



Beth Israel Deaconess
Medical Center

Institutional Master Plan Notification Form

For Renewal of the

**Beth Israel Deaconess Medical Center
Institutional Master Plan**

Submitted to:

Boston Redevelopment Authority

Submitted by:

Beth Israel Deaconess Medical Center

August 12, 2014

I. INTRODUCTION

This Institutional Master Plan Notification Form (“IMPNF”) is submitted to the Boston Redevelopment Authority (“BRA”) in compliance with Section 80D-8 of the Boston Zoning Code (the “Zoning Code”), for purposes of renewing with no changes the current Institutional Master Plan (the “BIDMC IMP” or the “IMP”) for Beth Israel Deaconess Medical Center (“BIDMC”).

At this time, BIDMC has no new Proposed Institutional Projects planned beyond those listed in the current IMP.

II. BACKGROUND AND DESCRIPTION OF IMP AREA

BIDMC, a non-profit health care institution, was created in 1996 through the merger of Beth Israel Hospital and New England Deaconess Hospital – two highly respected charitable health care institutions with long-standing presence and service to the surrounding community. BIDMC is renowned for excellence in patient care, biomedical research, teaching, and community service and serves more than 750,000 patients annually in the Boston area. BIDMC is a major teaching affiliate of Harvard Medical School, and it attracts the world’s finest physicians, caregivers, researchers, and teachers who are united in providing patients with the highest quality care and services. The mission of BIDMC is “To Provide Extraordinary Care Where the Patient Comes First, Supported by World Class Education and Research.” BIDMC is committed to serving its patients compassionately and effectively and to creating a healthy future for patients and their families through research and through teaching the next generation of physicians and healthcare professionals. BIDMC provides numerous economic benefits to the City of Boston, is a large purchaser of goods and services, and is one of Boston’s most significant employers. BIDMC employs approximately 2,550 Boston residents as part of a diverse workforce of over 8,230 full-time and part-time employees.

BIDMC is located within Boston’s Longwood Medical and Academic Area (LMA) and consists of two main campuses, East and West, which correspond respectively to the prior Beth Israel and New England Deaconess campuses, as well as several off-site facilities. The East Campus, located at 330 Brookline Avenue, is bounded generally by the Emmanuel College Campus, Brookline Avenue, Longwood Avenue, and Binney Street. The West Campus, located at One Deaconess Road, is bounded generally by the Riverway, Brookline Avenue, and Longwood Avenue. The BIDMC East and West campuses combined contain 26 buildings. The BIDMC IMP Area also includes a non-contiguous parcel to the northeast of the East and West Campuses at 99 Brookline Avenue on which BIDMC’s Research North Building is located, and the site of the Bowdoin Street Health Center building at 230 Bowdoin Street and its two

ancillary parking lots located at 3-5 Bowdoin Park and 133-137 Hamilton Street in Dorchester.

III. SUMMARY OF IMP PROCESS

The BIDMC IMP was originally approved by the BRA on April 1, 2004 and by the Boston Zoning Commission on June 23, 2004, with an effective date of June 28, 2004 (the “2004 IMP”). Consistent with the requirements of Article 80D of the Zoning Code, the IMP described the existing uses, structures, and activities on the BIDMC campus, along with future needs, master planning objectives, and proposed construction projects over the five-year term of the IMP. The IMP was renewed pursuant to the Institutional Master Plan Notification Form for Renewal (with no changed plans) filed on June 22, 2009, approved by the Boston Redevelopment Authority on August 13, 2009, for an additional term of five years (the “2009 IMP Renewal”). The BIDMC IMP, as renewed, was subsequently amended pursuant to the BIDMC Institutional Master Plan Notification Form for Amendment of the IMP and Small Project Review Application for the Bowdoin Street Health Center Addition Project which was filed on October 9, 2013 and approved by the BRA on November 14, 2013 (the “2013 IMPNF for Amendment”). The 2013 IMPNF for Amendment, together with the associated Map Amendment No. 579, was approved by the Boston Zoning Commission on December 11, 2013, with an effective date of December 20, 2013. The 2004 IMP, the 2009 IMP Renewal and the 2013 IMPNF for Amendment, as approved, collectively constitute the current BIDMC IMP.

Biannual updates of the IMP, as required under Section 80D-7 of the Zoning Code, have been filed with the BRA, most recently on August 13, 2013 (the “2013 Update”). These updates summarized the status of the BIDMC IMP projects that were proposed as part of the approved IMP, and described for informational purposes exempt interior renovation projects, leasing, and other campus activities.

IV. STATUS OF PROJECTS DESCRIBED IN THE IMP

The BIDMC IMP, as approved in 2004 and renewed in 2009, described 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. Two other 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 Longwood North Research Center (the “LNRC”), were described in the IMP for informational 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, as approved in 2004 and renewed in 2009, also described certain various campus improvement projects.

The 2013 IMPNF for Amendment described the Bowdoin Street Health Center Addition Project that includes interior renovations and an approximately 4,100 square foot addition to BIDMC's Bowdoin Street Health Center and the corresponding modification of BIDMC's IMP Overlay Area to include the site of the Bowdoin Street Health Center building at 230 Bowdoin Street and its two existing ancillary parking lots located at 3-5 Bowdoin Park and 133-137 Hamilton Street in Dorchester.

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

A. West Clinical Center Addition

The West Clinical Center Addition project remains on hold for the time being. For the past several years as a result of the economic recession and uncertainties arising from health care reform, BIDMC has faced significant budget constraints. BIDMC has necessarily designated its limited capital resources for infrastructure improvements and renovations to existing buildings, as opposed to new construction. As discussed in Section VI.A below, BIDMC is currently assessing its needs for expanded clinical facilities on the West Campus and will consult further with the BRA as its planning progresses.

B. Additional Projects Described in IMP

1. The BRC Addition

The 2004 IMP described, for informational purposes, BIDMC's 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. The BRC was completed by an affiliate of BioMed Realty Trust, Inc., which acquired the site in 2006, and was renamed the Center for Life Science Boston ("CLSB"; hereinafter, this project will be referred to as the "BRC/CLSB" for the sake of clarity).

As described in the 2009 IMP Renewal, BIDMC is a major tenant in the Center for Life Science Boston, and, as contemplated by the 2004 IMP, in October of 2008 BIDMC acquired 450 parking spaces in the BRC/CLSB garage (the "BRC/CLSB Garage") in the form of a garage condominium unit.

2. The LNRC

The initial IMP included the LNRC, 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 the updated status.

This revised IMP is the version that was approved by the BRA Board and Zoning Commission in 2004 as summarized in Part III, above.

The site of the LNRC, now called the Longwood Research Institute (the “LRI”; hereinafter, this project will be referred to as the “LNRC/LRI” for the sake of clarity), was acquired by an affiliate of Boston Children’s Hospital (“Children’s”) in August, 2006 and the LNRC/LRI was incorporated into Children’s Institutional Master Plan, which was initially approved in 2008, and amended in 2012 and 2013 (as amended, the “Children’s IMP”).

As discussed in the Children’s IMP, Children’s has delayed the start of construction of the LNRC/LRI due to market conditions and uncertainties regarding financing.

3. Bowdoin Street Health Center Addition Project

The BIDMC 2013 IMPNF for Amendment included the Bowdoin Street Health Center Addition Project located at 230 Bowdoin Street in Dorchester. The Project includes interior renovations and an approximately 4,100 square foot addition to BIDMC’s Bowdoin Street Health Center. The Addition Project will include a Wellness Center focused on dietary education and exercise, as well as additional exam room space. These expanded facilities will allow the Bowdoin Street Health Center to incorporate wellness activities into primary care delivery, enabling patients to get healthy and stay healthy. Construction of the Project commenced in May, 2014 and completion is expected by the second quarter of 2015.

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. The status of these projects was set forth in detail in the IMP Renewal in 2009, and in subsequent IMP Updates. The current status is set forth below.

1. Completed Improvement Projects

The following improvement projects are complete:

- Use of the East Campus spur parcel as an access drive to the BRC/CLSB Garage, eliminating the need for an additional curb cut on Blackfan Street with completion of the BRC/CLSB. This improvement was completed as of the filing of the 2009 IMP Renewal.

- Completion of the new Blackfan Street through BIDMC's donation of a key parcel linking the north and south areas of this planned connection to Avenue Louis Pasteur with completion of the BRC/CLSB. This improvement was completed as of the filing of the 2009 IMP Renewal.
- Creation of additional open space along the front of the Kirstein Building as an extension of the existing Brookline Avenue Plaza, with landscape improvements extending in front of the Rose and Yamins buildings at completion of the LNRC/LRI. The 2004 IMP indicated that open space would be implemented in phases, with some interim improvements completed in connection with the construction of the BRC/CLSB, and the remainder by LNRC/LRI opening.
 - During the summer and fall of 2009 BIDMC completed interim improvements to the landscaped area along the front of the Kirstein Building. The landscaped area was 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 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 obligations to the Kirstein lot that are required upon completion of the LNRC/LRI will be done at that time.
 - During the fall of 2011 BIDMC 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 was contemplated in the 2004 IMP to be undertaken upon completion of the LNRC/LRI project, but, as first described in the IMP Update filed in 2011, BIDMC completed the improvements in 2011 pursuant to understandings reached with the BRA regarding interim use of the East Campus Parking Garage, as described in Section C.2, below.
- 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 exists, and has been open for public use as set forth in the BIDMC Transportation Access Plan Agreement (TAPA) since the summer of 2009. 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 TAPA.

2. Improvement Projects Remaining to be Completed

Several improvement projects described in the IMP are intended to be undertaken upon completion of the LNRC, as described below. Children's, as the owner and future developer of the LNRC/LRI site, will implement many of these projects since they are located on the LNRC/LRI site.

- Creation of a landscaped courtyard between the LNRC/LRI and Stoneman buildings, the LNRC/Stoneman Plaza, to be undertaken by the developer of the LNRC/LRI at completion of that project.
- Landscaping at the entrance of the LNRC/LRI, along Binney Street, to be undertaken by the developer of the LNRC/LRI at completion of that project.
- Creation of a temporary landscaped courtyard adjacent to the Kirstein Building, along the west side of the Binney-Brookline Connector (the "Binney Connector"), upon completion of the LNRC/LRI. (BIDMC intends to create and maintain the residual parcel as open space until future redevelopment of the Kirstein Building occurs, pursuant to a future master plan).
- Creation of a pedestrian concourse between Blackfan Street and Brookline Avenue through the BRC/CLSB and LNRC/LRI buildings at completion of the LNRC/LRI. BIDMC will maintain exterior sidewalks from its land on Brookline Avenue to the LNRC/LRI site; the developer of the LNRC/LRI will construct the concourse itself.
- Creation of a sidewalk along the existing BIDMC South Service Road from the east side of the Binney Connector through the LNRC/LRI and BRC/CLSB sites to Blackfan Street, to be undertaken by the developer of the LNRC/LRI at completion of that project.
- Demolition of the existing East Campus Parking Garage upon commencement of construction of the LNRC/LRI and creation of the Binney Connector (i.e., a pedestrian/vehicular connection between Binney Street and Brookline Avenue at completion of the LNRC/LRI). As described in the Children's IMP, Children's has not determined when market forces will allow it to commence construction of the LRI. As discussed IMP Updates filed in 2011 and 2013, as well as in Children's IMP, the Children's IMP permits the use of the existing 454-space 340 Brookline Avenue Garage (formerly known as the BIDMC East Campus Parking Garage) on an interim basis until commencement of construction of the LRI; Children's currently leases 330 of the parking spaces in this garage to BIDMC, and BIDMC leases 198 parking spaces it owns in the Center for Life Sciences Boston Garage to Children's. The Binney Connector will be undertaken by the developer of the LNRC/LRI upon completion of the LNRC/LRI.

- Creation of a one-way vehicle connection and pedestrian connections along the BIDMC South Service Road from Binney Street through the LNRC/LRI and BRC/CLSB sites to Blackfan Street upon completion of the LNRC/LRI. A portion of this connection has been constructed, as noted in the 2009 IMP Renewal, and is being used until construction of the LNRC/LRI commences; the connection will be completed and put in permanent use upon completion of the LNRC/LRI.

V. IMP-EXEMPT RENOVATIONS AND SMALL PROJECTS

In addition to the West Clinical Center Addition, BIDMC may from time to time undertake renovations and other small projects affecting existing buildings that result in the addition of small amounts of gross floor area to the Campus, but do not meet the thresholds for IMP review as established under Article 80 and thus qualify as exempt projects under Section 80D-2 of the Zoning Code. BIDMC will seek a determination from the BRA as to whether a project qualifies as an exempt project if the Inspectional Services Department (“ISD”) requires such a determination as a condition of issuance of a building permit for the project. Should the BRA determine the project is exempt pursuant to Section 80D-2, the BRA will issue a Notice of Exemption in order that the project may receive a building permit from ISD.

In general, these projects consist primarily of interior renovation work to improve the functionality and circulation characteristics of the interior spaces of the buildings on campus, and do not change uses.

The IMP Updates describe minor projects and improvements undertaken since the initial approval of the IMP in 2004. For example:

- BIDMC occasionally shifts administrative functions to new spaces to better accommodate in-patient and outpatient clinical and clinical support needs.
- Spaces have also been renovated to support consolidated patient care services.
- BIDMC has undertaken numerous ADA compliance work projects to improve access to both campuses and enhance communications between patients, visitors and staff (such as strobe fire alarms, and video phone systems for use by the deaf and hearing impaired).
- BIDMC continues to invest in a variety of equipment and infrastructure upgrades to improve energy efficiency and reliability.
- Each year BIDMC renovates several research labs on campus to accommodate new researchers and shifts in research priorities.

- BIDMC continues to upgrade its operating rooms to allow for the use of minimally invasive technologies which reduce the recovery and hospitalization time of patients.

The 2013 Update describes certain minor projects and improvements undertaken between 2011 and 2013, including the following:

- BIDMC renovated academic offices for the OB/GYN department in the Kirstein Building, and administrative space for the Pathology department in the Finard Building.
- Renovations were made to the Emergency Department in the West Clinical Center to enhance treatment areas, primarily to better serve psychiatric patients needing emergency care, and to reduce time spent by patients in the waiting area.
- The East Campus loading docks and receiving areas were renovated.
- BIDMC upgraded several patient treatment areas, including:
 - Installation of new equipment and renovations of radiologic exam areas in the Shapiro Clinical Center and cardiac catheterization labs in the Farr Building; and
 - Creation of a new Pre-Admissions Testing area on the first floor of the Stoneman Building for examining and consulting with patients before they have surgery.

Minor projects that have recently been completed or are being undertaken currently include:

- Renovations to the West Clinical Center lobby to expand the Clinical Decision Unit of the Emergency Department;
- Modifications to extend an existing emergency generator exhaust stack behind the Farr Building, including construction of a stack/sign enclosure and adjacent landscape improvements;
- Renovations to the West Clinical Center third floor to create a pre- and post-procedural area for radiology patients; and
- Renovations to relocate a clinical unit where patients receive non-chemotherapy infusions from the Gryzmish Building to the Stoneman Building.

The 2013 Update describes other projects that BIDMC expects to undertake in the next twenty-four months, including: renovations to outpatient radiology areas on the first

floor of Deaconess, and to birthing program facilities to improve triaging of ob/gyn patients and to create a more pleasing environment for new mothers and babies. Initial planning and design discussions are underway regarding the renovations in the Shapiro Clinical Center to enhance the growing bone marrow transplant and oncology programs. Programming and design are complete, and funds are being raised, for the creation of an integrated breast care center in the Shapiro Clinical Center. In addition, BIDMC will be reviewing its pathology operations and intends to modernize its pathology laboratories.

In the future, BIDMC will continue to pursue projects like those described above to improve services and facilities, benefit patients, and enhance energy efficiency.

VI. OTHER RELEVANT INFORMATION

A. Long Term Vision and Strategic Planning Activities

The 2004 BIDMC IMP includes a description of potential projects beyond the IMP timeframe for informational purposes, and BIDMC includes an update on its current strategic planning activities in this IMPNF for informational purposes.

As described in more detail in the 2013 Update, BIDMC is engaged in strategic planning and associated facilities planning and energy planning activities to enable the Medical Center to effectively respond to the challenges of continuing to provide world-class patient care, medical education and cutting edge research in a rapidly changing healthcare environment, while controlling health care costs. Dr. Kevin Tabb became BIDMC's President and Chief Executive Officer in October of 2011. Under his leadership, in the past three years BIDMC has affiliated with a number of physician groups and community hospitals, and is in discussions with other provider organizations in the Greater Boston area. These affiliations, as well as the ongoing need to adjust care models and facilities to meet the changing needs of patients, are expected to lead to changes over time in the mix of services provided and types of patients served at the Medical Center. Such changes may lead BIDMC to propose new clinical facilities, for example, to meet the demand for more single bed in-patient rooms and to provide additional space for other programs. BIDMC's planning is also focused on identifying opportunities for the Medical Center to advance its longstanding program (since the formation of BIDMC in 1996) to consolidate duplicative functions and relocate programs to create appropriate adjacencies on its two campuses while upgrading its facilities. Such consolidation, relocations and updated facilities are needed to enhance the experiences of patients, visitors and staff using BIDMC facilities, and to enable BIDMC to provide highest quality patient-centered care at low cost.

BIDMC is one of six members of the Longwood Medical Energy Collaborative (LME), a consortium of Longwood-area institutions engaged in strategic energy planning. LME and its members are analyzing options for the provision of steam, chilled water, and electricity. As part of these analyses, BIDMC is studying, in conjunction with

LME, the siting of combined heat and power (CHP) and other types of energy facilities on the East and West campuses in order to meet BIDMC's and other LME members' future needs for these energy products. If the project is pursued the likely timeframe would be within the next five to seven years.

BIDMC will consult with the BRA about the direction BIDMC's strategic facilities and energy planning will take as these planning efforts advance in the coming year. BIDMC is not proposing any new Institutional Projects at this time; BIDMC will seek a future amendment to the BIDMC IMP if and when BIDMC proposes any project that meets the thresholds for IMP review as established under Article 80.

B. Leases

The 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 BIDMC includes an update on its leasing activities in this IMPNF for informational purposes.

Leasing activities are described in detail in the IMP Updates, most recently in the 2013 IMP Update. As noted in the 2013 IMP Update BIDMC extended its lease from Northeastern University of office space at 1135 Tremont Street (Renaissance Park) for the period from January, 2014 through December, 2018. BIDMC renewed a lease for approximately 11,500 square feet of office space for BIDMC and approximately 7,100 square feet of space for affiliated entities in the MASCO building at 375 Longwood Avenue for the period February, 2012 through January, 2017. (Since 1997 this space has been occupied by various BIDMC-affiliated entities, however, CareGroup, Inc., BIDMC's parent holding company, was previously the tenant under the lease.) Since the filing of the 2013 Update BIDMC renewed its lease for approximately 66,500 square feet of administrative office space at 109 Brookline Avenue for the period from February, 2014 through January, 2024. To allow additional administrative staff to work adjacent to departments housed at 109 Brookline, in 2013 and 2014 BIDMC leased a total of approximately 27,000 square feet of office space in the adjoining building at 21-27 Burlington Avenue under two leases having initial lease terms through August, 2023. (BIDMC previously leased 42,500 square feet of space at 21-27 Burlington Avenue for more than fifteen years for research purposes as described in the BIDMC IMP, until such research operations were relocated to the Center for Life Sciences Boston in 2008.) As described in the BIDMC IMP and previous IMP Updates, for many years BIDMC has been leasing a small number of residential units at the Longwood Galleria for use primarily by cancer patients, and their families, who are receiving long-term treatment at BIDMC. Currently BIDMC leases four Longwood Galleria residential units.

BIDMC has no specific plans for additional leases in Boston 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, and to meet fluctuating demands for administrative space.

VII. REQUEST FOR FIVE-YEAR RENEWAL WITH NO CHANGES

As set forth above, BIDMC is not proposing any new Institutional Projects or proposing changes to the West Clinical Center Addition project, the only approved Institutional Project in the BIDMC IMP. As such, this IMPNF for the renewal of the BIDMC IMP meets the requirements of Section 80D-5.2(e) of the Boston Zoning Code (“Waiver of Further Review of Unchanged Plans”) in that (i) no new Proposed Institutional Projects are planned, (ii) no changes in the Institutional Master Plan are proposed that would constitute a change in the use, dimensional, parking or loading elements of the Institutional Master Plan (other than de minimus dimensional changes), and (iii) no significantly greater impacts would result from continued implementation of the approved Institutional Master Plan that were originally projected.

Accordingly, BIDMC respectfully requests that the BRA waive additional review of this renewal application and to approve this IMPNF, along with the existing IMP, together as the renewed BIDMC Institutional Master Plan.

BIDMC respectfully requests that the BRA approve a five-year renewal period (2014-2019) for the BIDMC IMP, consistent with the original five-year term and prior renewal term.