Boston Medical Center
Institutional Master Plan

Task Force Meeting

May 12, 2021
Agenda

1. Welcoming remarks and Task Force introduction
   *Edward Carmody, Boston Planning & Development Agency*

2. Presentation of the Proposed IMP

3. Task Force Discussion

4. Public Q&A
BPDA’s COVID-19 Response

• When Mayor Walsh declared a public health emergency in mid-March, the BPDA paused the public review process for all development projects and planning initiatives. The BPDA has postponed all BPDA-hosted in-person public meetings regarding Article 80 development projects and planning studies until further notice.

• After months of work by an interagency working group and with support from local community groups and elected officials, the BPDA has begun resuming public meetings virtually for Article 80 development projects. The interagency working group consisted of City and BPDA employees across departments, and it met regularly to develop best practices and test appropriate digital tools to host wide-ranging, engaging, and inclusive conversations with communities.
Meeting Format

• During the presentation, all microphones will be muted. However, if you have a clarifying question about something in the presentation, please submit your question through the “Q & A” tab and we will do our best to answer it while the presentation is in progress.

• Once the presentation is over, Task Force members will be unmuted and able to ask questions and discuss, via audio/video or the “Q&A” feature.

• During the public question and answer period, we will take questions and comments in two ways: 1) through the “Q&A” tab at the bottom of your screen; or, 2) you can raise your hand and we will take your questions orally in the order that hands were raised.
Zoom Tips

Welcome! Here are some tips on using Zoom for first-time users. **Your controls should be available at the bottom of the screen.** Clicking on these symbols activates different features:

- **Mute/unmute** (you will remain muted until a host gives you access)
- **Turn video on/off** (your video will remain off until a host gives you access)
- **Q&A** to ask questions throughout the presentation
- **Raise hand** to ask for audio/video permission at the end of presentation
Virtual Meeting Etiquette

• We want to ensure that this conversation is a pleasant experience for all.
• The host will mute all participants during the presentation to avoid background noise. However the Q&A feature will remain available.
• Please be respectful of each other’s time.
• We ask that participants limit their questions so that all may participate in the discussion.
• You can always set up a conversation with Edward Carmody, Institutional Planner & Project Manager, Edward.Carmody@Boston.gov for further discussion.
At the request of community members, the BPDA will be recording this meeting and posting it on BPDA’s webpage for those who are unable to attend the Zoom meeting live. The recording will include the presentation, Q&A, and public comments afterwards. Also, it is possible that participants may be recording the meeting with their phone cameras or other devices. If you do not wish to be recorded during the meeting, please turn off your microphone and camera.
Institutional Master Plan Review Timeline

### IMPNF Review 2019-20
- **November 18, 2019**
  - Task Force Meeting
- **November 20, 2019**
  - BMC files IMPNF, triggering IMP Review and 30-day comment period
- **December 11, 2019**
  - Public Meeting
- **January 8, 2020**
  - Scoping Determination issued by BPDA

### IMP Review 2021
- **May 3, 2021**
  - BMC files IMP, triggering 60-day comment period
- **May 12, 2021**
  - Task Force/Public Meeting
- **May 13, 2021**
  - Scoping Session (BPDA/City Staff)
- **July 6, 2021**
  - Comment period ends
BMC Task Force

Jerome Branch
Caroline Foscato
Stephen Fox
Jeffrey Gates
Matthew LeFrancois
Desmond Murphy
Fernando Requena
Sharon Russell-Mack
**BMC IMP Team**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<tbody>
<tr>
<td><strong>Proponent</strong></td>
<td><strong>Boston Medical Center</strong></td>
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<tr>
<td></td>
<td>Bob Biggio, Senior Vice President, Facilities &amp; Support Services</td>
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<tr>
<td></td>
<td>Brendan Whalen, Senior Director, Design &amp; Construction</td>
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<td></td>
<td>Megan Sandel, MD</td>
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<td>Ramon Soto, Director of Government Advocacy</td>
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<td><strong>Architect</strong></td>
<td><strong>Tsoi Kobus Design</strong></td>
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<td>Rick Kobus, Senior Principal</td>
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<tr>
<td><strong>Transportation Consultant</strong></td>
<td><strong>VHB</strong></td>
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<td></td>
<td>Sean Manning, Director of Transportation &amp; Planning</td>
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<td>Matthew Duranleau, Project Consultant</td>
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<td><strong>Project Manager &amp;</strong></td>
<td><strong>Stantec Consulting Services</strong></td>
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<td><strong>Permitting Consultant</strong></td>
<td>Kristi Dowd, Principal</td>
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<td>Alison LeFlore, Senior Planner</td>
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<tr>
<td><strong>Legal Counsel</strong></td>
<td><strong>DLA Piper</strong></td>
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<td>John Rattigan, Managing Partner</td>
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<td>Mark Tang, Partner</td>
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INTRODUCTION / OVERVIEW
BMC Goals and Objectives

- Redesign healthcare models to integrate medical, behavioral and social needs of its patients.

- Accommodate the increase in patient volume.

- Right-size and modernize clinical space to meet current building code and clinical standards.

- Leverage the highest and best use of building resources, owned and leased.
Approval Request

- Zoning Approval for New IMP Projects under Article 80D for Site, Use, Massing, Height.

- Zoning Approval is focused on New IMP Projects:
  - Yawkey 6th Floor Addition 15,500 s.f.
  - Menino / Yawkey Lobby Addition 6,100 s.f.
  - Menino 9th Floor Addition 37,000 s.f.
  - 10 Stoughton Street 170,000 s.f.
  - Collamore/Old Evans Renovation 102,000 s.f. existing

- Incorporation of Previously Approved IMP Projects into 2021-2031 IMP.

- Projects Subject to Article 80B Large Project Review will be submitted in the future. Detailed technical studies and impact analyses will be provided at that time.

- Yawkey 6th Floor Addition is proposed as an immediate project. It is below Small and Large Project Review thresholds. BMC is seeking Design Review only.
Process to Date

- Submitted Letter of Intent (LOI) October 9, 2018
- Task Force Meeting #1 November 18, 2019
- Submitted IMPNF November 20, 2019
- BPDA City Agency Scoping Session December 6, 2019
- Task Force Meeting #2 & Public Meeting December 11, 2019
- BPDA Issued Scoping Determination January 8, 2020
- BCDC Presentation January 14, 2020
- Boston Transportation Department February 20, 2020
- South End Landmarks District Commission Staff February 27, 2020

------------------------------------- COVID-19 IMPACT MARCH 2020 -------------------------------------
- Boston Planning & Development Agency January 29, 2021
- Submitted IMP May 3, 2021
- Task Force Meeting #3 & Public Meeting May 12, 2021
COVID-19 has caused us to rethink our future needs in the IMP

- The introduction of telehealth has tempered the need to expand our outpatient footprint.

- The surge of inpatients has highlighted the need for BMC to add inpatient beds and surge capacity.

- The vaccine development has highlighted that BMC's patient population are often underrepresented in research clinical trials.

- In addition, at a time when most people were being asked to stay at home for their own safety, the homeless population was left especially vulnerable.

- The shift to work from home and use of Zoom has reduced our need to expand administrative space.
Proposed Projects Submitted in 2019

5-Year Institutional Master Plan Projects
10-Year Institutional Master Plan Projects
Loading/Receiving

A Yawkey 6th Floor Addition
B Menino/Yawkey Lobby Addition
C Menino 9th Floor Addition
D Collamore/Old Evans
    Renovate Existing Administration
E 10 Stoughton Street New Admin/Clinical Building
F Not Used
G Not Used
H New Admin/Clinical Building
    (Ramp Parcel)
Proposed Projects Submitted in 2021

A. Yawkey 6th Floor Addition
B. Menino/Yawkey Lobby Addition
C. Menino 9th Floor Addition
D. Collamore/Old Evans Renovate
E. 10 Stoughton Street Research Building
Summary of Changes from 2019

- **Remove proposed new Administration/Clinical Building at Ramp Parcel Site** *(Building H)*
  - BMC listened to the feedback from the Task Force and neighbors and will not pursue
  - Telehealth has tempered need for growing outpatient footprint

- **Change use of 10 Stoughton Street from Administration to Research** *(Project E)*
  - Alternate location for computational research from Ramp Parcel
  - Provide research programs that adequately represent BMC’s patient population

- **Change use of existing Collamore / Old Evans from Administration to Mixed Use and Supportive Housing** *(Project D)*
  - Provide an innovative housing program to improve access to safe and affordable housing options
  - Establish supportive pathways to BMC’s healthcare services

- **Change Yawkey 6th Floor from Outpatient Clinical to Inpatient Clinical** *(Project A)*
  - Address the increasing acute and complex needs of its adult patients in single bed inpatient rooms

- **Include intent to Acquire or Lease portions of Northampton Square**
  - Possible alternate location for clinical from Ramp Parcel and administration from Collamore/Old Evans
  - Locate BMC’s Public Safety Headquarters on 2nd floor of commercial storefronts along Mass Ave.
  - Revitalize two-story commercial storefronts along Mass Ave.
  - Maintain community access and use of gym and pool
## IMP Project Square Footage Changes

<table>
<thead>
<tr>
<th>New IMP Projects</th>
<th>2019 IMPNF</th>
<th>2021 IMP</th>
<th>Net Change</th>
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<tbody>
<tr>
<td>Yawkey 6th Floor Addition</td>
<td>15,500</td>
<td>15,500</td>
<td>0</td>
</tr>
<tr>
<td>Menino &amp; Yawkey Lobby Addition</td>
<td>6,100</td>
<td>6,100</td>
<td>0</td>
</tr>
<tr>
<td>Menino 9th Floor Addition</td>
<td>37,000</td>
<td>37,000</td>
<td>0</td>
</tr>
<tr>
<td>Collamore/Old Evans Adaptive Reuse for Housing</td>
<td>102,000</td>
<td>102,000</td>
<td>0</td>
</tr>
<tr>
<td>10 Stoughton Street (replace Vose Hall and Betatron)</td>
<td>138,000</td>
<td>170,000</td>
<td>32,000</td>
</tr>
<tr>
<td>New Administration/Clinical Building (ramp parcel)</td>
<td>207,000</td>
<td>0</td>
<td>(207,000)</td>
</tr>
<tr>
<td><strong>Subtotal Square Feet</strong></td>
<td><strong>505,600</strong></td>
<td><strong>330,600</strong></td>
<td><strong>(175,000)</strong></td>
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<tr>
<td>DOB Lease Expiration</td>
<td>(91,783)</td>
<td>(91,783)</td>
<td>0</td>
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<tr>
<td>Gambro Lease Expiration</td>
<td>(17,288)</td>
<td>(17,288)</td>
<td>0</td>
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<tr>
<td>Collamore/Old Evans Existing Buildings</td>
<td>(102,000)</td>
<td>(102,000)</td>
<td>0</td>
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<tr>
<td>Dowling Demo</td>
<td>(157,376)</td>
<td>(157,376)</td>
<td>0</td>
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<tr>
<td>Power Plant Demo</td>
<td>(64,064)</td>
<td>(64,064)</td>
<td>0</td>
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<tr>
<td>Vose Hall Demo</td>
<td>(22,695)</td>
<td>(22,695)</td>
<td>0</td>
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<tr>
<td>Betatron Demo</td>
<td>(5,912)</td>
<td>(5,912)</td>
<td>0</td>
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<tr>
<td><strong>Subtotal Square Feet</strong></td>
<td><strong>(461,118)</strong></td>
<td><strong>(461,118)</strong></td>
<td><strong>0</strong></td>
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<tr>
<td><strong>Net New Square Feet for New IMP Projects</strong></td>
<td><strong>44,482</strong></td>
<td><strong>(130,518)</strong></td>
<td><strong>(175,000)</strong></td>
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### Approved Projects Included in 2021-2031 IMP

<table>
<thead>
<tr>
<th>Approved Projects</th>
<th>2019 IMPNF</th>
<th>2021 IMP</th>
<th>Net Change</th>
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<tbody>
<tr>
<td>New Administration/Clinical Building (Power Plant site)</td>
<td>323,000</td>
<td>323,000</td>
<td>0</td>
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<tr>
<td>New Inpatient Building Phase 2 (replace Dowling Tower)</td>
<td>219,000</td>
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<td><strong>Subtotal Approved Square Feet</strong></td>
<td><strong>542,000</strong></td>
<td><strong>542,000</strong></td>
<td>0</td>
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<tr>
<td><strong>Net New Square Feet New + Approved Projects</strong></td>
<td><strong>586,482</strong></td>
<td><strong>411,482</strong></td>
<td><strong>(175,000)</strong></td>
</tr>
</tbody>
</table>

### Possible Acquisition/Lease of Northampton Square

| Portions of Northampton Square                                                   | 75,000     | 75,000   |            |

| With Portions of Northampton Square                                             | 486,482    | 486,482  |            |
Measured Campus Growth

- BMC will continue a measured approach to campus growth and modestly add approximately 411,482 square feet of net new building space over ten-years.

- If BMC constructs all the proposed projects and acquires or leases portions of Northampton Square (approximately 75,000 s.f. + 411,482 s.f.), the total IMP campus square footage will still be below the previously Approved IMP Campus square footage.
Summary of Program Priorities

- **Inpatient**
  - Right-size inpatient space to address occupancy rates over 90% in adult med/surg beds
  - Meet DPH requirements for single bed inpatient rooms

- **Outpatient**
  - Right-size outpatient space
  - Shift outpatient clinics to Crosstown for larger space to support team-based model of care

- **Research**
  - Expand clinical-based and laboratory-based research programs to adequately represent BMC’s patient population
  - Support BMC’s Health Equity priorities through evidence-based research

- **Mixed Use and Supportive Housing**
  - Provide an innovative housing program to improve access to safe and affordable housing options
  - Establish supportive pathways to BMC’s healthcare services
Mixed Use & Supportive House - Housing for Health

What is Supportive Housing?

- It is affordable housing combined with complex coordinated care, as well as social and financial supportive services.
- It is a highly effective strategy to help people struggling with chronic physical and mental health issues maintain stable housing, receive appropriate health care, and improve their health.
- People in supportive housing reduce their use of costly health care services.
- It is not a treatment center, and it is not a shelter or sober home.

What is BMC’s Proposed Housing Plan?

- The adaptive reuse of the existing Collamore/Old Evans building for approximately 130 units of mixed-use housing, including 15-20% of the total units for supportive housing units.
- The supportive housing units would be considered “deeply” affordable (e.g. below 50% AMI) for patients with trouble accessing housing due to their medical complexity.
- Patients are pre-screened for eligibility. The target patient is 40 to 50 years of age, medically complex, using a lot of tertiary medical care/services, and identifies as housing insecure or homeless. They must be engaged in care management and recovery services and must be able to live independently.
- Patients may achieve stabilization in a 2-to-3-year period.
TEN-YEAR INSTITUTIONAL MASTER PLAN
Existing BMC Campus
Existing Owned and Leased Space
Current Primary Uses
Proposed Primary Uses
Aerial Massing View from the North
Aerial Massing View from the South
DESIGN REVIEW / SMALL PROJECTS
Yawkey 6th Floor, Menino/Yawkey Lobby, & Menino 9th Floor Additions
Yawkey 6th Floor, Menino/Yawkey Lobby, & Menino 9th Floor Additions
Yawkey 6th Floor, Menino/Yawkey Lobby, & Menino 9th Floor Additions
NEW LARGE PROJECTS
10 Stoughton St and Collamore/Old Evans Concept
10 Stoughton St and Collamore/Old Evans Concept
10 Stoughton St and Collamore/Old Evans Concept
10 Stoughton St and Collamore/Old Evans Concept
10 Stoughton St and Collamore/Old Evans Concept
10 Stoughton St and Collamore/Old Evans Concept
10 Stoughton St and Collamore/Old Evans Concept
10 Stoughton St and Collamore/Old Evans Concept
Figure 4-12: 10 Stoughton Street & Collamore / Old Evans View from Harrison Ave South
10 Stoughton St and Collamore/Old Evans Concept
OTHER CAMPUS IMPROVEMENT PROJECTS
Existing BMC Drive
Proposed BMC Drive
Menino-Moakley Crossing / Emergency Department Entry
Landscaping at Pylon Sign
TRANSPORTATION AND PARKING
Transportation Impact Study Description

- Transportation impacts assessed for full 10-year build out of proposed IMP projects, approximately 411,482 sf of net new area, and conversion of Collamore / Old Evans admin space to 130 residential units

- Transportation analysis is conservative; some space is to retrofit existing uses and improve the patient experience, however trip generation assumes all buildings will provide new space

- Traffic Impact Analysis includes 14 study area intersections

- Background Traffic projected to 10-year planning horizon based on proposed development projects near the Site and proposed roadway improvement projects
  - Approved developments include Harrison Albany Block, Hotel Alexandria, Exchange South End, One Newcomb Place, 771 Harrison Avenue, 1950 Washington Street, Shattuck Hospital, BU Goldman School of Dental Medicine
  - Roadway improvement projects include I-93 Southbound Frontage Road connection

- Transit Capacity Analysis includes MBTA Bus Routes 1, 8, 10, 47, and CT3
Trip Generation

- Net new trips to be generated by all IMP projects were estimated based on the Institute of Transportation Engineers methodology (10th Edition) for hospital and residential land use codes.

- Trip estimates were made for vehicle, transit, and walk/bike trips based on mode share data from BMC and from census data.

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Vehicle Trips</th>
<th>Transit Trips</th>
<th>Walk/Bike Trips</th>
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<tbody>
<tr>
<td><strong>Weekday Daily</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entering</td>
<td>430</td>
<td>595</td>
<td>473</td>
</tr>
<tr>
<td>Exiting</td>
<td>430</td>
<td>595</td>
<td>473</td>
</tr>
<tr>
<td>Total</td>
<td>860</td>
<td>1,190</td>
<td>946</td>
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<table>
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<th><strong>Weekday Morning Peak Hour</strong></th>
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<tbody>
<tr>
<td>Entering</td>
</tr>
<tr>
<td>Exiting</td>
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<tr>
<td>Total</td>
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<table>
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<tr>
<th><strong>Weekday Evening Peak Hour</strong></th>
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<tr>
<td>Entering</td>
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<tr>
<td>Exiting</td>
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<tr>
<td>Total</td>
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</table>
Transportation Operations

Traffic Operations

- The IMP project-generated trips are expected to have a negligible impact on overall LOS between 2031 No-Build and 2031 Build conditions
  - It is expected of the intersections studied there will not be a change in overall delay greater than 3 seconds between No Build and Build Conditions
  - Actual impacts are expected to be even lower than reported as most projects are geared toward improving hospital operations/patient experience and will not add significantly more patients.

Transit / Pedestrian / Bicycle Operations

- IMP project-generated trips will have negligible effect on area transit operations in 2031 Build Conditions; no required changes in frequency or service levels are expected
- Existing and future pedestrian and bicycle connections are expected to accommodate additional pedestrian and bicycle trips
- BMC will continue to encourage the use of transit, walking, and biking to/from the campus through its strong TDM program
- BMC is committed to providing new covered/secured bike parking with each new IMP project and funding of an additional Bluebikes station with the first major IMP project
Parking Management

- BMC at present controls 3,817 spaces in 5 garages and 4 surface lots; approximately 3,517 are owned and 503 are leased
- Within term of the IMP, 10 Stoughton Street will add 72 underground parking spaces
- During the term of the IMP, the 238 parking spaces in the DOB garage will be lost with the lease expiration; BMC may retain 60 spaces via a new lease for Preston
- With the new parking at 10 Stoughton Street and the reduction of parking in the DOB garage, no net new parking is expected to be added
- Future development can be accommodated based on the following:
  - Historically, parking ratios on campus have steadily decreased as development has increased and effectively managed through the strong TDM program
  - BMC has carefully managed its parking to preserve the most convenient spaces for patients and visitors by increasing fees for single occupant, employee parkers
  - Offering mass transit subsidies to employees have incentivized greater use of mass transit and has allowed the campus to expand with minimal traffic impacts
  - Continuing to work with City and State agencies to improve the implementation of pedestrian improvements and bicycle connections in order to encourage alternative modes
  - Current employee auto mode use rate at BMC is only 29%
## Existing BMC Campus Parking

<table>
<thead>
<tr>
<th>Facility</th>
<th>Spaces</th>
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<tbody>
<tr>
<td>A 610 Albany Garage</td>
<td>1,400</td>
</tr>
<tr>
<td>B 710 Albany Garage</td>
<td>1,036</td>
</tr>
<tr>
<td>C BioSquare Lot</td>
<td>80</td>
</tr>
<tr>
<td>D Yawkey HP Lot</td>
<td>30</td>
</tr>
<tr>
<td>E Menino Valet Lot</td>
<td>73</td>
</tr>
<tr>
<td>F Power Plant/ Shapiro Valet Lot</td>
<td>95</td>
</tr>
<tr>
<td>G Crosstown Garage</td>
<td>611</td>
</tr>
<tr>
<td>H Doctor's Office Building Garage</td>
<td>238</td>
</tr>
<tr>
<td>I Northampton Garage</td>
<td>250</td>
</tr>
</tbody>
</table>

**Total Parking**: 3,817

- **Owned Parking Garage/Lot**: X
- **Leased Parking Garage/Lot**: X
Transportation Improvements & Mitigation

Transportation Demand Management (TDM)

- An evening shuttle service on request to connect employees with nearby transit stations and the surrounding neighborhood
- 50% transit subsidy to full-time employees who don’t have a parking pass
- MBTA passes can be purchased through pre-tax payroll deductions
- On-site non-discounted transit pass sales and schedules are provided
- Preferred parking is provided for carpool/hybrid program participants
- A guaranteed ride home program is provided for employees who carpool, bike, etc.
- Transit riders' “read and ride” library is provided for commuters in the TMA office lobby
- Many amenities and programs to support bicycle use are provided
- Sheltered and secured bike parking is provided at several locations
- Two Zipcars provided on East Newton Street for employees who commute via public transportation, walking or biking, but may need a vehicle during the day
- Participation in Bay State Commute, a free website/app provided by MassDOT that rewards commuters for taking “green” trips with discounts to stores, restaurants, etc.
COMMUNITY BENEFITS
Community Benefits

The 2021-2031 IMP will allow BMC to:

- Reconfigure internal front hospital entry drop off to reduce spill back onto Harrison Avenue.
- Incorporate a landscaping buffer at the pylon sign at the corner of Massachusetts / Harrison Avenue.
- Perform historic rehabilitation, renovation, and adaptive reuse of Collamore and Old Evans.
- Support BioSquare Drive access for Exchange South End which will keep additional traffic off Albany St.
- Support I-93 SB Frontage Road Connection which will keep additional traffic off Albany Street.
- Contribute to the City’s Albany Street Redesign / South Bay Harbor Trail.
- Contribute to the City’s multi-modal improvements for Massachusetts Avenue.
- Introduce street level retail where feasible with future IMP projects in consideration of neighborhood’s input.

Economic Benefits associated with the new IMP:

- Investment in Community Benefit Programs - FY19 community benefit expense was $12,535,838.
- Purchase of Goods and Services from Boston businesses - FY18 expense was $188,187,877.
- Major Employer of City of Boston – 9,068 total employees, 3,157 (35%) are Boston residents.
- New research will generate employment opportunities in research, healthcare and the clinical sciences and strengthen Boston’s position as a leader in medical research institutions.
- Provide a wide range of workforce development, educational opportunities and training programs.
Task Force Discussion

Public Comment Q & A
APPENDIX
2010 Approved Projects

- **A Energy Facility**: Energy Facility Replaced with Yawkey Cogen completed 2016
- **B.1 New Inpatient Building (Phase 1)**: New Inpatient Phase I & Patient Transport Bridge Completed 2018
- **B.2 New Inpatient Building (Phase 2)**: New Inpatient Building Approved 2010 IMP and 2013 IMP Amendment.
- **C Admin/Clinical Building**: New Administration/Clinical Building Approved 2010 IMP and 2013 IMP Amendment.
- **D Patient Transport and Materials Handling Bridge 2017**: Patient Transport and Materials Handling Bridge Completed 2016
- **E Moakley Cancer Center Addition**: Moakley Cancer Center Addition Completed 2016
Neighborhood Context
Access Points and Open Space
Pedestrian Connectivity
Current IMP Zoned Research Uses – BU and BMC
Transportation Improvements & Mitigation

Pick-Up / Drop-Off Area Improvements

- Planned improvements to Menino and Moakley pick-up/drop-off areas
  - Improve pick-up/drop-off and valet operations
  - Provide separation between Menino Pavilion and Moakley Building
  - Increase valet capacity
  - Significantly reduce spillback transportation impacts along Harrison Avenue

City Planning Initiatives

- BMC will work with the BPDA and the BTD to understand how to appropriately participate and contribute to the following:
  - Albany Street/South Bay Harbor Trail Project
  - Proposed multi-modal improvements for Massachusetts Avenue

- Support of these specific planning initiatives will further encourage use of alternative modes of transportation and limit single-occupant driving. These efforts also provide opportunity to remedy identified operational and connectivity deficiencies near the BMC campus.