

January 6, 2020

Harrison R. Bane, President  
Steward St. Elizabeth's Medical Center of Boston  
280 Washington Street,  
Brighton, MA 02135

Stephen W. Van Ness, Vice President – Planning & Design  
Steward Health Care Corporate Real Estate  
2 Copley Place, Suite 101  
Boston, MA 02116

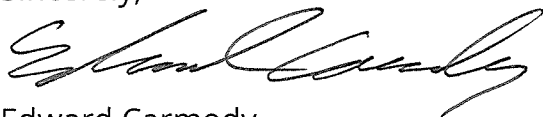
Re: Scoping Determination  
St. Elizabeth's Medical Center Institutional Master Plan

Dear Mr. Bane and Mr. Van Ness:

The BPDA will review the proposed Institutional Master Plan (IMP) pursuant to Section 80D of the Boston Zoning Code ("Code"). As part of the BPDA's Article 80 review, BMC is required to prepare and submit to the BPDA a proposed IMP pursuant to Section 80D. The documents must set forth in sufficient detail the planning framework of the institution and the cumulative impacts of the Proposed Future Projects included in the IMP to allow the BPDA to make a determination about the merits of the proposed IMP. **The proposed IMP shall contain the information necessary to meet the specifications of Article 80 as well as any additional information requested below.**

Should you have any questions regarding this Scoping Determination, the associated Parking Garage Project Scoping Determination, or the review process, please feel free to contact me at (617) 918-4422, or Aisling Kerr, Project Manager, at (617) 918-4212.

Sincerely,



Edward Carmody  
Institutional Planner & Project Manager

## **SUBMISSION REQUIREMENTS**

### **FOR THE**

### **ST. ELIZABETH'S MEDICAL CENTER (SEMC) INSTITUTIONAL MASTER PLAN**

The Scope requests information required by the BPDA for its review of the proposed IMP in connection with the following:

1. Approval of the SEMC IMP pursuant to Article 80D and other applicable sections of the Code.
2. Recommendation to the Zoning Commission for approval of the SEMC IMP.

The SEMC IMP should be documented in a report of appropriate dimensions and in presentation materials which support the review and discussion of the IMP at public meetings. Ten (10) hard copies of the full report should be submitted to the BPDA, in addition to an electronic version in .pdf format. Hard copies of the document should also be available for distribution to the SEMC Task Force, community groups, and other interested parties in support of the public review process. The IMP should include a copy of this Scoping Determination. The IMP should include the following elements:

### **MISSION AND OBJECTIVES**

- **Organizational Mission and Objectives.** Define SEMC's institutional mission and objectives, and describe how the development contemplated or proposed in the IMP advances the stated mission and objectives.
- **Major Programs and Initiatives.** Update any major programs or initiatives that will drive physical planning in the future. Included in the description should be current and future trends that are impacting SEMC and shaping program objectives, employment numbers, number of beds, etc. Provide any updates to SEMC's current employee population, disaggregated by faculty/staff, full-time/part-time, Boston residents/non-residents, as well as projected employment over the term of the new IMP.

## EXISTING PROPERTY AND USES

The IMP should present applicable updated maps, tables, narratives, and site plans clearly providing the following information:

- **Owned and Leased Properties.** Provide an updated inventory of land, buildings, and other structures in the City of Boston owned or leased by SEMC as of the date of submission of the IMP, with the following information for each property.
  - Illustrative site plans showing the footprints of each building and structure, together with roads, sidewalks, parking, and other significant improvements.
  - Land and building uses.
  - Building gross square footage and, when appropriate, number of dormitory beds or parking spaces.
  - Building height in stories and, approximately, in feet, including mechanical penthouses.
  - Tenure (owned or leased by SEMC).

## PROPOSED FUTURE PROJECTS

**Article 80D Requirements.** Pursuant to Article 80D, the IMP should provide the following information for the Proposed Projects:

- Site location and approximate building footprint.
- Uses (specifying the principal sub-uses of each land area, building, or structure, such as classroom, laboratory, parking facility).
- Square feet of gross floor area.
- Square feet of gross floor area eliminated from existing buildings through demolition of existing facilities.
- Floor area ratio.
- Building height in stories and feet, including mechanical penthouses.
- Parking areas or facilities to be provided in connection with Proposed IMP Projects;
- Any applicable urban renewal plans, land disposition agreements, or the like.
- Current zoning of site.
- Total project cost estimates.
- Estimated development impact payments.

- Approximate timetable for development of proposed institutional projects, with the estimated month and year of construction start and construction completion for each.

**Rationale for Proposed Project.** Discuss the rationale for the program and location of proposed buildings in light of discussions on mission, facilities needs, and campus planning objectives. Discuss the rationale for the scale of the proposed buildings.

## **PLANNING FRAMEWORK**

This section should discuss, at a minimum, the following:

- **Existing Context.** Describe SEMC's place in the broader context of adjacent land uses, and the surrounding neighborhoods. Reference any City policies or plans that shape the planning context for the area and for SEMC.
- **Factors Driving Facilities Needs.** Provide any update of current facilities utilization rates and SEMC's ability to accommodate patient number growth with existing facilities, by type of facility.
- **Campus Vision and Identity.** Describe any updates to SEMC's vision of its desired physical identity and, in general terms, strategies for achieving that identity.
- **Overview of Urban Design Guidelines and Objectives.** Discuss any current or new urban design guidelines and objectives that have emerged and strategies for implementing them in conjunction with the Proposed IMP Projects or in the future.
- **Public Realm.** Discuss any updates to the existing public realm conditions (i.e. parks, plazas, streetscapes) in the vicinity of SEMC facilities, regardless of ownership. Discuss key urban design and public realm goals and objectives proposed by SEMC for the campus, with a focus on creating a high-quality interface between the campus and the surrounding neighborhoods and transit stations.
- **Pedestrian Circulation Goals and Guidelines.** Provide a statement of goals and guidelines for pedestrian circulation both within and through SEMC's campus and in relation to the Proposed IMP Projects.

## **TRANSPORTATION AND PARKING MANAGEMENT / MITIGATION PLAN**

The following submission requirements relate to the proposed IMP. In addition to the submissions detailed in this Scope, SEMC should continue to work closely with the Boston Transportation Department (“BTD”) to outline an appropriate scope for studying and mitigating any transportation impact of the Proposed IMP Projects.

- **Existing Conditions.** Provide any updates to SEMC’s existing transportation and parking characteristics, including data on mode share for employees, parking spaces owned and operated by SEMC, and policies regarding patient, visitor and employee parking, transportation demand management measures in place, etc.
- **Impact of New Project.** Discuss the impact of the Proposed IMP Projects on parking demand and supply.

## **ECONOMIC DEVELOPMENT**

The IMP should address the following topics:

- **Employment and Workforce Development.** Provide any updates to existing and proposed programs to train and hire Boston residents for SEMC jobs.

## **COMMUNITY BENEFITS PLAN**

The IMP should describe SEMC’s Community Benefits Plan in general and in relation to the Proposed IMP Projects.

## **ENVIRONMENTAL SUSTAINABILITY**

The City of Boston expects a high level of commitment to principles of sustainable development from all developers and institutions. SEMC’s Proposed IMP Projects provide exciting opportunities for innovation and excellence. SEMC will be expected to work with the BPDA, the City of Boston Environment Department, and others to set and meet ambitious environmental sustainability goals in the design of the Proposed IMP Projects. The IMP should present as much information as possible on the topics below, with the understanding that not all of them may be relevant at this current time.

- **Existing Sustainability Measures.** Update if applicable SEMC's existing sustainability measures at the building and campus-wide level, including but not limited to energy, stormwater, solid waste, transportation, and infrastructure and utilities. Explain the administrative structure for making decisions about and promoting innovation in the area of building a sustainable campus. Describe any formal goals or principles that SEMC has adopted in the area of sustainability.
- **Green Building.** New campus buildings should achieve a superior level of performance in the areas of materials and resources (recycled content, construction waste management, local/regional materials), energy (energy performance, renewable energy), water management (water efficiency, stormwater management, graywater and stormwater recycling, etc.), indoor environmental quality, and other standard performance areas of high-performance or "green" buildings. Whenever possible, buildings should achieve a high level of certification through LEED or another appropriate system.
- **Energy Use.** Future campus development should consider the impact of new buildings on the existing heating and cooling infrastructure. Reducing the current energy use of existing buildings should be addressed prior to expanding or building new power plants. Planning should consider the possible benefits of localized heating and cooling systems within a section of the campus or within an individual building, allowing for alternative energy sources to be easily explored.
- **Water Use.** Future campus development should incorporate water use, conservation, and rainwater harvesting strategies at a campus level. New construction allows opportunities for storage systems to be installed for use by the new and adjacent buildings. Collected water can be used for flushing, HVAC make-up water, and irrigation.
- **Stormwater Retention/Treatment/Reuse and Groundwater Recharge.** SEMC's development should go beyond the minimum requirements related to stormwater runoff. In particular, the new developments proposed as part of this IMP should set a goal of reducing stormwater discharge from the sites into the storm sewers, not simply avoiding any additional runoff. This goal should be considered in conjunction with strategies for reuse of retained stormwater and strategies for groundwater recharge. Individual building design, site design, and street-level interventions should all maximize the opportunities for stormwater retention, treatment, and reuse, as well as groundwater recharge, through innovative approaches. To the extent possible, the systems put in place should strive to work with the natural hydrology of the area.
- **Solid Waste.** Campus master planning should set the goal of reducing the level of solid waste generation in both the construction and operation of buildings.

## OTHER

- **Public Notice.** SEMC will be responsible for preparing and publishing in one or more newspapers of general circulation in the city of Boston a Public Notice of the submission of the IMP to the BPDA as required by Section 80A-2. This Notice shall be published within five (5) days after the receipt of the IMP by the BPDA. In accordance with Article 80, public comments on the IMP shall be transmitted to the BPDA within sixty (60) days of the publication of this notice. A sample form of the Public Notice is attached as Appendix 3. Following publication of the Public Notice, SEMC shall submit to the BPDA a copy of the published Notice together with the date of publication.

