

MEMORANDUM

NOVEMBER 14, 2013

**TO:** BOSTON REDEVELOPMENT AUTHORITY AND  
PETER MEADE, DIRECTOR

**FROM:** LINDA KOWALCKY, DEPUTY DIRECTOR FOR INSTITUTIONAL  
SECTOR DEVELOPMENT  
SONAL GANDHI, SENIOR PROJECT MANAGER

**SUBJECT:** PUBLIC HEARING TO CONSIDER THE BOSTON UNIVERSITY  
MEDICAL CENTER 2013 INSTITUTIONAL MASTER PLAN  
AMENDMENT.

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**SUMMARY:** This Memorandum requests that the Boston Redevelopment Authority (“BRA” or “Authority”) authorize the Director to: (1) issue a Preliminary Adequacy Determination Waiving Further Review regarding the (a) the inclusion of a proposed addition to the existing Moakley Cancer Center; (b) the New Inpatient Building 1; (c) relocation of the Energy Facility proposed in 2010; and (d) replacement of the existing yellow utility tube across Albany Street with a new bridge for patient transport and materials handling (the “80B Projects”), pursuant to Article 80B-5.4(c)(iv) of the Boston Zoning Code (“Code”), approving the Draft Project Impact Report dated September 6, 2013, and waiving the requirement for the filing and review of Final Project Impact Reports (“FPIR”), subject to BRA design review; (2) issue Certification(s) of Compliance, pursuant to Section 80-6 of the Code, upon successful completion of the Article 80 processes for the (a) the inclusion of a proposed addition to the existing Moakley Cancer Center; (b) the New Inpatient Building 1; (c) relocation of the Energy Facility proposed in 2010; and (d) replacement of the existing yellow utility tube across Albany Street with a new bridge for patient transport and materials handling; (3) issue Adequacy Determination(s), pursuant to Section 80D-5.4(c) of the Code, approving the Boston University Medical Center 2013 Institutional Master Plan Amendment (“2013 IMPA”) dated September 6, 2013 that includes the (a) the inclusion of a proposed addition to the existing Moakley Cancer Center; (b) the New Inpatient Building 1; (c) relocation of the Energy Facility proposed in 2010; (d) replacement of the existing yellow utility tube across Albany Street with a new bridge for patient transport and materials handling; (e) the proposed New Inpatient Building Phase 2; and (f) the proposed Administration Clinical Building (collectively the “2013 IMPA Proposed Projects”); (4) petition the Boston Zoning Commission for approval of the 2013 IMPA

and the accompanying map amendment to Map 1P, South End Neighborhood District in substantial accord with the 2013 IMPA and map amendment presented to the BRA at its hearing on November 14, 2013; (5) issue one or more Certification(s) of Consistency pursuant to Section 80D-10 of the Code, for the 2013 IMPA Proposed Projects upon the successful completion of the Article 80D 2013 IMPA review; and (6) take any and all actions and execute Development Project Impact Agreement(s) for the 2013 IMPA Proposed Projects, a Cooperation Agreement, Boston Residents Construction Employment Plans and any and all documents deemed necessary and appropriate by the Director, in connection with the 80B Projects and 2013 IMPA.

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## **INTRODUCTION**

The Boston University Medical Center (“BUMC”) campus is located in Boston’s historic South End neighborhood. The main campus includes 28 BUMC-owned or controlled buildings, a helipad, and development parcels that are individually-owned or controlled. The total of BUMC-owned or controlled and leased space is approximately 3 million square feet. BUMC is comprised of Boston Medical Center (“BMC”) and Boston University Medical Campus (“BU Medical Campus”), which includes three of Boston University’s health science schools – the School of Medicine, Goldman School of Dental Medicine, and the School of Public Health. BMC is committed to serving vulnerable urban populations and city residents whose needs are not met by existing healthcare services. Emphasizing community-based care, BMC is the largest hospital serving these populations in New England. The hospital is the primary teaching affiliate for Boston University School of Medicine.

## **BUMC INSTITUTIONAL MASTER PLAN HISTORY**

The Boston Redevelopment Authority (“BRA”) approved the Boston University Medical Center Institutional Master Plan Renewal (“2010 IMP Renewal”) on June 22, 2010. The Boston Zoning Commission approved the 2010 IMP Renewal on August 4, 2010, which was further approved by the Mayor on August 5, 2010.

## **BUMC 2013 IMP AMENDMENT AND PROPOSED INSTITUTIONAL PROJECTS**

On June 7, 2013, BUMC submitted an Institutional Master Plan Notification Form/Project Notification Form (“IMP/NF/PNF”) to the BRA to amend the 2010 IMP Renewal, to include the following six (6) Proposed Institutional Projects: (a) the inclusion of a proposed addition to the existing Moakley Cancer Center of approximately 27,800 square feet; (b) the proposed New Inpatient Building Phase 1 totaling approximately 82,300 square feet; (c) relocation of the Energy Facility proposed

in 2010 totaling approximately 38,500 square feet; (d) replacement of the existing yellow utility tube across Albany Street with a new bridge for patient transport and materials handling totaling approximately 7,800 square feet; (e) the proposed New Inpatient Building Phase 2 totaling approximately 323,000 square feet; and (f) the proposed Administration Clinical Building totaling approximately 160,000 square feet. The 2013 IMP Amendment ("2013 IMPA") will also include the recently acquired Perkin Elmer site, located at 100 East Canton Street, 123 East Dedham Street, and 575 Albany Street. The Proposed Institutional Projects listed in (a) through (d) above were reviewed under Article 80B/80E of the Code. The Proposed Institutional Projects listed in (e) and (f) above are proposed in the 2013 IMPA being reviewed under Article 80D of the Code and will be reviewed under Article 80B of the Code at a later date.

Notice of the receipt by the BRA of the IMPNF/PNF was published in the Boston Herald on June 7, 2013 initiating a public comment period ending on July 8, 2013. The BUMC Institutional Master Plan Task Force ("Task Force"), consisting of members of the public, neighboring business owners and neighborhood leaders which was established to advise the BRA and BUMC of the impacts of the IMPNF/PNF and to review the IMPNF/PNF, was notified of the IMPNF/PNF submittal. Pursuant to Section 80D-5.3(c) of the Code, a Scoping Session was held on June 20, 2013 with the City's public agencies and to which members of the Task Force were invited. A Public meeting was held on June 19, 2013. Based on the BRA's review of public comments and comments from the City's public agencies, the BRA issued a Scoping Determination for the IMPNF/PNF on July 23, 2013.

On September 6, 2013, BUMC submitted the 2013 IMP Amendment and a Draft Project Impact Report ("2013 IMPA/DPIR") for the Proposed Institutional Projects. Notice of the receipt by the BRA of the IMPA/DPIR was published in the Boston Herald on September 6, 2013 initiating a public comment period that will end on November 5, 2013. A public meeting at which the 2013 IMPA/DPIR was discussed was held on October 2, 2013.

## **PUBLIC BENEFITS AND COMMITMENTS**

Boston University Medical Center provides significant public benefits to the City of Boston, both through its general operations, as well as through its specific commitments concerning the 2013 IMPA and 2013 IMPA Proposed Projects. In addition to the ongoing community benefits provides, Boston University Medical Center has also committed to numerous specific public benefits as a result of this approval process.

In order to provide the BRA with additional information regarding the potential future development or uses on the newly acquired Perkins Elmer site and existing Newton Pavilion, BUMC shall schedule an IMP update meeting with BRA Staff no later than 6 months after approval of the 2013 IMPA by the Zoning Commission.

Boston Medical Center's primary workforce development initiative continues to be the approximately \$460,000 the institution contributes each year to the SEIU 1199 Training and Upgrading Fund. The fund creates a career-ladder pathway which allows BMC employees to move into higher-skilled and better-paying jobs. In addition, BUMC recently established a relationship with Drexel University for online education and training. BUMC participates in the Boston Healthcare Careers Consortium, collaborating with other area hospitals and the City to share best practices, and uses the City's one-stop career center system to ensure that Boston residents have priority access to employment opportunities. At 38% city residents, BMC is the local hospital with the highest percentage of Boston residents in its workforce.

The attached Community Benefits and Mitigation Plan provides more detailed information on the public benefits.

### **DEVELOPMENT IMPACT PROJECT ("DIP") PAYMENTS**

The 2013 IMPA Proposed Projects will provide Development Impact Project exactions calculated using 27,800 square feet for the Moakley Cancer Center Addition, 82,300 square feet for the New Inpatient Building Phase 1, 38,500 square feet for the Energy facility, and 7,800 square feet for the New Patient Transport Bridge (totaling 156,400 square feet), totaling approximately \$1,230,868.00 to the Neighborhood Housing Trust, based on \$7.87 for every square foot of DIP uses (as defined in Section 80B-7 of the Code), and approximately \$245,548.00 to the Neighborhood Jobs Trust, based on \$1.57 for every square foot of DIP uses (as defined in Section 80B-7 of the Code). The above exactions reflect that the one-time 100,000 square foot exemption as set forth in Section 80B-7 of the Code was used for the Shapiro Building.

### **RECOMMENDATION**

BRA staff recommends that the BRA authorize the Director to (1) issue Preliminary Adequacy Determination(s) Waiving Further Review regarding the (a) the inclusion of a proposed addition to the existing Moakley Cancer Center; (b) the New Inpatient Building 1; (c) relocation of the Energy Facility proposed in 2010; and (d) replacement of the existing yellow utility tube across Albany Street with a new bridge for patient transport and materials handling (the "80B Projects"), pursuant to Article 80B-5.4(c)(iv) of the Boston Zoning Code ("Code"), approving the Draft Project Impact Report dated September 6, 2013, and waiving the requirement for the filing and review of Final Project Impact Reports ("FPIR"), subject to BRA design review; (2) issue Certification(s) of Compliance, pursuant to Section 80-6 of the Code, upon successful completion of the Article 80 processes for the (a) the inclusion of a proposed addition to the existing Moakley Cancer Center; (b) the New Inpatient Building 1; (c) relocation of the Energy Facility proposed in 2010; and (d) replacement of the existing yellow utility tube across

Albany Street with a new bridge for patient transport and materials handling; (3) issue Adequacy Determination(s), pursuant to Section 80D-5.4(c) of the Code, approving the Boston University Medical Center 2013 Institutional Master Plan Amendment (“2013 IMPA”) dated September 6, 2013 that includes the (a) the inclusion of a proposed addition to the existing Moakley Cancer Center; (b) the New Inpatient Building 1; (c) relocation of the Energy Facility proposed in 2010; (d) replacement of the existing yellow utility tube across Albany Street with a new bridge for patient transport and materials handling; (e) the proposed New Inpatient Building Phase 2; and (f) the proposed Administration Clinical Building (collectively the “2013 IMPA Proposed Projects”); (4) petition the Boston Zoning Commission for approval of the 2013 IMPA and the accompanying map amendment to Map 1P, South End Neighborhood District in substantial accord with the 2013 IMPA and map amendment presented to the BRA at its hearing on November 14, 2013; (5) issue one or more Certification(s) of Consistency pursuant to Section 80D-10 of the Code, for the 2013 IMPA Proposed Projects upon the successful completion of the Article 80D 2013 IMPA review; and (6) take any and all actions and execute Development Project Impact Agreement(s) for the 2013 IMPA Proposed Projects, a Cooperation Agreement, Boston Residents Construction Employment Plans and any and all documents deemed necessary and appropriate by the Director, in connection with the 80B Projects and 2013 IMPA.

Appropriate votes follow:

**VOTED:** That, the Director be, and hereby is, authorized to issue a Preliminary Adequacy Determination Waiving Further Review regarding the (a) the inclusion of a proposed addition to the existing Moakley Cancer Center; (b) the New Inpatient Building 1; (c) relocation of the Energy Facility proposed in 2010; and (d) replacement of the existing yellow utility tube across Albany Street with a new bridge for patient transport and materials handling (the “80B Projects”), pursuant to Article 80B-5.4(c)(iv) of the Boston Zoning Code (“Code”), approving the Draft Project Impact Report dated September 6, 2013, and waiving the requirement for the filing and review of Final Project Impact Reports (“FPIR”), subject to BRA design review, and finding that the Draft Project Impact Report, along with subsequent actions and submissions are sufficient and adequately result in the identification, analysis and mitigation of expected impacts of the 80B Projects; and

**FURTHER**

**VOTED:** That, the Director be, and hereby is, authorized to execute one or more Development Impact Project Agreements for the 80B Projects in accordance with Article 80B-7 of the Code; and

**FURTHER**

**VOTED:** That, the Director be, and hereby is, authorized to issue one or more Certifications of Compliance for the 80B Projects pursuant to Section 80B-6 of the Code after the Director has determined that the 80B Projects comply with (a) the conditions of the Preliminary Adequacy Determination waiving further review; and (b) to the extent applicable, the following provisions of the Code: (i) Section 80B-7: Development Impact Project Exactions; (ii) Section 80B-8: Disclosure of Beneficial Interests; (iii) Section 80D-10: Institutional Master Plan Review: Certifications; and (iv) Article 28: Boston Civic Design Commission; and

**FURTHER**

**VOTED:** That, in connection with the Boston University Medical Center 2013 Institutional Master Plan Amendment (“2013 IMPA”), dated September 6, 2013, presented at a public hearing held pursuant to Section 80D-5.4(c)(ii) of the Boston Zoning Code (“Code”) at the offices of the Boston Redevelopment Authority (“BRA” or “Authority”) on November 14, 2013, and after consideration of evidence presented at, and in connection with, the 2013 IMPA, the BRA hereby finds that (a) the 2013 IMPA complies with the Scoping Determination issued in connection the Institutional Master Plan Notification Form (“IMPNF”); (b) the 2013 IMPA conforms to the provisions of Article 80D of the Code; (c) the 2013 IMPA conforms to the general plan for the City as a whole; and (d) on balance, nothing in the 2013 IMPA will be injurious to the neighborhood or otherwise detrimental to the public welfare, weighing all the benefits and burdens; and

**FURTHER**

**VOTED:** That, the Director be, and hereby is, authorized to issue an Adequacy Determination pursuant to Article 80D-5.4(c) of the Code approving the 2013 IMPA upon successful completion of the Article 80D IMP process; and

**FURTHER**

**VOTED:** That, pursuant to Article 80D of the Code, the BRA hereby authorizes the Director to petition the Boston Zoning Commission for approval of the 2013 IMPA and the accompanying map amendment to Map 1P, South End Neighborhood District, all in substantial accord with the 2013 IMPA and map amendment presented to the BRA at its hearing on November 14, 2013; and

**FURTHER**

**VOTED:** That, the Director be, and hereby is, authorized to issue one or more Certifications of Consistency pursuant to Article 80D-10 of the Code when

the Director finds that (a) the 2013 IMPA proposed projects are described adequately in the 2013 IMPA and are consistent with the 2013 IMPA, and (b) the 2013 IMPA has been approved by the BRA and the Boston Zoning Commission in accordance with the applicable provisions of Article 80D, IMP Review; and

**FURTHER**

**VOTED:** That, the Director be, and hereby is, authorized to execute and deliver any and all documents deemed necessary and appropriate by the Director in connection with the foregoing, including, without limitation, Boston Residents Construction Employment Plans and a Cooperation Agreement, and any and all documents deemed necessary and appropriate by the Director, in connection with the 80B Projects and 2013 IMPA, all upon terms and consistent determined by the Director to be in the best interest of the BRA.