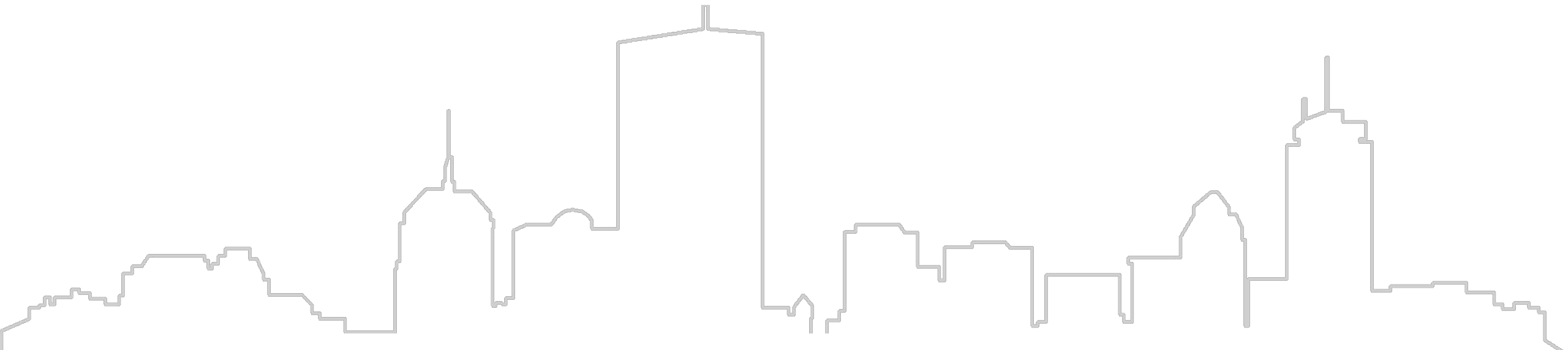


# Collaborative Climate Action Planning for Institutions

May 3, 2023



**Boston  
Green Ribbon  
Commission**

Cultural Institutions  
Working Group

# Agenda

- 01 Welcome & Introduction (Amy Longworth)
- 02 Leadership Perspective (Gwill York)
- 03 Explanation of Program (Dallase Scott)
- 04 Participants Sharing Their Stories (Panelists)
- 05 Theory of Change (Dallase Scott)
- 06 Moderated Discussion / Audience Q&A

The Boston Green Ribbon Commission Cultural Institutions Working Group comprises a wide variety of arts, sports, nature-based, historic, and entertainment organizations in and near Boston, as they build awareness and drive action on climate issues on behalf of their own organizations, the cultural sector, the City, and audiences.

# Moderators & Speakers



**Amy Longworth**  
Executive Director,  
Green Ribbon  
Commission



**Gwill York**  
President, Board  
of Trustees,  
Isabella Stewart  
Gardner Museum



**Dallase Scott**  
Founder and  
Principal, Trust  
(Moderator)



# Program Participants Panel



**Benjamin Haavik**  
Team Leader,  
Property Care,  
Historic New  
England



**Jennifer Lamy**  
Associate Director,  
Sustainability,  
Emerson College



**Joshua Meyer**  
Curator of  
Horticulture and  
Sustainability,  
Zoo New England



**Paul Ippolito**  
VP, Facilities and  
Building  
Operations,  
Museum of Science

# Leadership Perspective

# Explanation of Program

“

If you are trying to encourage climate action at your organization and do not know where to start, the GRC will be your guide to take climate action.”

Collaborative CAP Participants:



Museum of Science.



NEW ENGLAND HISTORIC  
GENEALOGICAL SOCIETY  
[AmericanAncestors.org](http://AmericanAncestors.org)



ISABELLA  
SEWART GARDNER  
MUSEUM



*The Paul Revere Memorial Association*



HUNTINGTON  
THEATRE  
COMPANY



ZOO  
NEW ENGLAND  
Franklin Park Zoo ♦ Stone Zoo

JOHN F. KENNEDY  
PRESIDENTIAL LIBRARY AND MUSEUM

HISTORIC  
NEW ENGLAND



Emerson  
COLLEGE



SUFFOLK  
UNIVERSITY  
BOSTON

# Strategies for fighting climate change in coordination with the City's Climate Action Plan.



## MITIGATION

Reduce community-wide carbon emissions by

**50%** in 2030 & **100%** in 2050

Reduce municipal emissions by

**60%** in 2030 & **100%** in 2050



## ADAPTATION

Prepare for sea level rise, hotter summers, and more rainfall during storms



## MOBILITY

Empower Bostonians to access all parts of the city safely and reliably by transit, on foot or on a bike



## WASTE REDUCTION

Become a zero waste community and increase the recycling rate from 25% to

**80%**



## CONNECTED COMMUNITIES

Enhance community connectivity so that all families may thrive in a carbon-neutral, climate-ready Boston

## Designing for Equity

# “That sounds great...how?”



# CLIMATE ACTION PLANNING COHORT

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## BY THE NUMBERS

9

Commitment to a **9-month** collaborative planning process

1

Each organization will appoint at least **1-staff** member to act as climate action lead

8

Appointed staff member(s) will attend **8-cohort work** sessions + lead weekly/bi-weekly meeting at their respective organization

3

Organizational leadership, as well as appointed staff, attend **3 planning checkpoints**: Kick-off, Summit, and Green Ribbon Cutting celebration

## Participating Members:

- Your Time
- Money
- Staff's Time\*

## This could look like:

- Operations
- Finance
- Human Resources
- Programing
- Legal
- Community Members
- Membership & Development



- Project management
- Consult w/ Technical Expertise
- Guidebook
- Facilitated Cohort Learning/Sharing Sessions
- Publicity



# Climate Action Planning Cohort

## PLAN DEVELOPMENT

Carbon Mitigation  
Climate Resilience  
Climate Justice

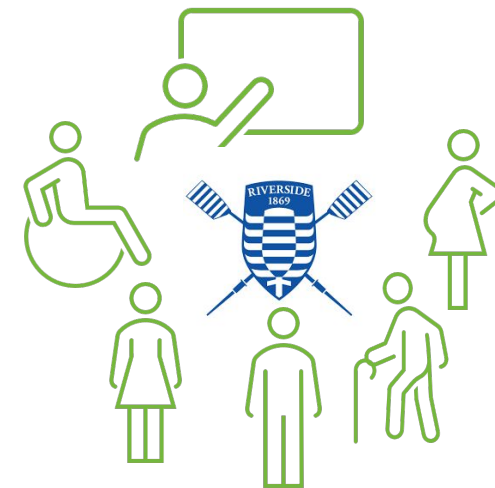




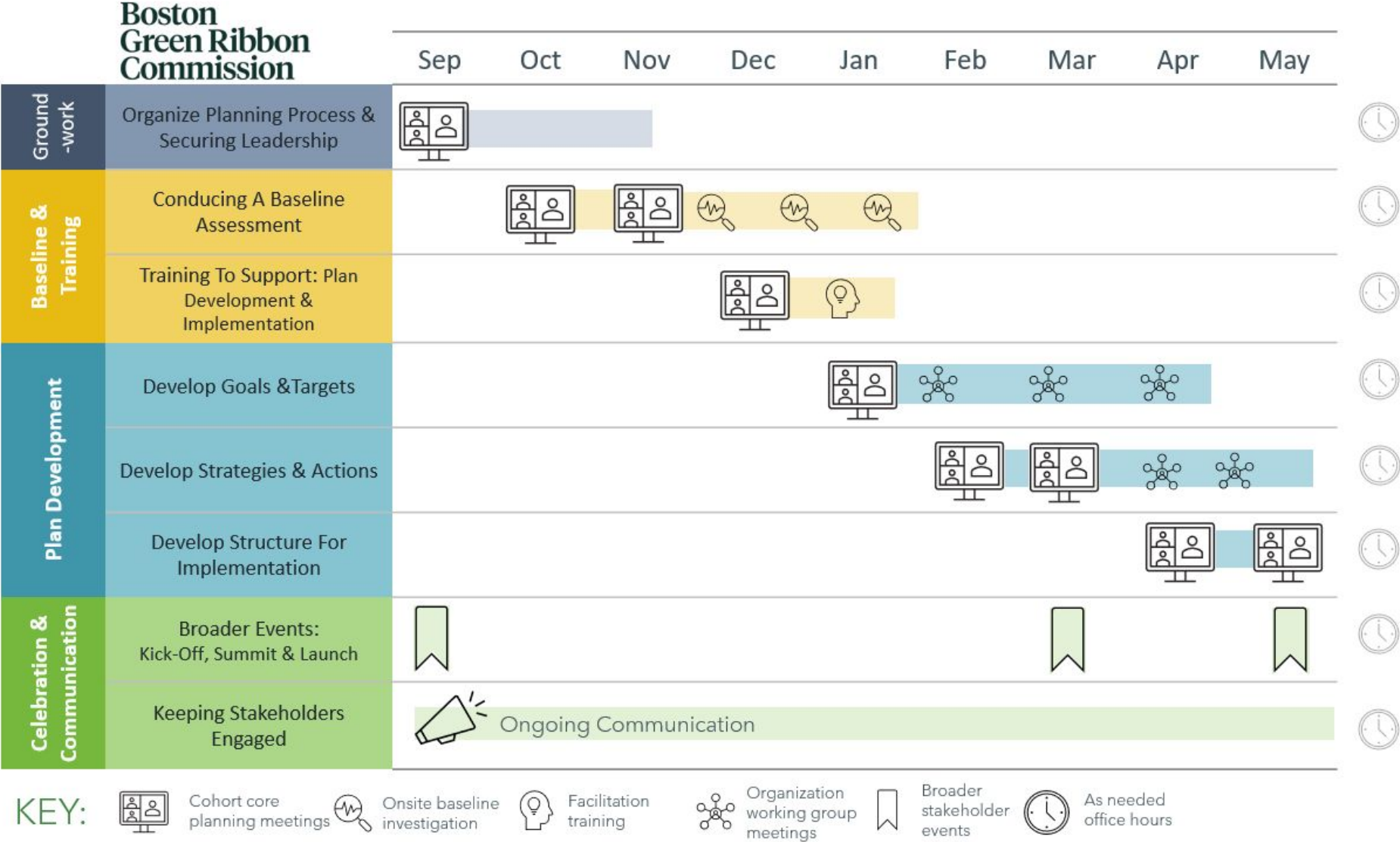
# Climate Action Planning Cohort

## PLAN DEVELOPMENT

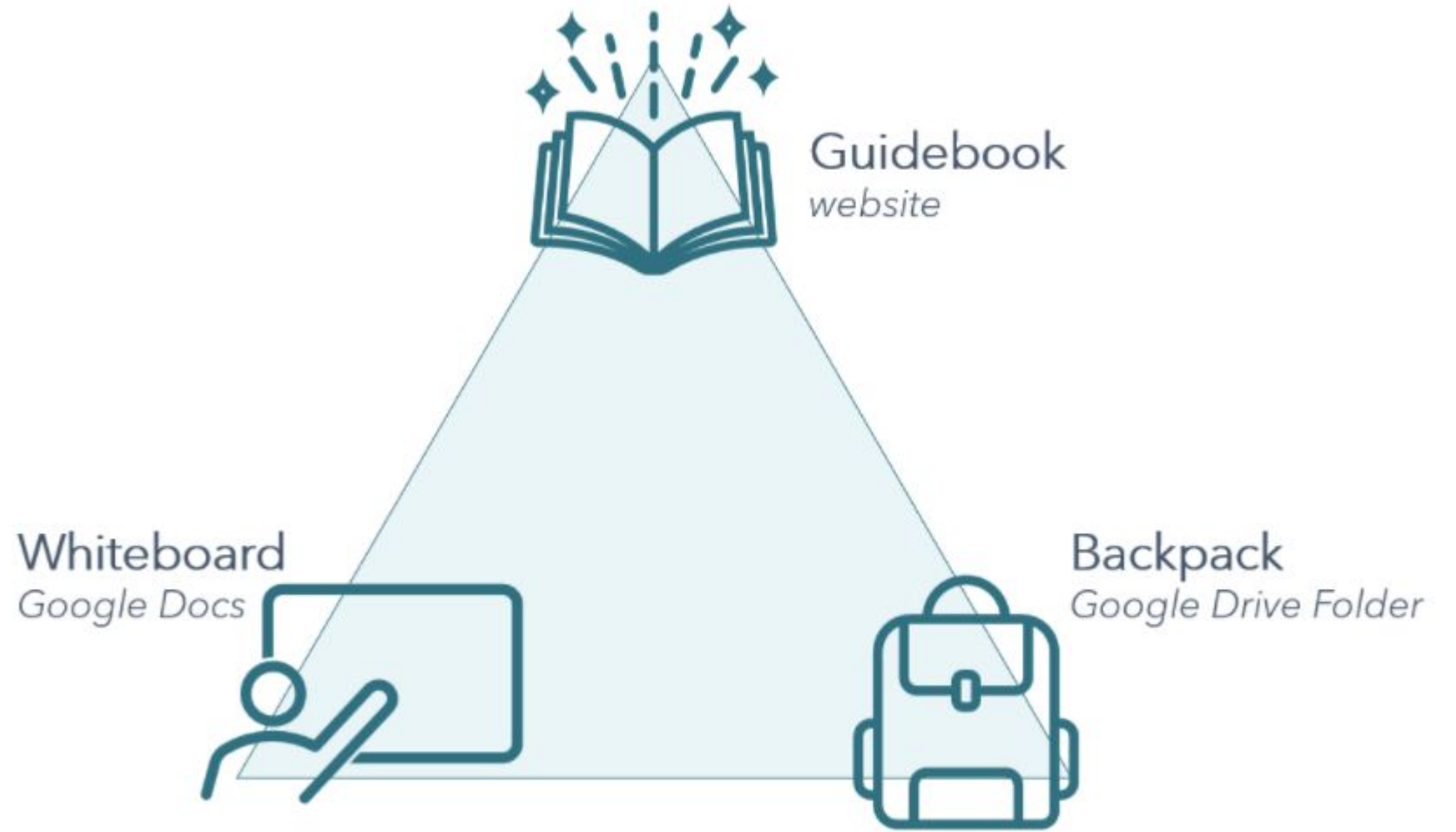
Carbon Mitigation  
Climate Resilience  
Climate Justice



# Timeline & Process



# Participant Resources



# Participant Resources

## COLLABORATIVE CAP GUIDEBOOK

Welcome to your Collaborative Climate Action Guidebook. Your resource hub for everything you will need throughout the Collaborative Climate Action Planning Process.



### COHORT MEETINGS

Cohort meeting agendas, recordings, and assignments


#### Cohort Meeting 2 | July 19, 2022

Organize the CAP Planning Process

##### MEETING GOALS

- Receive updates about institutions' leadership buy-in for the development of the plan.
- Develop an organizational framework for the planning process
- Identify what work can be done internally and what needs external support
- Map out a potential budget/cost estimate for doing this work.
- Peer learning and feedback around the challenges and opportunities of this work

##### MEETING AGENDA


- Welcome
- Check-in + Intros
- Review Meeting Goals + Agenda
- Homework report out
- Work Sessions: Individual + small group

##### Homework:


- Fill In Resource Map
  - Check-list of completed tasks
  - Consider consulting resources to use in developing the plan.
  - Estimate a budget for the planning effort.
- Finish Planning Process

### SECTION OVERVIEW

An overview of potential deliverables, key sub-steps, online resources, and best practices


  

#### Potential Documents




- Stakeholder map with an assignment of members to the planning team.
- A written team charter.
- Assignment of key staff responsibilities.
- A budget for the planning effort.
- A timeline for the planning effort.
- A list of consulting resources to use in developing the plan.
- Define the climate action plan deliverable.

#### Key Sub Steps



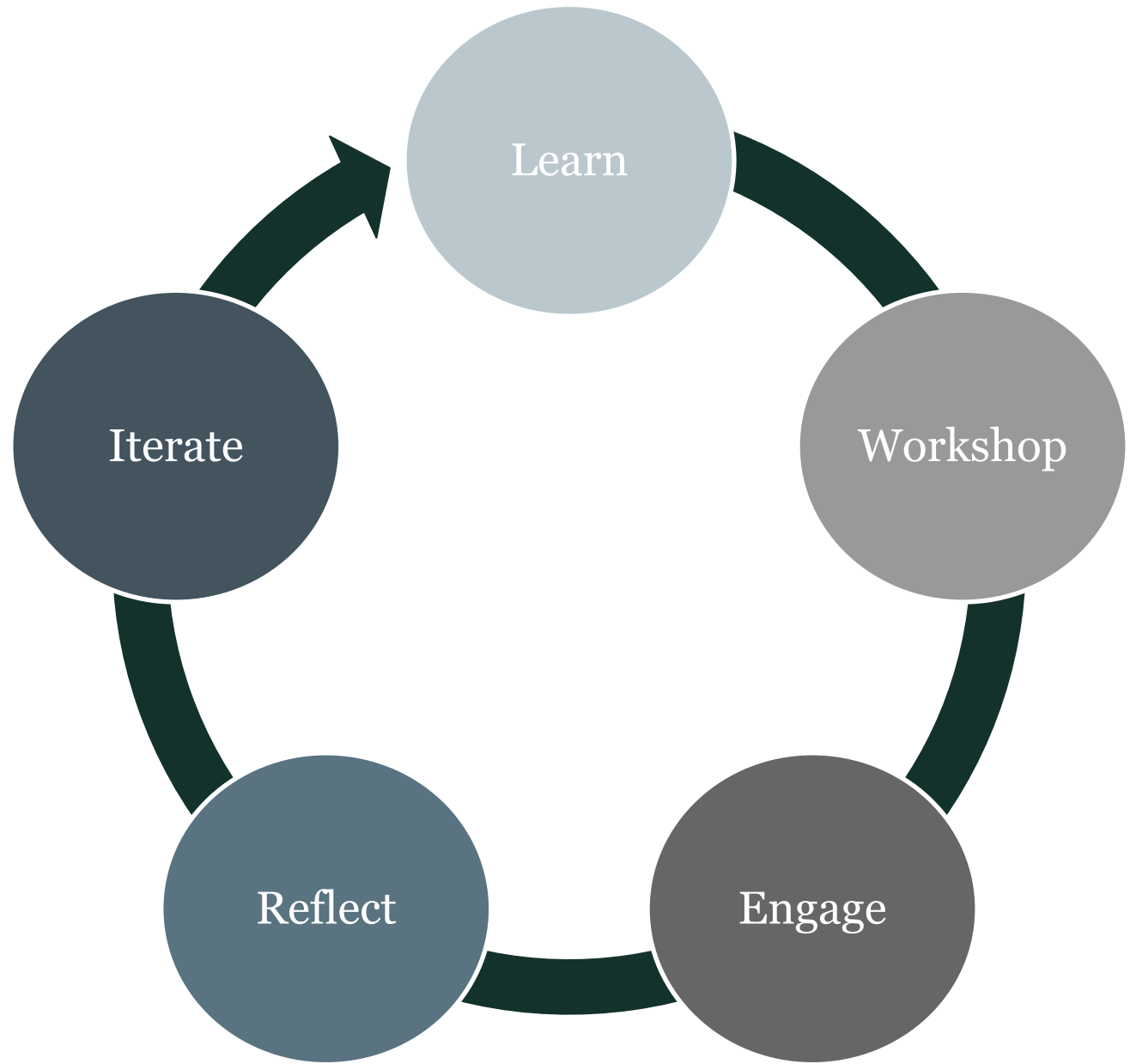
- Create a cross-functional CAP team.
- Define the team's mandate and develop a written team charter.
- Identify the budget and other support resources, including consultants.
- Establish the schedule.
- Define CAP deliverables.

#### Online Resources

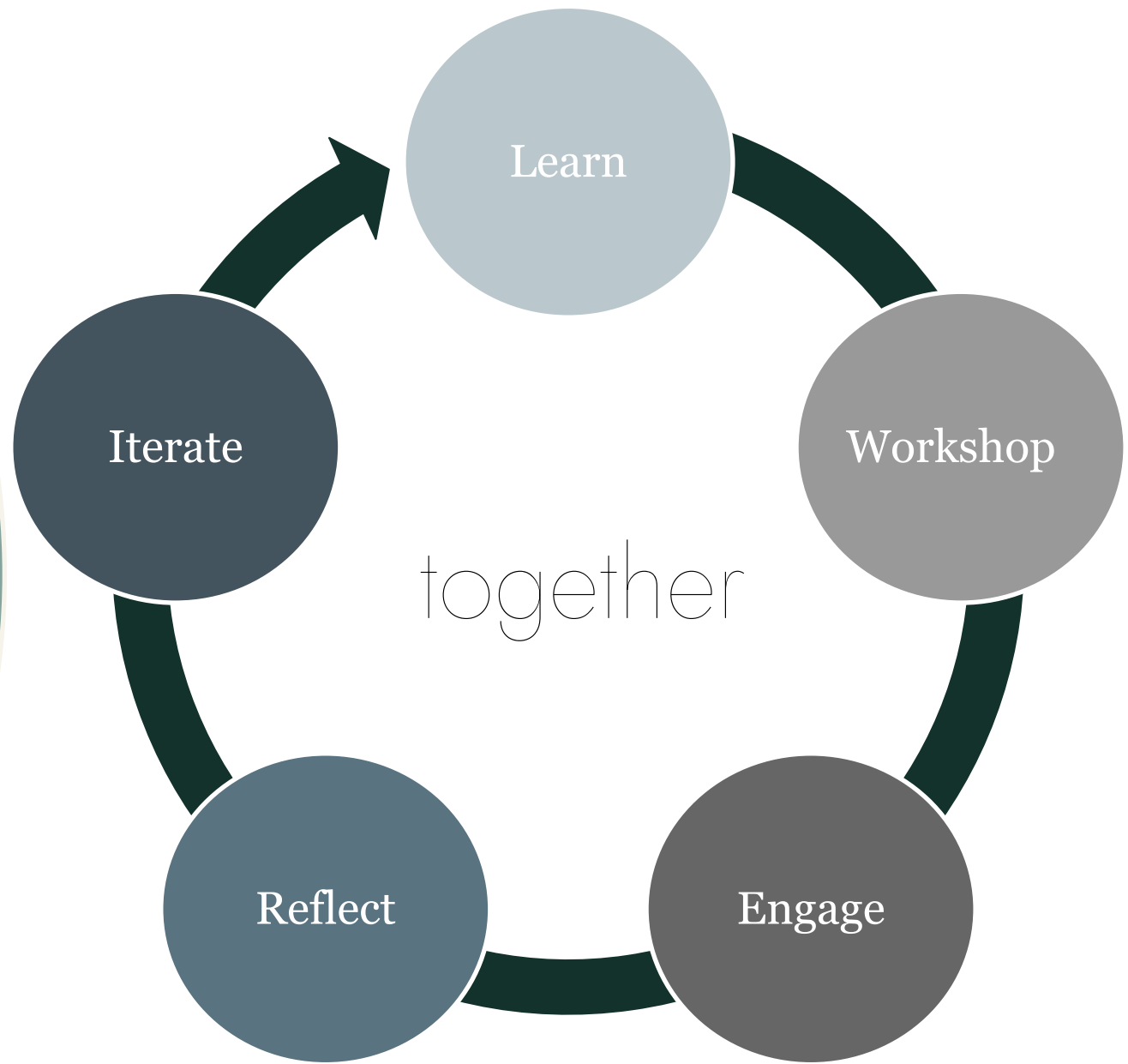


- Examples of public-facing planning process overviews:

# COHORT PLANNING PROCESS



AMPLIFY  
IMPACT





The Collaborative Climate Action Planning Program will provide you with an opportunity to learn along with and from your peer institutions.”





# Historic New England

# Climate Action Planning

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## Historic New England

# Historic New England

*We save and share New England's past to engage and inform present and future generations.*



*Artifacts, Archives,  
and Stories*



*School and Youth Programs*



*Homes, Farms, and Landscapes*



*Community Engagement and Leadership*



*Preservation Services*

Historic New England is the largest and most comprehensive independent preservation organization in the US and welcomes the public to thirty-eight exceptional museums and landscapes, including several coastal farms. We have the world's largest collection of New England artifacts and archival materials. Engaging education programs for youth, adults, and preservation professionals, and award-winning exhibitions and publications are offered in person and virtually.

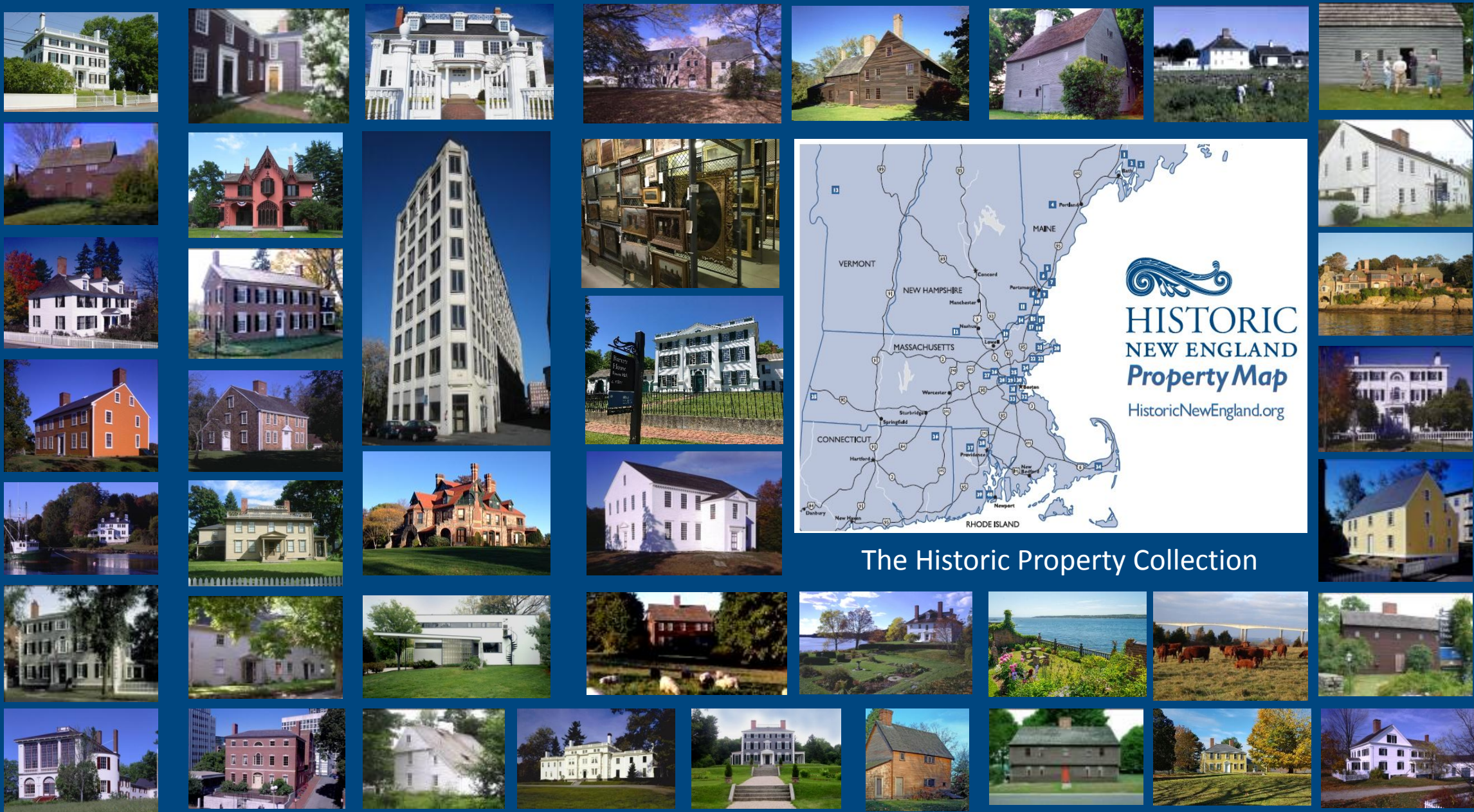
  
**HISTORIC  
NEW ENGLAND**  
*Defining the past. Shaping the future.*

# Historic New England

- 41 historic properties in 5 New England states including an eight-story collections storage facility
- 125,000 objects at the properties and in storage and 1.5 million items of archival material
- 120 easements held on private property protecting historic architectural and landscape features
- 167,657 visitors to the properties in 2022
  - includes guided tours, group tours, exhibitions, public programs, school programs, functions, community meetings, and landscapes visitors
- 31,550 students attend our programs from 168 communities
- More than 280 adult public programs attended by 56,706 participants
- 8,233 member households of which more than 90% live in New England









# Cultural Resource Management





# Mitigation Baseline

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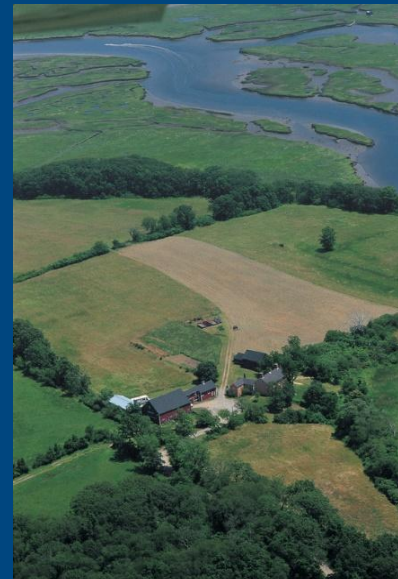
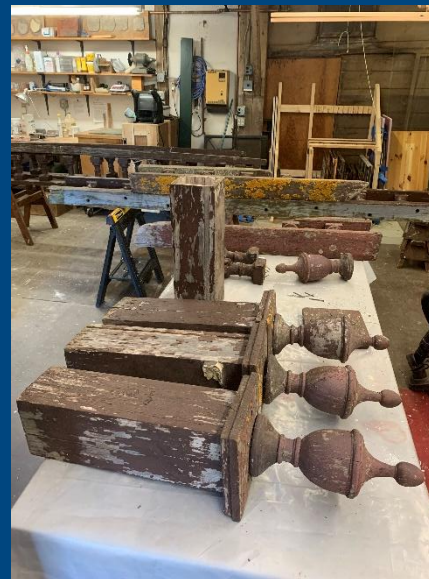
## Scope of Buildings and Grounds

167 structures across the properties

- 700,000 sf of interior space
- 4,000 windows
- 72 heating plants
- 108 different utility accounts

1,320 acres of land

- 730 acres of managed landscape
- 590 acres of meadows and woodland





# Timeliness of Process





# Timeliness of Process





# Timeliness of Process



## Timeliness of Process



# COSTEP MA

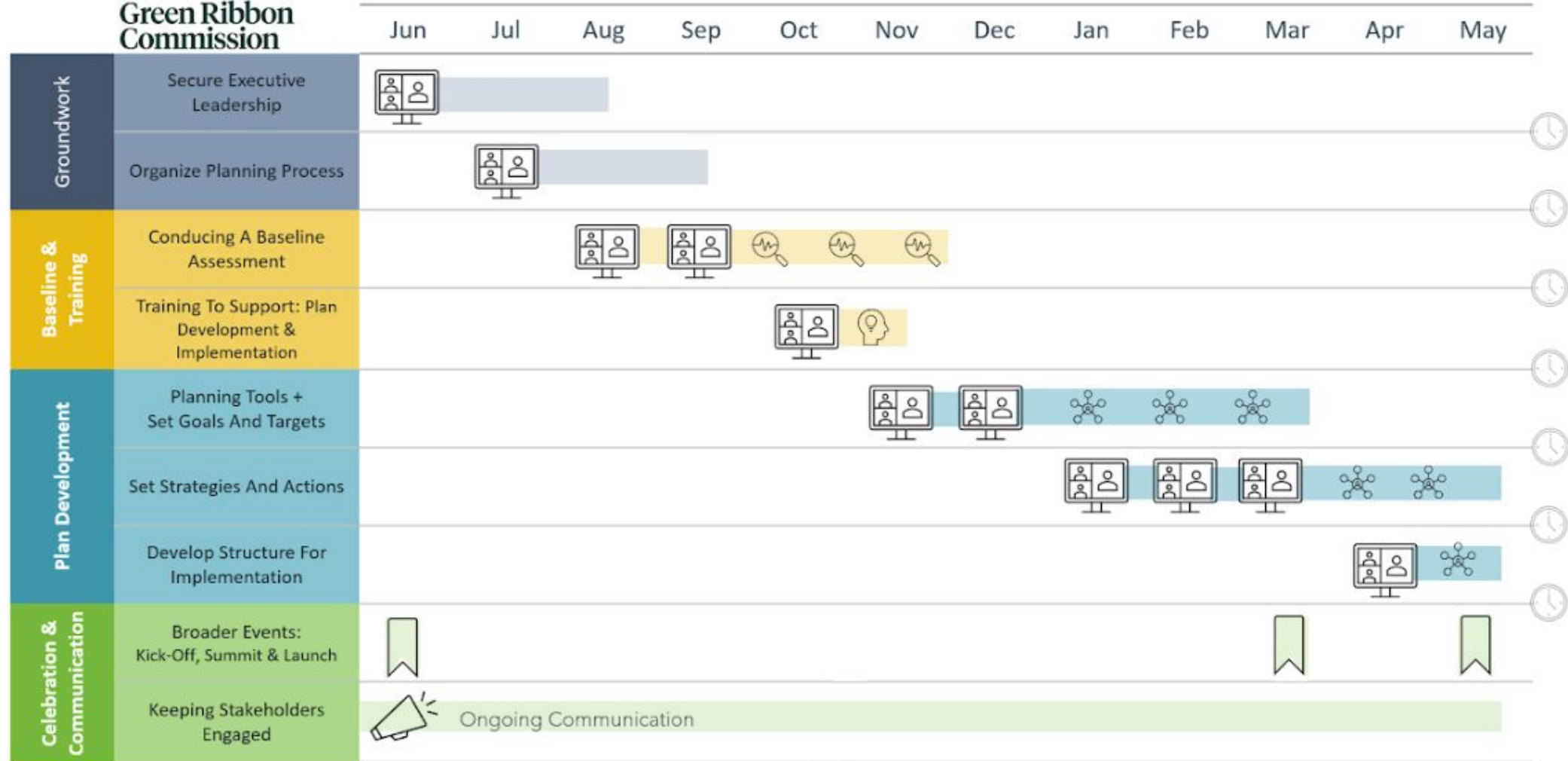
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Coordinated Statewide  
Emergency Preparedness

**AN EMERGENCY MANAGEMENT PARTNER FOR CULTURAL RESOURCES**

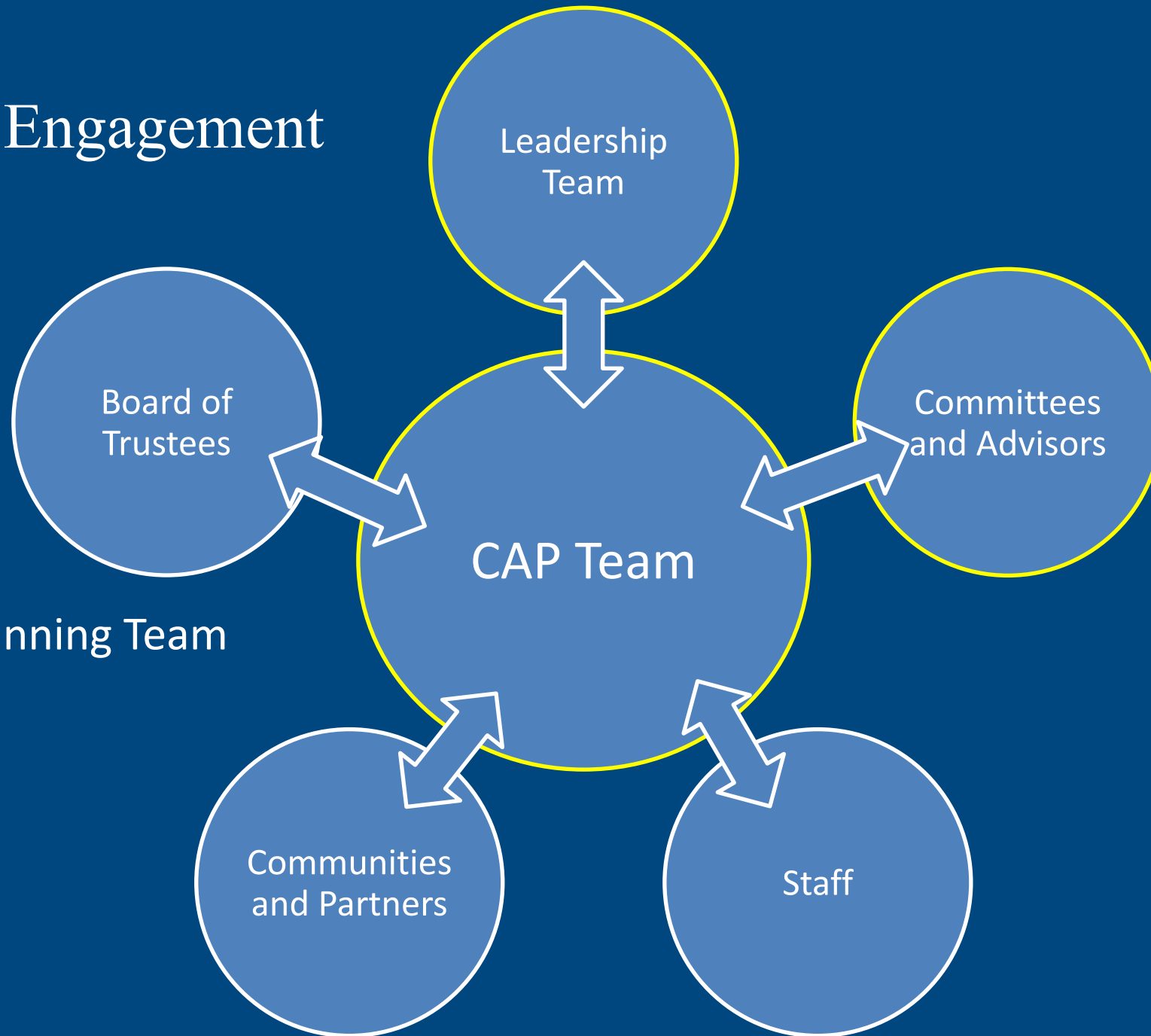


# Boston Green Ribbon Commission



KEY: [Icon: Meeting] Cohort core planning meetings [Icon: Investigation] Onsite baseline investigation [Icon: Training] Facilitation training [Icon: Working Group] Organization working group meetings [Icon: Event] Broader stakeholder events [Icon: Clock] As needed office hours

# Institutional Engagement



## Climate Action Planning Team

- Property Care

# Institutional Engagement



## Climate Action Staff Advisory Group

- Property Care
- Visitor Experience
- Information Technology
- Collection Services
- Development



# Funding Synergies



# Emerson College

**Boston  
Green Ribbon  
Commission**

Cultural Institutions  
Working Group



# Sustainability Action Planning at Emerson College

*Presented by Jen Lamy  
Associate Director of Sustainability*

Emerson  
COLLEGE

Sustainability

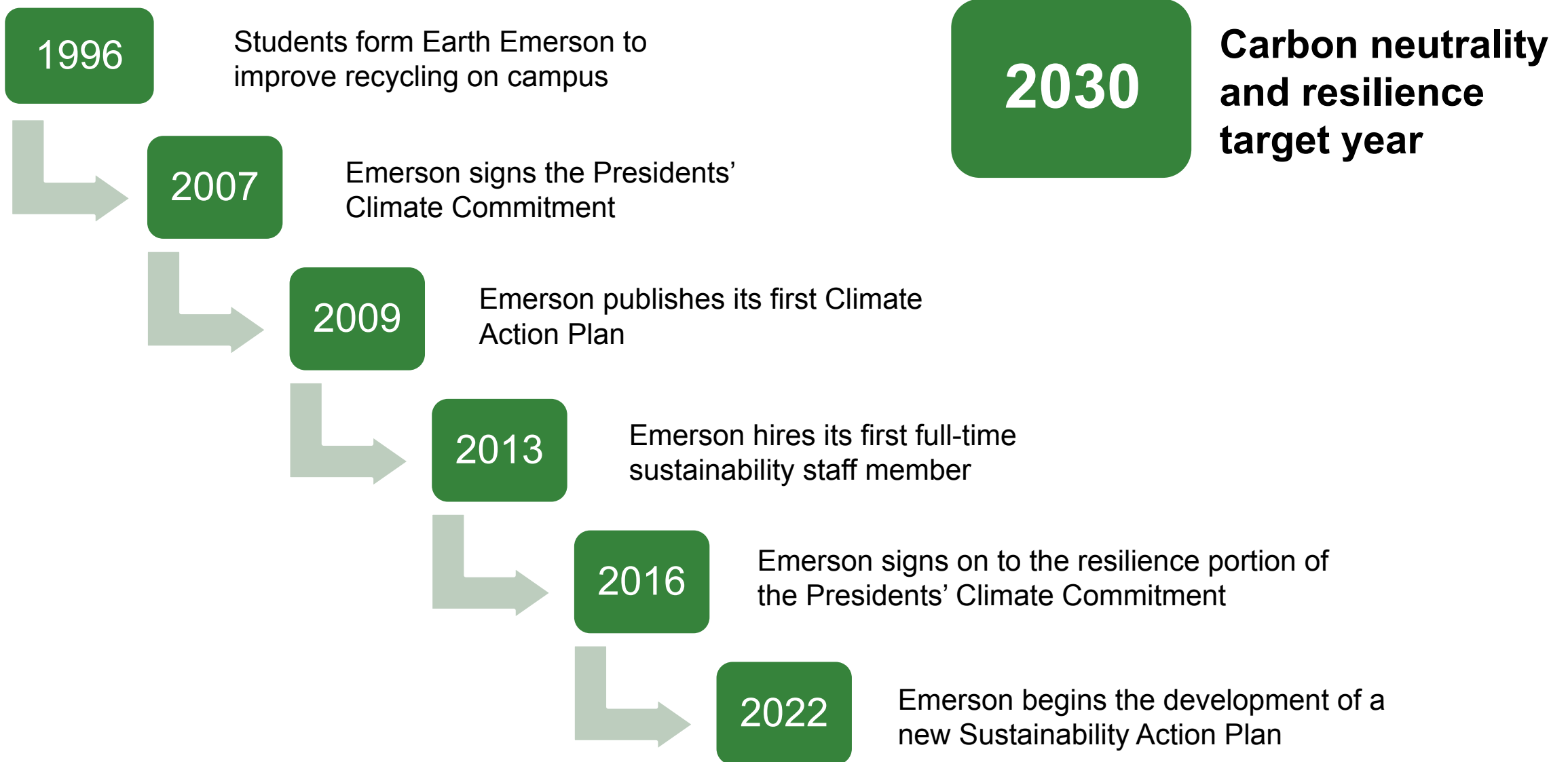


# About Emerson

- Arts and communication focus, grounded in the liberal arts
- Located downtown in Boston
- About 5,500 total students with about 3,000 undergraduates living on campus
- School of the Arts, School of Communication, Marlboro Institute for Liberal Arts & Interdisciplinary Studies, Office of the Arts
- New College President starting June 1, 2023

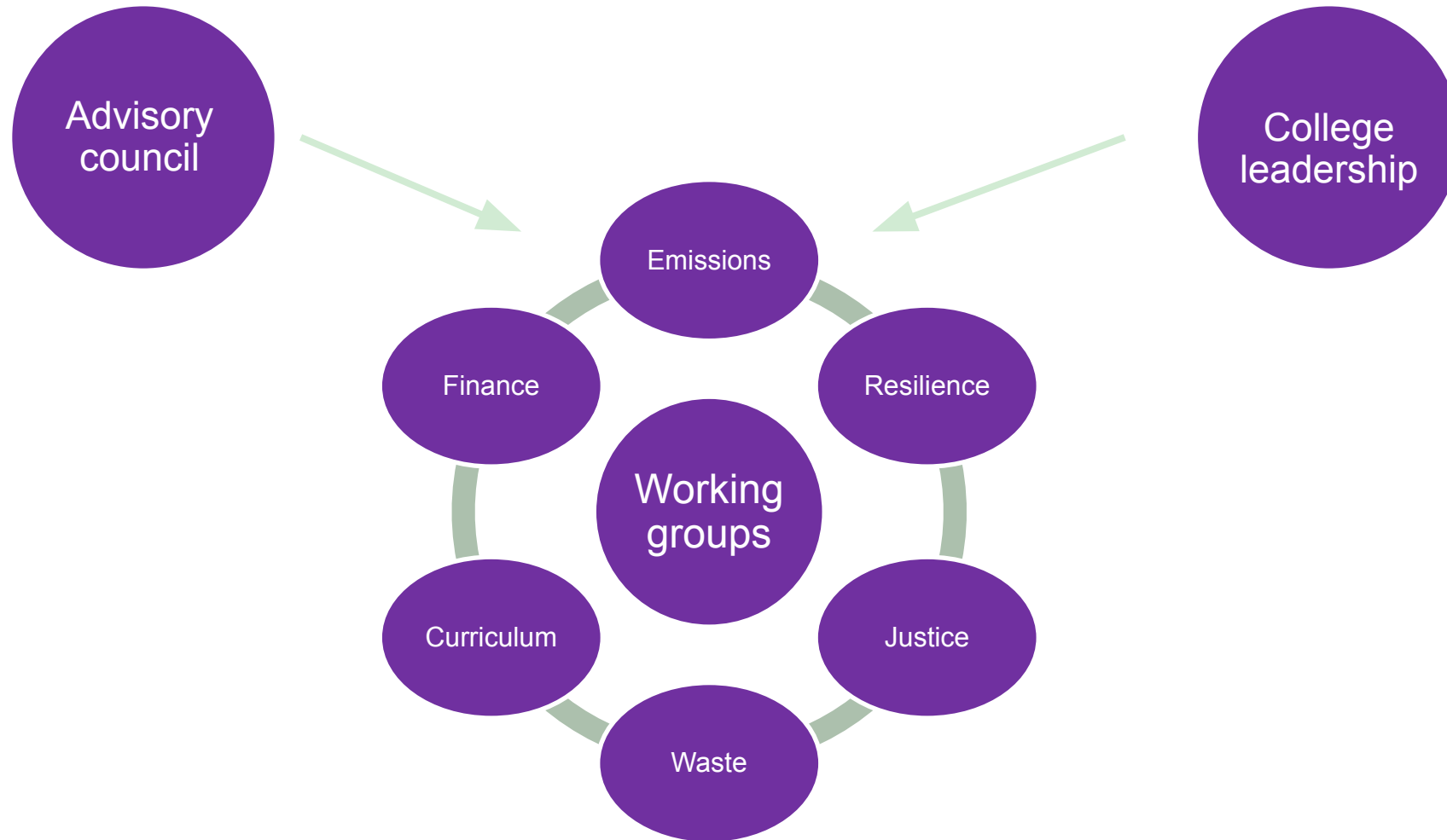


# History of sustainability at Emerson





# Six working groups





# Planning process



EMISSIONS  
1 GOAL

RESILIENCE  
1 GOAL

EQUITY &  
JUSTICE  
1 GOAL

WASTE  
2 GOALS

CURRICULUM  
& RESEARCH  
3 GOALS

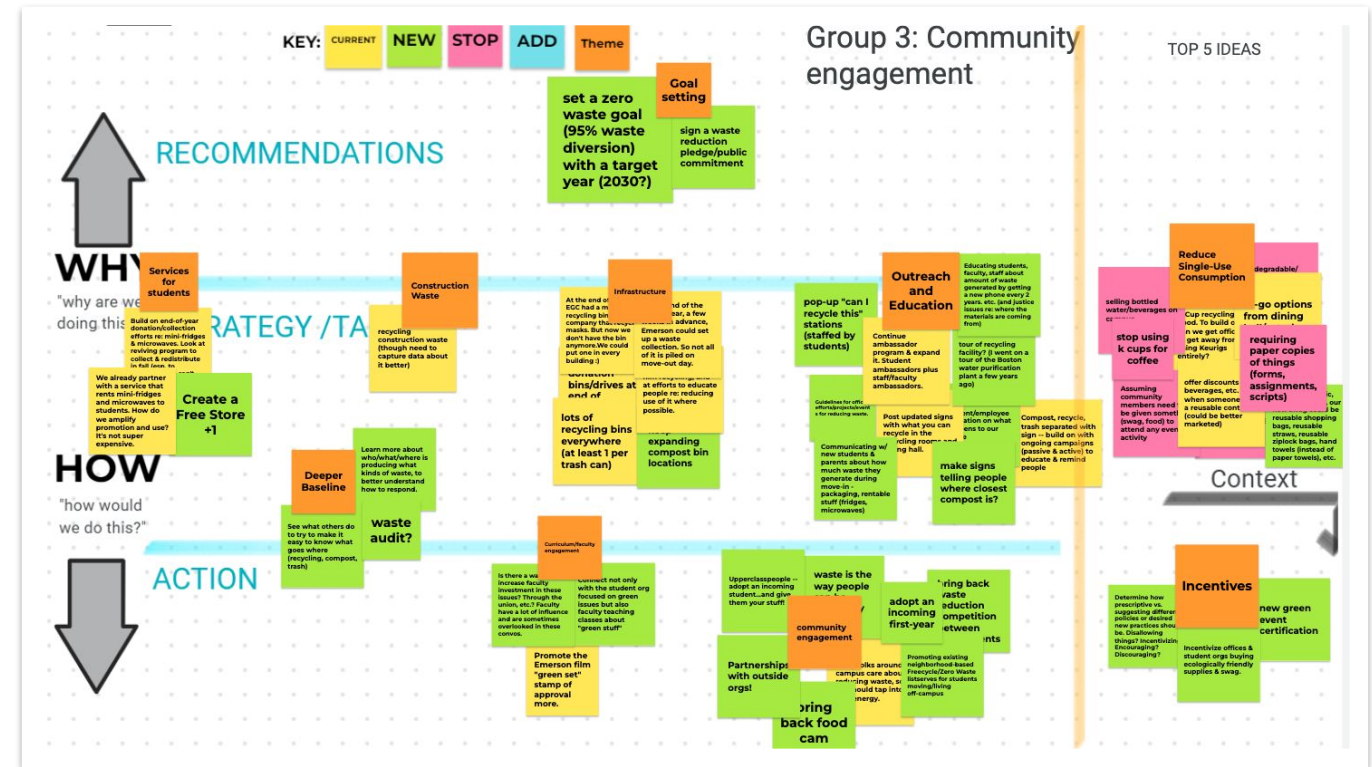
FINANCE  
1 GOAL

**OVERALL:**

- 6 working groups
- 40 individuals
- 9 goals
- 24 unique strategies

## Benefits of cohort participation

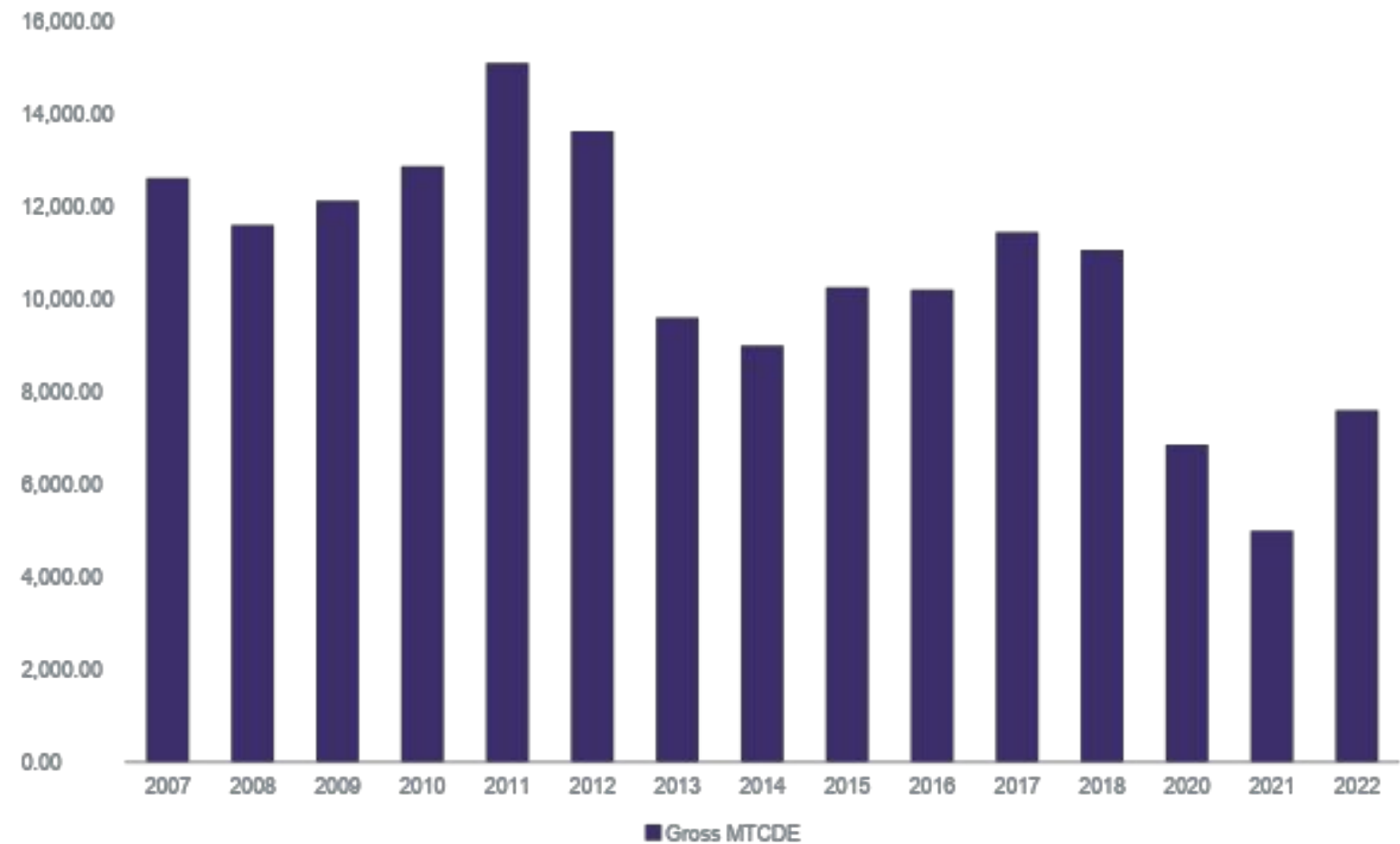
- Concrete resources for building a strong community-based process to support college-wide buy-in
- Structured process with peers, coaches, and technical experts
- Materials for meeting agendas, action plans, and more
- Facilitation training





# Next steps at Emerson

- Team drafting a cohesive plan
- Resource identification
- Leadership engagement
- Implementation!



# Zoo New England

# Climate Action Planning at Zoo New England

**Josh Meyer**  
**Curator of Horticulture &  
Sustainability**  
**Zoo New England**  
**[Jmeyer@zoonewengland.org](mailto:Jmeyer@zoonewengland.org)**





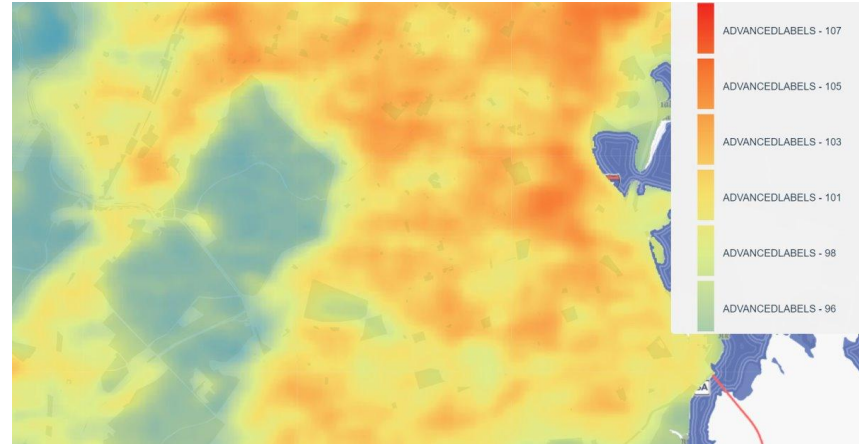
## Call to Action (why this plan, why now?)

- Living collections are greatly impacted by climate change.
- We have a lot of acreage and responsibility to our community.
- We reach over 1 million visitors a year / have a great opportunity to educate.
- ZNE is connected to many local government initiatives that prioritize climate action (Boston's climate goals, Franklin Park Action Plan, etc)
- Embarking on many new building / deferred maintenance projects.
- We need a plan to tackle sustainability initiatives efficiently and effectively.



Who are the vulnerable communities that you serve or that are located in your neighborhood?

- Elderly
- Children
- Disability
- Medical illness
- People of color
- Limited English



What are the most important climate change impacts that will be suffered in your neighborhood?

- Daytime Air Temperature | Daytime Air Temperature (3PM) CRB Heat Resilience Study shows temps over 100 for the adjacent neighborhoods
- Heat Event Duration CRB Heat Resilience Study shows longest heat duration in adjacent neighborhoods

**CLIMATE  
JUSTICE**



NEW ENGLAND



BELLINGHAM

Franklin Park Zoo • Stone Zoo



# Sustainability: so far at ZNE

## Past and Present

- Green team
- BERDO reporting
- Sustainability initiatives for American Zoological Association's (AZA) accreditation
- Past Initiatives include sustainable snacking, vermiculture, recycling program, and Smartflower Solar Panel Systems.
- Gold cart solar

## Recent initiatives include:

- Solar project at Stone Zoo
- Electric bus / fleet
- First ever position dedicated to sustainability established 2022
- Geothermal feasibility
- CAP
- Net zero Pathway



Let's get Rolling: Use Boston's Bike Share Program to visit Franklin Park Zoo!

[Learn more](#) ▶



Pests, Plants and Staying Pesticide-free

[Learn more](#) ▶



Recycling, Comingling & TerraCycling

[Learn more](#) ▶



Smartflower Solar Panel Systems

[Learn more](#) ▶



Stone Zoo Solar Project

[Learn more](#) ▶



Sustainable Snacking

[Learn more](#) ▶



# Climate Action Planning at Zoo New England

**Josh Meyer**  
**Curator of Horticulture &  
Sustainability**  
**Zoo New England**  
**[Jmeyer@zoonewengland.org](mailto:Jmeyer@zoonewengland.org)**



# Museum of Science



An aerial photograph of Boston, Massachusetts, showing the city skyline, the harbor, and several bridges. The text is overlaid on the image.

# Boston Cultural Institutions Collaborative CAP

Developing an Organizational Climate Action Plan, Together



**Museum of Science.**

*To inspire a lifelong love of science in everyone.*

BOSTON  
**Green Ribbon**  
COMMISSION

# CLIMATE CHANGE

The Museum of Science strives to be a leader in using science to understand and consider the consequences of human actions on the Earth's ability to sustain and nurture life, and to use that understanding to guide our endeavors.

We recognize that climate change and environmental sustainability are among the greatest challenges facing humanity today.



# MITIGATION

It is our mission to inspire a lifelong love of science in everyone, and our vision is a world where science belongs to each of us for the good of all of us.

It is in that spirit that we commit to developing a plan to achieve net-zero greenhouse gas emissions goal as outlined in our Climate Action Plan prior to 2050.

# RESILIENCY

Climate change is upon us and the effects are prevalent in extreme weather and/or service interruptions.

We must develop resiliency measures in the face of these events to ensure uninterrupted operation.

By safe-guarding our facility & grounds we will reduce the demands otherwise placed on emergency services, allowing for those same services to better care for people in our community with limited or no means.

# EDUCATION & OUTREACH

The Museum of Science will **shine a light on the climate crisis** through a series of experiences that highlight the impact of climate change in diverse ecologies around the world and here at home.

# CLIMATE JUSTICE

We value diversity and inclusivity, and are considerate of our local and global communities.

We acknowledge that our operation's contribution to emissions has undue influence on underserved members of those communities.

Therefore, we are committed to pursuing a sustainable and just future through education, outreach and advocacy in service of these groups.



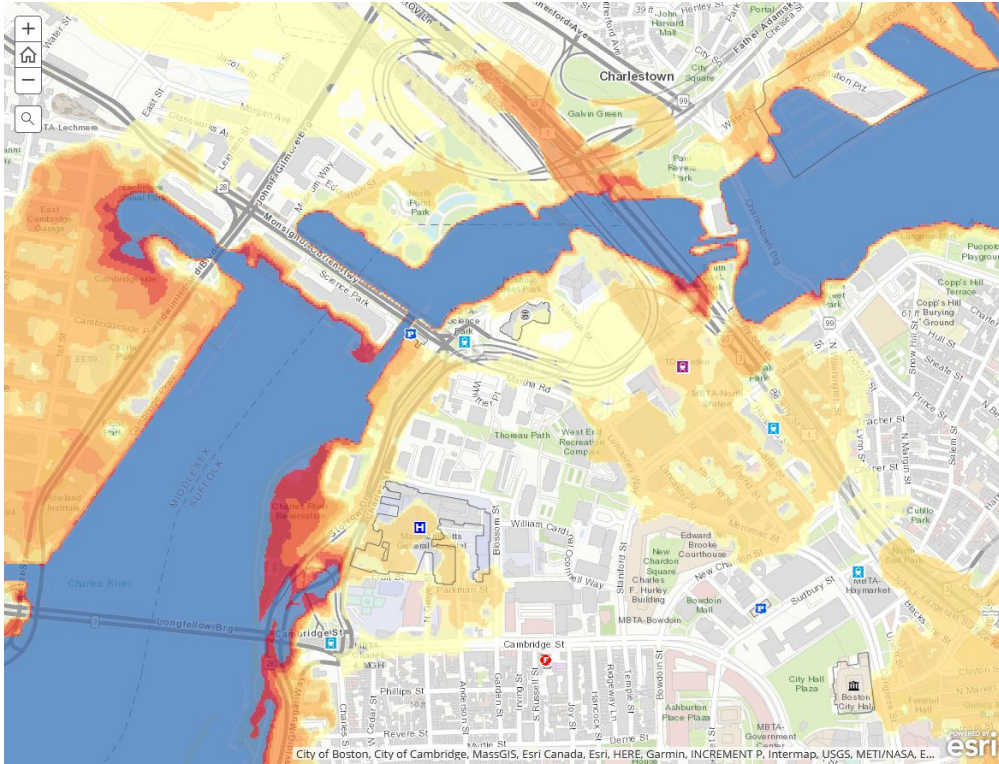
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# Preparing the Museum for Climate Change



## Effects

- Changes in temperatures
- Sea level rise
- Unpredictable weather patterns
- Increase in extreme weather events
- Land degradation
- Loss of wildlife and biodiversity

## What are the social impacts of climate change?

Avoiding further harm to those populations most vulnerable to and most at risk from climate impacts, pollution, displacement, energy burden and cost while prioritizing climate, environmental, energy and health benefits.

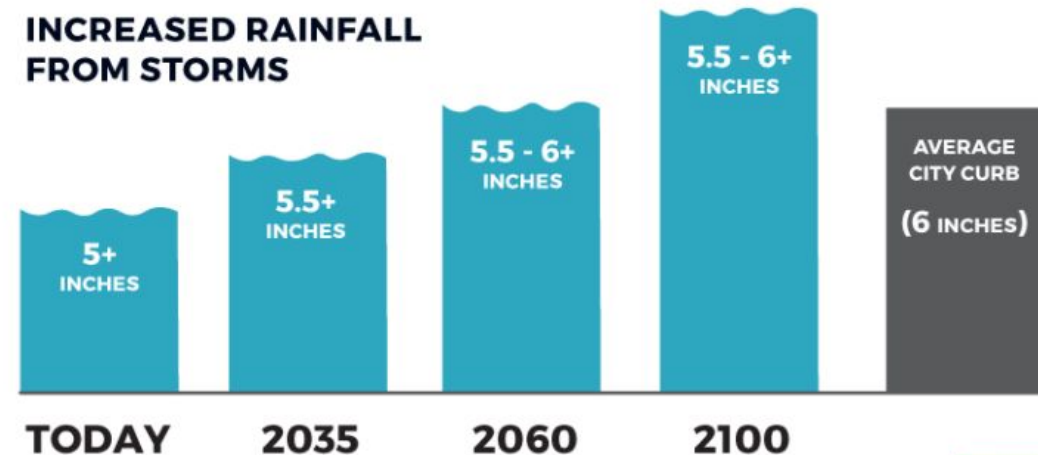
# Preparing the Museum for Climate Change

## Precipitation: Projected 24 Hour Design Storm



- Average 10-year, 24-hour storm events have increased to 5.25" and may reach over 5.5." by 2035.
- There is significant probability that by the end of the century, it will increase to 6".
- Boston's current stormwater drainage system is designed to handle 4.8' of rain in 24 hours

### INCREASED RAINFALL FROM STORMS

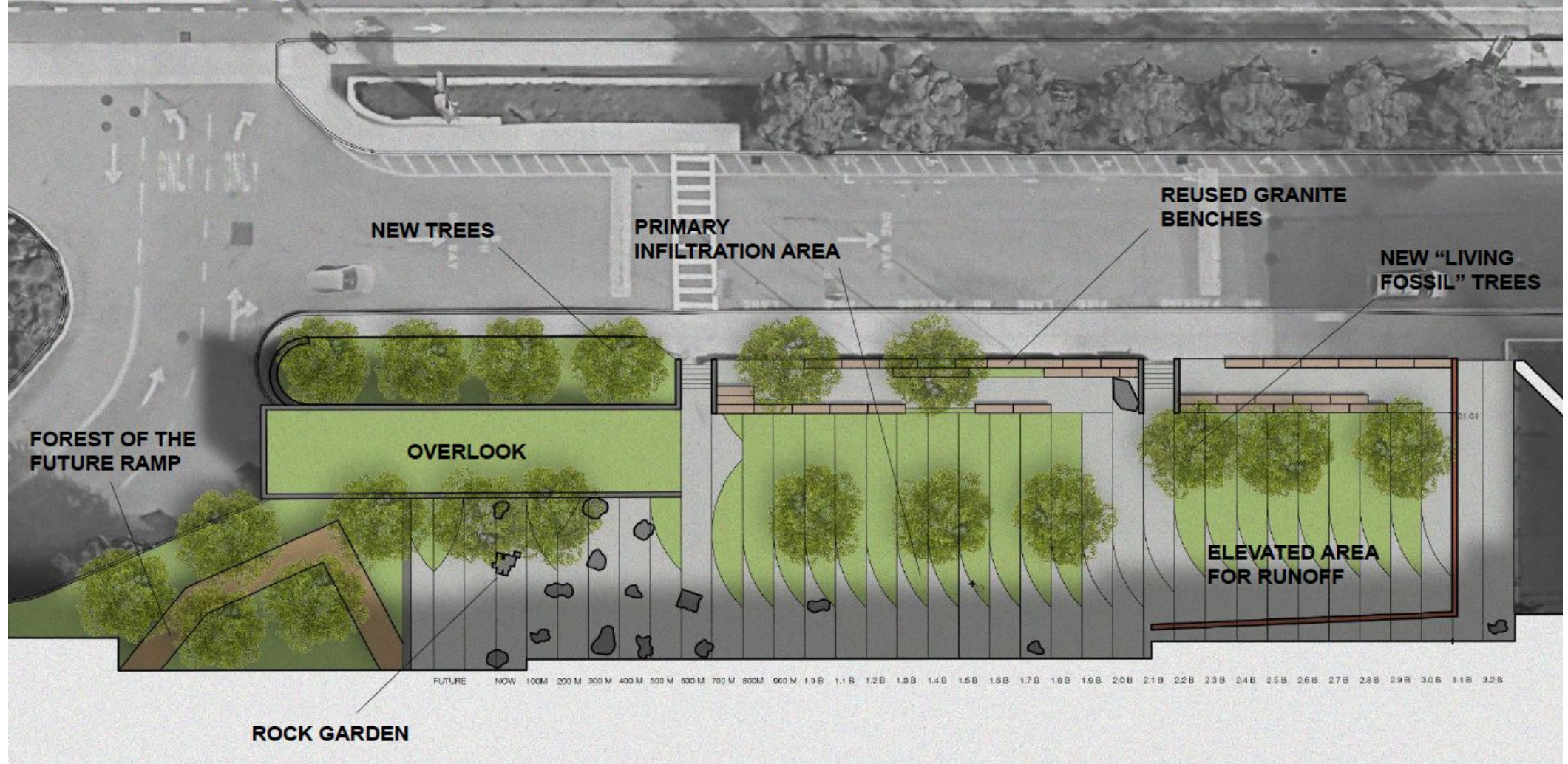




# Preparing the Museum for Climate Change

Museum of Science | Schematic Design Progress

## Site Plan: Plaza of Time





# MITIGATION

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It is in that spirit that we commit to developing a plan to achieve net-zero greenhouse gas emissions goal as outlined in our Climate Action Plan prior to 2050.

# Proposed Boston Emission Targets Cambridge

**CY2019 = 8.3   CY2022 = 7.7**

- Developed through the technical analysis process
- Aligned with citywide goals
- May be updated periodically to ensure the City is achieving its emissions reduction goals
- Limited exemptions (e.g. EV charging)
- Buildings with multiple use-types can adopt a blended target

Building use	Emissions standard (kgCO <sub>2</sub> e/SF/yr.)											
	2025-2029		2030-2034		2035-2039		2040-2044		2045-2049		2050-	
Assembly	6.5	7.8	4.9	4.6	3.3	3.3	1.6	2.1	0.8	1.1	0	0
College/ University	10.2		5.3		3.8		2.5		1.2		0	
Education	3.9		2.4		1.8		1.2		0.6		0	
Food Sales & Service	17.4		10.9		8.0		5.4		2.7		0	
Healthcare	15.4		10.0		7.4		4.9		2.4		0	
Lodging	5.8		3.7		2.7		1.8		0.9		0	
Manufacturing/ Industrial	23.9		15.3		10.9		6.7		3.2		0	
Multifamily housing	4.1		2.4		1.8		1.1		0.6		0	
Office	5.3		3.2		2.4		1.6		0.8		0	
Retail	7.1		3.4		2.4		1.5		0.7		0	
Services	7.5		4.5		3.3		2.2		1.1		0	
Storage	5.4		2.8		1.8		1.0		0.4		0	
Technology/Science	19.2		11.1		7.8		5.1		2.5		0	

*Developed by Synapse Energy Economics for the City of Boston.*

# Proposed Boston Emission Targets

## Butterfly - SUMMARY OF PRELIMINARY ENERGY STUDY

Existing sloped glazing vs New flat roof with increased vertical thermally broken Triple glazing system

### Thermal ( heating ) Envelope Existing conditions

- Roof assembly
  - Outside film R=0.17
  - 2" rigid ins R=8.00
  - Inside film R=0.68
  - Total 1/R = U=0.11
 Area 1678 DT 70f **Q = 12,921 btuh**
- Sloped Glazing
  - Outside film R=0.17
  - Glazing clr R=2.00
  - Inside film R=0.61
  - Total 1/R = U= 0.36
 Area 1158 DT 70f **Q = 29,182 btuh**
- Vertical Glazing
  - Outside film R=0.17
  - Glazing clr R=2.00
  - Inside film R=0.68
  - Total 1/R = U= 0.35
 Area 640 DT 70f **Q = 15,680 btuh**
- Wall assembly ( assumed )
  - 80% ins 20% framing
  - Outside film R=0.17 R=0.17
  - Brk R=0.40 R=0.40
  - Air space R=1.0 R=1.0
  - MB/VB n/a n/a
  - Sheathing R=0.50 R=0.50
  - 6in Batt ins R=15.0
  - Gypwb R=0.50 R=0.50
  - Finish n/a n/a
  - Inside film R=0.68 R=0.68
  - Total 1/R = U 80%= 0.055 U20%= 0.31
 Area 120 DT 70f **Q = 890 btuh**

Existing assembly Total BTUH loss **Q = 58,673 BTUH**

The fuel savings noted are for the heat transmission through the assemblies. This does not include the impact the new building's construction "tightness " measured in air changes per hour as it relates to the volume of the impacted space. This improvement should dramatically reduce energy loss through lower infiltration as

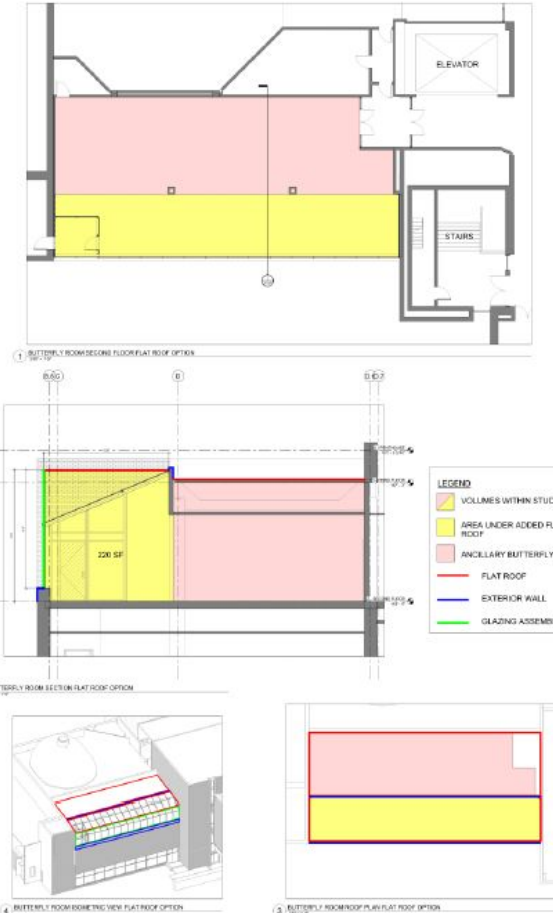
### Thermal (heating) Envelope Proposed conditions

- Roof assembly
  - Outside film R=0.17
  - 7" r6/in rigid ins R=42.0
  - Inside film R=0.68
  - Total 1/R = U= .023**Q = 2,702 btuh**
- New Flat roof – like above ( no sloped roof )
  - Total 1/R = U= 0.023
 A = 1158 sqft increased ( new flat roof ) **Q = 1,864 btuh**
- New increased vertical DBL glazing ( like below )
  - Total 1/R = U= 0.17
 A = 240 sqft increased ( new vertical glazing ) **Q = 2,856 btuh**
- Vertical Glazing
  - Outside film R=0.17
  - Glazing clr R=5.0
  - Inside film R=0.68
  - Total 1/R = U= 0.17**Q = 7,616 btuh**
- Wall assembly ( assumed )
  - 80% ins 20% framing
  - Outside film R=0.17 R=0.17
  - Brk R=0.40 R=0.40
  - Air space R=1.0 R=1.0
  - ¾" rigid ins R=4.0 R=4.0
  - MB/VB n/a n/a
  - Sheathing R=0.50 R=0.50
  - 6in Batt ins R=20.0
  - Gypwb R=0.50 R=0.50
  - Finish n/a n/a
  - Inside film R=0.68 R=0.68
  - Total 1/R = U 80%= 0.037 U20%= 0.14**Q = 1,286 btuh**

Proposed new Triple glazed / sloped | Total BTUH loss

**Q = 1,286 btuh**

**Q = 16,324 BTUH**



**NET reduction in BTUH loss = approx. 72%**  
**Thus 72 % less demand = 72% savings in fuel**



# EDUCATION & OUTREACH

The Museum of Science will **shine a light on the climate crisis** through a series of experiences that highlight the impact of climate change in diverse ecologies around the world and here at home. Through these experiences, visitors will...

# EDUCATION & OUTREACH

The Museum of Science will **shine a light on the climate crisis** through a series of experiences that highlight the impact of climate change in diverse ecologies around the world and here at home. Through these experiences, visitors will...

**learn** about the impacts of climate change upon a range of human and natural systems, and about the possible solutions that can reduce these impacts and build resilience,

## EDUCATION & OUTREACH

The Museum of Science will **shine a light on the climate crisis** through a series of experiences that highlight the impact of climate change in diverse ecologies around the world and here at home. Through these experiences, visitors will...

**consider** the perspectives of others and how different mitigation and resilience strategies could negatively or positively affect them,

## EDUCATION & OUTREACH

The Museum of Science will **shine a light on the climate crisis** through a series of experiences that highlight the impact of climate change in diverse ecologies around the world and here at home. Through these experiences, visitors will...

**become more confident taking action** and discussing climate change with friends and family; and



# EDUCATION & OUTREACH

The Museum of Science will **shine a light on the climate crisis** through a series of experiences that highlight the impact of climate change in diverse ecologies around the world and here at home. Through these experiences, visitors will...

**discover new ways they can be part of the solution** through individual and collective action.

# EDUCATION & OUTREACH

It is our hope that such experiences will affect not only the individuals who take part in them, but also in the broader community by providing common experiences that facilitate and initiate new conversations about climate change in the Boston area.

# CLIMATE JUSTICE

We value diversity and inclusivity, and are considerate of our local and global communities.

We acknowledge that our operation's contribution to emissions has undue influence on underserved members of those communities.

Therefore, we are committed to pursuing a sustainable and just future through education, outreach and advocacy in service of these groups.

# CLIMATE JUSTICE STRATEGIES

BUILD UPON OUR DEAI WORK WITHIN THE COMMUNITY		Stakeholders
Strategy #.1	Visitors will leave with a deeper understanding of climate change, its disproportionate impact & ways to be part of the solutions	Exhibits & Programs
Strategy #.2	Review our Endowment / Investment Strategies	Finance
Strategy #.3	Could we be a Cooling Center or Place of Refuge	Fac, Finance & Advancement
Strategy #.4	Energy Procurement (how does it impact our local area)	Fac, Finance & Advancement
Strategy #.5		





# Next Steps

# Theory of Change

# BEHAVIOR THEORY + ORGANIZATIONAL CHANGE

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## BEHAVIOR ELEMENTS



Adapted by BJ  
Fogg



# BEHAVIOR THEORY + ORGANIZATIONAL CHANGE

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Adapted by BJ  
Fogg

# BEHAVIOR THEORY + ORGANIZATIONAL CHANGE



Adapted by BJ Fogg

# BEHAVIOR THEORY + ORGANIZATIONAL CHANGE

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**The Collaborative Planning Process was created with behavior theory and organizational change management as its framework.**

## **User-Friendly Framework:**

Meetings are designed to focus on the task at hand - giving organization leads baseline knowledge, tools, templates, and peer-support they can bring back to their organization. GRC will provide the guidance, framework, and accountability that is key to keep the momentum going in any change work.



# BEHAVIOR THEORY + ORGANIZATIONAL CHANGE

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**The Collaborative Planning Process was created with behavior theory and organizational change management as its framework.**

## **Curation of Best Practices and Tools:**

Important tools and best practices already exist, but it can be hard to know where to start or what resources to use. The collaborative planning workbook is a curated and focused list of resources that will be used throughout the plan development.

# BEHAVIOR THEORY + ORGANIZATIONAL CHANGE

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**The Collaborative Planning Process was created with behavior theory and organizational change management as its framework.**

## **Capacity Building:**

Core to this work will be educating and training participants with the goal to build the knowledge base and skill set for each organization that takes part. Participants will walk away with a deeper understanding of the impacts of climate change and have the tools to facilitate organizational change that will be used during the development of the plan and beyond.

# BEHAVIOR THEORY + ORGANIZATIONAL CHANGE

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**The Collaborative Planning Process was created with behavior theory and organizational change management as its framework.**

## **Engagement Focused:**

Engagement starts with the development of a climate action plan. An engagement focused planning process will educate staff and customers, provide clarity and build trust, and create the buy-in needed for the successful implementation of the plan once complete.



Accepting applications for the 2023/2024 cohort until **June 30, 2023.**

To apply fill out form (link in chat) and the GRC will schedule a readiness interview.

For more information contact email [azanta@greenribboncommission.org](mailto:azanta@greenribboncommission.org)





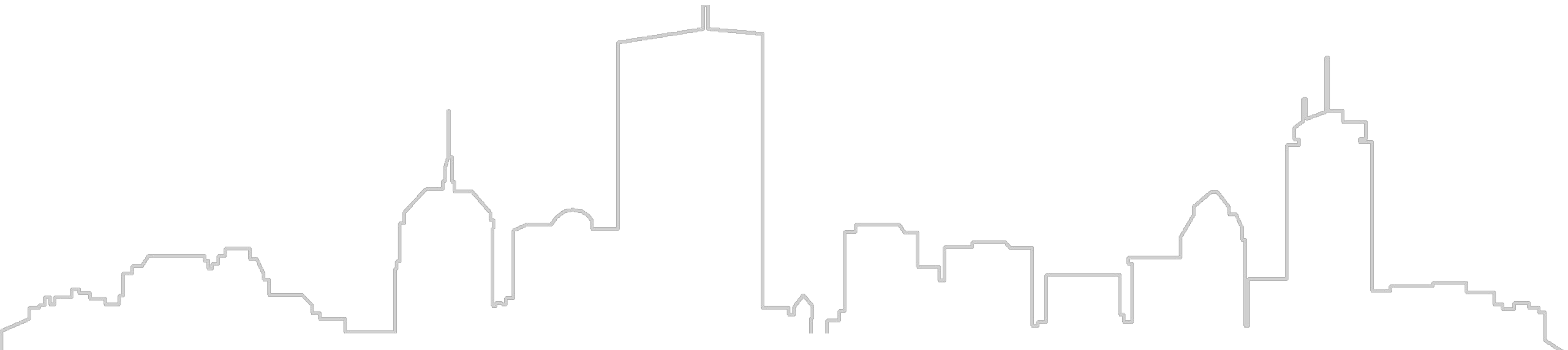
**WE  
CAN'T  
DO THIS  
ALONE**



Climate change is bigger than any person, institution, or city. But by taking action together, we can make a real difference for our loved ones, our city, and our world.



# Thank You



**Boston  
Green Ribbon  
Commission**

Cultural Institutions  
Working Group