Memorandum

To: Cape Cod Commission
3225 Main Street
P.O. Box 226
Barnstable, MA 02630

Date: January 20, 2020

Project #: 14720.00

From: Randy Hart, Principal

Re: Project 2022
Cape Cod Hospital

Following the Cape Cod Commission public hearing on January 9, 2020, the Proponent and its representatives held a conference call with Town of Yarmouth, and a meeting with representatives from the Town of Barnstable. It is the purpose of this supplemental memorandum to summarize the proposed Project 2022 Transportation Mitigation proposal, which includes new commitments as a result of those post-hearing discussions. The following represents the commitments that Cape Cod Hospital has made as part of the Development of Regional Impact (DRI) process before the Cape Cod Commission. Based on the highly conservative methodology utilized to estimate new trips, which overstate actual numbers, together with the additional agreements set forth herein, it is the position of the Proponent that the proposed mitigation continues to meet, and, in fact, exceeds the RPP's Transportation Goals and Objectives.

Parking Monitoring Plan

To augment the current and proposed improvements that are already identified in the Traffic Impact Assessment and Supplemental Memorandum issued on October 25, 2019, the Proponent will implement parking management strategies moving forward with Project 2022. The following represents new initiatives that have been developed to be responsive to CCC and Town comments:

Parking Monitoring

Parking utilization has been observed on the campus numerous times over the years including and most recently in November 2017. However currently there is no a program in place to monitor parking on a regular basis. To assess parking and insure that general parking demands are being met, the Proponent is proposing to implement parking monitoring as described below:

- Prior to construction of Project 2022 an update of the parking utilization will be conducted on campus during a typical weekday. The parking monitoring will cover all parking on campus associated with patients, visitors, and employees. The parking counts will be conducted between the hour of 9 AM and 3 PM when parking demands are most prevalent. A summary of the pre-construction parking monitoring will be provided to the CCC and Town of Barnstable for informational purposes.
- During construction of the proposed building, interim parking monitoring will be conducted on a typical weekday during the same hour identified above to assess parking conditions during construction.
- Post construction and occupation of the proposed building, additional parking monitoring will be conducted on a typical weekday during average season conditions and during peak summer conditions. A summary of the post-construction parking monitoring will be provided to the CCC and Town of Barnstable for informational purposes.

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During the parking monitoring activities, observations will be made surrounding the hospital campus to assess if people are parking at campus for non-hospital purposes and if people are parking in the surrounding neighborhood for hospital purposes.

If necessary, based on the results of parking management, the Proponent will meet with the CCC and Town of Barnstable and Town of Yarmouth to discuss additional parking strategies that may be considered to augment parking deficiencies. This could include any number of measures, including but not limited to increasing the valet operations on-site, expanding shuttle activities, increase parking supply, and utilizing parking attendants to help manage activities during crunch periods.

Employee Parking Management

To assist in minimizing the parking required for employees, the Proponent will implement incentives to employees to use alternative transportation to get to and from the campus. This will include subsidizing the cost for employees who use CCRTA bus service, and lunch vouchers to employees who can demonstrate that they biked or walked to work. As already mentioned, there is, and will continued to be, a car-pool rideshare program on campus. For employees that can demonstrate they participate in that program on a regular basis, lunch vouchers will be provided on days when employees can demonstrate that they car-pooled to work.

Safety

To supplement the safety improvements proposed in the October 25, 2019 memorandum to the CCC, additional measures have been considered based on a discussion at a meeting with the CCC/Town of Barnstable, and a second meeting with Town of Barnstable staff. The following locations were discussed in detail and the updated proposal for improvements is discussed below:

Main Street at Center Street / Old Colony Road

- Upgraded lane use signage (diagrammatic) be placed on approaches with dedicated turn lanes, specifically on the northbound approach where a dedicated left turn, a through, and dedicated right-turn are provided.
- Provide "lane ahead" signage to provide warning to vehicles of a signalized intersection. An existing conditions review noticed that the northbound approach has vegetation overhead that could be obstructing the signals. With the permission of Town of Barnstable, trimming should be considered.
- Install lane designation striping along the westbound approach to better define lane usage along this approach.
- Install a directional sign on existing post in channelization island along the westbound approach that defines Hyannis Downtown straight ahead, and Route 6 to right.
- Re-stripe all crosswalks to make them highly visible crosswalks
- Install "Turning Vehicles Yield to Pedestrians" (R10-15) sign on channelized island to alert westbound right turn vehicles.

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- Review phasing options to include split phasing for the north/south movement, which will allow for additional crossing opportunities for pedestrians and bicyclists. With split phasing it is recommended that a " No Turn on Red" turn be implemented for both northbound and southbound approaches, which will allow for additional gaps for pedestrians to cross. Split phasing will only be implemented if the Town of Barnstable approves that change, and that the existing signal equipment can accommodate such a change.

Main Street between Old Colony/Center Street and Lewis Bay/Camp Street is a high crash location is listed by MassDOT as a 2007-2016 Bicycle/Pedestrian HISP Cluster. In addition, the Town currently includes this area in the ongoing Hyannis East End Improvement Project which is considering potential traffic/pedestrian/bicycle improvements in the area. To assist with the East End Improvement assessment, the Proponent will agree to prepare a Roadway Safety Audit (RSA) along this section of Main Street to further inform the issues and potential improvement opportunities.

South Street at Ocean Street & Old Colony Road

- Install signal ahead signage for the eastbound approach, as well as lane diagrammatic signage.
- The angle crashes at the intersection could be prevented to analyzing the red clearance times at the intersection as well as providing potentially providing split phase for the northbound movements (pending town approval).
- Review and update both vehicular and pedestrian clearance times.
- Perform Tree Trimming to improve signal and signage visibility (most notably on the eastbound approach), within the town layout.
- Along with the proposed diagrammatic signage, install and additional set of lane assignment pavement markings on the South Street eastbound approach after the existing mid-block crosswalk to further address sideswipe crashes.
- Inventory all intersection attributes including signal equipment, pedestrian infrastructure, striping, and signage. As part of this work the signal equipment will be tested to understand if components are not working properly. Also, compliance with current standards will be reviewed.
- Assess short term improvements that would include upgrading the intersection in current form or with minor adjustments. We anticipate this would include ADA compliance for pedestrians and upgrade to signal equipment.
- Assess long term improvements that would consider reconfiguration of the intersection, approaches, and pedestrian treatment.
- Prepare conceptual improvement plans for both short- and long-term improvement concepts. The concepts will be prepared based on base information that is available from the town or aerial photography.
- Prepare order of magnitude construction cost estimates.
- Summarize assessment in a Memorandum to the Town and the CCC.

In addition, the Town has requested that the pedestrian environment along South Street between the Old Colony/South Street/Ocean street intersection and the hospital campus be assessed. As part of the intersection study,

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this section will be included to assess the existing pedestrian environment and make recommendations regarding potential pedestrian enhancements.

Main Street at Lewis Bay Road / Camp Street

- Install dashed pavement markings along the taper length of the dedicated left turn storage lane to help motorists differentiate between the through and left-turn only lanes on the east, west and northbound approaches.
- Install new lane use signage on all approaches with dedicated left turn lanes.
- Provide "signal ahead" signage
- Install a new supplemental signal head on the westbound approach mounted on the post of the mast-arm. It is possible that drivers to the intersection do not have good visibility of the signals and are not aware of red lights.
- Install R2-10 (left turn yield on green ball), on appropriate approaches (to be mounted on existing posts).
- While in field, Opticom was called by an approaching ambulance. While the Opticom worked for the ambulance, the strobe mounted on the mast arm did not work so if not replaced by the town prior to improvements outlined above, a new strobe will be installed to ensure proper operations.

Main Street at High School Road

- Install new lane use signage on approaches.
- Install "signal ahead" signage. It is possible that drivers to the intersection do not have good visibility of the signals and are not aware of red lights.
- If allowed by the Town of Barnstable, trim vegetation to open sight lines to signage and signal heads as necessary.
- Review and update both vehicular and pedestrian clearance times.

Traffic Demand Management (TDM)

TDM measures that Project 2022 are outlined on pages of 62-64 of the September 17, 2019 TIA. However as requested from the CCC, more detail regarding the current and proposed TDM initiatives has been requested and is provided below. Cape Cod Hospital currently implements a robust onsite TDM for its employees. This program includes but is not limited to the following:

- TDM Coordinator onsite who is responsible for TDM plan implementation
- Carpool/rideshare program with guaranteed ride home

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- Cape Cod Hospital Shuttle
- Public Transit connections
- Bicycle storage
- Pedestrian Accommodation
- Extensive Onsite Amenities

Carpooling/Ridesharing
The Proponent will continue to promote ridesharing to its employees. Information regarding carpooling and its benefits will be redistributed to all employees and interested carpooler names will be managed by the TDM coordinator. Additionally, a guaranteed ride home program, in the case of an emergency for registered employee ride-sharers, is provided via a local taxi service. New preferential parking spaces will be designated for employees who rideshare. Incentives for participation will also be explored to encourage employees to rideshare. The on-site transportation coordinator will continue to ensure that the ridesharing program is consistently promoted and provided.

Local Shuttles
The hospital currently operates a free shuttle that provides access to the local regional travel hubs including the Hyannis Transportation Center, Barnstable Airport, Ferry Terminals, and provides access to remote parking areas for employees onsite. The shuttle system will be available to new employees and patients that will enter the site as a result of the Project. The shuttle runs between 5:30 AM and 8:00PM five days a week. The typical routes of the shuttle are through the campus and leading to the large employee parking lot at the northeast end of the campus. However, the shuttle is available, on call, between the Barnstable Municipal Airport, Hyannis Transportation Center, and the Ferry Terminals as necessary to be responsive to employee, patient, and visitor needs. There is a dispatch number that is provided to all who need the shuttle services.

Public Transit
Public transit may be an attractive way for some employees or visitors to access the facility. The H2O Hyannis-Orleans bus travels to the site and the Hyannis Transportation Center 0.6 miles. Currently the Hyannis Villager makes regularly scheduled stops at Cape Cod Hospital. On its route from the Hyannis Transportation Center, the Villager passes by the Cancer Center and stops at the main entrance to the hospital. Transit route and fare information is readily available inside the hospital for interested patrons and employees. The same will be true under proposed conditions and the potential for re-routing the Villager to the new addition will be discussed with CCRTA. As previously mentioned, the hospital runs a free shuttle service to the Transportation Center, so employees, patients, and visitors already have options for access to public transportation. To encourage the use of transit by employees and visitors to the site, transit schedules and route information will be provided in common areas within the facility.

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In addition to the TDM initiatives mentioned in the TIA, October 25, 2019 Supplemental Memorandum, and herein above, Cape Cod Healthcare (CCHC) is teaming up with Peter Pan Buses for a new initiative that would bolster access to CCHC facilities and the Hospital for Outer Cape residents. Currently, the Peter Pan Bus Line route starts at Ryder Street Extension in Provincetown and ends at the Hyannis Transportation Center off Main Street. The new initiative would add bus stops at the Outer Cape Health Services clinic in Wellfleet, Fontaine Medical Center in Harwich and Cape Cod Hospital. The initiative was announced on November 8th, 2019 but the date it will begin has not yet been set. This new option will allow patients, visitors, and perhaps even employees to use public transportation to gain access to the Hospital. CCHC is working on a plan to provide vouchers to make rides more affordable or potentially free to try and encourage participation. This is a significant add to the transportation access to the hospital and the overall TDM initiatives.

Bicycle Measures

Bicycling to the project site may be attractive to some employees. To facilitate bicycle access to the site, secure bicycle storage racks will be provided on the exterior of the building. Refer to attached site plan which demonstrates the location of the proposed bicycle rack on the redevelopment plan.

Pedestrian Accommodations

Pedestrian accommodations accessing the site are generally in place today. However, there is a Yarmouth/Barnstable Bayview Street enhancement project that is currently in the final design phase which will significantly enhance existing and add additional pedestrian amenities along Bayview Street between Main Street and Willow Street. The improvements include new sidewalk along the east side of Bayview Street, enhancement of existing sidewalk on the west side of the street and the introduction of two lighted crosswalks on the north and south side of Park Street. The lighted crosswalks will include 5-foot posts with APS Ped Push Buttons to engage the lights when pedestrians are present. The lighted crosswalks will bolster, significantly, hospital employee access between the main hospital campus and the primary hospital employee parking lot located northwest of the hospital campus on the east side of Bayview. This project is in the final design phase and is expected to be completed in advance of the 2022 project. The Bayview Street plan set is included in the Appendix of the TIA.

On Site Amenities

The Project and existing facilities on site provide many amenities that allow patrons of the facility, employees, and vendors opportunities to conduct necessary business on site without the need to leave. Most notably, the campus has a full-service restaurant, and retail kiosks so patrons and visitors and employees can eat meals and pick up necessary items at their convenience on site. These and other amenities, will substantially reduce the need for employees and patrons to travel offsite, thereby minimizing trip making. The following is a summary of other key amenities that are
proposed:

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- Provide preferred/reserved parking for employees/patrons who rideshare/carpool
- On-site restaurant with full food and beverage services
- On-site coffee shop
- Bicycle storage – exterior bike racks
- Showers
- Onsite sleeping pods for certain doctors and vendors

As part of Project 2022, a formal TDM Booklet will be prepared that highlights the various TDM initiatives that will be available to all employees who work on site. The booklets will be distributed to current employees and provided to new employees during the on-boarding process. Also, general information regarding TDM initiatives will be posted in common employee areas throughout the campus. Cape Cod Hospital is planning to reeducate all its staff regarding the various TDM initiatives and strongly encourage additional participation

Sidewalk

As requested by Commission staff, Cape Cod Hospital will upgrade a section of sidewalk along Lewis Bay Road. The section is between the driveway of 40 Lewis Bay Road and just north of the driveway to 44 Lewis Bay Road. The crosswalk and wheel chair ramps at Lewis Bay Road and Gleason Street were recently improved so no work is proposed for that section of the run.

Letters from the Town of Barnstable and Yarmouth

Town of Barnstable

The Town of Barnstable sent a letter to the CCC dated January 9th, 2020 which is attached to this memorandum in the Appendix. Within the letter there are two requests which are highlighted below related to project transportation initiatives.

Comment: *The town supports the above proposals. The traffic Impact and Access Study and supplementary materials provided for Project 2022 detail existing and future conditions on roadway networks throughout Hyannis. With 50% of new site-generated traffic traveling west via South Street, the proposed comprehensive analysis of South Street/Ocean Street/Old Colony intersection will be extremely valuable. Following completion of these assessments, the Town also requests that the Hospital commit to partnering on implementing future improvements as may be reasonable in relation to Project 2022.*

Response: As discussed at the January 17, 2020 meeting at Barnstable Town Hall, the approach to traffic generation for the proposed project is highly conservative and the actual project traffic generation is likely a fraction

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of that which has been projected and utilized in the assessment of study area review and project mitigation needs under the DRI process. As noted at the January 9th, 2020 CCC Subcommittee Hearing, CCC Staff are in support of the proposed mitigation program as outlined in detail in this document. While the Proponent cannot commit to anything beyond that stated above at this time, CCH will continue to work with the Town of Barnstable regarding area initiatives including future needs along South Street including the intersection identified in this comment.

Comment: *The Town further requests to be involved with any long-term/master planning initiatives from the hospital in order to identify and address parking challenges associated with future hospital expansions and for their continued participation and partnership in community conversation around parking supply and demand management.*

Response: Cape Cod Hospital will involve the Town of Barnstable with any long-term/master planning initiatives that are being considered or developed.

Town of Yarmouth

The Town of Yarmouth sent a letter to the CCC dated January 8th, 2020 which is attached to this memorandum in the Appendix. Within the letter there are five comments related to project transportation initiatives. Each comment and the Proponents responses are provided below:

Comment: *Bayview Sidewalk & Resurfacing Improvements: The Hospital's DRI application notes the proposed improvements along Bayview Street including sidewalk and crosswalk improvements, drainage and roadway overlay. This joint project between the Towns of Barnstable and Yarmouth is estimated to cost $1.4 million with almost $1 million being funded by the Town of Yarmouth. The Hospital is contributing $100,000 towards the project to cover crosswalk safety improvements (i.e. in pavement crosswalk warning light system) which they requested to improve pedestrian safety from their large employee parking lot to the Hospital. Construction of this project in the near future is necessary due to the deteriorated condition of Bayview Street which is partially related to high volumes of Hospital traffic. We recommend that the Hospital contribute additional funds for construction of Bayview roadway and sidewalk improvements, and that traffic from the construction equipment be minimized along Bayview Street if these improvements are completed prior to construction of the Tower.*

Response: First, it is noted that the Project is only expected to add 5 and 15 trips along this roadway during the Am and Pm Peak hours respectively. Therefore, the project does not meet the Regional Policy Plan's threshold for mitigation. In addition, it is not a safety deficient roadway, as defined under the Regional Policy Plan. Nonetheless, the Proponent is contributing to this project in two ways already, first by donating an easement over private land to allow for sidewalk improvements, and second by funding the lighted crosswalk just south of Park Street. While the Proponent will continue to assist the Town of Yarmouth with improvements in the area, no additional funds can be committed at this time.

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Comment: *Route 28/Iyannough Road/East Main Street Intersection; A recently completed Roadway Safety Audit conducted by MassDOT identified numerous functional issues with this intersection including a significant number of crashes, a lack of bicycle and pedestrian amenities, and a skewed intersection geometry which does not provide for left hand turns onto Iyannough Road. Although this intersection was not evaluated in the Hospital's Traffic Study as the Hospital's consultant predicted less than 25 new peak hour trips from the proposed project, Hospital related traffic certainly impacts this intersection. Although the reconstruction/reconfiguration of this intersection may ultimately become a Transportation Improvement Project (TIP) project, the cost of design is often the burden of the municipality. We request that the Hospital and the Commission work with the Town of Yarmouth to support and advocate for improvement to this intersection as part of a future TIP project and work to identify other ways to fund the design of the project, perhaps with MassDOT taking on that Role.*

Response: The Proponent will offer support letters and political advocacy related to future funding of design and construction of improvements at the Route 28 (Iyannough Road)/East Main Street intersection that is under MassDOT jurisdiction.

Comment: *Construction Traffic and Parking; As part of the local permitting process, we request detailed information on the proposed traffic and parking mitigation plan during construction of the Tower to avoid issues with illegal parking or parking within the residential neighborhoods.*

Response: The Proponent will provide detailed information regarding the various phases of construction and the associated parking management plans.

Comment: *The TDM Program is relied upon to reduce and manage traffic and parking demand and is a key element in the overall mitigation package proposed by the Hospital. The very high parking usage rates show how tight the parking is for this important facility. Although identifying specific incentives (meal vouchers) and having a full-time person managing the program and beneficial, there needs to be some documentation and accountability for actual use of the program as compared to the anticipated usage. We recommend the Hospital be required to submit TDM evaluation reports to the Commission and the two towns on an annual basis and make appropriate modifications to the TDM Program should they fall short of the usage projections.*

Response: The Proponent will agree to conduct an assessment of the effectiveness of the TDM Program, along with a parking analysis, after the new Tower had been fully operational for 1 year.

Comment: *Traffic through Residential Neighborhoods: Yarmouth residents have, for years, expressed issues with hospital related traffic traveling through their residential neighborhoods (Hyannis Park). Although not a year-round issue, it can be problem during the peak season when people become frustrated with the traffic congestion and seek alternative routes. We recommend that the TDM Booklet clearly direct Hospital Staff to not travel through these residential neighborhoods and this be highlighted throughout educational materials for the TDM Program.*

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Response: The TDM Booklet, proposed as part of the hospital's expanded TDM Plan, will include language directing Hospital staff to avoid the residential neighborhood of concern.

Non-Essential Services Relocation Program

Cape Cod Hospital continues to evaluate the programs and services that it provides at its downtown Hyannis campus. Many of those services cannot be relocated due to federal reimbursement requirements that require location within 500 feet of main hospital campus. However, for other, non-essential services at the downtown campus, Cape Cod Hospital continues to consider relocation of such services to other communities or other properties in the Hyannis area, namely the Wilkins Campus off of Attuck's Lane. One such program is a plan to develop a new facility at the Wilkens Campus to accommodate up to 2 Computed Tomography (CT) Scanning units that would be relocated from the downtown campus. The timing on this project is unclear at this time and this information is being provided for informational purposes only. That being said, the Hospital has engaged an architect and design planning for the new facility is underway. The relocation of these services will undoubtedly have a positive influence on traffic to the downtown campus and parking. As detailed in the attached spreadsheet prepared by the Hospital, the relocation would see significant yearly benefits with nearly 17,380 patients being relocated to Wilkens from the downtown campus. This translates to approximately 72 trips per day for patients exclusively. In addition to patients, employees, deliveries, etc... would also be relocated having further positive affect at the downtown campus.

Determination of Need/Community-Based Health Initiative

Project 2022 will require a Determination of Need (DoN) from the Massachusetts Department of Public Health (DPH). The goal of the DoN process and the framework for the Department's analysis is to promote population health and increased public health value in terms of improved health outcomes, increased quality of life, and increased access to care at the lowest reasonable aggregate cost. In so doing, the Department hopes to incentivize competition with a public health focus, and to support the development of innovative health delivery methods and population health strategies.

The Determination of Need's (DoN), Community-Based Health Initiative (CHI) Program has been redesigned to support DoN Applicants and their community-based partners in focusing on social determinants of health (SDH), the conditions where people live, work, and play that influence health outcomes, and which in turn, provide a significant opportunity for long-term health care cost savings. This redesign leverages activities that engage communities in a cycle of community health needs assessment (CHNA) and community health improvement planning (CHIP) required under federal law and supported by the Attorney General's (AGO) Community Benefits guidelines.

The Determination of Need (DoN) Regulation,105 CMR 100.000 requires that DoN Applicants include plans for addressing state-defined Health Priorities through Community-Based Health Initiatives (CHIs). CHIs support the principle that access alone is insufficient to tackle health care costs, and therefore, Applicants

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must address the Massachusetts Department of Public Health's (DPH) goals of identifying, understanding, and tackling the underlying and common social determinants of health ("SDH") across the Commonwealth. CHIs further provide a mechanism for Applicants and their local partners to support a social determinant of health and health equity framework to community health investments.

Cape Cod Hospital will be required to fund the CHI with an amount equal to 5% of the total maximum capital expenditure referenced in the DoN application. It is estimated that amount will be over $7 million. The statewide CHI program receives 25% and the remaining 75% is distributed through a community engagement process which will include a local CHI committee.

Expenditures will build on the health priorities established in the Cape Cod Healthcare's recently completed CHNA. That document as well as statewide trends point to the following areas of concern:

- Substance use disorders (SUDs)
- Housing Stability/Homelessness
- Mental illness and mental health
- Chronic disease with a focus on Cancer, Heart Disease and Diabetes

Expenditures can address one or more of the DoN referenced (6) common social determinants of health. The DoN Health Priorities are six (6) common social determinants of health:

- Social Environment
- Built Environment
- Housing
- Violence and Trauma
- Employment
- Education

This community-led process will identify and fund an $5 million in local projects over 5 years.

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Attachments

- Letter from Town of Barnstable
- Letter from Town of Yarmouth
- Expected CT Scan Activity Proposed for Wilkins

Town of Barnstable

Planning & Development Department

www.townofbarnstable.us/planninganddevelopment

January 9, 2020

Jonathan Idman, Chief Regulatory Officer
Cape Cod Commission
3225 Main Street
Barnstable, MA 02630

RE: Cape Cod Hospital (CCC File No. 19024)

Dear Mr. Idman:

In response to the Development of Regional Impact application filed by Cape Cod Hospital for a six-story, 200,000 square foot new tower addition (Project 2022), the Town of Barnstable Planning & Development Department offers following comments in regard to the project's consistency with the adopted Local Comprehensive Plan and municipal development ordinances, along with comments related to traffic and parking. The 2018 Downtown Hyannis Growth Incentive Zone application identifies the Hospital as being the largest building on the largest parcel in Downtown Hyannis, and the expansion of this facility will have an impact on the local economy, built environment, and infrastructure - in addition to a significant enhancement in regional healthcare services.

Consistency with Local Comprehensive Plan

The new tower proposed by the Cape Cod Hospital at 27 Park Street, Hyannis is generally consistent with land use strategies found within the Town's 2010 Comprehensive Plan, which seeks to encourage healthcare providers to locate offices and services within the designated medical services districts in Downtown Hyannis. The project's location takes advantage of existing infrastructure in Downtown Hyannis and will represent an aesthetic and economic enhancement of the property, in addition to a vast improvement in the availability of healthcare services within the region. The proposal also represents a significant investment Barnstable's year-round economy, consistent with the Town's identified economic development objectives. The proposal will create over 60 new jobs in Hyannis' downtown core, within steps of the Main Street's commercial corridor. Additional comments related to parking, traffic, and on-site containment can be found below.

Consistency with Municipal Development Ordinances

Located in the Medical Services zoning district, zoning relief from the Barnstable Planning Board will likely be necessary for the expansion of a pre-existing non-conforming structure. Although located within the Downtown

Hyannis Growth Incentive Zone, additions and expansions associated with the Hospital are subject to Cape Cod Commission review under the 2018 GIZ reauthorization.

Traffic

The Town has reviewed the September 18, 2019 Traffic Impact and Access Study, October 25, 2019 supplemental memorandum, and December 4, 2019 supplemental memorandum, and met with project proponents on several occasions to discuss the traffic impacts of this project.

The need to improve access to the Hospital has been part of the Town's vision for Hyannis for decades. A discussion of traffic circulation within the 2018 Growth Incentive Zone Application highlights the hospital as a key destination, stressing the need to address problematic intersections and roadways that can help traffic flow more efficiently. The Traffic Impact and Access Study and supplementary materials detail existing and future conditions on road networks throughout Hyannis, and finds the proposed project is expected to result in a total of 1,150 net new trips on a typical weekday. Proposed mitigation includes :

- Various upgrades (new signage, lane designation striping, and dashed pavement markings, etc.) at safety deficient intersections, (including Main Street at Lewis Bay Road, Main Street at High School Road, Main Street at Center Street/Old Colony Road, South Street at Ocean Street & Old Colony)
- Sidewalk upgrades between 40 Lewis Bay Road and just north of the driveway to 44 Lewis Bay Road

Additional discussion focused on the Main Street at Center Street / Old Colony Road and South Street at Ocean Street & Old Colony Road intersections. Mitigation specific to these intersections includes the following:

- Main Street at Center Street/Old Colony Road
    - Updated signage and lane designation striping
    - Preparation of a Roadway Safety Audit (RSA) in support of the East End Improvement Project
- South Street at Ocean Street & Old Colony:
    - Inventory signal equipment (including testing), pedestrian infrastructure, striping, and signage and review for compliance with current safety standards.
    - Assess short term improvements that would include updating intersection in current form
    - Assess long term improvements that would consider reconfiguration of intersection, approaches, and pedestrian treatment
    - Preparation of conceptual plans for short and long term improvements
    - Preparation of an order of magnitude for construction cost estimates
- An assessment of the pedestrian environment between the Old Colony/South Street/Ocean Street intersection and the hospital entrance.

The Town supports the above proposals. The Traffic Impact and Access Study and supplementary materials provided for Project 2022 detail existing and future conditions on road networks throughout Hyannis. With 50% of new site-generated traffic traveling west via South Street, the proposed comprehensive analysis of the South Street/Ocean Street/Old Colony intersection will be extremely valuable. Following the completion of these assessments, the Town also requests that the Hospital commit to partnering on implementing future improvements as may be reasonable in relation to Project 2022.

Parking

Hospital parking has long been a concern of the Town of Barnstable, with both the 1997 and 2010 Local Comprehensive Plans encouraging the Town and Hospital to explore concepts for structured parking at the Hospital. While the Town remains concerned that Project 2020 will result in an increase of only 12 parking spaces when peak occupancy of *current* campus parking can rise to 93% of capacity, the we appreciate mitigation proposed as part of the project, including:

- An enhanced Transportation Demand Management program consisting of an onsite TDM Coordinator, carpool/rideshare incentives, public transit incentives, bicycle storage and incentives, and the creation of a TDM booklet for highlighting the various TDM initiatives for employees.
- A commitment to monitor parking prior to, during, and after construction and discuss strategies to address parking deficiencies with the Cape Cod Commission and Town, if necessary.
- A commitment to enhance valet parking services.

The Town further requests to be involved with any long-term/master planning initiatives from the hospital in order to identify and address parking challenges associated with future hospital expansions and for their continued participation and partnership in community conversations around parking supply and demand management.

Summary

The Town supports the proposal to expand the Hospital to accommodate additional critical care beds, medical/surgical beds, and oncology services along with an education/collaboration center for Hospital staff. For almost 100 years, the Hospital has been a critical anchor for The Town of Barnstable. We look forward to working with the Hospital and Cape Cod Commission to make Project 2022 a success.

Sincerely,



Elizabeth S. Jenkins, AICP
Director of Planning & Development
Town of Barnstable

TOWN OF YARMOUTH

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Planning Division

MEMORANDUM

To: Jonathon Idman, Chief Regulatory Officer, Cape Cod Commission

Cc: Jack McCormack, Yarmouth's Representative to the Cape Cod Commission
Dan Knapik, Town Administrator
Amanda Ruggiero PE, Yarmouth Town Engineer

From: Kathy Williams PE, Town Planner

Date: January 8, 2020

Subject: Cape Cod Hospital Tower DRI

Thank you for the opportunity to comment on this important project. The benefits to the Cape Cod community from an expanded and modernized medical facility is apparent and well documented in the Hospital's DRI application. Although the new Tower building is located in Barnstable, the parking areas and road networks within Yarmouth are also important to the operation of the Hospital. In reviewing the DRI application, the Town would suggest the Commission consider the following:

1. Bayview Sidewalk & Resurfacing Improvements: The Hospital's DRI application notes the proposed improvements along Bayview Street including sidewalk and crosswalk improvements, drainage and roadway overlay. This joint project between the Towns of Barnstable and Yarmouth is estimated to cost $1.4 million with almost $1 million being funded by the Town of Yarmouth. The Hospital is contributing $100,000 towards the project to cover crosswalk safety improvements (i.e. in-pavement crosswalk warning light system) which they requested to improve pedestrian safety from their large employee parking lot to the Hospital. Construction of this project in the near future is necessary due to the deteriorated condition of Bayview Street which is partially related to the high volumes of Hospital traffic. We recommend that the Hospital contribute additional funds for construction of the Bayview roadway and sidewalk improvements, and that traffic from construction equipment be minimized along Bayview Street if these improvements are completed prior to construction of the Tower.
2. Route 28/Iyannough Road/ East Main Street Intersection: A recently completed Road Safety Audit conducted by MassDOT identified numerous functional issues with this intersection including a significant number of crashes, a lack of bicycle and pedestrian amenities, and a skewed intersection geometry which does not provide for left hand turns onto Iyannough Road. Although this intersection was not evaluated in the Hospital's Traffic Study as the

Hospital's consultant predicted less than 25 new peak hour trips from the proposed project, Hospital related traffic certainly impacts this intersection. Although reconstruction/reconfiguration of this intersection may ultimately become a Transportation Improvement Program (TIP) project, the cost of design is often the burden of the municipality. We request that the Hospital and the Commission work with the Town of Yarmouth to support and advocate for improvements to this intersection as part of a future TIP project and work to identify other ways to fund the design of the project, perhaps with MassDOT taking on that role.

3. Construction Traffic and Parking: As part of the local permitting process, we request detailed information on the proposed traffic and parking mitigation plan during construction of the Tower to avoid issues with illegal parking or parking in residential neighborhoods.
4. Transportation Demand Management (TDM) Program: The TDM Program is relied upon to reduce and manage traffic and parking demand and is a key element in the overall mitigation package proposed by the Hospital. The very high parking usage rates show how tight the parking is for this important facility. Although identifying specific incentives (meal vouchers) and having a full-time person managing the Program are beneficial, there needs to be some documentation and accountability for actual use of the program as compared to the anticipated usage. We recommend the Hospital be required to submit TDM evaluation reports to the Commission and the two Towns on an annual basis and make appropriate modifications to the TDM Program should they fall short of usage projections.
5. Traffic through Residential Neighborhoods: Yarmouth residents have, for years, expressed issues with hospital related traffic traveling through their residential neighborhoods (Hyannis Park). Although not a year round issue, it can be a problem during peak season when people become frustrated with the traffic congestion and seek alternate routes. We recommend that the TDM Booklet clearly direct Hospital Staff to not travel through these residential neighborhoods and this be highlighted throughout educational materials for the TDM Program.

We look forward to following your review of this project and hearing more about the project at the Public Hearing scheduled for January 9th.

Cape Cod Hospital Imaging Division
Wilkens Outpatient Center CT Imaging Expansion
Capacity Model
Tests = Service Item Charge Code

Scenario One--One CT 5 days per Week 7 am to 7 pm

	Machines	Operations		Testing	
Modality -- Expanded Only	# of New Machines	Days Per Week	Hours Per Day	Average Scheduling Block Time (Minutes) Per Patient	Average # of Tests Per Patient
CT	1	5	12	20	1.11

A) With One CT 5 Days / Week 12 Hours Per Day Wilkens Max Capacity

Measure	Maximum Per Day	Maximum Annually	Wilkens Capacity
Encounters	36	8,640	100%
Tests	40	9,588	100%

B) Projected Eligible from CCH to Wilkens

Measure	Maximum Annually From CCH	% Shift from CCH to Wilkens
Encounters	19,741	44%
Tests	21,906	44%

Scenario Two--Two CTs 5 days per Week 7 am to 7 pm

	Machines	Operations		Testing	
Modality -- Expanded Only	# of New Machines	Days Per Week	Hours Per Day	Average Scheduling Block Time (Minutes) Per Patient	Average # of Tests Per Patient
CT	2	5	12	20	1.11

A) With Two CTs 5 Days / Week 12 Hours Per Day Wilkens Max Capacity

Measure	Maximum Per Day	Maximum Annually	Wilkens Capacity
Encounters	72	17,280	100%
Tests	80	19,181	100%

B) Projected Eligible from CCH to Wilkens

Measure	Maximum Annually From CCH	% Shift from CCH to Wilkens
Encounters	19,735	88%
Tests	21,906	88%

Scenario Three--Two CTs 6 days per Week 7 am to 7 pm

	Machines	Operations		Testing	
Modality -- Expanded Only	# of New Machines	Days Per Week	Hours Per Day	Average Scheduling Block Time (Minutes) Per Patient	Average # of Tests Per Patient
CT	2	6	12	20	1.11

A) With Two CTs 6 Days / Week 12 Hours Per Day Wilkens Max Capacity

Measure	Maximum Per Day	Maximum Annually	Wilkens Capacity
Encounters	72	21,024	100%
Tests	80	23,337	100%

B) Projected Eligible from CCH to Wilkens

Measure	Maximum Annually From CCH	% Shift from CCH to Wilkens	
Encounters	19,735	107%	**
Tests	21,906	107%	**

**Market Forecast is 9% growth in 5 years

Tests would increase to 23,877 annually by the end of the 5th year