



March 2, 2023

Mr. Hinlan Wong  
Board of Review  
City of Boston Assessing Department  
City Hall, Room 301  
Boston, MA 02201

Dear Mr. Wong:

Enclosed is the PILOT community benefits report for Longwood Collective (formerly MASCO) which details the programs and services carried out in service to the Longwood Medical and Academic Area (LMA) during the Fiscal Year 2022 period of July 1, 2021 through June 30, 2022.

These programs and services support the area's world-renowned organizations and the people who live, work, study, or receive care in the LMA. Institutions in the LMA are drivers of the local economy, employing 68,000 people, educating 27,000 students, and treating 2.8 million patients each year. In fact, one out of every 10 people who work in the City of Boston works in the LMA.

Altogether, these services and activities total \$685,392 and all dollar amounts detailed in the report are for actual expenses. The report includes supplemental information on the work Longwood Collective staff performed as an in-kind service to the district.

In addition, Longwood Collective has historically made contributions to community organizations for which we received credit against our PILOT payment. In FY22 Longwood Collective donated \$25,000 to the Fenway CDC and \$2,200 to ABCD Parker Hill.

Longwood Collective's Federal Tax Identification Number is 04-2507445.

Please feel free to contact me directly, if you have any questions on any of this material. I can be reached at [hroth@masco.harvard.edu](mailto:hroth@masco.harvard.edu) or (617) 632-2788.

Regards,

A handwritten signature in blue ink that reads 'Holli G. Roth'.

Holli G. Roth  
Vice President and Chief Financial Officer

Community Benefits Provided to the City of Boston by Longwood Collective  
 FY'22 (July 1, 2021-June 30, 2022)  
**Area Planning Department**

Services Provided to Longwood/Fenway Neighborhoods	\$ Value	Area Served Last Year	Program Category
<p><b>Transportation Management Association (CommuteWorks)</b>  <i>Purpose: Reducing Congestion, Greenhouse Gases, Supporting the MBTA, walking, biking, and carpooling</i></p> <p>FY '22 saw reduced commuting levels due to the pandemic. As employees are increasingly moving back to the workplace, participation in these programs has seen a steady increase. These programs support the City's goals of reducing Vehicle Miles Traveled (VMT) and Greenhouse Gas Emissions and include:</p> <ul style="list-style-type: none"> <li>• <b>GoMassCommute:</b> Registered 370 employees in our GoMassCommute online commuting network which has resulted in 810 non-Single Occupancy Vehicle (SOV) trips, or 3,849 miles traveled, 2,707 lbs. reduction in CO2 emissions.</li> <li>• <b>Emergency Ride Home:</b> Registered 18 new people in our Emergency Ride Home program and provided 12 rides from work to home in the event of illness/ emergency for program participants.</li> <li>• <b>Free Bicycle Tune Ups:</b> Sponsored five bicycle tune up events serving commuters from across the district.</li> <li>• <b>DEP Reporting:</b> Assisted in completing 9-member institution DEP rideshare reports; summarizing area-wide commuter program participation and transportation projects.</li> <li>• <b>CommuteFit:</b> Registered 36 new participants in the alternative commute program, CommuteFit, and;</li> <li>• <b>Walk/Bike Challenge:</b> Ran a special June challenge that resulted in 1,700 walking and biking miles as part of trips to work.</li> </ul>	\$ 26,552	City wide, Fenway/Longwood	<i>Built Environment</i>

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<p><b>Services Provided to Longwood/Fenway Neighborhoods</b></p>	<p><b>\$ Value</b></p>	<p><b>Area Served Last Year</b></p>	<p><b>Program Category</b></p>
<p><b>Transportation Planning/Capital</b>  <i>Purpose: Developing long-term improvements to multi-modal regional access, improving neighborhood safety and access</i>                      Involved as stakeholder in Town/City/MBTA/State planning in the following regional roadway, transit, and access projects:</p> <ul style="list-style-type: none"> <li>a. I-90 Allston Interchange Study Task Force</li> <li>b. MBTA/MassDOT Better Bus Project</li> <li>c. Green Line Transformation (GLT)</li> <li>d. Route 9/Gateway East bus lane pilot</li> <li>e. Boylston Street Re-Design</li> <li>f. Brookline Avenue Citizen’s Advisory Committee (CAC)</li> <li>g. Fenway Transportation Action Plan</li> </ul> <p><b>Improving Transportation Infrastructure</b></p> <ul style="list-style-type: none"> <li>• <b>Francis/Binney Street Walk Safety Improvements:</b> Finalized approvals for LED stop signs for the intersection Francis and Binney Streets including maintenance agreements, ahead of implementation.</li> <li>• <b>Francis Street Restriping:</b> Designed and implemented a new striping plan for Francis Street including re-aligned center lines, turn lanes. Will support improved traffic operations, patient drop-off and access to the MGB’s front door. Longwood Collective funded design, permitting and implementation.</li> <li>• <b>Green Line Transformation (GLT) Testimony:</b> Testified in support of accelerating funding for Green Line Transformation future phases including new, larger cars, and signal and track improvements.</li> </ul>	<p>\$ 169,059</p>	<p>City wide, Fenway/Longwood</p>	<p><i>Built Environment</i></p>

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Services Provided to Longwood/Fenway Neighborhoods	\$ Value	Area Served Last Year	Program Category
<ul style="list-style-type: none"> <li>• <b>E-Line Shutdown Advance Coordination:</b> Worked with MBTA, member institutions, to assess and mitigate impacts of the E Branch shutdown during reconstruction</li> <li>• <b>Uber/Lyft/TNC Pilot.</b> Continued work to pilot Transportation Network Company (TNC) pick-up and drop-off in response to employee demands conflicting with front door patient and visitor access.</li> </ul>			
<p><b>Transportation Framework and Existing Transportation Conditions</b>  <i>Goals: To support a data -based, values-driven approach to the district’s transportation needs. And to establish a baseline against which to measure future progress.</i></p> <ul style="list-style-type: none"> <li>• <b>Transportation Framework:</b> Finalized the Longwood Transportation Framework - a system for prioritizing transportation projects affecting the Longwood area. The Framework is built on the following principles, that transportation through and to Longwood:               <ol style="list-style-type: none"> <li>1. <i>Is safe, convenient, and affordable for everyone who wants to work,</i></li> <li>2. <i>Offers services and amenities that are as world-class and innovative as Longwood’s healthcare, research, and educational institutions,</i></li> <li>3. <i>Is clean, sustainable, and resilient</i></li> <li>4. <i>Prioritizes vulnerable populations and users</i></li> </ol> </li> <li>• <b>Existing Transportation Conditions/Maps:</b> Generated over 40 detailed maps documenting existing transportation conditions in the Longwood district. Process to generate</li> </ul>	\$ 204,750	City wide, Fenway/Longwood	<i>Built Environment</i>

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<b>Services Provided to Longwood/Fenway Neighborhoods</b>	<b>\$ Value</b>	<b>Area Served Last Year</b>	<b>Program Category</b>
<p>maps included extensive data collection, analysis, and mapping.</p>			
<p><b>White Paper</b>  <i>Goals: To advance understanding of the performance of 20 years of TDM measures and future TDM needs of one of the City's major employment hubs and single biggest academic medical center.</i></p> <ul style="list-style-type: none"> <li>Published a White Paper examining the effectiveness of LMA employer strategies to influence “mode shift,” or the number of people using mass transit, carpooling, biking, and walking instead of driving alone. Analyzing 20 years of mode shift data, the White Paper documents that the number of Longwood workers commuting by mass transit, carpool, bike, and on foot climbed from 53 percent to 70 percent over two decades, while employment and patient numbers surged, and public transit capacity expanded only modestly.</li> </ul>	<p>\$ 10,000</p>	<p>City wide, Fenway/Longwood</p>	<p><i>Built Environment</i></p>
<p><b>Government and Community Relations</b>  <i>Goals: Donations to local organizations that align with Longwood Collective's vision, mission, and goals.</i></p> <ul style="list-style-type: none"> <li><b>Community Relationship Building:</b> Worked with or financially contributed to community groups such as: ABCD/Parker Hill Summer Youth Program, Friends of the Muddy River, Friends of Ramler Park, Emerald Necklace Conservancy, WalkBoston, Mission Hill Youth Collaborative, Mission Hill Main Streets Program, Fenway</li> </ul>	<p>\$ 6,425</p>		<p><i>Social Environment                  Direct Monetary Support                  Good Neighbor Activity</i></p>

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<b>Services Provided to Longwood/Fenway Neighborhoods</b>	<b>\$ Value</b>	<b>Area Served Last Year</b>	<b>Program Category</b>
<p>Civic Association, Fenway Community Development Corporation, Mission Hill Neighborhood Services, and Roxbury Tenants of Harvard.</p>			
<p><b>Energy/Environment/Sustainability</b>  <i>Goals: Serve as a venue for members and regulatory agencies, experts, and practitioners to come together on a variety of critical topics.</i></p> <ul style="list-style-type: none"> <li>• <b>Legislative and Policy Initiatives:</b> On behalf of members, monitored, assessed, and provided public comment on legislative and policy initiatives in sustainability, energy, state, and City climate regulations including BERDO 2.0, ZNC/Article 37, and state’s Clean Energy &amp; Climate Plan, and parking and TDM guidelines.</li> <li>• <b>Technical Meetings/Forums:</b> Hosted five (5) Tech Talks for medical and educational institutions including: BPDA net Zero Carbon framework, BWSC Inundation Model, Power Purchase Agreements from an Owners’ Perspective, Harvard’s Science and Engineering Complex and District Energy Facility, and Building Envelopes.</li> </ul> <p><b>Sustainability Leaders:</b> Advanced the Green Ribbon Commission Climate Action Planning training for our academic members</p>	<p>\$ 5,634</p>		<p><i>Built Environment Social Environment</i></p>
<p><b>Long Range Planning/Development Coordination</b>  <i>Goals: Support members, the city, employees, patients, and visitors, by providing technical review of local area development projects. Providing planning services for Longwood including GIS mapping and data gathering.</i></p>		<p>Fenway/Longwood</p>	<p><i>Built Environment</i></p>

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<ul style="list-style-type: none"> <li>• <b>Project Review/Technical Assistance:</b> Provided technical assistance to members regarding projects undergoing public approvals (BCH, SU). This included hosting special abutters meetings, providing technical assessment regarding land use, urban design, traffic, transportation, and open space.</li> <li>• <b>Co-Hosting Public Meetings w/BPDA:</b> Longwood Collective co-hosted two (2) LMA Forum meetings for projects under review.</li> <li>• <b>Technical Support to City in Public Meetings:</b> As member of the Brookline Ave CAC and other Impact Advisory Groups participated in and contributed to numerous public meetings regarding development projects including: Fenway Corners, 109 Brookline Avenue, and Landmark Center Phase 3 project and 2 Charlesgate West. Provided technical comment letters addressing wide range of topics affecting the Fenway and LMA including land use and transportation.</li> <li>• <b>City PILOT Program:</b> Participated in ad hoc meetings monitoring potential changes to local and state regulations related to community benefits contributions.</li> <li>• <b>Planning Projections:</b> Met with members and developed districtwide, aggregated growth estimates for the next 10-15 years.</li> </ul>			
<p><b>Planning Operations, City Services and Construction Coordination</b>  <i>Goals: Purchase and manage area-wide assets and public amenities including <b>trash barrels/recycling, benches, and</b></i></p>	<p>\$ 64,902</p>	<p>Fenway/Longwood</p>	<p><i>Built Environment  Social Environment  Good neighbor  Activity</i></p>

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<p><b>Services Provided to Longwood/Fenway Neighborhoods</b></p>	<p>\$ Value</p>	<p>Area Served Last Year</p>	<p>Program Category</p>
<p><b>wayfinding signage.</b> <i>Serve as a clearinghouse for district construction projects and provide advance notification to mitigate construction impacts. Conduct <b>snow removal</b> on key corridors and coordinate with members and City on snow removal on public streets.</i></p> <ul style="list-style-type: none"> <li>• <b>Bike Infrastructure Implementation:</b> Coordinated with City bike rack program and members to ID locations for potential new bike racks.</li> <li>• <b>Banners:</b> Managed the installation, removal, and repairs of the area-wide banners for SU, EC, TI, MCA and DFCI. Provided technical assistance to DFCI, EC, SU, and TI relative to their new banner designs, locations, approvals, and installation.</li> <li>• <b>Planning Operations:</b> Managed the maintenance, repair and installation of the Longwood Collective assets located throughout the LMA including:             <ul style="list-style-type: none"> <li>○ 37 Big Belly trash compactors</li> <li>○ 70 metal benches</li> <li>○ 33 metal waste/recycling receptacles, and</li> <li>○ 176 wayfinding signs.</li> </ul> </li> <li>• <b>Construction Impact Mitigation:</b> Developed and distributed construction project information such as the BWSC water main replacements on Blackfan Circle and Binney streets, Beth Israel Deaconess Medical Center New Inpatient Building (NIB) and Boston Children’s Hospital Hale Building construction. Information helped member institutions and employees to plan and mitigate</li> </ul>			



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<p>potential emergency vehicle access, patient access and traffic impacts to public (and private) streets.</p> <ul style="list-style-type: none"> <li> <b>Construction Coordination:</b> Posted 115 construction and traffic notices, coordinated 15 building, utility, and infrastructure projects, held 7 construction coordination meetings. The projects included the replacement of water mains on Binney Street and Blackfan Circle, repaving Pilgrim Rd., major facility improvements at BWH, BIDMC, MATEP, MCA, SU, and HMS and new buildings at BIDMC and BCH. Completed the annual Construction Coordination report.                 </li> <li> <b>Blackfan Circle (Private Street) Maintenance Management:</b> Managed snow removal, maintenance, and repair services for Blackfan Circle abutters.                 </li> <li> <b>Snow removal:</b> Cleared snow from the Longwood T-stop on Chapel Street to Longwood Avenue, as well as along Longwood Avenue from Chapel Street to Brookline Avenue. This is one of the most heavily used pedestrian corridors in the Longwood Medical and Academic Area (LMA). Also surveyed and reported to city and private plowers the need for snow removal around the LMA after each snow event.                 </li> </ul>	<p>\$ 50,444</p>		
<p><b>Open Space/Beautification Programs</b></p> <p><b>“Outside” Placemaking Program</b>                  Outside// is an annual six-month summer placemaking partnership between the Longwood Collective and four major hospitals (BCH, BWH, BIDMC, DFCI), who permit their plazas to be used as public spaces with programs accessible to patients, visitors, employees,</p>	<p>\$ 79,872</p>	<p>Fenway/Longwood</p>	<p><i>Built Environment                  Cultural                  Social Environment                  Good Neighbor                  Activity</i></p>

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<p>and the public. Longwood Collective provides outdoor furniture and other assets and manages a hospitality contract with vendor Block by Block. The Longwood Collective also plans, implements, and organizes programs including live music, games, public art, therapy dogs, and fitness classes to foster community, improve quality of life for essential workers, students, and visitors; and create a unique neighborhood identity for the Longwood area.</p> <p><b>July – October 2021</b></p> <ul style="list-style-type: none"> <li>• Successfully completed the third year of a three-year placemaking pilot.</li> <li>• 8 sites across the medical campuses.</li> <li>• Due to ongoing public health restrictions instituted due to the COVID-19 pandemic, programs had to be scaled back or cut entirely to ensure social distancing. In total, amenities included 208 assets deployed (including tables, chairs, umbrellas, signs), 28 musical performances, 6 art blade displays, a ping pong table, a week of yoga classes, and food truck 5 days per week (with 7 vendors total).</li> <li>• Worked with VPNE, who were contracted as site managers, to monitor the spaces, frequently clean tables, and interact with guests.</li> <li>• Completed inventory, shutdown, storage, and repair of assets.</li> </ul> <p><b>May - June 2022</b></p> <ul style="list-style-type: none"> <li>• Successfully launched a bridge year of a placemaking pilot program.</li> </ul>			

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<ul style="list-style-type: none"> <li>• Completed plans and programming for 9 sites (one of which running special programming in Joslin Park), which involved drafting and finalizing site plans, license agreements, contracts, waivers, and other financial and legal documents with vendors and institutional partners.</li> <li>• Organized and scheduled an expanded program schedule including 352 assets (including tables, chairs, umbrellas, signs, game carts, ping pong tables, lawn games, and reading carts), 129 musical performances by 11 musical groups, 6 art blade displays, 17 weeks of fitness classes, 17 weeks of dog petting and adoption drive in partnership with Shultz’s Guest House, and food truck once per week (with 2 vendors total).</li> <li>• Worked with Block By Block, who were contracted as site managers, to monitor the spaces, frequently clean tables, and interact with visitors.</li> </ul> <p><b>Beautification and Open Space</b></p> <ul style="list-style-type: none"> <li>• <b>Beautification Programs:</b> Implemented the LMA Beautification program including 58 seasonal planters, 164 gateway hanging baskets, and 5 perennial beds including trees, shrubs, bulbs, and perennials during the 2021 growing season. Spring 2022 included a spring planting (was eliminated the past two years due to the pandemic), hanging baskets and refreshed perennial plantings.</li> <li>• <b>Evans Way:</b> Installed rose bush replacements (10), maintenance, fertilization, and watering of the pedestrian island. Added 150 more daffodil bulbs.</li> </ul>	<p>\$ 67,754</p>		

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<ul style="list-style-type: none"> <li>• <b>Huntington Avenue:</b> Cared for 225 trees, including fertilization, pruning, and irrigation. Removed 17 dead trees from the MBTA median and received approvals to and budget to replant 12 of these trees in FY'23.</li> <li>• <b>Ave. Louis Pasteur/Green Infrastructure Pilot:</b> Received Public Improvement Commission (PIC) approval for this open space and resiliency concept; the pilot project is now 'shovel ready'.</li> <li>• <b>Technical Assistance:</b> Planter design for two members to beautify the area. Design for Tetlow traffic island improvements.</li> <li>• <b>Open Space Advocacy:</b> Served on Emerald Necklace Conservancy (ENC) Park Overseer's Committee, the Project Review Committee, the Advocacy Committee, and the Muddy River Maintenance and Management Oversight Committee (MMOC) for the Muddy River Restoration Project.</li> </ul>			
<b>Total</b>	\$685,392		