



Beth Israel Deaconess
Medical Center



A teaching hospital of
Harvard Medical School

December 23, 2011

Peter Meade, Director
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

Re: 2011 Master Plan Update of the Beth Israel Deaconess Medical Center 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 "BIDMC IMP") and renewed pursuant to the filing of 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 "BIDMC IMPNF for Renewal") (collectively, the BIDMC IMPNF for Renewal and the BIDMC IMP, the "Renewed BIDMC IMP").

Dear Director Meade:

Beth Israel Deaconess Medical Center is pleased to submit this 2011 bi-annual Institutional Master Plan update under Section 80D-7 of the Boston Zoning Code, covering the two-year period beginning August 13, 2009.

This update is being provided to notify and inform the Authority of the status of the Master Plan projects described and approved in the Renewed 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.

Status of IMP Projects:

The BIDMC IMP describes three proposed IMP projects, only one of which, the 25,000 square foot West Clinical Center Addition, is an approved IMP project that will be developed by BIDMC itself. The other two 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 the Longwood North Research Center (the "LNRC"), were described in the BIDMC IMP for information purposes, but not for approval as 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 IMP also described various campus improvement projects.

330 Brookline Avenue, Boston, MA 02215

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

A. West Clinical Center Addition

The West Clinical Center Addition project continues to be on hold for the time being. BIDMC has limited capital resources at the present time, and those resources are necessarily being designated for infrastructure improvements and renovations to existing buildings, as opposed to new construction. BIDMC will consult further with the BRA about this project if we decide to undertake Small Project Review and commence construction of the West Clinical Addition project in the next twelve to twenty-four months.

B. Additional Projects Described in the IMP

1. The BRC Addition

The BIDMC IMP described, for informational purposes, BIDMC's then 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. An affiliate of BioMed Realty Trust acquired the site in 2006 and completed development of the project, which has been renamed Center for Life Sciences Boston ("CLSB").

As described in its 2006 and 2008 IMP Updates, BIDMC is a major tenant in CLSB, and moved into the building over a several month period in the latter half of 2008. As described in the Renewed BIDMC IMP, in October of 2008 BIDMC acquired 450 parking spaces in the BRC/CLSB garage in the form of a garage condominium unit. Additional tenants have moved into CLSB since the submittal of the 2008 Update and 2009 IMPNF for Renewal, and this building is now almost fully occupied and construction is complete (with the exception of tenant work needed to fit-out small amounts of unoccupied space for initial tenant occupancy).

2. The LNRC

The BIDMC IMP initially included the LNRC project, 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 that the LNRC project was only included in the IMP for information purposes, and the revised IMP was approved by the BRA Board and Zoning Commission in June 2004. The LNRC project subsequently received zoning approval as part of a Planned Development Area.

The LNRC site, now called the Longwood Research Institute (the “LRI”; for clarity this project will be referred to in this Update as the “LNRC/LRI”), was acquired by an affiliate of Children’s Hospital (“Children’s”) in August, 2006. The LNRC/LRI project was incorporated into the Children’s Institutional Master Plan, which was initially approved in 2008 (as amended, the “Children’s IMP”).

As discussed in the Children’s IMP, Children’s has not started construction of the LNRC/LRI due to market conditions and uncertainties regarding National Institutes of Health funding. Demolition of the East Campus Parking Garage at 340 Brookline Avenue has been delayed until commencement of construction of the LNRC/LRI, and Children’s has made arrangements to use the garage on an interim basis and lease some of the spaces to BIDMC (and BIDMC and Children’s have agreed to swap some spaces so that Children’s has use of some spaces BIDMC owns at CLSB and BIDMC parkers can use additional spaces in the 340 Brookline Avenue Garage), as described and approved in the Children’s IMP. In August 2011 Children’s, the Boston Redevelopment Authority (“BRA”) and Boston Transportation Department (“BTD”) entered into an Memorandum of Agreement governing the interim use of the East Campus Parking Garage, and consistent with that agreement 330 parking spaces in this garage are in use (and barricades were erected before September 17, 2011 to prevent parking in the remaining spaces). Also in furtherance of this agreement during the fall of 2011 BIDMC completed improvements to the existing Finard/Yamins parking lot on Brookline Avenue as described in Section C below.¹ Children’s has indicated that it is unsure of when LNRC/LRI construction will begin and will evaluate this on a year-to-year basis.

C. Campus Improvement Projects

As set forth in Section 4.2.2, the 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.

Since the approval of the Renewed BIDMC IMP in 2009 the following campus improvement projects have been completed:

- Creation of additional open space along the front of the Kirstein Building.
During the summer and fall of 2009 BIDMC completed interim improvements

¹ Children’s and BIDMC have finalized parking lease agreements regarding the 340 Brookline Avenue Garage and the swap of spaces, and related access and other agreements among BIDMC, Children’s and the owner of CLSB (pertaining to the delayed demolition and interim use of the existing garage) are now being circulated for execution. For now, BIDMC retains a temporary interest in the LNRC/LRI site, including the garage parking spaces, but Children’s is expected to terminate BIDMC’s retained interest in the LNRC/LRI site immediately upon execution of the garage related documents, which will mark the final completion of the BRC/CLSB construction period.

to the landscaped area along the front of the Kirstein Building. The landscaped area has been increased by removing some paved area, and this interim improvement begins the extension of the existing landscaped Brookline Avenue Plaza. The remaining paved area in front of the Kirstein Building is and will be used for limited parking use to support valet and van operations and for a vehicular connection between the BIDMC East Campus Main Entrance Driveway and the BIDMC South Service Road until the completion of construction of the LNRC/LRI. (Further open space improvements along Brookline Avenue to the Kirstein lot that are required upon completion of the LNRC/LRI will be done at that time.)

- Creation of additional open space along the front of the Finard/Yamins Buildings. During the fall of 2011 BIDMC has completed improvements to the existing Finard/Yamins parking lot on Brookline Avenue to provide for additional open space, and to reduce the capacity of the Finard/Yamins lot to 17 parking spaces. This improvement has been completed at this time pursuant to the Memorandum of Understanding referenced in Section 2.b above, and fulfills BIDMC's mitigation obligations under Section 2.E.(ii) of the BIDMC Transportation and Access Plan Agreement ("TAPA") dated July 13, 2004 that were required by the BIDMC TAPA to be undertaken upon completion of the LNRC/LRI project.
- Creation of a one-way vehicle connection along the BIDMC North Service Road connecting Blackfan Street to Brookline Avenue for public use on weekdays during the hours of 3:00 PM to 6:00 PM. This connection has been completed and has been opened for public use as set forth in the BIDMC TAPA. This connection will remain open for such public use until the commencement of construction of the LNRC/LRI and will be re-opened upon completion of that project for public travel on the terms set forth in the BIDMC TAPA.

There are no additional campus improvement projects described in the BIDMC IMP that are currently ongoing or that BIDMC is scheduled to begin in the upcoming twenty-four (24) months. Pursuant to the Memorandum of Agreement referenced in Section 2.B above, Children's has agreed during 2012 to modify the existing intersection of the BIDMC East Campus Main Entrance and Brookline Avenue to accommodate an exclusive left-turn lane on Brookline Avenue southbound (into the BIDMC East Campus Main Entrance Driveway) as described in Section 2.D.(i)(a) of the LRI TAPA, subject to BIDMC and BTM approval. As provided in the LRI TAPA, BIDMC will cooperate with Children's and BTM to ensure that this improvement is designed and constructed appropriately so that efficient and safe access is maintained along Brookline Avenue. Additional campus improvement projects will be undertaken upon the completion of the LNRC/LRI.

Other 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, mostly to upgrade building infrastructure and enhance patient care services. On the East Campus new emergency generators, an improved normal power distribution system and a new fire alarm system and fire command center were installed. Interior and exterior ADA compliance work to improve accessibility throughout the East and West Campuses has been done (as part of an ongoing compliance plan being undertaken that spans 2010 through 2014), including improvements to entrances, garages, sidewalks, bathrooms, ramps and other public access areas. Several basic research labs were upgraded and renovated in the Dana Slosberg Landay, Research West and CLSB buildings, as were some administrative and academic office areas on both campuses. Upgrades to patient care areas and patient care support services included: cosmetic and general upgrades, including new paint and flooring, on patient floors on both campuses in the Reisman, Stoneman, Farr and West Clinical buildings; renovation of the rheumatology suite in the Lowry building; and renovation of the linear accelerator area in the Finard building. The main pharmacy on the East Campus (serving in-patient needs for medications) has been renovated and upgraded to install a new carousel drug dispensing system, a pharmacy for investigational drugs and appropriate medication storage areas.

As noted in the 2008 Update and the 2009 IMPNF for Renewal, BIDMC has been evaluating how best to modernize its pathology laboratories. BIDMC had considered building a small expansion (less than 20,000 square feet) of the Finard building, or relocating the pathology program to an off-site location. Neither of these options is currently being pursued. Over the next twenty-four months BIDMC plans to renovate administrative space for pathology medical and administrative staff in the Finard building. (To create additional contiguous space for the pathology program in Finard, first certain support functions (i.e., three call centers) and other administrative space will be relocated from the Finard building to the Dana building and to space BIDMC now leases at 1135 Tremont Street (Renaissance Park) and associated renovations will be made to those spaces.) BIDMC will plan additional upgrades to the pathology laboratories once it completes an upgrade to the information systems used as part of the processing of lab samples. Once the new pathology information system is operational, the pathology work flow and future volume will be reviewed, and then modernized laboratories will be designed and a location determined, probably within existing BIDMC

campus facilities. BIDMC will provide further updates to the BRA about the direction we will take for this project as planning advances.

Other projects that BIDMC expects to undertake in the next twenty-four months include: renovation of academic offices for the OB/GYN department in the Kirstein building; upgrades to the Emergency Department (in the West Clinical building) to enhance treatment areas, primarily for psychiatric patients needing emergency care; the installation of a new operating room in the West Clinical building (in space now used for medical supply storage, which is being consolidated and used more efficiently); the replacement of several x-ray machines and associated renovation of the x-ray area in the Shapiro, West Clinical and East buildings; replacement of the fire alarm system in the Shapiro building; and renovation of the loading docks and receiving area on the East Campus. In addition to these renovations and improvements, BIDMC generally upgrades several research labs each year, and will continue making ADA compliance program upgrades (as described above). In the next twenty-four months, BIDMC also plans to begin a long term project to design and construct upgrades to the normal power distribution system and emergency power system on the West Campus. These West Campus power center infrastructure upgrades are part of BIDMC's continuing investment in a variety of equipment and infrastructure upgrades that have measurably improved energy efficiency on both campuses.

Other Relevant Information:

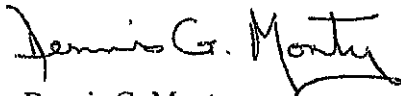
The Renewed BIDMC IMP includes a description of the Medical Center's leases in Boston (without extending the Institutional Master Plan Area to encompass such leased property), and we are providing you with a description of our Boston leasing activity over the past two years for informational purposes.

Leasing activities are described in detail in the 2008 Update and the BIDMC IMPNF for Renewal. As noted in the BIDMC IMPNF for Renewal, during 2009 to 2011 BIDMC continued to lease some parking spaces (57 during 2011, reduced from 200 spaces BIDMC leased up to 2008) on a short term basis from Emmanuel College in the parking deck adjacent to the Alumnae Hall/Research East Building after its lease for that research building expired on September 30, 2008. As of September 30, 2011 BIDMC ceased leasing any parking spaces in this parking facility. Consistent with the research leasing activity discussion in the BIDMC IMPNF for Renewal, BIDMC vacated space at 840 Memorial Drive and vacated its remaining leased space at the Harvard Institutes of Medicine by the end of 2009 as planned. BIDMC's lease with Mass Mental Health – Landmark was extended from January 2010 through December 2011, and the occupants of this space (who provide research services to Mass Mental Health) have moved into about 9700 square feet of space in the new Mass Mental Health facility at 75 Fenwood Road pursuant to a license agreement with the Department of Mental Health of the Commonwealth of Massachusetts.

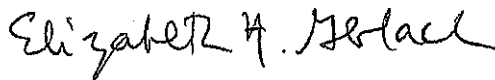
With respect to non-research leased space, as noted in the 2006 and 2008 Updates, through October 2008 BIDMC leased six residential units at the Longwood Galleria. BIDMC continues to lease three residential units at the Longwood Galleria (the current lease expires April 30, 2013), for use primarily by cancer patients, and their families, who are receiving long-term treatment at BIDMC. BIDMC has extended its lease at One Brookline Place for its pain management clinic for an additional five year term (from July 2012 through July 2017). BIDMC has no specific plans for additional leases over the next twenty-four months, but it continues to look for additional affordable, nearby locations to relocate office functions to free up space for clinical uses on campus.

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 also in continuing our efforts to contribute to an improved environment in the Longwood Medical and Academic Area serves the City, the LMA and Beth Israel Deaconess Medical Center well.

Sincerely yours,



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