



**Institutional Master Plan Notification Form**

For Renewal of the

**Dana-Farber Cancer Institute  
Institutional Master Plan**

Submitted to:

**Boston Planning and Development Agency (BPDA)**

Submitted by:

**Dana-Farber Cancer Institute**

**February 2, 2017**

## I. INTRODUCTION

This Institutional Master Plan Notification Form (“IMP NF”) is submitted to the Boston Planning and Development Agency (BPDA) in compliance with Section 80D-8 of the Boston Zoning Code (the “Zoning Code”), for purposes of renewing with no changes the current Institutional Master Plan (the “DFCI IMP” or the “IMP”) for the Dana-Farber Cancer Institute (“DFCI”).

At this time, DFCI has no new Proposed Institutional Projects planned beyond those listed in the current IMP.

## II. BACKGROUND AND DESCRIPTION OF IMP AREA

DFCI was founded in 1947 and is a private, not for profit research, patient care and teaching institution in Boston, Massachusetts. A licensed acute-care hospital, DFCI has been a pioneer in the development of cancer treatments used around the world and continues its tradition of excellence and innovation with comprehensive inpatient and outpatient clinical facilities serving adults and children, and world-class scientific and clinical research programs. DFCI is one of only 41 federally-designated Comprehensive Cancer Centers and is now the lead institution of the largest of these centers, the Dana-Farber / Harvard Cancer Center, a collaboration among DFCI, Harvard Medical School, Harvard School of Public Health, and other Harvard teaching hospitals. It is also a federally designated center for AIDS research.

DFCI is committed to providing expert, compassionate care to children and adults with cancer while advancing the understanding, diagnosis, treatment, cure and prevention of cancer and related diseases. DFCI provides numerous economic benefits to the City of Boston, is a large purchaser of goods and services, and is one of Boston’s most significant employers, employing approximately 1,490 Boston residents as part of a diverse workforce of over 4,926 full and part-time employees.

DFCI’s main campus is located in the heart of the Longwood Medical Area (“LMA”), consisting of approximately 1,641,057 GSF of owned building space on the parcels identified on Map Amendment No. 472 as the “Dana-Farber Cancer Institution Institutional Sub-district”. This GSF total area includes all program area as well as structure, mechanical space, common space, parking, storage and other spaces excluded from the definition of Gross Floor Area as defined by the Boston Zoning Code.

With the exception of the Jimmy Fund Building, the campus is bounded by Brookline Avenue and Binney Street between the Medical Area Total Energy Plant (“MATEP”) and the Longwood Galleria. The Jimmy Fund Building is located on the east side of Binney Street at the end of Jimmy Fund Way. Although Jimmy Fund Way roughly bisects the campus, elevated walkways connect the Dana and Smith buildings and the Smith and Jimmy Fund buildings. Due to its location and the importance of the joint programs with DFCI’s clinical partners, the Jimmy Fund Building features a direct connection to the

new clinical building at Children's Hospital and to the Amory Building at Brigham and Women's Hospital via an elevated walkway over Shattuck Street.

DFCI's core campus is composed of six buildings owned by the Institute. In addition, DFCI is in the process of acquiring a condominium unit within Longwood Center, which unit is already identified as leased space in DFCI's biennial IMP updates (the last of those updates having been filed with the BPDA on October 16, 2016), which is located in PDA No. 71 and specifically allows for Institutional Uses. These buildings include purpose-built research laboratory and clinical buildings as well as structures that have been renovated to accommodate DFCI programs.

At the core campus, clinical facilities are currently located in the Yawkey Center for Cancer Care and the Dana Building. DFCI's research facilities are presently housed in the Smith, Dana, Jimmy Fund, and Mayer buildings, which are owned by the Institute, and in nearby leased space in the Longwood Center, Center for Life Sciences (CLSB), 21-27 Burlington Ave, 27 Drydock Avenue, and Harvard Institute of Medicine (HIM).

### III. SUMMARY OF IMP PROCESS

The current DFCI IMP was originally submitted to the Boston Redevelopment Authority (the "BRA") in January 2007, approved by the BRA on April 24, 2007, approved by the Boston Zoning Commission on May 16, 2007, and signed by the Mayor of the City of Boston May 16, 2007, with an effective date through May 2017. Consistent with the requirements of Article 80D of the Zoning Code, the IMP described the existing uses, structures, and activities on the DFCI core campus, along with future needs, master planning objectives, and proposed construction projects over the 10-year term of the IMP.

Biennial updates of the IMP, as required under Section 80D-7 of the Zoning Code, have been filed with the BPDA, formerly the BRA, the most recent of which was dated and submitted on October 26, 2016 (the "2016 IMP Update"). These updates summarized the status of the IMP projects that were proposed as part of the approved IMP, and described for informational purposes exempt interior renovation projects, leasing and other campus activities.

### IV. STATUS OF PROJECTS 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.

## V. IMP EXEMPT RENOVATIONS AND SMALL PROJECTS

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 10<sup>th</sup> and 11<sup>th</sup> floors of the Dana Building have been repurposed as Population Sciences Office space with the 9<sup>th</sup> 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 renovating the portions of the top 2 floors of the Smith Building in order to establish its new Cell Manipulation Core Facility (CMCF), which will be located in the space recently vacated by animal research facilities. DFCI anticipates that the occupancy of the CMCF will occur in 2018.

## VI. OTHER RELEVANT INFORMATION

### A. Long Term Vision and Strategic Planning Activities

The current DFCI IMP includes a description of potential projects beyond the IMP timeframe for informational purposes, and DFCI includes an update on its current strategic planning activities in this IMPNF for informational purposes.

In October 2016, DFCI welcomed a new President & CEO, Dr. Laurie Glimcher. With Dr. Glimcher's arrival, DFCI expects that its long term strategic planning will be reviewed and developed over the term of the extended 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 beginning in 2017 and running through 2019.

The majority of research growth will be achieved through acquisition of additional space at the Longwood Center, fit out of Longwood Center backfill space, vivarium relocation into Longwood Center and the CMCF renovation and growth within the Smith Building. Clinical expansion prior to the end of the current IMP will include minor renovations on the DFCI campus (with some office space being converted to clinical space within the Yawkey Building, as needed) as well as 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 new Gross Floor Area within its existing Campus or within the Longwood Medical Area prior to the expiration of the term of the current IMP in 2017, and as extended by this application.

As it develops and advances its facilities master planning in light of its current strategic planning efforts, DFCI will consult with the BPDA about the direction of its facilities planning in the coming years. DFCI is not proposing any new Institutional Projects at this time, but DFCI will seek a future amendment to the DFCI IMP if and when DFCI proposes any project that meets the thresholds for IMP review as set forth under Article 80.

## B. LEASES

The DFCI IMP includes a description of the Institute's leases in Boston (without extending the Institutional Master Plan Area to encompass such leased property), and DFCI includes an update on its leasing activities in this Application for informational purposes.

Leasing activities are described in detail in the IMP Updates, including, most recently, the 2016 IMP Update.

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 of that space commenced as planned in January 2015. The vivarium space construction and commissioning was completed and occupied in January 2017. DFCI has leased the 6<sup>th</sup> floor of Longwood Center and plans to commence design of this additional research space this Fall.

By 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 noted above, Longwood Center is located in PDA No. 71, which specifically permits Institutional Uses and owners within the PDA.

As of this date, The Dana-Farber Community Cancer Network (“DFCCN”) consists of three (3) leased locations in Methuen (at Holy Family Hospital), Lawrence, and Weymouth. The DFCCN sites located in Stoneham, Haverhill, Newburyport, Dorchester (at Carney Hospital), Quincy, and Milton have been closed.

In addition, DFCI opened a fourth satellite location (measuring 16,024 rsf) at St. Elizabeth’s Medical Center in Brighton, MA in 2014.

DFCI has addressed administrative office needs through the leasing of an additional 47,893 rsf of office space at 10 Brookline Place, Brookline.

DFCI has no specific plans for additional leases in Boston over the next 12 months, but it continues to look for additional affordable, nearby locations to relocate office functions to free up space for clinical and research uses on the core campus, and to meet growing demands for administrative space.

## VII. REQUEST FOR FIVE YEAR RENEWAL WITH NO CHANGES

As set forth above, DFCI is not proposing any new Institutional Projects. As such, this IMPNF for the renewal of the DFCI IMP meets the requirements of Section 80D-5.2(e) of the Boston Zoning Code (“Waiver of Further Review of Unchanged Plans”) in that (i) no new Proposed Institutional Projects are planned, (ii) no changes in the Institutional Master Plan are proposed that would constitute a change in the use, dimensional, parking or loading elements of the Institutional Master Plan (other than de minimis dimensional changes), and (iii) no significantly greater impacts would result from continued implementation of the approved Institutional Master Plan that were originally projected. Moreover, because DFCI is not seeking to add any new land to the IMP Area, pursuant to Section 80D-6, the Boston Zoning Commission’s approval of the requested extension is not required.

Accordingly, DFCI respectfully requests that the BPDA waive additional review of this renewal application and to approve this IMPNF, along with the existing, current IMP, together as the renewed DFCI Institutional Master Plan.

DFCI respectfully requests that the BPDA approve a five-year renewal period (2017-2022) for the DFCI IMP, effectively extending the term of the IMP through May 2022.