

## Chapter 2.0

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### Proposed IMP Projects

## 2.0 PROPOSED IMP PROJECTS

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### 2.1 Introduction

Children's proposed 2013 IMP Amendment includes three Projects to help meet its needs for more clinical and support space, the consideration of more consistent and reliable electricity and heat, as well as parking. Children's also continues to undertake on-going campus improvement and maintenance projects including the Main Lobby renovation and general operational improvements to circulation across Children's campus. The three Projects are summarized below and described in detail in the Draft Project Impact Report.

### 2.2 Boston Children's Clinical Building

Due to higher patient acuity, the demand for single-bed patient rooms, the need for critical care capable beds, and improved technology, Children's needs to replace semi-private inpatient beds and expand surgery, clinic, and clinical support spaces. To fulfill these needs, Children's proposes the new BCCB on a portion of the Children's Core Campus with approximately 445,000 sf of space (approximately 403,311 sf of net new space) to be located on the site currently occupied by portions of Bader East and Farley, the Prouty Garden, the Wolbach Building, the Library and the Ida C. Smith building.

The BCCB will provide additional space to convert all the remaining semi-private patient rooms to private rooms and to create potential new rooms—allowing up to 180 beds; to help provide space on the Core Campus for a new Neonatal Intensive Care Unit facility; to right size clinical support space, to provide diagnostic and treatment expansion space for uses such as radiology and surgery; to increase patient-family amenities; and to improve circulation and access. In order to create an integrated campus experience for patients and staff, the BCCB will be connected to existing buildings on the Core Campus on its lower outpatient, support and surgical levels. In addition, the BCCB will connect an upper inpatient floor (Level 9) with Main South over the Farley/Bader Pavilion. The BCCB will be an expansion of the interconnected buildings at the Core Campus; patients and families will enter the Hospital at the Main Entrance and access the BCCB using circulation paths through existing buildings.

The BCCB will provide Children's with the opportunity to, among other things, re-prioritize the use of green and gathering spaces for patients and family members by replacing current green space in the Prouty Garden with a variety of visible and accessible green and gathering spaces that are available during all seasons and to a variety of users. To determine how the Prouty Garden is currently used, Children's conducted an observational survey of use and users in 2012. The survey found that the Prouty Garden was mainly used by staff members (87% of all users), and only minimally by patients and families (13% of all users).

The proposed BCCB will create more patient and family-focused green and gathering spaces by providing more diversity in types and uses. A true healing environment will benefit the user according to his or her own needs. The green and gathering spaces, both exterior and interior, will serve staff, patients and families year-round, bringing light, nature, and places for respite and activity into the clinical environment, even during Boston's winter months. The program and amenities on each green and gathering space have been carefully planned to interact with a diverse population of patients and families. In addition, with the increasing higher acuity patient population, the proposed green and gathering spaces will be designed to accommodate the patient population by providing protected areas that are connected visually to the outdoor open spaces, as well as spaces that can be accessed from patient floors. The green and gathering spaces also act as a wayfinding system for the campus. They highlight public areas and main circulation routes that lead to many destinations on campus. Overall, they will enhance the experience of patients, families and staff visiting the BCCB and the campus.

### ***Central Utilities Plant***

In connection with the construction and operation of the BCCB, and in view of concerns about the costs and consequences of fossil-fuel consumption, Children's is considering and evaluating several cogeneration options whose primary facilities will be located in the sub-basement of the BCCB. In connection with the construction of the BCCB, Children's will install a stand-alone central utility plant that will provide the BCCB with one hundred percent (100%) of its thermal and chilled water needs and a portion of its electrical needs while continuing to receive the balance of its electrical needs from the grid. In addition, Children's is considering several other options for the long-term energy needs of its Core Campus that range in size from a stand-alone central utilities plant that would provide 100% of Children's thermal and chilled water needs of the Core Campus, as well as a significant amount of its electrical needs, to a larger facility that, working in conjunction with utility facilities on adjoining institutional campuses, would serve the entirety of the Core Campus as well as the campuses of other institutions. In either of these larger-scale options, the sub-basements of the BCCB would house the majority of the equipment needed for such systems. All of the options include combined heat and power (CHP) units for increased efficiency. Children's will continue to evaluate these and other options and alternatives as its planning for its campus evolves.

## **2.3 819 Beacon Street**

To further its mission of providing the best clinical care to children, and to continue its role as provider of tertiary and quaternary care on its Core Campus, Children's is prioritizing its LMA space for direct patient needs. Children's is proposing to redevelop its property at 819 Beacon Street as a location for office and administrative space that is currently located on Children's Core Campus, is located in nearby leased space or is anticipated to be needed

for average annual growth. Office space at 819 Beacon Street will be located close enough to the Core Campus, however, to foster necessary interaction with the patients and clinicians.

The 819 Beacon Street Project will include approximately 202,950 sf of office space, 9,480 sf of retail space creating an active presence along Beacon Street, and approximately 496 structured parking spaces (199,974 sf) in an eight story structure.

Of the 496 spaces, 158 will support the uses within the 819 Beacon Street Project, 249 will be replacement spaces for the 249 employee spaces currently located on the existing surface lot, and approximately 89 will be additional spaces available to support the needs of Children's employees working on the Core Campus. Although Children's has an extremely robust transportation demand management program, including bicycle and public transit subsidies, the Hospital recognizes that there are those who must drive to work due to work schedules that are not conducive to public transportation schedules or other personal commitments, and it is important to the Hospital to accommodate those professionals.

The garage will be accessed from the lower elevation of the site on Miner and Maitland streets adjacent to the existing CSX right-of-way. There is no parking entry directly from Beacon Street. The garage will be partially contained beneath the office structure and will not be visible along the Beacon Street facade.

The 819 Beacon Street Project will accommodate both the City's multi-use path and the regional circumferential Urban Ring project. Until the Urban Ring is developed (at the location of the CSX right-of-way), the multi-use path will be located primarily on the right of way and partially on the 819 Beacon Street property. When the Urban Ring is implemented, the multi-use path will be moved into a designated colonnade area at the southern edge of the garage. The 819 Beacon Street Project has also been designed to accommodate an additional bus lane on Maitland Street if, and at such time, as the City advances that project.

## **2.4 Patient and Family Parking Garage Addition**

The proposed Children's Patient and Family Parking Garage Addition includes one level with 86 parking spaces (76 net new due to the elimination of 10 parking spaces in connection with the BCCB) on top of the existing garage structure. The exterior of the added level will be closely matched to the existing garage to create a seamless addition.

## **2.5 Campus Improvement Projects**

Although not separately considered projects subject to IMP review under Article 80D, Children's continues to undertake on-going campus improvements.

As part of the 2008 Main Building Vertical Addition, Children's had planned to undertake a series of lobby improvements. With the decision to eliminate the 2008 Main Building Vertical Addition and to substitute the Main Building Expansion at Binney Street, Children's plans for the lobby improvements were also deferred.

However, with the Fegan Elevator project and related "Ambulatory Enhancement" project now underway, including floor by floor upgrades of all outpatient clinics in the Fegan and Farley buildings and a new Ambulatory Lobby (with three new public elevators) connected to the Main Lobby, Children's is now proceeding with the planned renovation of its Main Lobby. The renovation includes re-branding of the lobby with new finishes, furniture and circulation systems. A state of the art, interactive media wall will be installed as the primary visual focus of the lobby. New elevators and stairs will connect the ground floor and the public mezzanine. The first phase of the Main Lobby renovation is expected to be completed in the third quarter of 2014 at the same time as the adjacent ambulatory lobby and new Fegan elevator project. The Main Lobby renovation and the new Fegan elevator project enable the Hospital to reorganize the wayfinding system, and will set the vision for future building projects on the Main Campus south of Longwood Avenue. The Main Entrance renovations include a new sidewalk canopy leading to the new main entrance revolving door. The existing lobby curtain wall enclosure to be renovated to allow for connection between the ambulatory and Main Lobby spaces.

The Main Lobby improvements are being implemented as part of general operational improvements to circulation across Children's campus. Since the Core Campus is bisected by Longwood Avenue, Children's has identified and is assessing potential opportunities to improve at grade traffic and pedestrian circulation at the Longwood Avenue/Blackfan Circle intersection. MASCO and Children's also continue to explore expansion of an elevated pedestrian pathway network throughout the LMA in the interests of LMA-wide efficiency and safety, including across Longwood Avenue, which would allow for valet operations at the Patient and Family Parking Garage.

In addition to the foregoing campus improvement projects, Children's has a number of ongoing maintenance and improvement projects in an effort to upgrade finishes and maintain patient care areas. The ambulatory enhancement project will add self check-in kiosks and upgrade the finishes in the outpatient exam rooms, as well as treatment and waiting areas. In addition, finishes in patient tub and shower rooms will be upgraded along with the finishes in inpatient rooms. Finish upgrades for activity rooms and other family resource/lounges on the inpatient units are also planned. Many of the finish upgrades are scheduled to coincide with the completion of the Main Building Expansion. Once the Main Building Expansion opens, there will be a series of backfill renovations as existing programs shift into the new space. Children's also upgrades the spaces in the various research buildings annually.