

November 25, 2014

Mr. Brian Golden, Acting Director and Executive Director  
Boston Redevelopment Authority  
Boston City Hall, 9<sup>th</sup> Floor  
One City Hall Square  
Boston, MA 02201-1007

2014 NOV 31 P 12:15  
BRA

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 September and October 2010 and September 2012. 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 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 has been limited to minor office expansion and includes equipment replacement over the next 12-24 months, but only limited expansion. The 10<sup>th</sup> and 11<sup>th</sup> floors of the Dana Building have been re-purposed as Population Sciences Office space with the 9<sup>th</sup> floor of the Dana Building planned for future growth of this program or a similar one. DFCI is currently undertaking vivarium and CMCF (Cell Manipulation Core Facility) space and growth studies, which DFCI expects to be completed this Fall. Depending on the findings of those studies and DFCI's research needs, portions of the Jimmy Fund Building (3-6 floors) and Smith Building (2 floors) may require extensive renovation and upgrades.
  
- 5) Leased Space  
DFCI has leased approximately 154,100 rentable square feet at Longwood Center for research laboratory use near DFCI's main campus. Occupancy is scheduled to commence in January 2015. DFCI is currently reviewing long-term space needs for vivarium space, which may require additional leased space in Longwood Center. Based on the final programming of DFCI's Longwood Center leased premises, DFCI does not plan to renew some of its other research laboratory use on DFCI's Central Campus. In addition, as indicated by the summary of leased space, DFCI has permitted its lease at Faulkner Hospital expire and has commenced an oncology space lease at St. Elizabeth's Hospital in Brighton.

In July 2014, Dana-Farber Community Cancer Network purchased Commonwealth Hematology-Oncology. This group of physician practices encompasses eight (8) leased sites located in Dorchester (Caritas Carney Hospital), Haverhill, Lawrence, Milton, Newburyport, Quincy, Stoneham, Weymouth.

It is worth noting that DFCI has addressed its administrative office needs through the leasing of an additional 48,000 square feet (rentable) of office space at 10 Brookline Place, Brookline. Given its consolidation of administrative office space, DFCI anticipates allowing the office space lease at 1 Harvard Street in Brookline to expire in 2015.

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 maintained and expanded 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:

### **2013**

- Bike Friendly Business Gold Award (Presented by Mayor Thomas Menino and City of Boston)
- Excellence in Commuter Options Pinnacle Award (Presented by Richard Davey, MassDOT/Mass Rides)
- Massachusetts Bicycle Challenge 2<sup>nd</sup> Place in Business/Institution (3,000-4,999 employees)
- League of American Bicyclists, Bronze Level National Bike Friendly Business
- Green Streets Initiative, Inc Walk/Ride Corporate Challenge, Winner in Hospitals Category for Participation and Check-Ins

### **2014**

- Bike Friendly Business Gold Award (Presented by Mayor Martin Walsh and City of Boston)
- Excellence in Commuter Options Pinnacle Award (Presented by Richard Davey, MassDOT Rides)
- Excellence in Commuter Options Leadership Spotlight Award for Bicycling
- Massachusetts Bicycle Challenge 2<sup>nd</sup> Place in Business/Institutions (3,000-4,999)
- League of American Bicyclists, Bronze Level National Bike Friendly Business

## **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. As you are aware, in December 2010, the City of Boston Mayor's PILOT Task Force issued its Final Reports and Recommendations (the "Task Force Report") for PILOT contributions for the City's medical and educational institutions. 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 increased its PILOT contribution for Fiscal Year 2014 to \$582,733. DFCI plans to continue to increase its contribution in 2015 and 2016 (by \$160,920.00 for each such year), until the annual PILOT contribution reaches \$904,574.

DFCI also pays real estate taxes on some of its facilities. In 2013, real estate tax payments for its leased spaces totaled approximately \$2,000,000.

DFCI has made to the City of Boston all of the required payments 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.

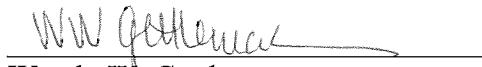
## **VI. Projects Contemplated Beyond the Term of the IMP**

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 renovation of the Jimmy Fund Building, but has no current plans to commence any such work prior to the end of the term of the IMP in 2017.

Clinical space master planning will commence in FY2015. DFCI plans to continue to meet clinical growth within Yawkey and via network development. DFCI does not anticipate commencing construction of any major clinical expansion 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.

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.

cc: Sonal Gandhi, BRA  
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Enclosures:

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

Table 1: DFCI-Leased Facilities as of November 2014

Facilities in Boston

Building Name	Address of Nearest Entry	Current Uses	Approx. Gross Floor Area (3, 4)	Lease Expiration
Longwood Galleria	342 Longwood Avenue / 400 Brookline Avenue	Administrative Offices	32,858	Various
375 Longwood Avenue	375 Longwood Avenue	Administrative Offices	36,968	3/31/2017 and 3/31/19
Harvard Institutes of Medicine	4 Blackfan Circle	Research Laboratories	68,382	9/30/2015 (4 <sup>th</sup> floor) and 12/31/2016 (2 <sup>nd</sup> & 3 <sup>rd</sup> floor)
Seeley-Mudd Institute at HMS	40 Ames Street	Research Laboratories	4,991	6/30/2015
Center for Life Sciences	3 Blackfan Circle	Research Laboratories	50,965	12/31/2017, with option to renew
Longwood Center	360 Longwood Ave	Research Laboratories	135,740	15.5 year term with options to renew; phased occupancy to commence January 2015
21-27 Burlington Street	21-27 Burlington Street	Research support and core labs	25,820	8/31/2019
20 Overland Street	20 Overland Street	Administrative Offices	49,503	9/30/2017
27 Dry Dock Avenue	27 Dry Dock Avenue	Support, Administration, Research	47,896	3/31/2016, with option to renew
Carney Hospital	2100 Dorchester Ave	DFCCN MD Practice	2,810	4/30/2015

**OTHER NON-CAMPUS LEASED SPACES**

10 Brookline Place	10 Brookline Place, Brookline Village	Administrative Offices	130,863	8/31/2021, with option to renew 11/30/2025
1 Harvard Street	1 Harvard St, Brookline Village	Administrative Offices	9,814	2/28/2015
Broad Institute	320 Charles Street, Cambridge, MA	Research Laboratories	10,000	12/31/2016
Milford Cancer Center	20 Prospect Street, Milford, MA	Satellite Clinic	25,061	10/31/2027, with option to renew
Londonderry Medical Center	Londonderry, NH	Satellite Clinic	19,813	10/2/2018, with option to renew
South Shore Cancer Center	101 Columbian Street, South Weymouth, MA	Satellite Clinic	41,925	12/31/2030, with option to renew
Libbey Park	51 Performance Drive Weymouth, MA	Satellite Clinic	10,633	7/1/2017, with option to renew
Whittier Street Health Center	1290 Tremont Street Boston, MA	Satellite Clinic	1,374	3/31/2017, with option to renew
St. Elizabeth Medical Center	736 Cambridge Street Brighton, MA	Satellite Clinic	17,523	6/30/2019
Various DFCCC sites	Haverhill, Lawrence, Milton, Newburyport, Quincy, Stoneham, Weymouth	DFCCN MD Practice	4,198 8,896 81 14,617 13,846 11,580 <b>TOTAL: 53,218</b>	Various

**TOTAL GROSS FLOOR AREA LEASED BY DFCCI: 720,129 gsf + DFCCN (56,028)= 776,157 gsf**

Note:

Includes parking, mechanical, and other space not included in zoning definition

Table 2: Community Benefits and Workforce Development Update Table

Benefit	Estimated Start Date	Estimated Date Complete	Source of Obligation	Expenditure	Status
<b>Workforce Development &amp; School Partnerships</b>					
<i>Employment</i>					
At opening in Jan. 2011), the estimated new Permanent Jobs Created at the Yawkey Center for Cancer Care = 50. Target for new Employees who are Boston Residents = 20 (40%).	2011	--	YC	---	As of 2013, the annual salary for Boston residents employed in the Yawkey Center for Cancer Care totals \$7,474,404. The total Boston Residents employee count in 2013 is 142, thereby comprising 36% of the total employees working at the Yawkey Center for Cancer Care (399).
Estimated New Permanent Jobs Created at 27 Dry Dock Center was 47; Estimated New Employees who are Boston Residents was 20 (42%).	2007-8	--	IMP	---	DFCI continues to support this ongoing commitment in 2013. The total Boston Residents employee count in 2013 is 18, thereby comprising 33% of the total employees working at the Dry Dock (55).
Total DFCI Employment (2006): 3,557	--	--		--	The total employee count for DFCI is 3,897 in 2013.
Employees that are Boston Residents (Approximate in 2010): 1,123 (32%)	Ongoing		DFCI	---	The total Boston Residents employee count for DFCI in 2013 is 1,214, thereby comprising 31% of the DFCI workforce.



Table 2: Community Benefits and Workforce Development Update Table

Benefit	Estimated Start Date	Estimated Date Complete	Source of Obligation	Expenditure	Status
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<i>Institutional Support</i>					
Continue to fund positions of Director, Workforce Development and Coordinator, School Partnership Programs	2007		DFCI	\$100,000 Annually	DFCI continues to support this ongoing commitment in FY 2013.

<i>Programs for Community Residents</i>					
Continue to be active participant in The Boston Research and Health Care Training Institute (BRHCTI) to create internships and possible jobs for community residents, and provide job skills training for incumbent lower-grade level workers	Ongoing			\$50,000 annually, includes \$25,000 annual contribution to TI; \$25,000 in-kind services; salaries of DFCI managers	DFCI continues to support a partnership with YMCA Training, Inc to create internships and possible jobs for community residents in FY 2013.
Provide five additional summer jobs for residents through ABCD Parker Hill/Fenway plus \$10,000 annually for five years.	2007	2012	DFCI	\$10,000 annually through 7/2012	Completed – last payment made in July 2012.
Comprehensive Workforce Development Plan for Boston Residents, as approved by OJCS, which includes the cost of pre-employment training and jobs. <sup>2</sup>	2007		DFCI	\$13,000	DFCI continued supporting this ongoing commitment in FY 2013

<i>Higher Education Partnerships</i>					
Develop a partnership with the Benjamin Franklin Institute to provide health career exposure opportunities, internships, and potential employment for Institute students and graduates.	begun July 2007		DFCI	N/A	

Table 2: Community Benefits and Workforce Development Update Table

Benefit	Estimated Start Date	Estimated Date Complete	Source of Obligation	Expenditure	Status
<p>Commit to provide support for scholarships/stipends of \$7,500 for two students in the Benjamin Franklin Institute Pharmacy Tech program for three years.</p>	<p>October 2007</p>	<p>May 2010</p>	<p>DFCI</p>	<p>\$15,000 annually through 5/2010</p>	<p>Completed – last stipends paid in May 2010</p>
<p>Continue and expand relationship with Nursing and Patient Care Services and the University of Massachusetts in the following programs:</p> <ul style="list-style-type: none"> <li>○ Continuing support for the recruitment of ethnically diverse nurses to DFCI and cancer nursing by providing structured education and mentoring</li> <li>○ Provide faculty for undergraduate nursing students for community health placements</li> </ul>	<p>Ongoing</p>	<p>2007</p>	<p>DFCI</p>	<p>\$50,000 annually</p>	<p>DFCI has continued to fund the SMART nursing program. Currently, no one is enrolled in the program and DFCI has reduced its annual commitment to \$50,000</p> <p>DFCI has continued to support the U54 Grant. One project within that grant is the Nursing Post Doctoral Fellowship Program. DFCI has supported this fellowship program in the amount of approximately \$45,000 in '13 &amp; '14.</p>

Table 2: Community Benefits and Workforce Development Update Table

November 2014

Benefit	Estimated Start Date	Estimated Date Complete	Source of Obligation	Expenditure	Status
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<i>Programs for Youth</i>					
Sustain and expand ongoing partnerships with Boston Private Industry Council, Boston Public Schools, and community-based organizations. <sup>1</sup>	Ongoing		DFCI	\$325,680 annually	DFCI continues to support this ongoing commitment in FY 2013

Continuing to work with John D. O'Bryant Gateway to the LMA Program, and provide career exploration, mentoring and internships to Boston students.	2007	Ongoing	DFCI	\$32,750 annually	DFCI continues to support this ongoing commitment in FY 2013
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<i>Incumbent Worker Programs</i>					
Provide ongoing skills and professional development opportunities offered through in-house Workforce Development and Learning and Organizational Development unit of Human Resources. <sup>2</sup>	Ongoing		DFCI	\$160,000 annually (estimated portion for Boston residents)	DFCI continued supporting this ongoing commitment in FY 2013
Offer individual career coaching for all staff and faculty through Harvard Medical School Center for Workplace Learning and Performance	Ongoing		DFCI	\$0 Closed in 2008	DFCI no longer provides this support as the Harvard Medical School Center for Workplace Learning and Performance closed in FY 2008

**Notes:**

- 1) Included in FY06 Community Benefits Report filed with Massachusetts Attorney General's Office.
- 2) Based on % of training budget allocated to DFCI employees who are Boston residents.

**Table 3: Transportation**

Benefit	Estimated Start Date	Estimated Date Complete	IMP/DFCI/YCCC	Expenditure	Status
<b>Transportation</b>					
<b>Traffic Management Plan</b>					
Provide minimized off-street drop-off along Jimmy Fund Way for first-time patients, chair cars, taxis, and ambulances only. DFCI curbside ambassadors to direct vehicles and prevent traffic backups.	2010	2011	Yawkey CCC	\$80,000 annually (includes salaries of valet ambassadors and security)	Operational January 2011 with the opening of the Yawkey Center for Cancer Care
Implement drop-off at P1 level of the Yawkey CCC.	2010	2011	Yawkey CCC		Operational January 2011 with the opening of the Yawkey Center for Cancer Care
Reconfigure the DFCI Smith Building loading dock to include 2 additional loading bays to eliminate need for loading activities on Brookline Avenue at Yawkey CCC.	2010	2010	Yawkey CCC	\$2,500,000	Completed November 2010
Implement an off-site Materials Management Center at 27 Dry Dock Avenue to reduce truck traffic on Binney Street and eliminate need for Brookline Avenue loading activities.	2007	ongoing	IMP	\$4,000,000 (capital cost) \$250,000 (annual operating cost)	Completed and operational  Annual expenditure ongoing

**Table 3: Transportation**

Benefit	Estimated Start Date	Estimated Date Complete	IMP/DFCI/YCCC	Expenditure	Status
<i>Local Street Network / System wide Transportation Improvements</i>					
<p>Modify the existing traffic signal operations to accommodate a protected left-turn movement from Brookline Avenue to Jimmy Fund Way. Modifications will include provision of a new traffic controller, mast arms, signal posts, pedestrian signals, crosswalks, and signage.</p>	2011	2010	Yawkey CCC	\$325,000 (includes planning, design, and construction costs)	Operational December 2010
<p>Modify corner radii at the intersections of Jimmy Fund Way, install ADA-compliant accessible ramps, and include countdown pedestrian indications in the new signal design.</p>	2010	2010	Yawkey CCC	\$250,000	Completed December 2010
<p>Widen Jimmy Fund Way to include two approach lanes at its intersection with Brookline Avenue, decreasing traffic queues on JFW, providing improved traffic flow along both JFW and Binney.</p>		2010	Yawkey CCC	\$800,000	Completed December 2010

**Table 3: Transportation**

Benefit	Estimated Start Date	Estimated Date Complete	IMP/DFCI/YCCC	Expenditure	Status
Construct wider sidewalks along Brookline Avenue and Jimmy Fund Way adjacent to the project site.		2010	Yawkey CCC	\$350,000	Completed December 2010
Install an internet-connected Pan-Tilt-Zoom traffic monitoring camera at the intersection of Brookline Avenue/Jimmy Fund Way, improving traffic and incident management system for the City of Boston.		2010	Yawkey CCC	\$30,000	Installed late 2010; Fully operational early 2012
Provide additional bicycle parking spaces in secure, enclosed facility.		2013	IMP	\$300,000	Completed installation of new Bike storage as part of Yawkey Center Project - January 2010. Completed additional 54 bike parking spaces as part of Dana Garage Infill Project – June 2013
Investigate and correct existing deficiencies to copper and internet-based connections between new PTZ camera at JFW and BTD Traffic Control Center		2010	Yawkey CCC	Not to exceed \$30,000	Installed late 2010; Completed early 2012
<b>Parking Ratios</b>					
Convert employee parking to patient parking		Complete	DFCI	\$150,000	Completed.

**Table 3: Transportation**

Benefit	Estimated Start Date	Estimated Date Complete	IMP/ DFCI/ YCCC	Expenditure	Status
<b>Transportation Demand Management Plan</b>					
Maintain proactive relationship in MASCO's CommuteWorks TMA to provide wide array of TDM programs and amenities that seek to encourage the use of transit as a regular means of commuting.	Ongoing	Ongoing	IMP	\$100,000 annually	Ongoing
Contribute to expenses for LMA shuttles for Ruggles and JFK/UMass stations.	Ongoing	Ongoing	DFCI	\$175,000 (annually)	Ongoing
Maintain employee/tenant transit subsidy at 50 percent, up to \$125/month	Increased Nov. 2005	Ongoing	DFCI	\$1,200,000 (annually)	Ongoing
Coordinate with ZipCar to add a parking space for this shared-car service.		2010	Yawkey CCC		DFCI has coordinated access to 2 Zipcars at 375 Longwood Avenue Parking Garage, at which DFCI major tenant, in lieu of having a single Zipcar space at the Yawkey CCC
Provide preferential parking for hybrid vehicles and other alternatively-fueled vehicles.		2010	IMP	expanded free valet parking program	Completed
Provide preferential parking for car pool vehicle in the YCCC garage.		2012	DFCI	\$3,600 (annually)	Completed

**Table 4: Urban Design**

Benefit	Estimated Start Date	Estimated Date Complete	IMP/ DFCI/ YCCC	Expenditure	Status
<b>Urban Design</b>					
Provide pedestrian plaza at entrance to the Yawkey CCC at the Intersection of Brookline Avenue and Jimmy Fund Way.		Complete Nov. '10	Yawkey CCC	\$400,000	PMC Plaza completed October 2010
Provide widened sidewalks, street trees and other amenities along JFW.	2012	Complete June '13	IMP	\$400,000	In connection with the completion of the the Dana Garage Infill Project (which commenced occupancy in June 2013), DFCI is improving the streetscape in the following ways: introducing planters along JFW along façade insets, widening the sidewalk at intervals between relocated entry on corner of Binney & JFW and new staff entry along JFW. Incorporating new canopy over relocated entry at corner of Binney & JFW. Improving pedestrian experience by replacing poured concrete façade with transparent curtain wall element that opens view into new two-story lobby atrium.
Provide healing garden in Yawkey CCC at corner of Jimmy Fund Way and Brookline Avenue to visually link DFCI with green space in Joslin Park.		Complete Jan '11	Yawkey CCC	\$12,500,000 [includes estimated cost of shelled space]	Stoneman Healing Garden Occupied in Yawkey Center
Provide streetscape amenities at Binney Street, including screening of mechanical equipment at Jimmy Fund Building, and pedestrian shielding of loading area at Smith Building.	2014	Partially complete Jan '11 JFB:	IMP	\$700,000	The DFCI Smith Loading dock was expanded in February 2011 with the opening of the Yawkey Center. At this time, new doors were installed at each bay to shield pedestrians of loading area. The Jimmy Fund improvements are still under



**Table 4: Urban Design**

Benefit	Estimated Start Date	Estimated Date Complete	IMP/DFCI/YCCC	Expenditure	Status
		2016- 2018			consideration, pending future master plans.
Upgrade pedestrian amenities in upgrade of walkway lighting, paving, and new entrance between Yawkey CCC and MATEP.		Complete 2010	Yawkey CCC	\$200,000	MATEP Alley upgrades completed October 2010
Close Dana Building garage, ramps and drop-off; relocate entrance; infill with program space to improve Dana/Mayer facades, reduce parking impacts on Binney Street, and create pedestrian spine along Jimmy Fund Way.	2011	Complete Jun 2013	IMP	\$8,700,000	Completed in connection with the Dana Garage Infill Project in June 2013.
Acquire over 50,000 SF of leased space in LMA to reduce size of proposed Yawkey CCC.	2010	Complete 2010	IMP	Annual Rent: \$3,400,000 Capital Expenditure: \$4,700,000	No change. Completed. DFCI has entered into a lease of approximately 53,000 square feet at the Harvard Institute of Medicine in August 2009, with a commencement date of January 2010.

**Table 4: Urban Design**

Benefit	Estimated Start Date	Estimated Date Complete	IMP/DFCI/YCCC	Expenditure	Status
<p>Reduce overall density in LMA by relocating administrative and other uses to other parts of the City.</p> <ul style="list-style-type: none"> <li>o Develop over 50,000 SF at 27 Dry Dock Avenue for Animal Research Facility, wet labs, and Medical Transcription facilities. (see above for relocation of Materials Management functions).</li> <li>o Provide cancer care services and facilities at Faulkner Hospital</li> </ul>	2006	2010	IMP	\$26,000,000	Completed
<ul style="list-style-type: none"> <li>o Provide cancer care services and facilities at Faulkner Hospital</li> </ul>	2007	2007		\$420,000 annually Through 2/'13	Faulkner Satellite Closed February 2013
<ul style="list-style-type: none"> <li>o Provide cancer care services and facilities at Milford Hospital</li> </ul>	2012	2012		\$6,530,561 annually \$12M capital	Ongoing
<ul style="list-style-type: none"> <li>o Provide cancer care services and facilities at Londonderry Hospital</li> </ul>	2012	2012		\$5,248,000 annually \$12M capital	Ongoing
<ul style="list-style-type: none"> <li>o Provide cancer care services and facilities at South Shore Hospital</li> </ul>	2012	2012		\$11,050,000 annually \$35M capital	Ongoing
<ul style="list-style-type: none"> <li>o Administrative leases at 132 Brookline Ave (13K rsf) &amp; 1 Harvard Street (10K rsf)</li> </ul>	2008	2011 2015		\$1.54M (2007-2011) @ 132 Brookline \$2.64M (2009-2015) @ 1 Harvard	Repurposed Yawkey backfill space to eliminate administrative lease at 132 Brookline. 1 Harvard Street lease space occupied. Lease to expire Feb. 2015.

**Table 4: Urban Design**

Benefit	Estimated Start Date	Estimated Date Complete	IMP/ DFCI/ YCCC	Expenditure	Status
Support of MASCO transportation and planning programs including: area planning, construction coordination, emergency preparedness, and energy management.	Ongoing	Ongoing	DFCI	included in indirect benefits	Ongoing