



MASSACHUSETTS
GENERAL HOSPITAL



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December 31, 2014

Mr. Brian Golden, Director
Boston Redevelopment Authority
Boston City Hall, 9th 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 Golden:

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, adopted by the Zoning Commission in December 2006 and amended in 2010. We provided you updates on the IMP in December 2008, December 2010 and December 2012. The purpose of this letter is to update you with respect to the projects described in the IMP 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 dated June 20, 2003, as amended on July 3, 2008. In addition, we are also providing for your information 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. 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.

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

As described below, MGH has proceeded 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 complete in accordance with the schedule outlined in the IMP and was fully occupied in the Fall of 2011. As indicated in the IMP and in our last update to you, in keeping with MGH’s strong commitment to environmental sustainability and consistent with the City’s sustainability goals, the Lunder Building has achieved LEED Gold Certification through its design and construction. As noted in the 2012 update, construction and occupancy of the Lunder Building has been completed.

B. Future Leased Space

Since the last update of the IMP in 2012, MGH has leased 39,584 square feet of nearby space for ambulatory, administrative and research uses. Including the 54,250 square feet leased between 2006 and 2008 reported in the 2008 IMP update, the 55,700 square feet leased between 2008 and 2010 reported in the 2010 IMP update, and the 46,518 square feet leased between 2010 and 2012 reported in the 2012 IMP update, the total area leased since approval of the IMP is approximately 196,052 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 added since our last update in 2012. The new leased space is in buildings where MGH has previously leased space. As described in the IMP, renovations to and renewals of spaces already leased for clinical and administrative space have been ongoing.

C. MGH Museum

In accordance with our approved IMP Amendment, the MGH has completed construction of the MGH Museum on Cambridge Street. This 8,000-square-foot facility opened at the end of 2011, in celebration of the Hospital’s 200th Anniversary. The museum showcases both historic and current advances in medical care, research and education pursued by the MGH.

II. Future 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. As described in the 2012 update, MGH acquired the property located at the corner of Blossom Street and Cambridge Street (239 Cambridge Street) in November 2011. The property formerly housed a gasoline and service station. All structures have been removed from the site and perimeter fencing has been installed. In addition, MGH expects to develop its two land parcels on Nashua Street at some point beyond the term of the IMP.

III. IMP Amendment

Consistent with the Spaulding Hospital Institutional Master Plan, and as stated in MGH's IMP and biannual IMP updates, MGH assumed responsibility for the property at 125 Nashua Street in July 2013 after Spaulding Rehabilitation Hospital vacated the site for its new location in Charlestown. After careful consideration regarding the potential short and long term use of the 125 Nashua Street site, MGH decided to renovate the existing building for use as an administration building, allowing MGH to consolidate existing administration employees from other MGH-owned and leased locations into the Spaulding building. MGH submitted an IMP Amendment December 12, 2014 to include the former Spaulding Rehabilitation Hospital site in its IMP Area and to include the renovation of the building as a project described in the IMP.

IV. 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.

V. 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.

VI. 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.

VII. PILOT and Development Impact Project Payments

MGH is currently making Payment in Lieu of Tax ("PILOT") contributions through the Hospital, the Massachusetts General Physicians Organization (MGPO), and the MGH Institute of Health Professions (IHP). Partners HealthCare is the highest contributor to the City of Boston's Payment in Lieu of Taxes (PILOT) program with \$8.2 million in payments in fiscal year 2014; MGH accounts for \$5.2 million of this amount.

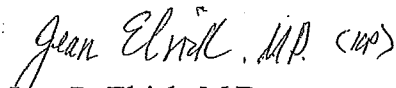
MGH also pays real estate taxes on some of its facilities. In Fiscal Year 2013, real estate taxes paid on MGH's owned property amounted to over \$1.3 million. Real estate tax payments made in connection with its leased space commitments are estimated to be over \$5.5 million (based on per square foot calculations).

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Development Impact Project payments on the Lunder Building for the Jobs and Housing Exactions have been made and are complete. 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 2012 IMP Update

Location	Additional Space (approx SF)	Lease Expiration	Principal Use(s) of Space
1 Bowdoin Square	7,442	2019	Administration, Ambulatory
100 Cambridge Street	26,309	2015 & 2020	Administration
151 Merrimac Street	5,181	2018	Administration, Ambulatory
25 New Chardon Street*	-25,497	2014	Administration
5 Blossom Street	3,000	2014	Ambulatory (Sleep Clinic)
50 Staniford Street	4,344	2018	Administration, Ambulatory
51 Blossom Street	18,003	2015	Research
8 Hawthorne Place	802	2018	Ambulatory
Total	39,584		

* Leased Space typographical error in 2012.

Table 2

Community Benefits and Workforce Development Commitments

Community Benefits & Workforce Development	Est Start Date	Est End Date	IMP/MGH/CAA/DoN ¹	Status
<p>Charlestown Substance Abuse: 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	2013	IMP	\$2,000,000 capital grant commitment completed. \$1,000,000 commitment completed.
<p>Homeless Mental Health: 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	2013	IMP	\$2,500,000 five year total commitment completed.
<p>Public Health Infrastructure. See below.</p> <ul style="list-style-type: none"> ▪ Community Health Center Management Training: Financial support for Boston community health center managers to attend management training. ▪ Massachusetts League of Community Health: Boston share of a grant to support the statewide association of community health centers. ▪ Boston Public Health Commission \$100,000 per year for 5 years; Total: \$500,000 ▪ Boston Alliance \$50,000 per year for 5 years; Total: \$250,000 	FY 2007 FY 2007 FY2007 FY2007	FY 2013 FY 2011 FY2013 FY2012	IMP / DoN DoN DoN DoN	<p>MGH has paid the total \$500,000 commitment. It is complete.</p> <p>MGH has paid the total \$500,000 Commitment. It is complete.</p> <p>MGH has paid the full \$250,000. This commitment is complete.</p>

¹IMP: 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 ¹	Status
<ul style="list-style-type: none"> ▪ Boston: Urban Youth Sports \$73,333 per year for 3 years; Total: \$220,000 	FY2007	FY2009	DoN	\$220,000 has been paid. The commitment is complete.
<ul style="list-style-type: none"> ▪ United Way of Massachusetts \$40,000 per year for 5 years; Total: \$200,000 	FY2007	FY2011	DoN	MGH has paid the full \$200,000. This commitment is complete.
<ul style="list-style-type: none"> ▪ Boys & Girls Club of Boston \$40,000 per year for 5 years; Total: \$200,000 	FY2007	FY2013	DoN	MGH has paid the total commitment of \$200,000. This commitment is complete.
<ul style="list-style-type: none"> ▪ Boston: 74 Joy Street One time payment of \$30,000 	FY2007		DoN	MGH has paid the total commitment of \$30,000. Complete.
<ul style="list-style-type: none"> ▪ Critical Mass \$10,000 per year for 5 years; Total: \$50,000 	FY2007	FY2011	DoN	MGH has paid the total commitment of \$50,000. Complete.
<ul style="list-style-type: none"> ▪ Massachusetts Partnership for Healthy Communities \$80,000 per year for 5 years; Total: \$400,000 	FY2007	FY2012	DoN	MGH has paid \$400,000 of the total commitment. Complete.
<ul style="list-style-type: none"> ▪ Greater Boston Center for Health Communities \$20,000 per year for 5 years; Total: \$100,000 	FY2007	FY2012	DoN	MGH has paid \$100,000 of the total commitment. Complete.
<ul style="list-style-type: none"> ▪ Summer Alternatives for Boston Youth One-time payment of \$150,000. 	FY2007		DoN	MGH has paid the total commitment of \$150,000. It is complete.
<ul style="list-style-type: none"> ▪ Harbor Community Health Alliance \$10,000 per year for 5 years; Total: \$50,000 	FY2007	FY2013	DoN	MGH has paid the total commitment of \$50,000. It is complete.
<ul style="list-style-type: none"> ▪ Program Management and Evaluation for DoN \$850,000 dispensed over 7 years 	FY2007	FY2013	DoN	MGH has paid the total commitment of \$850,000. It is complete.
<ul style="list-style-type: none"> Senior HealthWISE Existing Commitment: \$200,000 annually 	Ongoing		MGH	Ongoing commitment On schedule
<ul style="list-style-type: none"> 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 	FY 2007	2012	IMP / CAA	MGH has paid the entire commitment of \$1,800,000. Complete.

Community Benefits & Workforce Development	Est Start Date	Est End Date	IMP/IMGH/CAA/DoN	Status
resources HealthWISE will expand to additional sites, create a resource and education center, and add social work services. \$1,800,000	FY 2007	2014	IMP / DoN / CAA	MGH has refocused and expanded its programs for Boston youth so that they begin in the 3 rd grade and continue through high school graduation, and have focused on inspiring an interest in STEM (science, technology, engineering and math). These activities enable exploration and skill development through experiences and relationships related to STEM subjects and careers, life sciences and health and wellness. The Center also engages families across all programs. We have multiple new school and community partners. MGH has paid the total DoN commitment of \$1,500,000. It is complete.
<p>Boston Public School Programs:</p> <p>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"> ▪ Expanding the existing ProTech model to additional Boston Public Schools; ▪ Implementing a mentoring program at EBHS involving MGH health care professionals; ▪ Supplementing and enhancing the curriculum offered in middle and high schools to better prepare students for health careers; ▪ 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; ▪ 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 ▪ Developing programming that will address the increasing number of youth with issues related to obesity. <p>\$1,500,000</p>	FY 2007	2013	DoN	MGH has paid the total \$500,000 commitment. It is complete.
<p>North End:</p> <p>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.</p> <p>\$500,000</p>	FY 2007/ 2008	2014	DoN / CAA	This commitment is complete.
<p>Homeless Housing/Medical:</p> <p>MGH will make a capital grant to a non-profit entity to purchase and/or renovate the Barbara McInnis House in Jamaica Plain for the purpose of developing housing for medically complex homeless persons.</p> <p>\$250,000</p>				

Community Benefits & Workforce Development	Est Start Date	Est End Date	IMP/MGH/CAA/DoN ¹	Status
<p>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.</p>	Ongoing		MGH	MGH continues to provide ongoing subsidy of Boston health centers. This represents an annual commitment of over \$5M.
<p>East Boston: The MGH is committed to supporting East Boston's urgent care operations. Total payment of \$1,650,000 over five years.</p>	-	2012	MGH	MGH has paid the entire commitment of \$1,650,000. Complete.
<p>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</p>	Ongoing		MGH	Ongoing commitment. \$3M in FY13
<p>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.</p>	Ongoing		MGH	Ongoing commitment. \$1.2M in FY13
<p>Program Management: This represents the cost of managing and administering all community programming in Boston, including salaries and overhead.</p>	Ongoing		MGH	Ongoing commitment On schedule \$500,000 in FY13
<p>Domestic Violence - HAVEN: HAVEN is a hospital-based program that provides domestic violence services to patients, employees and the community</p>	Ongoing		MGH/ CAA	Ongoing commitment On schedule \$335,000 in FY13
<p>Boston Health Care for Homeless: BHCHP delivers care around the city, including a site at MGH. MGH supports BHCHP at MGH with an annual grant.</p>	Ongoing		MGH/ CAA	Ongoing commitment On schedule \$193,593 in FY13

Community Benefits & Workforce Development	Est Start Date	Est End Date	IMP/MGH/CAA/DoN ¹	Status
<p>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.</p>	Ongoing		MGH/ CAA	Commitment complete.
<p>Program Evaluation: Evaluation of all Boston-based programming via the MGH Institute for Health Policy.</p>	Ongoing		MGH	Ongoing commitment On schedule \$127,000 in FY13
<p>Charlestown Substance Abuse Coalition: MGH funds the salary of the coordinator of CSAC, as well as some operating expenses.</p>	Ongoing		MGH	Ongoing commitment On schedule \$225,987 in FY13
<p>South Boston Public Health Initiative: A grant to work to engage youth in substance abuse prevention activities.</p>	Ongoing		MGH	Ongoing commitment \$53,000 supports the Young at Arts Youth Substance Prevention Program.
<p>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.</p>	Ongoing		MGH	Ongoing commitment On schedule \$51,376 in FY13
<p>Health Care For All: Boston share of an operating grant to statewide consumer advocacy organization.</p>	--	2012	MGH	Commitment complete.
<p>New Permanent Jobs Created by B3C (now known as the Lunder Building): 450</p>	--	2012	IMP / CAA	219.69 FTEs were officially approved by the MGH Finance Office for the Lunder Building.
<p>Total MGH employment – 19,200 (2005)</p>	Ongoing		MGH	Total MGH employment is currently 25,089.
<p>Employees that are Boston Residents (approx. 5,000) \$202,000,000 payroll annually</p>	Ongoing		MGH	MGH currently employs 5,724 Boston residents, representing an annual payroll of \$342,495,274.
<p>Workforce Development for Boston Residents, which includes the cost of pre-employment training and jobs \$90,089 annually</p>	Ongoing		MGH	MGH invested \$49,311,137 in direct workforce development initiatives for Boston resident employees.

Community Benefits & Workforce Development	Est Start Date	Est End Date	IMP/MGH/CAA/DoN ¹	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 \$35,000 on the Health Careers Academy. In addition, over the same time period MGH expended \$562,000 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</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 FY2013, nearly \$78,000,000 worth of care was provided. MGH is also a major provider of health care for patients on Medicaid, providing \$333,000,000 worth of care in FY2013, at a loss to the hospital and its doctors of more than \$135,000,000.</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	Complete. As part of the Lunder Building, MGH constructed an improved and consolidated loading facility for the hospital served from Charles Street.
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	Complete. 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	Complete. Sidewalk reconstruction related to the Trigen steam line project from Warren entrance to corner of Blossom & Charles streets was completed 2007.
Provide parking spaces for Zipcars \$100,000	--	2012	IMP	Complete. MGH currently provides four parking spaces in the Fruit Street garage and four spaces in the CRP 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	Complete. 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.
Update directional signage to the hospital when construction on Cambridge Street and the MBTA station are complete \$25,000 Est	--	2009	IMP	Complete. All directional signs to the hospital have been installed.

Transportation	Est Start Date	Est End Date	IMP/MGH/CAA/DoN	Status
Continue to measure traffic volumes on the campus and measure the effectiveness of the improvements	Ongoing		IMP	Supplemental traffic counts have been conducted on an as-needed basis. Due to the recent 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. In addition, MGH Police and Security officers, Ambassadors, and Parking Management work cooperatively on an ongoing basis to mediate any traffic congestion that occurs on streets internal to the campus. Most recently, the Longfellow Bridge reconstruction project has affected area-wide traffic volumes.
Continue pedestrian access studies as part of Blossom/Cambridge working group meetings	Ongoing		IMP	Pedestrian studies are performed when specific data is needed. No pedestrian access studies have been performed since the last IMP updated.
Provide new pedestrian access from Charles Circle to MGH main lobby	--	2011	IMP	Complete. The Lunder Building includes a bridge to allow pedestrian passage to the hospital's main lobby. Covered access from Charles Circle to the White Main Lobby via the Yawkey and the Lunder Building is now available.
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	Complete. The Lunder Building was set back from Fruit Street so as not to preclude widening of street in the future to allow for two-way operation.
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 \$9,000,000	--	2011	IMP	Complete. 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 in 2011 the 8,000 square foot museum construction was completed. In keeping with a sustainable design commitment, the 8,000 square foot Paul S. Russell Museum includes a facade made of recycled copper and a roof garden.
Revisit Blossom Street Streetscape improvement plan during term of the IMP	--	2007	IMP	MGH is participating with Boston Public Works in their plans to improve Blossom Street during 2013.
Conduct feasibility study of an enhanced Gray Bigelow entrance	--	2007	IMP	MGH has improved the external appearance of the north side of its campus with improved lighting, landscaping, signage, shelters and shuttle organization.
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 has achieved many of the urban design goals established in the MGH IMP.
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.
Initiate planning for Nashua Street	2007	--	IMP	MGH expects to develop its two parcels on Nashua Street beyond the term of the IMP. Consistent with the Spaulding Hospital Institutional Master Plan, and as stated in the IMP and biannual IMP updates, MGH assumed responsibility for the property at 125 Nashua Street in July 2013 after Spaulding Rehabilitation Hospital vacated the site for their new location in Charlestown. After careful consideration regarding the potential short and long term use of the

Urban Design/Planning/Sustainability	Est Start Date	Est End Date	IMP/MGH/CAA/DoN	Status
				125 Nashua Street site, MGH decided to renovate the existing building for use as an administration building, allowing MGH to consolidate existing administration employees from other MGH-owned and leased locations into 125 Nashua Street. An IMP Amendment was submitted in December of 2014 to incorporate the renovation project into the IMP and the property into the IMP Area.
Provide directions to the hospital on-line and through an automated telephone service	Ongoing		IMP	Directions to MGH are provided on the public www.massgeneral.org 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. Complete.
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 has repositioned ambulances away from the main entrance to a location beneath the new building. Complete.
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 has achieved many of the urban design goals established in the MGH IMP.
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		--	IMP	Between 2007 and 2014, MGH has recycled 8.7 million lbs of paper, 5.1 million lbs of cardboard, and over 613,000 lbs of plastic/glass/cans. Approximately 560 lbs of pre-consumer waste is reduced by 91% in a decomposer per week, which can be used as a

Urban Design/Planning/Sustainability	Est Start Date	Est End Date	IMP/MGH/CAA/DoN	Status
recyclable construction waste.				fertilizer. As of Oct 2014, organic waste is now separated from regular trash, with an average of 900 lbs of organic waste collected per day. MGH has exceeded its 2015 strategic energy consumption master plan goal of 25% by 7%, and has targeted a new goal of 33%-35% by 2015. Total utilities savings resulting from conservation accumulated since 2009 is more than \$40,000,000.
Acquisition of 239 Cambridge Street	2011	2012	MGH	MGH purchased 239 Cambridge Street in 2011.

Table 5
Direct Payments

Direct Payments	Timeframe	IMP/MGH	Status
Linkage (Housing and Jobs) for YCOC and B3C (now known as the Lunder Building)	2016	IMP	<p>The final Development Impact Project payments on the Lunder Building for the Housing Exactions have been made, totaling \$2,196,741.54. This commitment is complete.</p> <p>In addition, the first five Development Impact Project payments on the MGH Museum for the Housing Exactions have been made, with the third to be processed by the completion of this update, totaling \$44,971.45. Two payments remain.</p>
Real Estate Taxes	Ongoing	MGH	<p>The Jobs Exactions commitment for the MGH Museum is complete, with payments totaling \$12,560</p> <p>Real estate taxes paid on MGH's owned property in the City of Boston for FY13 amounted to \$1,381,919.</p> <p>Real estate taxes paid in connection with its leased space commitments in the City of Boston are estimated at \$5,543,166 based on a per square foot calculation.</p>
PILOT Contribution	Ongoing	MGH	<p>Partners HealthCare is the highest contributor to the City of Boston's Payment in Lieu of Taxes (PILOT) program with \$8.2 million in payments in fiscal year 2014; MGH accounts for \$5.2 million of this amount.</p>