

# Boston Medical Center Institutional Master Plan

*Task Force Meeting*

May 12, 2021



**boston planning &  
development agency**

# 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

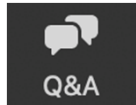
Welcome! Here are some tips on using Zoom for first-time users. **Your controls should be available at the bottom of the screen.** Clicking on these symbols activates different features:



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](mailto:Edward.Carmody@Boston.gov) for further discussion.

## Meeting Recording

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

## IMP/NF Review 2019-20

**November 18, 2019**

Task Force Meeting

**November 20, 2019**

BMC files IMP/NF, 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*



**boston planning &  
development agency**



CENTER  
**BOSTON  
MEDICAL**

**Institutional Master Plan  
2021 – 2031**

# BMC IMP Team

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## **Proponent**

### **Boston Medical Center**

Bob Biggio, Senior Vice President, Facilities & Support Services  
Brendan Whalen, Senior Director, Design & Construction  
Megan Sandel, MD  
Ramon Soto, Director of Government Advocacy

## **Architect**

### **Tsoi Kobus Design**

Rick Kobus, Senior Principal

## **Transportation Consultant**

### **VHB**

Sean Manning, Director of Transportation & Planning  
Matthew Duranleau, Project Consultant

## **Project Manager & Permitting Consultant**

### **Stantec Consulting Services**

Kristi Dowd, Principal  
Alison LeFlore, Senior Planner

## **Legal Counsel**

### **DLA Piper**

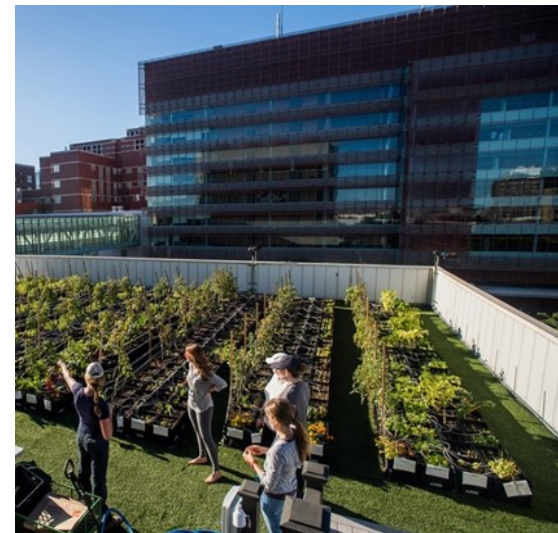
John Rattigan, Managing Partner  
Mark Tang, Partner

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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 6<sup>th</sup> Floor Addition 15,500 s.f.
  - Menino / Yawkey Lobby Addition 6,100 s.f.
  - Menino 9<sup>th</sup> 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 6<sup>th</sup> 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

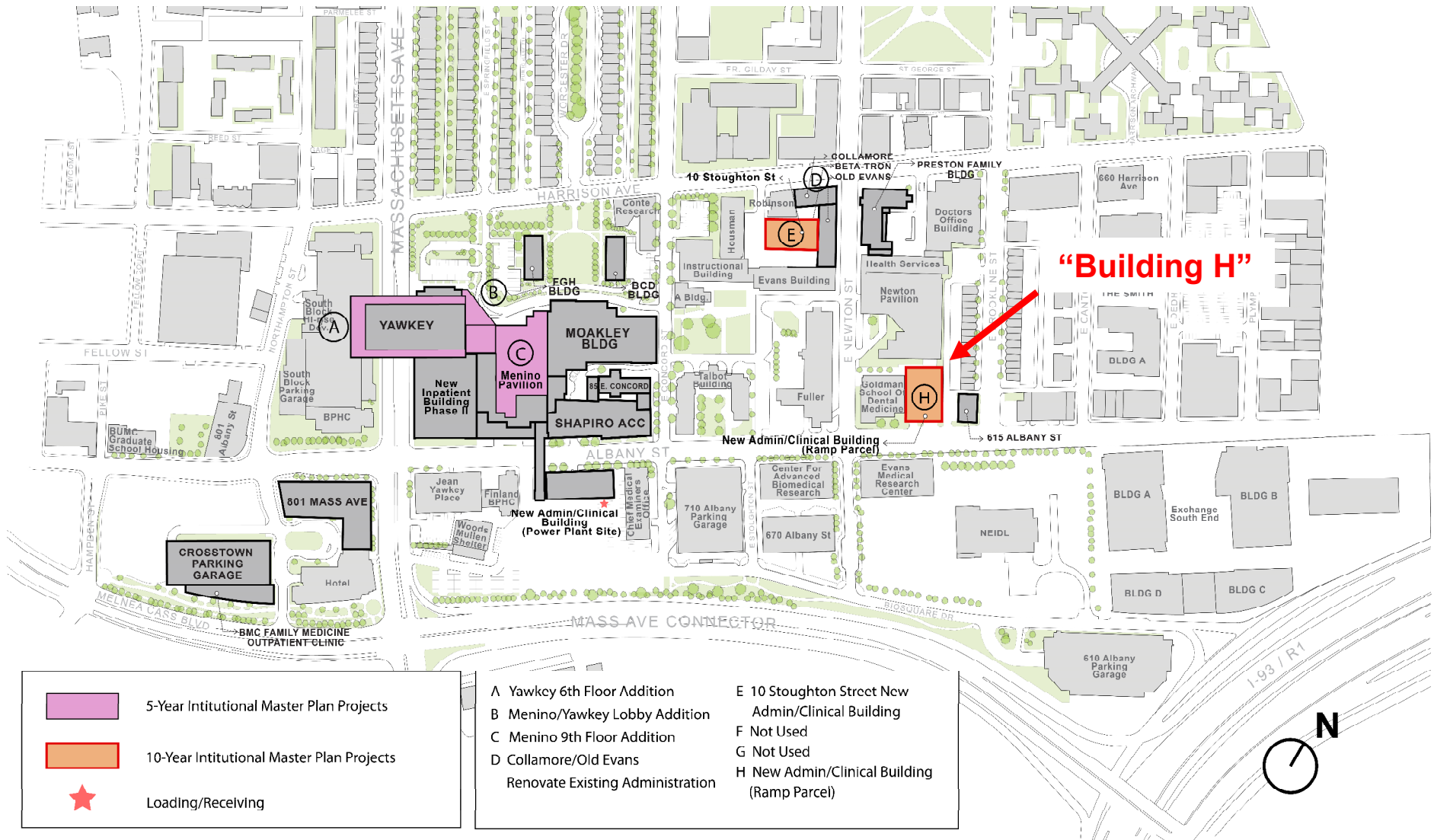
## COVID-19 has caused us to rethink our future needs in the IMP

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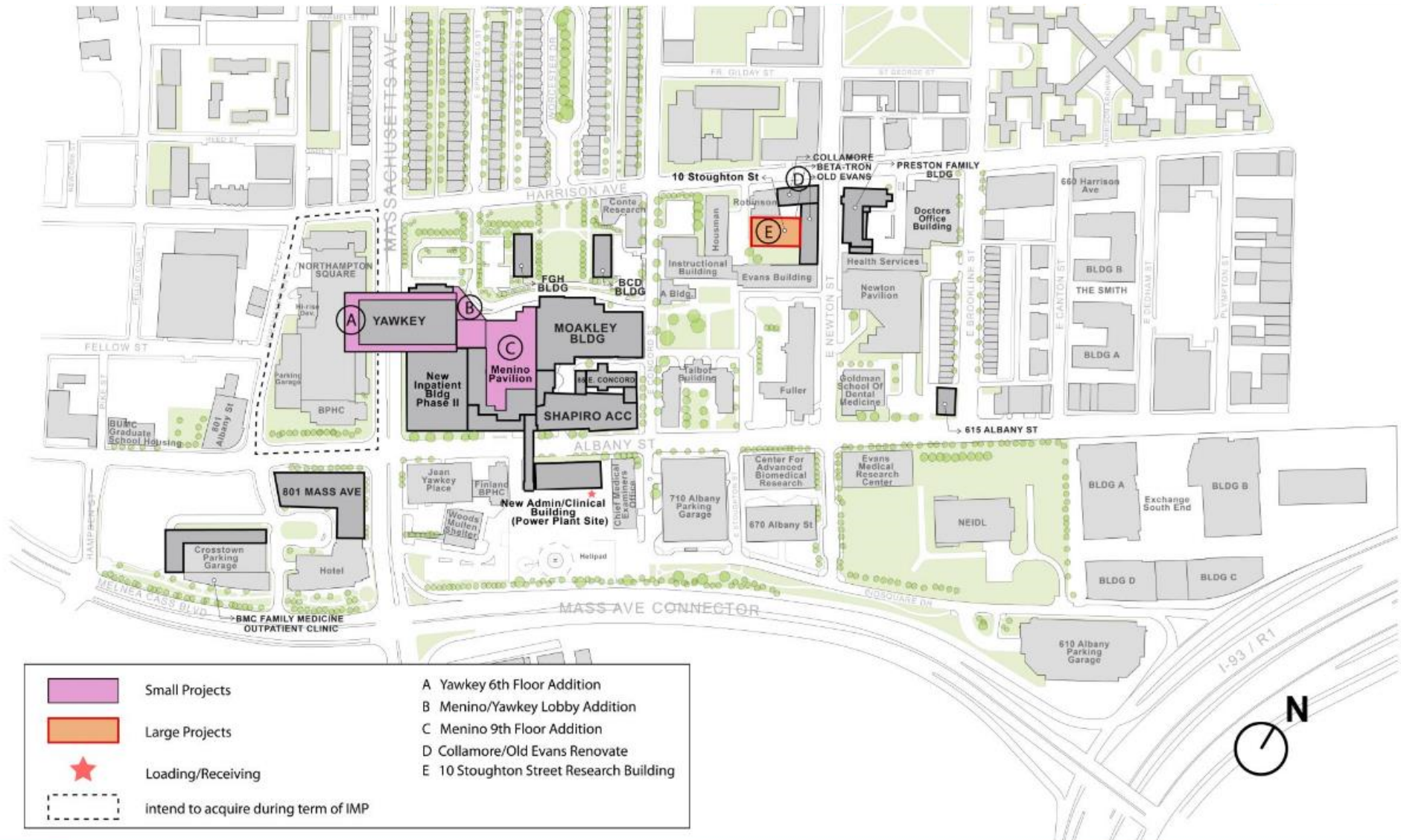
- The introduction of telehealth has tempered the need to expand our outpatient footprint.
- The surge of inpatients has highlighted the need for BMC to add inpatient beds and surge capacity.
- The vaccine development has highlighted that BMC's patient population are often underrepresented in research 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



# Proposed Projects Submitted in 2021



## Summary of Changes from 2019

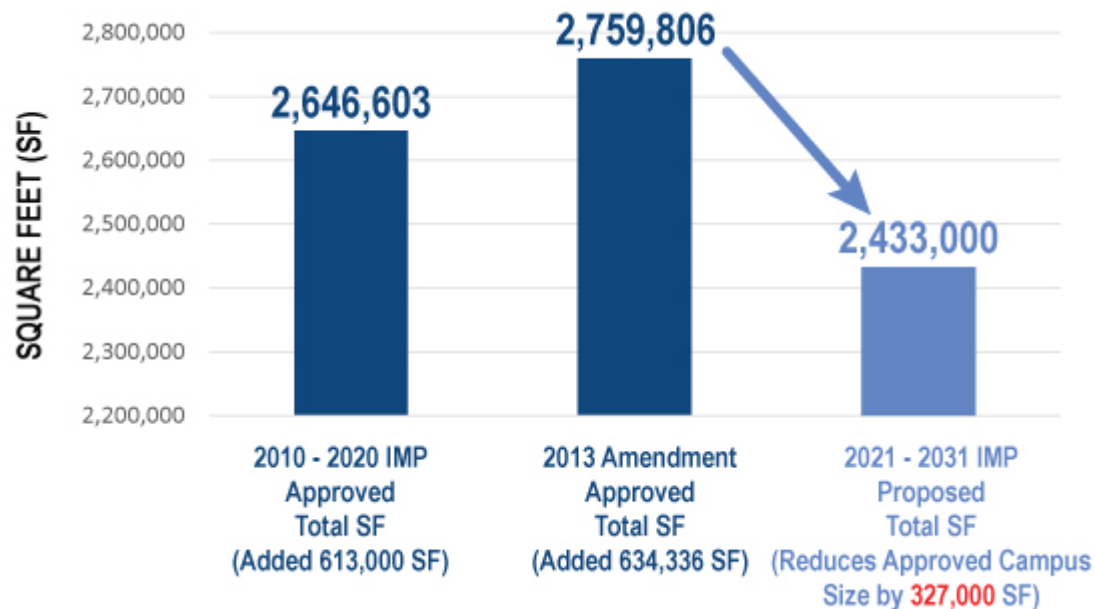
- **Remove proposed new Administration/Clinical Building at Ramp Parcel Site (Building H)**
  - BMC listened to the feedback from the Task Force and neighbors and will not pursue
  - Telehealth has tempered need for growing outpatient footprint
- **Change use of 10 Stoughton Street from Administration 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 6<sup>th</sup> 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 2<sup>nd</sup> 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

	2019 IMPNF	2021 IMP	Net Change
<b><u>New IMP Projects</u></b>			
Yawkey 6th Floor Addition	15,500	15,500	0
Menino & Yawkey Lobby Addition	6,100	6,100	0
Menino 9th Floor Addition	37,000	37,000	0
Collamore/Old Evans Adaptive Reuse for Housing	102,000	102,000	0
10 Stoughton Street (replace Vose Hall and Betatron)	138,000	170,000	32,000
New Administration/Clinical Building (ramp parcel)	207,000	0	(207,000)
<b>Subtotal Square Feet</b>	<b>505,600</b>	<b>330,600</b>	<b>(175,000)</b>
DOB Lease Expiration	(91,783)	(91,783)	0
Gambro Lease Expiration	(17,288)	(17,288)	0
Collamore/Old Evans Existing Buildings	(102,000)	(102,000)	0
Dowling Demo	(157,376)	(157,376)	0
Power Plant Demo	(64,064)	(64,064)	0
Vose Hall Demo	(22,695)	(22,695)	0
Betatron Demo	(5,912)	(5,912)	0
<b>Subtotal Square Feet</b>	<b>(461,118)</b>	<b>(461,118)</b>	<b>0</b>
<b>Net New Square Feet for New IMP Projects</b>	<b>44,482</b>	<b>(130,518)</b>	<b>(175,000)</b>
<b><u>Approved Projects Included in 2021-2031 IMP</u></b>			
New Administration/Clinical Building (Power Plant site)	323,000	323,000	0
New Inpatient Building Phase 2 (replace Dowling Tower)	219,000	219,000	0
<b>Subtotal Approved Square Feet</b>	<b>542,000</b>	<b>542,000</b>	<b>0</b>
<b>Net New Square Feet New + Approved Projects</b>	<b>586,482</b>	<b>411,482</b>	<b>(175,000)</b>
<b><u>Possible Acquisition/Lease of Northampton Square</u></b>			
Portions of Northampton Square		75,000	75,000
<b>With Portions of Northampton Square</b>		<b>486,482</b>	<b>486,482</b>

## 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.

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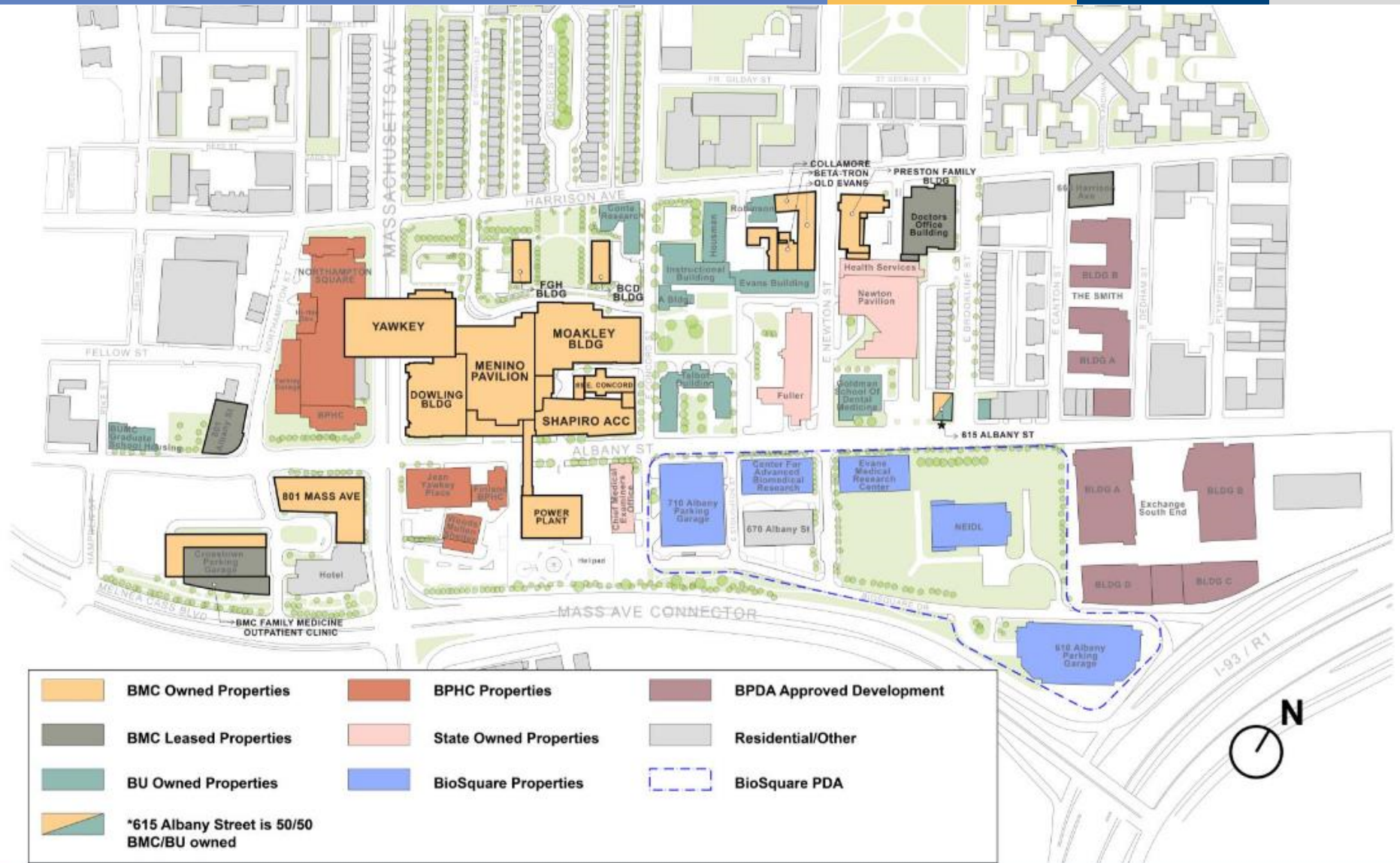
# TEN-YEAR INSTITUTIONAL MASTER PLAN



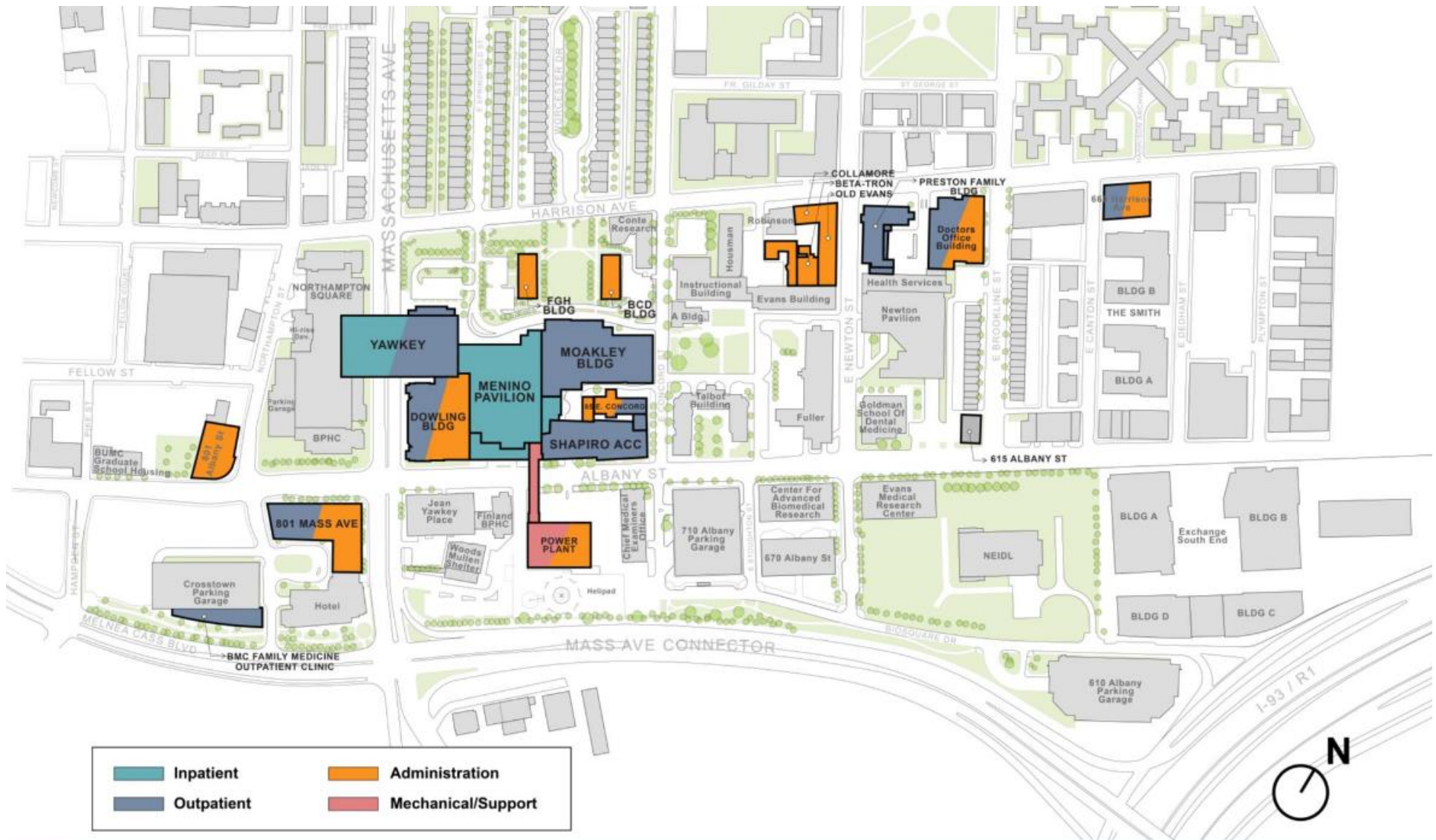
# Existing BMC Campus



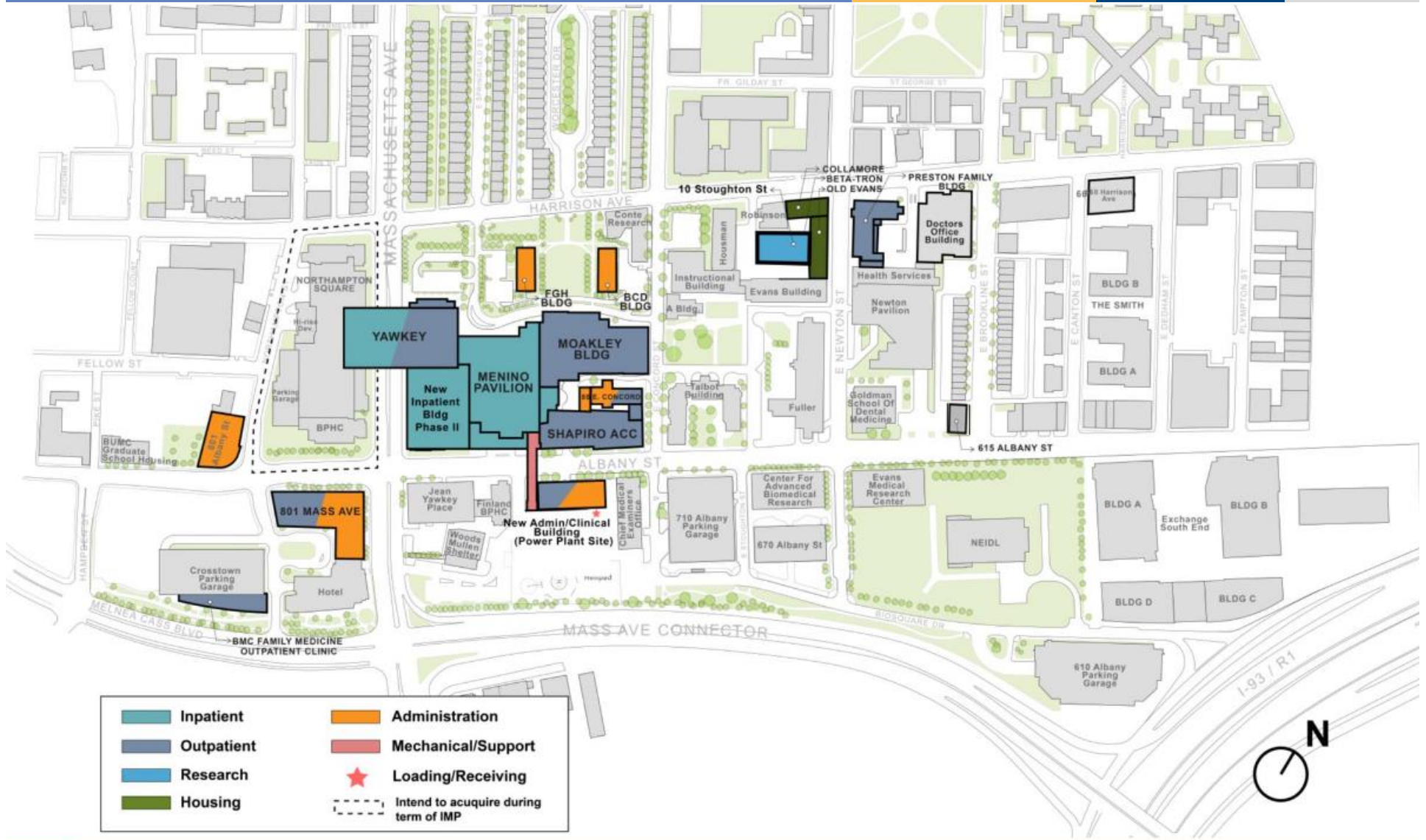
# Existing Owned and Leased Space



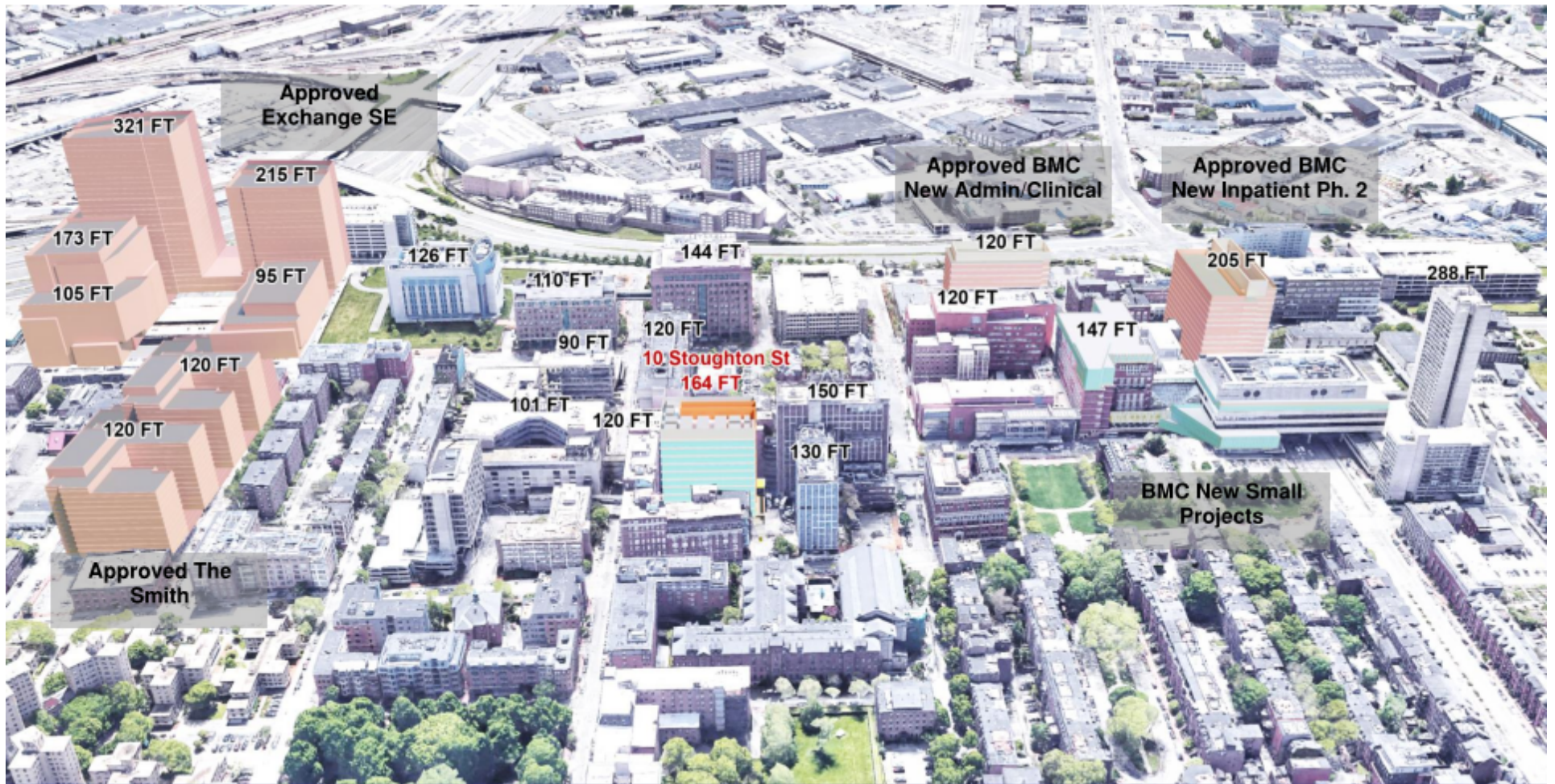
# Current Primary Uses



# Proposed Primary Uses



# Aerial Massing View from the North



# Aerial Massing View from the South



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# DESIGN REVIEW / SMALL PROJECTS

## Yawkey 6<sup>th</sup> Floor, Menino/Yawkey Lobby, & Menino 9<sup>th</sup> Floor Additions





# Yawkey 6<sup>th</sup> Floor, Menino/Yawkey Lobby, & Menino 9<sup>th</sup> Floor Additions



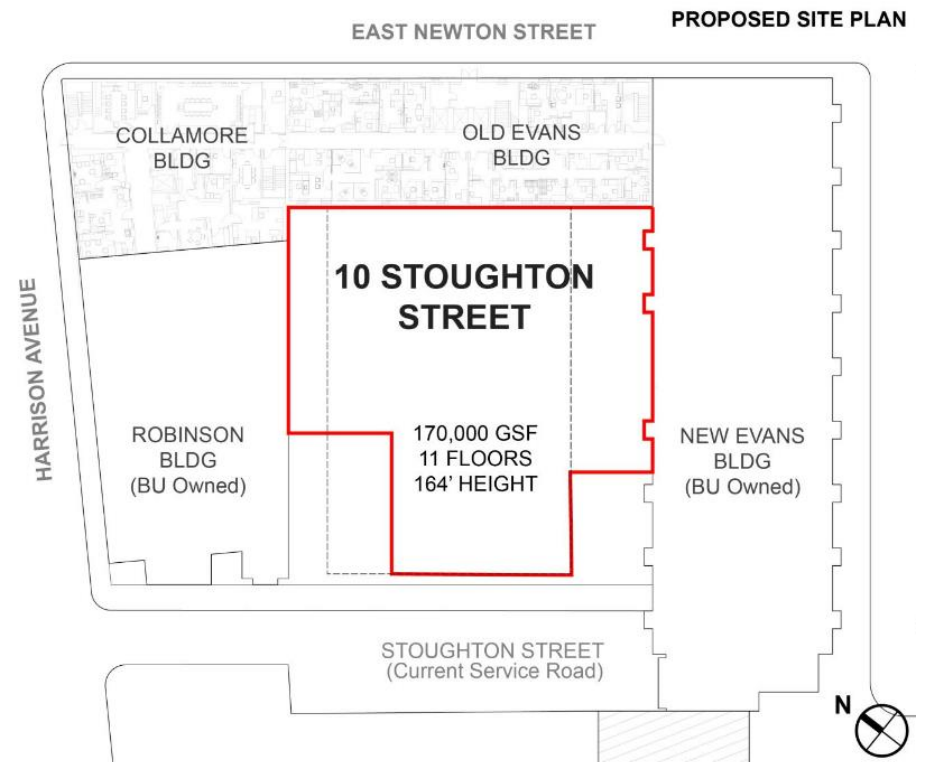
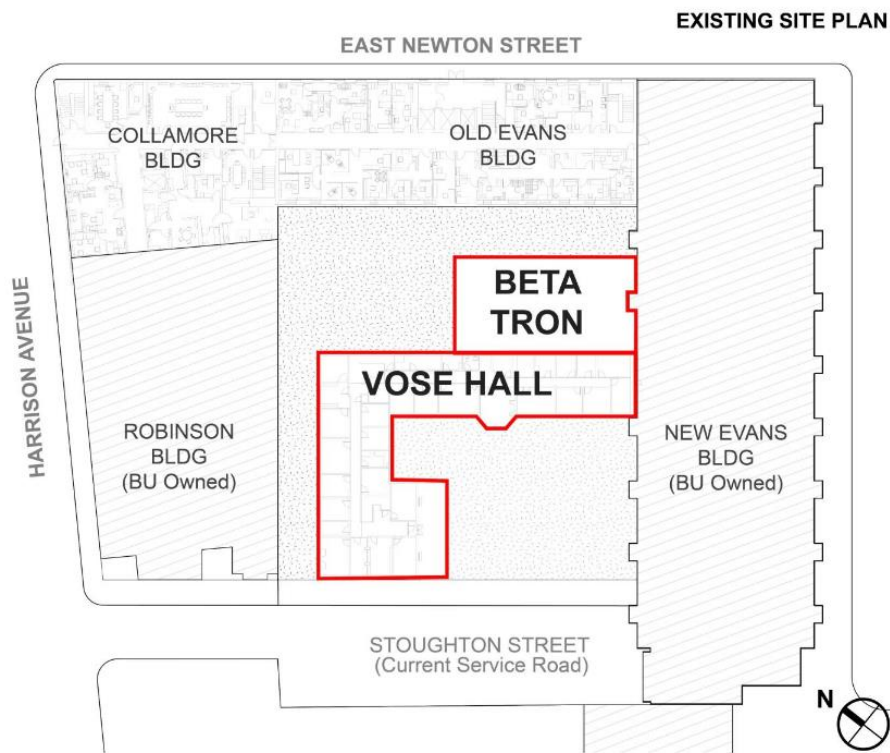
# Yawkey 6<sup>th</sup> Floor, Menino/Yawkey Lobby, & Menino 9<sup>th</sup> Floor Additions



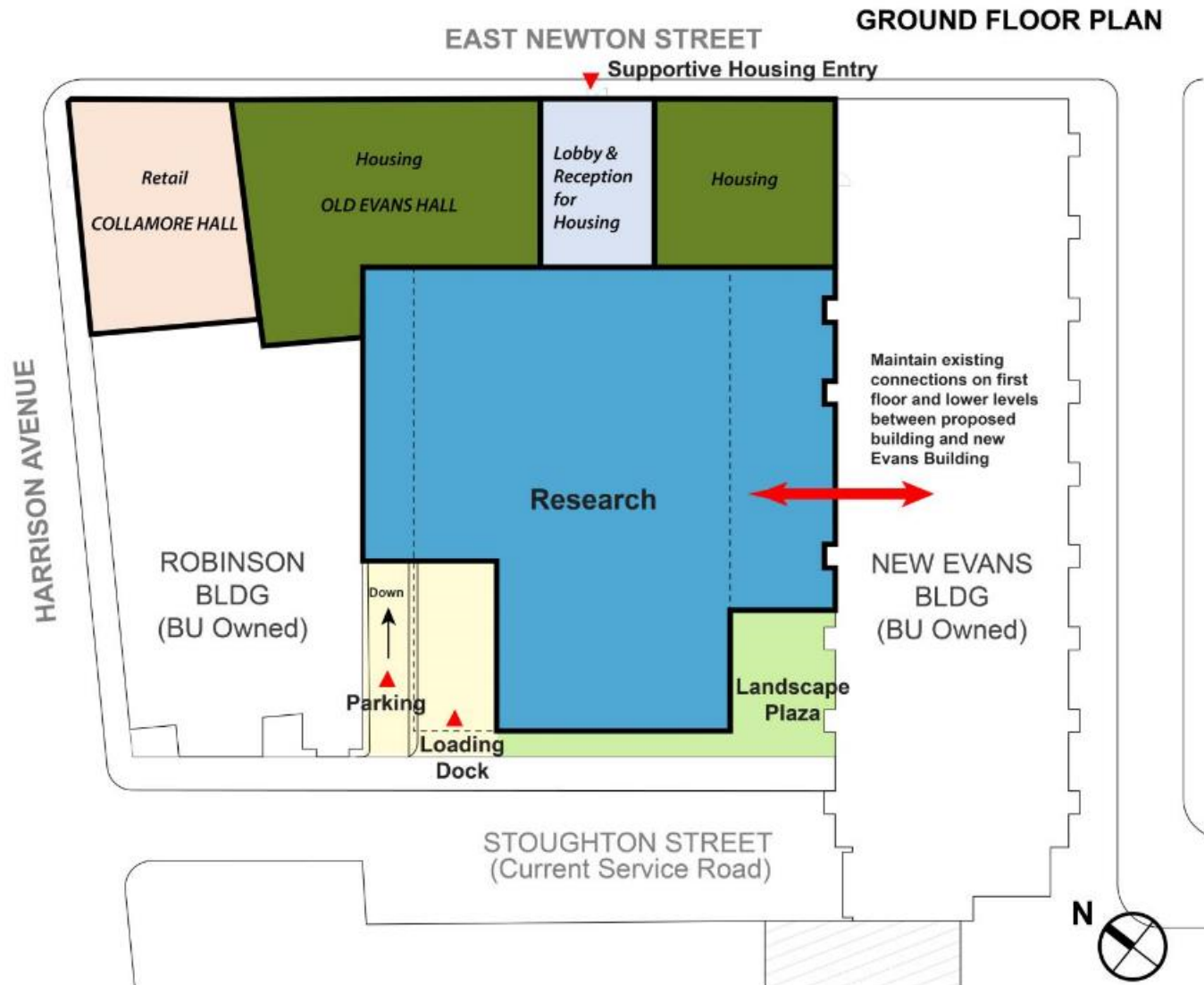
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# NEW LARGE PROJECTS

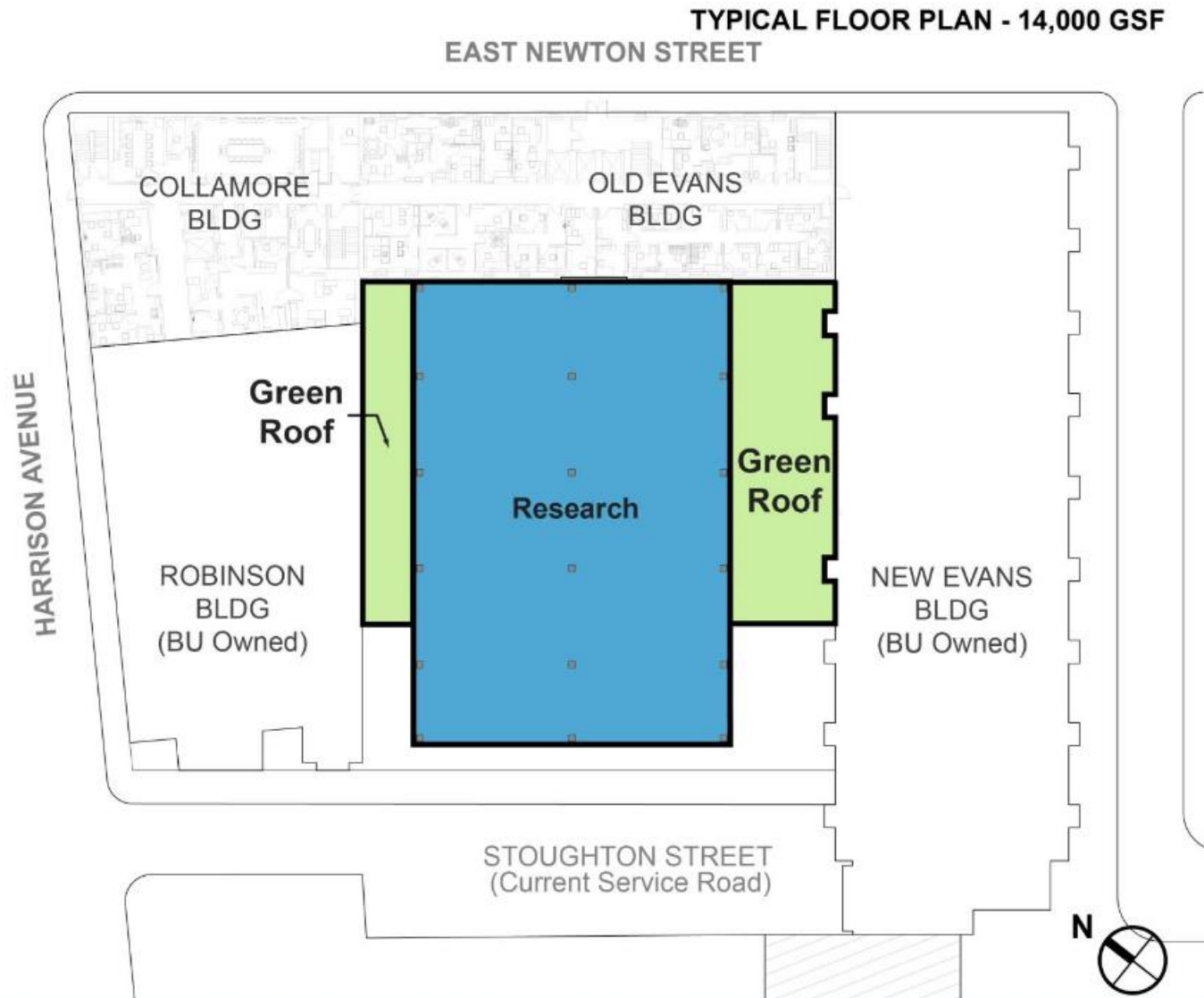
# 10 Stoughton St and Collamore/Old Evans Concept



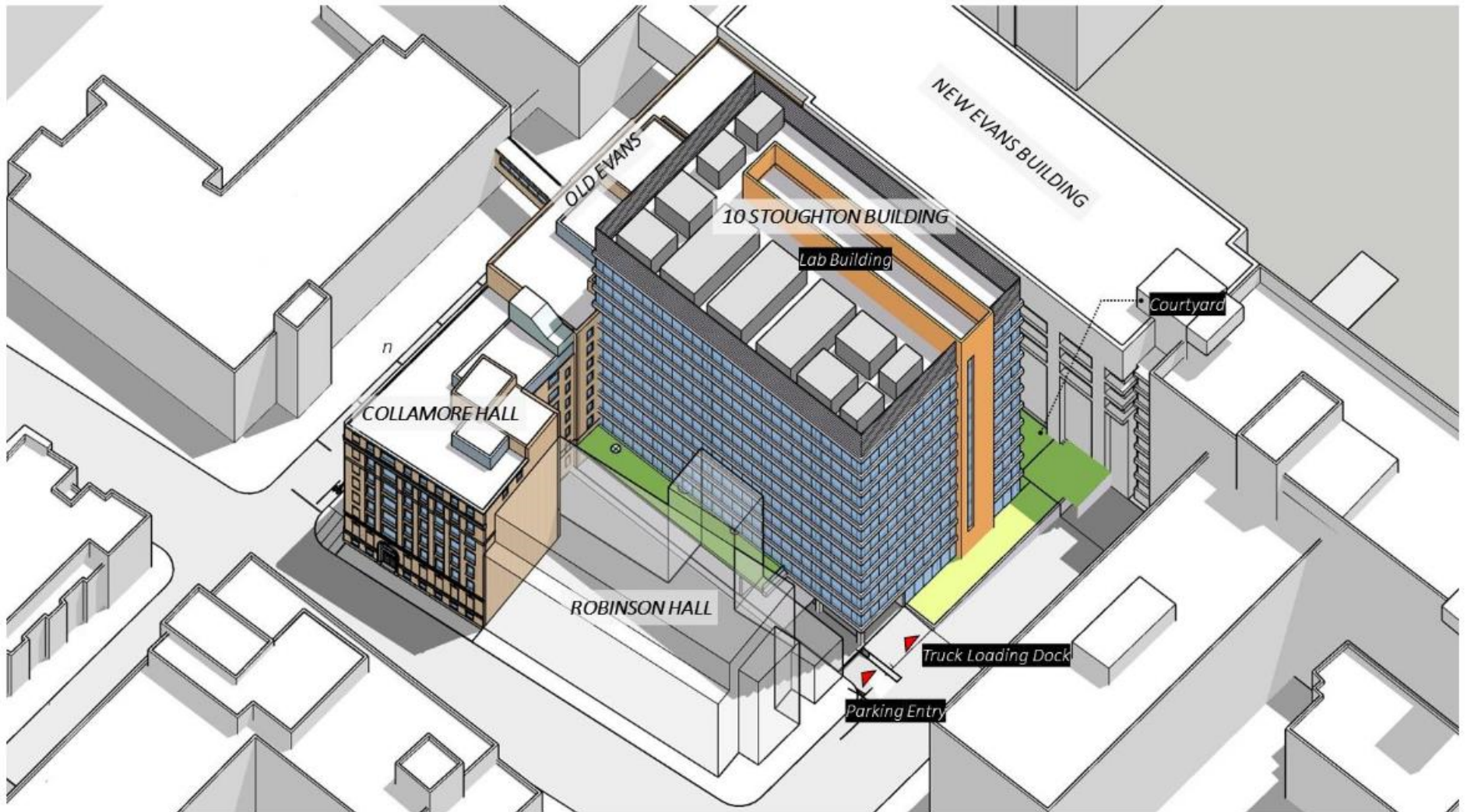
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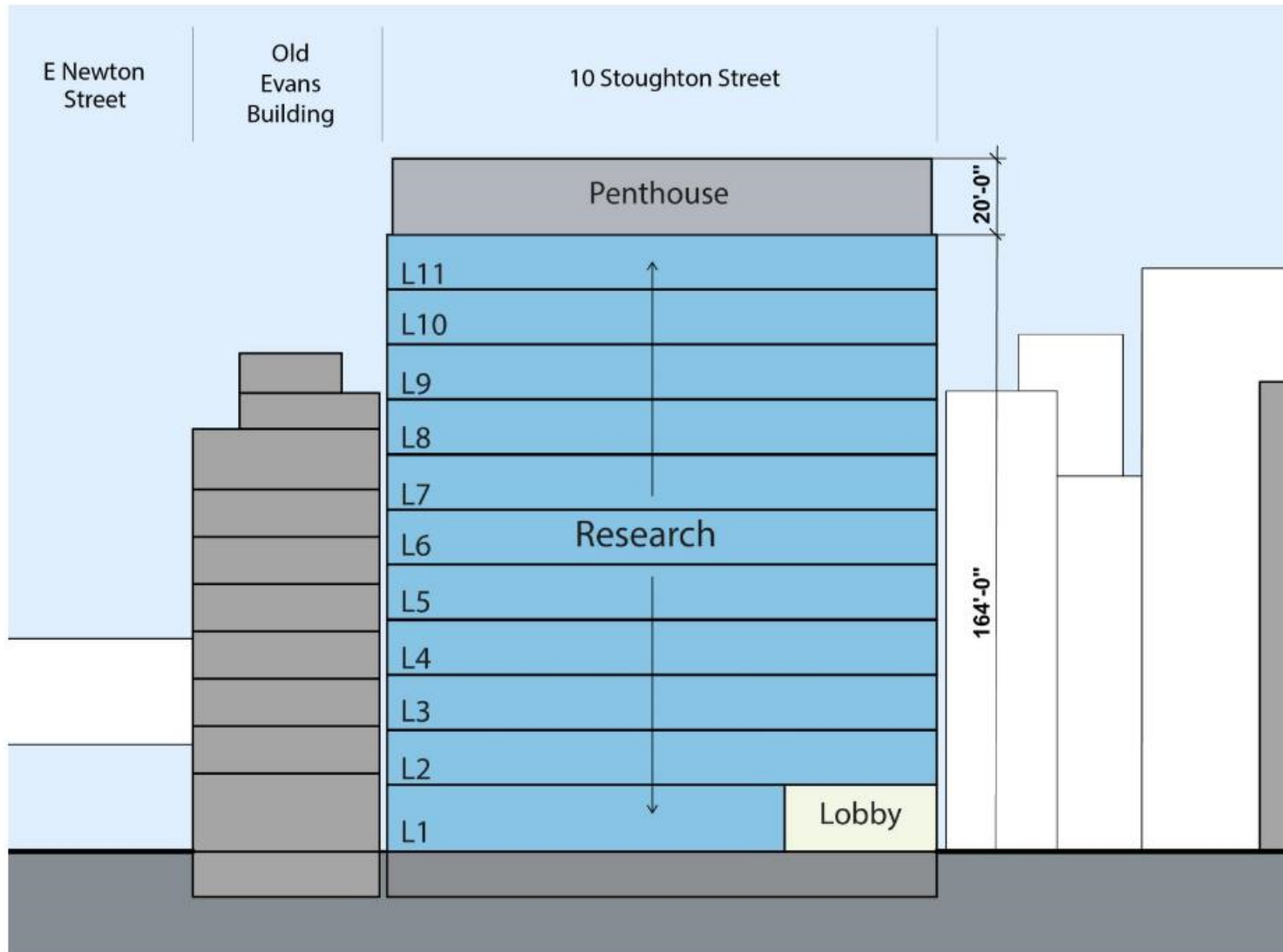
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# 10 Stoughton St and Collamore/Old Evans Concept



## 10 Stoughton St and Collamore/Old Evans Concept



## Figure 4-12: 10 Stoughton Street & Collamore / Old Evans View from Harrison Ave South



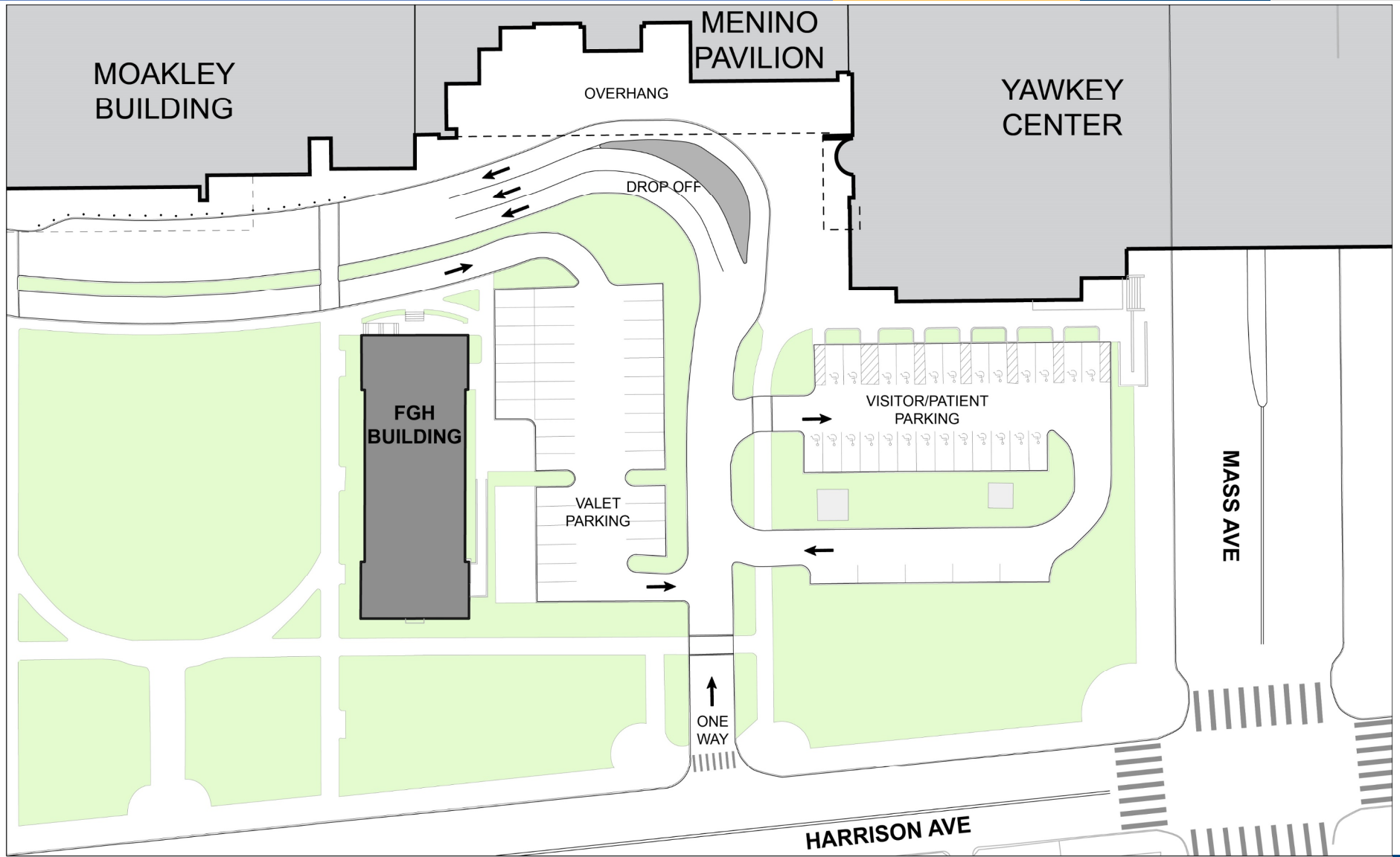
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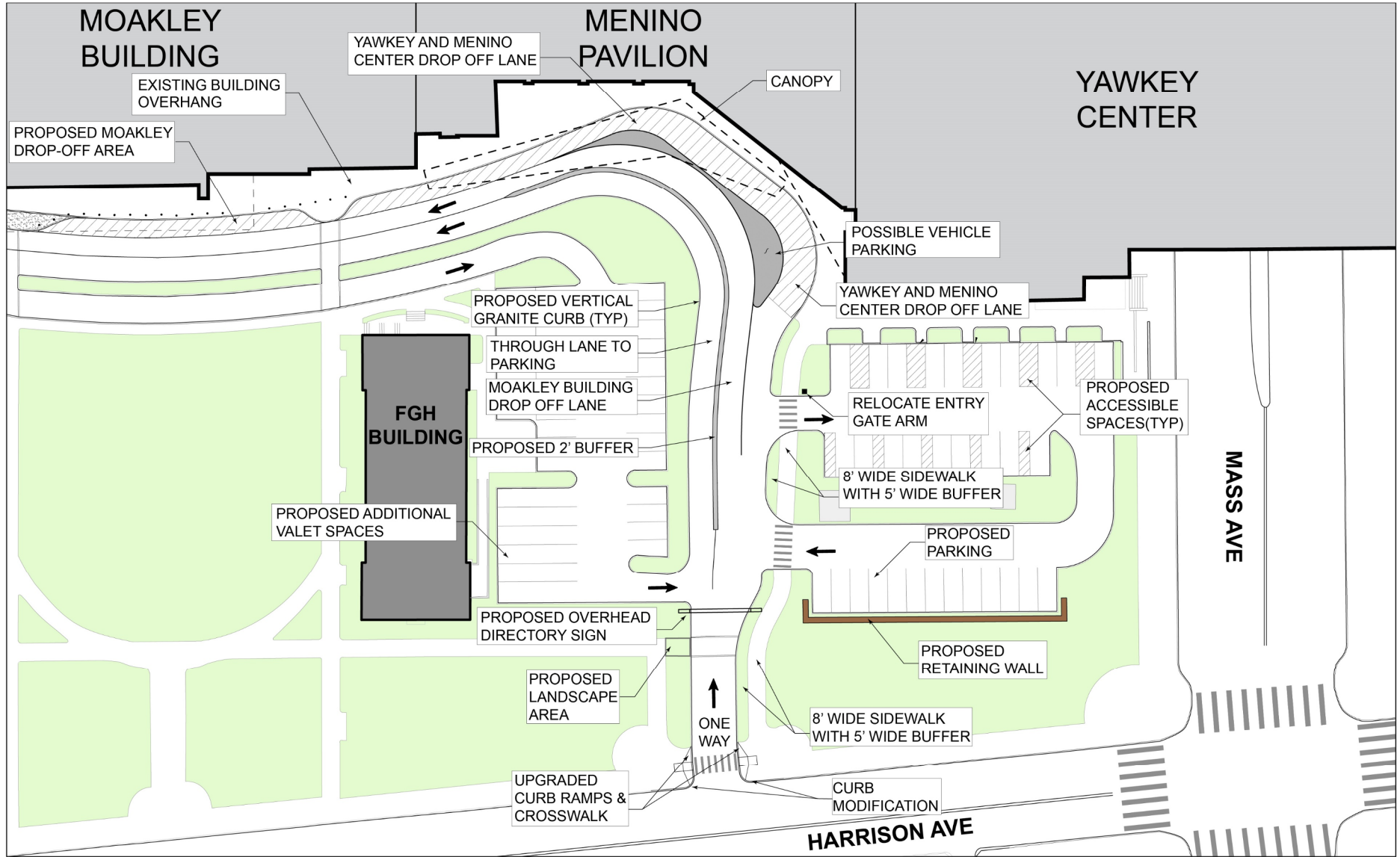
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# OTHER CAMPUS IMPROVEMENT PROJECTS

# Existing BMC Drive

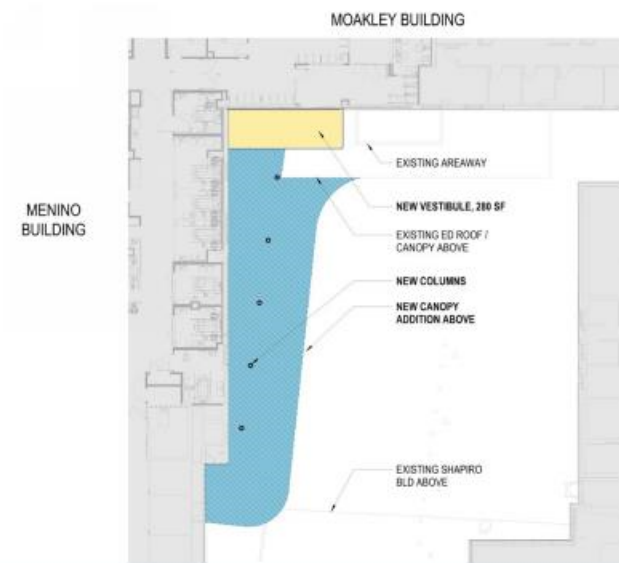
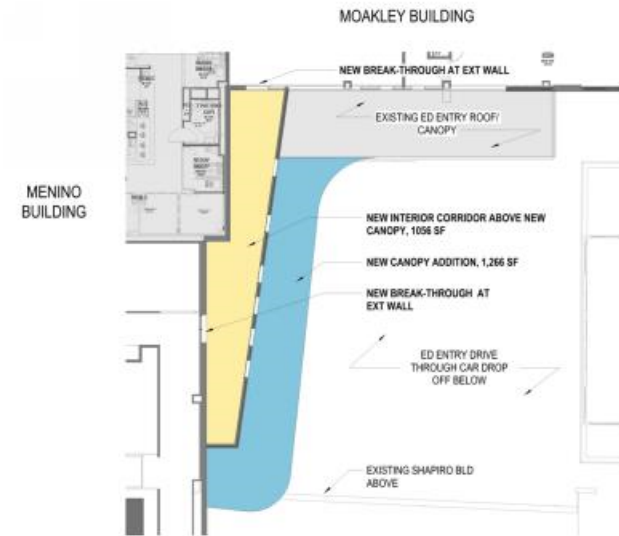


# Proposed BMC Drive





# Menino-Moakley Crossing / Emergency Department Entry



# Landscaping at Pylon Sign



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# 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 (10<sup>th</sup> 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

Time Period	Vehicle Trips	Transit Trips	Walk/Bike Trips
<i>Weekday Daily</i>			
Entering	430	595	473
<u>Exiting</u>	<u>430</u>	<u>595</u>	<u>473</u>
Total	860	1,190	946
<i>Weekday Morning Peak Hour</i>			
Entering	62	84	56
<u>Exiting</u>	<u>35</u>	<u>49</u>	<u>41</u>
Total	97	133	97
<i>Weekday Evening Peak Hour</i>			
Entering	41	57	44
<u>Exiting</u>	<u>72</u>	<u>98</u>	<u>67</u>
Total	113	155	111

# 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

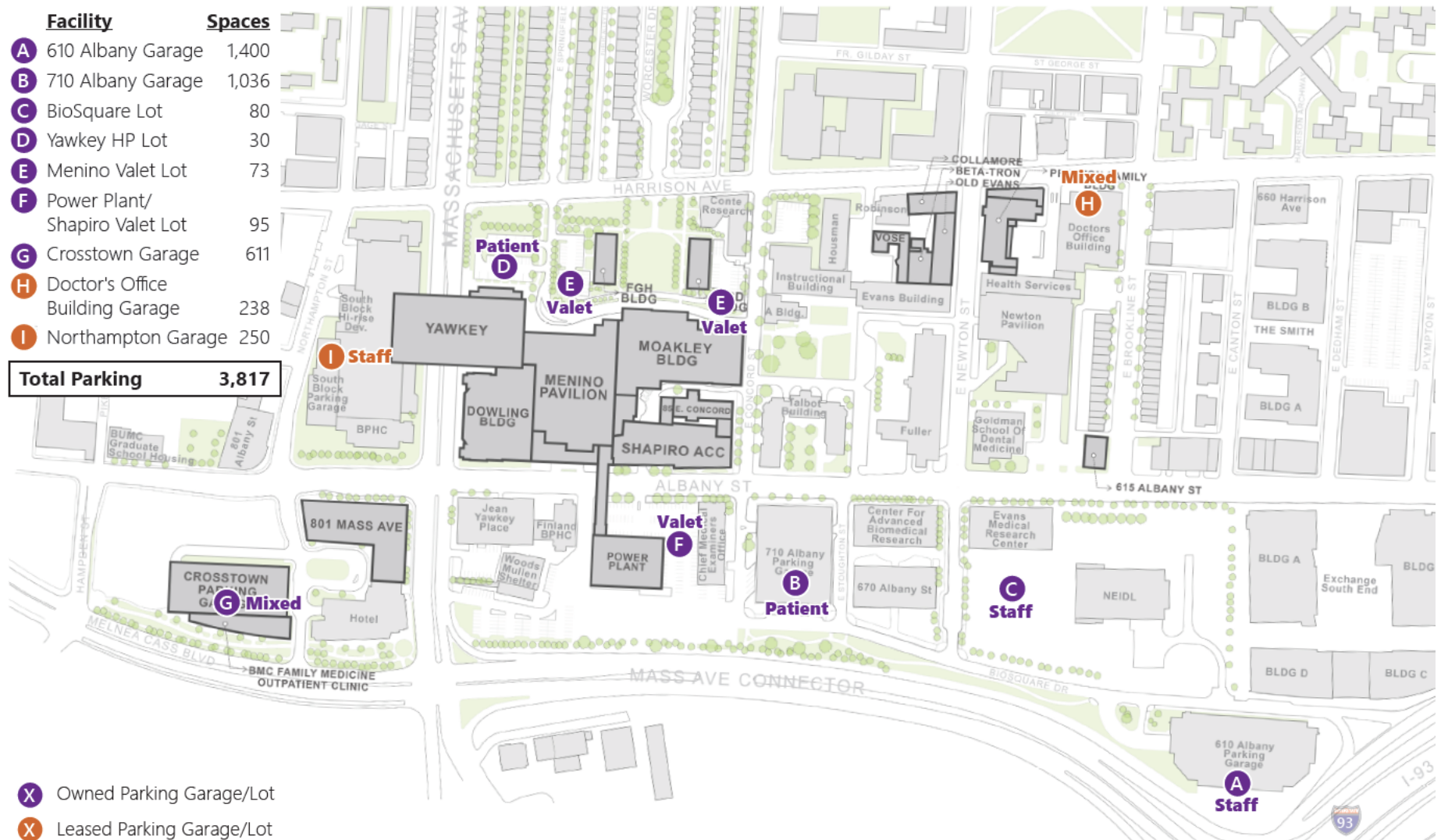
- IMP project-generated trips will have negligible effect on area transit operations in 2031 Build Conditions; no required changes in frequency or service levels are expected
- Existing and future pedestrian and bicycle connections are expected to accommodate additional pedestrian and bicycle trips
- 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

Facility	Spaces
<b>A</b> 610 Albany Garage	1,400
<b>B</b> 710 Albany Garage	1,036
<b>C</b> BioSquare Lot	80
<b>D</b> Yawkey HP Lot	30
<b>E</b> Menino Valet Lot	73
<b>F</b> Power Plant/ Shapiro Valet Lot	95
<b>G</b> Crosstown Garage	611
<b>H</b> Doctor's Office Building Garage	238
<b>I</b> Northampton Garage	250
<b>Total Parking</b>	<b>3,817</b>





# 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.

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# 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.



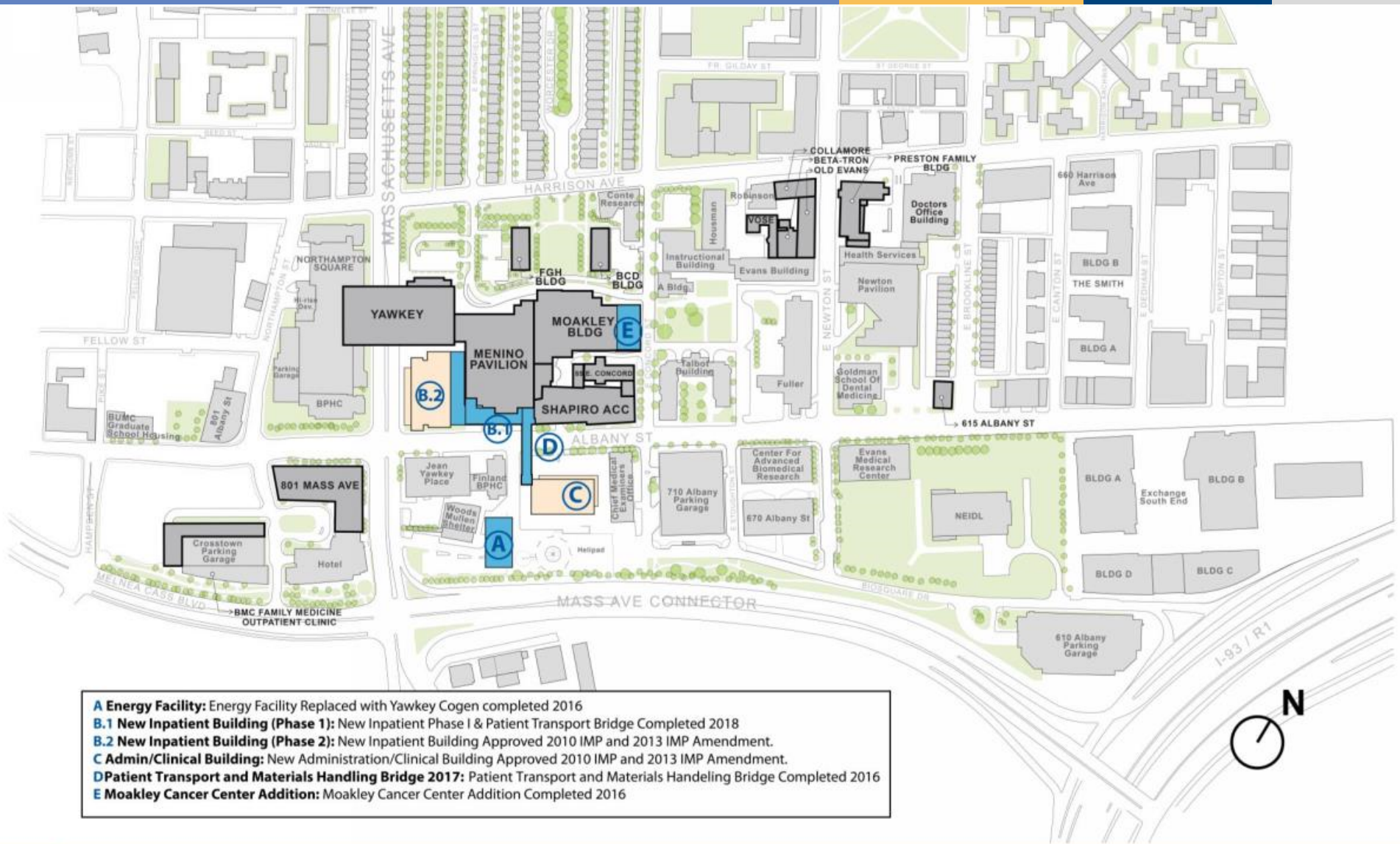
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**Task Force Discussion  
Public Comment Q & A**

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# APPENDIX

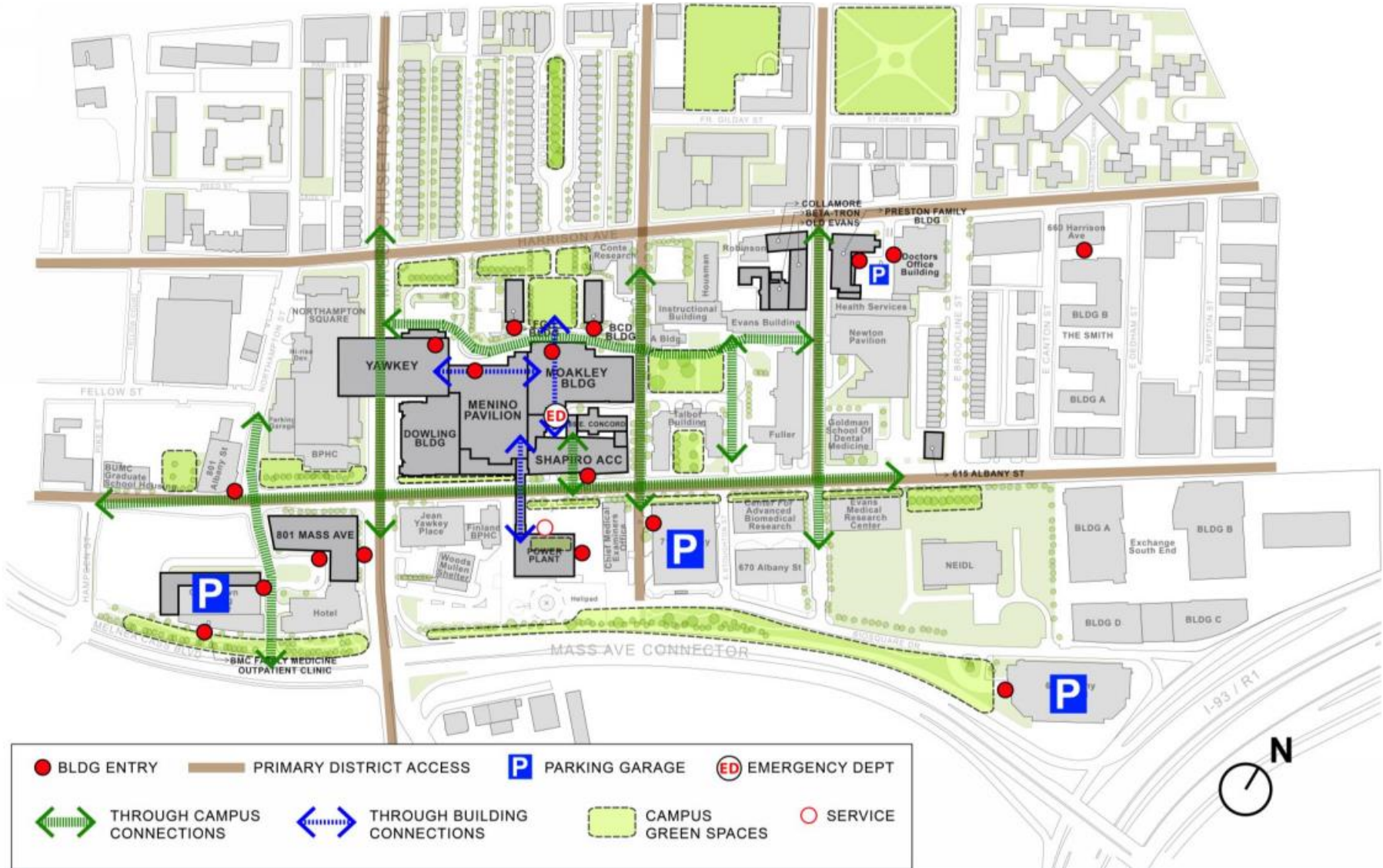
# 2010 Approved Projects



# Neighborhood Context

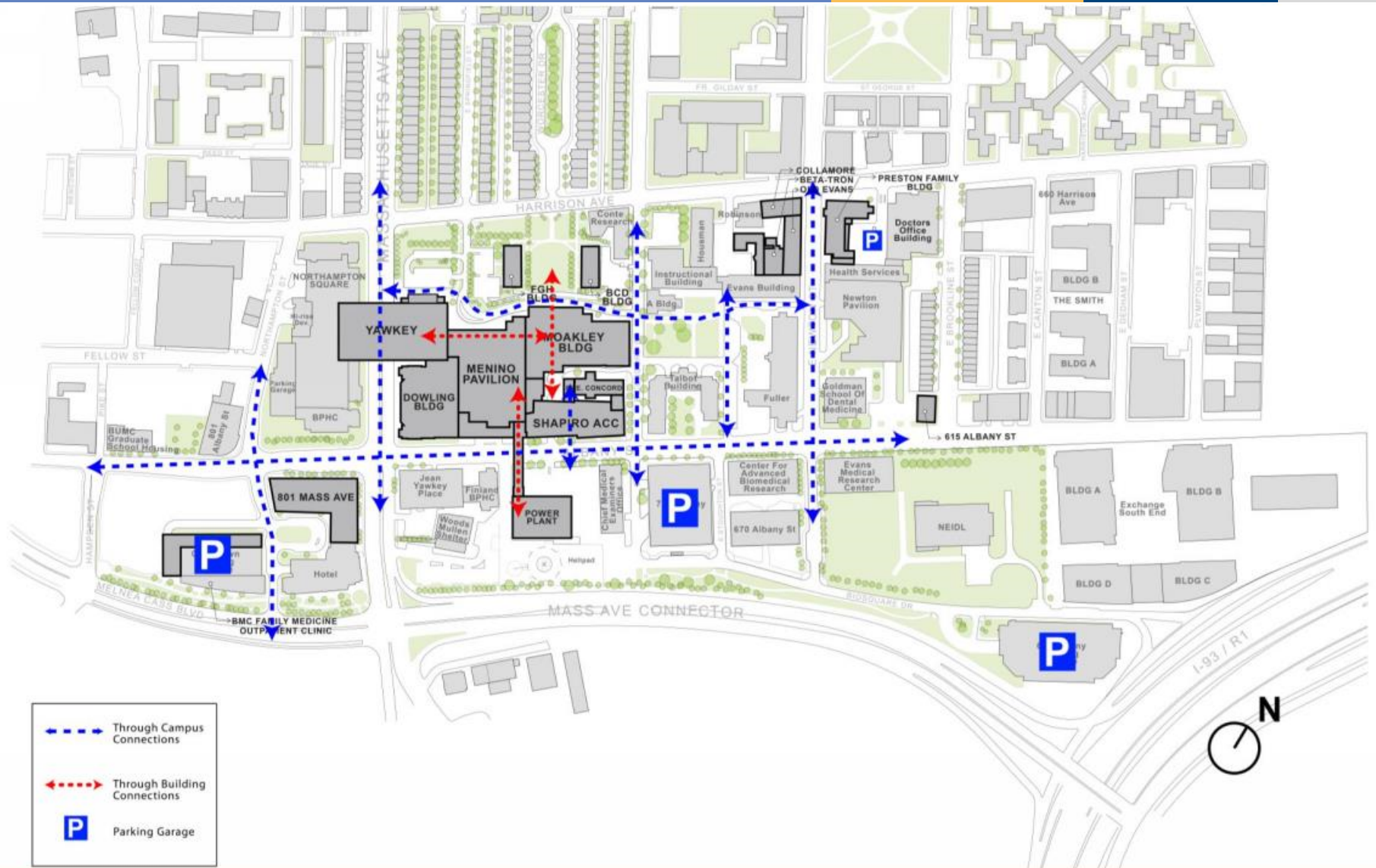


# Access Points and Open Space

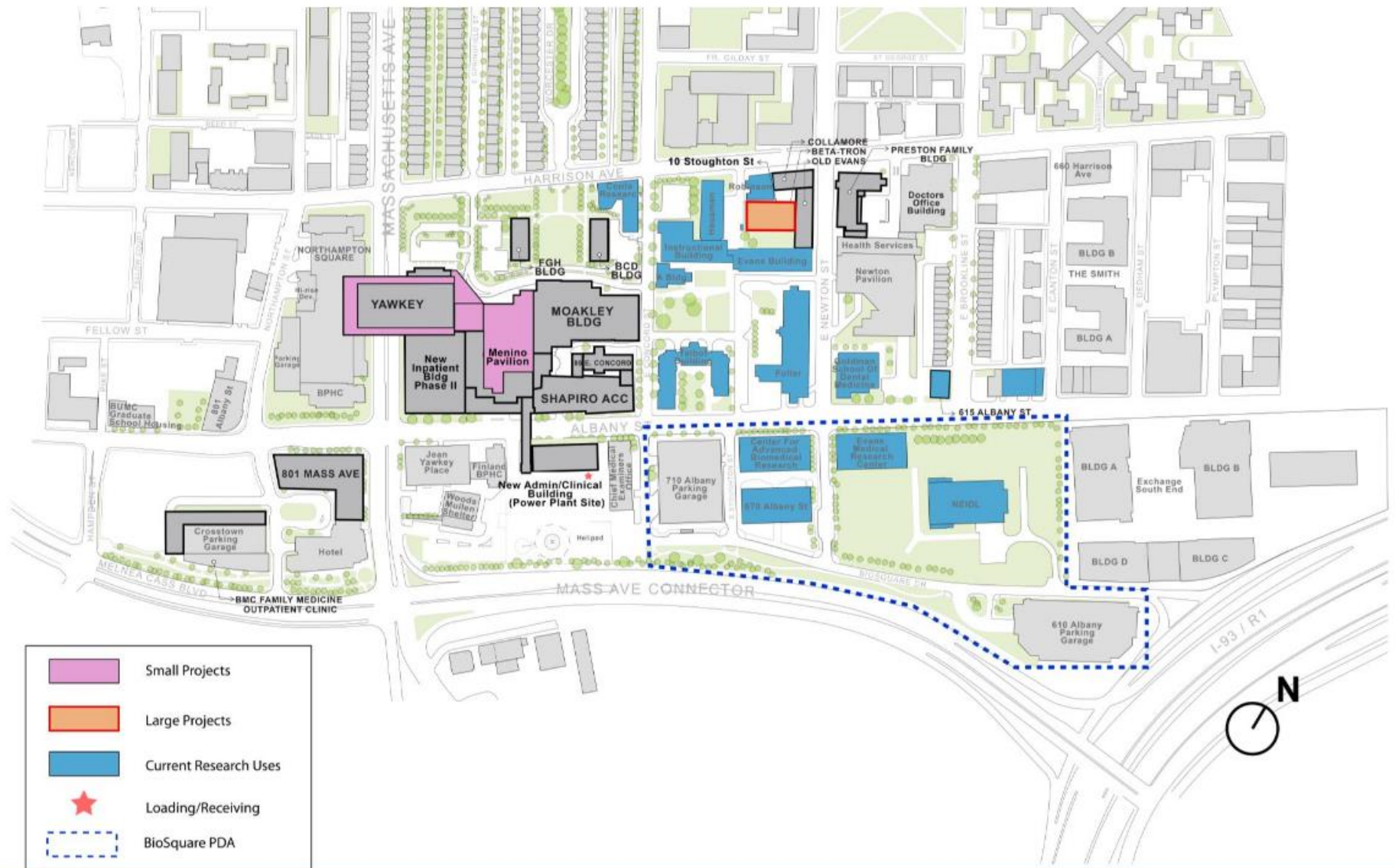




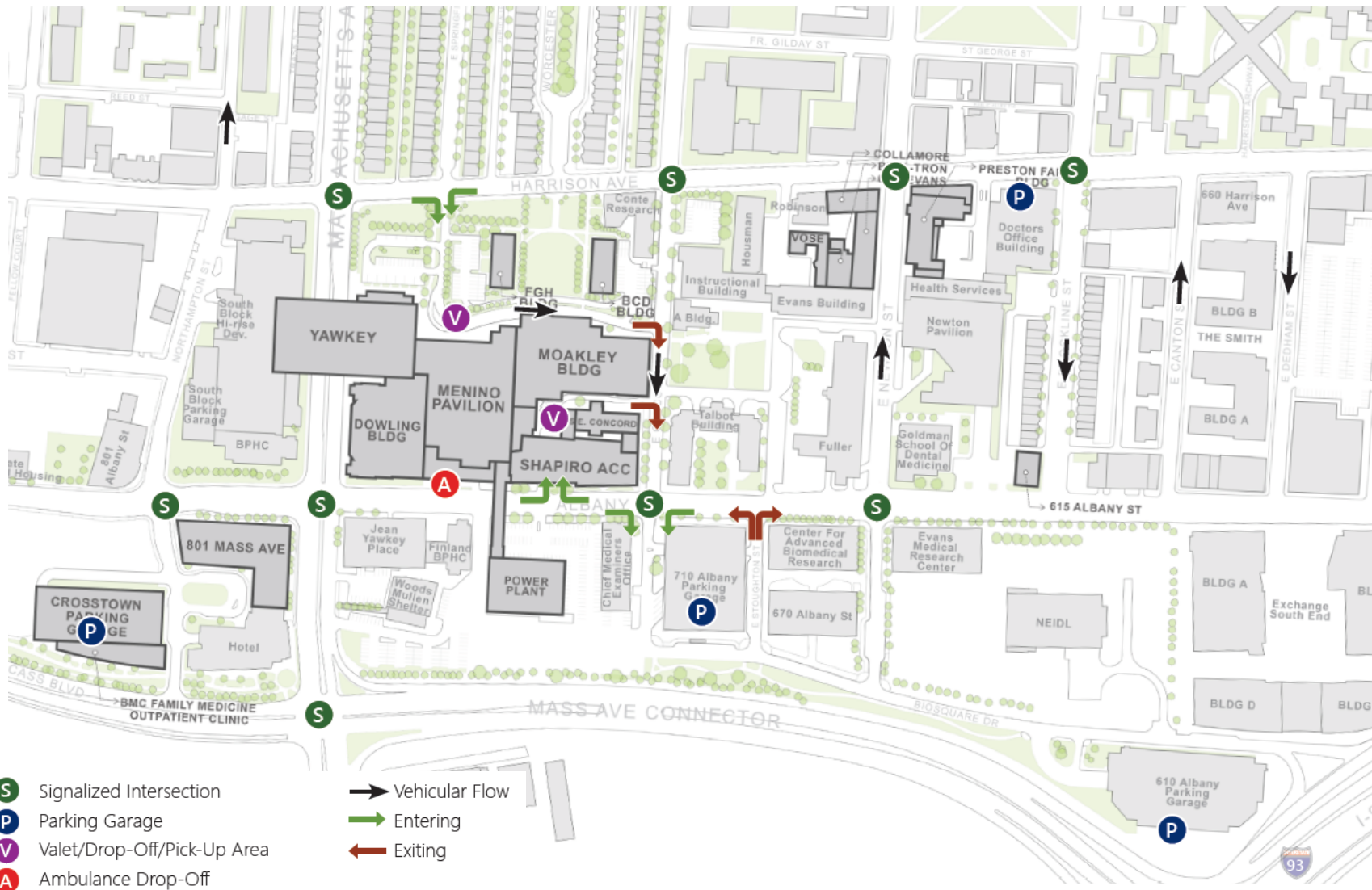
# Pedestrian Connectivity



# Current IMP Zoned Research Uses – BU and BMC



# Campus Vehicle Circulation



# 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.