



Member Institutions

Beth Israel Deaconess
Medical Center
Boston Children's Hospital
Brigham and Women's Hospital
Dana-Farber Cancer Institute
Emmanuel College
Harvard University
Harvard Medical School
Harvard School of
Dental Medicine
Harvard T.H. Chan School
of Public Health
Isabella Stewart Gardner
Museum
Joslin Diabetes Center
Judge Baker Children's Center
Massachusetts College of Art
and Design
Massachusetts College of
Pharmacy and Health Sciences
University
Massachusetts Department
of Mental Health
Simmons University
Temple Israel
Wentworth Institute of
Technology
The Winsor School

Associate Members

Boston University Wheelock
College of Education & Human
Development
Fenway Community
Health Center
Massachusetts Eye and Ear
Infirmary
Merck Research Laboratories

April 21, 2023

Remarks As Prepared for Delivery
Tom Yardley
Vice President of Area Planning and Development
Longwood Collective, Inc.

Dear Councilor Breadon and Members of the City Council,

I appreciate the opportunity to provide comment on the PILOT community benefits program. The Longwood Collective, formerly known as MASCO, is a non-profit organization located in the Longwood Medical and Academic Area with a mission to drive collaborative solutions enabling Longwood to be an innovative hub of health care, research, and education. Longwood Collective members include 22 prominent institutions in Longwood, including three Harvard-affiliated teaching hospitals, three Harvard graduate schools, and 16 other colleges, universities, cultural institutions, and medical centers.

Longwood Collective members employ 68,000 workers, educate 27,000 students, and treat 2.8 million patients per year. Longwood is one of the highest concentrations of jobs in Boston, with 1 out of every 10 people who works in Boston working in Longwood, and 33% of the 68,000 workers, or more than 22,000, are Boston residents, coming from every neighborhood.

Longwood institutions play a major role in supporting the innovation ecosystem of the state and its associated reputational, workforce, and business creation benefits, and the ability of researchers to respond to new challenges is grounded in a foundation of collaboration, in which the strength of the Longwood community is unparalleled.

To that end, Longwood drives \$30 billion in business revenues in Massachusetts and supports \$18 billion of the gross state product. Although only 213-acres, or less than 1% of Boston's land area, this small area creates jobs and economic activity in every community of the state, with Longwood's 68,000 jobs producing an additional 87,000 jobs outside of the area. There is great diversity within these jobs and, using medical institutions as an example, while a majority of hospital staff may work in patient spaces, a smaller percentage are working as doctors or nurses. The remaining employees hold occupations such as health technicians and aides, janitorial staff, and maintenance, and those who are not working in patient spaces at all include administrators, cafeteria workers, gift



shop workers, and many other occupations, facilitating economic opportunity across the spectrum of education and experience.

Since March 2020, Longwood has been vital to managing the COVID-19 crisis at every phase, from initial response and vaccine trials to key innovations and treatment options. Hospitals transformed to increase capacity, researchers collaborated to develop therapies to improve patient outcomes, and multiple Longwood institutions trialed COVID-19 vaccines. Brigham & Women's Hospital was integral in the set-up and operation of the field hospital at the Boston Convention and Exhibition Center, and Beth Israel Deaconess Medical Center provided medical oversight at the mass vaccination site at Fenway Park. Colleges offered to house medical staff in empty dormitories that neighbored the hospitals in Longwood, all while dramatically shifting gears to safely educate students both in-person and virtually, standing up some of the most comprehensive testing programs in the state. Harvard Medical School created the COVID-19 Health Literacy Project, delivering COVID-19 public health information in 30 languages.

Longwood Collective remains steadfastly committed to Boston's voluntary PILOT program, recognized as the most successful program of its kind in the nation, with widescale participation across the non-profit sector. As part of our organization's contributions, Longwood Collective is proud to have provided free BlueBikes monthly passes to essential hospital workers during the height of the pandemic, funded and completed multiple transit and infrastructure studies to supplement state and city efforts, advanced efforts to connect people from every neighborhood in Boston to jobs, schools, and medical care here in Longwood. We also work with or financially contribute to valuable community groups.

As stewards of Longwood, we are always striving to improve the quality and strength of our community, including by launching a summer placemaking program to provides music, art, and fitness programming to the public, tables, chairs, and umbrellas for outdoor eating, sunscreen stations, and a rotating food truck program. As a convener to our core, we facilitate collaboration on important issues that will move the city forward, such as sustainability and open space as one example, with Longwood Collective caring for hundreds of trees in the area, installing new street name signs and banners, purchasing, and installing Big Belly Solar trash compactors and recycling stations.

Our organization brings Longwood institutions together to achieve common objectives: improving access, preserving open space, and expanding sustainability programs, to name a few. We are focused on making the area better for everyone, and reducing expenses by developing and delivering key services,



including snow removal, emergency preparedness and trained public safety, street signs and furnishings, traffic management efforts, bus stop maintenance, and maintaining Evans Way Park. Longwood Collective runs a 37-vehicle shuttle system, eliminating 2.65 million single-occupancy vehicle rides in Longwood per year. If Longwood Collective ridership was compared to Regional Transit Authorities, it would be tied for fifth largest in the state.

We agree that continued stakeholder collaboration is a hallmark of meaningful progress in our city and an important component of the program's future success. We at Longwood Collective are proud of our participation in the program, as well as our community benefits contributions. These programs strategically match the resources and expertise of our organization with community need. We are open to efforts to make our community engagement and community benefits more transparent to both the city and communities we serve, and we look forward to continuing to work with you and your colleagues in the City Council on this important program.

Thank you for the opportunity to offer our comments today.