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March 20, 2020

Brian P. Golden, Esq.
Director
Boston Planning & Development Agency
One City Hall Square
Boston, MA 02201

Re: The Brigham and Women's Hospital, Inc. – Institutional Master Plan Request for Amendment/Renewal

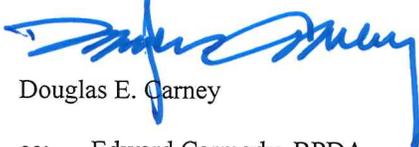
Dear Director Golden:

Please accept this letter as a request by The Brigham and Women's Hospital, Inc. ("BWH") pursuant to Sections 80D-5.2(e) and 80D-6 of the Boston Zoning Code and Enabling Act (the "Code") for an amendment and renewal of its Institutional Master Plan ("IMP"). The 2010 BWH IMP was approved by the Board of the Boston Redevelopment Authority d/b/a the Boston Planning & Development Agency ("BPDA") in February 2010, adopted by the Zoning Commission on March 24, 2010 and became effective on March 30, 2010. The BWH IMP was subsequently amended twice, by an amendment to add a property to the campus in 2012 (approved by the BPDA Board in May 2012 and the Zoning Commission in June 2012) and an Amendment in 2014 to add an additional floor to the Hale Building for Transformative Medicine (approved by the BPDA Board in November 2014, which amendment did not require Zoning Commission approval). The 2010 IMP and subsequent amendments thereto as described above are referred to herein as the "2010 BWH IMP".

BWH has undertaken development and operations in a manner consistent with the 2010 BWH IMP, but has no plans for a "Proposed Institutional Project" as that term is understood in the Code; is not adding new land area to the BWH IMP; is not proposing any changes to the 2010 BWH IMP which would constitute a change in use, dimensional, parking or loading elements thereof (other than de minimis dimensional changes); and does not anticipate any greater impacts from the continuation of the implementation of the 2010 BWH IMP than that which were originally evaluated. Given all of the above, BWH respectfully submits that the BPDA Board approve the 2010 BWH IMP for an additional two-year term, waiving further review of same in accordance with Sections 80D-5.2(e) and 80D-6 of the Code.

Please do not hesitate to contact me if you have any questions.

Sincerely,



Douglas E. Carney

cc: Edward Carmody, BPDA
Michael Christopher, BPDA
Jeffrey Hampton, BPDA
Matthew Fitzgerald, Esq., BPDA

Stephen M. Dempsey, BWH
Malaina Bowker, BWH
Emma Yashar, Esq. Partners OGC
Mary T. Marshall, Esq.

Appendix
BWH 2010 IMP Renewal
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The Brigham's vision of a healthier world is delivered through leadership in compassionate care, scientific discovery and education. Over the past ten years, the Brigham has delivered on the commitments in its 2010 BWH Institutional Master Plan.

Hale Building for Transformative Medicine - The Hospital's 2010 IMP included construction of a translational research building, now known as the Hale Building for Transformative Medicine, on the site of the former Massachusetts Mental Health Center (MMHC). The project was the result of a partnership between State and City agencies and the Roxbury Tenants of Harvard (RTH) community group, which also led to the construction of a residential building (Mosaic) on the MMHC site. Hale Building construction was completed in September 2016.

Binney Street Building & Fenwood Inn/Partial Hospital Building - The 2010 BWH IMP also included construction of the Fenwood Inn Partial Hospital and the Binney Street Building (an office/ambulatory building) to support the Department of Mental Health. BWH completed construction of both buildings in November 2011.

Recreational Center & Community Center - As part of the 2010 IMP, the Hospital committed to spending \$2.5 million towards construction of a community center for the RTH community and \$1.7 million towards the construction of an RTH recreational center with a gymnasium and community meeting space. These commitments have been fulfilled and the projects completed.

Campus Additions - Approval of the 2010 BWH IMP authorized construction of up to 20,000 sf of Campus Addition projects. Since then, additions totaling 18,430 square feet (sf) have been completed, including:

- Neonatal Intensive Care Unit Expansion – 14,700 sf;
- Hospital Cafeteria Renovation and Expansion – 1,800 sf;
- Connors Building Infill – 340 sf;
- Nesson Building Infill – 1,590 sf.

Campus Upgrades - The 2010 BWH IMP described numerous campus upgrades required to maintain and modernize BWH facilities. BWH is continually upgrading its clinical facilities to provide the best care for its patients, visitors and staff. The following projects involving public spaces have been undertaken within the last 10 years:

- Exterior drop-off and entry improvements at the 75 and 45 Francis Street entries;
- Renovation of the historic Peter Bent Brigham Building lobby at 15 Francis Street;
- Lobby upgrades at the 80 Francis Street Garage;
- Implementation of a Campus-wide Signage Master Plan;
- Landscaping improvements along Francis Street, and
- Renovation of the Hospital's main internal circulation corridor, the "Pike."

In addition, relocation of the Hospital's helipad from the rooftop of the Connors Building to the rooftop of the Tower Building was completed in Fall 2018, and renovation of the Hospital's Emergency Department is currently underway with expected completion in 2021.

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Parcel C Research Building - The Hospital's 2012 IMP Amendment added a land parcel at 41 Avenue Louis Pasteur to the Hospital's IMP campus and authorized construction of a 360,000-sf research building with below-grade parking. Capital for this project has not yet been secured; upon receipt, the Hospital will commence design and return to City agencies for design review.

Leased Properties - The 2010 BWH IMP anticipated the need for 150,000 to 200,000 additional square feet of leased space in the area for hospital use. The attached Table A presents a summary of current leased space and shows that the Hospital's leased space in and surrounding the LMA has decreased since the 2010 IMP was approved. At the time of the 2010 IMP, BWH held 933,383 sf of leased space in and around the LMA; the IMP and authorized up to 200,000 sf additional. BWH currently has 724,221 sf of leased space in/near the LMA, substantially less than authorized.

Other Commitments

As part of the Hale Building project, BWH provided Housing and Jobs Exaction payments of over \$2.4 million. BWH also made Housing and Jobs Exaction payments for the NICU Expansion and Cafeteria projects. Each year, the Brigham makes Payments in Lieu of Taxes to the City of Boston. In Fiscal Year 2019, BWH paid \$6,266,848 toward PILOT, \$3,024,526 in cash contributions, and \$3,242,322 in community benefit contributions.

Future IMP Projects

While there are no specific plans for new IMP projects at this time, BWH leadership is evaluating one of the most critical clinical facility needs on the campus – the need to achieve all single inpatient rooms on campus. Single inpatient rooms reduce infection risks, provide space for modern technology/equipment and families, and improve the environment of care for patients and their families. A replacement bed tower for some, or all, of the Hospital's 1980 Tower inpatient beds is needed to bring inpatient care fully up to modern standards. In addition to the need for single inpatient rooms, the hospital's Operating Rooms require modernization and expansion. There also remains a shortage of different types of clinical space throughout the campus. Future capital projects on the BWH campus will address these facility needs.

Planning is underway to identify the scope of future projects. An IMP Amendment or new IMP will be filed with the BPDA, as appropriate.

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BWH Existing Leased Space in Boston for Hospital Use ¹

BWH Leases Within/Adjacent to LMA				
Location Name	Address	SF	End Date	
Harvard Institutes of Medicine	77 Ave Louis Pasteur/ 4-6 Blackfan St.	78,141	6/30/2094	
Harvard Institutes of Medicine	4 Blackfan Circle, Unit A	19,753	7/31/2026	
Jimmy Fund Building	43 Binney Street	7,000	9/30/2022	
Jimmy Fund Building	43 Binney Street	5,282	2/28/2023	
Longwood Galleria	350 Longwood Avenue	15,577	12/31/2022	
MASCO Building	375 Longwood Avenue	1,315	7/31/2025	
Mass College of Pharmacy	181 Longwood Avenue	119,737	9/30/2021	
Neville House	10 Vining Street	37,086	12/31/2025	
New Research Bldg (Harvard)	77 Ave Louis Pasteur	165,808	8/31/2023	
One Brigham Circle	1620 Tremont Street	123,401	5/31/2028	
Longwood Center	360 Longwood Avenue, Boston	50,811	11/30/2027	
		Existing Total	623,911	
		<i>2010 IMP</i>	<i>774,690</i>	

BWH Leases Surrounding the LMA ²				
Location Name	Address	SF	End Date	
116 Huntington Avenue	116 Huntington Avenue	26,284	7/31/2023	
CVS Pharmacy Building	1249 Boylston Street	20,300	12/31/2022	
BWH Human Resources Satellite Office	741 Huntington Avenue	1,600	6/30/2021	
Brigham and Women's Primary Care Associates	800 Huntington Avenue	18,000	10/31/2024	
961 Commonwealth Avenue	961 Commonwealth Ave	11,200	1/31/2022	
Landmark Center	401 Park Drive	21,295	6/30/2020	
New England Baptist Hospital	125 Parker Hill Road	1,631	12/31/2099	
		Existing Total	100,310	
		<i>2010 IMP</i>	<i>158,693</i>	

Summary				
Existing 2020		724,221		
2010 IMP Authorized				
2010 Leased Space		933,383		
Authorized Leased Space (up to)		200,000		
		1,133,383		

¹ Includes Hospital Use and High Impact Subuses; parking at some locations.

² Includes proximate Boston properties only; BWH leases additional facilities distant from the LMA that are not subject to the IMP.