



St. Elizabeth's Medical Center

Brighton, Massachusetts

Institutional Master Plan Notification Form August 20, 2019

submitted to the **Boston Planning & Development Agency**

submitted by **Steward Health Care**

prepared by **Fort Point Associates, Inc.**

in association with
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Chapter 1

SUMMARY

CHAPTER 1: SUMMARY

1.1 PROJECT IDENTIFICATION

Project Name: St. Elizabeth's Medical Center Institutional Master Plan

Project Proponent: Steward Health Care

Address/Location: 736 Cambridge Street, Brighton, MA 02135

1.2 INSTITUTIONAL MASTER PLAN

Steward St. Elizabeth's Medical Center of Boston, Inc. ("Steward") submits this Institutional Master Plan Notification Form ("IMPNF") to the Boston Redevelopment Authority ("BRA") d/b/a Boston Planning & Development Agency ("BPDA") as an application for the Saint. Elizabeth's Medical Center ("SEMC") Institutional Master Plan ("IMP") 2020 - 2024, pursuant to Section 80D-8 (Renewal of Institutional Master Plan) of the Boston Zoning Code (the "Code").

Reference is made to that certain SEMC Institutional Master Plan, dated January 26, 2007 (the "2007 IMP"), filed by Caritas St. Elizabeth's Medical Center of Boston, Inc., predecessor in title to Steward, and approved by the BRA on March 29, 2007, by the Boston Zoning Commission ("BZC") on April 25, 2007 with an effective date of April 25, 2007, as amended by the IMPNF for Minor Amendment and Project Change ("First Amendment") filed on June 10, 2008 and approved by the BRA on July 17, 2008, all as most recently amended by the Institutional Master Plan Notification Form/Notice of Project Change approved by the BRA on May 15, 2012 ("SEMC IMP"). See Figure 1-1, SEMC Master Plan January 2007.

As referenced in the Allston/Brighton Neighborhood Zoning District, Article 51 of the Code, an Institutional Master Plan is subject to Section 51-29.6 of the Code and has a term of four (4) years from the effective date of the IMP approval. The effective date for the most recent SEMC IMP approval was May 15, 2012 and thus the term of the SEMC IMP was extended to May 15, 2016. On May 12, 2016 Steward caused to be filed with the BRA a Letter of Intent ("LOI") pursuant to Section 80D of the Code notifying the BRA of Steward's intention to file an IMPNF for Renewal of the SEMC IMP. Since the filing of the LOI on May 12, 2016, Steward has been conducting outreach with the SEMC Task Force and members of the community to inform the community of the proposed renewal for an additional four (4) year term from 2016 to 2020 for the SEMC IMP. On August 23, 2016, Steward invited members of the SEMC Task Force, Elected Representatives, and the Mayor's Office of Neighborhood Services to an informal meeting at SEMC to discuss the status of the hospital's programs and the focus of the hospital on internal reconfigurations, as necessary, without any new Proposed Institutional Projects at this time, to review the need for the renewal of the SEMC IMP for an additional

four (4)-year term, and to inform the SEMC Task Force of the proposed community process for the IMP renewal.

On June 26, 2017 Steward submitted to the BPDA an IMPNF as an application for renewal of the 2007 IMP. Subsequent discussions with representatives of the BPDA and the City focused on the addition of a Proposed Institutional Project (PIP) and the need for Steward to prepare a new IMP. On November 20, 2018 a Letter of Intent (LOI) was submitted by Rubin and Rudman LLP on behalf of Steward which outlined their intention to submit a Project Notification Form (“PNF”) for a Proposed Institutional Project (“PIP”) consisting of a 206,000 square foot (“sf”) six level 610 space parking garage, including a 2,300 sf 2-bay Emergency Medical Services (EMS) Facility to be located on Washington Street within the SEMC campus. A pre-filing meeting was held with the SEMC Task Force on March 13, 2019.

Subsequent to the submittal of the LOI and the meeting with the Task Force, the Proponent has refined the development program to propose a 215,400 sf six-level 610 space parking garage as a single PIP. The PNF describing the PIP and this IMPNF are submitted to the BPDA on August 16, 2019. This IMPNF describes the PIP as well as the mission and objectives of the Institution to be further detailed in the 2020-2024 IMP (the “IMP”).

Projects to be included in the IMP are:

- New parking garage;
- Demolition of the Quinn Building;
- Demolition of Parking Garage A;
- Exterior upgrades, new mechanical, and infrastructure replacement systems for the 50,000 sf Center for Biomedical Research Building (“CBR”);
- New entry canopy and vestibule and drop-off area at the main entry off Nevins Street; and
- Future Ambulatory Clinical Building (approximately 70,000 to 80,000 sf).

See Figure 1-2, SEMC Master Plan 2020-2024.

1.3 IMP SPECIAL PURPOSE OVERLAY DISTRICT CHANGES

The SEMC IMP Special Purpose Overlay District, which was approved by the Boston Zoning Commission (“BZC”) in 2007 and was shown on the Zoning Map of the Allston Brighton Neighborhood District (Map 7A/7B/7C/7D) has been reduced in area as a result of the sale of the St. Gabriel Monastery Site, which had been used by SEMC for parking. By deed dated December 24, 2015, Steward sold the St. Gabriel Monastery Site consisting of approximately

506,531 square feet or 11.628 acres, to CCF-BVSHSSF Washington 1, LLC (“CC&F”), and both parties entered into an Easement Agreement for access and utility purposes. The sale and development of the site by CC&F effectively terminated SEMC’s use of the site for parking.

Subsequent to the sale of the St. Gabriel Monastery Site, the BZC adopted Map Amendment No. 630 on June 21, 2017 to change the designation of a portion (6.2 acres) of the St. Gabriel Monastery Site from an IS district to a CPS district. Furthermore, on December 13, 2017 the BZC adopted Map Amendment No. 635 to add the designation “D” to the entire St. Gabriel Monastery Site, thus establishing a Planned Development Area for CCF and effectively extinguishing the IS and IMP Overlay district for the St. Gabriel Monastery Site.

1.3.1 SEMC CAMPUS.

On October 3, 2016, Steward entered into a sale/leaseback transaction for the remaining area of the SEMC campus of approximately 14 acres, bounded generally by Washington Street, Cambridge Street, Nevins Street, and the St. Gabriel Monastery Site (“SEMC Campus”) with MPT of Brighton-Steward, LLC, a Delaware limited liability company (“MPT”). The transaction included a Master Lease Agreement whereby Steward leased back the SEMC Campus from MPT for an initial term of fifteen (15) years, with three (3) additional extension options for five (5) years each. A Memorandum of Master Lease Agreement was recorded at Suffolk Registry at Book 56898, Page 240. A copy of this document will be provided upon request. Although the SEMC Campus is no longer owned in “fee” by Steward, Steward continues its use and control of the SEMC Campus pursuant to the Master Lease Agreement, and thus the SEMC Campus should continue to be subject to the IMP overlay designation and IMP zoning. See Figure 2, SEMC Master Plan 2020-2024.

1.4 SEMC 2020 – 2024 INSTITUTIONAL MASTER PLAN

1.4.1 SEMC MISSION AND OBJECTIVES

St. Elizabeth’s Medical Center was founded in 1868 and is a 257-bed teaching hospital of Tufts University School of Medicine located in Boston’s Brighton neighborhood. SEMC offers advanced treatments and a full-range of medical specialties including family medicine, cardiovascular care, women and infants’ health, oncology, neurology care, and orthopedics.

SEMC is part of the Steward Health Care System; the largest community based accountable care organization and community hospital network in New England. The Steward network is a health care provider of nine hospitals and related service organizations. SEMC's mission is to provide:

- Service to a diverse community;

- Ministry rooted in ethical and religious principles; and
- Compassion and caring for the whole person.

1.4.2 GUIDING PRINCIPLES

SEMC operates based on the following guiding principles:

- SEMC is patient-centered, providing ease of access, convenience, and caring to all who seek its services;
- SEMC provides the highest quality of care by managing medical outcomes through excellence in clinical programs and centers of excellence and exceed expectations of patients and referring physicians;
- SEMC provides leadership in collaboration with its colleagues at Steward to strengthen clinical and network integration as one health care system;
- SEMC, as a major employer, strives to be the best place to work in health care; and
- SEMC will enhance community health and well-being through education and outreach programs.

1.4.3 CONTINUING DEVELOPMENT PROGRAM

Steward proposes that the SEMC IMP affirm the role of the SEMC Task Force with the BPDA in working together on future project reviews. In addition to advancing the new PIPs proposed in the IMP, Steward will continue to implement interior modifications to the existing SEMC facilities to better serve their patients. It is the intent of Steward to adhere to the mission and objectives as set forth in the 2007 IMP and affirmed in the IMP, and to ensure that the commitments relative to community benefits and mitigation set forth in the IMP continue to be fulfilled.

1.4.4 PARKING PROGRAM

SEMC is a regional 267-bed hospital (with 15 additional beds at Carney Hospital Dorchester), 28 emergency rooms, and an adjacent medical office building which services central eastern Massachusetts. The campus includes approximately 975,000 gross square feet ("gsf") of general hospital and office use with approximately 2,204 total employees (956 full-time employees, 831 part-time employees, and 417 per-diem employees). Primary access and egress is provided via Warren Street. Access and egress to the emergency department and ambulatory service is provided along Washington Street. Secondary means of access to the SEMC Campus is provided by

way of easement over a separate driveway serving the adjoining property at 159-201 Washington Street; however, this driveway has limited use (sign restrictions prohibit its use by general traffic) and is of immaterial consequence to the day to day operations of the medical center.

The parking supply for SEMC is comprised of a combination of surface lots, garage structures and valet-operated stacked parking totaling 774 spaces located entirely within the SEMC campus. Employee related spaces also exist on numerous off-campus (satellite) surface lots that are located within the communities of Brighton and Watertown and for which SEMC-sponsored shuttle service is provided. These satellite lots, when combined with the SEMC campus parking supply result in a total of 1,261 spaces currently available to accommodate SEMC operations.

SEMC intends to enhance the current parking program by constructing a new 610 space parking garage with a full access driveway to Washington Street and a separate access/egress driveway within the SEMC campus. The new garage will allow consolidation of various off-campus satellite lots used for employee parking to the campus, as well as elimination of the existing Garage A structure once the new garage is in operation. Garage A will be replaced with a garden feature and new campus circulation including an improved patient drop-off area via Warren Street. The total net new spaces will be 280.

1.4.5 FUTURE AMBULATORY CLINICAL BUILDING

As the integrated care model at SEMC continues to grow, the Hospital anticipates the need for a new ambulatory clinical building within the next four years. While planning has not yet begun for this new building, at a conceptual level, SEMC expects the need for approximately 70,000 to 80,000 sf of program space in a new centrally located building. The proposed building will be accessible to current central sterile processing and central supply facilities and have access directly from the proposed parking garage. We expect the ideal site will be between the Connell Building and the proposed parking garage, with protected access from both the parking garage and from the main campus buildings through a link to the Connell Building Elevator Lobby.

The primary uses of the building will include ambulatory surgery, outpatient rehabilitation (physical therapy), related diagnostic imaging programs, and outpatient exam and treatment facilities.

1.4.6 MEDICAL FACILITY UPGRADES AND IMPROVEMENTS

Although Steward has not proposed any new proposed projects which would entail the substantial expansion of existing buildings or the reconstruction or a substantial

rehabilitation of buildings, Steward has undertaken updates to existing buildings with respect to interior renovations and reprogramming of certain facilities of the hospital. Any changes to existing buildings or proposed new projects as well as modifications of prior approved and contemplated projects not described in the 2020-2024 IMP will be subject to an amendment to the that IMP, all subject to the requirements of Article 80D of the Code.

1.4.7 IMP BENEFITS

The SEMC IMP will provide substantial benefits to the City and its residents, including the following:

- Annual tax payments in the amount of \$17,520,126;
- Annual payment of \$5,000 to the BPDA for the Veronica Smith Senior Center to be used for elder programs and activities;
- Three (3) \$5,000 scholarships annually to the BPDA for Brighton-Allston residents admitted to healthcare related higher education programs;
- On-going programs on education, treatment and prevention of drug abuse with a value estimated at \$100,000 annually. SEMC will continue to commit to enhancing public awareness of these programs and outreach to the community, especially drug users and their families, in a thoughtful manner and partner with organizations to develop more services;
- Assist Allston/Brighton community organizations and the Allston-Brighton Substance Abuse Task Force (“ABSATF”) with a contribution of \$6,300 for the ABSATF youth coalition; and
- Partner with city organizations to participate in programs related to career education and opportunities.

A complete list of current Community Benefits is below in Table 1-1: Community Benefits Spending.

Table 1-1: 2018 Community Benefits Spending

Organization	Contribution
Boston Alliance for Community Health (BACH)	\$139,304
Allston Brighton Substance Abuse Task Force (ABSATF)	\$86,063

Organization	Contribution
Providing Access to Addictions Treatment, Hope, and Support (PAATHS)	\$84,526
Allston Brighton Health Collaborative (ABHC)	\$72,151
Medical Legal Practice (MLP)	\$55,190
Veggie Vouchers Program	\$54,868
Presentation School Foundation	\$50,000
Healthcare Higher Education Scholarships	\$15,000
Other Sponsorships	\$37,950
Total	\$595,052

1.4.8 SEMC TODAY

SEMC has approximately 2,200 employees, and 635 physicians; and provides services within its 267-bed facility to accommodate approximately 33,000 Emergency Department visits, 7,197 surgeries, 13,439 discharges, 1,963 psychiatric discharges, and 1,158 participants in St. Elizabeth's Comprehensive Addiction Program ("SECAP"). SEMC services continue to include: Emergency Department, Primary Care/Internal Medicine/Family Practice, Center for Advanced Cardiac Surgery, Cardiology & Vascular Medicine, General Surgery, Vascular & Endovascular Surgery, Bariatrics, Hepatobiliary, Robotic-Assisted, Colorectal, Neurosurgery, Orthopedics, Thoracic, Podiatric, Urologic, Oncologic, including Breast and Breast Reconstruction, Women's Health: Breast Health, Gynecology; Maternity - Level III NICU in partnership with MassGeneral for Children, Dana-Farber Cancer Institute at St. Elizabeth's Medical Center, Addiction Medicine, Behavioral Health, Wound/Hyperbaric Clinic, Pain Center, and Sleep Center. Since 2009, Steward has invested in SEMC with the following projects:

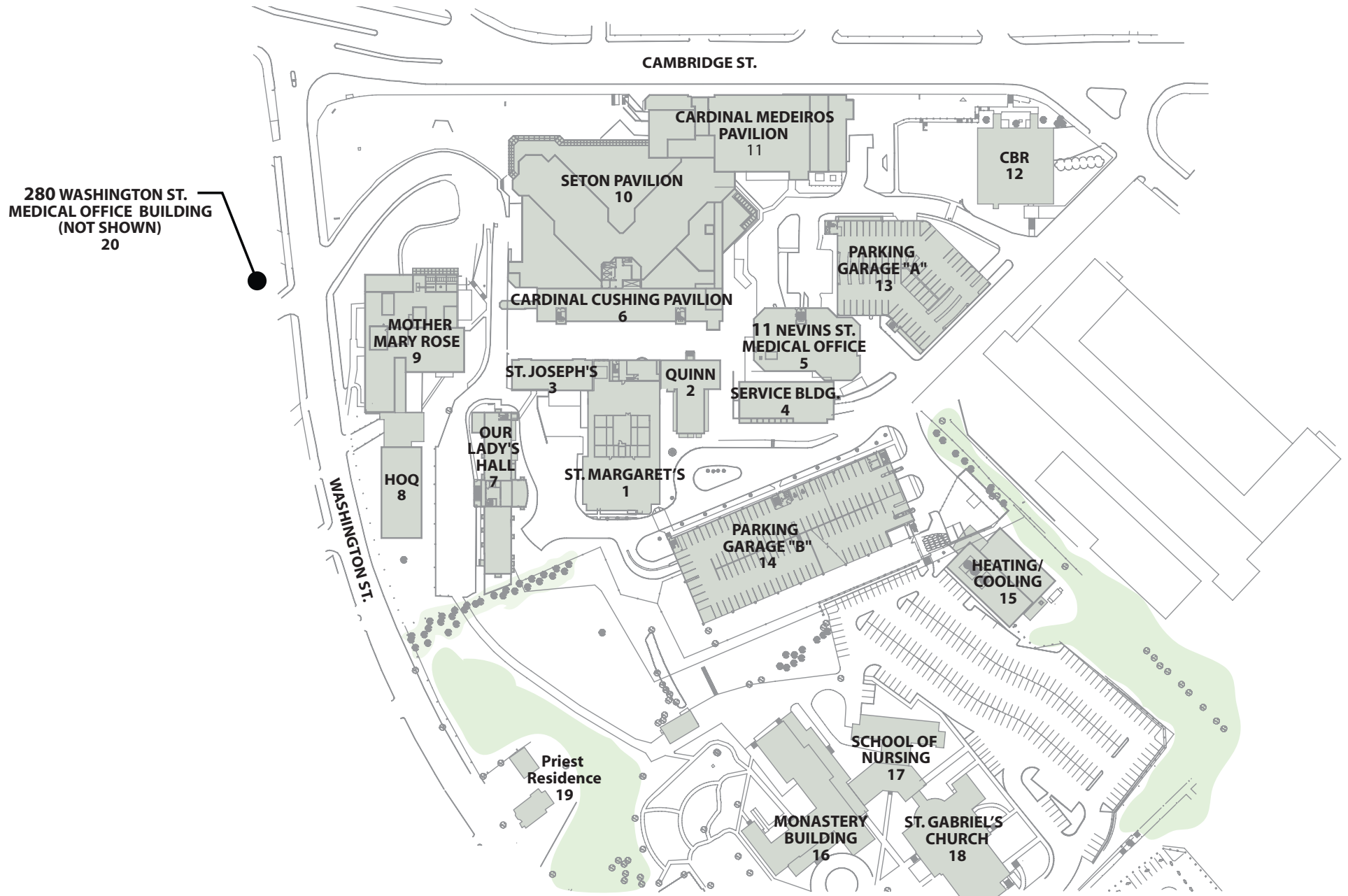
- 2009: Opened new \$32 million William F. Connell Emergency Department
- 2011: Opened new \$10.3 million Radiation Oncology Center
- 2012: Opened renovated \$5.5 million Hematology/Oncology Center, which is now a Dana-Farber Cancer Institute Satellite Center
- 2013: Opened new \$25 million, 28-bed Intensive Care Unit

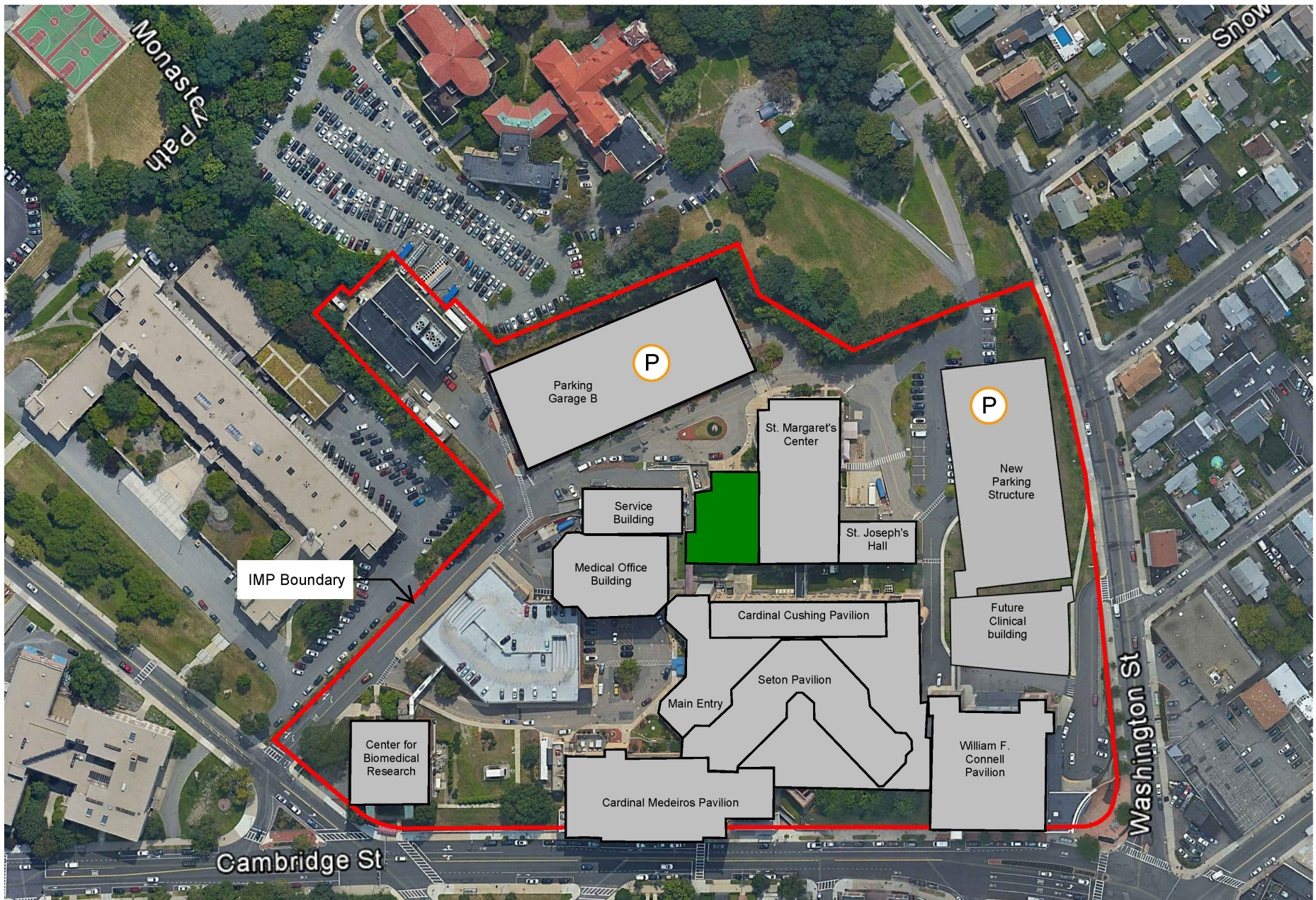
- 2013: \$1 million renovation to Patient Rooms
- 2014: Opened new \$6 million Geriatric Psychiatry Unit at Carney Hospital
- 2015: Invested \$10 million in two new Cardiac Operating Rooms and new Ambulatory Surgery Preoperative and Recovery Unit; Opened a new 14-bay Post Anesthesia Recovery Unit
- 2015: Opened \$1 million Newly Renovated Electrophysiology Laboratory
- 2018: Opened new 12-bed dedicated Cardiac Surgery Unit

1.4.9 FUTURE PLANNING

The IMPNF reaffirms the planning process with the SEMC Task Force so that Steward, the BPDA, the SEMC Task Force, and City Agencies will continue to work together in the future planning efforts for SEMC. This long-term planning effort will provide a framework for the next stage of development and improvement of Steward's SEMC Campus, plant facilities, infrastructure, and hospital campus environment Steward looks forward to commencing such planning efforts after communication with the BPDA and the SEMC Task Force.

SEMC remains committed to an interactive planning process that balances operational requirements, community needs, and available resources. It is the intent of Steward to adhere to the mission and objectives as set forth in the SEMC IMP and to ensure that the commitments relative to community benefits and mitigation set forth in the SEMC IMP continue to be fulfilled.





Chapter 2

PROPOSED INSTITUTIONAL PROJECT – PARKING GARAGE

CHAPTER 2: PROPOSED INSTITUTIONAL PROJECT – PARKING GARAGE

2.1 EXISTING CONDITIONS

The Proponent is proposing to construct an approximately 215,400 square foot (sf) six-floor parking garage (the “Project”) at 253 Washington Street in Brighton, Massachusetts (the “Project Site”). The Project Site is bounded by Washington Street on the southeast, the 14-acre SEMC Medical Campus on the north, and the St. Gabriel’s Monastery site on the southwest, which is currently being redeveloped for residential use. The Project Site currently contains a paved surface parking lot and an undeveloped area that slopes downward from a high point on the SEMC Medical Campus at St. Joseph’s Hall and the William F. Connell Pavilion, an emergency facility, to Washington Street. The Project Site is currently accessed via a driveway located at the intersection of Washington Street and Shepard Street. The surrounding neighborhood is characterized by a mixture of institutional, retail, and residential uses. See Figure 2-1, Locus Map; Figure 2-2, Neighborhood Context; and Figure 2-3, Existing Conditions Plan.

2.2 PROJECT SUMMARY

The Project will meet the changing SEMC parking needs, enhance open space, and improve access to the SEMC Medical Campus. The primary programmatic design goal of the Project is to provide sufficient new parking supply to offset the loss of existing parking supply that will occur during the SEMC Medical Campus redevelopment and a slight increase in parking demand resulting from the medical facility upgrades and improvements described in Section 1.4.6.

The Project will consist of approximately 215,400 sf contained in a 51.5-foot high six-floor precast concrete parking garage structure that accommodates approximately 610 parking spaces. The Project will be located on Washington Street within the SEMC Medical Campus located at 236 Cambridge Street. Pedestrian circulation within the Project Site will provide safe and full access to patients, visitors, and staff and the Project will meet all applicable accessibility codes for egress and circulation both for vehicular and pedestrian zones. All exit and egress walkways from the parking stairways will be fully accessible. The Project will create new and enhanced open spaces within the Project Site and the SEMC Campus, including sidewalk paving, street trees, seating areas, tree groves, and seasonal plantings located along Washington Street. See Figure 2-4, Project Site Plan; Figure 2-5 Northwest Perspective; and Figure 2-6, Southwest Perspective.

2.3 PROJECT PROGRAM

Table 2-1: Project Program

Floor	Use
Parking Garage	
First Floor	59 parking spaces
Second Floor	116 parking spaces
Third Floor	116 parking spaces
Fourth Floor	110 parking spaces
Fifth Floor	116 parking spaces
Sixth Floor	93 parking spaces

2.4 CONSISTENCY WITH INSTITUTIONAL MASTER PLAN

SEMC last completed an IMP in 2007. The 2007 IMP was renewed in 2012 for a period of four years. In 2016, SEMC initiated a process to renew and amend the 2007 IMP and to add Proposed Institutional Projects (PIPs). Since that time, SEMC has determined that the proposed PIP should be included in the new IMP for the Medical Center. The new IMP will establish land use controls for the PIP as outlined in Table 2-2 Project Elements. The Project will be included in the SEMC 2020 – 2024 IMP, which will be submitted to the BPDA following the receipt of a Scoping Determination on the IMPNF. The Proponent intends that the Project will be consistent with and in compliance with the IMP.

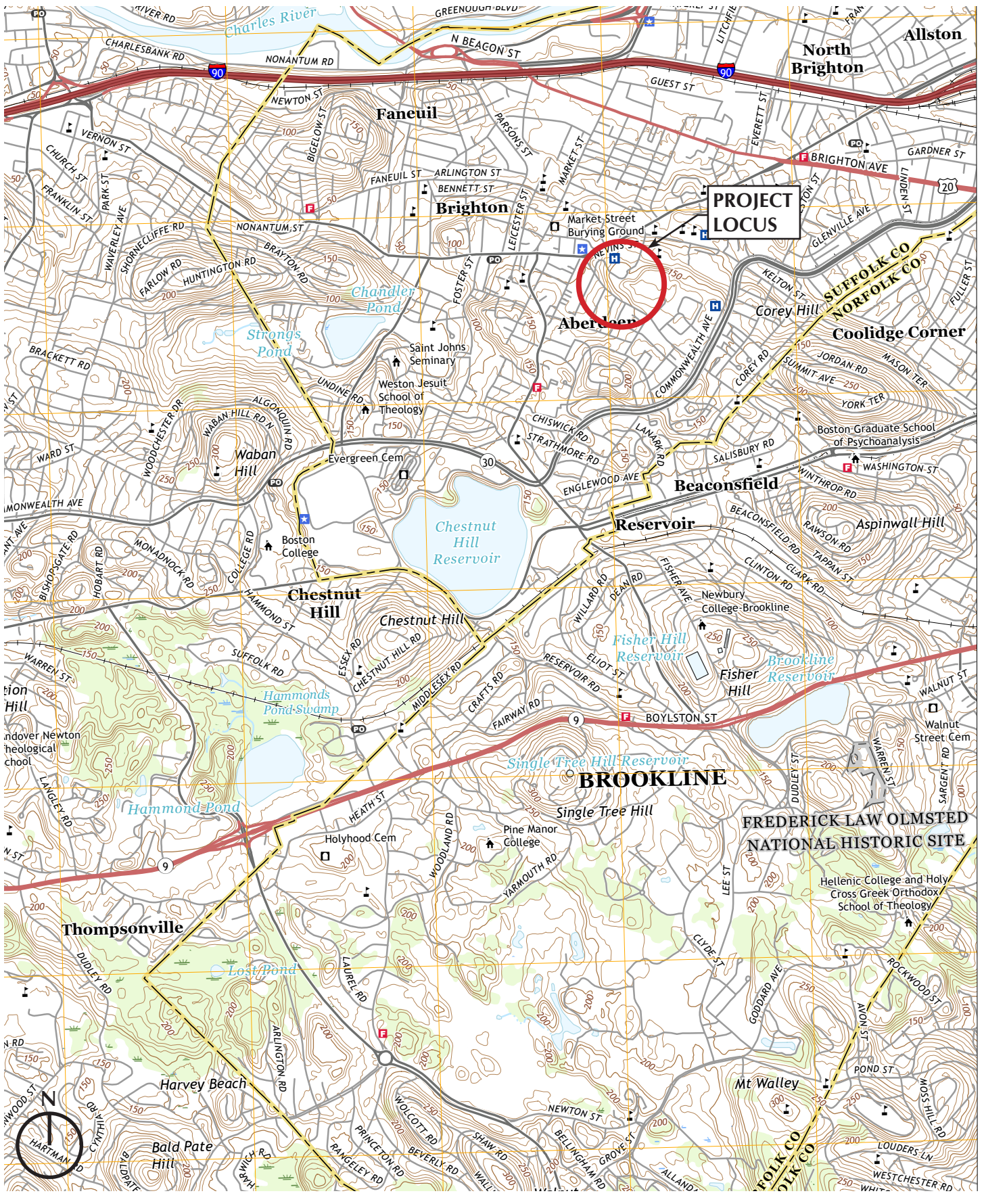
Table 2-2: Project Elements

Element	Dimensions/Count
Location	253 Washington Street, Brighton, MA 02135
Current Zoning	(Underlying Zoning Article 51) IMP Area
Total Project Site	42,450 sf
Total Maximum Gross Floor Area (Per Zoning)	215,400 sf
Maximum Floor Area Ratio (Per Zoning)	2.2
Maximum Stories	6
Maximum Building Height	55
Proposed Uses	Parking Garage

2.5 PUBLIC AND COMMUNITY BENEFITS

The Project will generate the following public benefits for the City and the surrounding neighborhood:

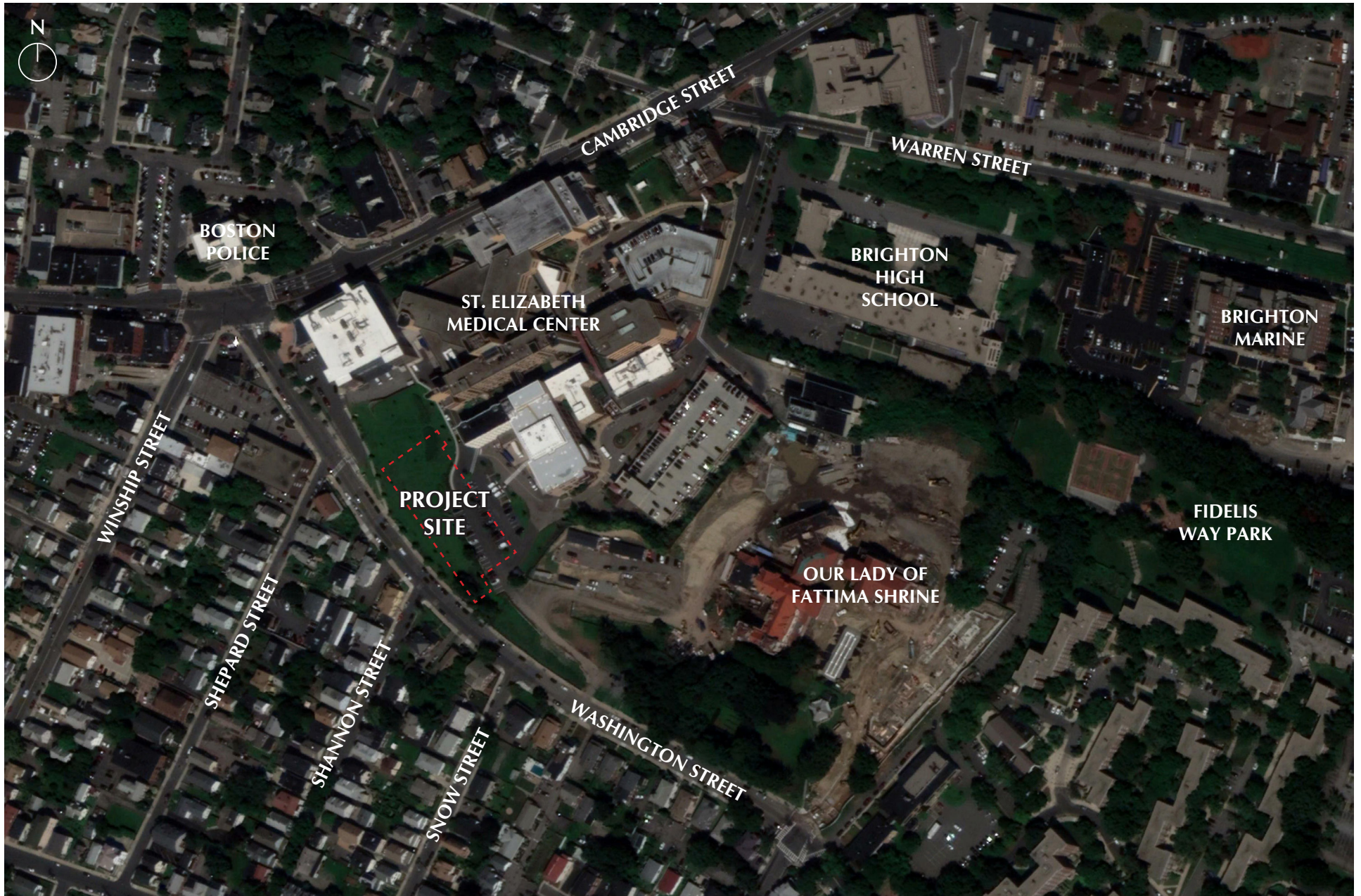
- Improve accessibility for patients and visitors;
- Activate the streetscape and add open spaces and landscaping along Washington Street;
- Provide needed patient, visitor, and staff parking;
- Provide accessible green space for staff, visitors and the neighborhood;
- Create additional green space and “healing garden” on the Campus;
- Reduce demand on parking in the surrounding neighborhood; and
- Create approximately 450 construction jobs and 10 permanent jobs.



Brighton, Massachusetts

Figure 2-1
Locus Map

Source: USGS, 2018; Fort Point Associates, Inc., 2019

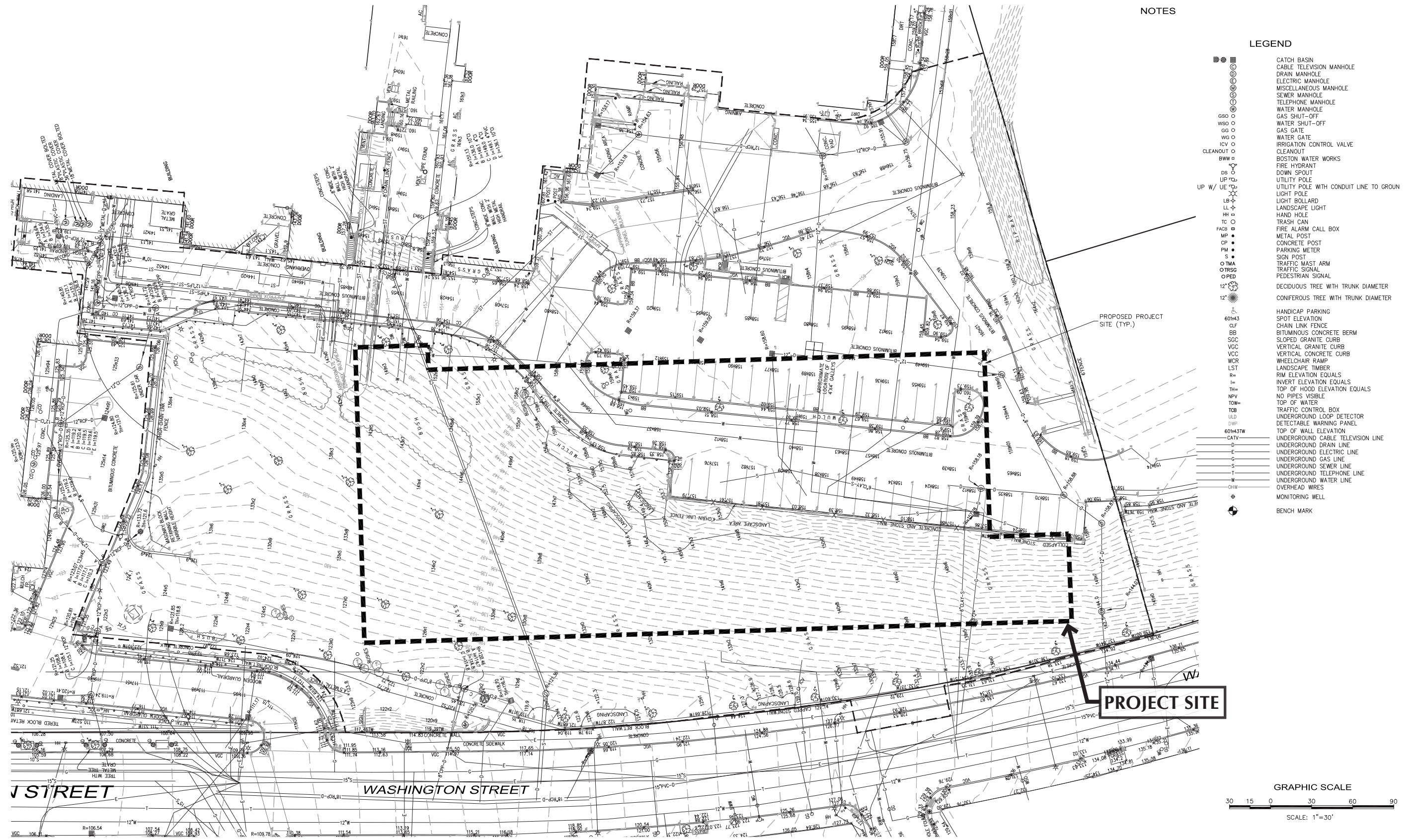


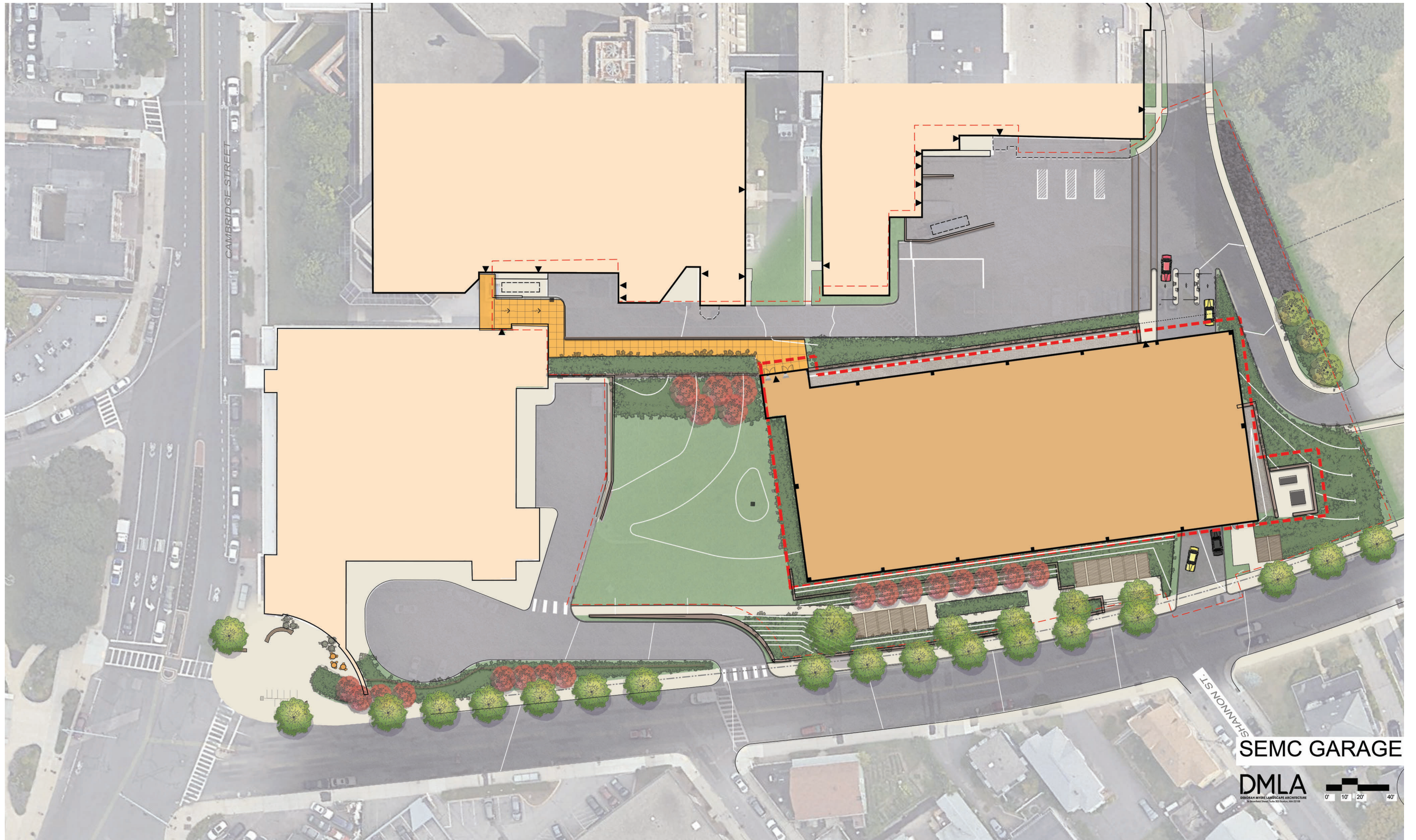
Brighton, Massachusetts

Figure 2-2

Neighborhood Context

Source: Google Earth; Fort Point Associates, Inc., 2019







Brighton, Massachusetts

Figure 2-5

Northwest Perspective

Source: Deborah Myers Landscape Architects, 2019



Brighton, Massachusetts

Figure 2-6

Southwest Perspective

Source: Deborah Myers Landscape Architects, 2019