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1 - INTRODUCTION
INTRODUCTION

A. PROJECT OBJECTIVE

The Northwestern Lake Forest Hospital (NLFH) Campus Revitalization Project is critical to the ongoing and long-term viability for the provision of convenient access to quality healthcare for the residents of Lake Forest and Lake County. This project is essential to ensure that Northwestern Lake Forest Hospital Campus continues its tradition as an important and prominent Lake Forest community institution for generations to come.

The Master Plan establishes a forward thinking and durable framework for near and long-term campus revitalization. A critical component of the Plan is the need to replace the existing outdated inpatient hospital facilities.

The Master Plan embodies a comprehensive and integrated vision that balances the Hospital’s near and long-term needs with those of the community. The 160 acre campus plan is conceptualized around three regions - North, Central and South Campuses. The North Campus is focused around health and wellness activities with minimal growth. The Central Campus is the site of the new inpatient hospital. The South Campus is to be re-purposed with a focus on medical education and research with no growth in overall square footage anticipated.

A key aspect of the Plan is the Phase One relocation of the hospital inpatient clinical functions to a new facility in the Central Campus by 2017. Once this has occurred, re-purposing of the South Campus can begin. Longer-term future phases provide a framework for growth of healthcare services in the Central Campus should the need emerge over the next 20 years.

B. SUMMARY OF CAMPUS PLAN

**Phase One: Replacement Hospital**
- State-of-the-art hospital in the Central Campus
- New medical office building
- Parking including structure in Central Campus
- Health and Fitness expansion for education/conferencing in the North Campus
- Vehicular access improved
- Open space buffers established
- Storm water ponds and wetlands established

**Phase Two: Re-purposing the Old Hospital Campus**
- South Campus re-purposed for medical education and research
- Parking including structure in South Campus

**Phase Three: Longer-term Hospital Growth Potential**
- Expansion to Central Campus hospital
- New medical office building
- Parking including second structure in Central Campus
2 - CAMPUS VISION - PHASE ONE
CAMPUS VISION - PHASE ONE

As shown in Figure 1 - Illustrative Plan - Phase One, a key aspect of the Plan is the relocation of the hospital inpatient clinical functions to a new facility in the Central Campus. The following provides a Phase One vision for the revitalization of the Northwestern Lake Forest Hospital Campus over the next five years. The Phase One vision is focused on planning for flexibility and adaptability to meet the changing needs of the healthcare market, while respecting the history and tradition of the NLFH Campus and Lake Forest community.

Key Aspects of Phase One
- North Campus focused on health and wellness
- Central Campus focused on health care
- Residential buffers and setbacks
- Full access for emergency response vehicles
- Preservation of wetlands
- Increased / improved campus access

A. HOSPITAL

The existing hospital’s physical plant is not suitable to support the evolving demands of healthcare quality and technology. In order to provide expanded access to distinctive, top-tier subspecialty clinical programs and physicians while delivering on Northwestern’s Patients First mission, Phase One of the Master Plan is centered around the creation of a new state-of-the-art hospital facility in the Central Campus. This new facility will:
- Serve Lake Forest and the growing community, ensuring top-notch access to care;
- Establish greater distance and buffers to the surrounding residential neighborhoods;
- Create full access for emergency vehicles, including fire and police departments, a functionality that does not exist with the current Main Hospital building location;
- Be designed as a contemporary environment of care, built to current standards and safety codes;
- Include up to 500,000 square feet within a maximum of five stories above grade, containing diagnostic and treatment services and inpatient rooms, along with basement and roof-level mechanical and support functions. The scope of the new facility will be finalized pending appropriate governmental approvals; and
- Be supported by additional parking to the north and west.

Following the construction of a new Central Campus Hospital facility, primary functions housed in the current NLFH Main Hospital, including inpatient and outpatient medical and surgical services, patient diagnostic, treatment and emergency services, and all necessary support services such as logistics, dietary, security, housekeeping, and central storage shall be relocated from the current hospital. To support the new replacement hospital, all utilities necessary, including emergency power, oxygen and other medical gas services, fire prevention and suppression systems, heating, ventilating and cooling systems and data system will be relocated and/or extended as necessary.
The new NLFH replacement hospital and its required ancillary facilities and features will be designed and built to meet contemporary care delivery standards and all applicable regulatory requirements. These standards and requirements include but are not limited to:

- City of Lake Forest Codes and Ordinances;
- Illinois Health Facilities Planning Act as administered by Health Facilities and Services Planning Board (HFSPB);
- Illinois Administrative Code Section 250 as administered by the Illinois Department of Public Health (IDPH);
- National Fire Protection Association codes and requirements (e.g. NFPA 101 Life Safety Code, NFPA 99 Requirements for Healthcare Facilities, NFPA 90 Mechanical Heating and Ventilation Standards and NFPA 13 Fire Suppression Systems);
- Office of the State Fire Marshall;
- Federal requirements such as those set by US Health and Human Services Centers for Medicare and Medicaid Services (CMS), Centers for Disease Control (CDC), Occupation Safety and Health Agency (OSHA), US Justice Department Americans with Disabilities Act (ADA), and the US Nuclear Regulatory Agency; and
- Independent agencies that accredit hospitals, programs and services such as Joint Commission on Accreditation of Healthcare Organizations (JCAHO), American College of Surgeons, American College of Emergency Physicians, American College of Anesthesiologists, and many others not listed here.

B. MEDICAL OFFICE BUILDING

Within the Central Campus, to the south of the new Hospital building, the Master Plan envisions the creation of a new three-story, medical office building of approximately 100,000 square feet. A medical office building was originally approved as part of the Lake Forest Hospital Master Plan Development 2000 – 2005. Additional parking or reconfiguration of existing lots is anticipated to serve users of the medical office building.

C. HEALTH AND FITNESS BUILDING EXPANSION

Phase One also includes an expansion of up to 25,000 square feet to the North Campus Health and Fitness Building. This expansion, in the form of a one or two story addition, would accommodate conferencing, education and wellness uses. Two possible locations are shown for illustrative purposes on Figure 1. The addition will be located on either the west or east side of the existing facility with the preferred location to be determined during the design phase. Minimal parking expansion is necessary as many of the users of the Health and Fitness Building are already on campus as users of the medical facilities.

D. CIRCULATION

An overall goal of the Master Plan is to sustain a park-like feel that embraces health and wellness. The Master Plan seeks to expand upon operational and environmental efficiencies through improved auto, emergency vehicle, bicycle and pedestrian access and circulation. In order to provide improved access into the campus from the east and the west, new right-in right-out intersections are planned for Skokie Highway / Route 41 and for Waukegan Road / Route 43. The existing primary campus entry at the intersection of Westmoreland Road and Deerpath also will be improved with turn lane improvements, creating better access and traffic flow in all directions. Internal drives will be incorporated to provide access to new campus facilities and parking areas while sidewalk connections will create a more pedestrian-friendly environment for staff, patients, and visitors.
E. STRUCTURED PARKING
The Central Campus Hospital facility will be supported by additional parking to the north and west, including a parking structure not to exceed three levels above grade. The existing grade will be maintained to the greatest extent possible. Earth berming may be incorporated to minimize the apparent height of the parking structure.

F. HELIPAD
The existing helipad located immediately north of the South Campus will remain in its current location. No expansion physically or in terms of use is planned.
KEY ELEMENTS

**Central Campus**
- Hospital replacement
- Medical office building
- Parking structure
- Surface parking

**North Campus**
- Health and Fitness expansion
- Surface parking

**Overall Campus**
- Buffers established
- Vehicular access improved
- Storm water ponds and wetlands enhanced

**Legend**
- Existing Buildings
- Hospital
- Medical Office Building
- Health and Fitness Expansion
- Parking Structure
- New Vehicular Access Points

Future building and parking locations are shown for illustrative purpose only. Orientation, configuration and footprint boundaries will vary during the design phase of development.

**FIGURE 1 - ILLUSTRATIVE PLAN - PHASE ONE**

NORTHWESTERN LAKE FOREST HOSPITAL CAMPUS LAND USE MASTER PLAN
LAKE FOREST, ILLINOIS

MAY 2012
KEY ELEMENTS

Central Campus
» Health care focused
» Streetscape and neighborhood buffers - 12 acres
» Land banked parking area

North Campus
» Health and wellness focused
» Neighborhood buffers

South Campus
» Medical education and research focused
» Continuation of residential uses
» Neighborhood buffers

Overall Campus
» Minimum 65% open space - 104 acres
» Landscaped entrances
» Bicycle and walking trails
» Storm water ponds and wetlands

Open Space Legend
- Building Setbacks
- Streetscape Buffer / No Build Area
- Neighborhood Buffer / No Build Area
- Landscaped Entrance Area
- Land Bank Parking Area
- Future Parking Relocation from Buffer Area

Future building and parking locations are shown for illustrative purpose only. Orientation, configuration and footprint boundaries will vary during the design phase of development.

FIGURE 2 - CAMPUS USE AREAS

NORTHWESTERN LAKE FOREST HOSPITAL CAMPUS LAND USE MASTER PLAN
LAKE FOREST, ILLINOIS

MAY 2012
FIGURE 3 - PHASE ONE - SITE ACCESS IMPROVEMENTS

NORTHWESTERN LAKE FOREST HOSPITAL CAMPUS LAND USE MASTER PLAN
LAKE FOREST, ILLINOIS

MAY 2012
3 - CAMPUS VISION - PHASE TWO
CAMPUS VISION - PHASE TWO

Beyond the Phase One improvements, the Master Plan contemplates re-use and re-purposing of the South Campus on which the existing hospital building is located.

**Key Aspects of Phase Two**

- Re-purpose South Campus
- Structured parking
- Surface parking land bank

**A. MEDICAL RESEARCH / EDUCATION**

With the Phase One relocation of the hospital functions to a new facility in the Central Campus, NLFH will re-purpose the South Campus for complementary medical research and education programs. It is anticipated that the re-purposing of the South Campus for these uses will result in a capacity that is no greater than it is today in terms of building square footage and floor-area-ratio. NLFH will conduct a detailed existing Main Hospital reuse study and needs assessment in 2015 - 2017.

**B. POWERPLANT CO-GENERATION EXPANSION**

The existing Powerplant Co-Generation facility is ideally located within the interior of the NLFH campus, away from surrounding residential properties. As the NLFH Campus grows and expands, an additional 10,000 square feet of Powerplant Co-Generation space may be necessary adjacent to the current facility to meet the energy needs of both new and existing facilities. In the event that this expansion is needed, NLFH will engage the City to explore possible community benefits for this resource. It is not anticipated that additional parking will be needed to serve the Powerplant Co-Generation expansion.

**C. PARKING STRUCTURE**

As described in the Lake Forest Hospital Master Plan Development 2000 - 2005, there is ample room for a parking structure east of the 900 Bays Medical Office building. The structure could help increase available parking for the South Campus reuse as well as provide additional parking to serve the proposed medical office building to the north. An area of land banked surface parking has been identified if parking needs exceed the capacity of approved parking structures.

The existing surface parking lot located west of the 900 Bays Medical Office Building will be modified to preserve a 200’ neighborhood buffer.
KEY ELEMENTS

» Re-purposing South Campus
» New parking structure in South Campus
» Land banked parking area identified

Legend
- Existing Buildings + Phase One
- Research / Education Building
- Power Plant Expansion
- Parking Structure

Future building and parking locations are shown for illustrative purpose only.
Orientation, configuration and footprint boundaries will vary during the design phase of development.

FIGURE 4 - ILLUSTRATIVE PLAN - PHASE TWO

NORTHWESTERN LAKE FOREST HOSPITAL CAMPUS LAND USE MASTER PLAN
LAKE FOREST, ILLINOIS
4 - CAMPUS VISION - FUTURE PHASES
CAMPUS VISION - FUTURE PHASES

In addition to Phase One and Two improvements, the Master Plan also includes a framework for longer term future growth and expansion of the Hospital. Integral to this vision is an addition to the Central Campus hospital facility along with additional medical office space. By planning for future development in the central and eastern portions of the campus, impacts of noise, views and lighting will be minimized on surrounding residential areas. Figure 5 – Illustrative Plan - Future Phases outlines a framework for additional facility improvements to be considered within a 20-year time frame.

**Key Aspects of Future Phases**

- Hospital expansion on Central Campus
- Medical office expansion
- Structured parking

**A. HOSPITAL EXPANSION**

In order to meet growing community medical needs, it is anticipated that up to a 150,000 square foot addition to the Central Campus hospital may be necessary in the future. This expansion would provide additional patient rooms as well as diagnostic and treatment space. The Central Campus hospital addition also would require the development of additional parking areas in either surface or structured formats.

**B. MEDICAL OFFICE**

As part of future Central Campus improvements, the Master Plan illustrates an additional 50,000 square feet of medical office space to be located in close proximity to the Central Campus hospital facility. Parking for the new medical office space would be provided by adjacent surface and/or structured parking areas.

**C. PARKING STRUCTURE**

Additional parking to support future central campus expansion would be accommodated in an additional parking structure or surface lots. An area of land banked surface parking has been identified if parking needs exceed the capacity of approved parking structures.
FIGURE 5 - ILLUSTRATIVE PLAN - FUTURE PHASES

NORTHWESTERN LAKE FOREST HOSPITAL CAMPUS LAND USE MASTER PLAN
LAKE FOREST, ILLINOIS

KEY ELEMENTS

- Hospital expansion
- Medical office building
- Parking structure

Legend

- Existing Buildings + Phases One and Two
- Medical Office Building
- Hospital Expansion
- Parking Structure

Future building and parking locations are shown for illustrative purpose only. Orientation, configuration and footprint boundaries will vary during the design phase of development.
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5 - LAND USE DEVELOPMENT STANDARDS
LAND USE DEVELOPMENT STANDARDS

Northwestern Lake Forest Hospital Campus shall be developed in accordance with the following land use development criteria. To the extent of any conflict between the following criteria and the underlying zoning, the standards outlined in this section and the adopted Special Use Permit Ordinance shall control. Recommended land use development standards to guide design development for Phase One and Future Phases of NLFH Campus improvements are outlined below and in the following Figures.

A. SITE DEFINED

The NLFH Campus includes Parcels 1-9 (inclusive) as shown on the Plat of Survey of Northwestern Lake Forest Hospital, prepared by Bleck Engineering Company, dated November 10, 2011, consisting of 161.18 acres.

B. INTENDED USES

Notwithstanding the underlying zoning for this property, the principle intended uses for the site are medical and wellness services including:

- Inpatient care;
- Ambulatory and outpatient care;
- Diagnostic and treatment;
- Administrative offices;
- Libraries;
- Medical offices;
- Clinical trials;
- Translational and medical research;
- Healthcare and wellness education;
- Parking facilities (structured and surface);
- Day care centers;
- Food services;
- Lecture halls;
- Classrooms;
- Laboratories;
- Health clubs;
- Ancillary retail services;
- Hospital and campus support services;
- Residential living facilities for employees, faculty, staff, post acute care, and seniors;
- Hospital related services including services for families of patients and clinical trials.

It is not the intent to include stand alone retail or hotel establishments or uses unrelated to supporting the core mission of the institution.
C. BUILDING SETBACKS AND PRESERVED OPEN SPACE

The Master Plan establishes generous building setback zones at the perimeters of the site. Figure 2 - Campus Use Areas illustrates the perimeter buffer areas for the north, central, and south campus areas. Building setback standards are intended to preserve an adequate buffer between future buildings and surrounding residential uses while helping to maintain existing significant landscaped areas and providing space for enhanced buffers as appropriate. Established building setbacks include 250 feet along Waukegan Road / Route 43, 200 feet to the north of the King Muir neighborhood, 75 feet from Westmoreland Road along the north, and landscaped campus entrances.

D. MINIMUM OPEN SPACE

Open space is defined as continuous space unobstructed by buildings, roads or parking lots but including walkways, pedestrian gathering areas and bicycle paths. In order to provide a park-like campus atmosphere, the Master Plan establishes a minimum open space percentage of 65% for the entire site, with the following percentages for each campus area:

- North Campus – 75%
- Central Campus – 50%
- South Campus – 60%
- Overall – 65%

E. MAXIMUM STRUCTURED COVERAGE

Structured Coverage is defined as all land area that is covered by a building or other structure, including parking garages. Acknowledging the City standard of 30% coverage, the Master Plan recommends a maximum structured coverage percentage of 15% for the entire site, with the following percentages for each campus area:

- North Campus – 10%
- Central Campus – 20%
- South Campus – 10%
- Overall – 15%

F. MAXIMUM BUILDING HEIGHTS

Proposed maximum building heights for the North, Central and South campuses are illustrated on Figure 6 - Building Height Zones. With the exception of the new Central Campus hospital facility, the proposed height of all other new construction on campus is consistent with that of surrounding existing campus buildings. To accommodate a new state-of-the-art inpatient hospital building, the Master Plan recommends a portion of the Central Campus allow taller building elements for vertically stacking functions in recognition of operational, safety and best practice land use imperatives.

G. MAXIMUM FAR

Maximum floor area ratios (FAR) for the north, central and south campuses are listed below. Parking structures are not included within FAR standards.

- North Campus – 0.10
- Central Campus – 0.30
- South Campus – 0.25
- Overall – 0.30
Diagram recognizes that mechanical equipment may exceed maximum heights in select areas.

Future building and parking locations are shown for illustrative purpose only.
Orientation, configuration and footprint boundaries will vary during the design phase of development.

**FIGURE 6 - BUILDING HEIGHT ZONES**

**NORTHWESTERN LAKE FOREST HOSPITAL CAMPUS LAND USE MASTER PLAN**

**LAKE FOREST, ILLINOIS**

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**MAXIMUM ALLOWABLE BUILDING HEIGHT ZONES**

- **Lower Height**
  - Not to exceed 45’

- **Moderate Height**
  - Not to exceed 60’

- **Maximum Height**
  - Not to exceed 81’
6 - PEDESTRIAN AND BICYCLE CIRCULATION
PEDESTRIAN AND BICYCLE CIRCULATION

As shown in Figure 7 - Bicycle Connections, along with an improved network of sidewalks and pedestrian pathways, the Master Plan recommends analyzing ways to incorporate the NLFH Campus into the larger City and Regional bicycle network. The intent is to create a viable connection between the Middlefork Savanna Forest Preserve trail and Waukegan Road bicycle route to the west, and the Skokie Valley Bike Path to the east. Parts of Westmoreland Road along with new campus drives and pathways could be used in creating a more seamless bicycle connection while helping to make NLFH facilities more accessible to the surrounding community. NLFH recognizes that the City of Lake Forest is in the early stages of developing its Bicycle Master Plan and would like to collaborate with the City in integrating the campus into that Plan.

As shown in Figure 8 - Walking Trails, the Master Plan envisions an expanded pedestrian trail system to serve the entire campus and the larger community including Lake Forest Place residents. This trail system will help link the geographically isolated Health and Fitness Center and Dearhaven Child care and Learning Center with both existing and new hospital facilities to the south. Bicycle and walking trails will remain open to Lake Forest residents and NLFH will encourage their use as an added benefit to the community.
FIGURE 7 - BICYCLE CONNECTIONS
Future building and parking locations are shown for illustrative purpose only. Orientation, configuration and footprint boundaries will vary during the design phase of development.