This memo summarizes my comments regarding the Stanford University Medical Center Design Guidelines.

Evolution of the Project Design as Illustrated in the Design Guidelines

Highlight changes from the June 2008 design guidelines include:

- **Stanford Hospital.** Reduced building footprint with tree-preservation alternative for Stanford Hospital and shifted the main entrance along the Promenade.

- **Hospital Parking Structure.** Integrated parking structure building massing and architecture with hospital, eliminating the below grade parking structure.

- **Pasteur Mall.** Defined the shape of Pasteur Mall by Pasteur Drive, rather than a broad, stepped open space.

- **Promenade.** Extended the Promenade as a continuous, open to the sky space, with direct path across Pasteur Mall to the School of Medicine.

- **Welch Road.** Improved safety and visual coherence of Welch Road by consolidating site access and pedestrian crossings with consistent tree planting and landscape emphasis on campus and building entry points.

- **Lucile Packard Children’s Hospital.** Redesigned the Lucile Packard Children’s Hospital to feature connecting to nature with open space as campus gateway, and urban drop-off at Welch Road.
• Clinics. Redesign of the clinics as architectural terminus to Pasteur Mall.

Consistency with the Village Concept

• The guidelines are consistent with connectivity recommendations of the Village Concept

Appropriateness

• The design guidelines provide a vision and framework of connective design and spatial relationships to inform how the SUMC projects relate to each other, the Stanford Campus and the City of Palo Alto as a whole. In particular, it defines adjacency and relationships along Quarry Road, Welch Road, Arboretum, existing Hoover building, Stanford Shopping Center, and the Stanford Campus.

• The design guidelines provide appropriate content regarding connectivity, place-making, identity, open space, building orientation and way-finding.

• The design guidelines provide appropriate focus and level of detail to support design review of future project applications.

Overall Comments

The design guidelines could have more attention on the following:

• The design of how the Clinics face the Arboretum and Stanford Campus. Perhaps in the future there can be a quad facing the campus, rather than a parking lot, with a uniform pedestrian lighting, similar to Dean’s lawn.

• Design considerations for the future phase of the clinics, including access to main campus green way along Roth Way.

• Use of landscape reserve at Hoover Pavilion, with a potential for some open space identity as interim space along Quarry Road and Palo Road.

• Consider eliminating parking lot lighting at front of Clinics facing Campus Drive and having uniform pedestrian lighting along Pasteur Mall, such as fixture D.
LUCILE PACKARD CHILDREN’S HOSPITAL EXPANSION
COMMENTS TO THE PALO ALTO ARCHITECTURAL REVIEW BOARD
March 14, 2011
This memo summarizes my urban design comments regarding the Lucile Packard Children’s Hospital Expansion (LPCH) project as proposed in Stanford University’s 12/2/2010 final submittal to the Palo Alto Architectural Review Board.

1) Site Plan Evolves Stanford Campus Design

- The site planning for the LPCH expansion has significantly evolved from the initial proposal in August 2008, with further refinements since June 2010. The most significant improvement since August 2008 is the complete redesign of the building and site plan.

- The arrangement of the building massing and open spaces appropriately relate to adjacent sites.

- The key to LPCH success is dividing the building massing into two wings with a connecting core that links to the existing Children’s Hospital. The effect is to reduce the building mass and height at the intersection of Quarry Road and Welch Road. The two wings are off-set from each other in plan view. The Welch Road wing faces the street with an urban entry court. The Quarry Road wing is set-back from Welch Road, creating a significant open space at the intersection of Welch and Quarry Roads. This open space balances the open space of the Arboretum across Quarry Road, with a transplanted redwood tree landscape facing the Stanford campus. The offset building wings create an
interior courtyard adjacent to the existing Children’s hospital. The courtyard offers light, air and a connection to nature through landscape design, enhancing both the existing and new facilities.

- Consolidating the Welch Road entrance drives on both sides of the street into a single intersection across from the Stanford Barn increases pedestrian, bike and vehicular safety. It also improves access to the Stanford Shopping Center across Welch Road.

- The site plan has arranged the building mass to minimize the perceived intensity of use of the site with a 98-foot building height (measured to parapet, not including mechanical screening).

- The proposed plans are consistent with City Comp Plan land use policy. The proposed project is a complete transformation of the physical environment from existing, auto-oriented medical office buildings and surface parking. The LPCH expansion will enhance the physical environment of the area as a well designed, attractive hospital and employment facility that contributes to shaping a distinctive SUMC district that contributes to the character of the city as a whole.

- The site plan is an evolution of Stanford campus design, taking an informal approach of integrating open space with building design in contrast to the formal approach of the Stanford quads as designed by Charles Allerton Coolidge.

2) Integration of Building and Landscape Design to Shape Healing Spaces

- The landscape is designed to create healing spaces. Healing is restoring the body, mind and spirit into balance to enable health. Connecting to nature and experiencing nature is highly restorative and balancing of one’s well being. The building orientation and access facilitate connection to the outdoors. Both at the ground level entry lobby and the first level outdoor dining provide direct views and access to the outdoor gardens.

- The five gardens offer distinct landscape temperaments from public to more private, to bring a range of human needs into sympathy with the natural environment. The Rain Garden, Emerald Garden, Discovery Garden, Healing Garden and Rainbow Garden
feature the use of boundary and raised field planting, shade, color, and variety of native planting to create people places.

- The merging of the building and landscape is most significantly expressed with the chapel. The perimeter wall of the chapel spirals down from supporting the roof to enclosing a landscape wall with meditation niches.

- The restorative experience of landscape extends to the public realm. Pedestrian paths along Quarry Road bring people into nature as they walk through a grove of existing trees. Privacy is maintained by separating the path from the Emerald Garden by use of visually hidden ha-ha walls with raised landscape beds. These features draw people into the experience of nature, yet maintain privacy without visual disruption of the natural environment.

3) **Visitor Entrance as Urban Experience**

- The entry court provides and urban entrance to a vehicle drop-off and pick-up, without creating an auto dominated environment. The covered drop off, separate one-way drive aisles with a landscape storm water detention basin, and parallel parking along the median, avoid creating a front door parking lot.

- The entry court needs to add direct pedestrian access to the Quarry Road and Welch Road intersection, to reduce the walking distance to the main entrance.

- The pedestrian entry sequence continues the theme of the restorative power of the landscape. One arrives under a glass canopy that leads to a curving wall entrance with views to the Rain Garden and the Emerald Garden as one enters the building, blurring the distinction between indoors and out.

4) **Staff Access as Restorative Landscape**

- The staff access, with ample bike parking and pedestrian ramp up from the Marguerite Shuttle Stop reduces auto dependence by staff. The screen trees, staff garden, labyrinth and sloped planting reinforce the restorative power of connecting to nature, for staff use.
• Locating service drive and staff access off Quarry Road away from Welch Road reduces the visual impact and separates potential vehicular and pedestrian conflicts.

5) **Enhances Existing Children’s Hospital**

• The site plan locates the Discovery and Healing Gardens in view of the existing facilities, so that the visitors, patients and staff of the existing Packard Children’s Hospital have access at the 1st floor and visually benefit from the attractiveness of landscape design, and the design of the new building itself.
FOUNDATIONS IN MEDICINE
COMMENTS TO THE PALO ALTO ARCHITECTURAL REVIEW BOARD

March 14, 2011

This memo summarizes my urban design comments on the Foundations in Medicine (FIM) Master Plan and FIM One building application per Stanford University’s 12/15/2010 final submittal to the Palo Alto Architectural Review Board.

Evolution of the FIM Plans

Stanford has significantly refined the FIM ARB submittals in response to ARB, staff and the city’s urban design consultant comments. In July 2008, urban design review focused on four questions:

1) What are the spatial and functional relationships of the FIM buildings to the School of Medicine (SoM), the Medical Center and University campus?

2) What are the connections and entrance points to and from the SoM and the FIM buildings?

3) How are places and activities organized to attract informal interaction, collaboration and campus community?

4) How does the architectural design of the FIM buildings contribute to the identity of the SoM district, the Medical Center and the Stanford campus?
Two key insights define the role of the FIM buildings in the SoM, Medical Center and academic campus context, framing how to think about the urban design of the FIM buildings:

• The FIM buildings, as bio-medical lab/office/research facilities part of the SoM, need to orient towards the core of the SoM along Discovery Walk and the campus entrance to the SoM at the Alumni Green open space. The Alumni Green connects the SoM to Serra Mall, the organizing axis of the Stanford Campus that connects the academic precincts together.

• To facilitate interdisciplinary team collaboration, the FIM buildings and site design need proximity, access and campus places to attract and support meaningful interdisciplinary connections between the Medical Center and the SoM. The interdisciplinary nature of translational research benefits from informal encounters that foster communication, relationships and creativity among physicians, scientists, medical students, post doc’s, researchers and others.

These insights led to a shared understanding among the ARB, city staff, urban design consultant and the Stanford team of the project, which formed the basis for subsequent ARB reviews.

In the July 2010 Preliminary ARB, Stanford presented a tree-preservation concept that introduced a new approach to site planning. This changed the FIM site planning and the FIM One building footprint by increasing the building setback along Pasteur Drive to protect six existing trees, including the addition of new Oak trees informally planted to complement and visually extend the Kaplan Quad. The ARB gave Stanford design review feedback on the building architecture and requested that landscape plans be provided to answer questions as to how the “ground plane” landscape environment will work along Pasteur Drive, Pasteur Walk, the Promenade, Cooper’s Lane and the FIM Quad to address pedestrian/bike connectivity and campus place-making.

In October 2010 Stanford provided the ARB with FIM landscape plans, and in January 2011 the ARB reviewed the FIM master plan, FIM Building One and updated landscape plans.
My comments below focus on Stanford's most recent design refinements in response to the initial urban design questions raised about the project.

**FIM Site Planning Relationships to Medical Center and Stanford Campus**

- The FIM setbacks, consistent heights, and design palette for the FIM buildings create an appropriate architectural frame for Pasteur Mall, giving spatial definition to this significant campus entrance and open space. The height and mass of the FIM buildings will balance the large scale and mass of Stanford Hospital and clinic buildings.

- The design palette of the FIM buildings, consistent in character with the Learning and Knowledge Center, will help visually unify the SoM environment.

- The Princeton Elm canopy along Pasteur Drive/walk, which opens to informal Oak plantings and lawn at the Kaplan and FIM quads and terminates at Dean’s Lawn, will be an attractive landscape edge to the FIM buildings and the SoM facing the Medical Center. This creates continuity of campus landscape for the Medical Center, SoM and Stanford campus.

- Consideration is needed for how the FIM 2 and 3 buildings will relate to the future Clinic buildings and their tower elements. There will need to be sufficient space between the clinic and SoM buildings for landscape and a potential framed view to the Stanford Campus.

**Shaping Campus Places, Connections and Entrances**

- The revised landscape plans show an improved “Gateway to the SoM” from the Pasteur Mall and the Medical Center. Trees were removed to have a framed view created by the FIM One and Two buildings. The view extends to the entrance plaza and terrace environment for FIM One and Two, the Beckman Center and CCSR building. Shifting the location of the central tree and reducing the number of trees along Beckman all improve the attractiveness of this space, given the close proximity of the buildings and the tall building heights. Locating café spots at the terraces will activate the space as a gathering place.

- The street crossing of Pasteur Drive, paving and continuity of lighting through the Kaplan Quad to the Medical Center Promenade creates a clear, direct and attractive pedestrian and bike connection to the Medical Center.
The redesign of the entrance plaza at the corner of the FIM One building at Governor’s Avenue to fit with the preservation of existing trees along Pasteur Drive is an attractive addition.

Reducing the number of trees between the FIM Quad and the Li Ka Shing Center for Learning and Knowledge will increase the visibility and use of the FIM Quad. The informal edge planting of Oaks trees stepping down to a recreational lawn is attractive, and this open space will be the heart of the FMI Master Plan. An outdoor café will also activate this space as a community place during the day and evening.

Cooper-Lane and Pasteur Walk garden rooms, the series of small garden rooms with bike racks near building entrances will provide attractive informal collaborative spaces. Along the Pasteur Walk having a decomposed granite paths linking the garden rooms together, separate from the public walk will make these spaces attractive and more intimate.
HOOVER PAVILION SITE DEVELOPMENT
COMMENTS TO THE PALO ALTO ARCHITECTURAL REVIEW BOARD
April 14, 2011

This memo summarizes my comments regarding the Hoover Pavilion Site Development application by Stanford University dated 4/7/11.

Site Planning Challenges

The Stanford design team has modified the site plan for the Hoover Pavilion to address the considerable challenges of fitting Stanford’s program on the site. Highlight Stanford decisions include:

• To maintain the integrity of the feeling and setting of the Hoover Pavilion:

  o The medical office building (MOB) is located to maintain views to the Hoover Pavilion from the intersection of Quarry Road and Palo Road. The view from this intersection presents the two architecturally significant elevations of the Hoover Pavilion, the west and the north elevations. The view to the north elevation features the landscape oval at the historic entrance court. The MOB however does partially block the view of the west elevation from Quarry Road, somewhat diminishing the integrity of feeling of the site, as identified in the Architectural Resources Group impact analysis report. The MOB respects the architectural significance of the Hoover Pavilion tower by maintaining the tower as the tallest architectural feature of the Hoover site, with the MOB roofline at the same height as the south wing of the Pavilion.
• The parking structure is located to the south of the Hoover Pavilion, shaping a courtyard space adjacent to the less architecturally significant south and east elevations. The location of the parking structure does not obstruct views to architecturally significant elevations from public streets. With the development of future housing to the south, the parking structure will be less visible from Quarry Road. The stepping of the parking structure reduces the visual impact of the scale of the parking structure on the courtyard and the children’s daycare facility.

• To increase the site’s connectivity to destinations along Quarry Road, the site plan introduces a new vehicle access-way between MOB and Hoover Pavilion from Palo Road to the parking structure, extending through the parking structure to Sweet Olive Way. This access-way provides vehicular, pedestrian and bicycle access to the through the site to Quarry Road and facilitates access to the Medical Center and Stanford Campus. Marguerite Shuttle stops are at both sides of the Quarry Road for ease of access from the Hoover site from this access-way.

• To contribute to the evolving character of Quarry Road:
  o The MOB is setback 20 feet from the back of the sidewalk along Quarry Road creating an urban street front to Quarry Road, rather than surface parking as is currently.
  o The landscape plan for the Hoover site provides additional street trees to support Quarry Road as a tree-lined, urban arterial street.
  o Tree planting along the extension of Sweet Olive Way will screen the substation from view from the future housing site to the south.

Areas for Further Design Consideration

View to Hoover Pavilion. With the emphasis in the Design Guidelines of maintaining the public view to Hoover Pavilion from corner of Quarry Road and Palo Road, this view could be enhanced by:

• Screening surface parking from view with screen planting or low wall with color combinations similar to Hoover Pavilion;
• Reduce the amount of surface parking along Quarry and Palo Roads through use of landscape reserve. Parking can be provided, as demand requires. Alternatively, after the completion of the build-out of the medical center campus, and the displaced parking need that the parking structure will meet diminishes, reduce the amount of surface parking, and have MOB and Hoover Pavilion visitors use the parking structure.

• Relocate the access drive that is along the north face of the MOB to between the wildflower knoll and the Cedar Square to create a pedestrian plaza environment to the north of the MOB that is aligned with the entrance to the Hoover Pavilion. The wildflower knoll can become a second garden oval rather than a parking island, by removing adjacent parking so it is visible. The widened plaza space to north would include the Cedar trees, providing a more gracious entrance space to the Hoover Pavilion with a plaza. Bike parking, public art and seating at the edges of the plaza can offer people places see the Hoover Pavilion and access the MOB.

Safety and ‘legibility’ of the “central spine” access drive. This environment needs clear definition of the functional and visual relationship between pedestrians and cars to have this be a safe environment for pedestrians. The paving and curb treatment at the turnaround space at the parking structure entrance requires pedestrians to walk in a car environment. Car drivers don’t have the visual queues to know they are driving in a slow pedestrian-oriented space.

As currently designed, car drivers entering the Hoover site from Palo Road are in a curbed street environment and they drive south past the drop off to the MOB and enter a broad paved rectangular space where they are to maneuver diagonally to the entrance to the parking structure. Pedestrians who are walking from the plaza to the MOB or the Hoover Pavilion, will walk across this area and may not see or cars leaving the garage or turning to enter the garage and could have a collision.

To add to the confusion, the surface paving of the curbed access way is the same as the pedestrian plaza paving. While this looks nice for drivers, drivers think this is a car space, and pedestrians see the curb and know it is car space. However at the turnaround, the driver still assumes it is car space because of the paving, and pedestrians think it is pedestrian space because of the paving, and this can car/pedestrian create conflicts.
To address this, a decision is needed as to the type of pedestrian/car space the central spine is as a whole, so that there can be consistent visual and functional design elements for both pedestrians and cars. The central spine can be either a traffic calmed street or a shared street.

Assuming the relocated drive north of Cedar Square, a traffic calmed street can be announced to drivers by raising the access drive up to the curb height, in front of the Hoover Pavilion, and using bollards to separate pedestrians and cars, and dropping down to the between the two buildings to have curbs (and no bollards). The access drive will rise up again at the turn around, and have removable bollards along the access drive, so drivers know they are in a pedestrian environment, and pedestrians know where the drive aisle is.

For a shared street design, continue the raised, curbless environment the entire spine, with bollards and change in colored pavement to separate pedestrian and car environments.

Relocating the two street trees along the MOB to follow the curve in the access drive will make the curve for the access drive read better for drivers, so they don’t drive into the pedestrian area by the elevators.

**Landscape Screening of Parking Structure.** I recommend extending the Arboretum planting approach of featuring trees that can grow to their mature, natural forms for this climate, to screen the parking structure to south along edge with future housing. This can also include the use of Arboretum landscaping details regarding low fencing and paving edges.

**Pedestrian and Bicycle Access from the Parking Structure.** To continue the Arboretum planting approach, I suggest that pedestrians walking from the parking structure to Sweet Olive Way walk through trees with a plaza paving environment rather than a path from the central circulation spine. I also suggest the location of public art to define the terminus of the central spine so when people exit the parking structure elevators they can see a visual destination to walk to Sweet Olive Way, given the close proximity to the sub-station.
NEW STANFORD HOSPITAL
COMMENTS TO THE PALO ALTO ARCHITECTURAL REVIEW BOARD
April 20, 2011

This summary memorandum highlights my urban design review comments regarding the New Stanford Hospital, per the April 21, 2011 submittal by Stanford University.

A Visionary Project

The New Stanford Hospital brings forth an unprecedented vision as a state-of-the-art, pioneering healthcare facility.

Evolution of Hospital Site Planning

Stanford has made substantial changes from the initial June 2008 design, which has significantly improved the design of the project. Key highlights are:

- **Site Footprint.** Reducing the size the Hospital footprint.
- **Heritage Trees.** Reducing the number of impacted heritage trees and relocating heritage trees with the introduction of the tree-preservation alternative.
- **Pasteur Mall.** Changing the site plan configuration of the Hospital from a broad, stepped open space to an architecturally defined urban space street edge for the Hospital along Pasteur Drive significantly improves the visitor’s arrival experience to the Medical Center Campus.
• **Main Hospital Entrance.** Relocating the main building entrance along the Promenade, rather than facing San Hill Road, greatly enhances campus and pedestrian access to the New Hospital from the Children’s Hospital, existing Clinics and the School of Medicine.

• **Parking Structure Design.** Integrating the massing and architecture of the parking structure with the Hospital, rather than designing the parking structure as a separate building, creates a continuous, publicly accessible rooftop open space.

• **New Gardens.** Setting the parking structure back from Pasteur Mall creates space along Pasteur Mall for a new, accessible and visible Garden of Medicinal Plants and Trees. This new garden space is prominently located along the Pasteur Mall, promoting use and understanding of healing properties of nature. The garden is easily accessible from the New Hospital.

• **Pedestrian Environment.** Providing active ground-level activity along the Promenade, including extending the Promenade as a continuous pedestrian open space from the Children’s Hospital to the School of Medicine, greatly improves the attractiveness and use of this pedestrian environment. Moving the cross street in front of the Stone Fountain west to the entrance to the new Hospital will extend a direct connection across Pasteur Mall to the School of Medicine. The activation of the Promenade, including the location of a new kiosk with movable seating and tree canopy will create opportunities for informal and formal social interactions.

Considerable attention is devoted to the ensure that the main entrance drop-off is pedestrian friendly and safe, with the use of changes in paving, light bollards, pedestrian-scale lighting, tree planting and water feature. These improvements will enhance the quality of the entrance experience for visitors and staff.

The location of the Family Resource Center, café and gift shop will contribute to an active pedestrian environment. Separating visitor drop-off and discharge will also diffuse any vehicle back up at the main entrance.

Locating the Emergency Room drop-off in a visible location to the west end of the hospital, with its own surface parking, will also ease finding and accessing the ER. The
outside landscape screen will provide visual relief for people in the ER waiting room, and provide privacy from public view.

- **Future Clinic Design.** Redesigning the site plan of the future clinics will provide a twin tower terminus to Pasteur Mall, creating an appropriate scale of building height and massing to visually terminate this urban space.

- **Public Rooftop Useable Space.** Developing the design of the outdoor rooftop outdoor spaces for public use, with a Wellness Center, Conference Center and meditation space, will create an innovative and attractive visitor environment.

**Enhancing the Identity of the City and University**

The New Stanford Hospital is exceptionally well designed as an integrated site planning and architectural solution that will enhance the identity of Palo Alto and Stanford University. Key highlights are:

- The square building module permits flexibility both internally, to accommodate changes in the future delivery of health services, and externally, with site planning. The square building module, arranged as a series of linked buildings in a square grid pattern, frames an internal courtyard space that brings light to interior spaces.

- The urban design of Pasteur Mall transforms an existing auto-oriented landscape of low-rise buildings to a formal, architecturally defined urban space that is comparable to, and in contrast with, the formal entrance drive to Stanford on Palm Drive. Stanford’s decision to preserve the Pasteur Mall as open space by eliminating expanding the Hospital and Clinics on the Pasteur Mall is a significant enhancement.

- The building massing and height of the Hospital is appropriate for the location along Pasteur Mall at the center of the Stanford University Medical Center campus, as well as meet the spatial and floor-to-floor requirements to replace existing Hospital space with new state-of-the-art space. The main building height and massing of the new Hospital is not located directly adjacent to residential uses.
**Responsiveness to ARB Comments**

Stanford design team has been highly responsive and thoughtful in considering and incorporating changes in project design based on staff, ARB and urban design consultant comments. Stanford has been particularly responsive to comments related to the pedestrian environment, landscape design, way-finding and architectural design consideration in the use of materials and details. The revisions from the 2008 preliminary ARB design review show significant improvements to the project as a whole.