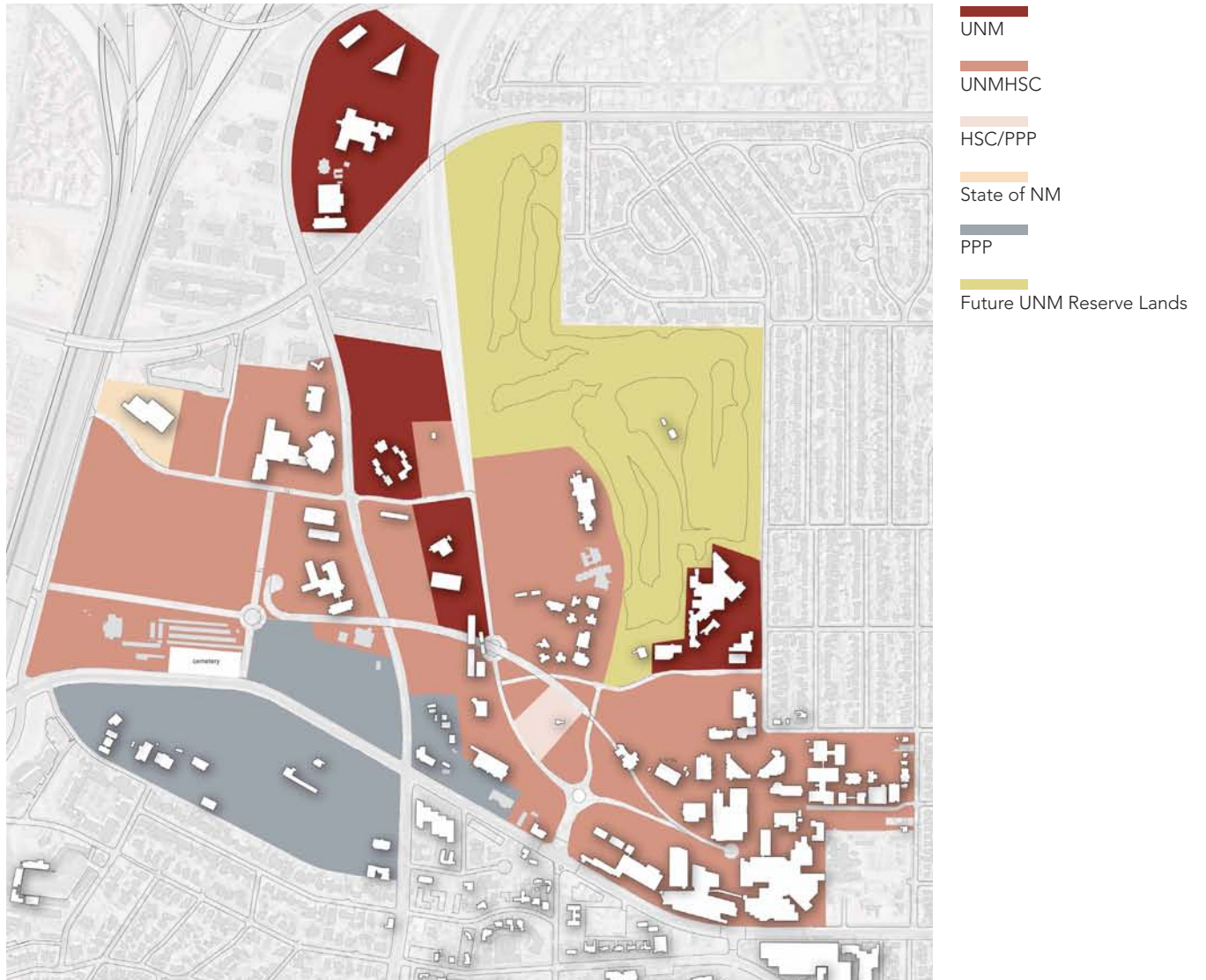
In 2008, the UNMHSC completed a strategic planning process that helps establish the basis for the UNMHSC Master Plan.

The summary report synthesizes the work and perspectives of three subcommittees: Education, Research and Administration. A separate planning effort was conducted for the hospital and clinics. Four common recommendations and strategies emerged to improve patient care:

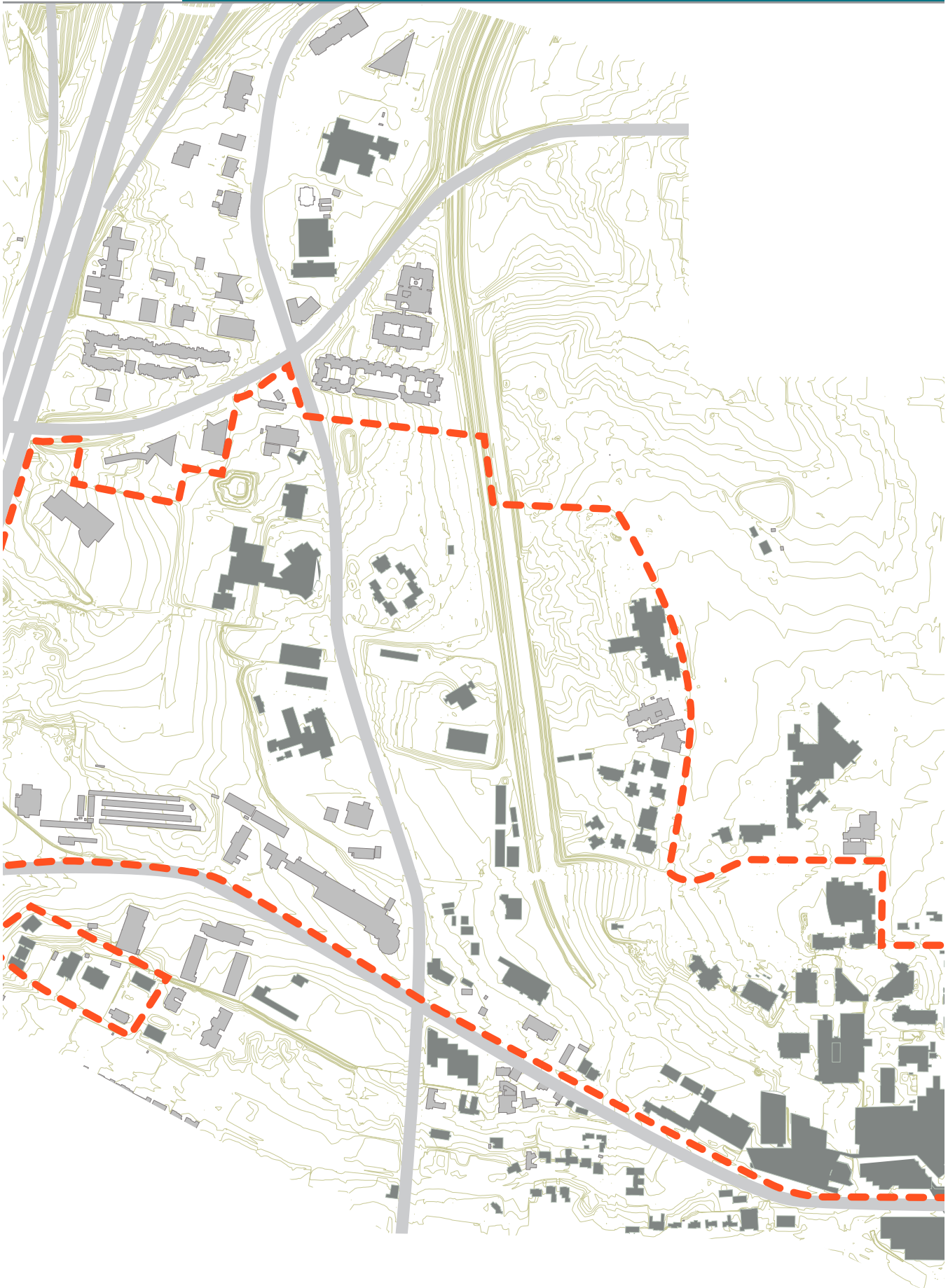
- **Create Flexible, adaptable space for a variety of uses:** New and renovated buildings should include a range of large and small flexible spaces that encourage interdisciplinary collaboration and support future growth.
- **Develop "Life Enhancing" space for the UNMHSC academic community:** This is support space. It could be both unstructured community space that encourages informal dialogue as well as support programs like eating venues and personal services, such as postal services and dry cleaning. This collaborative community is seen as a critical element in the retention and recruitment of top researchers, faculty and students.
- **Integrate Technology:** Over a 10 year horizon, the UNMHSC Campus should have State of the art technology for computing and communicating. It should include simulation space, equipment, and technical assistance for all healthcare programs.
- **Improve campus access:** Campus access facilities should include a mix of increased parking as well as dedicated "travel ways" for shuttles, bicycles, pedestrians and other people moving modalities. Transportation and access strategies should be aligned and coordinated with central and South Campus. Incorporate wayfinding to help visitors find places on campus.

Separate from the strategic process, the UNMHSC and UNM leadership negotiated an overall land agreement (right). This agreement identifies lands that are to be developed by UNMHSC and lands remaining under the control of UNM. It also depicts lands along Lomas Boulevard slated for public/private partnership development.

HSC Campus Future Zoning Diagram



*developed in the UNM Master Plan Update, 2009*







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## Chapter II: Analysis

### 2.1 Area Analysis

2.1.1 Current Conditions

2.1.2 Views and Vistas

2.1.3 Land Ownership

2.1.4 Topography

2.1.5 Utility Inventory

2.1.5.1 Infrastructure Overview

2.1.5.2 Reservoir Location

2.1.5.3 Easements

### 2.1.6 Campus Access, Circulation and Parking

2.1.6.1 Parking

2.1.6.2 Transit

2.1.6.3 Circulation

### 2.2 Building Analysis

2.2.1 Building Vintage

### 2.3 Summary of Constraints and Opportunities

## 2.1 Area Analysis

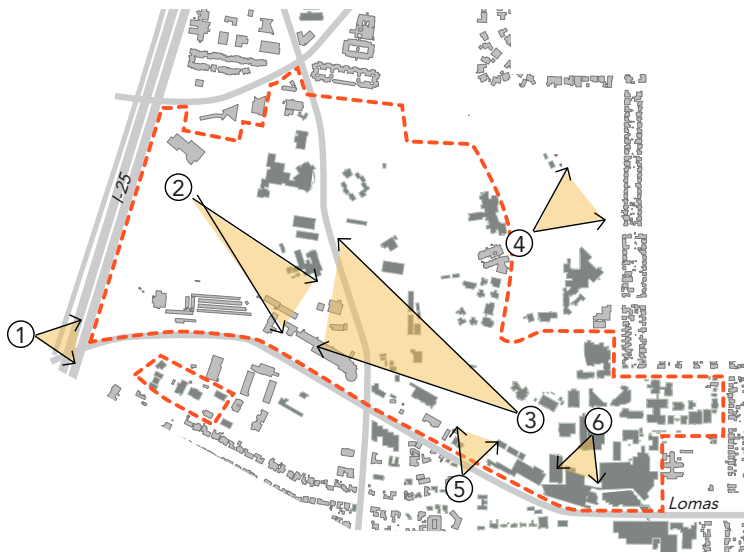
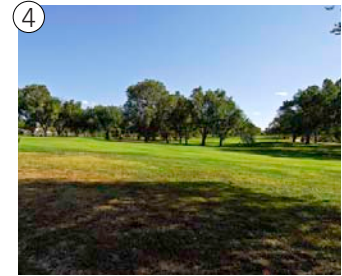
### 2.1.1 Current Conditions

Current site constraints impact campus operations and diminish the experience of visitors, patients, and staff. Among the major constraints are the following:

- Limited convenient patient access
- Lack of a mixture of uses and amenities that make a campus pleasant and sustainable
- Lack of easy access to many facilities, particularly the UNM Hospital.
- Lack of vehicular, transit, and pedestrian connectivity
- Campus fragmentation; multiple landowners within the projected growth area.
- Lack of a campus “feel”; minimal sense of place
- Inefficient use of land; current building density and required surface parking strategy will use all available land within ten years at the current growth rate of six percent per year.

### 2.1.2 Views and Vistas

Gentle grades across much of the campus provide long vistas to the west and the Sandia Mountains. When not immediately blocked by buildings, most of the site offers views to the Rio Grande Valley, Downtown Albuquerque, the Volcanoes/ Petroglyphs of the West Mesa, and Mount Taylor to the west.

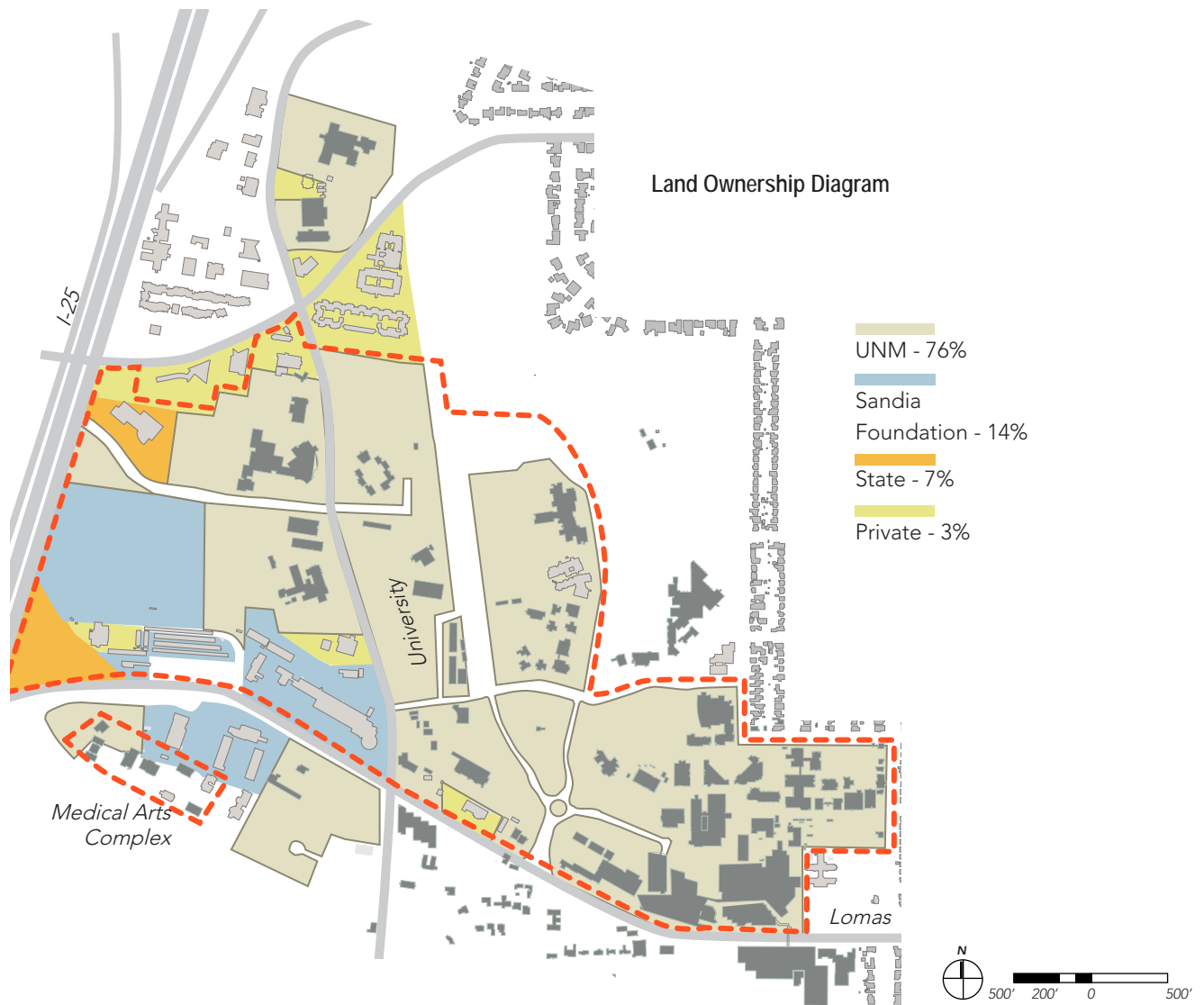


Site Views Key

### 2.1.3 Land Ownership

UNM controls most of the land within the study area. The Sandia Foundation, established to help generate revenues for UNM, owns two large parcels on Lands West.

- UNM and the Sandia Foundation will work together to develop the lands in a mutually beneficial manner. UNM owns most of the land east of University Boulevard and north of Lomas Boulevard.
- UNM will continue its strategy of acquiring private lands as they become available.



### 2.1.4 Topography

The UNMHSC Campus exists on a fairly even grade, following the natural alluvial plain that gently drops in elevation from the base of the Sandia/Manzano Mountains (7.5 miles east), down to the Rio Grande (3.5 miles west). This results in a 2.5-3 percent grade from east to west across the site.

The following are specific areas of future development that provide notable and advantageous elevation changes.

#### Site Section 1

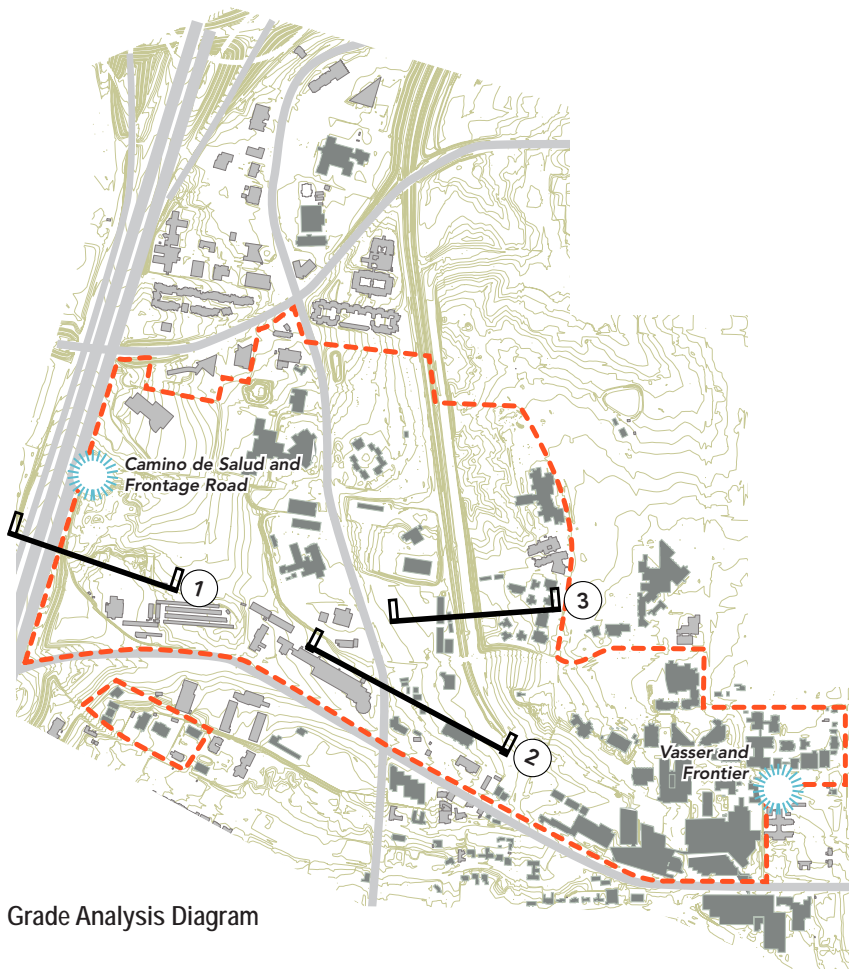
Lands West sits higher than I-25 and 20-40' above the adjacent I-25 Frontage Road. The relatively steep grade can screen service and vehicle activity from the campus. The natural grade change lends itself to cost effective stacked parking solutions, providing on-grade access ramps between structured parking levels.

#### Site Section 2

University Boulevard is a main north/south arterial through the UNMHSC Campus. In its construction, the land was graded to make larger areas of developable property. This created an even grade condition from UNM Hospital to just southwest of Carrie Tingley Hospital. At that point, a man-made mesa sits 20' above the adjacent Lands West. This mesa could define a pathway into Lands West for pedestrians, bike and transit to pass unimpeded beneath University Boulevard, connecting the east and west sides of the UNMHSC Campus.

#### Site Section 3

The west side of the current UNM Children's Psychiatric Hospital site sits 30' over the access road along the east side of the AMAFCA Channel. Aligning the AMAFCA channel underneath the access road would allow for greater buildable site area.



Grade Analysis Diagram

## 2.1.5 Utility Inventory

### 2.1.5.1 Infrastructure Overview

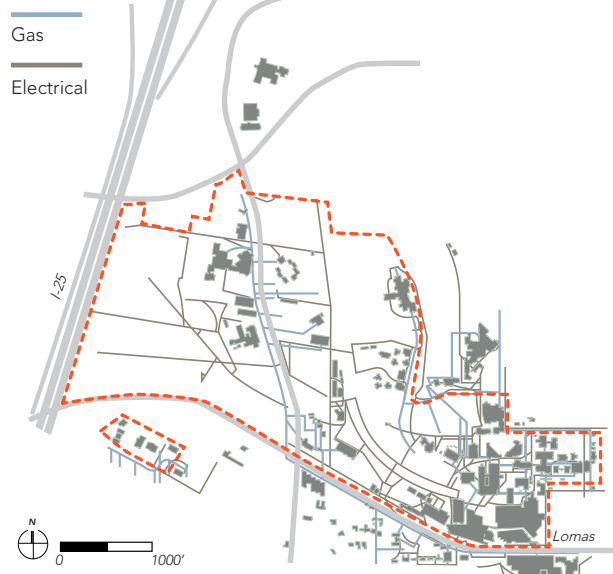
Lobo Energy completed a comprehensive North Campus Master Utilities Plan in 2004. That plan provided for systematic expansion over a period of twenty years, based on construction of new buildings, expected load, and financial expense.

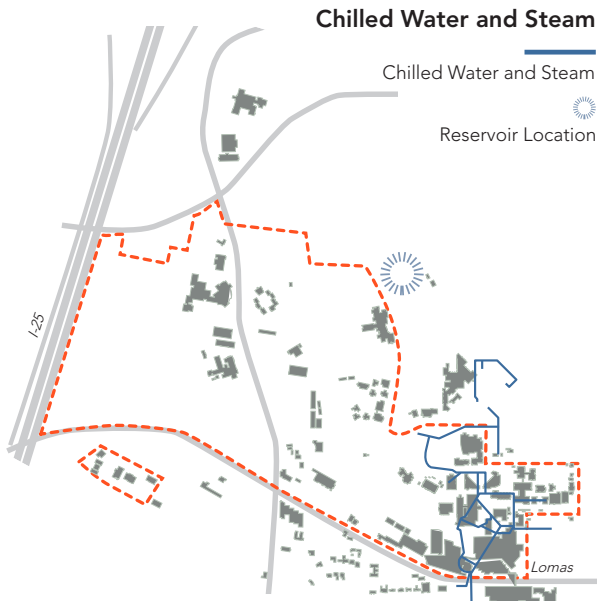
The following diagrams depict the current extent of infrastructure systems. This Master Plan proposes a different and updated set of assumptions about campus growth compared to the 2004 North Campus Master Utilities Plan. Therefore it is necessary to review and update the strategies for utilities expansion.

**Sanitary Sewer**



**Gas and Electric**

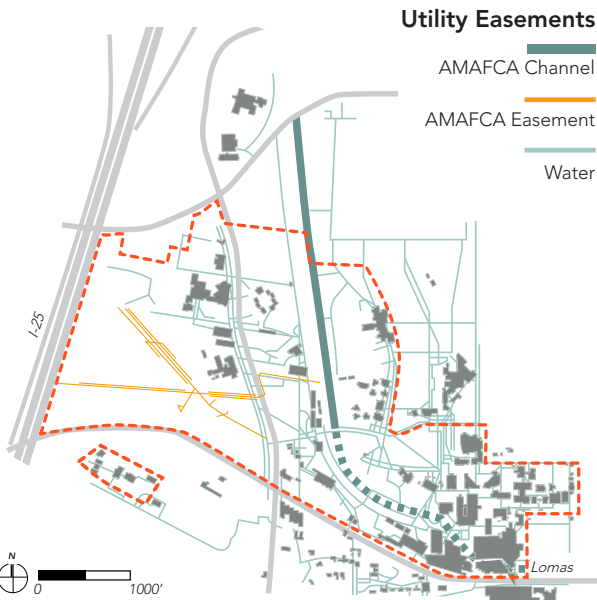




### 2.1.5.2 Reservoir Location

The growth of the campus will increase the overall demand for water. This increased need for capacity requires an additional water reservoir. The UNM Physical Plant Department recommends the southeast corner of the Barren Fairways as the location for this facility for the following reasons:

- It will not be an impediment to future developable areas as the Barren Fairways has been designated as "Park Space".
- Minimal visual impact to the site as the reservoir will be a below-grade structure.
- The site is located on high ground relative to the rest of the campus to provide efficient distribution that minimizes pumped delivery.
- This site is placed in a relatively central location to accommodate service to future buildings.
- It has a direct path connection to the Tucker Road water main.



### 2.1.5.3 Easements

Three easements impact the pattern of future development:

Albuquerque Metropolitan Area Flood Control Authority (AMAFCA)

1. AMAFCA has a 59' wide easement along the proposed extension of Camino de Salud.
2. AMAFCA has a 60' wide easement for a storm water pipe that runs northwest through Lands West. The easement contains a 60" storm water pipe that is sized to accommodate anticipated growth in Lands West. The capacity of the downstream detention basin (near Vietnam Veteran's Park), also has sufficient capacity for projected increase in runoff, with no impact to Martineztown or Santa Barbara neighborhoods.

Albuquerque /Bernalillo County Water Utility Authority (ABCWUA)

1. ABCWUA has a 15' wide easement for a storm drain force main. This line conveys storm water from the Lomas/ Broadway area and deposits it in the AMAFCA channel north of Tucker Road. It runs parallel to the proposed extension of Mountain Boulevard and may require modification, based upon conceptual grading.

**Parking**

- Structured Parking
- Surface Parking



**Mass Transit**

- UNM Shuttle
- ABQ Bus Route
- Surface Parking



**2.1.6 Campus Access, Circulation and Parking**

**2.1.6.1 Parking**

The projected increase in new buildings and expansion of campus facilities would typically require a commensurate growth in overall parking quantities. However, the current surface parking strategies of the UNMHSC campus will not accommodate the anticipated future facilities growth. Additionally, new facilities are planned on existing surface parking lots, thereby decreasing the current supply of parking while also creating more demand for parking. UNMHSC needs to meet the most critical demands for parking while also increasing options for people to access the campus by alternative means of travel; this requires a coordinated effort with the City of Albuquerque to address transportation on a regional scale.

**2.1.6.2 Transit**

Currently there are three separate transit systems that serve the UNMHSC Campus: the UNM Shuttles, UNMH Shuttles and the City of Albuquerque Transit System (ABQ Ride). While there is some coordination between the three systems, there is also redundancy. For instance, all three systems provide service from the Downtown Rail Runner Station to the UNMHSC Campus.

- **UNM Shuttles**  
The G/Q Lot shuttle serves the surface parking lots north of Lomas Boulevard and the Redondo shuttle circulates along Tucker Avenue, with a stop near the Medical School. These shuttles run to the main stop near the Duck Pond on the Central Campus.
- **UNMH Shuttles**  
The UNMH shuttles operate separately from the UNM system because of the specialized transportation demands associated with the hospital and clinics. It serves staff that park in lots west of University Boulevard to the hospital at shift start and end times. A consistent complaint from staff centers around time between shuttles and the inconvenience of getting shuttled from remote lots. The UNMH shuttles also act as a paratransit system to move patients on an as-needed basis from the hospital to other clinics and the pharmacy.
- **ABQ Ride**  
ABQ Ride runs bus routes on city streets adjacent to the UNMHSC campus. All UNM/HSC students, faculty, and staff are offered free passes for the system. The Rapid Ride "Blue Line" is an express route that originates on the west side of Albuquerque with the UNM Hospital as its main destination. There are also a number of local routes that primarily serve the campus.

### 2.1.6.3 Circulation

**Pedestrians:** For people on foot, the best means of accessing the UNMHSC Campus comes primarily from neighborhoods to the east and north.

- Lomas Boulevard continues to be a barrier for pedestrian movement between Central Campus and the UNMHSC Campus.
- Vassar Drive has the potential to be a good access point from the east but lacks clear wayfinding to encourage pedestrian access.
- The Sculpture Garden of Healing at the intersection Marble and Stanford Avenues has the potential to be a more formal pedestrian access point.
- Multiple curb cuts and narrow sidewalks on Tucker Road detract from the pedestrian access.

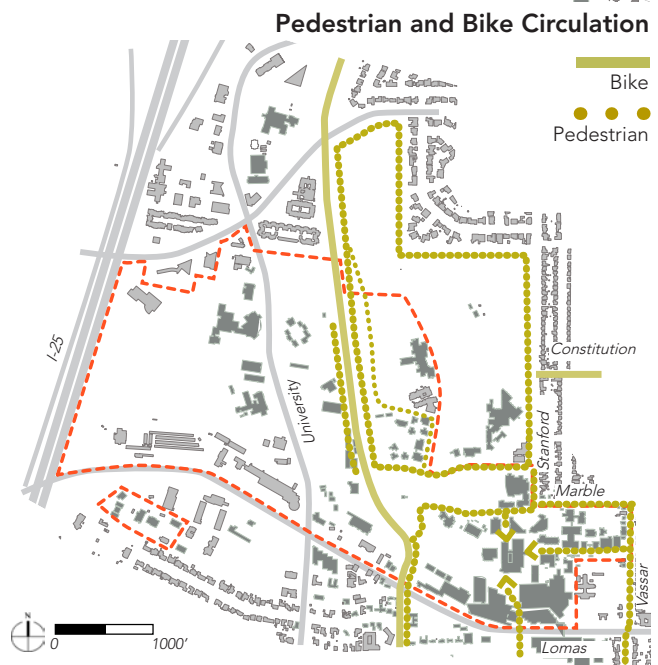
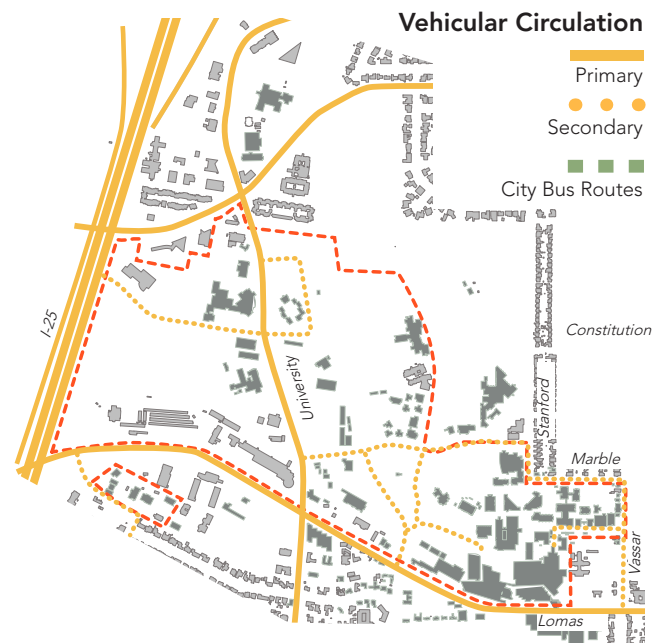
**Cyclists:** As with pedestrians, the safest and most accessible points of campus entry are from Marble and Stanford Avenues to the east.

- Constitution Avenue has a bike lane that serves cyclists coming from the east and the City of Albuquerque's Paseo Noreste bike trail provides access from the north.
- The bike trail officially ends at Tucker Road and there is not a clearly signed route that connects the bike trail into the campus circulation.
- The roundabout at Yale Boulevard presents challenges for cyclists, particularly those heading south.
- Access from the west is particularly difficult. Lomas Boulevard is not safe for cyclists and Mountain Boulevard does not exist east of I-25.

**Drivers:** Most people access the campus by car. According to MRCOG 2008 traffic counts, both Lomas and University Boulevards carry 20,000+ cars per day. At peak commuting times, drivers using these streets face significant delays.

- The reconfiguration of the "Big I" changed the way that drivers access the UNM campus, with most using the Lomas or University Boulevards to enter and exit the interstate.
- The I-25 Frontage Road only allows cars to enter Camino de Salud, not exit, forcing the drivers on Lands West to use either Lomas or University Boulevards.

- Neighborhood concerns about drivers using Stanford Avenue to access the campus resulted in the installation of speed bumps: this has reduced the amount of "cut-through" traffic.
- For patients and visitors, accessing the campus can be challenging. The parking structure is difficult to navigate and lacks clear connections to the hospital.





## 2.2 Building Analysis

### 2.2.1 Building Vintage

In general, the UNMHSC buildings are newer than those on the UNM Central Campus. A vast majority (85 percent) of the UNMHSC facilities are less than 40 years old and nearly a third (29 percent) are less than ten years old. However, due to the varied and technical uses of the buildings, the UNMHSC Campus should expect a greater building turnover than the Central Campus.

Of the three million gross square feet (GSF) composing the UNMHSC Campus, the Master Plan looks to retire just over one million GSF within the next 20 years. A great majority of that anticipated retired building area will be a result of the strategic demolition of the current UNM Hospital Main Building.

The following buildings throughout the UNMHSC Campus have been identified for demolition and replacement as they will reach the end of their usable life cycle within the scope of this Master Plan:

- UNMH Main
- UNMH Adult Psychiatric Hospital and related buildings
- UNMH Children's Psychiatric Hospital
- Novitski Hall
- Carrie Tingley Hospital
- Family Care Medicine
- Pharmacy
- Physical Plant Department

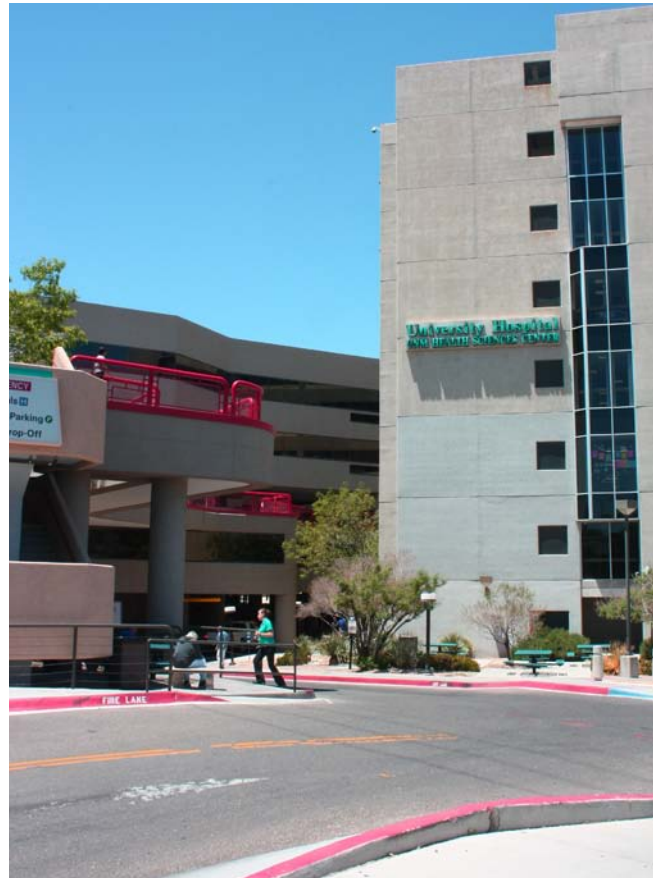
### Building Vintage



### Assessment of UNMH Hospital Main Building

Most of the UNM Hospital Main Building was built in 1952; making it over 55 years old at the time of this report. Since that time the building has been continually maintained, modified and rehabilitated to remain functional. The Master Plan recommends the eventual complete demolition of the Main Building for the following reasons:

- The UNM Hospital Main Building is a special-use facility with an incompatible structural grid and outdated infrastructure.
- With continued age, the maintenance efforts and costs will increase.
- Core components are at the end of the recommended life cycle.
- Portions are salvageable, but costs of isolating those portions during demolition and adapting them as stand-alone buildings are not feasible compared to new replacement.
- Location in a high density area of the UNMHSC Campus does not allow for logical and/or substantial expansion.
- The building has a congested and inconvenient vehicle service delivery area.



*Solid - Void - Sky*  
*Tenants of UNM Campus Architecture:*



*UNM Hospital Main Building*

## 2.3 Summary of Opportunities and Constraints



*Solid - Void - Sky*  
*Tenants of UNM Campus Architecture:*

### Constraints

- Parking and peak hour traffic congestion constrain access to the campus.
- UNMHSC lacks a coherent wayfinding system, making it difficult for visitors and patients to find specific locations on campus.
- UNMHSC has a number of auxiliary land uses and antiquated facilities that constrain expansion.
- The pressure from adjacent neighborhoods limits the intensity of growth on the east side of the campus.
- Lomas Boulevard currently has a number of uses that do not contribute to the overall quality of the campus context.

### Opportunities

- UNM has the consolidated landownership, access, and infrastructure capacity critical for expansion.
- The I-25 Frontage Road provides the opportunity to create better access to the campus with minimal impact on surrounding neighborhoods.
- Most places on the campus have clear views of the Sandia Mountains and the west escarpment.
- The overall grade change from east to west makes an underpass under University Boulevard feasible.
- Multiple factors create a compelling opportunity for the campus to grow westward, organized by an open space framework to orient buildings and circulation.





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## Chapter III: Concept Plan

- 3.1 Summary of Overall Intent
- 3.2 Organizing Principles
- 3.3 Land Uses Density and Services
  - 3.3.1 Land Use
  - 3.3.2 Density
  - 3.3.3 Proposed Infrastructure Overview
- 3.4 Circulation, Access and Parking
  - 3.4.1 Pedestrian Network and Open Space
  - 3.4.2 Strategic Open Spaces
  - 3.4.3 Primary Vehicular Network
  - 3.4.4 Parking Strategies
  - 3.4.5 Street Sections and Design
- 3.5 Open Space
  - 3.5.1 Linear Park
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  - 3.5.3 Sculpture Garden of Healing
- 3.6 District Concepts
  - 3.6.1 Education Research District
  - 3.6.2 Clinic District
  - 3.6.3 Hospital District
  - 3.6.4 Mixed-Use District

### 3.1 Intent Statement

The intent of the UNMHSC Master Plan 2010 is to create a long term vision and development strategy.

In the following chapter, the Master Plan outlines five core planning principles which led to a series of site strategies specific to the UNMHSC Campus. These strategies are the "Big Ideas" that constitute the main drivers for development within the Master Plan.

Building development within the campus will be unified by an open space network that weaves between and connects the multiple uses and districts. There are four identified districts that establish

the framework for future growth and help make the campus more cohesive and intuitive to navigate.

This planning process seeks to create a quality campus environment which will attract top healthcare students, researchers and healthcare providers world wide. The end goal of this is to provide the best patient care experience for the people of New Mexico.

#### UNMHSC Master Plan 2010 Open Space Diagram

*Showing full 20 year build-out*

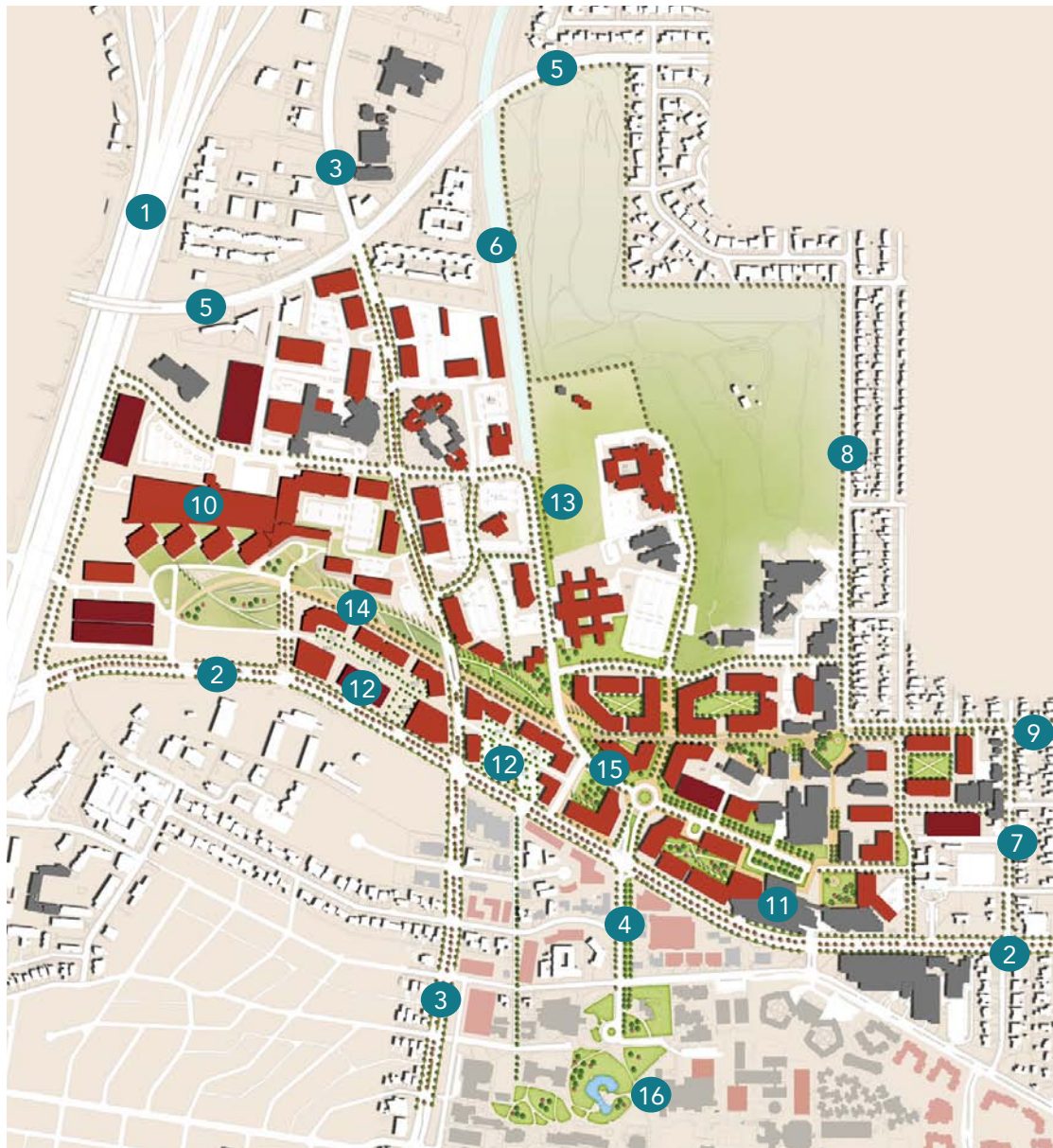


### UNMHSC Master Plan 2010 Figure Ground Map

Showing full 20 year build-out

#### Key

- |                         |                                     |
|-------------------------|-------------------------------------|
| 1. I-25 Freeway         | 9. Marble Avenue                    |
| 2. Lomas Boulevard      | 10. Adult Acute Care Hospital       |
| 3. University Boulevard | 11. Women's and Children's Hospital |
| 4. Yale Boulevard       | 12. Lomas Mixed-Use Corridor        |
| 5. Indian School Road   | 13. Barren Fairways Preserve        |
| 6. AMAFCA Channel       | 14. Linear Park                     |
| 7. Vassar Drive         | 15. Sculpture Garden of Healing     |
| 8. Stanford Drive       | 16. UNM Duck Pond                   |



### 3.2 Organizing Principles

The UNMHSC Master Plan 2010 Principles build upon the strategic goals to shape physical development on the UNMHSC Campus. A campus is more than a collection of individual buildings; these principles are intended to inform each future project so that each component of growth contributes to the overall character and integrity of the larger campus.

- **Patient Care and Well Being:** Create a campus that embodies health. Great outdoor spaces help people recreate, reflect, and heal. Establish a landscape that contributes to UNM's legacy of great outdoor spaces, including a signature gathering place on par with the Duck Pond. Encourage more active daily patterns by making walking the primary means of getting around the campus.
- **Accessibility:** Make the campus more physically accessible. Develop a transportation network with clear access and circulation. Establish parking facilities at the perimeter of the campus. Connect parking to reliable transit and a comprehensive pedestrian/bicycle network. Establish an intuitive and understandable wayfinding and signage system. Allow for expansion to enable the UNMHSC to continue to make New Mexico a healthier State.
- **Sustainability:** Incorporate sustainability into the overall campus infrastructure, particularly transportation and landscape. Make open space and transit the primary organizing elements of the campus. Reduce carbon and water consumption. Make buildings that are durable, adaptable, and generate the most space on the smallest footprint of land.
- **Logical Growth :** Establish a framework for growth that allows for a logical and efficient expansion of facilities. Delineate parcels of land, with clear direction for building orientation, scale, and parking. Match implementation strategies with overall development goals; use multiple funding sources and programs to build facilities with diverse programs and users.



*New Hospital and Development Along Linear Park*



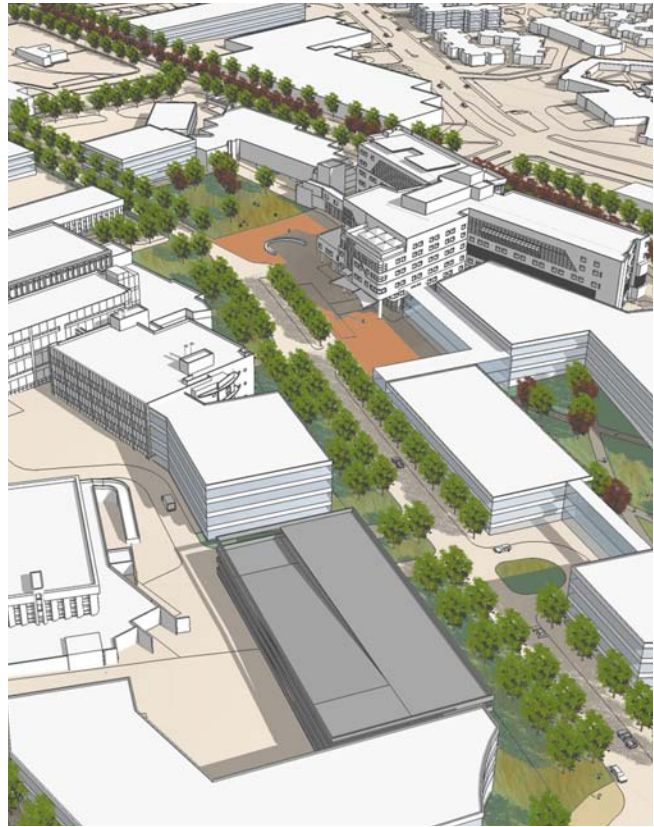


*New HSC Buildings East of University on Linear Park*

The following site strategies inform the concept plan and articulate overall design intentions. These are the “Big Ideas” that constitute the main drivers for the overall Master Plan. They range from specific design elements to more conceptual strategies for organizing the campus:

- **Create Logical Site Zoning:** The Master Plan identifies four districts, each with a distinct focus. This will help orient people on the campus and create a predictable pattern of development.
  - Education and Research District
  - Clinic District
  - Hospital District
  - Mixed-Use District
- **Establish a new Adult Acute Care Hospital on Lands West:** Early in the planning process, a decision was made to establish a new Adult Acute Care Hospital that was sited apart from the existing hospital complex. This decision, more than any other, sets the framework for the overall concept plan and influences the overall circulation and sequence of development.
- **Develop an East/West Linear Park:** A 150’ wide corridor will link the existing east side of the campus with expansion to the west. It is proposed to go underneath University Boulevard and terminate in the large park adjacent to the proposed hospital. The overall character of the corridor will be a combination of usable green space combined with more informal, predominantly xeric landscaping.
- **Create Reliable Transit Links:** The east/west Linear Park will include a dedicated transit corridor that will connect the two hospitals. Transit will also be extended along Camino de Salud and to the east of Stanford. The goal is to have transit, rather than cars, become the primary means of getting around campus.
- **Enhance Pedestrian/Bicycle Access:** The plan provides many opportunities for getting around the campus on bicycle or on foot. The east/west linear park will become a primary means of moving across the campus. A bike lane will be added on Tucker and the City bike trail will be shifted to the east side of the AMAFCA Diversion Channel. A bike program will introduce a fleet of bikes to the campus, allowing users to take a bike from one location on campus and leave it at another.

- **Create a Circulation Grid:** Better transportation begins with more options. The plan proposes to increase the number of east/west and north/south connections to create a more connected grid.
- **Park at the Perimeter:** The parking strategy is to keep cars at the perimeter of the campus, thereby reducing congestion associated with cars inside the campus. This strategy will also reduce the impact of vehicles in adjacent neighborhoods. The primary parking structures are accessed off of the I-25 Frontage Road and Lomas Boulevard. Parking will be connected to reliable transit.
- **Make Open Space the organizing element:** Open space will become an organizing framework for growth. Both the extended Sculpture Garden of Healing and the east/west Linear Park will become the "front doors" for buildings. The former Barren Fairways along the southwest edge of the North Golf Course will become the Observatory Park, with the relocated UNM Physics and Astronomy Observatory as the anchor on the north end.
- **Link Land Use and Density:** Different uses call for varying levels of development intensity. The plan proposes a hierarchy of density that matches the proposed uses. For example, the Education and Research District has a lower overall density than the Hospital and Clinical Districts. This strategy will maximize the use of land without negatively impacting the surrounding context.
- **Cultivate Public/Private Partnerships:** A campus needs more than classrooms and labs. The lands along Lomas and, to a lesser degree, along University, will provide the restaurants, retail, and housing amenities that will make the campus more enjoyable and livable. These lands are addressed within this plan but the responsibility for developing them will be under the auspices of UNM Office of Real Estate and Lobo Development.



*BBRP and Adjacent New Facilities*

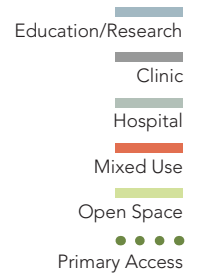
### 3.3 Land Uses and Density

#### 3.3.1 Land Use

The plan proposes distinctive patient care, medical office, and academic uses that address each other across active “seams” - lively, walkable streets and open spaces. These borders will not be fixed; they are flexible to respond to future market conditions and user requirements. Vehicle-oriented commercial uses will be located on Lomas Boulevard, with residential, office uses and pedestrian oriented cafes closer to the central green spaces.

Creating a dynamic, walkable, attractive campus requires a certain concentration and diversity of uses. It also requires prioritizing the needs of patient convenience and pedestrians over general vehicular traffic. To this end, the concept plan proposes the following:

- Buildings will be mostly three to five stories, with some lower-density mixed-use buildings as part of a balanced product mix.
- Densities will be concentrated toward the center of the campus, with the highest density along the Linear Park and along Lomas Boulevard, where frontage will be reserved for “flexible” mixed-use development.
- The mixture of uses will keep walking distances among the various buildings and districts as short as possible. This is anticipated to result in more pedestrian (as opposed to automotive) activity and therefore more interaction among users.
- Parking access will be primarily along the edges of the campus along Lomas and University Boulevards. The bulk of the incoming traffic from the interState system will be dispersed before it enters the campus, leaving the core less congested.
- Safe and attractive pedestrian and bike corridors will be part of the Linear Park. There will also be pedestrian mid-block connections throughout the site.
- All interior streets will have one vehicular traffic lane in each direction. Wide, tree-lined sidewalks, bike lanes, and minimal building setbacks will enhance the character of the “street room.”
- Parallel parking throughout the campus will serve as a buffer between pedestrians and vehicular traffic (practically and psychologically) - enhancing pedestrian safety.



### 3.3.2 Density

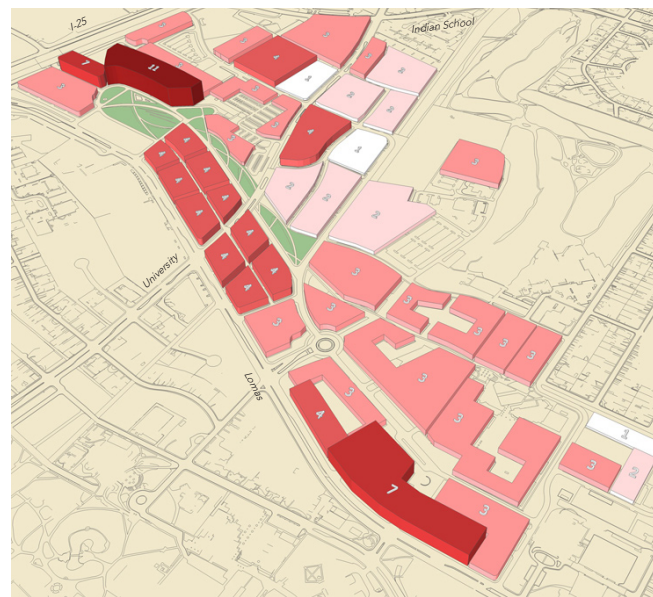
The accompanying diagram (right) depicts the overall number of stories for new and existing buildings on the UNMHSC Campus. In general, the proposed heights decrease near the adjacent neighborhoods, responding to the scale of residential areas. Higher density development along Lomas and University Boulevards is appropriate, given the scale and volume of traffic on these streets. The number of stories for the hospital buildings reflect the projected demand for hospital beds and specialized area requirements. The network of open space is scaled to contrast adjacent buildings and preserve views to the Sandia Mountains and western escarpment.

### 3.3.3 Proposed Infrastructure Overview

The current infrastructure loops are in large part limited to the existing campus east of University Boulevard. In 2004, the UNM Physical Plant Department developed a master utilities plan for the UNMHSC. This current Master Plan proposes different assumptions about campus growth than that utilities plan. For example, siting the new Adult Acute Care Hospital west of University Boulevard. It is therefore necessary to review and update the strategies for utility expansion and demand. Mechanical/Electrical/Plumbing (MEP) Utilities Design Criteria/Considerations identified by AEI are as follows:

- Total building area of new hospital construction on the UNMHSC Campus is greater than anticipated in 2004.
- With the exception of electric, the District Energy System (DES) does not currently extend west of University Boulevard.
- UNMH MEP utilities/infrastructure should be capable of operation independent of DES.
- A new central utility plant will also allow future interconnection with the DES and provide added redundancy and flexibility.
- Electric service for UNMH facilities should be taken from the DES if load and available capacity allow it.
- Lobo Energy has an advantageous PNM rate and electric infrastructure that have been extended to the Lands West area based on the 2004 North Campus Utilities Master Plan.
- UNMH is interested in obtaining a second, redundant PNM service
- UNMH Lands West MEP Utilities/Infrastructure should be designed for incremental expansion.
- UNMH Lands West MEP Utilities/Infrastructure should be designed with N+1 redundancy.
- UNM goals for sustainability and carbon neutrality should be considered.

Density Analysis Diagram  
SE Aerial



### 3.4 Circulation, Access and Parking

#### 3.4.1 Pedestrian Network and Open Space

The open space network will be the unifying element which ties together the various uses and districts of the Campus Plan, and connects the new Adult Acute Care Hospital with the existing Women's and Children's Hospital in the east. Landscaped walkways and green streets will reach out from the Central Campus open spaces to the surrounding neighborhoods.

The UNMHSC Campus will be more closely (and safely) linked to the Central Campus for bicyclists and pedestrians by the development of a pedestrian bridge that will span over Lomas Boulevard, running parallel to Yale Boulevard.

Pedestrian and Bike Diagram



### 3.4.2 Strategic Open Spaces

The creation of new significant open space within each UNM campus is one of the Stated goals of the UNM Master Plan 2009 Update. Land uses are organized around a series of open spaces: a primary Linear Park is the main east/west greenway, connecting all medical, academic, and mixed-use areas with each other, and stretching the entire distance from the new Hospital Site at the western edge to the existing hospital near the eastern boundary of the campus. Hospital Park, the large green space at the new Adult Acute Care Hospital will serve as a centrally located community green.

- As with streets, open spaces act as a seam between varying uses, connecting rather than separating them.
- The coherence of each phase of campus development will be enhanced by the presence of smaller open spaces roughly in its centers. This is particularly important for the first phase.
- Open spaces will also serve as part of an on-site distributed storm water detention system.

#### Open Space Diagram



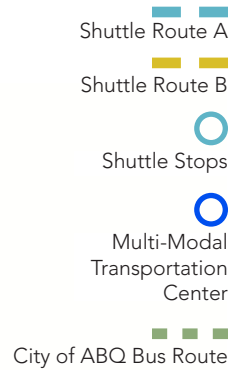
Connecting Open Spaces and Pathways

### 3.4.3 Primary Vehicular Network

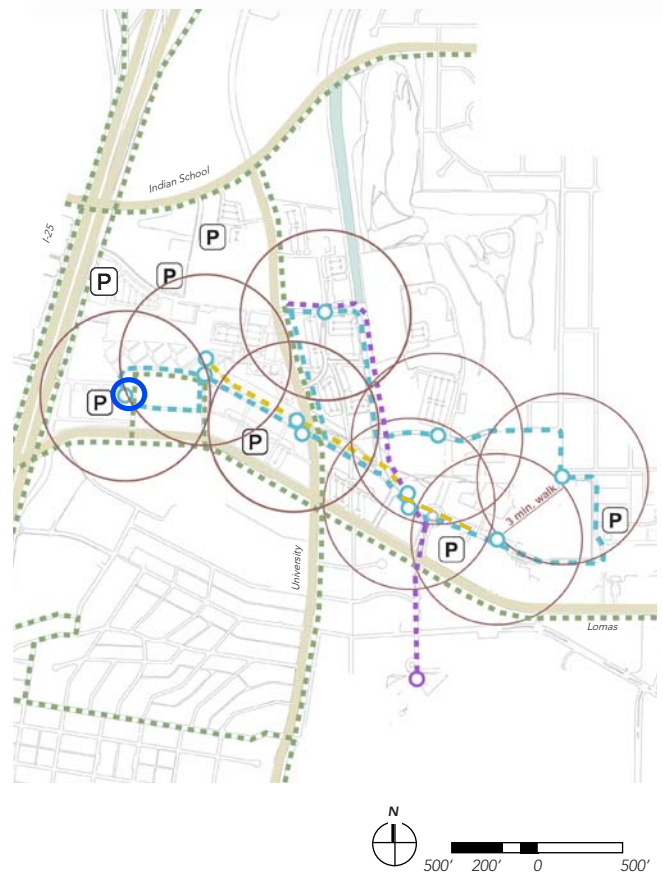
The Master Plan uses the primary perimeter roads (Lomas Boulevard, I-25, Indian School Boulevard) as well as the major interior artery (University Boulevard) to allow drivers to reach major parking areas and distribution points where they can leave their vehicle to navigate the campus. The following strategies define the necessary provisions to decreasing private vehicle load within the campus:

- Convenient Campus Transit for Faculty, Staff, and Students:** The concept plan will include a robust and convenient UNMHSC transit system that connects the entire campus and ties into the City of Albuquerque Rapid Ride Network.
- Limit Private Vehicular Traffic:** Vehicular access in the campus core will be transit only, encouraging use of the shuttle and parking structure network.
- Logically Located Transit Stops:** Locate transit stops so that every facility on campus can be reasonably reached by a three minute walk.
- Campus Perimeter Parking Structures:** Place parking structures at the perimeter of the campus and create high-visibility transit hubs to limit vehicular traffic within the campus core by faculty, staff, and campus visitors.
- Patient Parking Priority:** In the spirit of the UNMHSC mission toward the well-being of patients, convenient, "drive-up", surface parking will be prioritized for clinic and hospital patient use.
- Sustainable Campus Development:** The concept plan encourages mixed-use developments along the Linear Park to provide appealing commercial and housing amenities that decrease the need for vehicular travel for those working and learning on the UNMHSC Campus.

A majority of these strategies will be coordinated and centralized through the creation of a Multi-Modal Center. This hub will serve as the connection point for City of Albuquerque Rapid Ride Network and the UNM Shuttle System. Located at I-25 and Lomas Boulevard, it will provide parking and act as a major distribution point for visitors, faculty, students and patients to access the campus' bus systems, and walking and biking paths. This interception of traffic will relieve congestion in surrounding neighborhoods, the UNM campuses and the UNM Hospital.



Shuttle Route Diagram



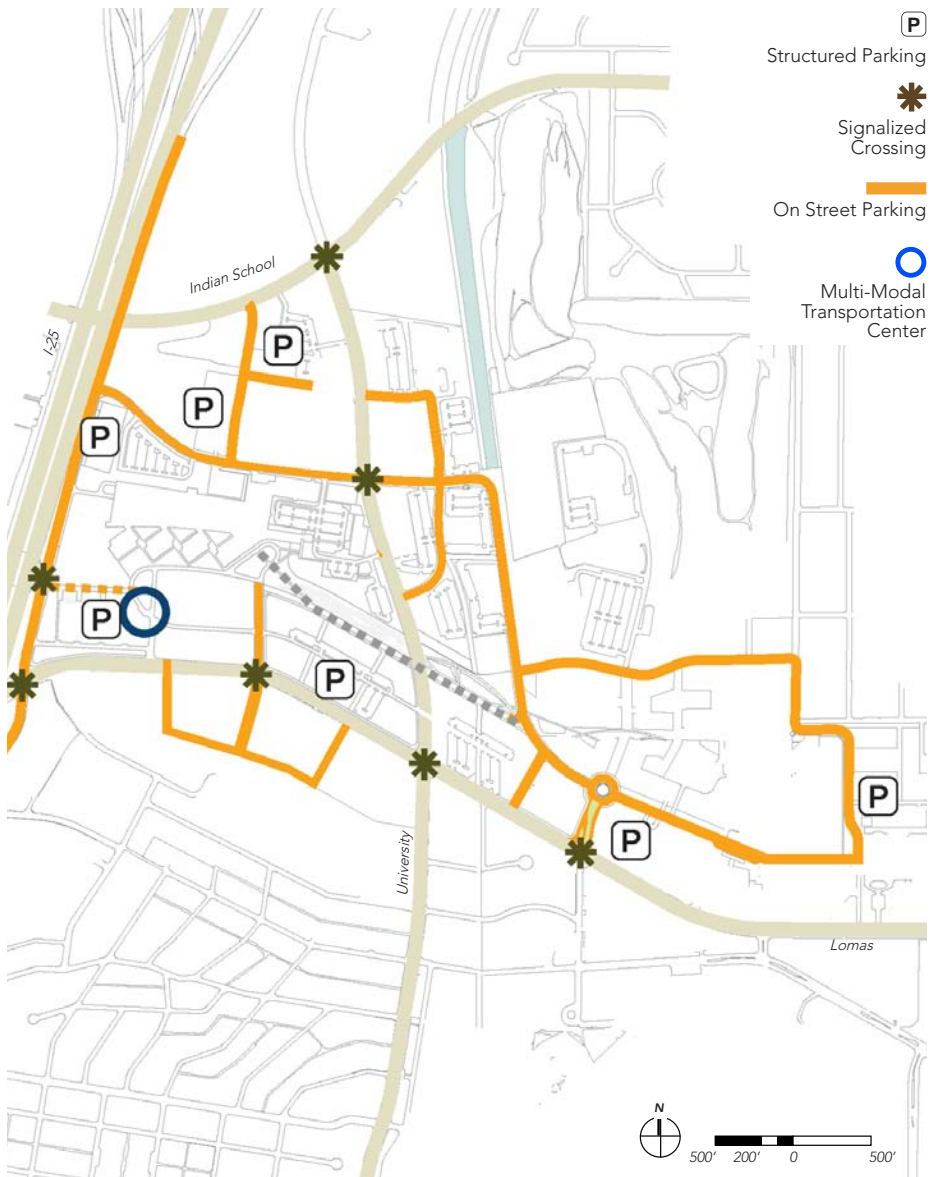
### 3.4.4 Parking Strategies

The Master Plan recommends increasing the current parking provision, particularly in structured parking.

There is a substantial cost difference in surface parking vs. structured parking. To help pay the difference in funding future parking structures, as the UNMHSC builds facilities on existing surface parking lots, it will be required to either replace the parking spaces or pay an agreed-upon fee per space.

There will be an overall increase in campus parking spaces. However, the campus looks to ultimately reduce the relative parking inventory (vehicles per occupiable square foot) by 30 percent over the next 20 years. The strategies listed in the previous page will also be employed as a comprehensive effort to help make the move to an aggressively lower relative parking inventory by offering transportation alternatives to the private vehicle.

#### Parking Diagram





### 3.4.5 Street Sections



*Urban Edge and Streetscape*

#### Streets Hierarchy and Parking

The street sections shown on the following page prioritize the physical needs of pedestrians first and the needs of automobiles second.

This is accomplished through several specific strategies:

- Vehicle access to the campus will be primarily from Lomas and University Boulevards and the I-25 Frontage Road.
- There will be parking structures located along the edges of the site, and some surface parking areas associated with the clinics off of University Boulevard. The bulk of the incoming traffic from I-25 will be dispersed before it enters the campus core.
- The plan will provide safe and attractive pedestrian and bike corridors as part of the Linear Park, and will provide pedestrian mid-block connections as well.
- Interior streets will have one lane in both directions. Wide, tree-lined sidewalks, bike lanes, and relatively narrow building setbacks will enhance the character of the “street room” – increasing the streets’ appeal and usefulness.

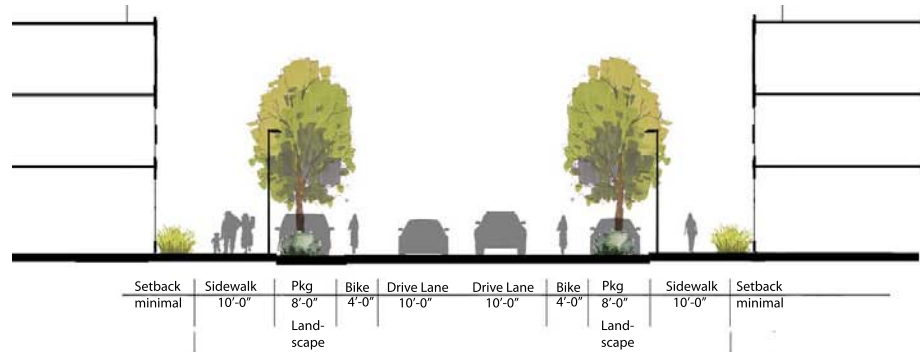
#### Street Design

The circulation system features three street types – Major Arterials, Local Streets, and a special Linear Park.

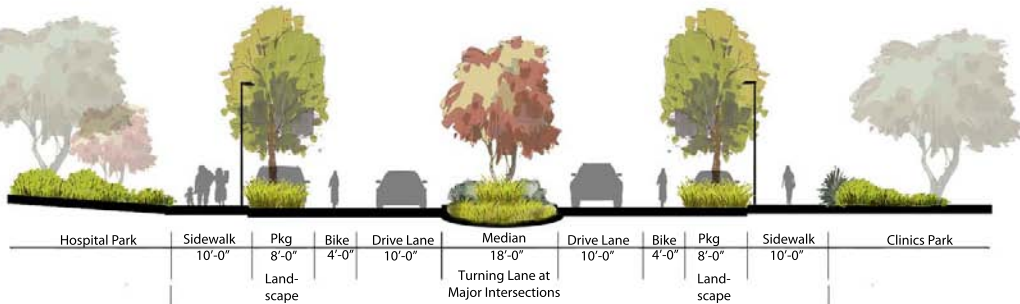
- **Major Arterial:** These streets need to accommodate relatively high volumes of traffic as they are also major connectors within the greater Albuquerque circulation network. University Boulevard bisects the campus, and should be enhanced to characterize a grand boulevard with a generous landscaped median, and left turn lanes at primary/signalized intersections.
- **Local Streets:** Local streets will include Hospital Street, Legion road, all clinic streets and the road in the covered AMAFCA easement. All local streets will be pedestrian-oriented, bike-friendly and designed for slow-moving traffic, with one lane in each direction. Parallel, on-street parking will be provided on both sides of the street. A dedicated bike lane will also be provided on each street, and street trees will be planted in street bulb-outs and next to the curb, in order to shade generous sidewalks and the street. Building setbacks will be generally narrow, and designed to create a strong street edge, and a comfortable, walkable urban environment.

- **Linear Park:** Linear Park will be activated with shuttle stops, parallel parking, a bike path and walkways. University Boulevard bridges over Linear Park. On weekends and special occasions this street may be closed down to vehicular traffic and opened up to street-fairs, roller bladers, skateboarders and other family- and student-oriented outdoor activities.

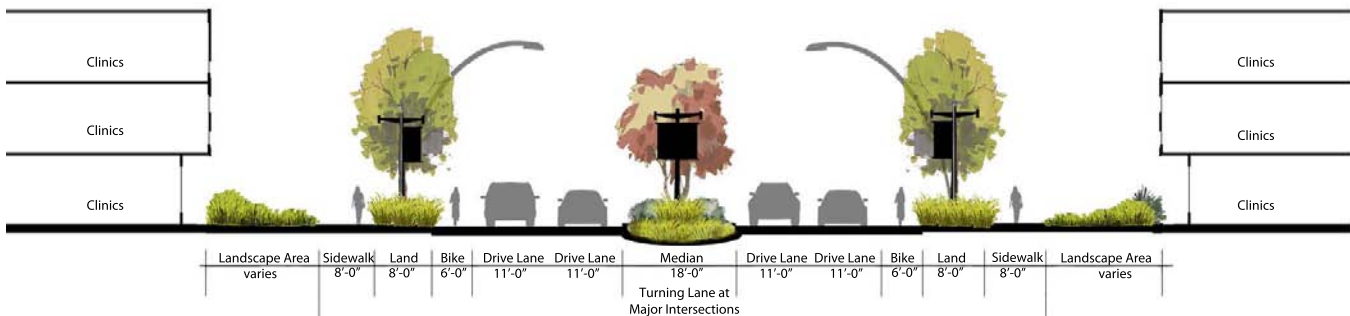
**Street Section Diagram**



*Typical Street Section*



*Street Section Along Hospital Park*



*Major Arterial Street Section (University Blvd.)*

### 3.5 Open Space

#### 3.5.1 Linear Park

This element will serve as the major link between the two hospital districts. Linear Park will be the green spine that organizes and orients the UNMHSC Campus. This green space will be approximately 150' wide and flow under a short section of University Boulevard as well as over a section of the AMAFCA Channel, creating a barrier-free connection between the existing and new hospital complexes.



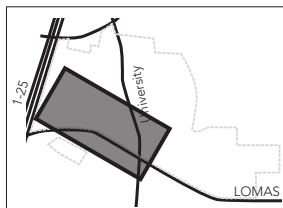
Activated Public Spaces and Pedestrian Shade Structures

- **Transit:** Linear Park will include a continuous transit/people-mover corridor, alongside a multi-use trail and large expanses of open space.
- **Water:** A temporal stream with a functional stormwater detention and water harvesting capacity, a regional reference to the area's arroyos, may run parallel to the street.
- **Pedestrian Access:** Pedestrian pathways will weave in-between gently sloping landforms, creating landscaped pockets of open space with a variety of seating and recreation opportunities.
- **Mixed Use:** Clinical, office and mixed-use buildings that front onto Linear Park will provide dynamic interfaces with the green space. Cafes and other public uses on the ground floor will activate the area by providing spaces for the public to interact, eat and view the park.

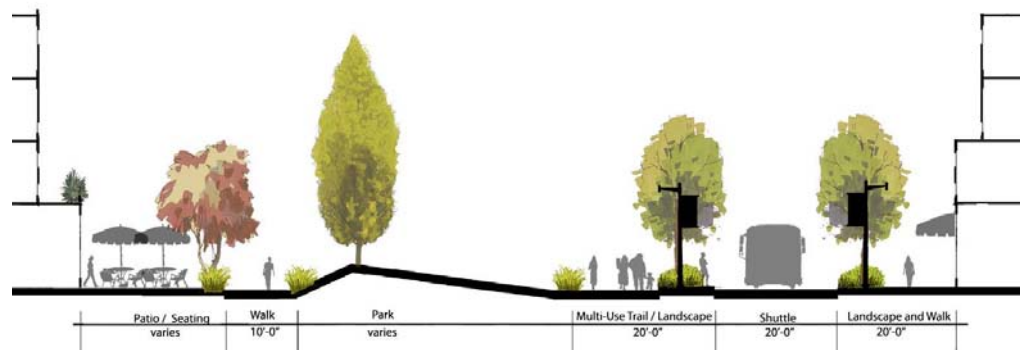


Linear Park Open Space Plan

#### Linear Park Section Diagram



Area Key



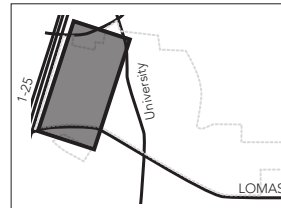


*University Bridge, Adult Acute Care Hospital and Linear Park*

### 3.5.2 Hospital Park

Located in the center of the west side of campus, Hospital Park will be a 7 acre open space that serves as a forecourt to the new Adult Acute Care Hospital and its 11 story bed towers. Hospital Park will be the largest new open space on the UNMHSC Campus, and will provide a healthy, healing environment for patients, as well as a centrally located community green for medical/office/retail and residential users.

- **Open Space:** Hospital Park will be comprised of large expanses of differentiated open space that facilitate both active and passive recreation.
- **Pathway:** Sidewalks will carve convenient paths through the park and connect internal activity areas, as well as encourage walking in the district. Paths will also be located around the perimeter of the park to serve adjacent users and create convenient connections between buildings.
- **Shade Trees:** Shade is an important aspect of landscape design in the desert, and Hospital Park will have extensive tree plantings along the streets and in the park proper. The trees will provide a scale transition between the park and some of the tall adjacent buildings, will lower temperatures in sitting areas and along streets, and will help differentiate activity areas within the park.
- **Performance:** Included in one of the park activity areas is a performance area. This plaza space will be a venue for impromptu and scheduled entertainment and community events.



Area Key



Hospital Park Open Space Plan



Regionally Appropriate Planting and Land-formed Park



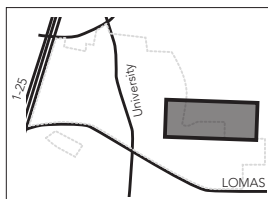
*Hospital Park*

### 3.5.3 Sculpture Garden of Healing

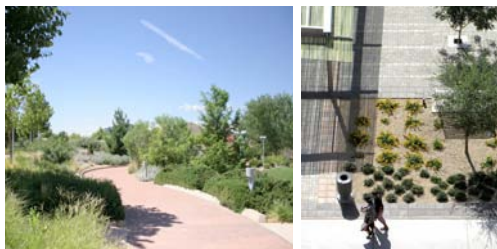
The Phil and Olga Eaton Sculpture Garden of Healing is a linear garden/plaza corridor that runs east/west through the existing academic area on the east side of the campus. Currently, this amenity is only partially constructed, but the concept plan incorporates a complete design, and extends the garden corridor west to the Camino de Salud and the AMAFCA Channel easement. At approximately 60' wide, the completed corridor will be a convenient green connection between new and proposed academic buildings on the UNMHSC Campus.



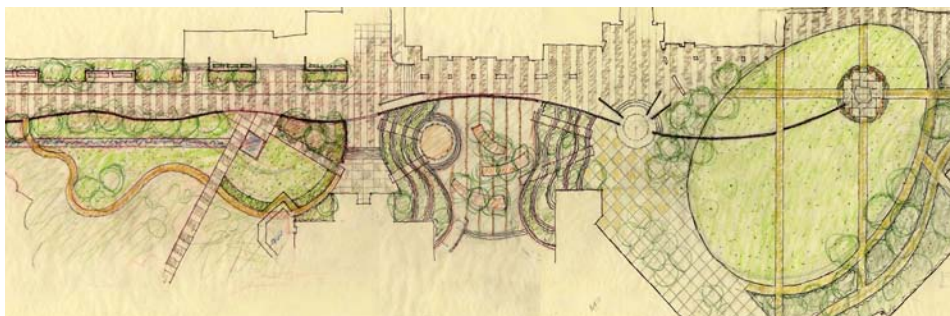
Phil and Olga Eaton Sculpture Garden of Healing



Area Key



Desert Landscape and Hardscape Pathways



Sculpture Garden of Healing Plan, Bob Johns, ASLA

#### Connectivity

The Sculpture Garden of Healing is part of the network of interconnected linear green spaces on the UNMHSC Campus that help knit the UNMHSC Campus to UNM Central Campus and surrounding neighborhoods.

#### Exterior Spaces

The Sculpture Garden of Healing will be a delicate composition of intimately scaled plazas and green spaces located along a gracious path. The diversity of landscaped spaces will serve the varied and diverse needs of students, faculty, staff and visitors throughout the year.



*Rendering of the Phil and Olga Eaton Sculpture Garden of Healing looking east*



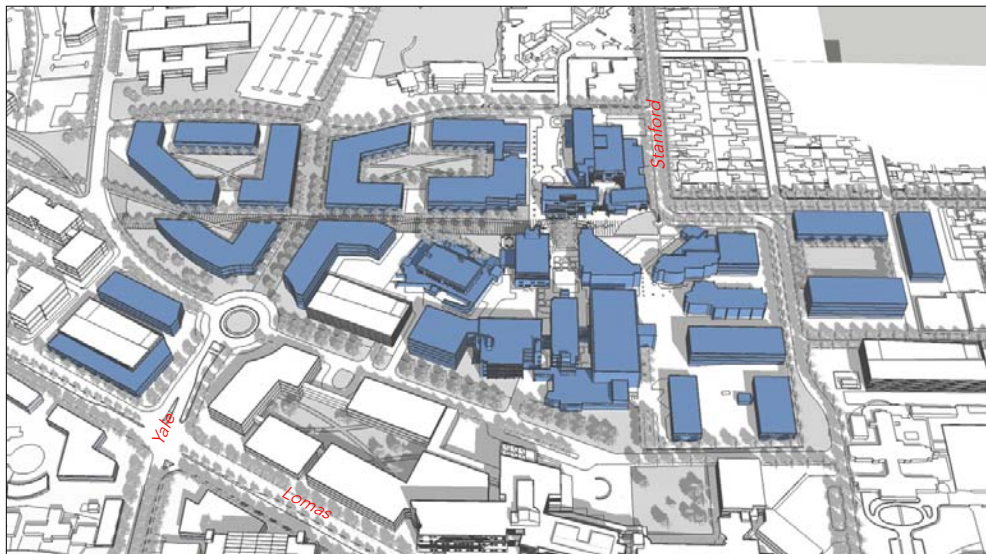
### 3.6 District Concepts

#### 3.6.1 Education/Research District

East side of the UNMHSC Campus  
 Vassar Drive to Yale Boulevard  
 64 acres

Teaching is at the heart of the UNMHSC mission and the layout of the campus should reflect this priority. The Master Plan proposes to establish “identity” buildings for the School of Medicine and the College of Nursing at the main entrance to the campus, just north

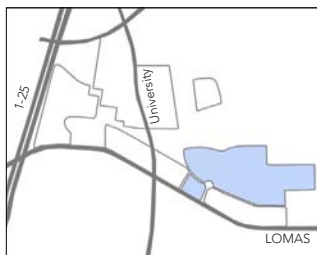
of the Yale Roundabout. These facilities will embody the teaching mission of the UNMHSC. The Education/Research District will also include the following:



Research facilities in close proximity to the educational components.

Wet lab research on the north side of the Phil and Olga Eaton Sculpture Garden of Healing, just west of the Domenici Center for Health Sciences Education.

Dry lab and clinical trial space is proposed to be built on the current site of adult psyche along Marble Avenue.



Area Key



Research Facilities and Collaborative Outdoor Space

Reconfigured College of Pharmacy within the existing building, once College of Nursing transitions to a new facility.

A new parking structure on the east end of the district, south of the Research Incubator Building.

#### Summary of Proposed Development

Academic / Research District	Acre	Density (FAR)	Built-Up Area	Parking
Academic A1-A8	22.6 ac	1.3	1,303,992sf	
Hospital H3	11.1 ac	0.4	203,692sf	
Medical Office	0			
Mixed-Use	0			
<b>Subtotal</b>	<b>33.8 ac</b>	<b>1.0</b>	<b>1,507,683sf</b>	
Parking Structure P8, P9	1.6 ac		357,500sf	1050
Open Space / Healing Walk, other	10.0 ac			
Circulation, Other	19.0 ac			
<b>Subtotal</b>	<b>30.6 ac</b>		<b>357,500sf</b>	<b>1050</b>
<b>Total District</b>	<b>64.0 ac</b>		<b>1,865,183sf</b>	<b>1050</b>

### 3.6.2 Clinic District

University Boulevard  
 Indian School Road to the Linear Park  
 43 acres

The proposed location for the Clinic District reflects the primacy of giving patients the most direct access to healthcare facilities. Patients and visitors will have direct access off of University Boulevard to the clinics, with parking located adjacent to facilities. One major challenge in developing clinics is to create multi-level facilities that combine

clinical functions with faculty offices and other ancillary uses. This will maximize the use of the land and also provide a more diverse mixture of uses. The Clinic District will also include small scale retail and restaurants. Among the proposed clinics are the following:

- Eye Clinic
- Orthopedic
- Family Medicine
- Dental



Multi-Story Clinic and Drive-up Access

Area Key

#### Summary of Proposed Development

Clinics District	Acre	Density (FAR)	Built-Up Area	Parking
Academic	0			
Hospital	0			
Medical Office M2-M8, M10	23.4 ac	0.7	671,729sf	
Mixed-Use	0		40,000sf	
<b>Subtotal</b>	<b>23.4 ac</b>	<b>0.7</b>	<b>711,729sf</b>	
Parking Structure P4, P5	0.9 ac		503,500sf	1400
Open Space / Linear Green	9.8 ac			
Circulation, Other	9.0 ac			
<b>Subtotal</b>	<b>19.7 ac</b>		<b>503,500sf</b>	<b>1400</b>
<b>Total District</b>	<b>43.0 ac</b>		<b>1,215,229sf</b>	<b>1400</b>

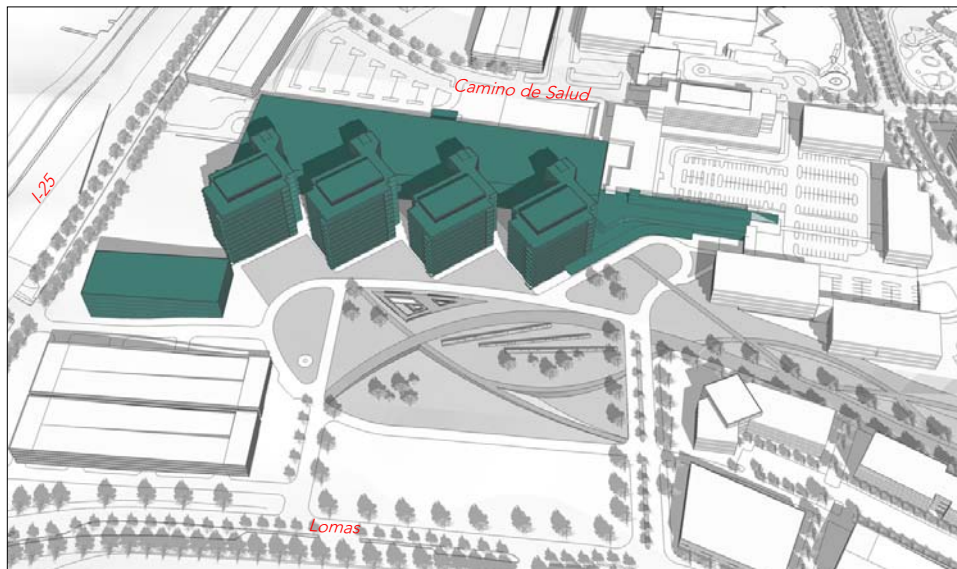
### 3.6.3 Hospital District

**North of Lomas Boulevard  
I-25 Frontage Road to the Clinical District  
58 acres**

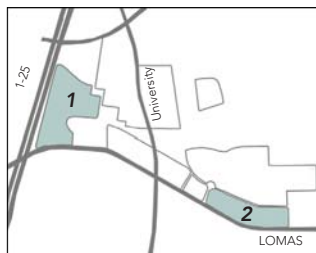
The Hospital District will have the most intensive use, a new 10+ story hospital, combined with the largest scale open space: a park that compares in size to Johnson Field on the Central Campus. This positioning is intentional: the park will provide visual contrast and

recreational opportunities for the staff, patients, and visitors to the area. The proposed Adult Acute Care Hospital will anchor the west end of the UNMHSC Campus and, combined with the existing Cancer Research Treatment Center and New Mexico Tri-Services Complex, create a cohesive district.

Access will primarily be off of Lomas Boulevard, with service entrances off the frontage road. A medical office building proposed south of the hospital will also serve as a "liner building" on the east end of the parking garage.



1 Adult Acute Care Hospital (West Campus)



Area Key



Hospital Facility and Performance Open Space

#### Summary of Proposed Development

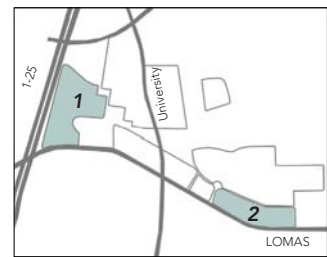
Adult Acute Care Hospital	Acre	Density (FAR)	Built-Up Area	Parking
Academic	0			
Hospital H1, H2	27.0 ac	1.8	2,117,132sf	
Medical Office M1, M9	12.3 ac	0.6	299,458sf	
Mixed-Use Retail / Residential	0			
<b>Subtotal</b>	<b>39.3 ac</b>	<b>1.4</b>	<b>2,416,589sf</b>	
Parking Structure P1, P2, P3	4.7 ac		1,017,000sf	3800
Open Space / Hospital Park	7.8 ac			
Circulation, Other	6.4 ac			
<b>Subtotal</b>	<b>18.9 ac</b>		<b>1,017,000sf</b>	<b>3800</b>
<b>Total District</b>	<b>58.0 ac</b>		<b>3,433,589sf</b>	<b>3800</b>

### Phased Demolition and Replacement of UNM Hospital Main Building

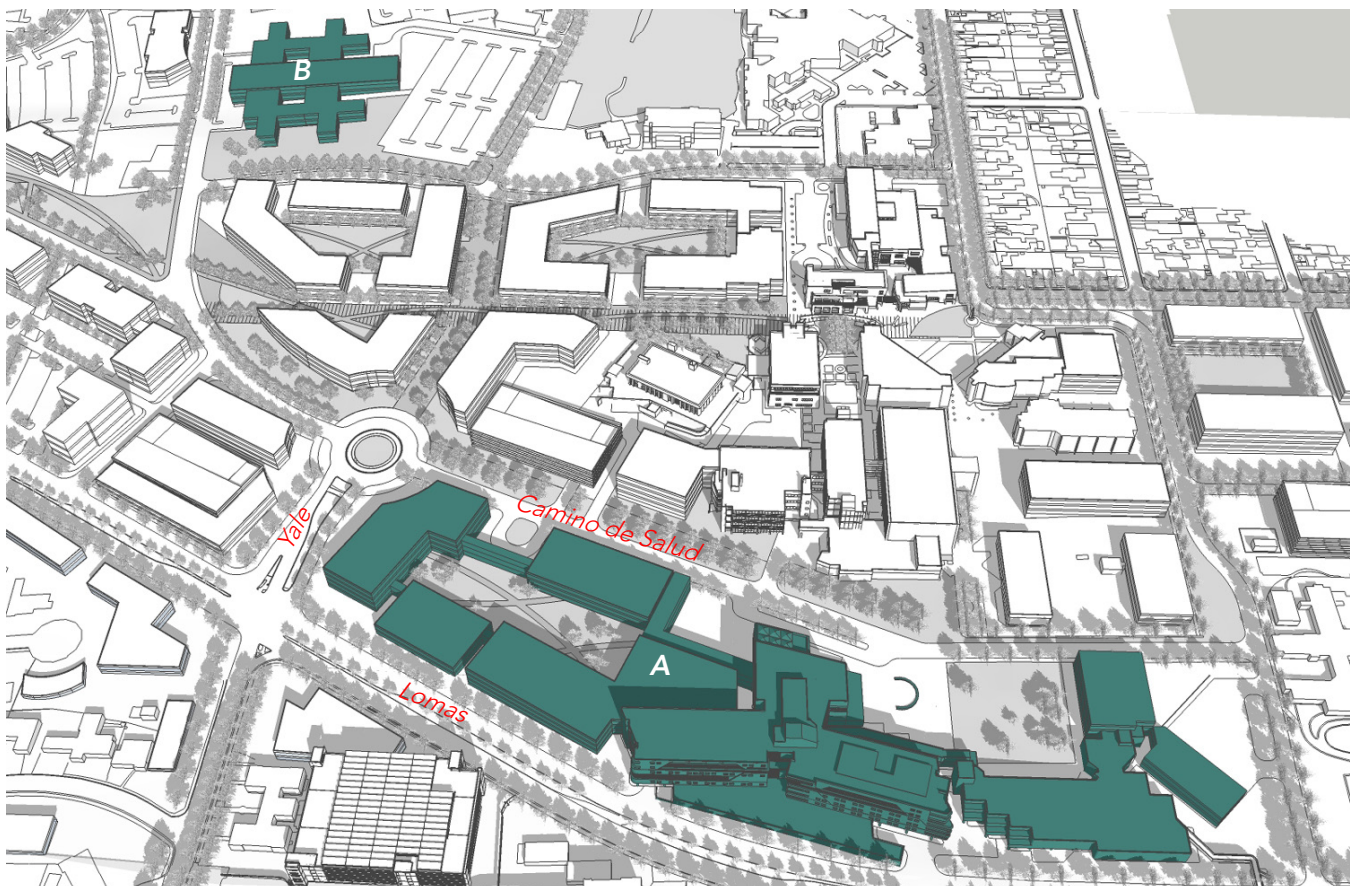
The new Adult Acute Care Hospital on Lands West will relieve the need for space provided by the Main Building. However, it is recognized that the Main Building currently acts as an infrastructure conduit from the Central Utility Plant to other buildings such as the BBRP and the Ambulatory Care Clinic.

As a result, a single stage demolition will not be possible without disrupting these essential services. Therefore a phased demolition in conjunction with central utility replacement must occur.

The Master Plan recommends that the southeast bed tower be removed to make way for a stacked Service Delivery/Central Utility Plant in Phase IV (refer to Section II: Chapter 5 - Phase Implementation Strategy). After new utility infrastructure service lines have been established, the remainder of the main hospital can come down. The intent is to preserve the elevator core which will continue to serve the Ambulatory Care Clinic and the planned north addition.



Area Key



2 Women's and Children's Hospital (A) / Psychiatric Hospital (B) (East Campus)

### 3.6.4 Mixed-Use District

**North Lomas Boulevard Corridor  
Yale Boulevard to Legion Road  
21 acres**

The Mixed-Use District is intended to complement the UNMHSC mission and facilities. The parcel of land on the north side of Lomas extends approximately 400' to the edge of the Linear Park and is designed to accommodate two 200' lots that share a service alley. Uses to the south will front Lomas Boulevard while uses

to the north will front on the Linear Park. The Mixed Use District will not be developed directly by the UNMHSC, but will be developed in a public/private partnership, with the goal of contributing to the overall character and functionality of the UNMHSC Campus. Among the potential uses are the following:



#### Housing

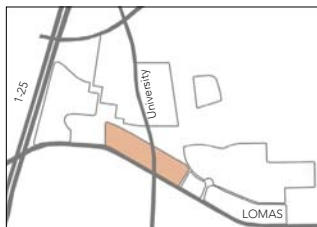
New housing within walking distance of the UNMHSC Campus will appeal to staff, faculty, and graduate students

#### Retail

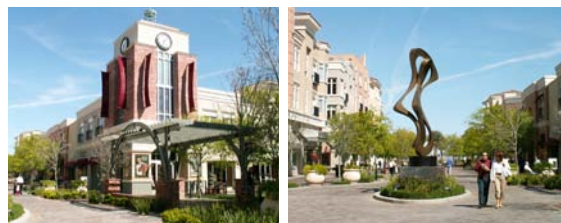
The lack of retail within walking distance of the UNMHSC Campus has contributed to the traffic congestion around campus. Restaurants and service retail along Lomas will reduce the need for people to drive off of campus.

#### Office

Large concentrations of medical services like the UNMHSC will generate demand for ancillary services. Offices could be located above ground floor retail or in association with housing to create vertical mix of uses.



Area Key



Vertically Mixed-Use Development Entries and Internal Street Conditions

### Summary of Proposed Development

Mixed-Use District	Acre	Density (FAR)	Built-Up Area	Parking
Academic	0			
Hospital	0			
Medical Office	0			
Mixed-Use MU1-MU9	15.3 ac	0.9	623,176sf	
<b>Subtotal</b>	<b>15.3 ac</b>	<b>0.9</b>	<b>623,176sf</b>	
Parking Structure P6, P7	2.9 ac		248,000sf	700
Open Space	0			
Circulation, Other	3.0 ac			
<b>Subtotal</b>	<b>5.9 ac</b>		<b>248,000sf</b>	<b>700</b>
<b>Total District</b>	<b>21.0 ac</b>		<b>871,176sf</b>	<b>700</b>