

2005 MASTER PLAN OF LAND USES

Long Beach Memorial Medical Center
Miller Children's Hospital



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Table of Contents

1.0	Introduction	1
	Opportunity	1
	Goal	2
	Long Beach Municipal Code Requirement	2
	Applicability	2
	Organization	3
	Phasing	3
	Methods	3
2.0	Master Planning Goals and Objectives	5
	LBMHC and MCH Mission	5
	Planning Horizon	6
	Goals	6
	Objectives	7
3.0	Existing Conditions	9
	Overview	9
	Location	9
	General Plan Land Use Designation	10
	Zoning	12
	Land Uses	12
	Design Setting	16
	Landscaping	18
	Signs	19
4.0	Master Plan Process and Analysis	27
	Process	27
	Trends Affecting Demand for Health Care Services	30
	Conceptual Diagrams	30
	Effective Property Utilization	32
	Zoning	32
	Circulation	32
	Parking	34
	Recommendations	34
	Design Guidelines	35
5.0	2005 Master Plan	41
	General Plan	41
	Zoning	41
	Recommendations	43
	Project Entitlements	78
	Design Guidelines	78
6.0	Acknowledgments	95



Table of Contents

FIGURES

1.01	Long Beach Memorial Medical Center and Miller Children's Hospital	1
1.02	Campus Boundaries	3
1.03	Proposed Master Plan of Land Uses	4
2.01	Comprehensive High-Quality Health Services	5
2.02	Inpatient Surgery Facilities	6
2.03	Imaging Services	6
2.04	Attractive Landscape Entrance to Long Beach Memorial Medical Center Campus	7
3.01	Vicinity of Long Beach Memorial Medical Center Campus	9
3.02	Property Ownership	10
3.03	General Plan Land Use Designation	11
3.04	2004 Zoning Districts	12
3.05	2004 Campus Land Uses	13
3.06	2004 Inpatient and Appurtenant Buildings	15
3.07	2004 Hospital-Owned Streets	16
3.08	2004 Hospital Entries	17
3.09	2004 Parking Facilities	18
3.10	Conditioned Structures	20
3.11	Landscaping	22
3.12	Signs and Monuments	24
4.01	Conceptual Development Flowchart	28
4.02	Conceptual Development Options	31
4.03	Circulation Patterns	33
4.04	Site Photographs	36
5.01	Proposed Zoning Districts	42
5.02	Effective Property Utilization	44
5.03.	Miller Children's Hospital Expansion	45
5.04A	Miller Children's Hospital Expansion Phase II, View of South and East Conceptual Massing Study	46
5.04B	Miller Children's Hospital Expansion Phase II, View of South and West Conceptual Massing Study	46
5.05	Master Plan of Land Uses	48
5.06A	Miller Children's Hospital Pediatric Inpatient Building North and East Elevations	49
5.06B	Miller Children's Hospital Pediatric Inpatient Building South and West Elevations	50
5.07	Todd Cancer Institute Conceptual Site Plan	51
5.08A	Todd Cancer Institute Conceptual North and South Elevations	52
5.08B	Todd Cancer Institute Conceptual West and East Elevations	52
5.09	Healing Garden	53
5.10A	Miller Children's Hospital Central Plant North and East Elevations	56
5.10B	Miller Children's Hospital Central Plant South and West Elevations	57



Table of Contents

5.11	Conceptual Central Plant Service Area	58
5.12	Roadway Realignment	59
5.13	Pedestrian Plan	60
5.14	On-Site Parking Opportunities	66
5.15	Off-Site Parking Opportunities	67
5.16A through 5.16J	Construction Scenarios Steps 1-10	69
5.17	Massing Diagram	81
5.18	MCH Conceptual Design	82
5.19	Parking Structure Screened with Landscaping	83
5.20	Conceptual Landscaping Plan	84
5.21	Campus Edge Landscaping	86
5.22	Primary Entry Landscaping	87
5.23	Edge Treatment of Interior Sidewalks	88
5.24	Edge Treatment of Surface Parking Lots	89
5.25	Building Edges and Courtyards	90
5.26	Conceptual Sign Program	91
5.27	Entry Sign for LBMMC on Atlantic Avenue	92
5.28	Neon Sign for MCH on Top of Main Building	92
5.29	Directional Signage	93

TABLES

3.01	Existing Conditions: Gross Floor Areas	14
3.02	City Code Parking Compliance for Existing Development	17
3.03	2004 Parking Census	19
5.01	Estimated Capital Improvement Costs	43
5.02	City Code Parking Requirements	61
5.03	Existing Parking Spaces Converted to Development	62
5.04	Additional Parkings Spaces Required During Construction	62
5.05	Parking Opportunities	63
5.06	Construction Parking Program	63
5.07	Operation Parking Program	64
5.08	Permit Requirements	80

Section 1

INTRODUCTION

OPPORTUNITY

The 2005 Long Beach Memorial Medical Center Master Plan of Land Uses (2005 Master Plan) provides the framework for development of the Long Beach Memorial Medical Center campus (Campus). The Campus includes two licensed inpatient hospitals, Long Beach Memorial Medical Center (LBMMC) and Miller Children's Hospital (MCH) (Figure 1.01, *Long Beach Memorial Medical Center and Miller Children's Hospital*). Outpatient services are currently provided within the two licensed hospitals and eight other medical office buildings located throughout the Campus, with additional outpatient services provided in off-site office buildings.

In addition to the general need to expand the capacity of the LBMMCC and MCH to meet state licensing requirements and California Senate Bill 1953 (SB 1953) requirements, special consideration was given to providing a dedicated facility to house the diverse treatment modalities of the Todd Cancer Institute (TCI), a programmatic component of the LBMMC. As of 2004, the TCI was operating from 24 disparate locations on and off the campus and had completely outgrown the available facilities. SB 1953 established seismic requirements for existing hospitals in California and was signed into law in September 1994. This bill requires existing general acute care hospital buildings that are not in compliance with the Alfred E. Alquist Hospital Seismic Safety Act of 1983 to be either seismically retrofitted, changed to non-acute care use, replaced, or demolished. This is to be accomplished for all California hospital facilities by year 2030. The combined resources made available through community fundraising, philanthropic donations, and the passage of the Children's Hospital Bond Act (Proposition 61) by the voters of California in November 2004 provide



FIGURE 1.01 - Long Beach Memorial Medical Center and Miller Children's Hospital



LBMCC and MCH with the unique opportunity to initiate a comprehensive program of capital improvements on the Campus.

GOAL

The LBMCC and MCH are committed to improving the health and well-being of individuals, families, and its communities through innovation and the pursuit of excellence and to make the Campus into Southern California's preferred, operationally excellent, and fiscally sound provider of comprehensive, high-quality health services. The 2005 Master Plan provides for refinements to the existing pattern of land uses and new development to meet the existing and anticipated demands of the Long Beach community for health care services through the year 2020. The Master Plan provides recommendations to organize the pattern of land uses and construct additional facilities to more effectively utilize the 54 acres of the Campus owned by Memorial Health Services within the City of Long Beach. The 2005 Master Plan identifies a series of capital improvements to provide expanded capacity for inpatient and outpatient services in conjunction with ambient population growth, in a manner that conforms to the requirements of SB 1953, and the state's licensing requirements. The Southern California Association of Governments (SCAG) and the Housing element of the City of Long Beach General Plan forecast a 6- to 9-percent growth rate to the year 2020, adding approximately 65,000 people to the City of Long Beach.

LONG BEACH MUNICIPAL CODE REQUIREMENT

This 2005 Master Plan was prepared by the operating institution, Memorial Health Services, to comply with the City of Long Beach Zoning Code, Section 21.34.020,¹ which requires that all sites zoned as Institutional and having an area of greater than 40,000 square feet in the City of Long Beach to submit a Long-Range Development Plan that includes all development of the site and site expansions (within a zone designated as Institutional or under the Institution's ownership, whichever is greater) anticipated over the next 20 years. The 2005 Master Plan is subject to review and approval by the City of Long Beach Planning Commission through the site plan review process.

APPLICABILITY

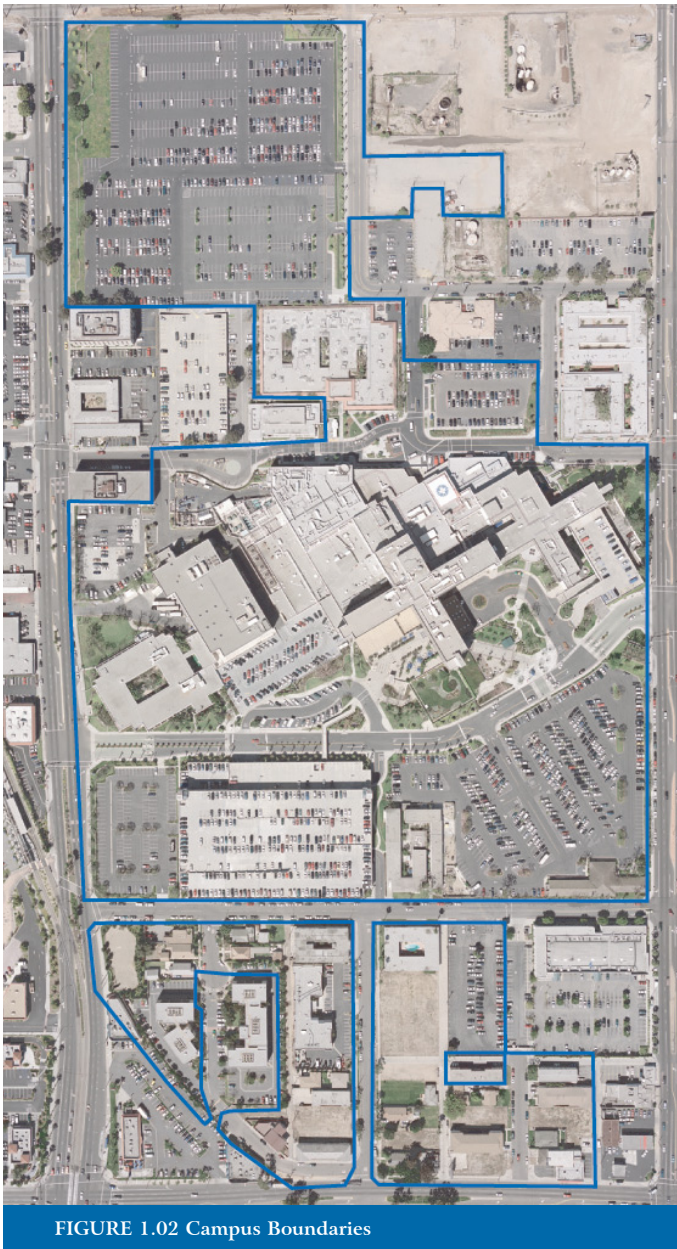
LBMCC and MCH propose to make significant changes to the previously adopted 1999 Master Plan; therefore, this revised 2005 Master Plan was developed. The 2005 Master Plan creates an opportunity to provide expanded state-of-the-art health care within a well-designed hospital campus. The 2005 Master Plan is applicable to development of the 54 acres located within the City of Long Beach (Figure 1.02, *Campus Boundaries*).

ORGANIZATION

Memorial Health Services is a private nonprofit organization responsible for administration and oversight of the two licensed hospitals (LBMCC and MCH), which are established, respected institutions in the Long Beach community, as well as an asset to the greater Long Beach area. This 2005 Master Plan includes a statement of goals and objectives, a description of the existing conditions as of year 2004, a description the process and analysis used to support development of the 2005 Master Plan, Long-Range Development Plan recommendations to meet anticipated needs through year 2020, and acknowledgment of the plan contributors.

This 2005 Master Plan provides a Master Plan of Land Uses, recommended capital improvements, and design guidelines to promote high-quality development within a single overall design concept that is compatible with the community that it is intended to serve. The 2005 Master Plan provides a conceptual framework for the reorganization of the pattern of the six primary land uses: (1) inpatient medical facilities, (2) outpatient medical facilities, (3) mixed-use facilities (nonresidential), (4) utilities, (5) circulation, and (6) parking (Figure 1.03, *Proposed Master Plan of Land Uses*). Within the conceptual framework, there are six capital improvements that would most likely be undertaken by LBMCC and MCH to provide expanded capacity for inpatient and outpatient services:

1. TCI
2. MCH Pediatric Inpatient Tower, Utility Trench, and Central Plant Building
3. MCH Pediatric Outpatient Building



4. MCH Link Building
5. Roadway Realignment
6. Parking Program

PHASING

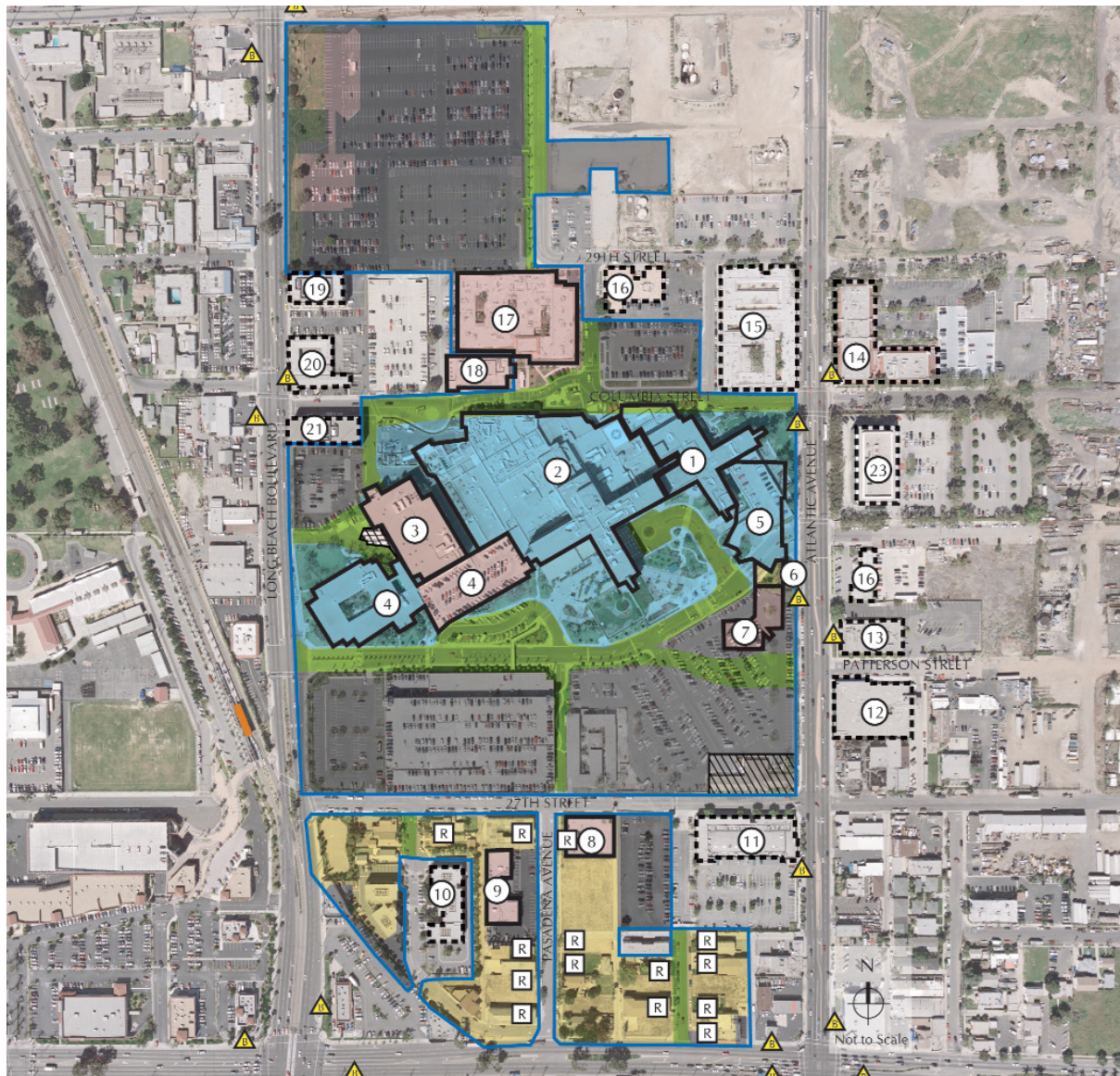
Project phasing is envisioned as a 10-step process to be completed in eight years between 2005 and 2013, where construction of certain elements is contingent on the availability of funding. Adoption and implementation of the 2005 Master Plan and related capital improvement projects require four actions by the City of Long Beach Planning Commission and require recommendations by the Long Beach City Council:

- Long-Range Development Plan (Master Plan) Approval
- Site Plan Review
- Zoning District Change
- Standard Variances

METHODS

Like the adopted 1999 Master Plan, this 2005 Master Plan provides a land use planning framework for capital improvements that are anticipated to be required to meet the need for health care services within the community. These recommendations for capital improvements incorporate the results of numerous meetings and workshops conducted with the LBMMC and MCH administration, medical staff, users, management, and board members. Extensive research has been undertaken to understand demographic trends that will affect anticipated demand for inpatient and outpatient health care services. In addition, LBMMC and MCH administrators have visited and benchmarked comparable facilities throughout the United States.

¹ City of Long Beach. 1982. City of Long Beach Municipal Code (Ord. C-5831 § 1, 1982), Chapter 21. Available at: <http://www.longbeach.gov/apps/cityclerk/lbmc/title-21/frame.htm>



LEGEND

- Inpatient
- Outpatient
- Mixed Use
- Utilities
- Circulation
- Parking
- LBMCC Boundary
- Buildings Controlled by LBMCC

- Buildings Controlled by Others
- Blue Line (Willow Station)
- Bus Stop (Long Beach Transit)
- 1 Miller Children's Hospital
- 2 Long Beach Memorial Medical Center
- 3 Administration Building
- 4 West Facility/Rehabilitation Building
Rehabilitation Gym/Parking
- 5 Pediatric Inpatient Tower

- 6 Link Building
- 7 Pediatric Outpatient Building
- 8 Memorial Guest Residence
- 9 Research Building
- 10 Elm Medical Plaza
- 11 3-Story Medical Office Building
- 12 Convalescent Home
- 13 MOB with CT & MRI Orthopedics
- 14 Hillside Medical Plaza

- 15 2-Story Atlantic MOB
- 16 Medical Office Building - 1 Story
- 17 Buffums Plaza - 1 Story
- 18 CT & MRI Center
- 19 Medical Office Building
- 20 Aloha Motel
- 21 Medical Office Building
- 23 4-Story Atlantic MOB
- R Residential Buildings

FIGURE 1.03 - Proposed Master Plan of Land Uses



MASTER PLANNING GOALS AND OBJECTIVES

Section 2

The 2005 Long Beach Memorial Medical Center Master Plan of Land Uses (2005 Master Plan) provides the framework for development of the Long Beach Memorial Medical Center campus (Campus). This 2005 Master Plan was prepared by the operating institution, Memorial Health Services, to comply with the City of Long Beach Municipal Code, which requires any site in the Institutional District with a lot area exceeding 40,000 square feet to submit a Long-Range Development Plan for the institution.

LBMMC AND MCH MISSION

The Long Beach Memorial Medical Center (LBMMC) and Miller Children's Hospital (MCH) are committed to improving the health and well-being of individuals, families, and their communities through innovation and the pursuit of excellence and to make the Campus into Southern California's preferred, operationally excellent, and fiscally sound provider of comprehensive, high-quality health services (Figure 2.01, *Comprehensive, High-Quality Health Services*; Figure 2.02, *Inpatient Surgery*



FIGURE 2.01 - Comprehensive, High-Quality Health Services



Facilities; Figure 2.03, *Imaging Services*; and Figure 2.04, *Attractive Landscape Entrance to Long Beach Memorial Medical Center Campus*).

PLANNING HORIZON

The ability to fulfill this mission requires the establishment of a Long-Range Development Plan for the Campus. The City of Long Beach Zoning Code, Section 21.34.020, requires the preparation of this 2005 Master Plan. As such, this 2005 Master Plan would normally be prepared to address planning needs through year 2025. However, the City of Long Beach General Plan provides planning and demographic data through the year 2020 planning horizon. Therefore, this 2005 Master Plan incorporates considerations from the previously adopted 1999 Master Plan and provides land use designations, recommended capital improvements, and design guidelines to provide for the orderly and compatible development of the Campus to meet the needs of the community through the year 2020 planning horizon, consistent with the City of Long Beach General Plan.

GOALS

The ability to support the mission of LBMMC and MCH through the year 2020 planning horizon is related to eight primary goals:

1. Maintain state licensing requirements for the LBMMC and MCH.
2. Provide sufficient inpatient and outpatient facilities accommodate anticipated population growth of 6 to 9 percent by year 2020.
3. Develop a Master Plan and site facility for the Campus that is consistent with the requirements of California Senate Bill 1953 (SB 1953).
4. Ensure that the Master Plan recommendations are cost-effective, feasible, and consistent with the strategic goals and objectives of the LBMMC.



FIGURE 2.02 - Inpatient Surgery Facilities



FIGURE 2.03 - Imaging Services



5. Maximize the effective utilization of the existing 54 acres owned by Memorial Health Services within the City of Long Beach.
6. Identify specific capital improvements and related infrastructure improvements to be undertaken to accommodate departmental needs, operational efficiency, and future workload, particularly in light of future health and practice changes.
7. Develop solutions that are consistent with goals and priorities established during the master planning process and that are conducive to a user friendly environment for patient, staff, and visitors.
8. Develop and apply unifying design principles that satisfy the LBMMC design guidelines for consistent landscaping, streetscape, pedestrian corridors, outdoor spaces, wayfinding and signage design treatments, and

processes that establish a stronger revival of the adjacent community and neighborhood.

9. Establish design guidelines to facilitate a cohesive Campus that is compatible and sensitive to the surrounding land use and development patterns.

OBJECTIVES

The master planning team, composed of representatives of LBMMC and MCH, health care professionals, architects, engineers, planners, and environmental compliance specialists, defined 12 objectives that would need to be achieved to support the overall master planning goals:

1. Continue the legacy of providing a high-quality environment that supports the health and well-being of patrons through the provision of a comprehensive system of programs and facilities that provide prevention, screening, diagnosis, treatment, and



FIGURE 2.04 - Attractive Landscape Entrance to Long Beach Memorial Medical Center Campus



monitoring services to meet existing and anticipated demand in the community through the year 2020.

2. Expand and reorganize the existing approximately 1,200,000 square feet of combined inpatient, outpatient, and appurtenant facilities by approximately 500,000 square feet to accommodate existing and anticipated demand through the year 2020.

3. Comply with the regulations developed by the Office of Statewide Health Planning and Development (OSHPD) as mandated by SB 1953 (Chapter 740, 1994), an amendment to and furtherance of the Alfred E. Alquist Hospital Seismic Safety Act of 1983.

4. Consolidate and relocate the 24 diverse outpatient treatment modalities of the Todd Cancer Institute (TCI), which are currently dispersed in 11 sites located on and off the Campus, to a single facility in proximity to the inpatient services provided at the LBMMC.

5. Provide a dedicated facility for the outpatient well care, screening, imaging, diagnosis, treatment, and monitoring of cancer and non-cancer patients to accommodate the anticipated need for 375 patients to be served per day by year 2007, and to accommodate approximately 500 patients per day to meet anticipated needs through year 2020.

6. In the immediate proximity of the MCH, provide a pediatric inpatient tower that would increase capacity for pediatric surgical cases that would satisfy a mandate from the California Department of Health Services to provide new, pediatric-dedicated operating rooms by January 2008. An additional three operating rooms may need to be provided between years 2008 and 2015 to meet anticipated demand through year 2020.

7. In the immediate proximity of the MCH, provide a pediatric inpatient tower that would increase capacity

for newborn intensive care services and general pediatric patients. The new pediatric inpatient tower will be sized to accommodate the 10-percent increase in the need for pediatric inpatient treatment of children under the age of 15 between years 2000 and 2003, and the projected additional increase of 1 percent per year through year 2020. The increase in capacity would require 72 additional beds by year 2008, and another 92 additional beds between years 2008 and 2015 to meet anticipated demand through year 2020.

8. Consolidate and relocate the diverse pediatric outpatient services, well care, screening, diagnosis, treatment, and monitoring into a single, dedicated building in close proximity to the MCH.

9. Within the Campus, provide a building designated for mixed uses to accommodate retail uses, such as a gift shop, florist, and food and beverage service, to serve MCH employees, patients, and visitors.

10. Provide adequate access and egress to the Campus from Long Beach Boulevard and Atlantic Avenue.

11. Provide adequate infrastructure to support circulation within the Campus. Provide adequate infrastructure to support internal and external circulation within the Campus that is consistent with the objectives set forth in the LBMMC design guidelines.

12. Provide sufficient parking capacity to comply with the City of Long Beach parking ordinance. Provide sufficient parking capacity that is differentiated by use (visitor, employee, and physician) to comply with the City of Long Beach parking ordinance.

13. LBMMC understands the importance of worker and senior housing, and will continue to work with the City of Long Beach to identify appropriate locations for these land uses within the Campus.