



Beth Israel Deaconess
Medical Center



HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL

September 16, 2016

Brian Golden, Director
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

Re: 2016 Institutional Master Plan Update of the Beth Israel Deaconess Medical
Center Institutional Master Plan

Dear Director Golden:

Beth Israel Deaconess Medical Center is pleased to submit this 2016 bi-annual Institutional Master Plan update under Section 80D-7 of the Boston Zoning Code, covering the two-year period beginning September 18, 2014, the date of Boston Redevelopment Authority approval of the 2014 BIDMC IMP Renewal, as further described below. The current BIDMC Institutional Master Plan consists of the Institutional Master Plan dated August 2003, Rev. 1/04, approved by the Boston Redevelopment Authority on April 1, 2004 and the Boston Zoning Commission on June 23, 2004, effective June 28, 2004 (the "2004 BIDMC IMP"), as renewed pursuant to the Institutional Master Plan Notification Form for Renewal filed on June 22, 2009 and approved by the Boston Redevelopment Authority on August 13, 2009 (the "2009 BIDMC IMP Renewal"), as amended pursuant to the BIDMC Institutional Master Plan Notification Form for Amendment of the IMP and Small Project Review Application for the Bowdoin Street Health Center Addition Project filed on October 9, 2013 which was approved by the BRA on November 14, 2013 (the "2013 BIDMC IMP Amendment"), and as further renewed pursuant to the Institutional Master Plan Notification Form for Renewal filed on August 12, 2014 and approved by the Boston Redevelopment Authority on September 18, 2014 (the "2014 BIDMC IMP Renewal"). Collectively, the 2004 BIDMC IMP, 2009 BIDMC IMP Renewal, 2013 BIDMC IMP Amendment and 2014 BIDMC IMP Renewal hereinafter will be referred to as the "BIDMC IMP".

This update is being provided to notify and inform the Authority of the status of the Master Plan projects described and approved in the BIDMC IMP. Section 80D-7 provides that to update its Institutional Master Plan an institution shall file a description of its Institutional Master Plan projects (a) that have been completed since the last

Institutional Master Plan approval, renewal or update, (b) are ongoing, or (c) are scheduled to begin in the upcoming twenty-four months.

I. Status of IMP Projects:

The BIDMC IMP described three proposed IMP projects, only one of which, the 25,000 square foot West Clinical Center Addition, is an approved IMP project to be developed by BIDMC itself. Two other projects, referred to as the Blackfan Research Center addition (the “BRC Addition”, which is a portion of the project originally known as the Blackfan Research Center or “BRC”) and Longwood North Research Center (the “LNRC”), were described in the IMP for informational purposes, but not for approval as BIDMC IMP projects. These two projects were ultimately approved through a Planned Development Area (“PDA”) process by an affiliate of Lyme Properties, which acquired the parcels of land from BIDMC in 2005. The BIDMC IMP, as approved in 2004 and renewed in 2009 and 2014, also described various campus improvement projects for the BIDMC main campus in the Longwood Medical and Academic Area (“LMA”). The 2013 BIDMC IMP Amendment (which forms a part of the BIDMC IMP) approved the Bowdoin Street Health Center Addition Project consisting of interior renovations and an approximately 4,100 square foot addition to BIDMC’s Bowdoin Street Health Center and the corresponding modification of BIDMC’s IMP Overlay Area to include the site of the Bowdoin Street Health Center building at 230 Bowdoin Street and its two existing ancillary parking lots located at 3-5 Bowdoin Park and 133-137 Hamilton Street in Dorchester.

An update on the status of all of these projects is provided immediately below:

A. West Clinical Center Addition

The West Clinical Center Addition project remains on hold at this time. This approved project is for the addition of 25,000 square feet to the West Clinical Center, which was renamed the Leon V. and Marilyn L. Rosenberg Building in July, 2015 (hereinafter, the West Clinical Center Addition project will be referred to as the “WCC/Rosenberg Addition” for the sake of clarity). For the past several years in the aftermath of the economic recession and due to uncertainties arising from health care reform, BIDMC has necessarily designated its limited capital resources for infrastructure improvements and renovations to existing buildings, as opposed to new construction. Over the past two years BIDMC has been engaged in a strategic and facilities planning process to assess its needs for expanded clinical facilities. BIDMC is finalizing this internal planning exercise and, as further discussed in Section II.A below, BIDMC is now conferring with its governing boards to get approval to pursue a larger West Campus clinical expansion as an alternative to the WCC/Rosenberg Addition project.

B. Additional Projects Described in IMP

1. The BRC Addition

The 2004 IMP described, for informational purposes, BIDMC's proposed sale of land to an affiliate of Lyme Properties to facilitate construction of the BRC Addition, a state-of-the-art research facility included within the expanded BRC. The sale of land took place in 2005 following approval of the project in a Planned Development Area, and Lyme commenced construction. The BRC was completed by an affiliate of BioMed Realty Trust, Inc., which acquired the site in 2006, and was renamed the Center for Life Science Boston ("CLSB"; hereinafter, this project will be referred to as the "BRC/CLSB" for the sake of clarity).

As described in the 2009 BIDMC IMP Renewal and the 2014 BIDMC IMP Renewal, as well as previous BIDMC IMP Updates, BIDMC is a major tenant in the Center for Life Science Boston, and, as contemplated by the 2004 IMP, in October of 2008 BIDMC acquired 450 parking spaces in the BRC/CLSB garage (the "BRC/CLSB Garage") in the form of a garage condominium unit.

2. The LNRC

The 2004 initial IMP filing included the LNRC, a 440,000 square foot biomedical research facility to be located on land that at the time was owned by BIDMC as part of its East Campus. Subsequent to filing the IMP, BIDMC sought removal of the LNRC from the IMP, and by letter dated November 18, 2003, the BRA approved the removal. Accordingly, BIDMC revised the IMP in January, 2004 to reflect the updated status. This revised IMP is the version that was approved by the BRA Board and Zoning Commission in 2004 and together with later renewals and amendment constitutes the BIDMC IMP.

The site of the LNRC, now called the Longwood Research Institute (the "LRI"; hereinafter, this project will be referred to as the "LNRC/LRI" for the sake of clarity), was acquired by an affiliate of Boston Children's Hospital ("Children's") in August, 2006 and the LNRC/LRI was incorporated into Children's Institutional Master Plan, which was initially approved in 2008, and amended in 2012, 2013 and 2015 (as amended, the "Children's IMP").

As discussed in the Children's IMP, Children's has delayed the start of construction of the LNRC/LRI due to market conditions. The Children's IMP permits the 454 parking spaces in the 340 Brookline Avenue Garage (formerly known as the BIDMC East Campus Parking Garage) to be used on an interim basis until commencement of construction of the LNRC/LRI. As described and approved in the Children's IMP and described in IMP Updates BIDMC submitted in 2011 and 2013, Children's currently

leases a portion of such garage spaces to BIDMC, and concurrently, BIDMC leases to Children's parking spaces BIDMC owns in the Center for Life Sciences Boston Garage. Beginning in March, 2015 the number of spaces BIDMC leases in the 340 Brookline Garage increased to 429 and the number of parking spaces Children's leases from BIDMC in the CLSB Garage increased to 272.

3. Bowdoin Street Health Center Addition Project

The BIDMC 2013 IMP Amendment approved the Bowdoin Street Health Center Addition Project located at 230 Bowdoin Street in Dorchester. The Project included interior renovations and an approximately 4,100 square foot addition to BIDMC's Bowdoin Street Health Center to house a Wellness Center focused on dietary education and exercise, as well as additional exam room space. Construction of the Addition Project was completed and occupancy began in July, 2015. These expanded facilities are allowing the Bowdoin Street Health Center to incorporate wellness activities into primary care delivery, enabling patients to get healthy and stay healthy.

C. Campus Improvement Projects

As set forth in Section 4.2.2, the 2004 BIDMC IMP included several campus improvement projects to be implemented in phases with some interim improvements to be completed in connection with the construction of BRC/CLSB, and the remainder upon the completion of LNRC/LRI. The status of these campus improvements was set forth in detail in the 2009 IMP Renewal, in subsequent IMP Updates and in the 2014 IMP Renewal. There are no campus improvement projects described in the BIDMC IMP that were completed since the 2014 IMP Renewal, are currently ongoing or that BIDMC is scheduled to begin in the upcoming twenty-four (24) months.

II. Other Projects:

A. Future Potential IMP Project for New West Campus Clinical Building

Within the next twenty-four months BIDMC anticipates that it may propose a new clinical building on the West Campus.

As noted above in Section I.A, BIDMC is concluding strategic planning, and associated facilities planning, it has undertaken to enable the Medical Center to effectively respond to the challenges of continuing to provide world-class patient care, medical education and cutting edge research in a rapidly changing healthcare environment. Since Dr. Kevin Tabb became BIDMC's Chief Executive Officer in October of 2011 with his leadership BIDMC has affiliated with a number of physician groups and community hospitals, and with other provider organizations in the Greater Boston area. As a result of these strategic relationships there is an increasing demand for BIDMC patient care services, and BIDMC has been assessing what expansion facilities

are needed to serve this new demand and to provide updated facilities well suited to meet the changing needs of our patients. Through these planning efforts, BIDMC has identified that its most pressing needs are for expanded clinical facilities on the West Campus to provide additional state-of-the-art operating rooms and procedure space, and for more single bed rooms for our inpatients and their families. BIDMC is in the process of finalizing and reviewing the recommendations from this strategic and facilities planning process with its stakeholders, and is seeking the approval of its governing boards to move forward with the design and permitting of a new clinical building on the West Campus. As concept planning progresses for a new West Campus clinical building, BIDMC will be consulting further with the BRA within the next several months, in anticipation of proposing the project under Article 80. Subject to BIDMC governing boards' approval of this potential project, BIDMC anticipates it would seek approval of an IMP amendment under Article 80D of the Boston Zoning Code and Large Project review and approval under Article 80B for a proposed new clinical building on the West Campus within the next twenty-four months.

B. Other IMP-Exempt Projects

Other projects that are completed, ongoing or are planned for the next twenty-four months do not fall under the requirements of Article 80D because they are interior renovations or fall below the 20,000 square feet threshold for the erection or extension of an institutional use. A brief description of such projects is included here for informational purposes.

BIDMC, like other health care institutions, is continually renovating and improving its existing facilities in order to provide superior health care in state-of-the-art facilities. In the past twenty-four months BIDMC has completed a series of internal renovations, including building infrastructure upgrades and renovations to enhance work flow and patient care services.

As noted in the 2014 BIDMC IMP Renewal and previous IMP Updates, BIDMC is engaged in a long term project to design and construct improvements to the normal power distribution system and emergency power systems on both campuses to make these systems more climate resilient and to improve energy efficiency. Over the past two years BIDMC continued to make improvements to the power systems on the East Campus, including modifications to the Feldberg building rooftop penthouse to make way for the relocation of normal power electrical switchgear to the roof, from the Feldberg basement where it is vulnerable to flooding. The new electrical gear will be installed in the Feldberg penthouse beginning the fall of 2016 and is expected to be completed by the spring of 2018. Other projects completed over the past two years have included upgrades to patient treatment areas, including renovations in the Shapiro Clinical Center to create an integrated breast care center, and to add a few exam rooms in the ophthalmology clinic. Renovations in the Sherman building on the East Campus created a new interventional radiology suite. BIDMC's inpatient census has been

increasing over the past two years. To help meet this growing bed demand a floor of the Stoneman building on the East Campus which had in recent years been used for administrative functions has been renovated to restore its use as an inpatient floor. Also, on the West Campus a floor of the Farr building that had been used for a combination of inpatient and administrative uses was remodeled into twenty single bed inpatient rooms.

As noted in previous IMP Updates, BIDMC continues to work on modernizing its pathology laboratories. Over the past twenty-four months BIDMC installed new state-of-the-art analytical equipment in the Yamins building, and over the next twenty-four months it is anticipated that further renovations will be designed and made to modernize the existing pathology laboratory facilities in the Yamins and Finard buildings on the East Campus.

Ongoing or recently completed renovations on the East Campus include remodeling birthing program facilities in the Reisman and Stoneman buildings to improve triaging of ob/gyn patients and to create a more pleasing environment for new mothers and babies, and enhancing facilities for the bone marrow transplant and oncology programs in the Shapiro Clinical Center. Other ongoing or recently completed projects on the West Campus include improvements to operating rooms in the Rosenberg building (formerly known as the West Clinical Center), renovations to cardiac procedure space in the Deaconess building, and remodeling of the Lowry building to relocate endocrinology from the Shapiro Clinical Center, to make room for the enhanced bone marrow transplant program. On the East Campus upgrades to the neonatal intensive care unit ("NICU") in the Reisman building have recently gotten underway, and over the next twenty-four months additional remodeling of the NICU will take place to expand the number of NICU beds/basinetts.

Other projects that BIDMC expects to undertake in the next twenty-four months include: the renovation of one floor in the Stoneman building and one in the Feldberg building, both now used for administrative functions, to restore their previous use for inpatient rooms, and renovations to the cafeteria in the Stoneman building on the East Campus known as the Ulian Café. Renovations are also being planned to provide for new food service operations in the lobby of the Shapiro Clinical Center, as the SouperSalad lease terminated in August 2016. BIDMC is also considering the creation of an outpatient pharmacy in the Shapiro Clinical Center lobby which would enhance the patient experience by allowing our patients to fill their prescriptions onsite. In addition to these renovations and improvements, BIDMC generally upgrades several research labs each year, continually upgrades and replaces equipment as needed in the radiology/imaging departments, cardiac catheterization labs and surgical suites, and makes minor space improvements and cosmetic and general upgrades to areas throughout the hospital that do not involve relocating functions. BIDMC will also continue making ADA compliance program upgrades and a variety of power system, equipment and infrastructure upgrades to improve reliability and energy efficiency, as noted above.

III. Other Relevant Information:

The BIDMC IMP includes a description of the Medical Center's leases in Boston (without extending the Institutional Master Plan Area to encompass such leased property), and previous BIDMC IMP Updates further describe leasing activities. We are providing you with a description of our Boston leasing activity over the past two years for informational purposes.

Since the 2014 BIDMC IMP Renewal, BIDMC extended its lease for approximately 18,600 square feet of office space for BIDMC and affiliated entities in the MASCO building at 375 Longwood Avenue for the period February, 2017 through January, 2022. As described in the 2014 BIDMC IMP Renewal, BIDMC previously renewed its lease for administrative office space at 109 Brookline Avenue for the period from February, 2014 through January, 2024, and entered into leases in 2013 and 2014 for office space in the adjoining building at 21-27 Burlington Avenue (also known as 20 Overland Street) with initial lease terms through August, 2023. To allow additional administrative staff to work adjacent to administrative staff already housed at 109 Brookline Avenue and at 21-27 Burlington Avenue while freeing up space on campus for patient care activities, in November of 2015 BIDMC leased an additional approximately 15,800 square feet of office space at 21-27 Burlington Avenue, for an initial lease term expiring November 30, 2022. In total BIDMC now leases approximately 42,750 square feet of space at 21-27 Burlington Avenue. (BIDMC previously leased 42,500 square feet of space at 21-27 Burlington Avenue for more than fifteen years for research purposes as described in the 2004 BIDMC IMP, until such research operations were relocated to the Center for Life Sciences Boston in 2008.) In July of 2015 BIDMC also leased approximately 1,900 square feet of additional administrative space in the Joslin building at 419 Brookline Avenue for an initial lease term ending June 30, 2020. As described in the BIDMC IMP and previous IMP Updates, for many years BIDMC has been leasing a small number of residential units at the Longwood Galleria for use primarily by cancer patients, and their families, who are receiving long-term treatment at BIDMC. Currently BIDMC leases four Longwood Galleria residential units.

BIDMC is currently in the process of negotiating a lease for approximately 23,300 square feet of additional administrative space in the Harvard Vanguard building at 133 Brookline Avenue. This lease is expected to have an initial lease term of five years, commencing in the fall of 2016. Other than this ongoing lease negotiation, BIDMC has no specific plans for additional leases in Boston over the next twenty-four months, but we continue to look for additional affordable, nearby locations to relocate office functions to free up space for clinical uses on campus, and to meet fluctuating demands for administrative space.


We appreciate the cooperation of the BRA in its review and oversight of our Institutional Master Plan projects, and we look forward to working with you and your

staff now and in the future. Our mutual interest in providing the best patient care, research and teaching facilities and in continuing our efforts to contribute to an improved environment in the LMA serves the City, the LMA neighborhood and Beth Israel Deaconess Medical Center well.

Sincerely yours,



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