



Maine Medical Center  
MaineHealth

# Institutional Development Plan







# Institutional Development Plan

**FINAL / October 9, 2017**

**Submitted to Portland City Council for Review**

**This document is valid until superseded by an approved update.**

# About This Plan

**DATE:** October 9, 2017

**STATUS:** Final / Submitted to Portland City Council for Review

Maine Medical Center (MMC) applied in January, 2017 for a zoning amendment to create an **MMC Institutional Overlay Zone (IOZ)** to allow MMC to modernize and expand their Bramhall St campus. The IOZ ordinance that provides the framework for this zoning was enacted by the City of Portland Code of Ordinances effective May 31, 2017.

The IOZ requires eligible institutions to submit an **Institutional Development Plan (IDP)**, a stand-alone document that describes the institution's tentative plans for the future, in addition to a **Regulatory Framework**, a land use code component that establishes the parameters to allow each institution to grow as envisioned in the IDP. The IDP and Regulatory Framework are institution-specific supplements to the more general provisions provided in the IOZ ordinance, and designed to provide a full list of variances from underlying zoning that are adopted by the Portland City Council.

Since January, MMC has met weekly with members of the neighborhood associations and City staff from Planning and other departments, to develop its IDP. This IDP was approved and the accompanying Regulatory Framework was recommended for approval to the City Council by the City of Portland Planning Board on September 26, 2017.

**Once approved by the City Council, the MMC Regulatory Framework will establish the boundary for the MMC IOZ and provide zoning requirements that govern MMC's long-term development within the IOZ.** Individual projects proposed by MMC in the IOZ in the future for such properties will be reviewed for zoning compliance with the MMC Regulatory Framework and any underlying zoning requirements that are not superseded by the IOZ.

This document was prepared for MMC by Perkins+Will with input from MMC, VHB, Gorrill Palmer, Sebago Technics, Colliers, Turner, and HeliExperts International. MMC would like to thank its neighbors in the Western Promenade, St John Valley, Parkside, West End, and Libbytown and the City of Portland for their contributions to the IDP process.

# Table Of Contents

<b>1. INTRODUCTION</b>	<b>7</b>
About Maine Medical Center .....	8
Campus Context .....	14
Compliance with the Comprehensive Plan .....	24
Public Input on IDP .....	28
<b>2. MASTER FACILITY PLAN</b>	<b>31</b>
Master Facility Planning Process .....	32
Key Institutional Needs .....	34
Short-Term Projects (0-5 Years) .....	44
Long-Term Projects (5-20 years) .....	46
Long-Term Development Envelopes .....	50
<b>3. TRANSPORTATION PLAN</b>	<b>53</b>
Transportation Plan: Overview .....	54
Vehicular Access and Circulation .....	55
Parking .....	62
Alternative Transportation .....	67
Transportation Demand Management (TDM) .....	74
<b>4. ENVIRONMENTAL AND INFRASTRUCTURE PLAN</b>	<b>83</b>
Natural Resource Protection .....	84
Stormwater Management .....	86
Energy Conservation .....	91
Operational Sustainability .....	93
<b>5. DESIGN</b>	<b>99</b>
Design Drivers .....	100
Neighborhood Integration .....	102
Design Guidelines .....	116
<b>6. NEIGHBORHOOD ENGAGEMENT</b>	<b>129</b>
Ongoing Community Engagement .....	130
Construction Management Principles .....	131
MMC Community Benefits .....	135
<b>APPENDICES</b>	
Appendix A: Construction Management Plan Template .....	142



# NEIGHBORHOOD ENGAGEMENT

Maine Medical Center strives to be a good neighbor to surrounding communities. Ongoing dialogue and exchange of information and ideas is a core tenant of MMC's neighborhood engagement plan.





## ONGOING COMMUNITY ENGAGEMENT

MMC's number one priority is superior patient care. In order to achieve this goal, it must address its employees' needs. However, MMC also recognizes that realizing its vision depends on its success as a corporate citizen and a neighbor.

MMC's main campus is situated at the intersection of several diverse residential and mixed-use neighborhoods. MMC considers itself a part of the West End, Western Promenade, Parkside, St John Valley, and Libbytown neighborhoods (see **Fig.1.5 on page 19**). MMC values its role in these neighborhoods and seeks to be a productive force in maintaining their health and quality of life. To this end, MMC endeavors to maintain an open dialogue with its neighbors, to quickly and fairly resolve disputes, and to ensure that its growth enhances its neighborhoods' vibrancy, economy, and livability. Building and maintaining trust is essential to successfully achieving these shared goals. MMC commits to building and maintaining trust not only by providing superior care to its neighbors and the larger community, but by clearly communicating and consistently engaging its neighbors on both the institution's core mission and neighborhood concerns.

It is important for MMC, its neighbors and the City to maintain the dialogue that has been established during the development of MMC's IDP. As a result, MMC proposes the following ongoing community

engagement to ensure the surrounding neighbors are kept apprised of MMC's future development plans, and to understand any neighborhood issues related to the operations of the MMC campus, the following engagement process shall be established:

- On a quarterly basis, MMC's Chief Operating Officer shall host a group meeting comprised of the following members:
  - » the President or Chair (or a designee of the same) of the following Neighborhood Associations: St John Valley, Western Promenade, West End, Parkside, and Libbytown
  - » The Director of Planning at the City of Portland, and,
  - » The District 2 Portland City Councilor
- The group shall develop a Charter by which these quarterly meetings shall be conducted and minutes shall be made of each meeting. The Charter and the minutes shall be delivered to the City's Neighborhood and Island Liaison within 30 days of their adoption.
- In addition, the group shall annually complete a "checklist of actions" to be addressed by the group and the completed checklist shall also be filed with the City's Neighborhood and Island Liaison.



## CONSTRUCTION MANAGEMENT PRINCIPLES

- To further an open dialogue, MMC will engage neighbors in more routine dialogue during major planning efforts. These meeting invitations shall also be extended to the Director of Planning at the City of Portland and to the District 2 Councilor.
- During construction, MMC shall provide contact information for a designated community liaison on its website for day-to-day inquiries and comments. Inquiries and comments shall be logged by MMC and responses shall be provided by MMC in a timely fashion.
- MMC shall also employ social media to make information about a pending project readily available to the public. This shall include a dedicated website page and a dedicated email address for residents to ask questions, provide suggestions or voice concerns.
- Finally, MMC will set up a text alert system to notify any subscriber of advance construction impacts which may be necessary during construction.

The following section provides an overview of the construction management principles that MMC has identified to minimize impacts from noise, vibrations, ground movement, truck traffic, and other construction related factors to the surrounding buildings and communities. It is MMC's full intent to schedule and conduct operations in a manner that will minimize, to the extent feasible, the disturbance to the public in areas adjacent to the work and to occupants of buildings in the vicinity. MMC will adhere to the Construction Management Template requirements attached to the IDP as Appendix A.

### COMMUNICATION INITIATIVES

MMC will provide a method of communication between City of Portland, neighbors, and the construction team based on the anticipated impact of the construction project. For large construction projects, MMC will use its website, social media, and provide a dedicated email address to enable communication with its neighbors.

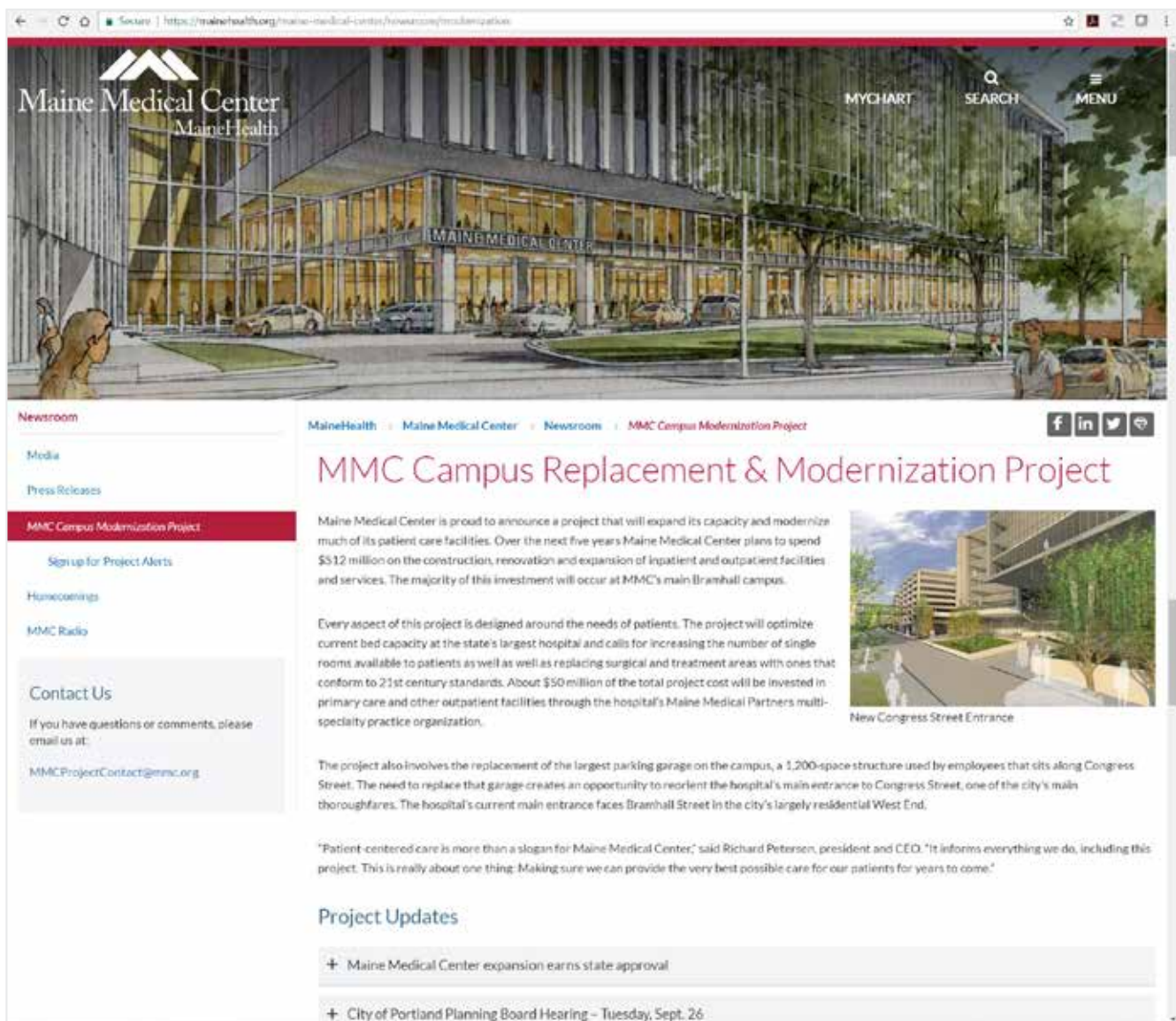
For short-term projects identified in the Master Facility Plan, MMC will implement a communication strategy using social media and texting to alert surrounding neighbors of activities that may cause disruption.

MMC has created a dedicated webpage on its website devoted to the short-term projects to inform the public of important information related to the Project (<http://www.mmc.org/modernization>).

Information and updates on the Project are regularly posted including project updates, neighborhood meeting minutes, Portland Planning Board information related to the project, news releases, fact sheets and frequently asked questions. As construction commences, important alerts regarding

construction activity such as activities impacting roadways, potential creation of dust, vibration, or noise, etc. will also be posted. To the extent possible, MMC will provide two week advance notice of such activities.

**Fig.6.1** Screenshot of MMC Website dedicated to the Project at <http://www.mmc.org/modernization>.



MMC has created a dedicated email address that allows members of the public to ask questions and provide information. These emails will be answered in a timely fashion by the people directly involved in the construction activities.

Information about the construction project will be proactively shared on a regular basis for the duration of the project.

### **CONSTRUCTION SCHEDULE**

MMC will provide an estimated project schedule at the beginning of a construction project and provide regular updates through-out construction. The frequency of construction schedule updates will be determined by the project's estimated impact on the surrounding area.

### **CONSTRUCTION MANAGEMENT PLAN**

Prior to construction, MMC will develop comprehensive Logistics and Safety Program. Maintaining normal campus operations and public safety, and minimizing impacts to areas surrounding the campus, will be the primary considerations in this process. MMC will utilize the City's Construction Management Plan template to develop a Construction Management Plan that will be submitted with a Site Plan application.

### **PROJECT WORK HOURS**

Construction work hours will be predetermined before the start of any construction project and limited in order to minimize impact on the areas surrounding campus and to complete the project expediently.

### **PUBLIC SAFETY AND ACCESS**

Pedestrian walkways and business access will be clearly marked and maintained through-out the construction period.

In general, secured fencing will be used to isolate construction areas from pedestrian traffic and Police Details will be provided, when necessary, to facilitate traffic flow. MMC will work to ensure the sidewalk protection minimizes impact to pedestrian and vehicular flow. The specific configuration of sidewalk protection and pedestrian access around the site will vary depending on the phase of the work being performed. Construction procedures will be designed to meet all OSHA safety standards for specific site construction activities. MMC will provide sufficient temporary site lighting to ensure the safety of all pedestrians accessing the sidewalks around the site, including lighting at all covered pedestrian walkways, until permanent street lights are installed. Residents will be able to contact MMC at a designated email posted prominently on the project website (see **Fig.6.1 on page 132**). MMC will also provide regular updates to the Fire Department regarding any detours necessitated by construction.

### **CONSTRUCTION NOISE IMPACTS**

MMC is committed to mitigating construction noise impacts. Increased community sound levels, however, are an inherent consequence of construction activities. When these events are scheduled, advance notice will be provided.

## **CONSTRUCTION TRAFFIC AND PARKING IMPACTS**

### Construction Workers

For Short-Term Projects, the number of workers required during the construction will vary with an estimated average daily workforce of 150 during the peak of construction. Jobsite personnel shall park at an off-site parking area and will be shuttled to the construction site. MMC will work with the Construction Management Company to identify an off-site parking location and shuttle service. No personal vehicles will be allowed to park at the project construction site or in the adjacent residential streets. The construction company and its subcontractors shall encourage the use of public transportation by their workers, if available.

### Truck Routes and Volumes

Truck routes shall be as far away as possible from residential and other sensitive uses.

MMC may install wayfinding signage at strategic locations identifying no travel zones for construction vehicles. Once at the site, all vehicles will be brought within the fence line and will make every attempt to avoid queueing on public roadways, unless during specific times, as addressed on the site logistics plans.

### Construction Staging Areas

Construction staging areas shall be as far away as possible from residential and other sensitive uses.

## **CONSTRUCTION AIR QUALITY IMPACTS**

To reduce emission of fugitive dust and minimize impacts on the local environment, MMC will adhere to a number of strictly enforced mitigation measures. These include the use of wetting agents to control and suppress dust; covering stock piles of soils and trucks transporting debris; managing construction practices to reduce unnecessary transfers of loose materials; periodic cleaning of streets and sidewalks; and, use of wheel wash stations.

## **IMPACT TO SURROUNDING BUILDINGS AND RESIDENCES**

Foundation surveys of surrounding buildings and homes will be completed within a reasonable distance from the anticipated center of construction and in accordance with current regulations. The results of foundational surveys will be shared with the City of Portland and the property owner.