



BETH ISRAEL DEACONESS MEDICAL CENTER
NEW INPATIENT BUILDING

Boston Civic Design Commission Project Summary | March 6, 2018

PAYETTE

BETH ISRAEL DEACONESS MEDICAL CENTER (BIDMC) NEW INPATIENT BUILDING

PROJECT SUMMARY

Project Location:	BIDMC's West Campus in the Longwood Medical and Academic Area (111 Francis Street)
Project Proponent:	Beth Israel Deaconess Medical Center, Inc.
Architect:	Payette
Submission Date of IMPNF/PNF:	January 11, 2018

Project Site

The Project site is located on BIDMC's West Campus in the Longwood Medical and Academic Area (LMA), and is bound by Brookline Avenue, Francis Street, a discontinued portion of Pilgrim Road owned by BIDMC, and the Rosenberg Building (see Figure 1, Campus Plan). The approximately 42,700 sf site currently includes the Emergency Department patient drop-off, ambulance entrance, main West Campus loading facility (Main Loading Facility) and West Campus oxygen tanks. The Project site was chosen for development of the New Inpatient Building because it is adjacent to the existing West Campus inpatient services that need to be expanded, and the efficiencies and enhancement of existing services that will be created through the interconnection and integration of the New Inpatient Building Project to the Rosenberg and Farr buildings. The Project site is largely unbuilt, which is important insofar as it eliminates the need for disruptive and expensive relocation of existing hospital programs during construction.

In order to ready the site for redevelopment, BIDMC is in the process of completing four enabling projects to move the critical functions currently on the site to other locations during construction. The Emergency Department pedestrian entrance will be temporarily relocated to the main entrance of the Rosenberg Building on Deaconess Road and the ambulance entrance will be temporarily relocated to Pilgrim Road. Vehicular access to the Emergency Department is expected to be returned to the Project site and incorporated into the ground floor design of the Project. The Main Loading Facility will be temporarily relocated to the rear of the Libby Building, while the oxygen tanks will be permanently relocated to the small surface parking lot (the Clicker Lot) behind the Libby Building, which is adjacent to a campus drive known as Crossover Street and Autumn Street, both private roadways owned by BIDMC. As part of the ground floor design of the New Inpatient Building, the Main Loading Facility will be returned to its existing location off Brookline Avenue where it ties into existing materials management infrastructure in the Rosenberg Building that will continue to serve the West Campus as well as the New Inpatient Building.

New Inpatient Building Project Description

The Project includes the construction of a 10 story inpatient clinical building on BIDMC's West Campus that will include up to 345,000 sf of gross floor area (as defined in the Zoning Code). The Project will be up to 200 feet tall with a ground level footprint of approximately 32,000 sf of enclosed space. The building

will extend over an additional area of approximately 20,000 sf of area that will be open at the ground level along Pilgrim Road. The majority of this covered exterior space will be used for ambulance arrival space for the BIDMC Emergency Department which is located in the adjacent Rosenberg Building. The Project will house a range of clinical inpatient programs and inpatient beds (both intensive and acute care), operating and procedure rooms, as well as a range of support services and other functions ancillary to those clinical inpatient programs, conference space and a helipad on the roof (which will be relocated from the immediately adjacent Rosenberg Building). The Project contemplates inclusion of up to 158 inpatient beds (up to 128 medical/surgical and 30 intensive care beds) within that facility. However, only 69 of those beds will be additive to the overall BIDMC bed count that will exist at the time the New Inpatient Building opens (i.e., “net new”), as BIDMC anticipates closing some West Campus beds at the opening of the New Inpatient Building. Additionally, BIDMC anticipates reopening 20 beds by the end of 2024 within existing West Campus facilities. Overall, BIDMC anticipates that up to 89 net new patient beds will be brought on-line in connection with the Project on the West Campus during the term of BIDMC’s Institutional Master Plan, which BIDMC is seeking to amend and extend for five years to allow BIDMC to build the Project. No ambulatory (outpatient) services are proposed as part of the Project. Refer to the elevations, floor plans and sections included in this document for additional information.

The Project will be designed for the evolving needs of the patients BIDMC serves, with the flexibility to adapt in the future. The Project will include family-friendly, single-bedded patient rooms able to accommodate the sophisticated technology needed to best treat critically ill patients. New, state-of-the-art operating rooms will be large enough to support the latest imaging and other surgical equipment. BIDMC’s design goal for the overall Project is to incorporate sustainable and evidence-based concepts to improve clinical outcomes, cost-efficiencies and decrease environmental impacts. The Project site at the corner of Brookline Avenue and Francis Street makes it an important gateway into the LMA for arrivals from the southeast. The building massing and material palette will be developed to create a strong sense of arrival into the LMA, and to signify the important role that BIDMC plays in serving the Boston community.

It is expected that the Project will maintain the existing configuration of the sidewalk along Brookline Avenue in terms of width and materials. The possibility of widening the sidewalk along Francis Street and introducing a new landscaped zone is being explored. Opportunities are also being explored to relocate the small existing open space at the corner of Brookline Avenue and Francis Street to a new, mid-block location at the interface between the Rosenberg Building and the proposed Project. The relocation of this open space would shift this pedestrian amenity to a location closer to current pedestrian activity with the goal of better integrating the open space into the pedestrian environment. Additional opportunities to physically juxtapose landscaped elements with the pedestrian realm will be explored as the Project design progresses. In addition, a new roof garden is being considered for the space between the Rosenberg Building and the New Inpatient Building. Lighting of the pedestrian realm (including sidewalks, landscaped areas and adjacent building walls) will also be carefully studied and designed to provide an enhanced experience as visitors navigate the site.

The Project will connect to the Farr Bridge and the Rosenberg Building in multiple locations in order to provide convenient access and circulation for patients, families and staff. No demolition of existing buildings will be required for the Project. Construction of the Project will result in the elimination of 26 existing parking spaces currently accessed from Pilgrim Road, and 12 parking spaces in the Clicker Lot; no new parking is proposed as part of the Project.

The Project will be similar in height to other major buildings in the immediate vicinity, including the Farr Building at 185 Pilgrim Road (+/-190 feet) and Dana-Farber Cancer Institute’s Yawkey Center for Cancer Care (+/-186 feet) located at 450 Brookline Avenue across the street from the Project site. The height of the proposed building coupled with its close proximity to the Rosenberg Building will require the relocation

of BIDMC's existing helipad from the roof of the Rosenberg Building to the roof of the New Inpatient Building. Construction will begin at the receipt of all necessary approvals (anticipated to be in 2019), with operations starting in the fourth quarter of 2022.

Zoning

This project is located in the BIDMC Institutional Master Plan Area and will be governed by the requirements of the BIDMC Institutional Master Plan, which BIDMC is seeking to have amended and extended to allow the proposed Project. BIDMC has two main campuses located in the LMA on opposite sides of Longwood Avenue. The East Campus, located to the east of Longwood Avenue, is located in the Beth Israel Deaconess Medical Center Institutional District East governed by Article 70 of the Zoning Code. The West Campus, located to the west of Brookline Avenue, is located in the Beth Israel Deaconess Medical Center Institutional District West governed by Article 72 of the Zoning Code. Both the East and West campuses are also located within the Restricted Parking Overlay District adopted pursuant to Section 3-1A.c of the Zoning Code. In addition, the East campus only is located in the Groundwater Conservation Overlay District adopted pursuant to Section 3-1A of the Zoning Code.

The BIDMC IMP Area, as initially created by Map Amendment No. 435 which became effective June 28, 2004, covers both the East and West campuses and a non-contiguous parcel to the northeast at 99 Brookline Avenue on which BIDMC's Research North Building is located. The BIDMC IMP was originally approved in 2004, and describes the existing uses, structures, and activities within the IMP Area, along with future needs, leasing activities, master planning objectives, and proposed construction projects over the term of the BIDMC IMP. The BIDMC IMP was renewed for an additional term of five years in 2009, and subsequently amended to include a new project known as the Bowdoin Street Health Center Addition Project in 2013. At this time, Zoning Map Amendment No. 579 expanded the boundaries of the BIDMC IMP Area to include the site of BIDMC's Bowdoin Street Health Center at 230 Bowdoin Street and its two ancillary parking lots located at 3-5 Bowdoin Park and 133-137 Hamilton Street. The IMP was renewed for an additional term of five years in 2014, and IMP updates have been provided every two years (most recently in 2016) as required by the Zoning Code.

The Project is located on BIDMC's West Campus on a site bounded by Brookline Avenue, Francis Street, Pilgrim Road, and the Rosenberg Building. The site is approximately one acre in area, and currently includes the ambulance and Emergency Department entrances, surface parking for the Emergency Department, oxygen tanks and the Main Loading Facility serving the West Campus. The current BIDMC IMP describes an approved IMP project consisting of a 25,000 sf addition to the Rosenberg Building to be located at the eastern side of the Project site (referred to as the West Clinical Center Addition project). BIDMC has a pressing need for new and expanded inpatient clinical facilities to meet the needs of its patients, and the Project is being proposed as a replacement for the small West Clinical Center Addition project.

To summarize zoning matters addressed above, the Project will include up to 345,000 sf of gross floor area, and will increase BIDMC's LMA campus-wide FAR from 3.33 to approximately 3.79. The New Inpatient Building will be up to 200 feet tall. The plans included in this submission show additional features and dimensions of the New Inpatient Building. The dimensional requirements for the Project will be set forth in the Institutional Master Plan Amendment that, after public review and comment, will be subject to approval by the Boston Planning and Development Agency (BPDA) Board and the Zoning Commission. The Project does not include any new parking.

BIDMC submitted an Institutional Master Plan Notification Form for Amendment under Article 80D of the Zoning Code, and Project Notification Form under Article 80B of the Zoning Code, on January 11, 2018. BIDMC intends to submit an Environmental Notification Form to the MEPA office this month, and an Institutional Master Plan Amendment and Draft Project Impact Report to the BPDA this spring. BIDMC

will obtain other customary permits and approvals for the Project from the Boston Transportation Department, Public Improvement Commission, Boston Water and Sewer Commission, and Boston Inspectional Services Department, and other agencies with jurisdiction.

Urban Design

The Project will create a new architecturally distinguished building at the gateway from the south to the BIDMC campuses and to the LMA generally. The New Inpatient Building will transform the intersection of Francis Street and Brookline Avenue, which is now marked by a power plant and two garages opposite the Project site. The Project site is bound on the southeast by Brookline Avenue, Francis Street on the southwest, Pilgrim Road on the northwest, and the existing Rosenberg Building to the northeast. The site itself currently is largely utilitarian in that it accommodates the existing Main Loading Facility for the Rosenberg Building and the West Campus, a bulk oxygen tank farm and both the pedestrian and ambulance entrances to the emergency department, as well as a limited amount of Emergency Department related parking. Areas immediately adjacent to the site are generally either BIDMC clinical buildings (including the Lowry Medical Office Building on the opposite side of Francis Street, the Farr Complex on the opposite side of Pilgrim Road and the Rosenberg Building to which the Project will physically connect) or utilitarian structures including the Lowry Garage at 110 Francis Street, the Medical Area Total Energy Plant (MATEP) building and the Servicer Garage at the opposite corners of Brookline Avenue and Francis Street. One block to the south of the site is the intersection of Brookline Avenue and The Riverway, where the Lowry Garage is situated on the west side of Brookline Avenue, as is the Project site, and the Mosaic residential building is located across the street on the east side of Brookline Avenue. One block north along Brookline Avenue, Joslin Park is on the west side of Brookline Avenue and the Dana-Farber Yawkey building is across the street on the eastside.

At the ground level, the Project will have approximately 20,000 sf of exterior space that is below the upper levels that will extend over the edges of the site. The majority of this covered exterior space will be used to accommodate Emergency Department ambulance arrival. Patient vehicular drop-off space will be provided in front of a new building entrance and lobby along Francis Street. This lobby will be adjacent to the intersection of Francis Street and Pilgrim Road, converting what is currently a steep embankment leading to a parking lot into a revitalized corner. The efficient operation of the BIDMC West Campus requires that the Main Loading Facility be returned to its current location after completion of the new building; therefore, the relationship of the Project to the Brookline Avenue/Francis Street sidewalks will be similar to the current conditions.

The building massing will be developed in a manner that both relates to and enhances the existing conditions of the site. Given that the existing Rosenberg Building has a somewhat "busy" character in both massing and materials, the Project will be developed with a somewhat "quieter" presence that relates to, but does not replicate its neighbor. As currently envisioned, this Project will cantilever over the Brookline Avenue sidewalk to the same extent as the Rosenberg Building and at a similar elevation above grade. Similarly, the building wall along Brookline Avenue will likely exist in the same plane as the Rosenberg Building, though opportunities are being explored to relocate the existing small open space from the intersection of Brookline Avenue and Francis Street to a mid-block location at the juncture of the Rosenberg Building and the proposed Project. Relocating this open space will both provide a break in the streetwall and place it closer to existing pedestrian activity.

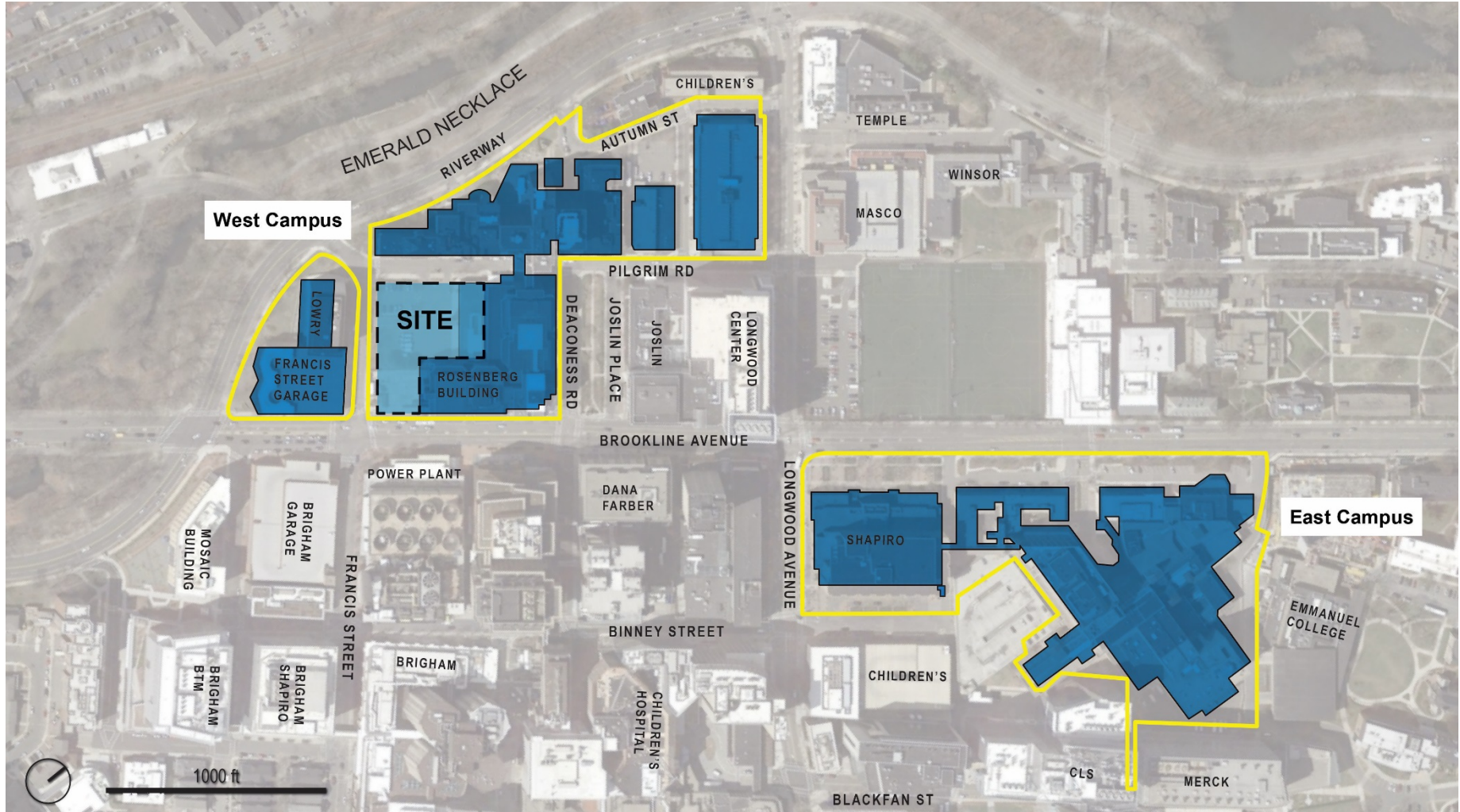
The massing of the building will be developed to provide clear distinctions between disparate programmatic elements, serving to both express the various functions of the building through the architecture, as well as to visually reduce the perceived size of the building. Material choices and the detailed development of the architecture will provide additional layers of scale, particularly in the pedestrian realm, that will further enhance the manner in which people experience the building as they move to, through and around it.

The Boston Redevelopment Authority (now BPDA) adopted LMA Interim Guidelines in 2003 to inform its consideration of development within the LMA prior to completion of a master plan for the area. The Project will be consistent with the urban design objectives of the Guidelines in the following ways:

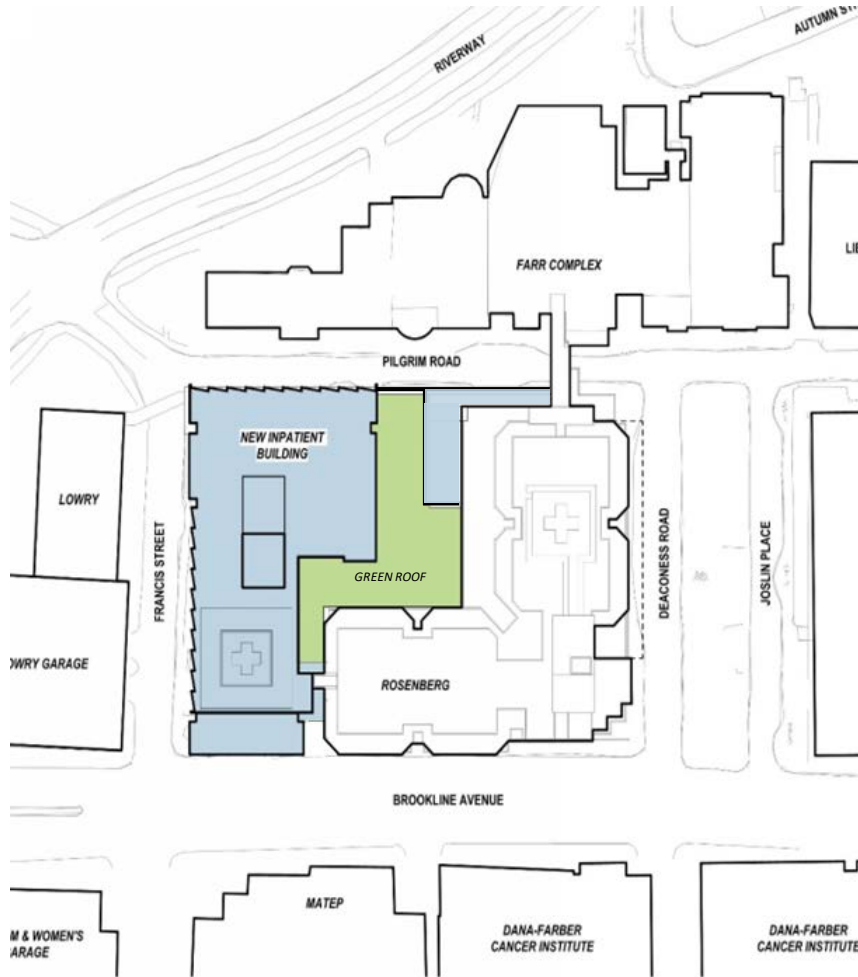
- The Project site is in a height zone which allows a potential maximum height of 205 feet with the provision of exceptional public benefits such as workforce development programs and exceptional quality in design and architecture. Through the thoughtful development of the building massing and articulation, the careful selection of materials and detailed consideration of how people experience the building at multiple scales and from multiple perspectives, the Project will provide an exceptional level of design and quality for the entire LMA community. BIDMC is also a leader in workforce development including an exceptional internal career mobility program, training internships, and other programs to help people who live in communities near BIDMC connect to the jobs and career opportunities at BIDMC.
- The Project includes no new parking spaces, and will enhance the pedestrian experience. The Project will include a robust Transportation Demand Management program.
- The Project will reinforce the distinctive characteristics of BIDMC's West Campus and its environs, in particular the adjacent Rosenberg Building, with ground-level off-street loading and service facilities and Emergency Department arrival space to facilitate vehicle movements in this area, multiple connections to the Rosenberg Building, massing that relates to and enhances the existing conditions on the West Campus and its vicinity, and other design features.

The Draft Project Impact Report to be filed this spring will include additional information on consistency with the Guidelines and on public benefits of the Project.

PROJECT OVERVIEW | Campus Plan



PROJECT OVERVIEW | Summary Description



New Inpatient Building Project:

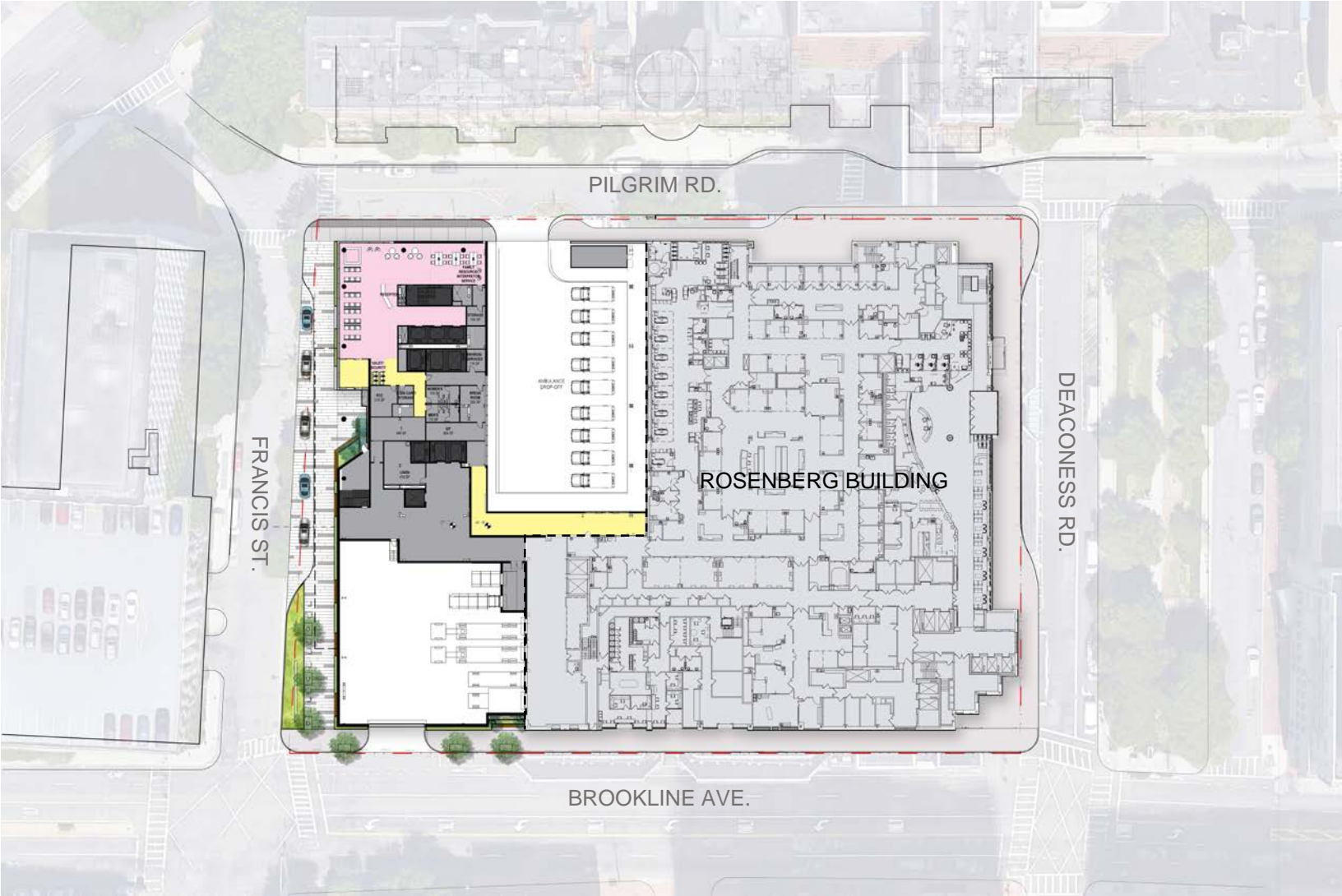
Modernize and upgrade patient care and clinical environments to respond to the increasingly acute, complex needs of BIDMC's patients and BIDMC's capacity constraints

- Up to 128 Single-Bedded Medical/Surgical Rooms, many of which will replace double-bedded rooms elsewhere on BIDMC's West Campus
- Up to 30 ICU Rooms
- Inpatient Operating Rooms
- High Complexity Procedure Rooms

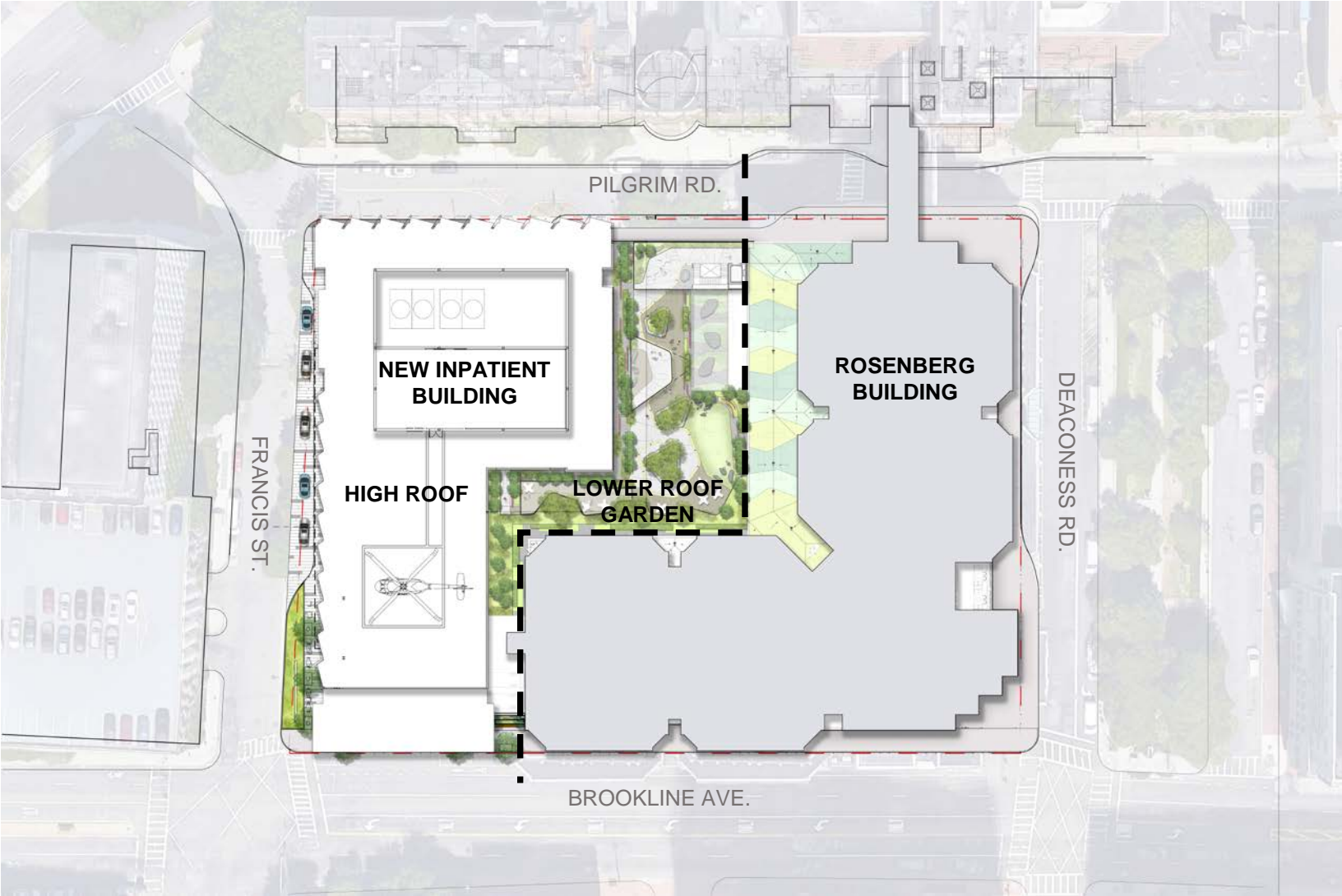
Approximate Floor Area: 345,000 GFA SF

Approximate Height: 10 Stories (+/- 200')

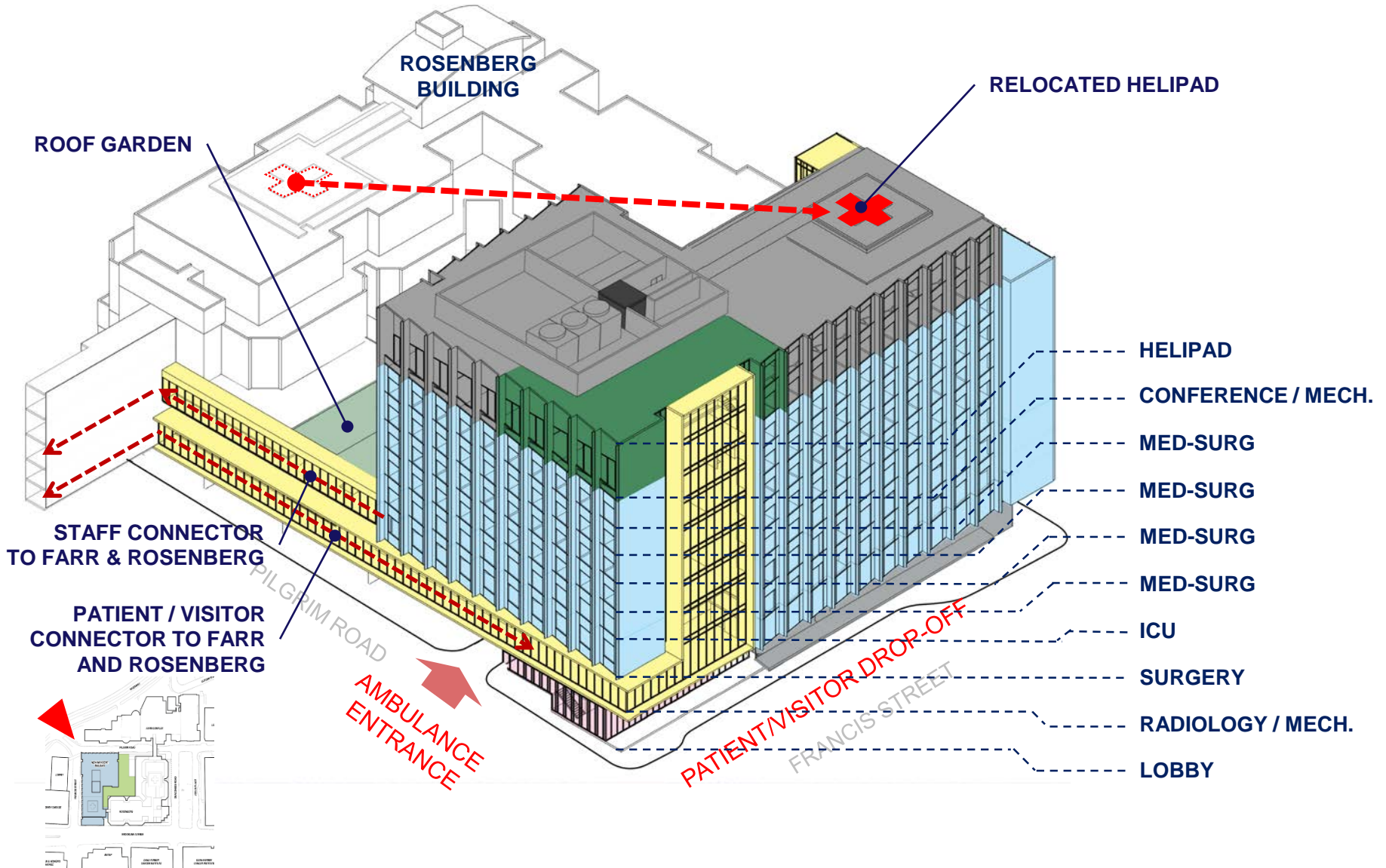
PROJECT OVERVIEW | Site Plan



PROJECT OVERVIEW | Roof Plan



PROJECT PLANNING | Program Stacking



EXTERIOR DESIGN | View from The Riverway



PALMER BUILDING IN FOREGROUND REMOVED FOR CLARITY

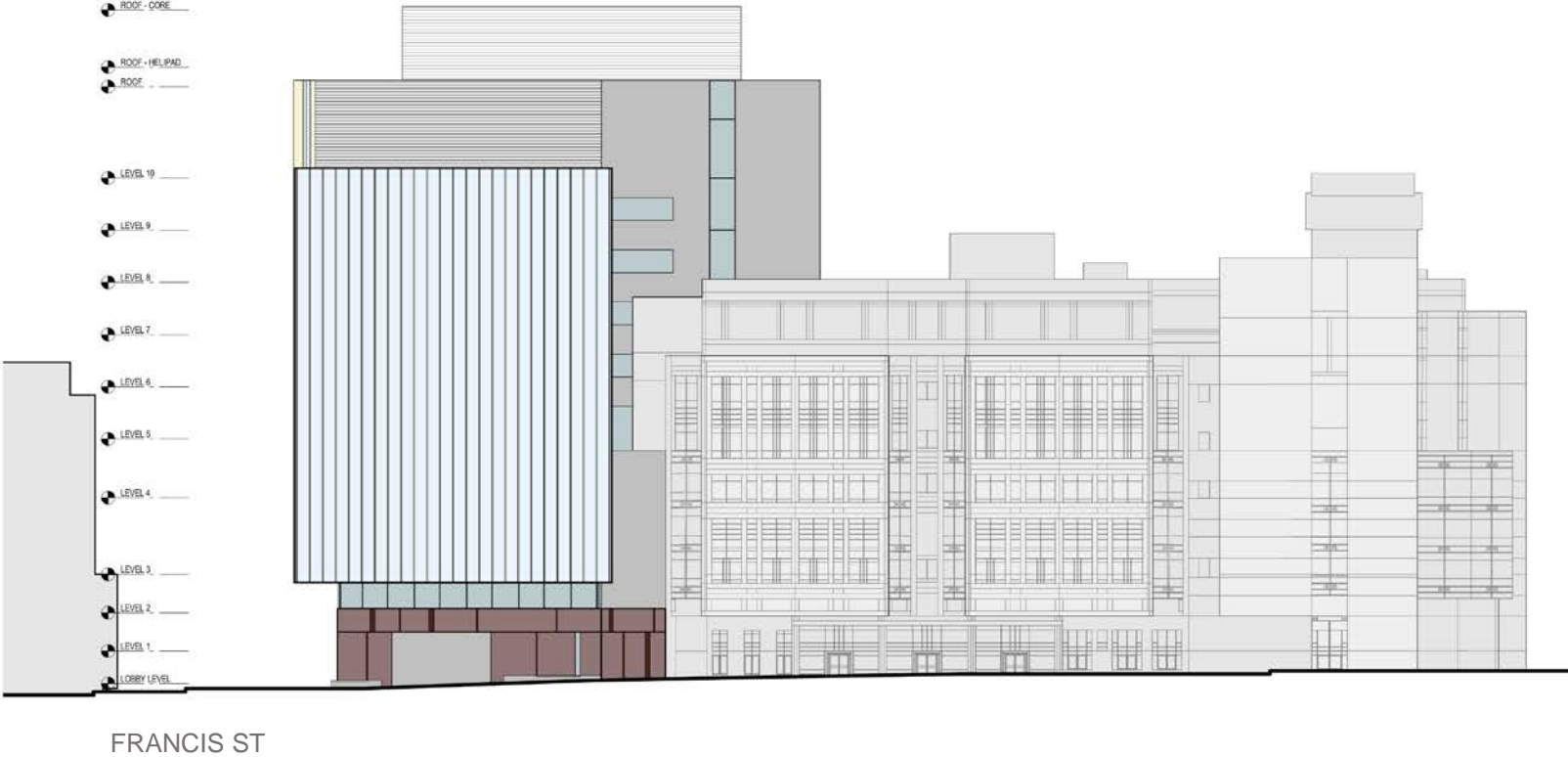
EXTERIOR DESIGN | View from The Riverway



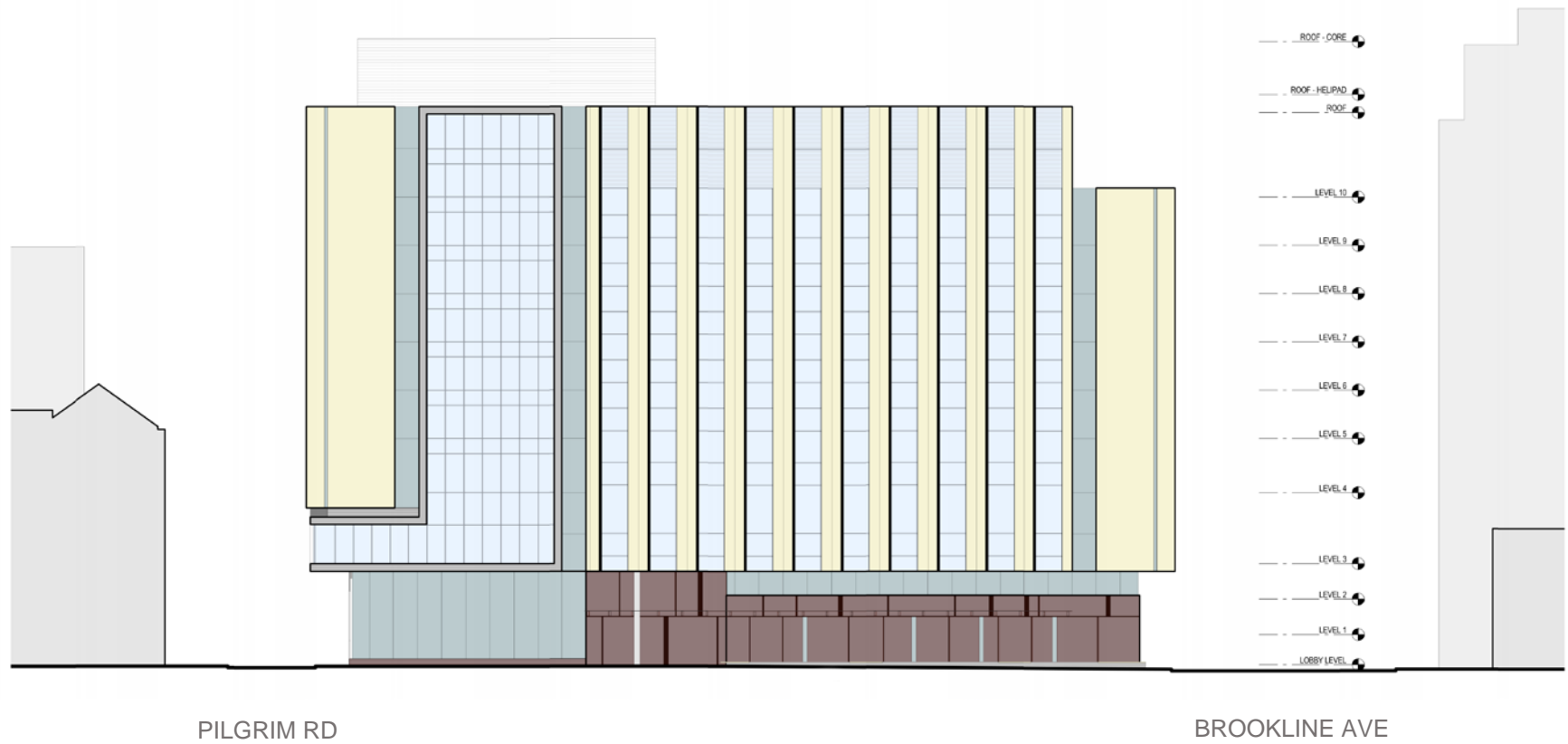
EXTERIOR DESIGN | View from Brookline & Francis



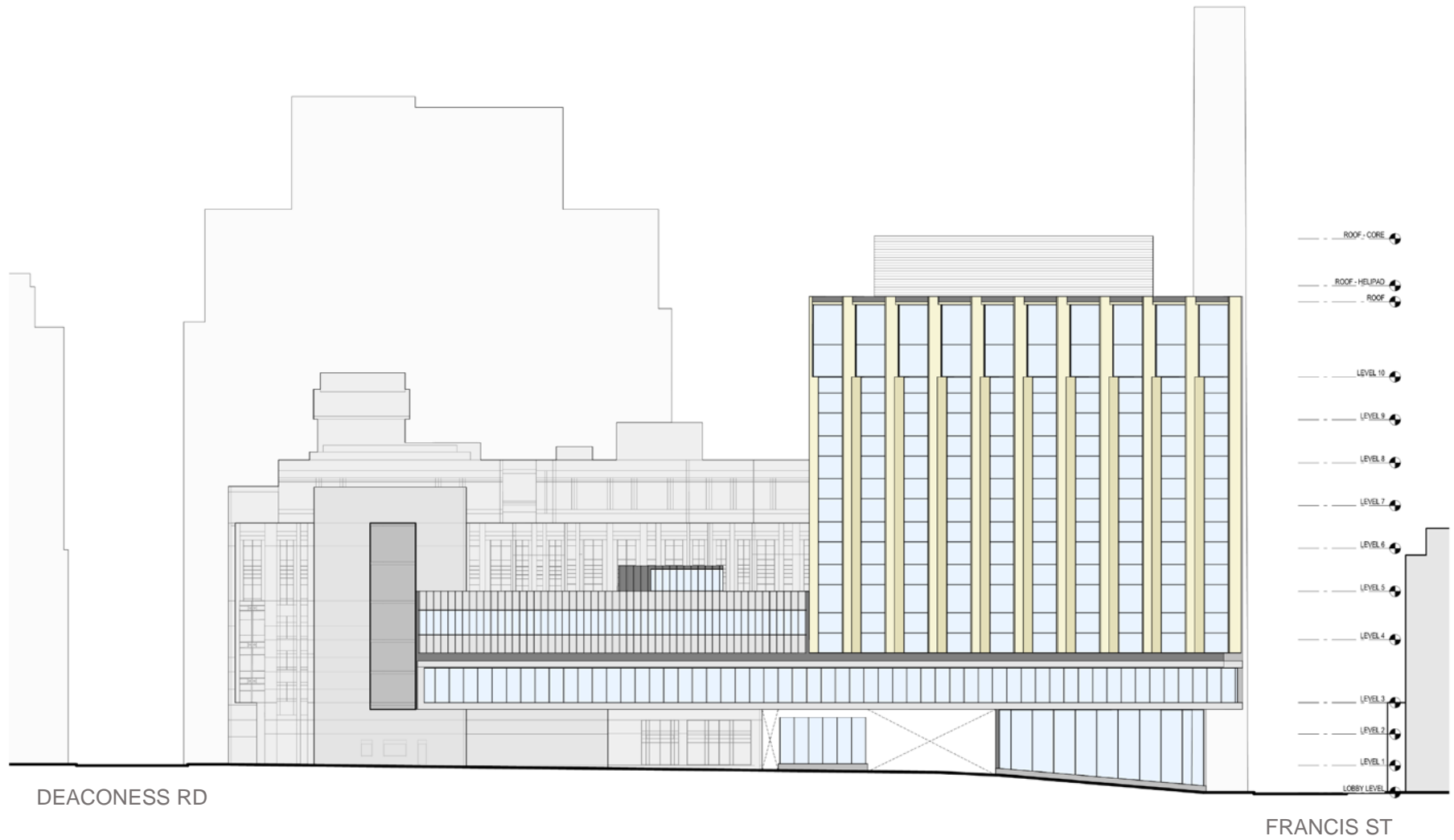
EXTERIOR DESIGN | Brookline Ave Elevation



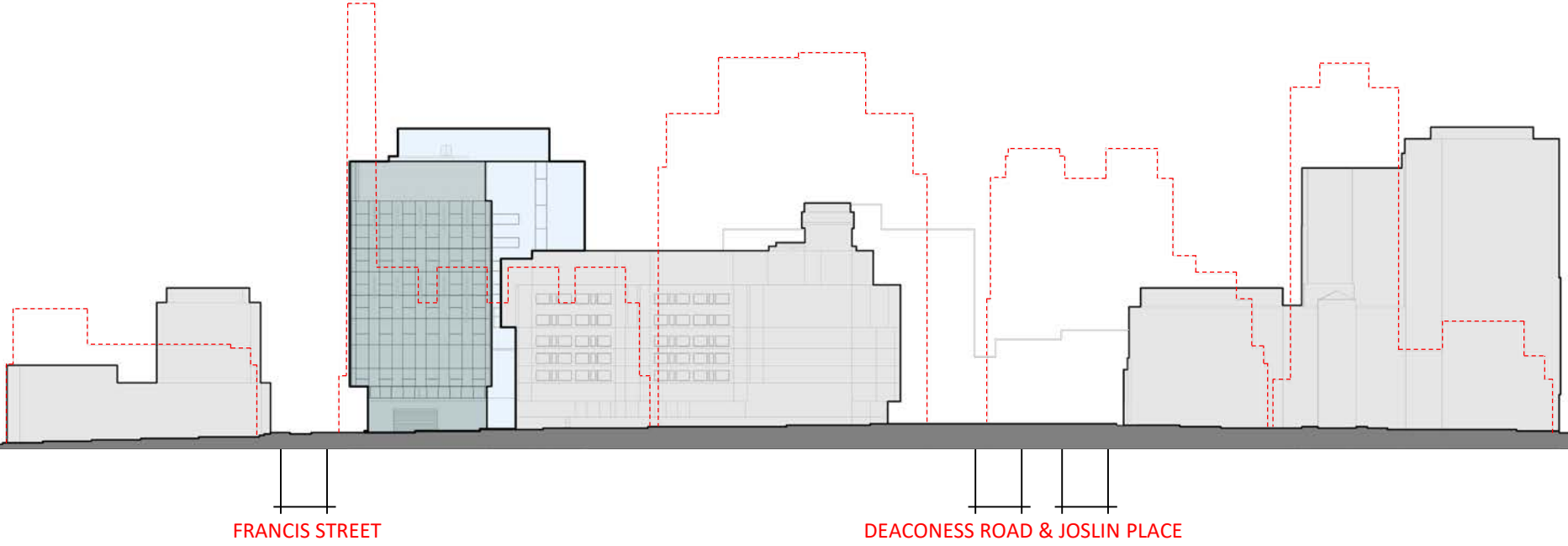
EXTERIOR DESIGN | Francis St Elevation



EXTERIOR DESIGN | Pilgrim Rd Elevation



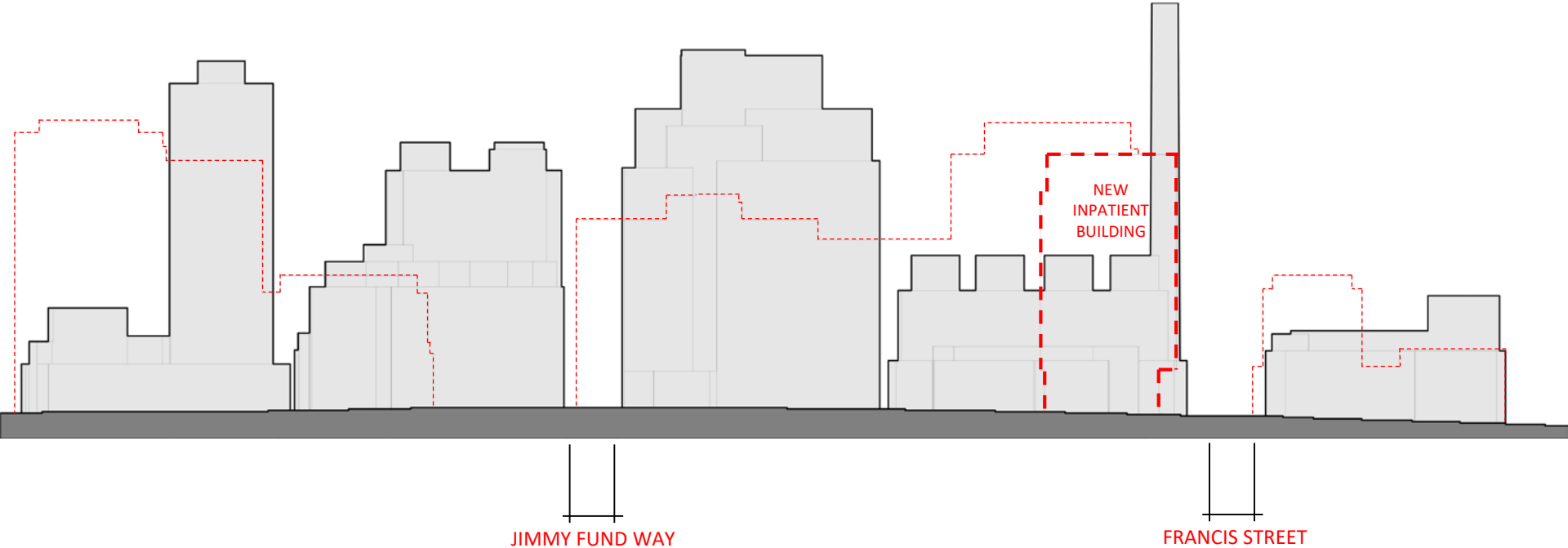
SITE CONTEXT | Brookline Ave Street Elevation (West Side)



KEY

- - - DASHED RED LINE REPRESENTS BUILDING ELEVATION OF OPPOSITE SIDE OF BROOKLINE AVE

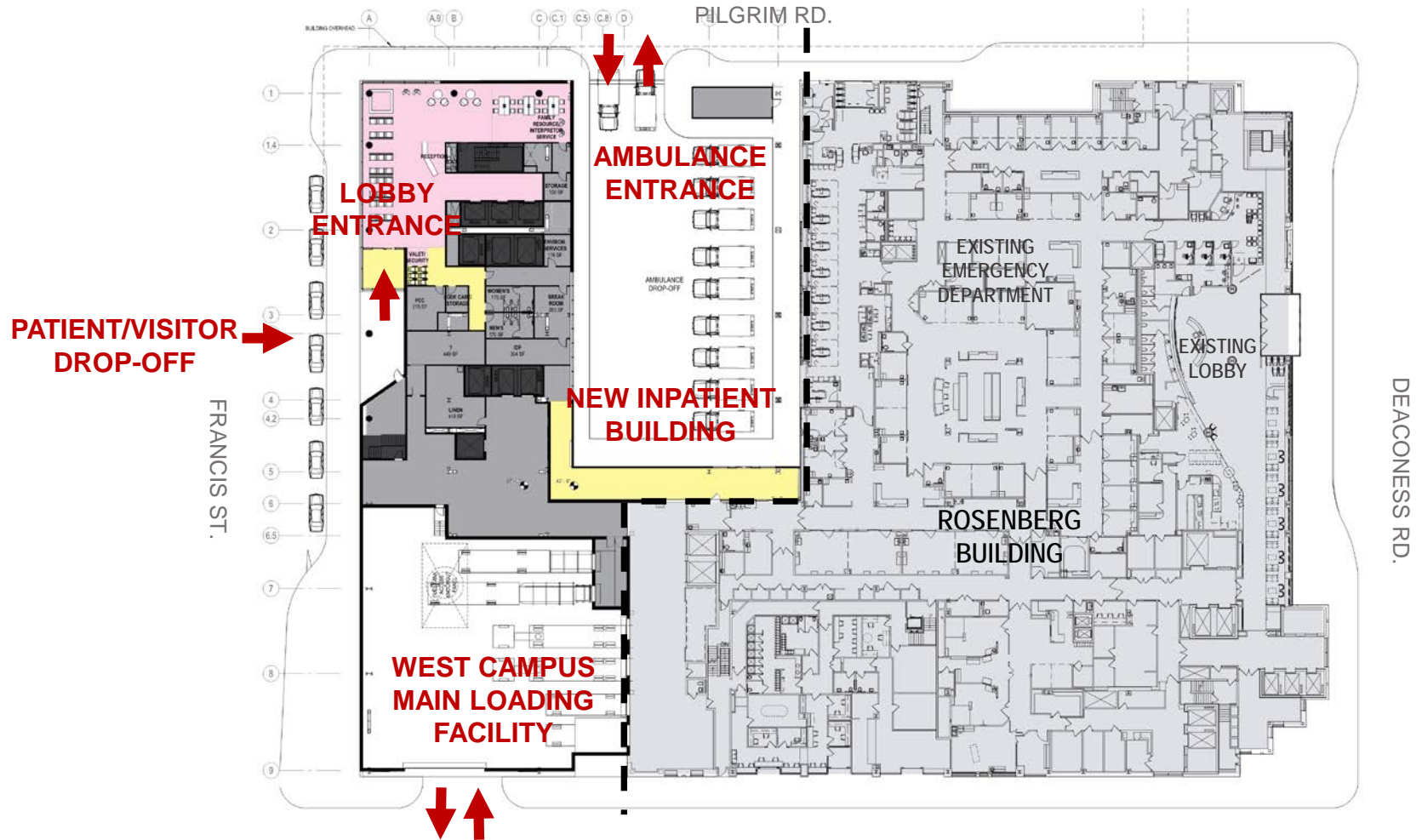
SITE CONTEXT | Brookline Ave Street Elevation (East Side)



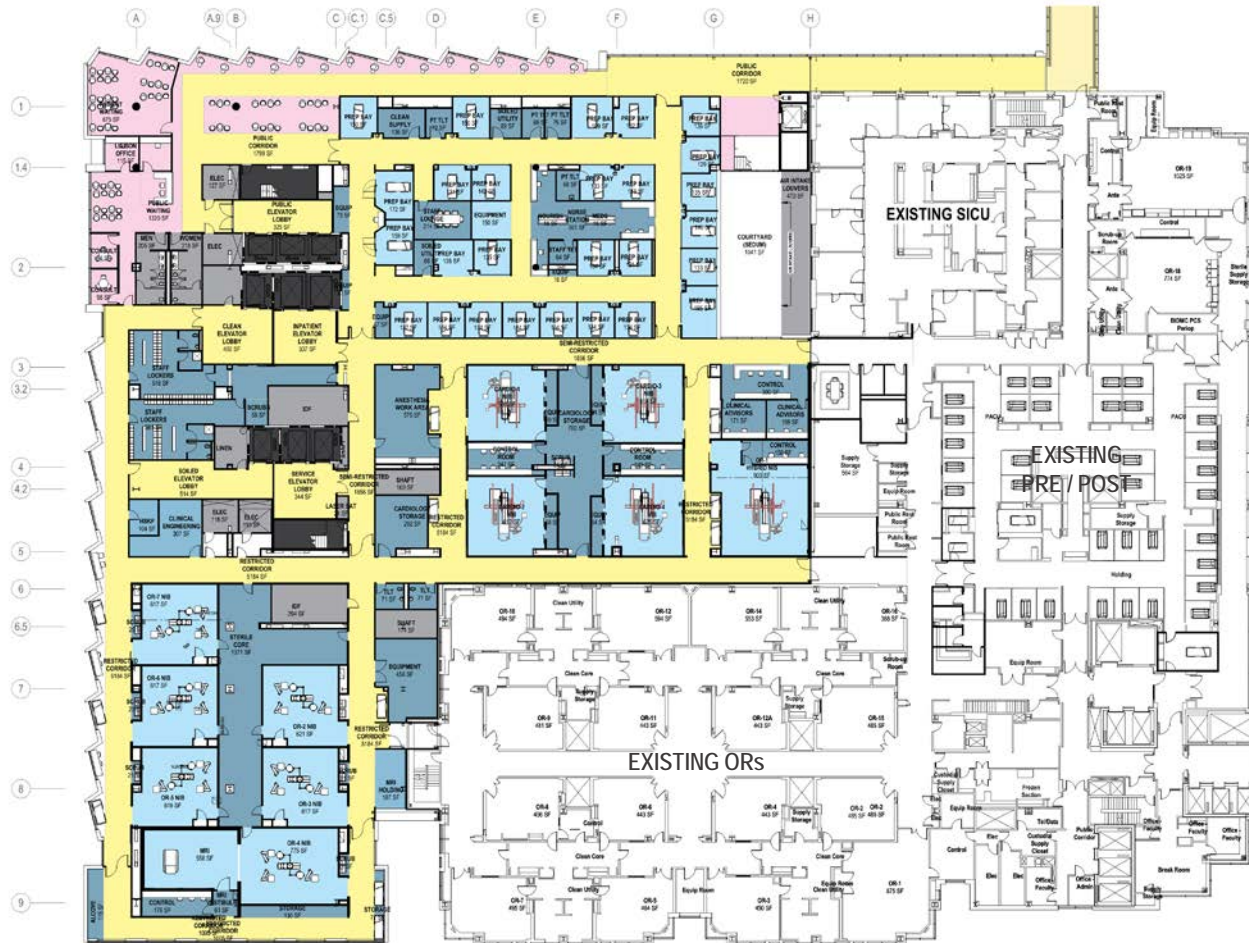
KEY

- - - DASHED RED LINE REPRESENTS BUILDING ELEVATION OF OPPOSITE SIDE OF BROOKLINE AVE

PROJECT PLANNING | Level 1: Lobby, Loading Dock, Ambulance Entrance



PROJECT PLANNING | Level 4: Surgery

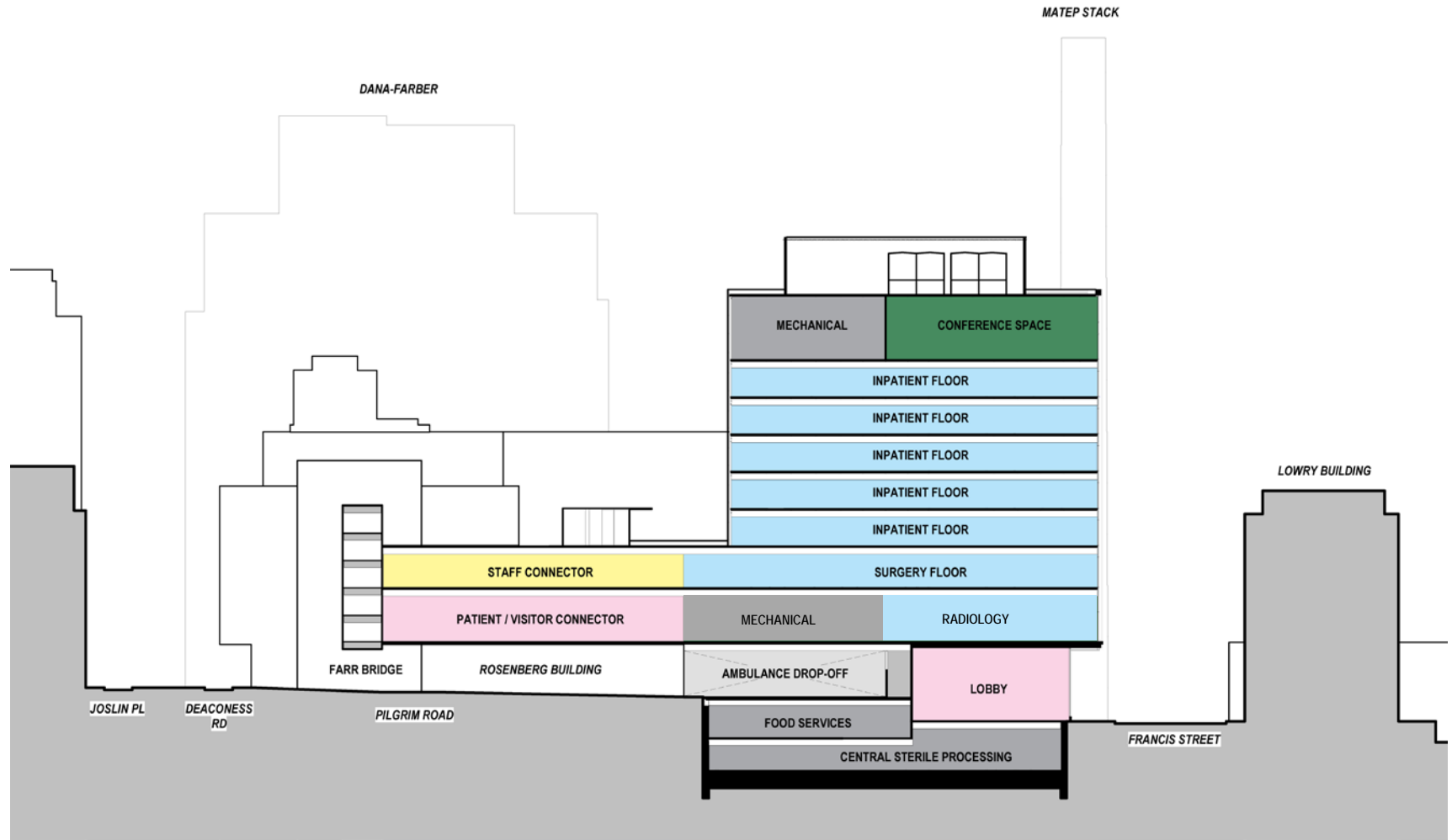


 CLINICAL INPATIENT	 FAMILY / VISITOR SPACE	 CONFERENCE SPACE	 CORE
 CLINICAL SUPPORT	 CIRCULATION	 MECHANICAL & BUILDING SUPPORT	

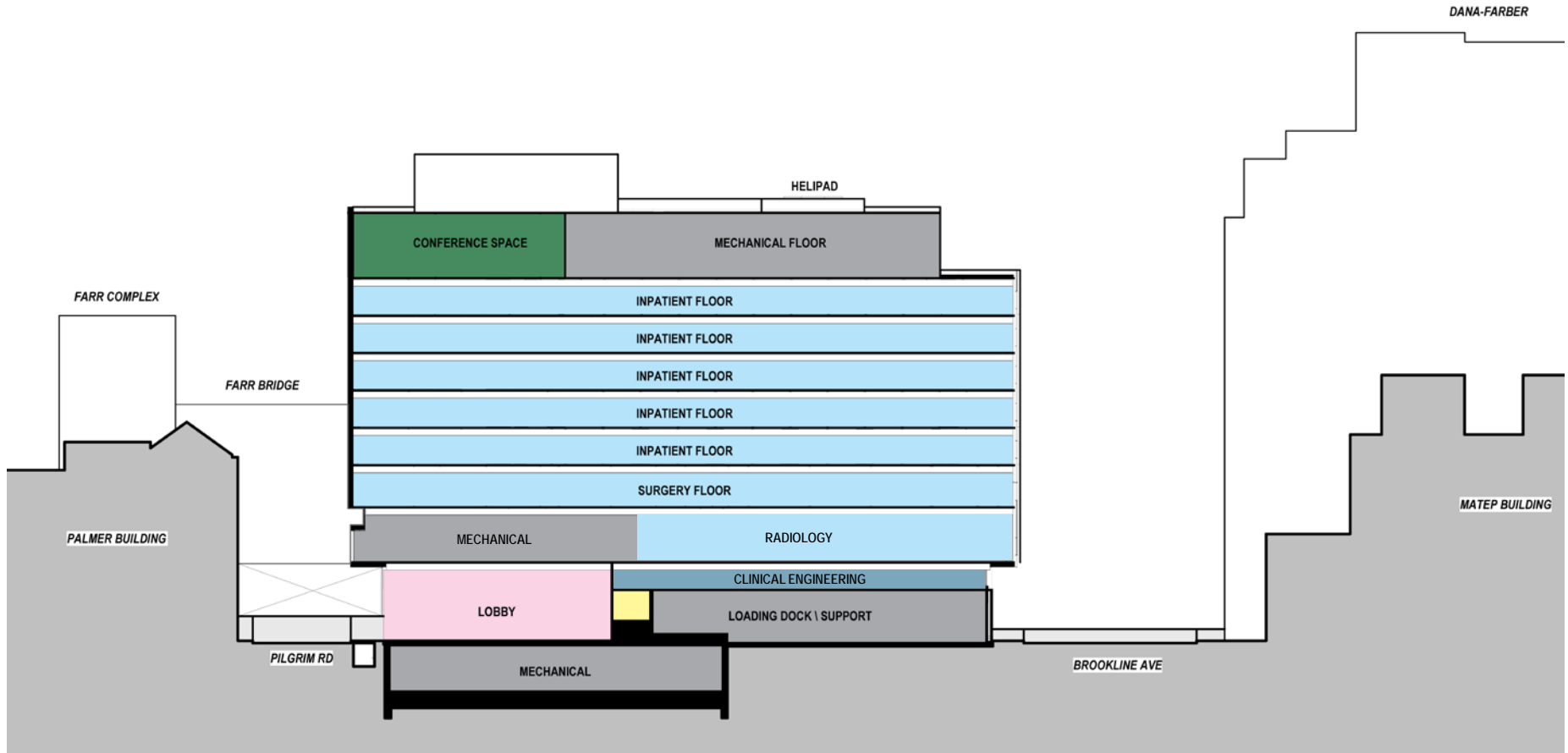
PROJECT PLANNING | Level 6-9: Med-Surg Beds



SITE CONTEXT | Building Section (Looking towards Brookline Ave)



SITE CONTEXT | Building Section (Looking towards Deaconess Rd)



- CLINICAL INPATIENT
- FAMILY / VISITOR SPACE
- CONFERENCE SPACE
- CORE
- CLINICAL SUPPORT
- CIRCULATION
- MECHANICAL & BUILDING SUPPORT