

BRA Approval: December 16, 1999  
Zoning Comm: January 26, 2000  
Effective: January 28, 2000

**AMENDMENT TO PLANNED DEVELOPMENT AREA**  
**CHILDREN'S HOSPITAL**  
**PLANNED DEVELOPMENT AREA NO. 29**

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**DECEMBER 16, 1999**

**SUBMITTED BY:**

**CHILDREN'S HOSPITAL  
300 LONGWOOD AVENUE  
BOSTON, MASSACHUSETTS 02215**

**SUBMITTED TO:**

**BOSTON REDEVELOPMENT AUTHORITY  
ONE CITY HALL SQUARE  
BOSTON, MASSACHUSETTS 02201**

**BR** BROWN  
**FG** RUDNICK  
FREED &  
GESMER

BRA Approval: \_\_\_\_\_  
ZC Approval: \_\_\_\_\_  
Effective Date: \_\_\_\_\_

**AMENDMENT TO  
DEVELOPMENT PLAN  
for  
PLANNED DEVELOPMENT AREA NO. 29  
CHILDREN'S HOSPITAL  
Dated: December \_\_, 1999**

**Developer and Owner:** Children's Hospital Corporation ("Children's" or "Children's Hospital") is a charitable corporation formed under the laws of the Commonwealth of Massachusetts. The business address and telephone number for Children's Hospital is: 300 Longwood Avenue, Boston, Massachusetts 02215, Telephone: (617) 355-6000. The designated contact for Children's Hospital is Steven Marsh, Vice President for Facilities Management. With this Amendment to Planned Development Area No. 29 (the "Children's PDA", and as amended hereby the "Amended Children's PDA"), Children's Hospital submits an additional parcel consisting of approximately 68,000 square feet of land on the north side of Longwood Avenue to the PDA area, which thereafter will cover all of Children's main campus in the Longwood Medical Area. In addition, Children's Hospital is to construct two new buildings within the Amended PDA area (defined below): a 194,000 square foot clinical building (the "Clinical Building") and a 245,000 square foot research building (the "Research Building"). The Clinical Building and the Research Building are critical components of Children's mission to provide the highest quality clinical, research, teaching and community outreach and service activities.

The development team for the development of this Amendment to Planned Development Plan for the Clinical Building and Research Building Project includes, Development Advisors: Meredith & Grew, 160 Federal Street, Boston, MA 02110, Designated Contact— Brian L.P. Fallon; Research Building Design Architects: Tsoi/Kobus & Associates, One Brattle Square, Cambridge, MA 02238; (617) 491-3067, Designated Contact – Ed Tsoi, AIA; Clinical Building Design Architects: Shepley Bulfinch Richardson and Abbott, 40 Broad Street, Boston, MA 02109; (617) 423-1700, Designated Contact – William Mead, AIA; Research Building Construction Manager: Turner Construction, 855 Boylston Street, Boston, MA 02116; (617) 247-6400; Designated Contact – Charlie Buuck; Clinical Building Construction Manager: Macomber Construction, One Design Center Place, Suite 600, Boston, MA 02110; (617) 478-6200, Designated Contact – Joe Williams; Project Transportation: Vanasse Hangen Brustlin, Inc., 101 Walnut Street, P.O. Box 9151, Watertown, MA, 02472; (617) 924-1770, Designated Contact—Mr. David Bohn, P.E.; Environmental Consultants: Epsilon Associates, Inc., 150 Main Street, P.O. Box 700, Maynard, MA 01754, (978) 897-7100, Designated Contact—Cindy Schlessinger; and Attorneys: Brown, Rudnick, Freed & Gesmer, P.C., One Financial Center, Boston, MA 02111, (617) 856-8200, Designated Contact—Daniel D. Sullivan, Esq.

**Authority.** This Amended Children’s PDA is enacted pursuant to Section 3-1A and Section 80C of the Zoning Code of the City of Boston.

**Description of Amended PDA Area and History:** The Amended Children’s PDA area is described in Exhibit A hereto (the “Amended PDA Area”) and consists generally of all of Children’s main campus in the Longwood Medical Area (“LMA”). The Amended

PDA Area is bounded to the north by the land of Judge Baker Children's Center, the land of the President and Fellows of Harvard College ("Harvard") and Longwood Avenue; to the east by land of Harvard, to the south by the center line of Shattuck Street, land of Brigham & Women's Hospital, Inc., and land of Dana-Farber Cancer Institute, Inc.; and to the west by Binney Street and land of the Longwood North Associates Realty Trust.

Prior to this Amended Children's PDA, the PDA Area included only that portion of Children's LMA located south of Longwood Avenue. The Amended PDA Area includes two additional lots located north of Longwood Avenue: the existing above-ground Children's Hospital parking garage at 283 Longwood and the development site for the New Research Building. In addition, the Amended PDA includes that portion of Blackfan Circle owned by Children's Hospital. Blackfan Circle is a private way open to the public.

In general, the Longwood Medical Area is characterized by a high concentration of medical and academic institutions including Harvard Medical School, Brigham and Women's Hospital, Dana-Farber Cancer Institute, Massachusetts College of Art, Beth Israel Deaconess Medical Center, Emmanuel College, and the Judge Baker Children's Center, all in close proximity to Children's Hospital.

The Amended PDA Area will comprise all of Children's Longwood Medical Area campus. Children's Hospital is the nation's premier pediatric medical center and the primary pediatric teaching hospital of Harvard Medical School. Founded in 1869 as a 20-bed hospital for children, Children's Hospital treated 69 patients that year. In 1903, Children's Hospital became a teaching hospital after formalizing its ties with Harvard Medical School. Now licensed as a 324-bed tertiary care facility, Children's Hospital physicians diagnose and treat infants, children, and adolescents with the most complex

medical disorders and diseases. In addition, Children's Hospital's system for caring extends to several medical care facilities and community-based hospitals in Massachusetts where the Children's Hospital staff provides pediatric inpatient, emergency, and subspecialty services.

The entire Amended PDA Area is owned by Children's Hospital.

**Proposed Development Project:** The proposed development Project (the "Project") calls for the construction of two buildings in the Amended PDA area: the Clinical Building and the Research Building. The Clinical Building will be located on Shattuck Street, directly behind Children's Main building, and will connect directly to Children's Main and Bader Buildings as well as the Dana-Farber Jimmy Fund Building. The Research Building will be located on Blackfan Circle, a private way open to the public on the north side of Longwood Avenue. The portion of Blackfan Circle located in front of the proposed building is owned by Children's Hospital. The Research Building site is surrounded by 319 Longwood, 333 Longwood, the Judge Baker Children's Center and the Children's Hospital parking garage.

The Project will create approximately 439,000 square feet of medical space to meet Children's immediate clinical and research needs and supports an extension of existing programs and services of Children's campus. Prior to the construction of the Clinical Building, Children's Hospital intends to demolish the existing 20,000 square foot Carnegie Building. Following occupancy of the new buildings and relocation of current occupants, Children's Hospital will demolish the two temporary Binney Street buildings totaling 7,000

square feet. The net amount of new square footage associated with the Project is approximately 412,000.

The 11-story, 194,000 square foot Clinical Building will include state-of-the-art intensive care units (ICUs), surgical, imaging and other high-tech patient services. It will also include space for associated patient and family support, as well as administrative functions. The building is essentially a lateral extension of the existing Main Building and will support the current clinical programs of Children's Hospital. The Clinical and Main Buildings will be connected on all adjacent floors. This will facilitate equipment and personnel sharing between departments and ease the transfer of patients between services. Elevator transport capacity will be increased and mechanical service equipment will be a subordinate use of the structure. The current use of Children's Way for transfer and transport ambulance traffic will continue at the ground floor plate of the new structure. This will require some modification of the current private right of way location.

The Research Building will include 245,000 square feet of state-of-the-art laboratory space and associated support services on twelve floors. These facilities will be designed to meet the demand for high-tech facilities in which to conduct pediatric research. The first floor of the building will contain a public entrance lobby, lab support functions, mechanical systems and vehicular access to below-grade parking. An additional floor will consist primarily of mechanical equipment.

The proposed Project also includes the creation of 288 net new parking spaces in the Amended PDA Area. This represents the construction of 300 new underground parking spaces, to be located immediately beneath the Research Building, and the

elimination of 12 surface spots necessary for the development of the Clinical Building on the existing Carnegie Building site.

**Location and Appearance of Structures:** The location and appearance of the Project buildings shall generally conform to the plans for the Project prepared by the Development Team Architects and listed on Exhibit B hereto (the "Plans"), as those Plans may be further refined, revised, amended and approved pursuant to review by the Boston Redevelopment Authority (the "BRA") and other appropriate agencies and authorities. The Project has been designed in a manner consistent with the dimensions and densities of existing institutional buildings in the Longwood Medical Area generally and the rest of Children's campus specifically. The Clinical Building is designed to be an extension of Children's Main Hospital Building, with each floor of the Main Building attached to a corresponding floor in the Clinical Building. The Research Building is a free-standing structure on Blackfan Circle directly opposite the Children's Hospital Parking Garage.

**Open Spaces and Landscaping:** The proposed concepts for sidewalk streetscape enhancement are described in the Urban Design Component of the Final Project Impact Report, as those concepts may be further refined, revised, amended and approved pursuant to review by the BRA, Boston Civic Design Commission, and other appropriate agencies and authorities.

**Underlying Zoning and the Amended PDA:** The Amended Children's PDA covers the entire Children's LMA campus, a portion of which is located within the underlying B-4 Business Zoning District, and a portion of which is located in the H-3 Apartments Zoning

District, as set forth on Boston Zoning Map Number 1. The entire Children's LMA Campus also falls within the Restricted Parking Overlay District.

**Proposed Uses of the Amended PDA Area:** The Amended Children's PDA adds to the existing Children's PDA additional land across Longwood Avenue. The Amended PDA Area may be used for all of the following purposes: hospital, clinics, professional offices accessory to a hospital, administrative offices, scientific research and teaching laboratories, off-street parking garage, the keeping of laboratory animals, and incidental uses and services in connection with the above uses (such as professional on-call rooms, gift shop, lunch room, restaurant, cafeteria, snack bar, outpatient pharmacy, and patient and family support services, including ancillary support and accommodations for family members of patients while hospitalized, and similar uses now or hereafter established) for the convenience of patients, patients' families, visitors and staff. The Clinical Building may be used for any of the above uses, but as initially designed is to be used for state-of-the-art intensive care units (ICUs), surgical, imaging and other high-tech patient services and will also include space for associated patient and family support, as well as administrative functions. The Research Building may also be used for any of the uses allowed within the Amended PDA Area, but is designed to initially be used for state-of-the-art laboratory space, associated support services and off-street parking garage.

**Dimensions and Densities:** The proposed dimensions and densities for the Amended PDA Area shall be as set forth in the Zoning Calculations attached hereto as Exhibit C and made a part hereof. The actual dimensions and densities of each of the buildings that comprise the Project, as such dimensions may be further refined, revised,



amended and approved pursuant to review by the BRA and other appropriate agencies and authorities, may differ from the permitted dimensions and densities set forth in Exhibit C. However, in no event shall the actual dimensions and densities of either building exceed the permitted dimensions and densities set forth in Exhibit C. The dimensions and densities of the Amended Children's PDA are shown in further detail, and will conform with the Plans listed in Exhibit B, as they may be further refined, revised, amended and approved pursuant to review by the BRA and other appropriate agencies and authorities.

**Traffic and Pedestrian Circulation:** The Amended PDA Area gains its regional access over three major streets in the vicinity of the Amended PDA Area, including Longwood Avenue, Brookline Avenue and Huntington Avenue. The major access point to Children's Main Hospital Building is a driveway off of Longwood Avenue located on the south side of Longwood directly opposite Blackfan Circle, which serves as the primary patient pickup/drop-off point and will continue to do so after the project is complete. On the north side of Longwood Avenue, Blackfan Circle serves Children's patient/visitor parking garage, the Judge Baker Children's Center and Harvard's adjacent property, and will serve the Research Building. Binney Street and Shattuck Street (both lower volume, two-way, two lane streets), provide primarily service and ambulance access to the campus. Binney and Shattuck Streets will serve the Clinical Building much in the same way that they currently serve the Main Hospital Building.

**Parking and Loading Facilities:** The Amended PDA Area is to contain a total of 961 parking spaces, including (a) approximately nine surface parking spaces; (b) 300 parking spaces to be constructed under the Research Building; and (c) 652 parking spaces within

the existing Children's Hospital Parking Garage located at 283 Longwood Avenue. The remainder of Children's parking needs is served by off-campus parking facilities. The 300 spaces to be constructed under the Research Building are allowed by this PDA Amendment without the need for a conditional use permit from the Board of Appeal.

It is also functionally necessary to provide loading facilities at each of the Clinical Building and Research Building. The Research Building, as a stand-alone structure, will require self-supporting delivery and waste-removal services. The Clinical Building, as an extension of Children's core patient treatment and bed areas, will require direct service access for supplies, waste removal services, goods and equipment.

In addition to materials management functions, Children's Hospital expects to retain existing transfer services for patients and employees at the Children's Way access to the Main Hospital building. The Clinical Building will accommodate and supplement this transfer function.

The parking and loading facilities are shown in greater detail, and will conform with the Plans listed in Exhibit B, as they may be further refined, revised, amended and approved pursuant to review by the BRA and other appropriate agencies and authorities.

**Proposed Access to Public Transportation:** The Children's Hospital campus is relatively well served by public transportation. The campus is less than a half-mile walk from either the Longwood Medical Area stop of the Huntington Avenue Green Line Service (E Branch) or the Longwood stop on the D Branch of the Green Line. In addition, the Children's Hospital campus is served by several bus routes.

Recently, MASCO began operations on the Ruggles Shuttle which provides a popular and convenient service for people traveling between Children's Hospital and the Ruggles Station commuter rail and Orange Line services. Major bus stops exist along Longwood Avenue and Brookline Avenue that directly serve the Children's Hospital campus.

Children's Hospital was an early supporter of efforts to reduce auto use by people traveling to the campus, particularly hospital employees. Many actions to support this goal have been taken. In particular, Children's Hospital has for many years been an active participant in CommuteWorks, MASCO's transportation management association for the Longwood Medical Area (LMA). Among MASCO's programs are shuttle buses along various routes in Boston and Cambridge; vanpools to various regional destinations; a Ride-matching program that links LMA employees to others with similar commuting patterns for carpooling; an emergency taxi service for vanpool users; and, incentives for healthy commuting alternatives such as biking, walking and rollerblading.

Children's Hospital supports MASCO's goals by providing a number of complementary programs to encourage alternative forms of transportation, including:

- ◆ A transit pass subsidy of 30 percent for Children's Hospital employees. Approximately 1,900 hospital employees take advantage of this program today;
- ◆ A discount of 30 per cent on the monthly cost of vanpools for Children's Hospital employees;
- ◆ Occasional free parking for commuters who ordinarily choose alternative transit modes; and

- ◆ A commuting information center with an employee transportation advisor on staff. Children's Hospital employees are able to access public transportation schedules, sign up for MASCO's Ridematching program and obtain information on other programs offered by MASCO and Children's Hospital.

Children's Hospital will continue to develop programs and work with MASCO to reduce auto travel to the Amended PDA Area.

**Proposed Building Elevations:** The proposed building elevations will conform to the drawings listed on Exhibit B, as they may be further refined, revised, amended and approved pursuant to review by the BRA and other appropriate agencies and authorities.

**Drawings:** The Research Building and Clinical Building will conform to the Plans listed in Exhibit B, as they may be further refined, revised, amended and approved pursuant to review by the BRA and other appropriate agencies and authorities.

**Exterior Building Materials and Structure:** The exteriors of each of the buildings that make up the Project is shown in greater detail, and will conform generally to the Plans listed in Exhibit B, as they may be further refined, revised, amended and approved pursuant to review by the BRA and other appropriate agencies and authorities.

**Signs:** Signs for the Project shall conform generally to the Plans listed in Exhibit B, as they may be further refined, revised, amended and approved pursuant to review by the BRA and other appropriate agencies and authorities.

**Public Benefits:** The proposed Project provides numerous public benefits to the City of Boston, not the least of which is maintaining the City's reputation as home to the

world's leading pediatric clinical, research and teaching facility. The Project will directly enhance Children's clinical and laboratory capabilities, thereby strengthening its ability to succeed in its mission to provide the highest quality clinical, community, teaching and research services to the immediate community and beyond. The Project will also result in direct benefits to the City of Boston including job and housing contribution linkage payments and P.I.L.O.T. (Payments In Lieu Of Taxes) payments.. These are described below.

*Patient Care Services.* For many years, Children's Hospital has been ranked the finest pediatric care facility in the United States. In addition to being the largest pediatric medical center in the country, it also has the largest pediatric research and education program. Patients are referred to Children's Hospital from around the world, and the physicians it educates are the leaders of the profession in the U.S. and abroad. Children's Hospital is also a unique local institution, serving the community in which it is located. It is the largest provider of pediatric services to the children of Boston and many of its patients are from low-income households.

Children's Hospital offers a complete range of health care services for patients from birth through age 21, and older in some cases. The hospital has more than 19,000 inpatient admissions each year. Medicaid pays for more than 20% of these hospital stays, making Children's Hospital the second largest non-state provider of health care to low-income residents in Massachusetts.

The approximately 100 outpatient clinics and ambulatory services at Children's Hospital handle more than 298,000 patient visits annually. Medicaid beneficiaries

comprise more than 31% of these visits. Of the total number of outpatient visits, more than 66,000 are for primary care services, 43.4% of which are provided to Medicaid beneficiaries.

Included among these outpatient visits are more than 50,000 visits to Emergency Services, by far the largest pediatric service of this kind in the metropolitan Boston area. Medicaid pays for more than 28% of the patients in Emergency Services.

Children's Hospital provided more than \$35.4 million in uncompensated care in 1998—\$20.9 million in free care and almost \$9.5 million in bad debt. In addition, Children's Hospital contributed more than \$5 million to the uncompensated care pool.

Through the Project, specifically the construction of the state-of-the-art Clinical Building, Children's Hospital will be able to upgrade its clinical areas, including its intensive care units and operating rooms. These enhanced clinical facilities will lead to direct improvement of care for both its primary and specialty treatment patients.

*Community Care, Outreach and Advocacy.* Children's Hospital recognizes that as the issues facing the hospital have become more complex so have the challenges facing our communities, families, and children. Children's Hospital is committed to continuing its long and distinguished history of excellence in the delivery of community health services to the children of Boston in this increasingly complex environment. In 1994, Children's long-standing commitment to the health needs of the local community was formally inaugurated with the inception of the Community Benefits Program. The mission of the program is to work in partnership with the community to devise and implement initiatives that protect and improve the health of children and adolescents, while

supporting and strengthening the well-being of families and communities. The target population for community benefits was defined as children and adolescents living in poverty in the city of Boston.

Over the past four years, Children's community benefits programs have attained new levels of purpose and involvement as they have expanded their reach both in the community and within the hospital. Between 1995-98 Children's Hospital strengthened many of its existing efforts and initiated and participated in several new programs, conferences and community coalitions that work to improve the health and well-being of children and families throughout Boston. Children's community services connect the hospital ever more closely with the community - and bolster the institution's cause to ensure adequate health care for children everywhere.

*Martha Eliot Health Center.* At the cornerstone of Children's community benefits is Martha Eliot Health Center. The Center has served the communities of Jamaica Plain, Roxbury and the Bromley Heath Housing Development for the past 32 years. The Center provides comprehensive primary health care services in pediatrics, women's health, adolescent medicine and internal medicine. Other services to support the primary care infrastructure include: optometry, nutrition, human services, community based substance abuse treatment and recovery support program, case management, home visiting to pregnant and parenting women and their newborns and young children and HIV counseling and testing. A youth peer leadership program and youth street outreach program are also offered and augment the array of health services provided at the Center.

In September 1997, Martha Eliot Health Center moved into a new state-of-the-art health facility located adjacent to its old site and maintained its physical relation to the Bromley Heath Housing Development. This urban renewal project was part of a larger project that included the building of a supermarket along with the new Center. What was once an abandoned and blighted city block has now transformed into a bustling neighborhood of activity.

*Advocacy on Behalf of Children.* In 1996, Children's Hospital worked with the Children's Health Care Access Coalition and the Massachusetts state legislature to actively support *An Act to Improve Health Care Access* legislation that expanded health insurance for thousands of uninsured children in Massachusetts. In September 1997, Martha Eliot Health Center launched an initiative *1000 More Healthy Kids* campaign, targeted to enrolling uninsured children and youth receiving or seeking care at the Center. Nearly 1,300 previously uninsured children and youth have been enrolled into Medicaid along with 780 parents and adults. This initiative has had broad-based implications: approximately, 85% of the children and youth enrolled into Medicaid are fully immunized and meet standards for pediatric preventive care. Families feel empowered and have an increased sense of responsibility for their health. Martha Eliot Health Center's program has been used as a model throughout Boston and Massachusetts.

*Injury Prevention.* Unintentional injuries are the leading cause of death for children, and injuries sustained from motor vehicle crashes are the single largest cause. In an effort to mobilize the resources of Boston to reduce injuries due to automobile accidents, Children's Hospital partnered with BuckleUp Boston, a citywide child safety



seat donor program. As a major sponsor to this initiative, Children's Hospital participated in all aspects of the planning and implementation of this program designed to ensure that children riding in cars are safely buckled in an appropriate child safety seat. The major thrust of the program is parent education coupled with size appropriate child safety seat distribution through community organizations.

In 1998, Community Benefits expanded its Injury Prevention Program to include an important new bicycle safety initiative. This initiative, which provides bicycle helmets and bicycle safety education for Boston children, is conducted in tandem with the two other components of the Injury Prevention Program that focus on passenger and window guard safety and education.

*Collaborative with Community Partners.* Similarly, in response to the 1996 community needs assessment that identified violence, substance abuse, and HIV/AIDS among urban youth as other major community concerns the Community Benefits Program explored ways to support or enhance youth development initiatives. From 1996-97 Children's Hospital became a service partner with City Year, a national youth service organization headquartered in Boston, to provide a group of young adults with a human service experience and to offer a richer hospital experience to Children's patients. In 1997, United States Secretary of Education Richard Riley recognized Children's long-time partner, the Fenway Middle College High School, as one of the nation's "Top Ten High Schools." Since 1989, Children's Hospital has worked with the school on the Fenway Collaborative, a program which has developed academic curricula and provided on-site

job internships at Children's Hospital, as well as other services that support the Fenway in its innovative approach to learning.

*Child Health Status Report.* To raise awareness of child health issues, Children's Office of Community Benefits published *The Health and Well-being of Children in Boston 1998*, a comprehensive report illuminating trends in child and adolescent health in Boston and identifying areas of risk and need among the city's young. This report was designed specifically for use by health care providers, policy makers, community residents and others with a concern for children's health and well-being to lead the local discourse about child health.

*Asthma Prevention and Treatment.* Children's community service endeavors are a statement and extension of the hospital's most fundamental values. Yet, the hospital's efforts in the community are incomplete without the input, collaboration and receptiveness of the people and neighborhoods that it serves. A central aim of Children's Community Benefits Program is to partner with its neighboring communities to identify their concerns and needs and then marshal the collective resources and ideas to address those needs. Children's Hospital has been closely involved in several initiatives over the past year that exemplify this approach, two focusing on addressing the debilitating effects of asthma on urban children. As a member of the Jamaica Plain Community Benefits Group and the Roxbury Community Alliance for Health, Children's Hospital has been an active participant in developing programs to raise awareness about asthma in both communities.

*Partnership with the City of Boston.* From 1996-98 Children's Hospital partnered with the Harvard Center for Children's Health and the city of Boston for the Harvard Award

for Excellence in Children's Health. This annual award was designed to recognize the outstanding work of one community organization in improving the health of children in Boston. Children's Hospital partnered with the City of Boston Focus on Children and Youth, a citywide, month-long series of programs and recreational activities for Boston children, youth and families. These initiatives demonstrate the powerful impact community reorganizations, hospitals and health providers can have when they work together on solutions.

*Community Health Program Fund.* Nineteen ninety-eight also demonstrated that rather than existing as one arm of the hospital's mission, community health is a central concern, and a shared responsibility, of the entire institution. Through the Community Health Program Fund, hospital employees were encouraged to submit proposals to fund creative community health initiatives. The wide acceptance of proposals proposed by employees reveals support for community health initiatives throughout the hospital. Additionally, such new hospital initiatives as the Multicultural and Resource Guide and the Family Violence Curriculum reached the entire staff of the institution, and provide training in cultural sensitivity to children and families. The ready response to all these initiatives is a positive indication that community health needs is a priority shared by all Children's Hospital employees.

*Training Activities.* Children's Hospital has the largest pediatric continuing medical education program in the country and the physicians it educates are the best in the profession in the United States and abroad. Children's Hospital is the

for Excellence in Children's Health. This annual award was designed to recognize the outstanding work of one community organization in improving the health and well-being of children in Boston. Children's Hospital partnered with the City of Boston in 1998 for Boston Focus on Children and Youth, a citywide, month-long series of educational programs and recreational activities for Boston children, youth and their families. All of these initiatives demonstrate the powerful impact community residents, community organizations, hospitals and health providers can have when they join forces to effect solutions.

*Community Health Program Fund.* Nineteen ninety-eight also demonstrated that, rather than existing as one arm of the hospital's mission, community service has become a central concern, and a shared responsibility, of the entire institution. With the creation of the Community Health Program Fund, hospital employees were invited to submit proposals to fund creative community health initiatives. The wide array of programs proposed by employees reveals support for community health initiatives at every level of the hospital. Additionally, such new hospital initiatives as the Multicultural Information and Resource Guide and the Family Violence Curriculum reached employees throughout the institution, and provide training in cultural sensitivity to child- and family-health issues. The ready response to all these initiatives is a positive indication that meeting community health needs is a priority shared by all Children's Hospital employees.

*Training Activities.* Children's Hospital has the largest pediatric research and education program in the country and the physicians it educates are the leaders of the profession in the United States and abroad. Children's Hospital is the primary pediatric

training hospital of Harvard Medical School, where most of its physicians hold faculty appointments. Children's continued advancement in patient care and research will further secure its position as the premier training ground for medical professionals and enable it to continue to attract the highest quality faculty and staff.

*Research Activities.* Children's John F. Enders Pediatric Research Laboratories houses the world's leading pediatric research program. Its 250 scientific and clinical investigators search for answers to some of the most perplexing childhood diseases. Major research areas include cancer, cardiology, cardiovascular surgery, genetics, hematology, immunology, infectious diseases, mental retardation, neonatology, neurology, oncology, orthopedics, otolaryngology, pathology, pulmonary medicine, surgery, tissue engineering and urology.

The Research Building will enable Children's Hospital to equip its research functions with the most state-of-the-art laboratory space and equipment. This will enable the institution to continue to attract significant levels of funding from governmental and private sources, as well as the highest quality researchers. The results of the research conducted at Children's Hospital will continue to translate directly into improved clinical care at the hospital and worldwide.

*Estimated Linkage Payments.* In accordance with Section 80B-7 of Article 80 of the Boston Zoning Code, the Project will make both a housing contribution grant and a jobs contribution grant to the Neighborhood Housing Trust and the Neighborhood Jobs Trust in a total amount estimated at \$1.8 million.

*Construction Employment.* The construction of the New Clinical and New Research Buildings will contribute directly to the economy by providing numerous employment opportunities. A Boston Residents Construction Plan will be submitted in accordance with the Boston Jobs Policy. The Plan will provide that the proponent will make reasonable good-faith efforts to have at least 50% of the total employee work hours be by Boston residents, at least 30% of total employee work hours be by minorities and at least 10% of the total employee work hours be by women.

*Permanent Employment.* Children's Hospital anticipates that the Project will result in approximately 600 permanent jobs. Over one-third of Children's Hospital's current employees are residents of the City of Boston and it is anticipated that the employees filling the permanent jobs created by the Project will reflect this profile. Children's Hospital has aggressive programs to train and employ Boston residents with disabilities in health service roles. The Hospital also participates in a number of programs aimed at broadening employment opportunities for various disadvantaged groups.

Currently 34% of Children's Hospital's employees are Boston residents. Of these, 25% come from the immediate neighborhoods. It is Children's policy to attempt to fill open positions with Boston residents, particularly those living in the neighboring communities of Mission Hill and the Fenway in an effort to increase their proportion of hospital employees. Children's Hospital believes its efforts are showing effectiveness. Over 40% of the hires in the last 12 months were residents of the City of Boston. The Hospital's efforts will be extended to the approximately 600 new positions created by this project.

In 1998, Children's Hospital signed a Memorandum of Agreement with the Jamaica Plain Neighborhood Development Corporation and Fenway Community Development Corporation to achieve the goals of the Boston Neighborhood Employment Collaborative in regard to its City funded welfare to work program. Children's Hospital provides access to administrative and support positions.

In addition to relationships with community groups, Children's Hospital advertises open positions in the local newspapers.

**Other Approvals and Review Procedures:** The Project is subject to Large Project Review under Article 80 of the Zoning Code. A Project Notification Form ("PNF") relating to the Project was filed on February 17, 1999, to formally commence the Large Project Review process, and the BRA issued its Scoping Determination on March 31, 1999. The Draft Project Impact Report was submitted to the BRA on June 25, 1999, and the BRA issued its Preliminary Adequacy Determination on August 24, 1999. Children's Hospital filed a Final Project Impact Report with the BRA on October 26, 1999.

The Projects will also be subject to the following reviews and/or approvals:

- Boston Transportation Department review;
- Boston Water and Sewer Commission for sewer connection and construction dewatering (if required);
- Boston Public Improvement Commission for public right of way issues;
- Boston Public Safety Commission/Committee on Licenses for flammables storage and garage license;
- Boston Inspectional Services Department for building permits;
- Boston Landmarks Commission consultation;

- Massachusetts Department of Environmental Protection for sewer connection, fossil fuel utilization permit, notices of construction and demolition, and construction dewatering permit;
- Massachusetts Historical Commission consultation;
- Massachusetts Department of Public Health for Determination of Need (New Clinical Building only); and
- Massachusetts Water Resources Authority for sewer issues.



EXHIBIT A

**Description of Amended Children's PDA Area**

The proposed PDA will encompass the following parcels of land on the southerly and northerly sides of Longwood Avenue in Boston, Suffolk County, Massachusetts:

PARCEL I

Beginning at a point at the southeasterly corner of Longwood Avenue and Binney Street;

Thence by said Longwood Avenue southeasterly and then more easterly, across Blackfan Street, and continuing by said Longwood Avenue to land now or formerly of President and Fellows of Harvard College (the center line of a sixteen foot wide passage way), approximately 553 feet;

Thence southwesterly by said land now or formerly of President and Fellows of Harvard College approximately 624 feet to land now or formerly of The Brigham and Women's Hospital, Inc. (the center line of Shattuck Street);

Thence northwesterly along said land now or formerly of The Brigham and Women's Hospital, Inc. (and centerline of Shattuck Street) to the northwesterly sideline of Shattuck Street, approximately 428 feet and thence continuing northwesterly, still by land now or formerly of the Brigham and Women's Hospital, Inc., by the southwesterly sideline of a right of way (said right of way being shown as "Proposed Way 15 Feet Wide" on a plan entitled "Plan of Land in Boston, Massachusetts, Roxbury District dated August 28, 1950 by William S. Crocker, recorded at Suffolk Deeds, Book 6658, Page 219), approximately 120 feet;

Thence northeasterly by the northwesterly sideline of said "Proposed Way 15 Feet Wide," by land now or formerly of the Brigham and Women's Hospital, Inc., 15 feet;

Thence southeasterly, by the northeasterly sideline of said "Proposed Way 15 Feet Wide" by land now or formerly of Dana Farber Cancer Institute, Inc., approximately 47 feet;

Thence by land now or formerly of Dana Farber Cancer Institute, Inc. in eight courses, as follows:

Northeasterly      34.64 feet;

Northwesterly      31.69 feet;

Northeasterly	15.25 feet;
Southeasterly	.11 feet
Northeasterly	31.67 feet;
Southeasterly	34.17 feet;
Northeasterly	29.89 feet to the southwesterly line of a way sometimes known as Children's Way and shown on said Crocker Plan as "Proposed Way 40 Feet Wide"; and
Northwesterly	by said southwesterly line of said Children's Way to the southeasterly line of Binney Street, approximately 171.87 feet.

Thence northeasterly by Binney Street approximately 420 feet to the point of beginning.

PARCEL II

Beginning at a point at the southeastern corner of the intersection of Blackfan Circle and Longwood Avenue,

Thence	N 62° 26' 23" W	for 25.76 feet;
Thence	N 41° 27' 07" E	for 20.77 feet by the center line of Blackfan Circle;
Thence	N 62° 26' 32" W	for 150 feet by land now or formerly of John P. Cloherty, et al., Trustees of Longwood Medical Building Trust;
Thence	N 41° 11' 48" E	for 307.13 feet by land now or formerly of David S. Weiner, et al., Trustees of Longwood North Associates Realty Trust;
Thence	S 51° 56' 43" E	for 309.65 feet by land now or formerly of Judge Baker Guidance Center, across Blackfan Circle, and by land now or formerly of President and Fellows of Harvard College, and land of the City of Boston;
Thence	S 38° 03' 17" W	for 255.68 feet along land now or formerly of Harvard;

Thence N 62° 26' 23" W for 157.15 feet by the sideline of Longwood Avenue to the point of beginning.

## EXHIBIT B

### Schedule of Plans for Amended Children's PDA Plan

1. LMA Area Plan (showing location of PDA Area and Project buildings)
2. North-South Site Section (showing both Project Buildings)
3. Research Building: Artist's Rendering of View from Longwood Avenue
4. Research Building: Longitudinal Building Section
5. Research Building: Transverse Building Section
6. Research Building: Ground Floor/Site Plan
7. Research Building: Typical Lab Floor Plan
8. Research Building: Below Grade Parking Plan
9. Clinical Building: Shattuck Street Elevation
10. Clinical Building: Elevation Down Children's Way from Binney Street
11. Clinical Building: North/South Building Section
12. Clinical Building: First Floor Plan
13. Clinical Building: Typical Floor Plan

EXHIBIT C

Amended Children's PDA Zoning Calculations

## AMENDED CHILDREN'S PDA ZONING CALCULATIONS

### Dimensions and Densities

The permitted dimensions and densities for the Amended Children's PDA shall be as set forth in the following table:

Dimension/Density	Existing Zoning	Amended Children's PDA
Maximum Floor Area Ratio	3.0/4.0 <sup>1</sup>	4.1 <sup>2</sup>
Maximum Building Height	None	None
Minimum Lot Size	None	None
Minimum Lot Width	None	None
Minimum Lot Frontage	None	None

- <sup>1</sup> A portion of the Amended PDA Area covers an H-3 Apartments Zoning District with an FAR of 3.0, and a small portion covers an area zoned B-4, with an FAR of 4.0.
- <sup>2</sup> This number represents the actual FAR blended over the two underlying zoning district areas. FAR was calculated as follows:

*Total Floor Area:*

Children's 1987 PDA:	1,046,792
<u>Space Added subsequent to PDA:</u>	<u>22,484</u>
Total Floor Area before Amended PDA:	1,069,276

Plus Parking Garage at 283 Longwood:	217,000
Plus New Clinical Building =	194,000
Plus New Research Building =	245,000
<u>Less to be demolished floor area =</u>	<u>(27,000)</u>
Total After Projects:	1,698,276

*Total FAR Lot Area:*

Existing B-4 District Area =	51,025
Existing H-3 District Area =	298,175
<u>New H-3 Area added hereby =</u>	<u>65,504</u>
Total FAR Lot Area =	414,704

**FAR: 1,698,276 ÷ 414,704 = 4.1**

Minimum Front Yard	15 feet, except where 2 or more buildings on the same block have frontage on the same side of the street as the subject lot, in which case the minimum front depth is that depth which occurs most frequently. <sup>3</sup>	None
Minimum Side Yard	10 feet plus 1/20th of the length of the wall parallel (or within 45° of parallel) to the side lot line. <sup>4</sup>	None
Minimum Rear Yard	10' plus L/20. "L" is defined as the length of the wall parallel (or within 45° of parallel) to the lot line, measured parallel to lot line. <sup>5</sup>	None
Minimum Setback of Parapet	$(H + L)/6$ . "H" is defined as the height of the building above the height below which no setback is required (70'). "L "	None for Clinical Building, but 12 feet for Research Building on Blackfan Circle Side.

<sup>3</sup> The conformity with existing building alignment is calculated as follows: (1) For each developed lot on the same side of the same street, the distance between the street line and the nearest building is measured. The measurement is rounded off to the nearest half foot if the said buildings are attached and to the nearest foot if the said buildings are detached. The width of each lot is then measured. These measurements may be scaled off from a reliable plan or map. (2) The widths of all lots with the same front yard depth are added up. (3) The front yard depth with the largest total lot width is the minimum front yard depth for the block. If two or more front yard depths have equal lot widths, the one closest to the required front yard is the minimum front yard depth. § 18-2.

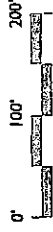
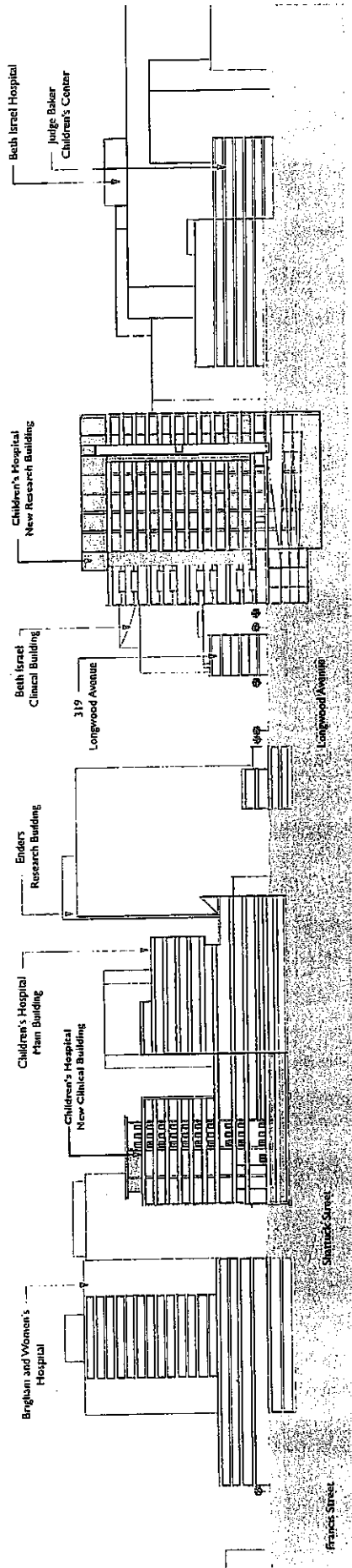
<sup>4</sup> Pursuant to § 19-4, no side yard is required in H districts between the front yard and a line which is 70' back from the front yard; nor is any side yard required in H districts along any part of a side lot line on which a building on the adjoining lot abuts between the required rear yard and said line 70' in the rear of the front yard. When a side yard is required in an H District, in no event need such yard be wider than 20'.

<sup>5</sup> Pursuant to § 20-4, in H Districts, a lot with no side yard must have a rear yard at least 30' deep; however a lot with side yards conforming to § 19-4 need not have a rear yard deeper than 20'.

	<p>is defined as the length of the wall parallel (or within 45° of parallel) to the lot line, measured parallel to the lot line at the greatest length above the height below which no set back is required (70'). Pursuant to § 21-2, regardless of the above formula, no setback is required below: (1) the combined height of the 1st and 2nd story of the building above grade, or (2) 25', whichever is lower.</p>	
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# North-South Site Section



SHEPLEY BULFINCH RICHARDSON AND ABBOTT



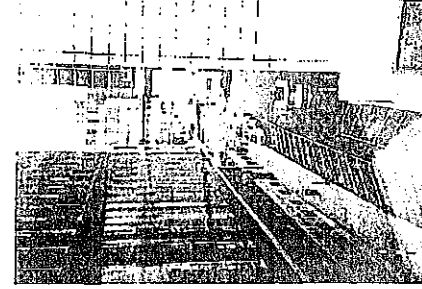
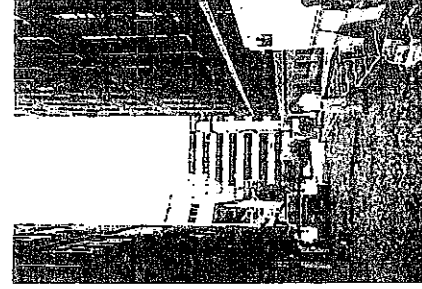
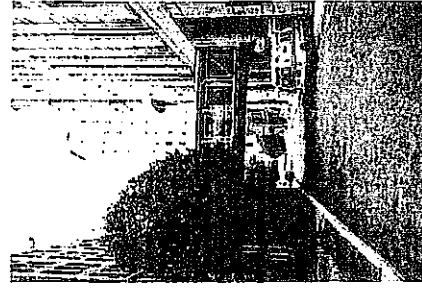
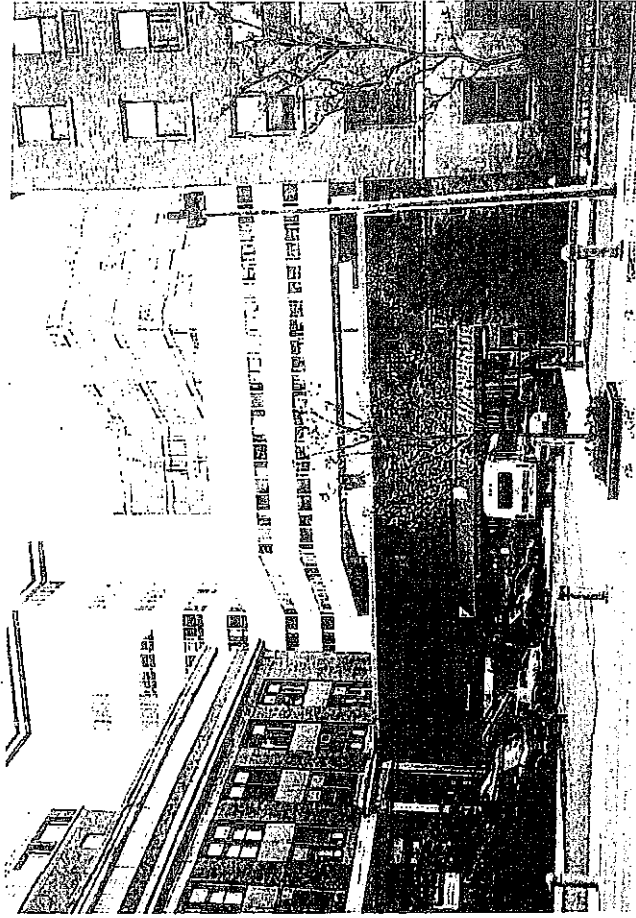
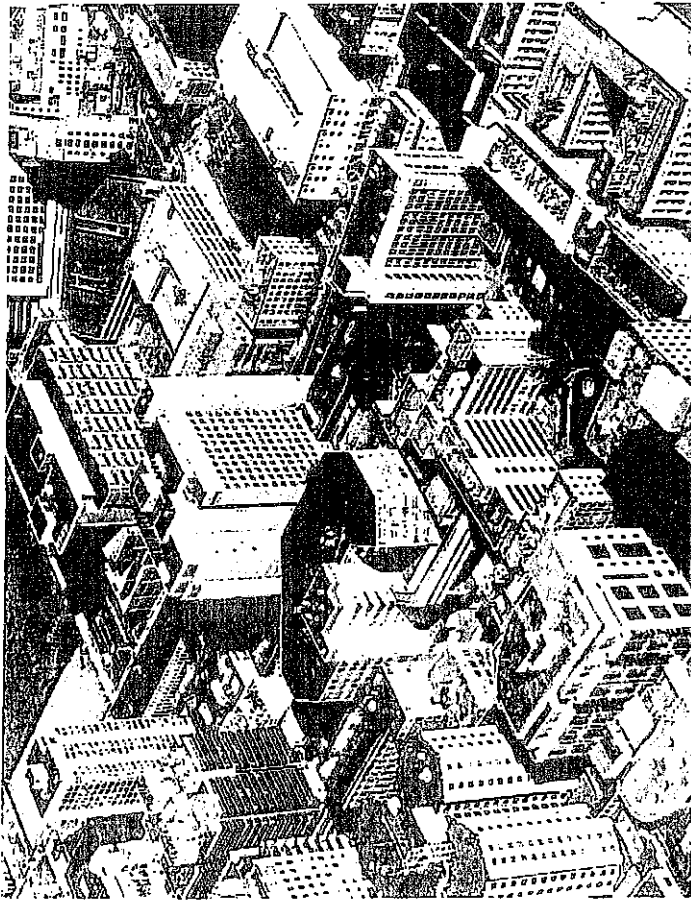
Children's Hospital  
Research Building



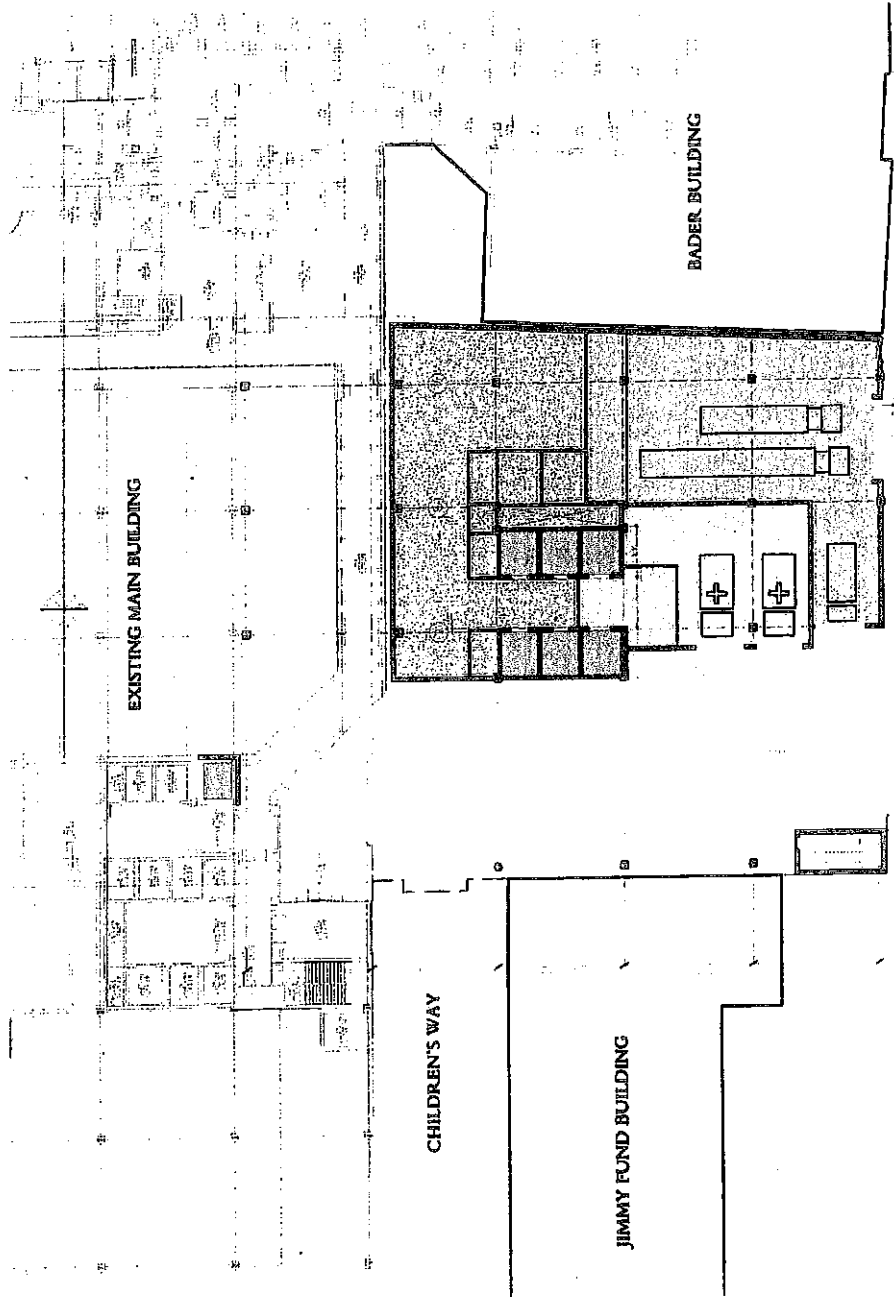
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V.1-2

Existing Site Images



# First Floor Plan



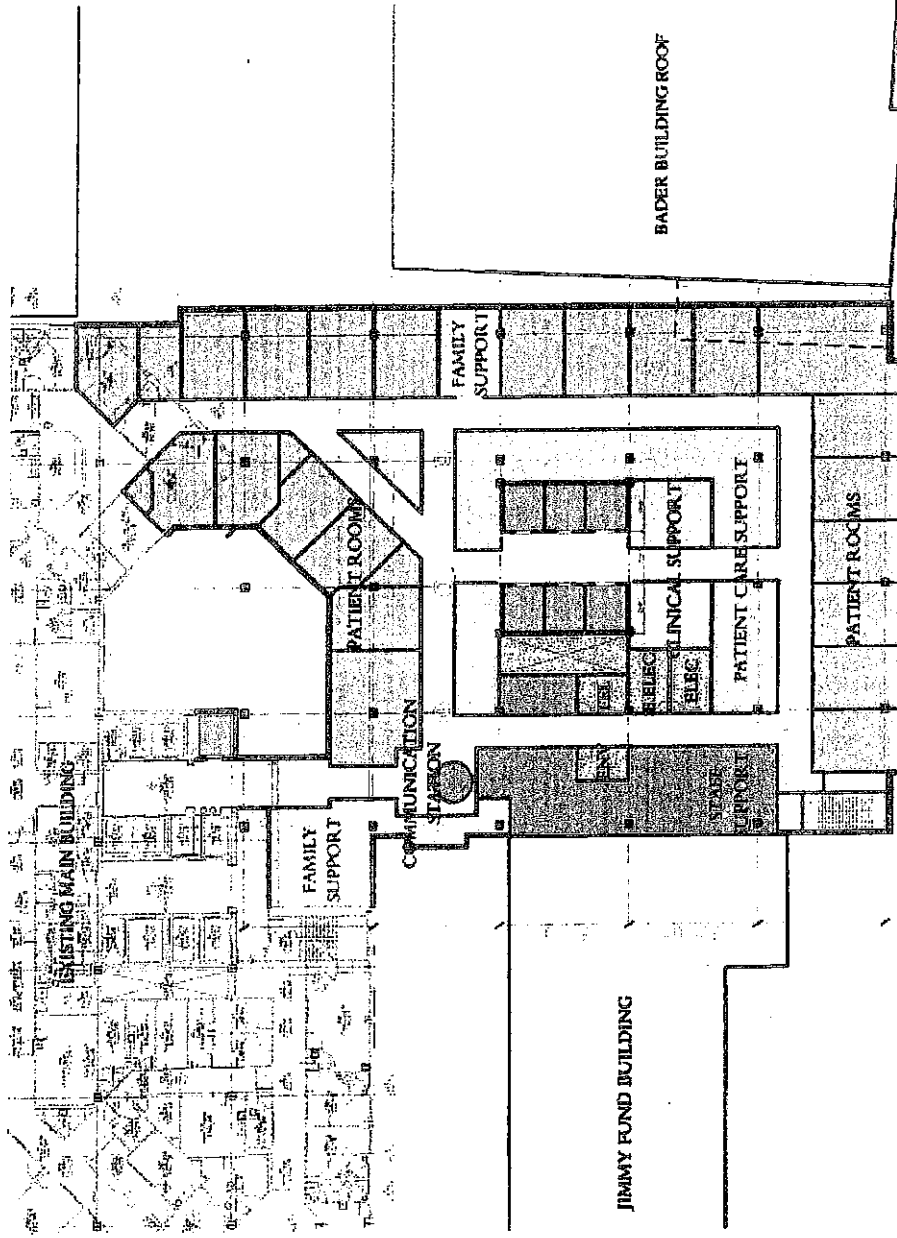
- Materials Management
- Truck Loading Dock
- Elevator Core
- Ambulance Bays
- Ambulance Vestibule



SHATTUCK STREET

64

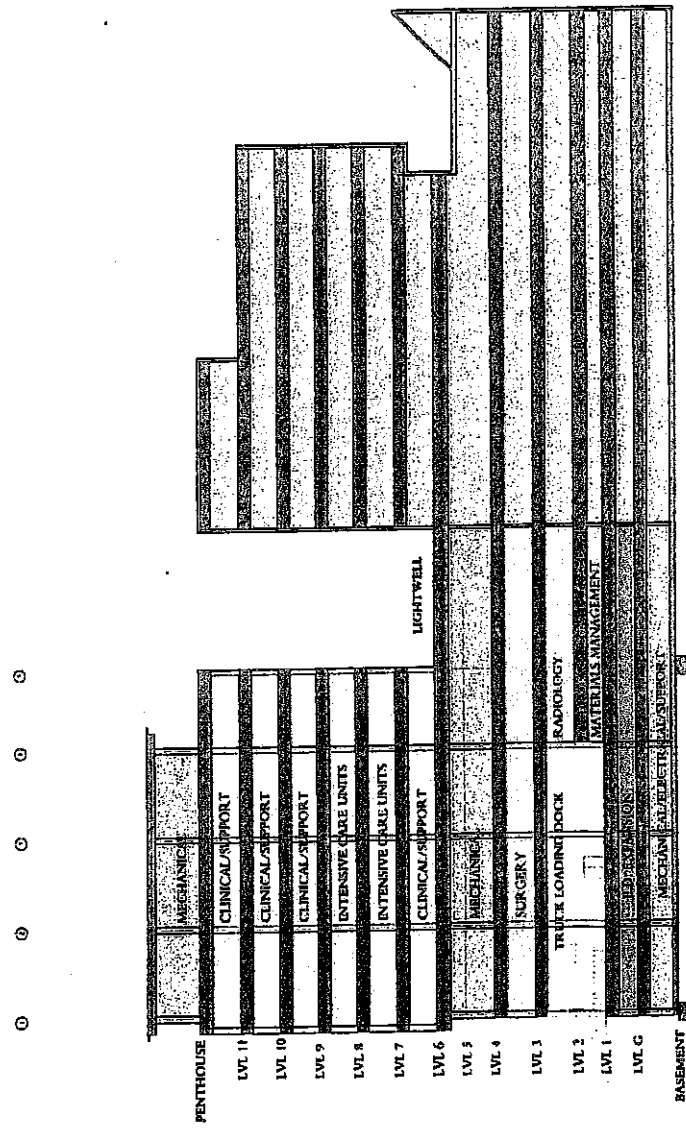
# Typical Floor Plan



- Communication Station
- ▨ Patient Rooms
- ▨ Patient Care Support
- ▨ Clinical Support
- ▨ Staff Support
- ▨ Family Support
- ▨ Building Support/Mechanical
- ▨ Elevator Core



# North/South Building Section



SHATTUCK STREET

BRIGHAM & WOMEN'S HOSPITAL

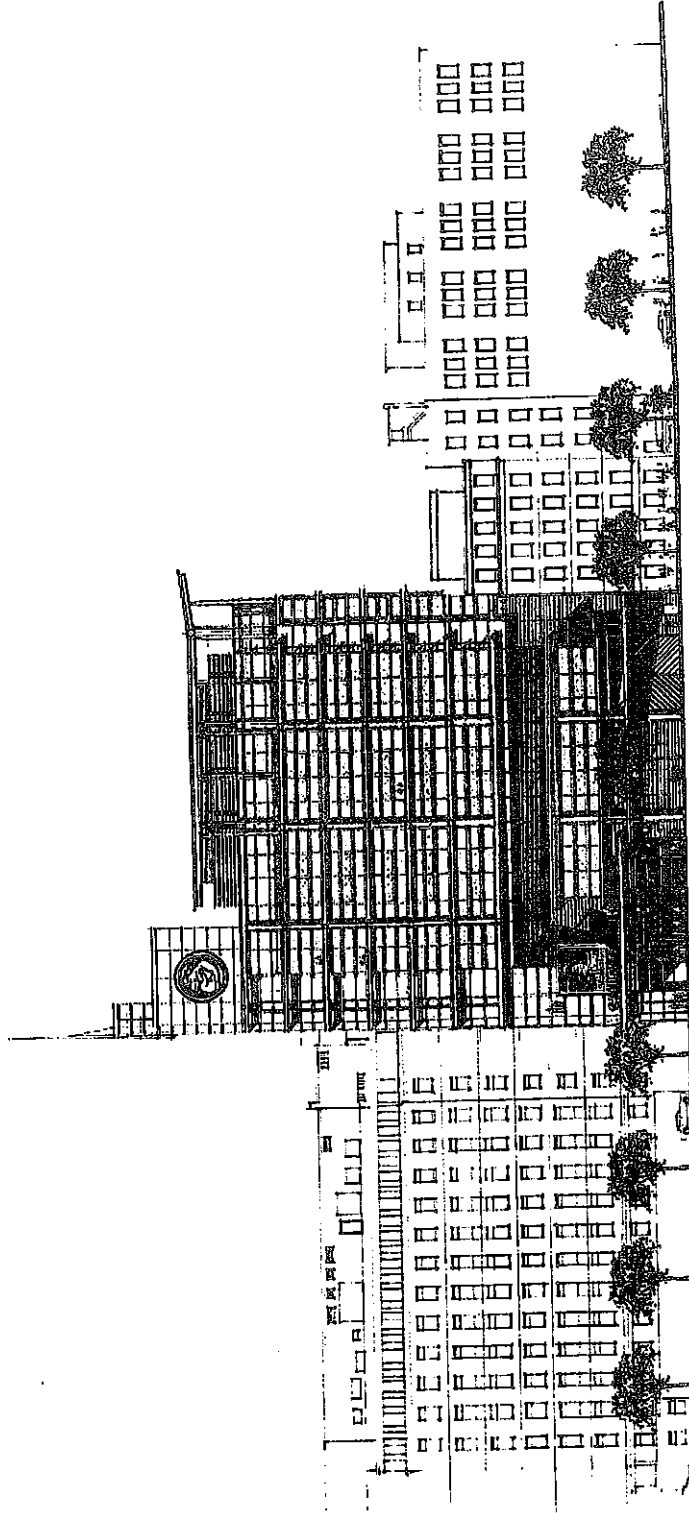
PROPOSED CLINICAL BUILDING

CHILDREN'S HOSPITAL EXISTING MAIN BUILDING

CHILDREN'S DROP-OFF



**Shattuck Street Elevation**



Dana Farber  
Jimmy Fund Building

New Clinical Building

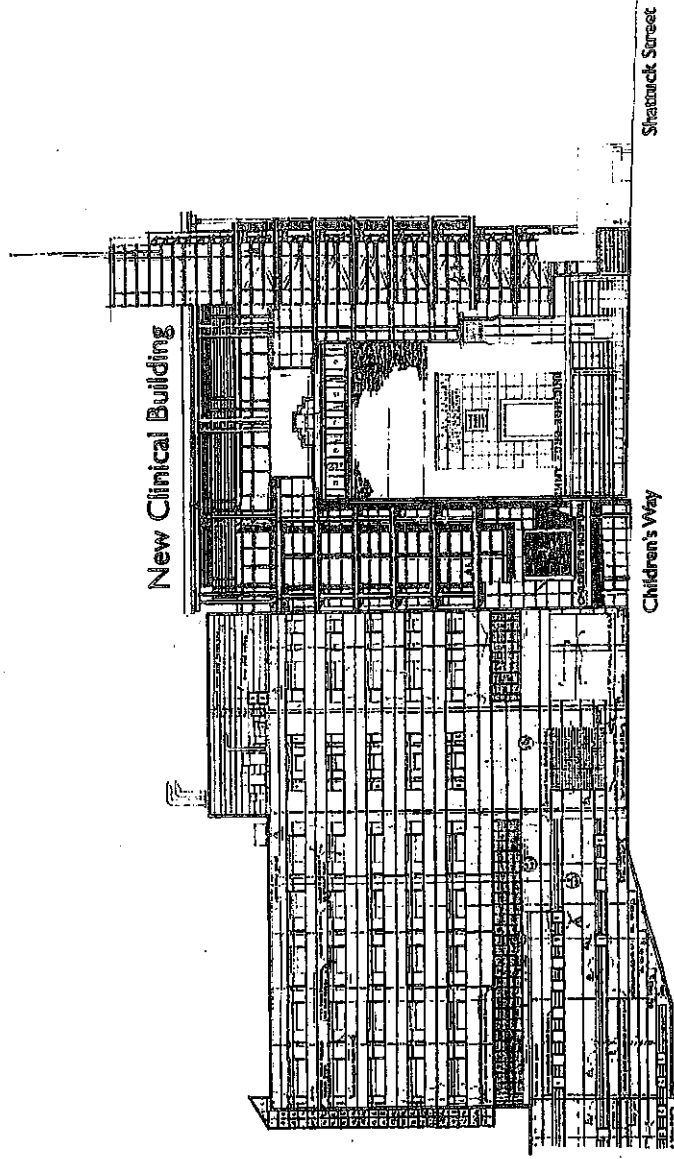
Children's  
Bader Building

Children's  
Farley Building



# Elevation Down Children's Way

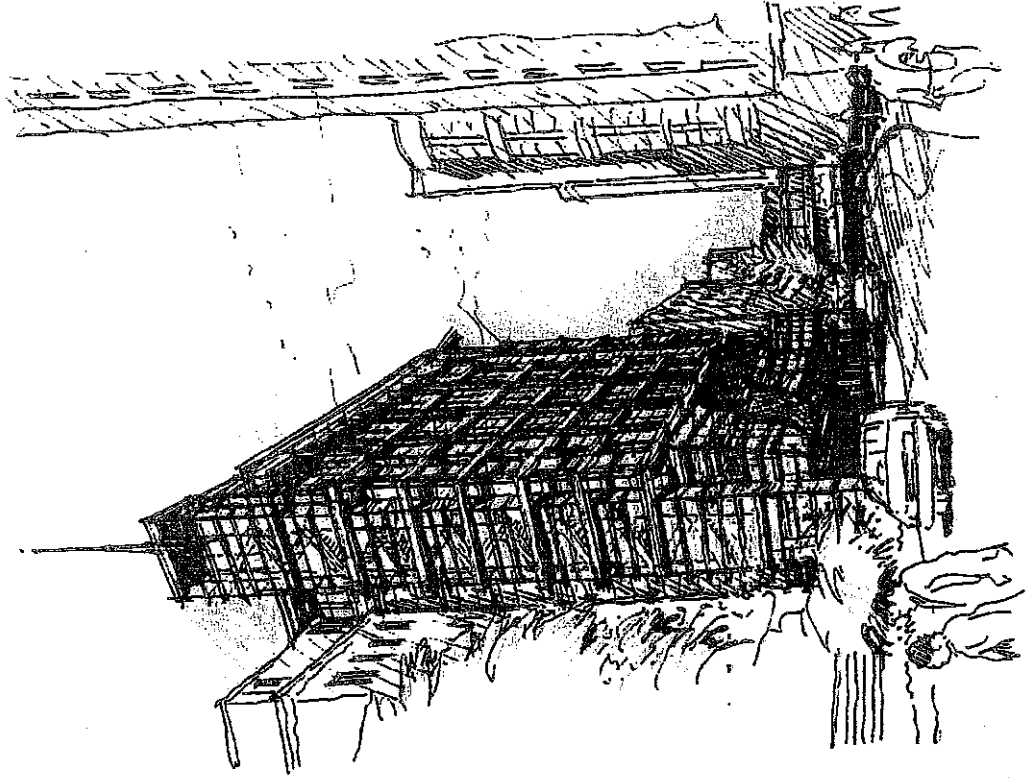
(from Binney Street)



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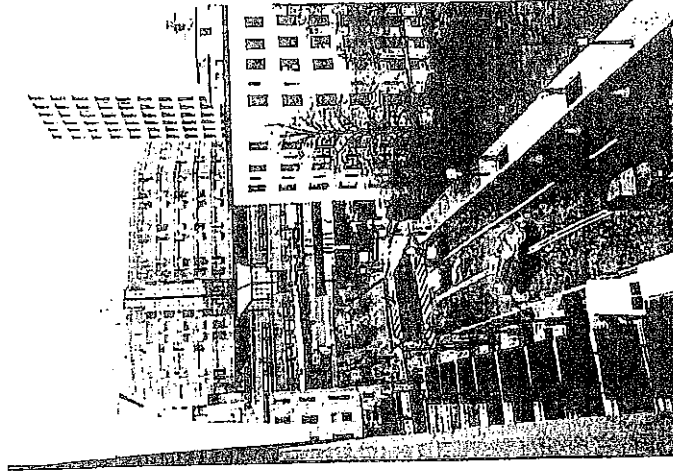
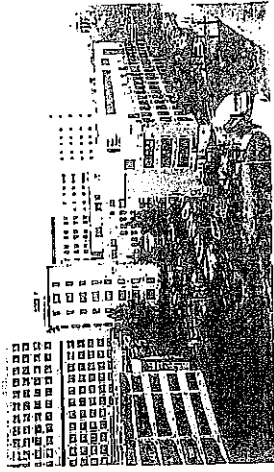
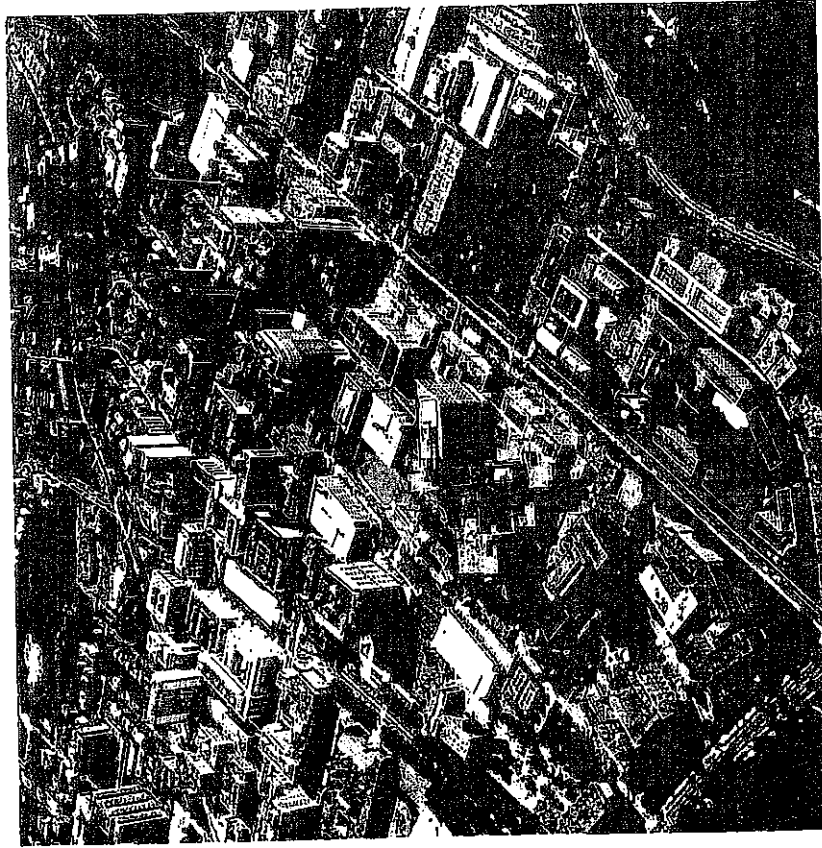
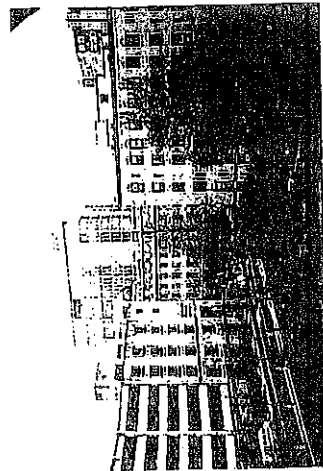
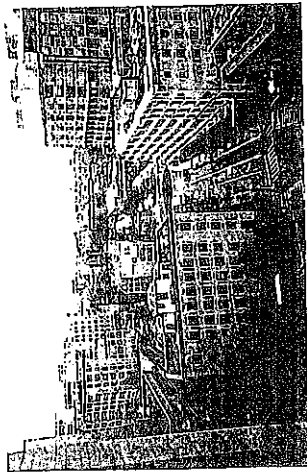
# Perspective View

(from Binney Street)

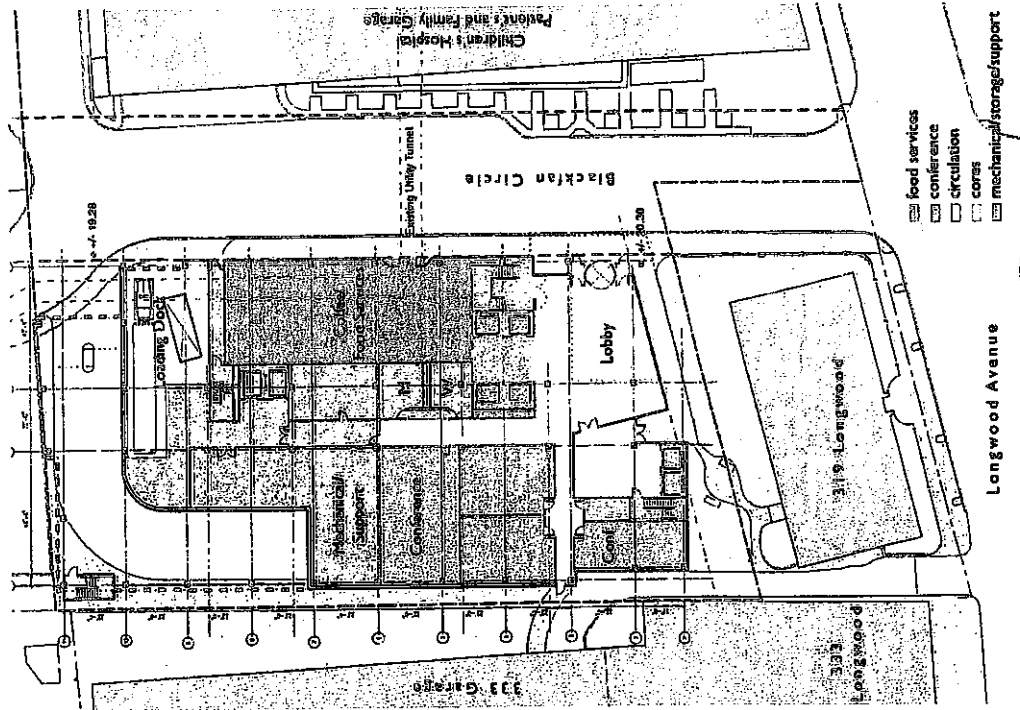




Existing Site Images



# Ground Floor / Site Plan



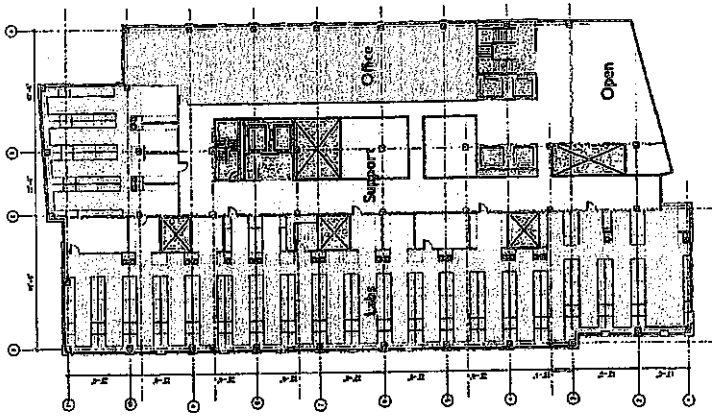
Children's Hospital  
Research Building

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V.3-2

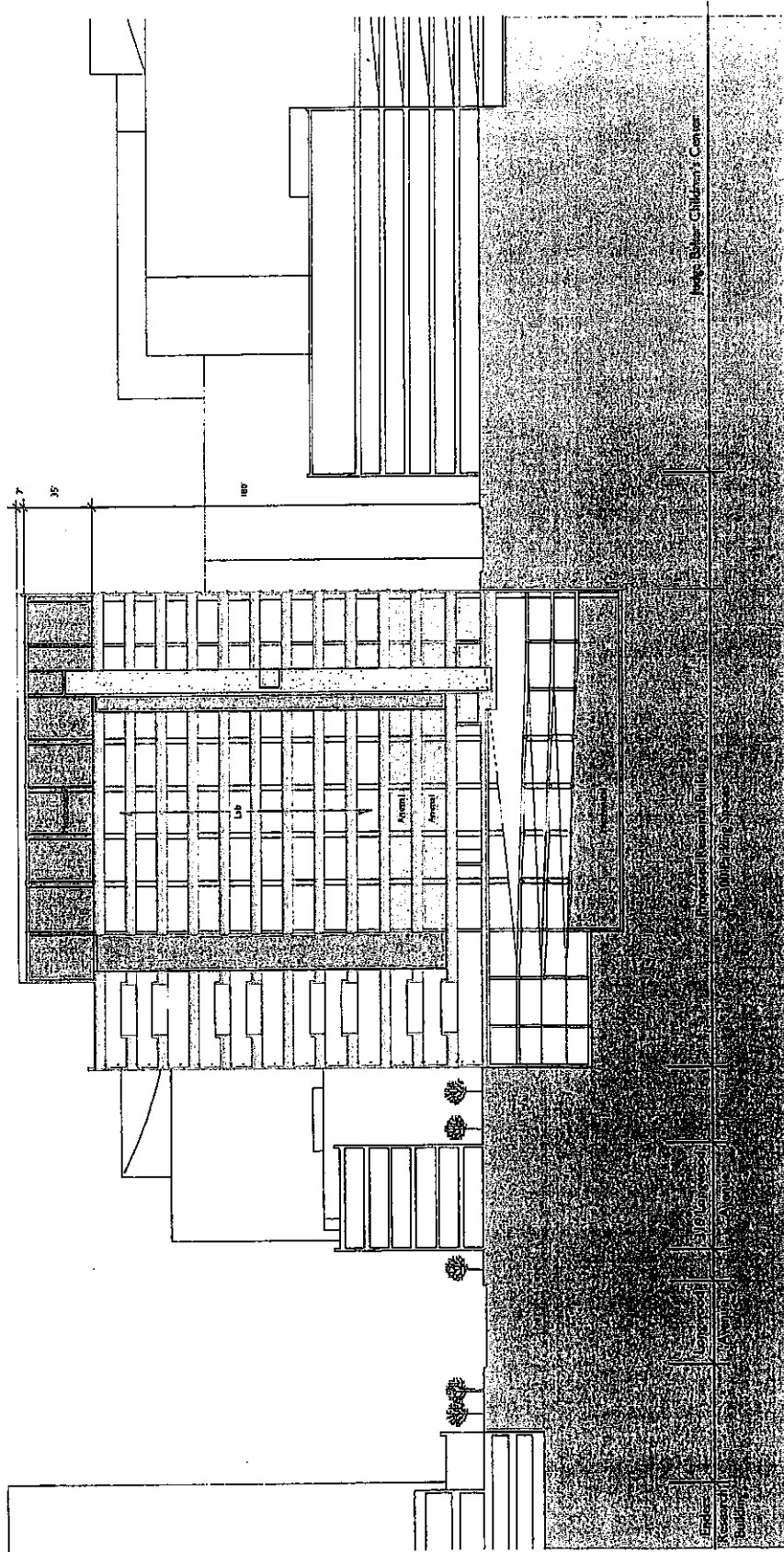
# Typical Lab Floor Plan



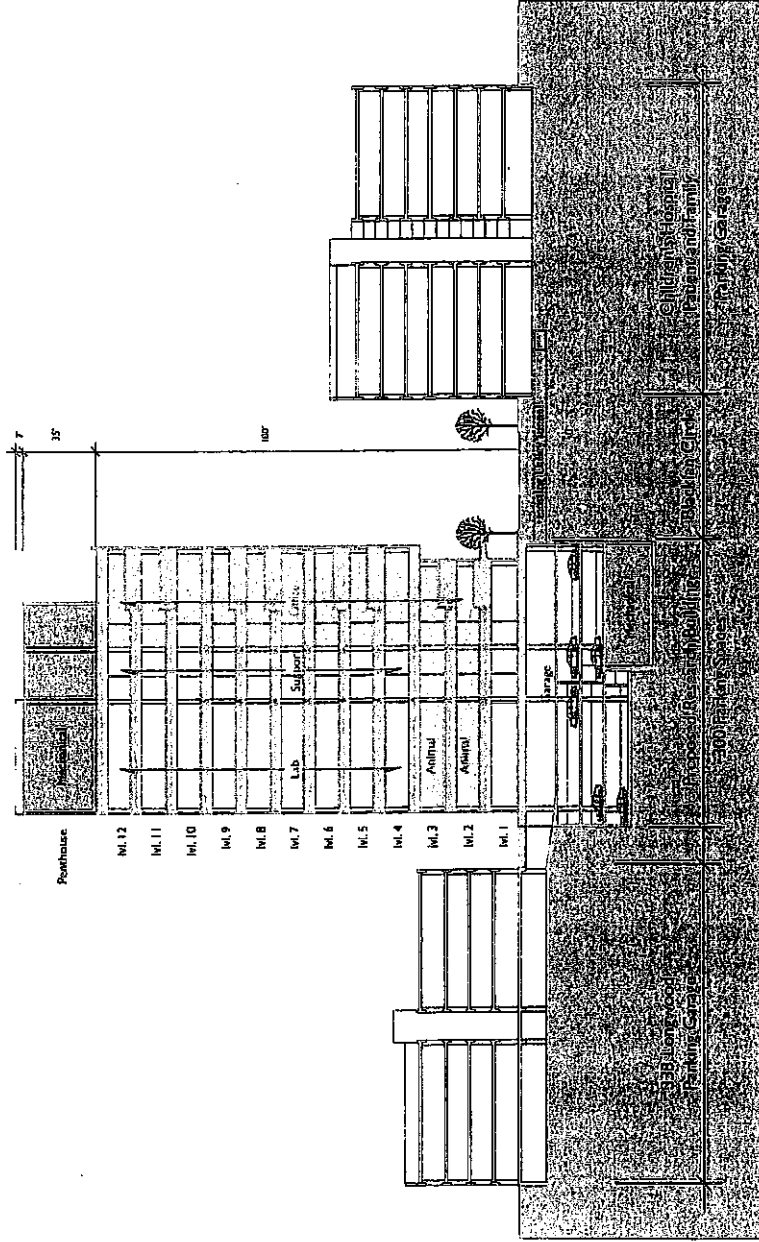
- labs
- lab support
- offices
- circulation
- cores
- mechanical
- storage/support
- auditorium



# Longitudinal Building Section



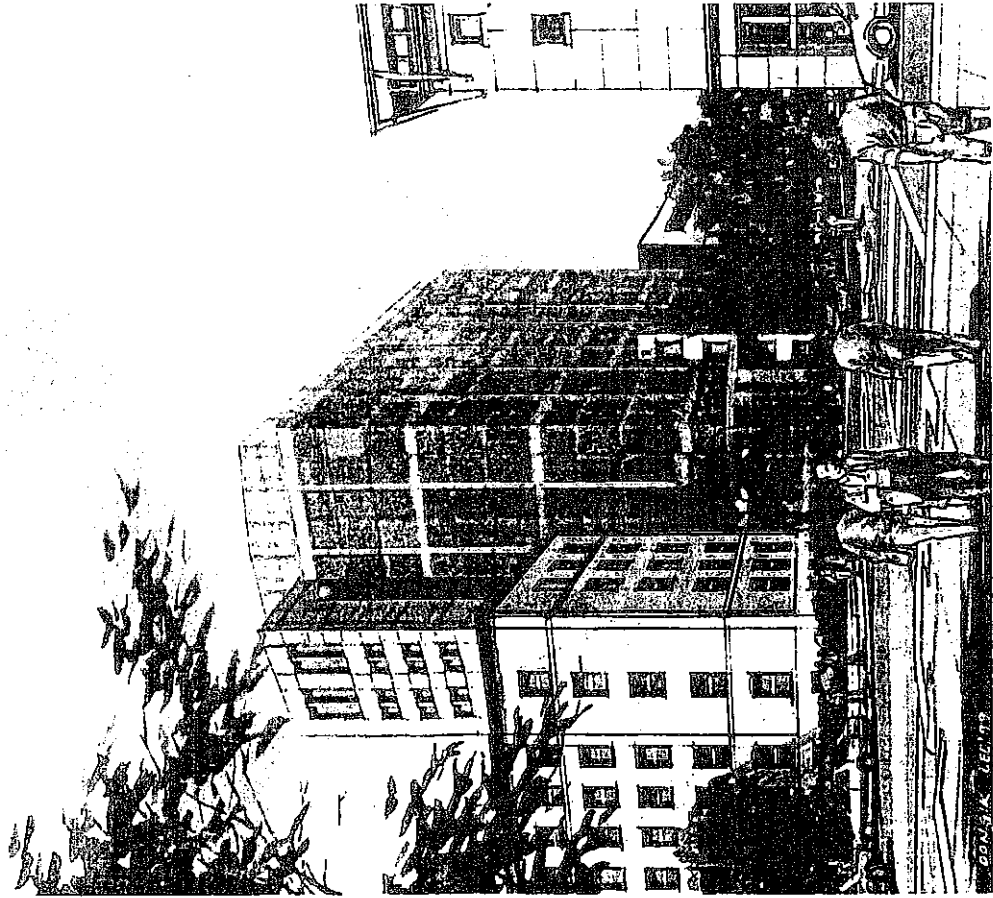
# Transverse Building Section



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Artist's Rendering of View from Longwood Avenue

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Children's Hospital  
Research Building



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