

October 4, 2016

Mr. Brian Golden, Director
Boston Planning & Development Agency
Boston City Hall, 9th Floor
One City Hall Square
Boston, MA 02201-1007

Re: Dana-Farber Cancer Institute, Inc. Institutional Master Plan Update as required in accordance with Article 80 of the Boston Zoning Code and Enabling Act

Dear Director Golden:

Dana-Farber Cancer Institute, Inc. ("DFCI") is pleased to provide you with an update on its Institutional Master Plan ("IMP") in accordance with the provisions of Section 80D-7 of the Zoning Code. The IMP was approved by the BRA Board in April 2007, and adopted by the Zoning Commission in May 2007. Update letters have been issued in 2010, 2012, and 2014. The purpose of this letter is to again update you and your team with respect to the projects described in the IMP, to report on the status of the mitigation offered in connection with IMP approval and to provide you with a full update of DFCI's community benefits and workforce development efforts.

I. Status of Projects as Described in the IMP

As described below, DFCI is proceeding with, or has completed, the Proposed Projects identified in the IMP in substantial accord with the descriptions provided in Section 4 of the IMP.

1) Yawkey Center for Cancer Care

DFCI completed construction of the Yawkey Center for Cancer Care (the "Yawkey Center") in the Fall of 2010, and commenced clinical occupancy in February 2011.

2) Dana Building Parking Levels and Vehicular Drop-off

DFCI completed the Proposed Project identified in Section 4.2.2 of the IMP under the Project name: Dana Building Garage Infill Project. With regard to these improvements, the BRA approved the Contract Documents for the Dana Building Garage Infill Project in a letter dated November 28, 2011, and subsequently authorized a Certificate of Consistency for the Dana Building Garage Infill Project on December 5, 2011. DFCI occupied this Project in June of 2013.

3) Dana/Mayer Façade Improvements

DFCI completed this Proposed Project identified in Section 4.2.3 of the IMP within the Dana Building Garage Infill Project described above. Construction was completed in the third quarter of 2013.

4) Existing Facilities Upgrade

DFCI has modified the Proposed Projects identified in Section 4.2.5 of the IMP. The need for Radiation Oncology expansion until now has been limited to minor office expansion and equipment replacement with limited renovation. We are currently exploring the feasibility of Radiation Oncology equipment replacement/upgrade in 2017. Imaging renovations have been limited to those related to equipment replacement. The 10th and 11th floors of the Dana Building have been re-purposed as Population Sciences Office space with the 9th floor of the Dana Building planned for future growth of this program and/or a similar office-based one. The clinical faculty office need and clinical research office need continues to rise and will be addressed via phased renovations in the Jimmy Fund building and in existing leased space and in the Dana Building over the next few years. DFCI is currently designing a new CMCF (Cell Manipulation Core Facility) to be located in the top 2 floors of the Smith Building with anticipated occupancy in 2018.

5) Leased Space

DFCI has leased approximately 254,000 rentable square feet ("rsf") at Longwood Center for research laboratory and vivarium use adjacent to DFCI's main campus. Occupancy commenced as planned in January 2015. The vivarium space construction and commissioning is in the final stage with occupancy planned by January 2017. DFCI has leased the 6th floor of Longwood Center and plans to commence design of this additional research space this Fall.

Between November 2016 and July 2017, DFCI plans to convert 203,090 rsf (leaving approximately 51,000 rsf still leased) in Longwood Center from leased space to DFCI-owned condominium space, based on a negotiated right in the lease that was executed in December 2011. The space will continue to function as research space with one floor designated as an animal resource facility.

As of October 28, 2016, The Dana-Farber Community Cancer Network will consist of three (3) leased locations in Methuen (at Holy Family Hospital), Lawrence, and Weymouth. The DFCCN sites located in Stoneham, Haverhill, and Newburyport have been closed and the sites in Dorchester (at Carney Hospital), Quincy, and Milton will be closed in October, 2016.

Dana-Farber opened a fourth satellite location (measuring 16,024 rsf) at St. Elizabeth's Medical Center in Brighton, MA in 2014.

It is worth noting, that DFCI has addressed administrative office needs through the leasing of an additional 47,893 rsf of office space at 10 Brookline Place, Brookline. Since the last update, DFCI, in 2015, allowed the office space lease at 1 Harvard Street in Brookline to expire.

See [Table 1](#) for a summary of leased space. As described in the IMP, lease renewals and renovations of spaces already leased for clinical, research and administrative use are ongoing.

II. Community Benefits and Workforce Development

Since approval of the IMP, DFCI has continued to support and grow its strong commitment to community outreach and community benefits programs, as well as its extensive workforce development initiatives. [Table 2](#) attached hereto contains a complete interim update of DFCI's community benefits and workforce development commitments required by Section B.9 of the Cooperation Agreement for the Yawkey Center Project entered into between DFCI and the Authority dated September 19, 2008.

II. Transportation

DFCI is committed to on-going improvements to the transportation network serving DFCI. Please review attached [Table 3](#) for the status of DFCI's transportation commitments as reported in the IMP and the Cooperation Agreement.

It is noteworthy to mention that DFCI has earned numerous awards for our transportation efforts including:

2015

- Walk/Ride Day Corporate Challenge First Place Winner (Largest Size Category) (2014 season)
- Mass Commute Bicycle Challenge – Second Place (size category 3,000-4,999)
- Mass ECO Pinnacle Award
- League of American Bicyclists – Bronze Award
- City of Boston - Gold Award Bike Friendly Business

2016

- Walk/Ride Day Corporate Challenge First Place Winner (Largest Size Category) (2015 season)
- Mass Commute Bicycle Challenge – Third Place (size category 3,000-4,999)
- Mass ECO Pinnacle Award
- League of American Bicyclists – Gold Award (2016-2020)

IV. Urban Design/Planning

DFCI is committed to enhancing the urban environment and connections with surrounding neighborhoods. Please review attached [Table 4](#) to review status of DFCI's Urban Design and Planning commitments as reported in the IMP and Cooperation Agreement.

V. PILOT and Development Impact Project Payments

DFCI is currently making Payment in Lieu of Tax (“PILOT”) contributions to the City of Boston. In Appendix J to the Task Force Report, the Task Force recommended that DFCI’s annual PILOT contribution be increased over a five (5) year period from \$99,972 (the FY 2011 PILOT Payment) to \$904,574, by increasing the PILOT contribution by \$160,920 every year commencing with FY 2012 and ending with FY 2016). DFCI has increased its PILOT contributions each year as prescribed. The annual PILOT contribution in FY16 is \$904,574.

DFCI also pays real estate taxes on some of its facilities. In 2015, real estate tax payments for its leased spaces totaled approximately \$3,500,000.

DFCI has made all of the required payments due under the Development Impact Project Agreement entered into between DFCI and the Authority dated as of May 16, 2007. As set forth in the Agreement, the total amount of DIP payments for the Yawkey Center was approximately \$1,486,800.00 (with \$1,239,525.00 attributable to the Housing Exaction and \$247,275.00 attributable to the Jobs Exaction). DFCI paid the Housing Exaction in two (2) equal installments of \$123,637.50, with the first being paid on May 20, 2009, and the second on October 1, 2009. By agreement between the Office of the Collector-Treasurer of the City of Boston, the City of Boston Neighborhood Housing Trust and DFCI, DFCI paid the Housing Exaction in a single lump sum of \$1,013,970.88, which payment was made on October 22, 2010.

VI. Projects Contemplated Beyond the Term of the IMP

As described in the IMP, projects that DFCI anticipates in the future include the construction of a third-level bridge or bridges over Binney Street to improve connectivity with our clinical care partners at Brigham and Women’s Hospital and Boston Children’s Hospital and the renovation or replacement of the Jimmy Fund Building. DFCI has commenced planning efforts related to the phased renovation of several floors within the Jimmy Fund Building and expects to renovate at least three floors of the Jimmy Fund building through FY2019.

The majority of research growth will be achieved via Longwood Center, renovation of Longwood Center backfill space, vivarium relocation into Longwood Center and the Cell Manipulation Core Facility (CMCF) renovation and growth within our Smith Building. Clinical expansion prior to the end of the current IMP will include minor renovation and occupancy of our remaining Yawkey shell space on the 5th and the 11th floors (to be completed in 2016) and potential Network growth outside of Boston.

Clinical space master planning is underway. DFCI plans to continue to meet clinical growth within Yawkey and via network development. DFCI does not anticipate commencing construction of any major clinical expansions within its existing Campus or within the Longwood Medical and Academic Area prior to the expiration of the term of the current IMP in 2017. It is contemplated that some faculty office areas within Yawkey may be renovated and repurposed into clinical space between 2017-2022.

We are pleased to be able to report progress on our projects and commitments. Please do not hesitate to contact me should you have any questions with respect to the above.

Sincerely,



Wendy W. Gettleman
Vice President, Facilities Management & Real Estate
Dana-Farber Cancer Institute, Inc.

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Enclosures:

Table 1 - Summary of Leased Space
Table 2 - Community Benefits and Workforce Development
Table 3 - Transportation
Table 4 - Urban Design