

Institutional Master Plan Notification Form

Submitted Pursuant to Article 80 of the Boston Zoning Code

Brigham and Women's Hospital



Submitted to:
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

Submitted by:
The Brigham and Women's Hospital, Inc.
75 Francis Street
Boston, MA 02115

Prepared by:
Epsilon Associates, Inc.
3 Clock Tower Place, Suite 250
Maynard, MA 01754

In Association with:
Chan Krieger NBBJ
Nutter McClennen & Fish LLP
Vanasse Hangen Brustlin, Inc.

July 7, 2014

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Chapter 1.0

Introduction and General Information

1.0 INTRODUCTION AND GENERAL INFORMATION

1.1 Introduction

The Brigham and Women’s Hospital, Inc. (“BWH” or the “Hospital”) is pleased to submit this Institutional Master Plan Notification Form (“IMPNF”) to amend its existing IMP pursuant to Article 80D of the Boston Zoning Code (“Code”). Contemporaneously with the submission of this IMPNF, BWH is also submitting a Notice of Project Change in compliance with Article 80A-6 to notify the Boston Redevelopment Authority (“BRA”) of a change to the Brigham Building for the Future, which is part of the Massachusetts Mental Health Center (“MMHC”) Project (the “Project”), and asks that these documents be reviewed together.

BWH, a founding member of Partners HealthCare System Inc., is a Harvard-affiliated, non-profit, teaching hospital located in the Longwood Medical and Academic Area (“LMA”). BWH has an international reputation for the quality of its medical care and innovative research. In addition, its varied educational programs provide the highest quality training for medical nursing and other health professions.

This IMPNF is being filed in order to allow for a critically necessary modernization of BWH’s Operating Room (“OR”) Platform, which consists of its operating rooms, patient preparation and recovery space and materials support space. In order to enable the modernization of the OR Platform, it is necessary to undertake a series of on-campus moves and create additional, replacement, offices and research and clinical laboratories currently adjacent to the OR Platform. In order to accommodate these replacement needs, an additional floor is proposed for the Brigham Building for the Future (“BBF”)—formerly known as the Brigham and Women’s Building—which was approved as part of the MMHC Project in 2010.

1.2 History of IMP Process to Date/Status of IMP Projects

The 2010 BWH IMP was approved by the BRA Board in February 2010, the Zoning Commission on March 24, 2010 and became effective March 30, 2010. The term of the IMP was 10 years, from 2010 to 2020, and included two new IMP Projects, the Binney Street Building and the BBF, as well as the previously approved Brigham Green Enhancement and Parking Project and Campus Additions and Campus Upgrades. An amendment to the 2010 BWH IMP, approved by the BRA Board in May 2012 and the Zoning Commission in June 2012, added a proposed project on Parcel C of Emmanuel College’s Endowment Campus.

The Binney Street Building

The Binney Street Building was designed and permitted for clinical and office space to serve BWH's clinical uses, and included a meeting room which could accommodate up to 120 people. While, the Department of Mental Health ("DMH") intended to occupy the Binney Street Building on an interim basis until a similar allocation of DMH designated space within the BBF was available, it determined that it would be optimal to remain within the Binney Street Building rather than relocate to BBF. The Binney Street Building opened in November 2011 and DMH occupies it for its purposes, an essential governmental function which is exempt from zoning.

The Brigham and Women's Building (Now Brigham Building for the Future)

The Brigham and Women's Building, now referred to the BBF, is the subject of this IMPNF, and is described in detail below.

Brigham Green Enhancement and Parking Project

The Brigham Green Enhancement and Parking Project is currently under construction, and anticipated to be completed in 2014. The project will add a significant new green space to the campus and 400 patient parking spaces.

Campus Additions and Campus Upgrades

The 2010 BWH IMP authorized up to 20,000 square feet ("sf") of Campus Additions as described in Section 4.8.2 of the 2010 BWH IMP. BWH is undertaking these anticipated Campus Additions and has or will undergo design review as required and make a DIP contribution as contemplated in the 2010 BWH IMP. BWH has recently completed design review of its approximately 14,700 sf expansion of its Neo Natal Intensive Care Unit ("NICU"), located in the Connors Center for Women's Health, to accommodate increased demand for single rooms for newborns and their families. It is anticipated that the construction of the NICU Expansion will occur this fall, and the other Campus Additions which are consistent with the 2010 BWH IMP will follow thereafter.

These include the following:

- ◆ An upgraded café in the Peter Bent Brigham Building lobby at 15 Francis Street to serve staff and visitors as well as an addition to the rear of the building which will allow for an improved and more accessible building entrance on Shattuck Street (approximately 1,300 sf);
- ◆ Cafeteria renovations on the 2nd floor of the Tower to allow for servery modernization, seating upgrades, infusion of natural light with a skylit roof and full height glass, and a focus on healthy menu items to improve dining for patients and visitors (approximately 1,800 sf);

- ◆ A garden enclosure on the 5th floor of the Tower to aide in patient care and wellness by affording a means of accessing natural light (approximately 275 sf);
- ◆ A new resting area and improved wayfinding located in new infill space in a portion of the existing two-story space in the Connors Building off of the Pike (approximately 350 sf); and
- ◆ Renovations to the Nesson Building lobby located at 45 Francis Street to create spaces for patients and visitors, possibly including upgraded café operations and seating as well as indoor terrarium to bring nature to patients and visitors (infill of approximately 1,550 sf).

All of these planned Campus Additions are as contemplated in the 2010 BWH IMP and will better enable BWH to meet current requirements for patient care. With the proposed demolition of the obsolete 4,900 sf Renal Services Building, which will be demolished in coordination with the construction of the Campus Additions, those Campus Additions described above will result in a total of 15,075 net new sf.

2012 BWH IMP Amendment

The 2012 BWH IMP Amendment authorized a new, up to 150-foot tall, approximately 360,000 sf building for hospital use, including basic ‘wet type’ science labs for research, located on Parcel C of the Emmanuel College campus. BWH has obtained a long-term ground lease of Parcel C from the Trustees of Emmanuel College. The Parcel C Project will also include up to 355 parking spaces in an underground garage. The project is scheduled to begin design after the BBF is completed.

1.3 Mission and Objectives

BWH Mission and Objectives

Brigham and Women’s Hospital is dedicated to: serving the needs of its local and global community, providing the highest quality health care to patients and their families, expanding the boundaries of medicine through research, and educating the next generation of health care professionals.

BWH’s stated vision is stated below:

Brigham and Women's Hospital aspires to transform the future of healthcare, through science, education and compassionate care, locally and globally.

BWH's values include:

- ◆ **Quality Patient Care:** Delivering quality patient care is the center of everything we do.
- ◆ **Teaching Excellence:** We seek to uphold the highest standards in training health care professionals.
- ◆ **Research Leadership:** We continuously seek new ways to demonstrate our leadership role in research.
- ◆ **Customer Focus:** Our focus is to serve our customers.
- ◆ **Respect for the Individual:** We recognize and value the contributions of every individual.
- ◆ **Teamwork:** We work toward a unified approach to developing health care solutions.
- ◆ **Embracing Change:** Embracing change will help us to be successful.
- ◆ **Operational Efficiency:** We strive for efficient and effective delivery of services.

Since the formation of BWH, the Hospital has distinguished itself in Boston and throughout the nation for its excellent patient care, research, and education.

1.4 Project Team

Proposed Project: One story addition to Brigham Building for the Future

Proponent: The Brigham and Women's Hospital, Inc.
75 Francis Street
Boston, MA 02115
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Sean Manning, PE, PTOE

Chapter 2.0

Project Description

2.0 PROJECT DESCRIPTION

2.1 Project Need

BWH requires an additional floor in order to modernize its OR Platform, a modernization which is critical in order to allow it to continue as a leading tertiary care academic medical center. Additional space is required for this modernization, primarily to enlarge the operating rooms themselves to allow for more of the types of complex cases—such as transplants and advanced imaged guided surgeries—for which BWH has gained notoriety as a national and international leader. In order to make the space available for this modernization, a series of on-campus moves will be required to make space available adjacent to the OR Platform. The end result of this process is the need for an additional floor on the BBF which will be used for offices and research and clinical laboratories which will be displaced by these moves.

2.2 Original Project Summary

The MMHC Project, as approved in part by virtue of the 2010 BWH IMP, included approximately 633,960 sf in four buildings. The MMHC Project included residential, clinical, transitional housing and crisis stabilization space, research, and office uses, including replacement space for the MMHC, parking and loading facilities. The four distinct buildings making up the MMHC Project include:

1. The Binney Street Building, which as described above, was contemplated for clinical and office use by BWH, within an interim use by DMH until such time as the DMH designated space within the BBF was available. DMH has now determined to continue to occupy the Binney Street Building rather than to relocate its operations and functions into the BBF once constructed.
2. The Partial Hospital/Fenwood Inn Building includes a 42-bed transitional shelter program for homeless, mentally ill men and women, a five bed crisis stabilization unit and partial hospital and outpatient treatment space. This project is not part of BWH's 2010 IMP as it is exempt from zoning given that it provides an essential governmental function. The Partial Hospital/Fenwood Inn Building opened in November 2011
3. The Residential Building, which will be developed, operated, and controlled by an affiliate of Roxbury Tenants of Harvard Association, Inc. ("RTH") and is not part of BWH's 2010 IMP, but instead was the subject of a separate Planned Development Area ("PDA") Development Plan #76 which was approved by the BRA Board and the Zoning Commission in 2010.
4. The BBF, which will be developed, managed, and controlled by BWH, was planned to contain approximately 358,670 sf of space for research and development,

clinical, and office uses by BWH and DMH. As noted above, DMH's clinical and office uses which were to be relocated from the Binney Street Building into the BBF will remain as they are now in the Binney Street Building.

The Project includes 406 parking spaces located beneath the BBF, 50 of which will be reserved for DMH use. At the time the zoning permits and approvals were obtained, none of the parking spaces located beneath the BBF were allocated to the development of the Residential Building. BWH and RTH have agreed that in the event market-rate residential condominium units are developed as part of the Residential Building, each such unit will be entitled to purchase one parking space in the new BBF garage, subject to the terms of the underlying ground lease, at the then fair market value of newly constructed underground parking spaces comparable to those provided in the garage beneath the BBF.

2.3 Proposed Project Changes/Proposed Future Project

The changes to the Project are limited to changes to the BBF, consisting of:

- ◆ One additional floor, consisting of approximately 28,582 sf dedicated to offices and research and clinical laboratories, resulting in a total of approximately 383,250 sf (which is only 24,580 sf larger than the Project approved in the 2010 BWH IMP), with a lesser allocation to clinical uses than that as contemplated in the 2010 BWH IMP;
- ◆ The payment of additional Development Impact Project Plan exactions in accordance with the provisions of Article 80;
- ◆ A lower height of approximately 215 feet, which has resulted from progression in the design which is less than the 222 feet approved by virtue of the 2010 BWH IMP;
- ◆ The retention by DMH of the Binney Street Building in lieu of relocation into the BBF; and
- ◆ The possible allocation of a portion of the 346 parking spaces located beneath the BBF which have been reserved for BWH use to be purchased by market-rate condominium unit owners within the Residential Building.

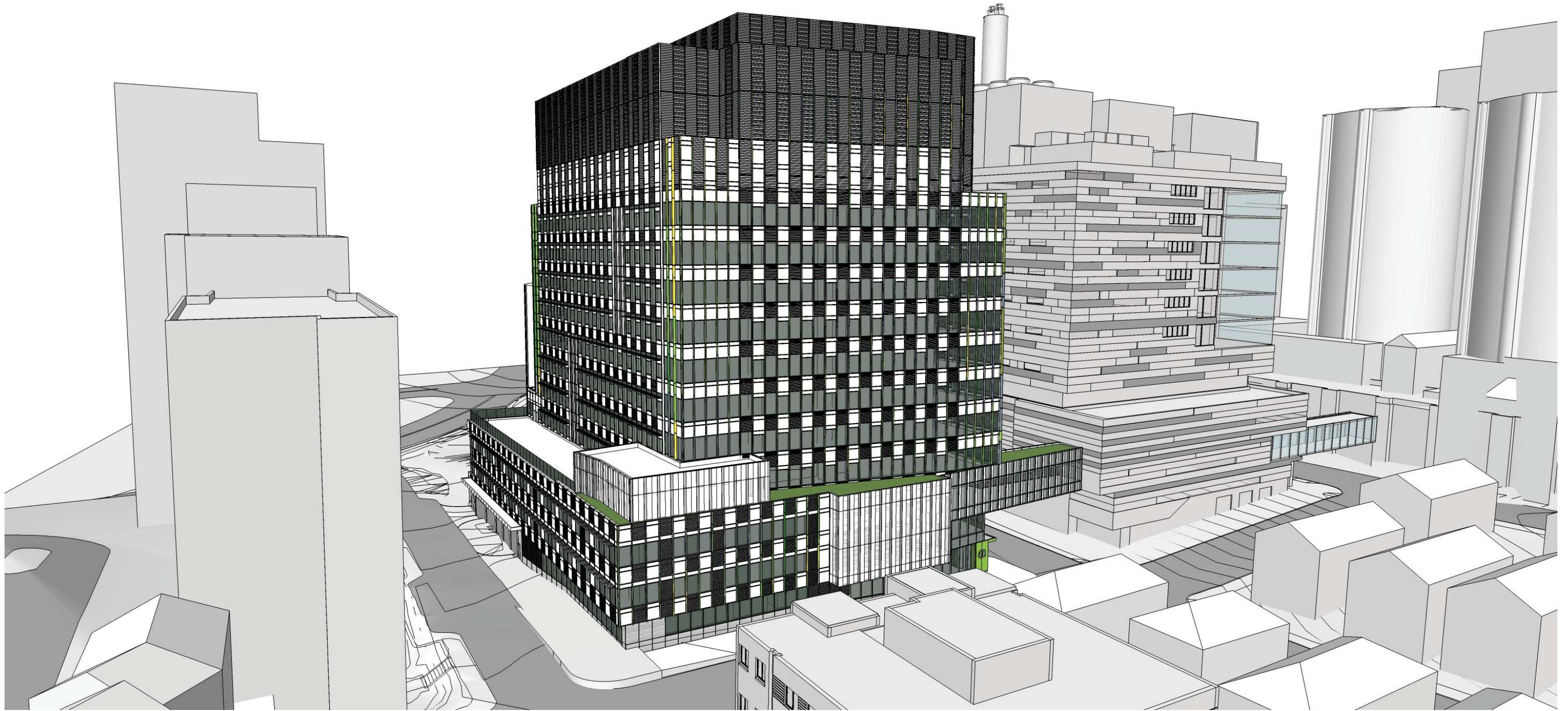
Figures showing the revised BBF project are included in Appendix A.

2.4 Request for Approval

Based upon discussions with the BRA Staff and an assessment of the BBF's impacts, the modifications to the BBF described herein appear eligible for review in accordance with Section 80D-5.2(e) of the Code (Waiver of Further Review of Unchanged Plans). Waiver of further review is appropriate here given that: (i) no new Proposed Institutional Projects are planned; (ii) no changes to the Hospital's Institutional Master Plan are proposed that would result in other than de minimus changes in the use, dimensional, parking or loading elements of the Hospital's IMP given that the height of the BBF is below that which has been approved and the additional square footage when viewed in light of that authorized by virtue of the Hospital's IMP is not significant; and (iii) as demonstrated in the NPC which has been filed simultaneously with this IMPNF, there are no significantly greater impacts from the modifications to the BBF as described in this IMPNF and corresponding NPC. In the event that, upon review of the IMPNF and other supporting documentation as filed with the BRA, the BRA determines that the modifications to the BBF described above qualify for treatment in accordance with Section 80D-5.2(e) of the Code, approval by the BRA Board alone will be sufficient to authorize the modifications to the BBF described herein as set forth in accordance with Article 80D-6 of the Code.

Appendix A

BBF



03/12/14



FOUNDED BY BRIGHAM AND WOMEN'S HOSPITAL
AND MASSACHUSETTS GENERAL HOSPITAL



PROPOSED ADDITIONAL FLOOR - 14'-6"
BRIGHAM BUILDING FOR THE FUTURE

BOSTON, MA
100909.00

SCALE:



ONE BEACON STREET
BOSTON, MASSACHUSETTS 02108
PHONE 617 378 4800