

October 02, 2012

Mr. Peter Meade, Director
Boston Redevelopment Authority
Boston City Hall, 9th Floor
One City Hall Square
Boston, MA 02201-1007

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

Dear Director Meade:

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. An update letter was subsequently issued on September 15, 2010, with an update on Community Benefits and Workforce Development being issued on October 5, 2010. The purpose of this letter is to update you 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. Proposed Projects as Described in the IMP

As described below, DFCI is proceeding with 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. As indicated in the IMP, and in keeping with DFCI's strong commitment to environmental sustainability and consistent with the City's sustainability goals, the Yawkey Center was designed and constructed to achieve LEED Silver Certification. Upon completion, DFCI was pleased to receive LEED Gold Certification.



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2) Dana Building Parking Levels and Vehicular Drop-off

DFCI commenced 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 anticipates completion of this Project in the second quarter of 2013.

3) Dana/Mayer Façade Improvements

DFCI commenced this Proposed Project identified in Section 4.2.3 of the IMP within the Dana Building Garage Infill Project described above. Construction is underway, with completion expected in the second 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 limited expansion. The 10th and 11th floors of the Dana Building have been re-purposed as Population Sciences Office space with the 9th floor of the Dana Building planned for future growth of this or like program.

5) Future Leased Space

Since our last update of the IMP, DFCI has leased approximately 154,100 rentable square feet at Longwood Center for research laboratory use near DFCI's main campus. DFCI has also leased another 9,355 rentable square feet for clinical use in other locations in and around the Boston Metropolitan area. DFCI did not extend a lease for approximately 12,963 rentable square feet for administrative use at our North Campus.

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.



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Moving forward, DFCI plans to not extend our lease at Center Place, which is scheduled to terminate at the end of October, 2012. In addition, depending on the ultimate programming of the Longwood Center leased premises, DFCI may not renew some of our other research laboratory use on the Central Campus. DFCI is currently in the process of developing an administrative strategic master plan that will drive timing and amount of space needed for an administrative consolidation in or around the Boston Metropolitan area.

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.

III. 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:

2012

- 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/MassRides)
- Massachusetts Bicycle Challenge 1st Place in Business/Institution (3,000-4,999)
- Massachusetts Bicycle Challenge 1st Place in Total Team Miles

2011

- Bike Friendly Business Silver Award (Presented by Mayor Thomas Menino and City of Boston)
- Massachusetts Bicycle Challenge 2nd Place in Business/Institution (3,000-4,999)
- Excellence in Commuter Options - Leader Award (Presented by Richard Davey MassDOT/MassRides)



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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 \$93,108.94 (the FY 2009 PILOT Payment) to \$767,626 (with increases of \$133,804 commencing for FY 2010 and ending in FY 2014). In order to bring DFCI's PILOT contribution the level recommended in the Task Force Report, DFCI increased its PILOT contribution for Fiscal Year 2012 to \$260,892. DFCI plans to continue to increase its contribution in 2013 and 2014 until it reaches an annual PILOT contribution of \$767,626.

DFCI also pays real estate taxes on some of its facilities. In 2012, real estate tax payments for its leased spaces were approximately \$2,000,000.

In addition, 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.



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VI. Projects Contemplated Beyond the Term of the IMP

As described in the IMP, projects that DFCI anticipates in the future include (i) the construction of a third-level bridge over Binney Street connecting the Smith Building to Brigham and Women's Amory Building; (ii) the replacement of the Jimmy Fund Building; and (iii) the construction of a third-level bridge over Binney Street connecting the Dana Building to Children's Hospital Boston. DFCI currently has no plans to undertake such work prior to the end of the term of the IMP.

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,

A handwritten signature in black ink, appearing to read 'Maria Papola', written over a horizontal line.

Maria Papola
Senior Vice President of Institute Operations
Dana-Farber Cancer Institute, Inc.

cc: Sonal Gandhi, BRA
Katelyn Sullivan, BRA
Richard S. Boskey, Esq., DFCI
Wendy W. Gettleman, DFCI
Sherri Rullen, DFCI
Douglas M. Husid, Goulston & Storrs, P.C.
Darren M. Baird, Goulston & Storrs, P.C.

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 September 2012

H	Longwood Galleria	342 Longwood Avenue / 400 Brookline Avenue	Administrative Offices	32,862	Various
K	375 Longwood Avenue	375 Longwood Avenue	Administrative Offices	36,514	3/31/2016
J	Harvard Institutes of Medicine	4 Blackfan Circle	Research Laboratories	68,563	9/30/2015 (2004 Lease) and 12/31/2016 (2009 Lease)
R	Seeley-Mudd Institute at HMS	40 Ames Street	Research Laboratories	4,484	6/30/2013
Q	Center for Life Sciences	3 Blackfan Circle	Research Laboratories	50,914	12/31/2018, with option to renew
	Longwood Center	360 Longwood Ave	Research Laboratories	131,457	15.5 year term with options to renew; occupancy expected in fall of 2014
			Central Campus Subtotal:	324,794	
L	Center Place	1309 Beacon Street West, Brookline	Administrative Offices	10,113	10/31/2012
N	10 Brookline Place	10 Brookline Place, Brookline Village	Administrative Offices	84,751	8/31/2021, with option to renew
	1 Harvard Street	1 Harvard St, Brookline Village	Administrative Offices	8,560	2/28/2015, with option to renew
			South Campus Subtotal:	103,424	
M	21-27 Burlington Street	21-27 Burlington Street	Research support and core labs	25,726	8/31/2019
N	20 Overland Street	20 Overland Street	Administrative Offices	50,318	9/31/2015, with option to renew
			North Campus Subtotal:	76,004	
P	27 Dry Dock Avenue	27 Dry Dock Avenue	Support, Administration, Research	45,686	3/31/2016, with option to renew
			Harbor Campus Subtotal:	45,686	

OTHER NON-CAMPUS LEASED SPACES

—	Broad Institute	320 Charles Street, Cambridge	Research Laboratories	10,000	12/31/2016
—	Faulkner Hospital	1153 Centre Street, Boston	Clinic	14,314	9/30/2013, with option to renew
—	Milford Cancer Center	20 Prospect Street, Milford, MA	Clinic	24,034	8/31/2027, with option to renew
—	Londonderry Medical Center	Londonderry, NH	Clinic	24,062	10/31/2013, with option to renew
—	South Shore Cancer Center	101 Columbian Street, South Weymouth, MA	Clinic	41,925	12/31/2030, with option to renew
—	Libbey Park	51 Performance Drive Weymouth, MA	Clinic	8,020	3/31/2027, with option to renew
—	Whittier Street Health Center	1290 Tremont Street Boston, MA	Clinic	1,335	3/31/2017, with option to renew
—	Warehouse, Garage, Other	Various	Administrative Offices and Support Facilities	12,801	Various
				Other Subtotal:	136,491
				Total:	713,399

TOTAL GROSS FLOOR AREA OWNED OR LEASED BY DFCI: 2,142,437 SF

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

**Dana-Farber Cancer Institute
Community Benefits and Workforce Development Update
September 2012**

Benefit	Estimated Start Date	Estimated Date Complete	Source of Obligation	Expenditure	Status
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Table 2

Workforce Development & School Partnerships					
<i>Employment</i>					
Estimated New Permanent Jobs Created at Center for Cancer Care - 50 Estimated New Employees who are Boston Residents - 20	2011	--	CCC	Approximately \$3,000,000 annual salaries - Boston residents	As of 2012, the annual salary for Boston residents employed in the Yawkey Center for Cancer Care totals \$4,735,128.
New Permanent Jobs Created at 27 Dry Dock Center -- 47 Estimated New Employees who are Boston Residents -- 20	2007-8	--	IMP	Approximately \$2,000,000 annual salaries - Boston residents	DFCI continued supporting this ongoing commitment in 2012.
Total DFCI Employment (2006): 3,557	--	--		--	The total employee count for DFCI is 4,054 in 2012
Employees that are Boston Residents (Approximate in 2010): 1,123 (32%)	Ongoing		DFCI	Approximately \$50,000,000 annual salaries	The total Boston Residents employee count for DFCI in 2012 is 679, thereby comprising 16% of the DFCI workforce.
<i>Institutional Support</i>					
Continue to fund positions of Director, Workforce Development and Coordinator, School Partnership Programs	2007		DFCI	\$100,000 Annually	DFCI continued supporting this ongoing commitment in FY 2012, and has increased the expenditure to approximately \$150,000 annually

**Dana-Farber Cancer Institute
Community Benefits and Workforce Development Update
September 2012**

Benefit	Estimated Start Date	Estimated Date Complete	Source of Obligation	Expenditure	Status
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<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 Provide five additional summer jobs for residents through ABCD Parker Hill/Fenway plus \$10,000 annually for five years. Comprehensive Workforce Development Plan for Boston Residents, as approved by OJCS, which includes the cost of pre-employment training and jobs. ²	Ongoing			\$50,000 annually, includes \$25,000 annual contribution to TI; \$25,000 in-kind services; salaries of DFCI managers	BRHCTI closed in FY2007, and, as a result DFCI no longer provides the referenced support. DFCI has redirected these funds in order to support an ongoing partnership with YMCA Training Inc.
	2007	2012	DFCI	\$10,000 annually (for five years)	Completed – last payment made in July 2012.
	2007		DFCI	\$13,000	DFCI continued supporting this ongoing commitment in FY 2012
<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. Commit to provide support for scholarships/stipends of \$7,500 for two students in the Benjamin Franklin Institute Pharmacy Tech program for three years.	begun July 2007		DFCI	N/A	
	October 2007	May 2010	DFCI	\$15,000 annually	Completed – last stipends paid in May 2010

**Dana-Farber Cancer Institute
Community Benefits and Workforce Development Update
September 2012**

Benefit	Estimated Start Date	Estimated Date Complete	Source of Obligation	Expenditure	Status
<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"> ○ Continuing support for the recruitment of ethnically diverse nurses to DFCI and cancer nursing by providing structured education and mentoring ○ Provide faculty for undergraduate nursing students for community health placements ○ Reestablish Diversity Fellowship in Nursing in collaboration with UMass Boston 	<p>Ongoing</p> <p>2007</p> <p>2007</p>	<p>DFCI</p> <p>DFCI</p> <p>DFCI</p>	<p>\$95,000 annually</p> <p>\$65,000 annually</p> <p>\$120,000 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 funded its initial commitment of \$65,000. DFCI has continued the U54 Grant (in the amount of \$75,000 annually) for teaching undergraduate students at UMass Boston</p> <p>Completed</p>	
<i>Programs for Youth</i>					
<p>Sustain and expand ongoing partnerships with Boston Private Industry Council, Boston Public Schools, and community-based organizations.¹</p>	<p>Ongoing</p>	<p>DFCI</p>	<p>\$325,680 annually</p>	<p>DFCI continues to support this ongoing commitment in FY 2012</p>	

**Dana-Farber Cancer Institute
Community Benefits and Workforce Development Update
September 2012**

Benefit	Estimated Start Date	Estimated Date Complete	Source of Obligation	Expenditure	Status
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 2012
<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. ²	Ongoing	Ongoing	DFCI	\$160,000 annually (estimated portion for Boston residents)	DFCI continued supporting this ongoing commitment in FY 2012
Offer individual career coaching for all staff and faculty through Harvard Medical School Center for Workplace Learning and Performance	Ongoing	Ongoing	DFCI	closed	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
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Transportation					
<i>Traffic Management Plan</i>					
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
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<i>Local Street Network / System wide Transportation Improvements</i>					
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.	2011	2010	Yawkey CCC	\$325,000 (includes planning, design, and construction costs)	Operational December 2010
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.	2010	2010	Yawkey CCC	\$250,000	Completed December 2010
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.		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. Plan to add an 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
Parking Ratios					
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
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<i>Transportation Demand Management Plan</i>					
Maintain proactive relationship in MASCO's Commute Works 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		IMP	\$100,000 annually	Ongoing
Contribute to expenses for LMA shuttles for Ruggles and JFK/UMass stations.	Ongoing		DFCI	\$175,000 (annually)	Ongoing
Maintain employee/tenant transit subsidy at 50 percent.	Increased Nov. 2005	Ongoing	DFCI	\$900,000 (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

Table 4: Urban Design

Benefit	Estimated Start Date	Estimated Date Complete	IMP/ DFCI/ YCCC	Expenditure	Status
Urban Design					
Provide pedestrian plaza at entrance to the Yawkey CCC at the Intersection of Brookline Avenue and Jimmy Fund Way.		2010	Yawkey CCC	\$400,000	PMC Plaza completed October 2010
Provide widened sidewalks, street trees and other amenities along JFW.	2012	2013	IMP	\$400,000	Within the scope of the Dana Garage Infill Project (occupancy target: Summer 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.		2011	Yawkey CCC	\$12,500,000 [includes estimated cost of shelled space]	Stoneman Healing Garden occupied January 2011
Provide streetscape amenities at Binney Street, including screening of mechanical equipment at Jimmy Fund Building, and pedestrian shielding of loading areas at Smith Building	2014	2016	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 consideration, pending future master plans.

Table 4: Urban Design

Benefit	Estimated Start Date	Estimated Date Complete	IMP/DFCI/YCCC	Expenditure	Status
Upgrade pedestrian amenities in upgrade of walkway lighting, paving, and new entrance between Yawkey CCC and MATEP.		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	2013	IMP	\$8,700,000	All within scope of the Dana Garage Infill Project; commenced in 2012 and is scheduled to occupy Summer 2013.
Acquire over 50,000 SF of leased space in LMA to reduce size of proposed Yawkey CCC.	2010	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"> 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). o Provide cancer care services and facilities at Faulkner Hospital 	2006	2010	IMP	\$26,000,000	Completed
<ul style="list-style-type: none"> o Provide cancer care services and facilities at Milford Hospital 	2007	2007		\$420,000 annually	Ongoing
<ul style="list-style-type: none"> o Provide cancer care services and facilities at Londonderry Hospital 	2012	2012		\$6,530,561 annually \$12M capital	Ongoing
<ul style="list-style-type: none"> o Provide cancer care services and facilities at Londonderry Hospital 	2012	2012		\$5,248,000 annually \$12M capital	Ongoing
<ul style="list-style-type: none"> o Provide cancer care services and facilities at South Shore Hospital 	2012	2012		\$11,050,000 annually \$35M capital	Ongoing
<ul style="list-style-type: none"> o Administrative leases at 132 Brookline Ave (13K rsf) & 1 Harvard Street (10K rsf) 	2008	2011/2014		\$600,000 combined annually	Ongoing 1 Harvard Street lease space occupied. Repurposed Yawkey backfill space to eliminate administrative lease at 132 Brookline.

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