



MASSACHUSETTS  
GENERAL HOSPITAL



HARVARD  
MEDICAL SCHOOL

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December 15, 2010

Mr. John F. Palmieri, Director  
Boston Redevelopment Authority  
Boston City Hall, 9<sup>th</sup> Floor  
One City Hall Square  
Boston, MA 02201-1007

Re: The Massachusetts General Hospital Institutional Master Plan Update as required in accordance with Article 80 of the Boston Zoning Code and Enabling Act

Dear Director Palmieri:

The Massachusetts General Hospital ("MGH" or the "Hospital") is pleased to provide you with an update on its Institutional Master Plan ("IMP") as required in accordance with the provisions of Section 80D-7 of the Code. The IMP was approved by the BRA Board in November 2006 and adopted by the Zoning Commission in December 2006. We provided you an update on the IMP in December 2008, and an Amendment to the IMP was approved by the BRA Board in September 2010. The purpose of this letter is to update you with respect to the projects described in the IMP, as amended, and to report on the status/progress of the community benefits and mitigation offered in connection with IMP approval.

This letter also serves as a status report on mitigation outlined in MGH's Cooperation Agreement, as amended on July 3, 2008. In addition, we are also providing for your information one-time updates on some other community benefits provided by MGH such as benefits provided under the State's Determination of Need project approval of May 2007. These additional benefits and reporting are unrelated to the IMP or Cooperation Agreement permitting efforts. As such, this additional reporting is provided as a one-time update not subject to future updating. In some cases where the original benefit included in the IMP was increased or the payment schedule was accelerated by later agreements, including the Determination of Need process, the most recent commitment is reported. In addition, commitments related to the Yawkey Building have been completed and previously reported, therefore, they have not been included in this update.

#### **I. Proposed Projects as Described in the IMP, as Amended**

As described below, MGH is proceeding with the Proposed Projects identified in the IMP, as amended, in substantial accord with the descriptions provided in Section 4 of the IMP and the IMP Amendment.

**A. Addition to Building 2, previously known as the “Building for the Third Century”, now known as the “Lunder Building”**

Construction of the Lunder Building is well underway in accordance with the schedule outlined in the IMP. Occupancy is still expected in mid 2011. As indicated in the IMP, in keeping with MGH’s strong commitment to environmental sustainability and consistent with the City’s sustainability goals, the Lunder Building is being designed and constructed to achieve LEED Certification. While originally designed to meet Silver LEED status, it is likely that the building will meet Gold LEED Status.

**B. Future Leased Space**

Since the last update of the IMP in 2008, MGH has leased 55,700 square feet of nearby space for ambulatory and administrative uses. Including the 54,250 square feet leased between 2006 and 2008 reported in the 2008 IMP update, the total area leased since approval of the IMP is approximately 109,950 square feet. The IMP authorized the lease of approximately 200,000 square feet in areas proximate to the main campus for ambulatory and administrative uses.

See Table 1 attached for a summary of leased space since our last update in 2008. The new leased space is all in buildings where MGH has previously leased space. As described in the IMP, renovations of and renewals to spaces already leased for clinical and administrative space have been ongoing.

**C. MGH Museum**

In accordance with our approved IMP Amendment, the MGH is proceeding with construction of the MGH Museum on Cambridge Street. The intent is to have this 8,000-square-foot facility opened at the end of 2011, in celebration of the Hospital’s 200<sup>th</sup> Anniversary. The museum will showcase both historic and current advances in medical care, research and education pursued by the MGH, and will be open to the public.

**II. Projects Contemplated Beyond the Term of the IMP**

As described in the IMP, projects that MGH anticipates in the future include the redevelopment of Site 4B, the Fruit Street Garage site, and the Parkman Street Garage site; however, the Hospital currently has no plan to redevelop those sites. In addition, MGH expects to develop its two land parcels on Nashua Street at some point beyond the term of the IMP. Following Spaulding Rehabilitation Hospital’s relocation to the Charlestown Navy Yard, it is likely that MGH will purchase Spaulding’s 90,000-sf site and include it in future redevelopment plans.

**III. Community Benefits and Workforce Development**

Since approval of the IMP, MGH has maintained its strong commitment to community outreach and community benefits programs, as well as its extensive workforce development initiatives. Please review attached Table 2 for the status of MGH’s Community Benefits and Workforce Development commitments from the IMP and the Hospital’s Cooperation Agreement.

#### **IV. Transportation**

MGH is committed to on-going improvements to the transportation network serving the Hospital. Please review attached Table 3 to review status information on MGH's Transportation commitments as reported in the IMP and the Hospital's Cooperation Agreement.

#### **V. Urban Design/Planning**

MGH is committed to enhancing the urban environment and connections with surrounding neighborhoods. Please review attached Table 4 to review status of MGH's Urban Design, Planning and Sustainable commitments as reported in the IMP. This Table also includes commitments from Table 5 in the 2008 update.

#### **VI. PILOT and Development Impact Project Payments**

MGH is currently making Payment in Lieu of Tax ("PILOT") contributions for the Hospital, the Massachusetts General Physicians Organization (MGPO), and the MGH Institute of Health Professionals (IHP). The Fiscal Year 2009 PILOT contribution for MGH, MGPO, and IHP was approximately \$1.9 million.

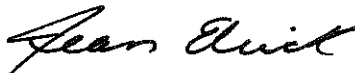
MGH also pays real estate taxes on some of its facilities. In Fiscal Year 2009, real estate taxes on MGH's owned property in FY09 were over \$3.8 million. Real estate tax payments for its leased spaces are estimated to be approximately \$3 million (based on per square foot calculations).

Development Impact Project payments on the Lunder Building for the Jobs and Housing Exactions have been made. Future payments are due pursuant to the schedule set forth in the Development Impact Project Agreement. The MGH Museum is anticipated to make payments of approximately \$75,520 in Jobs and Housing Exactions pursuant to the schedule set forth in the Second Amendment to Development Impact Project Agreement.

See attached Table 5 for a summary of direct MGH payments.

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,



Jean R. Elrick, M.D.  
Senior Vice President, Administration  
Massachusetts General Hospital

✓cc: Sonal Gandhi, BRA

**Table 1**

**MGH Leased Space since 2008 IMP Update**

<b>Location</b>	<b>New Space (approx SF)</b>	<b>Lease Expiration</b>	<b>Principal Use(s) of Space</b>
1 Bowdoin Square	18,300	2019	Administration, Ambulatory
101 Merrimac Street	16,600	2018	Administration
25 New Chardon Street	15,300	2015	Administration
50 Staniford Street	1,050	2013	Ambulatory
5 Blossom Street (Holiday Inn)	1,000	2012	Ambulatory (Sleep Clinic)
151 Merrimac Street	3,450	2018	Administration, Ambulatory
<b>Total</b>	<b>55,700</b>		

**Table 2  
Community Benefits and Workforce Development Commitments**

<b>Community Benefits &amp; Workforce Development</b>	<b>Est Start Date</b>	<b>Est End Date</b>	<b>IMP/MGH/CAA/DoN<sup>1</sup></b>	<b>Status</b>
<p><b>Charlestown Substance Abuse:</b> Through the DPH DoN process, MGH has committed a \$2,000,000 capital grant to the Charlestown Recovery House to build a 25 bed half way house for men. The MGH Charlestown Health Center has also committed to spend \$1,000,000 over five years to deliver mental health and substance abuse services on site at the Bunker Hill Housing development.</p>	FY 2007	2011	IMP	\$2,000,000 capital grant commitment completed. Out of the \$1,000,000 commitment, MGH has paid \$800,000.
<p><b>Homeless Mental Health:</b> Through the DPH DoN process, MGH will grant these funds to the Massachusetts Department of Mental Health to spend over seven years for the purpose of mental health and substance abuse services integrated with primary care. (\$2,500,000)</p>	FY 2007	2014	IMP	MGH has paid \$1,500,000 of the \$2,500,000 five year total commitment.  Through the DPH DoN process, MGH will grant these funds to the Boston Health Care for the Homeless Program (BHCHP) to spend over five years for the purpose of integrating mental health with primary care. This is a partnership with BHCHP and the MA Department of Mental Health.
<p><b>Public Health Infrastructure. See below.</b></p> <ul style="list-style-type: none"> <li>▪ <b>Community Health Center Management Training:</b> Financial support for Boston community health center managers to attend management training.</li> <li>▪ <b>Massachusetts League of Community Health:</b> Boston share of a grant to support the statewide association of community health centers.</li> <li>▪ <b>Boston Public Health Commission</b> \$100,000 per year for 5 years; Total: \$500,000</li> <li>▪ <b>Boston Alliance</b> \$50,000 per year for 5 years; Total: \$250,000</li> </ul>	FY 2007  FY 2007	2012  FY 2011	IMP / DoN  DoN	MGH has paid the total \$500,000 commitment. It is now complete.
	FY2007	FY2011	DoN	MGH has paid \$300,000 to date.
	FY2007	FY2011	DoN	MGH has paid \$150,000 to date.

<sup>1</sup> **IMP: Institutional Master Plan; MGH: Other MGH Benefit ; CAA: First Amendment to Cooperation Agreement; DoN: Determination of Need**

Community Benefits & Workforce Development	Est Start Date	Est End Date	IMP/MGH/CAA/DoN	Status
<ul style="list-style-type: none"> <li>▪ Boston: Urban Youth Sports \$73,333 per year for 3 years; Total: \$220,000</li> </ul>	FY2007	FY2009	DoN	\$220,000 has been paid. The commitment is complete.
<ul style="list-style-type: none"> <li>▪ United Way of Massachusetts \$40,000 per year for 5 years; Total: \$200,000</li> </ul>	FY2007	FY2011	DoN	MGH has paid \$120,000 to date.
<ul style="list-style-type: none"> <li>▪ Boys &amp; Girls Club of Boston \$40,000 per year for 5 years; Total: \$200,000</li> </ul>	FY2007	FY2011	DoN	MGH has paid \$120,000 to date.
<ul style="list-style-type: none"> <li>▪ Boston: 74 Joy Street One time payment of \$30,000</li> </ul>	FY2007	FY2011	DoN	MGH has paid the total commitment of \$30,000, capital campaign. Complete.
<ul style="list-style-type: none"> <li>▪ Critical Mass \$10,000 per year for 5 years; Total: \$50,000</li> </ul>	FY2007	FY2011	DoN	\$40,000 of the commitment has been paid.
<ul style="list-style-type: none"> <li>▪ Massachusetts Partnership for Healthy Communities \$80,000 per year for 5 years; Total: \$400,000</li> </ul>	FY2007	FY2011	DoN	MGH has paid \$240,000 of the total commitment.
<ul style="list-style-type: none"> <li>▪ Greater Boston Center for Health Communities \$20,000 per year for 5 years; Total: \$100,000</li> </ul>	FY2007	FY2011	DoN	MGH has paid \$60,000 of the total commitment.
<ul style="list-style-type: none"> <li>▪ Summer Alternatives for Boston Youth One-time payment of \$150,000.</li> </ul>	FY2007	FY2011	DoN	MGH has paid the total commitment of \$150,000. It is complete.
<ul style="list-style-type: none"> <li>▪ Harbor Community Health Alliance \$10,000 per year for 5 years; Total: \$50,000</li> </ul>	FY2007	FY2011	DoN	MGH has paid \$30,000 of the total commitment.
<ul style="list-style-type: none"> <li>▪ Program Management and Evaluation for DoN \$850,000 dispensed over 7 years</li> </ul>	FY2007	FY2013	DoN	MGH has paid \$375,000 of the total commitment.
<ul style="list-style-type: none"> <li>Senior HealthWISE Existing Commitment: \$200,000 annually</li> </ul>	Ongoing		MGH	Ongoing commitment On schedule
<ul style="list-style-type: none"> <li>Expanded Senior HealthWISE Program: MGH Senior HealthWISE is a comprehensive wellness program for seniors in the West End and Beacon Hill neighborhoods, comprising nursing clinics in elderly housing, education, recreation, and other programs. With these</li> </ul>	FY 2007	2014	IMP / CAA	MGH has paid \$1,099,952 of the \$1,800,000 commitment.

Community Benefits & Workforce Development	Est Start Date	Est End Date	IMP/MGH/CAA/DoN <sup>1</sup>	Status
<p>resources HealthWISE will expand to additional sites, create a resource and education center, and add social work services. \$1,800,000</p>				
<p><b>Boston Public School Programs:</b>            Building on its existing partnerships with the Timilty Middle School and East Boston High School, MGH will focus its growth in up to four areas:</p> <ul style="list-style-type: none"> <li>▪ Expanding the existing ProTech model to additional Boston Public Schools;</li> <li>▪ Implementing a mentoring program at EBHS involving MGH health care professionals;</li> <li>▪ Supplementing and enhancing the curriculum offered in middle and high schools to better prepare students for health careers;</li> <li>▪ Offering MCAS readiness skills as MGH currently does through Classroom at the Workplace which employs youth who have not passed MCAS and offers tutoring and remediation on the job;</li> <li>▪ Providing support and opportunities to alumni of MGH youth programs, including ProTech and Summer Jobs for Youth, to help them complete their post secondary education; and</li> <li>▪ Developing programming that will address the increasing number of youth with issues related to obesity.</li> </ul> <p>\$1,500,000</p>	FY 2007	2014	IMP	<p>MGH has refocused and expanded its programs for Boston youth so that they begin in the 3<sup>rd</sup> grade and continue through high school graduation, and have focus on inspiring an interest in STEM (science, technology, engineering and math). We have multiple new school and community partners. To date, \$642,857 of the commitment has been paid.</p>
<p><b>HIV/AIDS:</b>            MGH will make a one-time grant of \$250,000 to Pathways to Wellness to support Pathways' ability to rebuild capacity lost due to federal funding cuts. MGH will also make a \$300,000 grant (provided as \$100,000 per year for three years) to the Boston Living Center.</p>	FY 2007	2009	IMP / CAA	<p>Pathways to Wellness commitment of \$250,000 is complete            The grant of \$300,000 has been paid, and is now complete.</p>
<p><b>North End:</b>            Transportation to medical appointments for the elderly and disabled, as well as adult day health services for those who otherwise would have no source of reimbursement.            \$500,000</p>	FY 2007	2011	IMP / CAA	<p>MGH has paid \$300,000 of the total \$500,000 commitment.</p>
<p><b>Homeless Housing/Medical:</b>            MGH will make a capital grant to a non-profit entity to purchase and/or renovate the Barbara McInnis House in</p>	FY 2007/2008		IMP / CAA	<p>This commitment is pending completion of the Pine Street Inn's housing development plan.</p>

Community Benefits & Workforce Development	Est Start Date	Est End Date	IMP/MGH/CAA/DoN <sup>1</sup>	Status
Jamaica Plain for the purpose of developing housing for medically complex homeless persons. \$200,000				
Boston Community Health Center Subsidies MGH licenses three (Charlestown, Back Bay and North End), and is affiliated with three additional Boston health centers (East Boston, South Boston and Mattapan). MGH provides operating support and/or support for specific community health improvement initiatives.	Ongoing		MGH	MGH continues to provide ongoing subsidy of its three Boston health centers: Charlestown, Back Bay, and North End. This represents an annual commitment of over \$7 m.
East Boston: The MGH is committed to supporting East Boston's urgent care operations. Total payment of \$1,650,000 over five years.	Ongoing		MGH	MGH has paid \$990,000 of the total commitment.
Community Health Center and Public Policy Programs: MGH support for public health-focused hospital affiliations with community health centers, and MGH support for work on health care reform, including coverage for uninsured patients	Ongoing		MGH	Ongoing commitment. \$765,500 annually
Boston Public Schools Partnerships: Includes the Timilty Middle School Partnership, East Boston High School Partnerships and summer jobs. The Timilty partnership, founded in 1989, is based on increasing science literacy through mentorship and teacher professional development. The primary activity of the East Boston High School partnership is the ProTech program in which 24 students are offered intensive career guidance and employment for almost two years. MGH is the second largest employer of Boston youth during the summer and will continue to lead the way.	Ongoing		MGH	Ongoing operating costs Payments are on schedule \$339,000 annually
Program Management: This represents the cost of managing and administering all community programming in Boston, including salaries and overhead.	Ongoing		MGH	Ongoing commitment On schedule \$200,000 annually
Domestic Violence - HAVEN: HAVEN is a hospital-based program that provides domestic violence services to patients, employees and the community	Ongoing		MGH/ CAA	Ongoing commitment On schedule \$308,664 annually
Boston Health Care for Homeless: BHCHP delivers care around the city, including a site at MGH.	Ongoing		MGH/ CAA	Ongoing commitment On schedule



Community Benefits & Workforce Development	Est Start Date	Est End Date	IMP/MGH/CAA/DoN <sup>1</sup>	Status
MGH supports BHCHP at MGH with an annual grant.				\$188,000 annually
Youth Care Community Services: Youth Care delivers summer camp, after school and other services to children on the autism spectrum and is based in Charlestown.	Ongoing	Ongoing	MGH/ CAA	Ongoing commitment On schedule \$120,000 annually
Program Evaluation: Evaluation of all Boston-based programming via the MGH Institute for Health Policy.	Ongoing	Ongoing	MGH	Ongoing commitment On schedule \$120,000 annually
Charlestown Substance Abuse Coalition: MGH funds the salary of the coordinator of CSAC, as well as some operating expenses.	Ongoing	Ongoing	MGH	Ongoing commitment On schedule \$110,000 annually
South Boston Public Health Initiative: A grant to work to engage youth in substance abuse prevention activities.	Ongoing	Ongoing	MGH	Ongoing commitment On schedule, \$200,000 annually Of the total commitment, \$100,000 represents South Boston's pharmacy development. \$50,000 supports the development of the medical home practice model. The remaining \$50,000 supports the food pantry.
Hepatitis C and Other Public Health Programs: Located in Charlestown to provide outreach, education and treatment to those infected with Hepatitis C, particularly IV drug users.	Ongoing	Ongoing	MGH	Ongoing commitment On schedule \$38,139 annually
Health Care For All: Boston share of an operating grant to statewide consumer advocacy organization.	Ongoing	Ongoing	MGH	Ongoing commitment. \$10,000 annually
New Permanent Jobs Created by B3C (now known as the Lunder Building): 450	Ongoing	Ongoing	IMP / CAA	Anticipated upon full operation of Lunder Building.
Total MGH employment – 19,200 (2005)	Ongoing	Ongoing	MGH	Total MGH employment is currently 22,362.
Employees that are Boston Residents (approx. 5,000)	Ongoing	Ongoing	MGH	MGH currently employs 5,615 Boston residents, representing an annual payroll of \$306,290,284.
Workforce Development for Boston Residents, which includes the cost of pre-employment training and jobs \$90,089 annually	Ongoing	Ongoing	MGH	MGH invests over \$1,000,000 in direct workforce development initiatives for Boston resident employees.

Community Benefits & Workforce Development	Est Start Date	Est End Date	IMP/MGH/CAA/DoN <sup>1</sup>	Status
<p>Health Careers Academy: MGH provides annual scholarships, as well as training for teachers and ProTech placements \$35,000 annually</p>	Ongoing		IMP / CAA	<p>This past year, MGH expended \$60,000 on the Health Careers Academy. In addition, MGH expended \$335,000 on general High School Programming (includes: work with Health Careers Academy, East Boston High School, The Engineering School) and City of Boston Summer Jobs program. See also, description above of MGH's \$1.5m commitment to Boston Public Schools programs.</p>
<p>Uncompensated Care for Boston Residents \$20,938,000 annually</p>	Ongoing		MGH	<p>MGH is the third largest provider of free care to people without means to pay for health care in the Commonwealth. In FY2009, more than \$65,000,000 worth of care was provided to nearly 6,300 patients. Almost half of those patients came from MGH priority communities. After years of growth in the number of uncompensated care patients at MGH, there was a 37 percent decline in FY2009. At the same time, the hospital treated nearly 6,300 patients insured under Commonwealth Care.</p> <p>MGH is also a major provider of health care for patients on Medicaid, providing nearly \$246,000 worth of care to more than 40,000 patients in FY2009, at a loss to the hospital and its doctors of more than \$73,000,000. Nearly half of MGH Medicaid patients were from priority communities.</p>

Table 3

Transportation Commitments

Transportation	Est Start Date	Est End Date	IMP/MGH/CAA/DoN	Status
Consolidate large delivery activity away from residential areas by relocating loading docks from Blossom Street to a new loading area within the campus at the new Building 2 (now known as the Lunder Building) on Charles Street Est \$33,000,000	--	2011	IMP	As part of the Lunder Building, MGH is building a greatly improved and consolidated loading facility for the hospital served from Charles Street. It is estimated that 90 percent of dock volume will be shifted over to the new dock on Charles Street. The proposed Lunder Building loading dock is currently under construction and is scheduled to become operational upon occupancy.
Potential ownership of internal campus streets Est \$1,200,000, plus on-going maintenance	TBD	TBD	IMP	MGH has engaged in discussions about potential future ownership of the streets with the City. At this time MGH has no plans to purchase them.
Designed and constructed improved pedestrian crossing on Blossom Street at Parkman Street \$450,000 (vs. \$350,000)	Fall 2006	2007	IMP	MGH designed, permitted and constructed a significant intersection improvement for pedestrians at this intersection.
Value of new sidewalks at corner of Blossom Street and Charles Street provided by Trigen due to MGH contract \$200,000 (vs. \$100,000)		2007	IMP	Sidewalks related to Trigen steam line project from Warren entrance to corner of Blossom & Charles streets completed 2007.
Provide parking spaces for Zipcars \$100,000	--	2000	IMP	MGH currently provides two parking spaces in the Fruit Street garage for Zipcars. Other Zipcar parking locations have been added nearby but off the MGH campus.
Provide general wayfinding during major construction \$150,000	2007	2011	IMP	MGH developed exterior campus improvements which included banners to major exterior entrances, directional signage to parking facilities, and both temporary and permanent signage to support changes in traffic in response to construction events. In addition, Planning & Construction collaborated with other MGH departments to develop and implement an internal signage and staff notification system. MGH will continue to update signage as necessary.
Studied feasibility of: 1. Storrow to Blossom connector; 2. Storrow to Charles connector; 3. Making Fruit Street two-way; 4. Reversing the direction of flow on Fruit Street to one way westbound \$25,000	--	2006	IMP	These studies were completed and fully documented in the 2006 IMP.

Transportation	Est Start Date	Est End Date	IMP/MGH/CAA/DoN	Status
Update directional signage to the hospital when construction on Cambridge Street and the MBTA station are complete \$25,000 Est	--	2009	IMP	All directional signs to the hospital have been installed except for one sign on DCR property, which is in final permitting process.
Conducted a pedestrian study of flows into and through the West End neighborhood \$15,000	--	2006	IMP	Completed and documented in the 2006 IMP.
Continued to measure traffic volumes on the campus and measure the effectiveness of the improvements	Ongoing		IMP	Over the past five years, supplemental traffic counts have been conducted on an as-needed basis. Due to on-going construction of the Lunder Building, no counts have been taken on-campus since 2008. However, counts along Cambridge Street taken in April 2009 are available from the Red Line/Blue Line Connector Draft EIR.
Continue pedestrian access studies as part of Blossom/Cambridge working group meetings	Ongoing		IMP	When specific data is needed, performs such studies. Data collected over the past several years was instrumental in the development on the construction period pedestrian circulation routes for the Lunder Building.
Provide new pedestrian access from Charles Circle to MGH main lobby	--	2011	IMP	The design of the Lunder Building includes a bridge to allow pedestrian passage to the hospital's main lobby. Upon completion of the Lunder Building, covered access from Charles Circle to the White Main Lobby via the Yawkey and the Lunder Building will be possible.
Building 2 Addition (now known as the Lunder Building) set back so as not to preclude future two-way traffic operations on Fruit Street	--	2011	IMP	The design of the Lunder Building includes a set back from Fruit Street that would not preclude a future two way section of this street at some point in the future.
Continue to provide Travel Demand Management services to employees (ride matching, free shuttle service, etc)	Ongoing		IMP	MGH continues to provide ride matching and guaranteed ride home programs through our transportation management association. MGH continues to be the largest user of the guaranteed ride home program.

Table 4

Urban Design/Planning and Sustainability Commitments

Urban Design/Planning/Sustainability	Est Start Date	Est End Date	IMP/MGH/CAA/DoN	Status
Creation of a MGH museum on Cambridge Street providing public access and activating the street \$4,000,000	--	2011	IMP	Since approval of the MGH IMP in 2006, the hospital pursued plans to develop the MGH Museum on a site along Cambridge Street. In October 2010, the BRA approved these plans, and the museum is currently under construction with an estimated completion date of the end of 2011.
Provide screening on mechanical equipment for Yawkey and Building 2 \$450,000	Ongoing		IMP	Complete
Complete landscaping Buzzy's site design and implementation \$250,000		2007	IMP	Complete
Install brick sidewalk treatment along MGH frontage and at Charles Circle \$100,000	2006	2007	IMP	Complete.
Revisit Blossom Street Streetscape improvement plan during term of the IMP	--	2007	IMP	MGH developed a conceptual improvement plan for Blossom Street to identify potential improvements to the condition of the roadway, sidewalks, median and landscaping. This information was shared with the Blossom/Cambridge Working group. No further work has been undertaken since.
Conduct feasibility study of an enhanced Gray Bigelow entrance	--	2007	IMP	MGH developed a set of conceptual improvements to the hospital entrances on Blossom Street opposite Charles River Park. These concepts identified a range of potential improvements to beautify the north edge of the campus. At this time, neither preparation of contract documents nor construction has proceeded.
Revise campus map to indicate hours when doors are open	--	2007	IMP	Complete.
Cambridge Street Development Study to focus on urban design issues and opportunities for joint development such as: Preservation of the streetwall Active street-level uses with potential housing/office uses on upper levels Streetscape character Building character and massing	--		IMP	MGH conducted a study of Cambridge Street development options as part of the urban design studies for the MGH Museum on Cambridge Street. Construction of the Museum will achieve many of the urban design goals established in the MGH IMP.

Urban Design/Planning/Sustainability	Est Start Date	Est End Date	IMP/MGH/CAA/DoN	Status
Conduct feasibility study of an ADA entrance to the Thier Building from Blossom Street to the Bulfinch Green	--		IMP	MGH will conduct a feasibility study of such an entrance in conjunction with future plans to renovate library and conference room spaces.
Continue the Blossom/Cambridge Working Group, for which the hospital hosts quarterly meetings	Ongoing		IMP	Ongoing
Initiate planning for Nashua Street	2007	--	IMP	MGH intends to initiate preliminary investigations of the Nashua Street parcels as plans for the relocation of Spaulding Rehabilitation Hospital are finalized.
Provide directions to the hospital on-line and through an automated telephone service	Ongoing		IMP	Complete. Directions to MGH are provided on the public <a href="http://www.massgeneral.org">www.massgeneral.org</a> website as well as through an automated phone service called the MGH Directions Line. The online and automated telephone services provide driving directions as well as directions using the public transportation system. Many individual medical groups within MGH also provide online directions to their respective locations on their websites.
Install Fruit/Vegetable stand at North Anderson Park	2007	--	IMP	Per the neighborhood's request, MGH pursued locating F&B Produce, a fruit and vegetable vendor recommended by the community, in the 25 North Anderson Street Park, including obtaining required permits with Boston Redevelopment Authority and Inspectional Services Department. Subsequently the vendor determined they no longer had interest in a kiosk in this location.
Maintain view corridor along North Anderson		--	IMP	MGH intends to maintain visual connection into the campus and will strive to maintain the view corridor to the Bulfinch Lawn.
Relocate ambulance area away from main entrance		--	IMP	The design of the Lunder Building will reposition ambulances away from the main entrance to a location beneath the new building.
Evaluate potential of Cambridge Street improvements- investigate opportunity to improve function and appearance of MGH Cambridge Street corridor		--	IMP	MGH conducted a study of Cambridge Street development options as part of the urban design studies for the MGH Museum on Cambridge Street. Construction of the museum will achieve many of the urban design goals established in the MGH IMP.
Include an interpretive exhibit on the history of MGH and the Jail.		--	CAA	Historic exhibits will be included in the MGH Museum. Additional interpretive materials will be planned for the Yawkey building as the museum exhibit design develops.

Urban Design/Planning/Sustainability	Est Start Date	Est End Date	IMP/MGH/CAA/DoN	Status
<p>Sustainable Design - Consider and incorporate range of measures addressing safe gases, water use reduction, building energy systems, efficient lighting, sustainable HVAC system, energy code compliance, use of recyclable and recycled materials in design and construction, separation of recyclable construction waste.</p>		---	IMP	<p>In keeping with MGH's strong commitment to environmental sustainability and consistent with the City's sustainability goals, the Lunder Building has been designed and constructed to achieve LEED Gold Certification. Features incorporated into the building design include efficient, state of the art mechanical systems, sustainable materials, indoor air quality controls, water reduction features, and access and views to natural light and green spaces.</p>

**Table 5  
Direct Payments**

Direct Payments	Timeframe	IMP/MGH	Status
Linkage (Housing and Jobs) for YCOOC and B3C (now known as the Lunder Building)	Ongoing	IMP	<p>The first three Development Impact Project payments on the Lunder Building for the Housing Exactions have been made, totaling \$960,884. Four payments remain.</p> <p>The Jobs Exaction commitment for the Lunder Building is complete, with payments made totaling \$450,810.</p> <p>In addition, the MGH Museum is anticipated to make payments of approximately \$75,520 in Jobs and Housing Exactions pursuant to the schedule set forth in the Second Amendment to Development Impact Project Agreement.</p>
Real Estate Taxes	Ongoing	MGH	<p>Real estate taxes on MGH's owned property in FY09 were \$3,865,258.</p> <p>Real estate taxes on MGH's leased property are estimated at \$2,955,048 based on a per square foot calculation.</p>
PILOT Contribution	Ongoing	MGH	<p>The FY09 MGH PILOT contribution was \$1,918,882 for MGH, MGPO, GHC, and IHP.</p>