

PUBLIC NOTICE

The Boston Redevelopment Authority (“BRA”), pursuant to Sections 80A, 80D-8 and 80D-5.2(e) of Article 80 of the Boston Zoning Code (“Code”), hereby gives notice that an Institutional Master Plan Notification Form (“IMPNF”) was submitted by Massachusetts General Hospital (“MGH”) (55 Fruit Street, Boston, MA) to the BRA on April 6, 2016. At this time, MGH wishes to renew its Institutional Master Plan (“IMP”) and extend its term for three additional years. MGH does not propose any new Institutional Projects, nor does MGH propose any substantive changes to the uses, dimensions, parking or loading of existing facilities at this time.

MGH will be seeking a waiver of further review of the renewal and approval of the IMPNF and approved IMP together as the renewed IMP. MGH meets the criteria for such a waiver, as it is not proposing any new Institutional Projects or adding new land to its IMP area within the three-year renewal period.

The IMPNF may be viewed in the office of the Secretary of the BRA, Room 910, Boston City Hall, 9th Floor, Boston, MA 02201 between 9:00 AM and 5:00 PM, Monday through Friday, except legal holidays. Public comments on the IMPNF, including comments of public agencies, should be transmitted to Ms. Katelyn Sullivan, BRA, at the address stated above or at Katelyn.Sullivan@boston.gov within 30 days of the date of this notice.

BOSTON REDEVELOPMENT AUTHORITY
Teresa Polhemus, Executive Secretary

Institutional Master Plan Notification Form

Submitted Pursuant to Article 80 of the Boston Zoning Code

Massachusetts General Hospital

Submitted to:
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

Submitted by:
Massachusetts General Hospital
55 Fruit Street
Boston, MA 02114

Prepared by:
Epsilon Associates, Inc.
3 Clock Tower Place, Suite 250
Maynard, MA 01754

In Association with:
Goodwin Procter LLP
Exchange Place
Boston, MA 02109

April 6, 2016

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Table of Contents

Table of Contents

1.0	INTRODUCTION	1-1
2.0	MISSION AND OBJECTIVES	2-1
3.0	COMMUNITY BENEFITS	3-1
3.1	Community Benefit Program	3-1
3.2	Job Training and Education	3-7
3.3	Employment	3-7
3.4	Property Taxes/PILOT	3-7
3.5	Estimated Development Impact Payments	3-7
3.6	Transportation Programs	3-7
3.7	Economic Benefits	3-8
4.0	PLANNING AND POTENTIAL FUTURE PROJECTS	4-1
4.1	Potential Future Projects Beyond the Term of the IMP	4-1

List of Figures

Figure 1-1	MGH IMP Area	1-2
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Chapter 1.0
Introduction

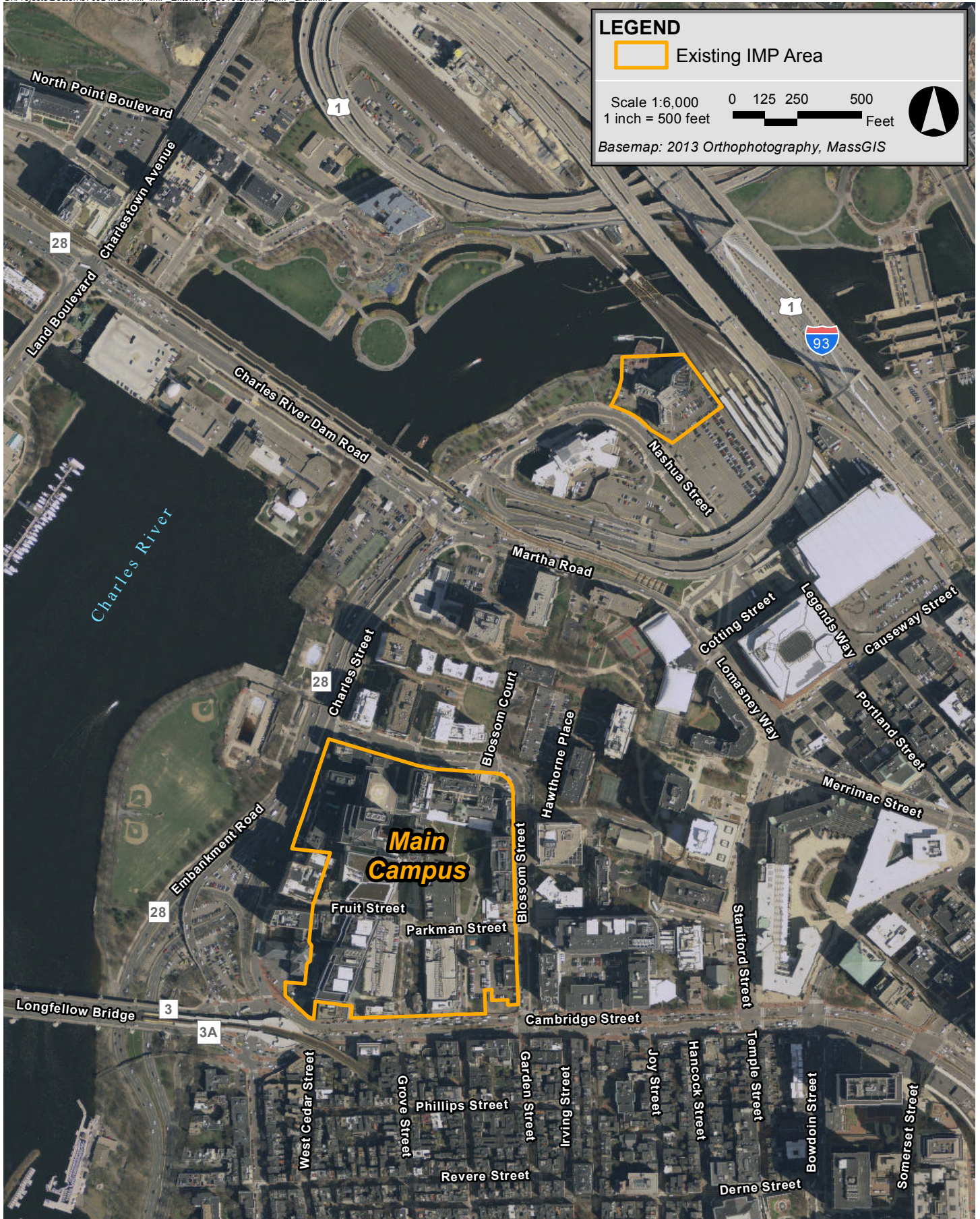
1.0 INTRODUCTION

Founded in 1811, Massachusetts General Hospital (MGH or the Proponent) is the third oldest general hospital in the United States, and the oldest and largest in New England. The 999-bed, world-renowned medical center offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery. MGH repeatedly is named one of the country's top hospitals by U.S. News and World Report, ranking in the top three nationwide for several years. The hospital's main campus is in downtown Boston as indicated on Figure 1-1.

MGH's Institutional Master Plan (IMP) was approved by the Boston Redevelopment Authority (BRA) Board in November 2006 and adopted by the Zoning Commission in December 2006. The IMP was amended in 2010, to include the Paul S. Russell, M.D. Museum of Medical History and Innovation, and in 2014 to add the 125 Nashua Street property for administrative uses supporting MGH's medical and clinical operation. Figure 1-1 includes the IMP area. At this time, MGH wishes to renew its IMP and extend its term for three additional years.

At this time, MGH is not proposing any new development Projects. MGH is submitting this Institutional Master Plan Notification Form (IMP/NF) seeking a three-year renewal of its IMP pursuant to Sections 80D-8 and 80D-5.2(e) of Article 80 of the Boston Zoning Code (the Code).

MGH is seeking a waiver of further review of the renewal, and approval of this IMP/NF and approved IMP, together, as the renewed IMP. MGH meets the criteria for such a waiver – set forth in Section 80D-5.2(e) of the Code – as it is not adding new land to its IMP area and does not propose any new Institutional Projects, nor does MGH propose any substantive changes to the uses, dimensions, parking or loading of existing facilities at this time. Consequently, no significantly greater impacts would result from the continued implementation of the approved and amended IMP than were originally projected.



Massachusetts General Hospital Boston, Massachusetts

Chapter 2.0

Mission and Objectives

2.0 MISSION AND OBJECTIVES

MGH's mission is as stated below:

“Guided by the needs of our patients and their families, we aim to deliver the very best health care in a safe, compassionate environment; to advance that care through innovative research and education; and, to improve the health and well-being of the diverse communities we serve.”

MGH sustains synergy among the four components of its mission – patient care, teaching, research and the community. While patient care is the primary mission, the integration of research and teaching programs is critical in both advancing the quality of patient care and distinguishing MGH as a provider. MGH adheres to the following guiding principles as it adapts to further challenges and opportunities.

World Class Patient Care – MGH's 999-bed medical center, located in the heart of Boston, offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery. MGH offers high-quality care and services in four health centers in the Boston area. The hospital also holds concurrent Level 1 verification for adult and pediatric trauma and burn care.

MGH's five multidisciplinary care centers – known worldwide for innovations in cancer, digestive disorders, heart disease, transplantation and vascular medicine – unite specialists across the hospital to offer patients comprehensive, state-of-the-art medical care and the best possible outcomes.

In addition, through MassGeneral Hospital for Children, MGH provides a full range of pediatric health care services, from primary care to cutting-edge treatments of complex and rare disorders.

A Research Leader – MGH has long been a leader in successfully bridging innovative science with state-of-the-art clinical medicine. With an annual research budget of approximately \$786 million, MGH conducts the largest hospital-based research program in the United States - a program that spans more than 20 clinical departments and centers across the hospital. This funding drives discoveries and breakthroughs in basic and clinical research, which translate into new and better treatments that transform medical practice and patient care.

An Emphasis on Teaching – MGH is the original and largest teaching hospital of Harvard Medical School, where nearly all of its staff physicians serve on the faculty. Since the hospital's founding, MGH has been committed to training and mentoring the next generation of international leaders in science and medicine, providing a wealth of opportunities for physicians, nurses, allied health professionals, physical, occupational and

speech and language therapists and other health professionals. These talented men and women, in turn, lend fresh and innovative perspectives on how to treat and care for patients.

Reaching Out to the Community - MGH's work has always been guided by the needs of patients and their families. MGH partners with communities to build, improve and sustain health care delivery, and increase the health and well-being of those who live and work in these communities.

At its main campus MGH annually:

- ◆ Admits almost 48,000 inpatients;
- ◆ Handles over 1.5 million outpatient visits;
- ◆ Records 100,000 emergency room visits;
- ◆ Performs more than 42,000 operations; and
- ◆ Delivers almost 3,600 babies.

Setting the Bar for Quality & Safety - In addition to the elements of the Mission stated above, MGH is committed to safety, effectiveness, patient centeredness, timeliness, efficiency and equity. These six tenets established by the Institute of Medicine are the foundation of MGH's approach to quality and safety. MGH sets high goals, measures its performance, and tracks its progress in achieving those goals. MGH compares itself against local and national benchmarks in key quality and safety areas to ensure they deliver the highest quality and safest care possible.

The elements of the MGH mission are clearly interrelated. MGH's commitment to patient care enhances the need for cutting edge technology and expertise. This commitment drives the need to maintain state-of-the art facilities, research space, and top-notch educators on campus. Research is critical to making advances in patient care. Medical education (both undergraduate, graduate and post graduate) enhances patient care by providing multiple levels of checks and balances and maintaining the highest academic standards in practice, and facilitating 24-hour on-site coverage of inpatient units with multiple specialists. This is an advantage unique to teaching hospitals. Providing educational facilities on campus also enhances the need to provide students and researchers with state-of-the-art facilities that support cutting-edge technology, allowing students to receive the best and most modern education possible. In addition, the fact that MGH is a premier research institution enhances the public awareness that the best and latest in patient care is available at the hospital. The research, education and patient care all further MGH's commitment to help build and sustain a healthier community.

Chapter 3.0

Community Benefits

3.0 COMMUNITY BENEFITS

3.1 Community Benefit Program

The MGH Center for Community Health Improvement (CCHI) was founded in 1995 to collaborate with underserved communities to address social and economic determinants of health, reduce barriers to care for vulnerable populations and promote health equity.

Addressing social determinants of health requires more than medical care in underserved communities where social and economic factors have a greater impact on health status. To do this, MGH has spent the past 20 years building highly engaged partnerships with communities using three approaches: 1) supporting multi-sector coalitions to change policies and systems to reduce substance use and obesity; 2) providing youth opportunities in health and science to promote the critical social determinant of educational attainment; and, 3) reducing social and economic barriers to care for vulnerable patients through community health workers, navigators and outreach programs. Health care cannot tackle these challenges alone, but MGH can convene key partners and stakeholders from multiple sectors across the community and bring the collective resources to bear.

In 2007, MGH affirmed its community commitment by adding a strong statement to their mission, creating a board committee on community health, and holding every clinical chief accountable for community engagement. But community became even more firmly woven into the fabric of the institution in 2014 with the hospital's most recent strategic plan. Through MGH's community health needs assessments, communities identified substance use - particularly the opiate epidemic - as their number one health concern. The assessments influenced MGH to develop a comprehensive new clinical initiative designed to transform care for patients with substance use disorders (SUDS). This initiative, spanning from the community to the bedside, became the leading clinical priority of the entire hospital's strategic plan, and is the first time in MGH's history that the community determined the hospital's clinical agenda. Following is a summary of this work in Boston.

COMMUNITY COALITIONS

- ◆ **Charlestown Substance Abuse Coalition (CSAC)** – The Charlestown community came together in 2004 with MGH support to form the Charlestown Substance Abuse Coalition (CSAC). The coalition works to address the community priority of substance misuse and associated trauma in two major ways: 1) strengthening protective factors and decreasing risk factors to prevent substance misuse for youth, young adults and families, and through, 2) education, prevention, and intervention strategies focusing on changing the norms, attitudes and policies that enable and promote teen substance use and adult misuse. The coalition also works to increase access to community wide resources and treatment options for youth who are at risk or in need of support and for residents who are actively using or in recovery.

With more than 75 active participants representing 12 sectors of the community the coalition focuses on five areas: Policy, Environmental and System's Changes; Navigation to treatment/overdose prevention; Primary Prevention; Access to Care for youth and their families/Family Support Circle; and Trauma Informed Care. Currently the coalition works on implementing community wide social marketing campaigns and events to increase awareness and change social norms (See Turn it Around Charlestown at www.facebook.com/turnitaroundcharlestown); provides the LifeSkills curriculum to more than 450 youth yearly, helps assess and navigate Charlestown drug court clients to needed services and provides a wide range of community prevention and harm reduction activities such as prescription take back events (close to 1000 prescriptions were collected in 2015). The Coalition is currently in the process of changing its name so that it more broadly represents the work being done and reduces the stigma associated with substance use.

- ◆ **The East Boston Alliance for Substance use Treatment, Intervention and Education Coalition (EASTIE)** – The East Boston Neighborhood Health Center (EBNHC), in a partnership with Massachusetts General Hospital and the East Boston community, joined former State Senator Anthony Petruccelli's substance use task force to form a new community coalition to prevent and respond to substance use issues within the community. State Representative Adrian Madaro and EBNHC's Joanna Cataldo lead this coalition and are joined by over 50 active participants representing 12 sectors of the community including local government, schools, health care providers, police, youth centers, faith-based organizations, residents and businesses. In February 2016, members named the coalition the East Boston Alliance for Substance use Treatment, Intervention and Education - EASTIE and crafted the following new mission statement:

EASTIE is a coalition of community agencies and residents that mobilizes youth, families, community members and leaders to prevent and reduce substance use among youth and adults in our community.

Today the group focuses on three areas of work: Treatment / Access to Care, Prevention & Education, and Policy, Environmental and System's Change. The coalition actively and continually assesses the needs of the community and works to align existing community substance use prevention and treatment efforts. To date the coalition has conducted many community wide awareness events and parent and youth workshops at the high school and is currently teaching the LifeSkills curriculum to various youth groups in the area.

INTERVENING IN VIOLENCE

- ◆ **HAVEN** – MGH established the HAVEN (Helping Abuse and Violence End Now) program to address domestic violence among patients and employees. HAVEN's mission is to "work as part of a broader community response to end intimate partner

abuse by improving and enhancing the institutional response and care to patients and employees whose lives have been impacted by domestic violence". Through training and consultation, HAVEN assists all members of the health care team in asking patients sensitively and effectively about their safety. When a patient discloses abuse, and with their permission, the provider is able to make a referral to HAVEN. Once connected to HAVEN, the patient is provided with ongoing advocacy, support, counseling, safety planning, accompaniment and connection to community resources. Through HAVEN's medical/legal partnership with Casa Myrna Vasquez, patients may also be provided with legal consultation and representation in emergency situations. With advocates on the main campus and the Health Centers in Chelsea and Revere, HAVEN met with 700 patients this past year.

- ◆ **Violence Intervention Advocacy Program (VIAP)** – MGH recognizes that acts of community violence are traumatic events that affect both individuals and the overall community. Violent injuries have serious health consequences and also present an opportunity for intervention to aid in recovery and help reduce recidivism. To that end, the mission of VIAP is to "assist victims of violence recover from physical and emotional trauma, empower them with skills, services and opportunities so they can safely return to their communities, strengthen others who have been affected by violence and contribute to building healthier communities". Patients who present to the hospital as victims of community violence, always entering through the Emergency Department, meet with the VIAP coordinator who provides support, safety planning, advocacy and referrals to community resources. The VIAP coordinator collaborates with health care providers, police, courts, district attorney's offices, housing, immigration and legal services and is able to follow patients long term in order to reduce risk factors for violence and to increase protective factors. As a member of the National Network of Hospital Based Violence Intervention Programs (NNHVIP) MGH VIAP maintains strong working partnerships with other Boston hospital based violence intervention programs as part of a city wide initiative to reduce community violence. The program sees more than 100 victims of violence per year.

ACCESS TO CARE FOR VULNERABLE PATIENTS

- ◆ **The Boston Health Care for the Homeless Program** – The Boston Health Care for the Homeless Program (BHCHP) delivers care to homeless individuals and families in Boston. Services include primary care, mental health services and direct care services at over 70 shelter and outreach sites. These include adult and family shelters, soup kitchens, day centers, shelters for victims of domestic violence, jails and detoxification centers, and recovery and transitional programs. As part of the BHCHP program, the MGH BHCHP Clinic was created in 1985 and is operated through the MGH Medical Walk-In Unit. The goal of the clinic is to focus and

coordinate the care of homeless persons already utilizing the hospital services, especially the Emergency Department. Five days per week, the caregivers see adult patients who have been or currently are homeless. The Clinic's Homeless Team proactively reaches out to improve the continuity and consistency of quality health care to homeless persons by engaging individuals directly on the streets and in shelters, and following them in primary care and specialty clinics as well as providing care in the Emergency Department and during inpatient hospitalizations. Last year, 418 patients were seen in 4690 encounters at the MGH BHCHP clinic.

- ◆ **Senior HealthWISE Program** – MGH Senior HealthWISE is a comprehensive wellness program for Seniors in the West End and Beacon Hill neighborhoods, and connected with three senior housing buildings. The program provides access to an array of clinical and supportive services. MGH, working with the building managers, is in the process of updating the program to better meet the needs of residents in the current health care environment. MGH will extend its commitment to fund the HealthWISE program.

- ◆ **MGH Community Health Associates** – MGH Community Health Associates (CHA) provides programmatic support, advocacy, clinical supervision, grant management and technical assistance to MGH community health centers. The mission of the CHA and the healthcare centers is the delivery of comprehensive, high quality, primary and preventative health services to low income, uninsured and underserved people who live and work in these communities. MGH fully licenses health care centers in Charlestown, Chelsea, Everett, and Revere. Following is relevant activity in Charlestown:
 - **The Community Hepatitis C Virus (HCV) Program** - In 2005, Dr. Jim Morrill launched the HCV Project at the MGH Charlestown HealthCare Center. James Morrill, MD continues to lead the project and has created the first community-based program within the MGH system for treatment of patients with Hepatitis C. In 2007, the project was awarded a three-year DPH Chronic Disease Management Grant to allow hiring a full-time Community Health Worker to advocate and educate HCV patients with co-morbid conditions and to pursue outreach to high-risk residents in Charlestown, Revere and Chelsea. The program evaluates approximately 300 patients each year and provides local access to treatment in each community, reducing barriers to treatment.

 - **Smart Choices Program** - Established in 1992, the Smart Choices Program is designed to strengthen the capacity of agencies located in Charlestown. Over \$3.2 million dollars has been invested in the health and human services of Charlestown since 1992. The Smart Choices program helps Charlestown non-profit agencies meet the health and human service needs of the community.

- **Stay In Shape Program** – The Stay in Shape Program is for youth (5th - 12th grades) in public schools located in Charlestown. The program uses an evidence-informed curriculum to promote healthy living among the participants through well-designed and interactive group activities in nutrition, stress management, and physical activity. Success of the program relies on a highly committed partnership between MGH and each participating school. Funding for the program came from CHA managed grants in the early years and more recently in partnership with the school systems to support the program.

BOSTON YOUTH

- ◆ **The Boys and Girls Clubs of Boston** – MGH has a partnership with the Boys and Girls Clubs of Boston (BGCB) to provide comprehensive health education and nursing consultation for Club staff, the young people who attend and their families. A full time health educator develops policies that promote health throughout the organization, including around healthy foods, exercise and also develops health education curriculum and trains staff throughout the organization. A full time nurse develops health policies and practices for the clubs on everything from medication dispensing to a sexual health program. In addition, MGH funding allows the BGCB to hire a nursing staff for summer camps and MGH provides a pro-bono physician medical consultant to summer camps.
- ◆ **MGH Youth Programs** – Research shows that educational attainment is highly correlated with economic status, and is the largest predictor of health status. CCHI is committed to engaging the youth population of Boston by increasing science literacy, and stimulating an interest in health careers.

CCHI provides more than 1000 youth (grades 3 through college and beyond) with academic, life, and career skills that expand and enhance their educational and career options through activities related to science, technology, engineering and math (STEM). More than 400 MGH staff volunteer to make this happen.

- **STEM Clubs (Grades 3-5), Senior STEM Clubs (Grades 6-8) and the Science Fair Mentoring Program (Grades 7-8)** build exploration and skill development through experiences and relationships related to STEM subjects and careers, life sciences and health and wellness. STEM and Sr. STEM Clubs strive to develop excitement and engagement in STEM subjects, build confidence in students' abilities to succeed in these subjects, and expose students to STEM careers. Fun activities, such as hands-on lab skill development, strengthen students' intellectual abilities and critical thinking skills, sense of belonging and membership, and mastery of their future. Students are further inspired and motivated by guest speakers who are training to become physicians, and are

also people of color, allowing many young people to follow their passion to a career in health or science. These clubs take place in three Boys and Girls Clubs as well as other after school setting.

The Science Fair Mentoring Programs matches students in grades 7 -8 from the James P. Timilty Middle School students in Roxbury with MGH mentors to work on science fair projects from concept to completion.

- **Youth Scholars Program** – A fully integrated, four-year high school program called MGH Youth Scholars focuses on career exploration, research and college readiness in conjunction with job placements within the hospital. The program provides foundational learning for students in Grade 9 through high school graduation and beyond. CCHI's long-term objective in creating these programs is to develop longitudinal STEM and health care career opportunities for youth that will be inspirational toward their future endeavors.
- **MGH Summer Jobs Program** – MGH provides meaningful summer employment opportunities to 150+ Boston youth each year, a commitment since 1991. MGH has employed students from many Boston schools including East Boston High School, James P. Timilty Middle School, and the Edward M. Kennedy Academy for Health Careers. The MGH departments and health centers that employ Summer Jobs students range from Anesthesia, the Center for Regenerative Medicine, and the Tissue Engineering Lab. As part of their summer at MGH, students learn about jobs in the health and science fields through weekly professional development and skills workshops.
- **Youth Scholars: College** – Since 2011, MGH supports graduates of its high school programs through college completion. This program came about because MGH learned that while many of its students gained acceptance to college, many also had trouble graduating, which has also been true of their peers from Boston Public Schools. The program includes up to \$5,000 in annual scholarships and multiple supports, including coaching, tutoring, and access to an array of services. MGH now has students enrolled in all four years of college. An average of 87% of the students continue to persist in college, compared to 49% of other Boston public school graduates in a 2007 study.
- **MGH Youth Scholar Alumni Program** – College students who are graduates of MGH's high school program are eligible for the MGH Youth Scholars Program each summer. Placements are made to match the students' career interests coupled with a program of continued learning and professional development at MGH.

3.2 Job Training and Education

MGH's workforce is its most valuable asset and a critical component in its success. MGH is committed to fostering the highest quality work opportunities for all employees, including fair and safe work environments, and to nurturing career-long growth in knowledge and skills. MGH is also committed to communicating the information and providing the tools employees need to accomplish their jobs. In addition, diversity plays a crucial role in shaping MGH as an employer, health care provider, and member of the community. MGH is committed to recruiting, hiring, and promoting people from different backgrounds. A diverse workforce is critical to improving access to quality health care, indispensable for quality education, and can accelerate advances in both medical and health services research.

MGH's Training and Workforce Development Office facilitates and promotes employee education, training, and career development opportunities. The list of educational offerings includes onsite English for Speakers of Other Languages (ESOL) classes, a U.S. Citizenship course, fundamental computer courses, Medical Terminology classes and a range of classes to enhance employees' skills in areas such as time management, communication, and diversity. The office also administers the hospital's tuition assistance and other scholarship programs available to eligible employees.

3.3 Employment

MGH has a direct workforce of approximately 25,700 employees. Of this total, a significant 23 percent are Boston residents.

3.4 Property Taxes/PILOT

Partners HealthCare is the highest contributor to the City of Boston's Payment in Lieu of Taxes (PILOT) program with \$9.7 million in payments in fiscal year 2015; MGH accounts for almost \$6.3 million of this amount.

3.5 Estimated Development Impact Payments

Under Section 80B-7 of the Boston Zoning Code, projects that require zoning relief and that will devote more than 100,000 sf of space to "development impact uses" must make contributions to the City of Boston's Neighborhood Housing Trust and Neighborhood Jobs Trust. As noted above, MGH does not plan any new Institutional Projects during the three-year renewal period and, therefore, does not anticipate any new development impact payments during this period.

3.6 Transportation Programs

MGH offers several transportation-related programs to area residents. In addition, MGH implements an extensive transportation demand management program that benefits

employees, patients, and visitors. Specific transportation programs benefiting area residents include:

- ◆ Zipcars – Residents have access to the four Zipcars located in the Fruit Street Garage and four Zipcars located in the Charles River Plaza garage.
- ◆ Parking for Community Residents - MGH offers reduced rate evening and overnight parking to residents of Beacon Hill and the West End in the Parkman, Fruit Street and Charles River Park garages. There are currently approximately 275 residents parking overnight in these garages. These parkers can enter the garages after 3:30 p.m. and must exit the Charles River Park garage by 8:30 a.m. and the Parkman and Fruit Street garages by 9:30 a.m. on the following day. MGH will continue to make garage spaces on its campus available to residents of the Beacon Hill and West End neighborhoods for overnight parking at reduced rates, and will expand the number of available spaces as appropriate.
- ◆ Area Signage – Working closely with the community and the BTB, MGH planned and implemented improved directional signage in the vicinity of the hospital to direct patients and visitors to the main entrance, Emergency Department, and parking garages.

3.7 Economic Benefits

MGH is a significant contributor to the local economy. MGH is the largest non-governmental employer in Boston, and the hospital's annual Boston payroll is approximately \$372 million.

Chapter 4.0

Planning and Potential Future Projects

4.0 PLANNING AND POTENTIAL FUTURE PROJECTS

4.1 Potential Future Projects Beyond the Term of the IMP

MGH continues to evaluate its needs and aspirations for improvements to its facilities in furtherance of its mission. Over the next few years, MGH expects to undertake an evaluation process to better define its needs, and establish an appropriate scope and content for planning concepts that would redevelop Site 4B, the Fruit Street Garage site and the Parkman Street Garage site.

In addition, at some point beyond the extended term of the IMP, MGH can be expected to begin planning of its two land parcels on Nashua Street. However, these planning concepts remain at a very preliminary screening and feasibility stage, and many ongoing internal discussions regarding their potential scope and program, their financing, and proposed schedules for implementation need to be completed before these planning concepts will be ripe for review.

Under the current IMP, MGH may lease approximately 200,000 sf of space in areas near its campus for ambulatory and administrative uses. During the three-year renewal period, MGH will evaluate its need for additional leased space for its administrative functions and to facilitate cost-effective and efficient delivery of its ambulatory care services, and perhaps additional uses as necessary.

A three-year renewal should allow sufficient additional time to assess a viable plan for the future as the needs of the Institution and financing strategies are determined.

Chapter 5.0

Project Certification

5.0 PROJECT CERTIFICATION

This form has been submitted to the Boston Redevelopment Authority as required by the Boston Zoning Code, Article 80.

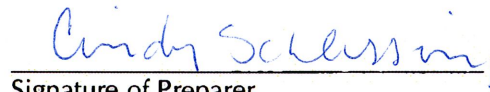


Signature of Proponent's Representative

Martin R. Healy, Attorney
for Massachusetts General Hospital
on behalf of
Dr. Jean Elrick

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4/6/16
Date



Signature of Preparer

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Date