

Green Ribbon Commission Strategic Plan

2025-2030



The mission of the Green Ribbon Commission is to accelerate the implementation of the City's Climate Action Plan by convening, organizing, and enabling leaders from Boston's key sectors.

Accelerating Boston Climate Action

The Green Ribbon Commission (GRC) has partnered with the City of Boston for nearly 15 years to accelerate climate resilience, carbon neutrality, and climate justice in our city.

Our robust and growing network of business and civic leaders is informed, engaged, and connected – helping design and implement the City’s climate mitigation and adaptation strategies. We work together to share best practices, advance cohorts of “first movers” on climate actions, and weigh in on important policy directions. In sectors from real estate to health care to education, we provide leadership and partnership to help the City achieve its climate goals.

In 2025, the City will engage in a major update of its climate action plan, bringing together its many strands of related work into a coherent and integrated strategy for hitting key milestones in 2030 and beyond. The challenge is now to implement our bold solutions at scale – building billions of dollars worth of coastal protection projects; decarbonizing our largest, most carbon-intensive buildings and 70,000 smaller buildings; fully transitioning off natural gas; and modernizing our electrical grid to handle a dramatic increase in electricity use. This will require new financing sources and new ways for the public and private sectors to work together.

Our 2025-2030 strategic plan articulates our vision for how the GRC can uniquely contribute to this critical next phase of climate work. **Each pillar of our plan is a place where the City needs to be bold, and where partnership with the private sector is critical.**

The scale and pace of action we need to take is unprecedented. It will require structured collaboration across multiple stakeholder groups and at the local, state and federal levels. This is the kind of collaboration the GRC was built to support.



“Boston has the science, the plans, and most importantly, the people, we need to transform our city over the next five years in support of climate action.”

Amos B. Hostetter, Jr.
Co-chair, Green Ribbon Commission
Trustee, Barr Foundation

GRC Strategy Framework

Mission

The mission of the Green Ribbon Commission is to accelerate the implementation of the City’s Climate Action Plan by convening, organizing, and enabling leaders from Boston’s key sectors.

Vision

Boston is a leader in climate change innovation and action, inspiring other cities while tending to our own urgent needs. As sea level rises rapidly on our shoreline and the atmosphere heats up, Boston must meet the moment with swift, deliberate responses that will protect our city and people for decades to come. The GRC believes that only by convening leaders representing constituencies across the city will we arrive at consensus-driven breakthroughs, supported by the best available science, planning, engineering, cultural ideas, and innovation.

Values

- **Scientific Integrity.** Our strategic choices need to be driven by the best science and updated as new knowledge becomes available.
- **Responsible Leadership.** GRC members are committed to being leaders in their field and embracing innovation to accelerate climate action.
- **Climate Justice.** Social equity is a climate imperative and the only viable long-term solutions are those that address the needs of the full diversity of stakeholders, including vulnerable populations.
- **Urgency.** Climate change is a “time-based test,” and we have to act with a sense of immediate urgency if we want to avoid the most catastrophic consequences.
- **Collaboration.** Successful climate action requires structured collaboration across multiple sectors and stakeholder groups – no one can succeed on their own.



Strategic Goals

Between 2025 and 2030, the GRC will focus on three critical aspects of Boston's climate agenda.

We will accelerate:

1. Boston's Path to Coastal Resilience

- A. Develop financing recommendations for coastal resilience, supporting a new class of infrastructure.
- B. Serve as a channel of advocacy for private sector feedback on policy.
- C. Showcase resilience best practices.



2. Grid Modernization and a Just Energy Transition

- A. Advance grid modernization to ensure adequate capacity and efficiency.
- B. Facilitate transition away from natural gas, leading with the private sector.



3. Large Building Decarbonization

- A. Organize and support sector leadership.
- B. Identify decarbonization financing sources.
- C. Establish a scoreboard for mitigation investments.



Strengthening the GRC Organization

The GRC is organized as a voluntary social impact network. It is not a traditional non-profit organization, and is not currently incorporated. The Innovation Network for Communities (INC), a national non-profit that works with cities on their climate strategies, serves as the fiscal agent for the GRC.

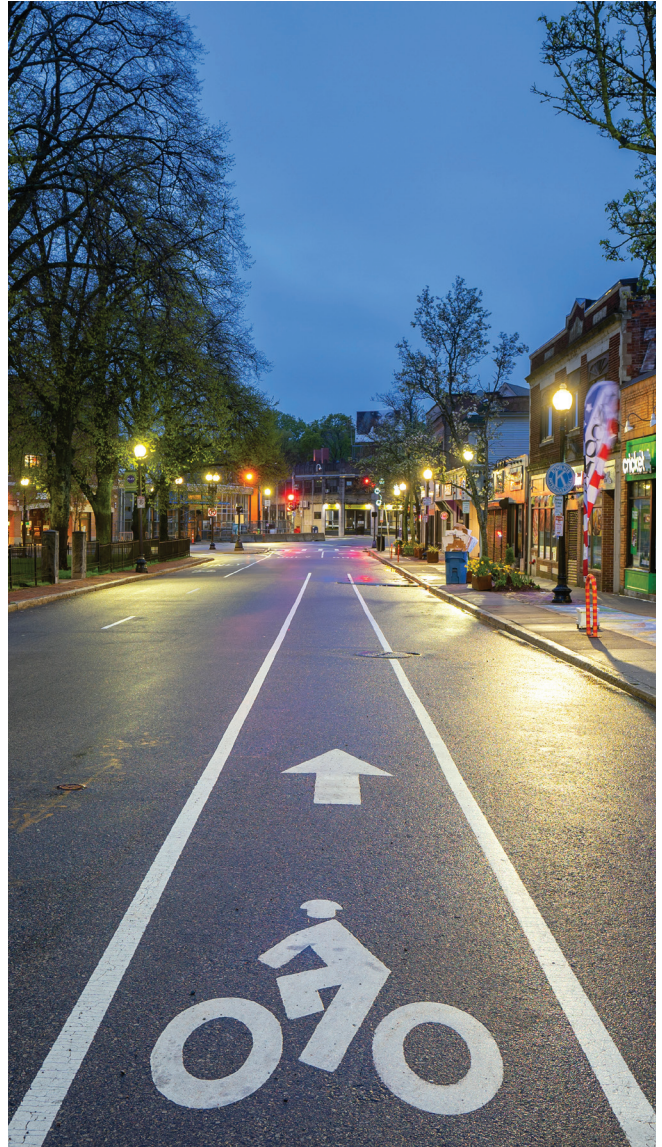
The flexible nature of the GRC's organizational design has allowed us to remain nimble and to operate with a low level of overhead. Nevertheless, the work of the GRC has continued to increase in complexity and supporting bold climate action between now and 2030 will require strengthening our organizational capacities.

Expand and Strengthen the GRC Membership

We have committed to renewing, expanding, and diversifying our membership. We will broaden our representation across a range of sectors and skill sets.

Build Long-Term Resource Commitments to Support Urgent Action

Decisive action requires new resources. We will build a base of long-term support from our members that assures we have the resources to fulfill our role in the next chapter of city climate action.



Key Goals for 2025

Coastal Resilience

- The GRC will conduct a resilience financing analysis based on a deep dive into the resilience projects that have already been identified in two representative areas of the city (Wharf District and Border Street in East Boston). This will lead to a formalized coastal resilience financing plan.
- Feedback from GRC working groups and convenings, and findings from GRC reports, will inform effective coastal project permitting reform and the development of resilience governance structures.

Grid Modernization

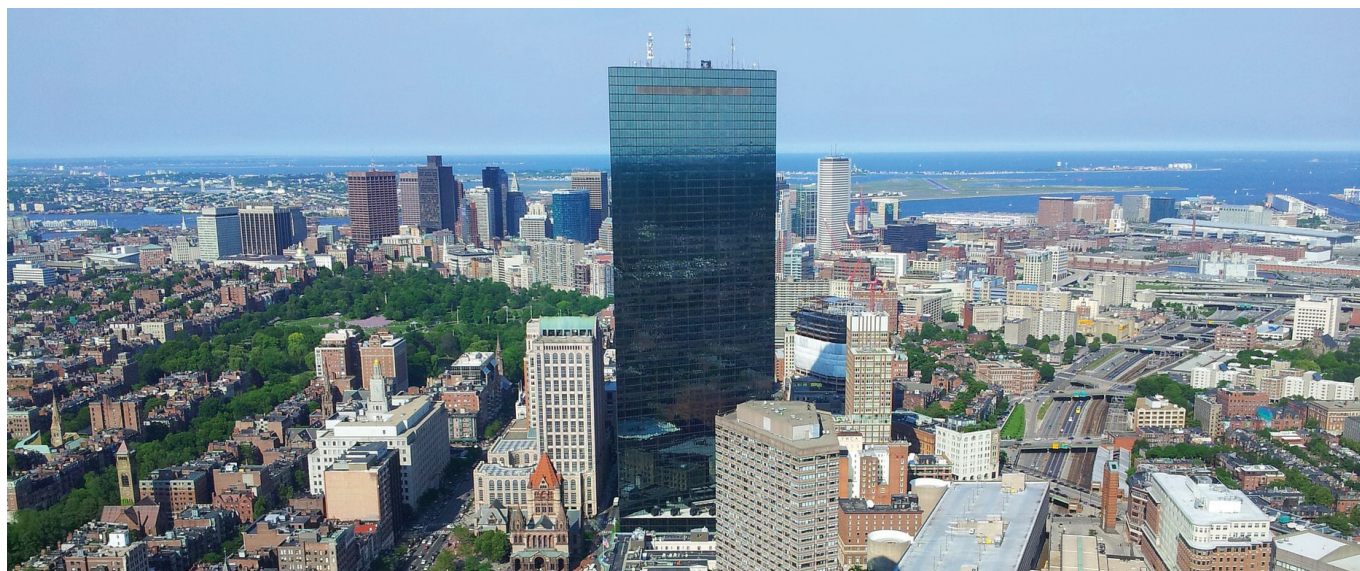
- The first round of grid modernization planning and information sharing protocols will be finalized and enacted.
- Feedback from GRC working groups and convenings, and findings from GRC reports will inform equitable regulatory reforms for siting and permitting, cost allocation and transmission plans.
- Acceleration of the Boston substation siting process will be explored and supported.

Large Building Decarbonization

- The GRC will support the City's implementation of BERDO and other decarbonization measures, by uplifting examples, strategies, and technologies.
- The Collaborative Climate Action Planning (CCAP) program will more directly reflect BERDO with participation from larger and more prominent organizations.
- The GRC will work with members to understand and make accessible programs that provide federal funding for decarbonization.

Cross-cutting

The GRC will facilitate implementation working groups to support the development of the City's 2025 climate action plan.



Key Goals for 2026

Coastal Resilience

Building on the financial analysis conducted by the GRC, the City and the State will define a resilience governance framework. This framework will support the City's resilience financing structure.

Grid Modernization

- GRC will continue to support and document the Hyde Park substation permitting process, which will be on target for project completion by 2030, while serving as a convener to explore and converge on the other substations
- We will continue to focus on grid modernization planning and information sharing protocols, with the goal of capturing more electrification information earlier, from a broader swath of buildings.
- The GRC will explore and support at least three projects to facilitate the transition away from natural gas.

Large Building Decarbonization

In partnership with the City, the GRC will develop a scoreboard for measuring the climate justice impacts of decarbonization investments (including the BERDO Equitable Emissions Investment Fund). The scoreboard will identify specific climate justice metrics, how those metrics are measured, and targets based on those metrics.



GRC Membership

November 2024



Amos Hostetter, Jr.
Co-chair GRC
Trustee, Barr Foundation

Mayor Michelle Wu
Co-Chair GRC
Mayor, City of Boston

Kathy Abbott
Founding President
and CEO
Boston Harbor Now

Dr. Alastair Bell
President and CEO
Boston Medical Center
Health System

Dr. Robert Brown
President Emeritus
Boston University

Dr. Kevin Churchwell
President and CEO
Boston Children's Hospital

Patty DiOrio
SVP, Head of Project
Development
Ørsted, Americas Region

John Donohue
President & CEO
Arbella Mutual Insurance
Company

Dan Egan
First Vice President, Invest-
ments
Equity Residential

David Gillespie
Senior Vice President of
Development
AvalonBay Communities

Dr. Melissa Gilliam
President
Boston University

Jeremy Grantham
Founder and Chief Invest-
ment Strategist
GMO, LLC

Kevin Hagerty
President and CEO
Vicinity Energy

Peter Hamill
Senior Vice President,
Strategic Development and
New England Principal
Turner Construction
Company

Reverend Ray Hammond
Pastor
Bethel African Methodist
Episcopal Church

Melissa Hoffer
Climate Chief, Office of
Climate Innovation and
Resilience
Commonwealth of
Massachusetts

Sarah Iselin
President and CEO
Blue Cross Blue Shield of
Massachusetts

Dr. Reshma Kewalramani
President and CEO
Vertex

Dr. Anne Klibanski
President and CEO
Mass General Brigham

Bryan Koop
Executive Vice President,
Boston Region
BXP

Alex Liftman
Global Environmental
Executive
Bank of America

Mindy Lubber
President and CEO
Ceres

Penni McLean-Conner
Executive Vice President,
Customer Experience and
Energy Strategy
Eversource

Michael Mooney
Chairman Emeritus
Nutter

Tom Nedell
Senior Vice President and
Chief Financial Officer
Northeastern University

Ron O'Hanley
Chairman and CEO
State Street Corporation

Lee Pelton
President and CEO
The Boston Foundation

Bud Ris
Senior Advisor
Boston Green Ribbon
Commission

Al Scaramelli
Managing Director
Beacon Capital Partners

Oliver Sellers-Garcia
Green New Deal Director;
Commissioner of the
Environment
City of Boston

Glen Shor
Executive Vice President
and Treasurer
Massachusetts Institute of
Technology

Vikki Spruill
President and CEO
New England Aquarium

Dr. Marcelo Suárez-Orozco
Chancellor
University of Massachusetts
Boston

Brian Swett
Chief Climate Officer
City of Boston

Rebecca Tepper
Secretary of the Executive
Office of Energy and Envi-
ronmental Affairs (EEA)
Commonwealth of
Massachusetts

Mark Walsh-Cooke
Principal
Arup

Meredith Weenick
Executive Vice President
Harvard University

Lisa Wieland
President, New England
National Grid

Gwill York
Founding Managing Director,
Lighthouse Capital Partners;
Board of Trustees President,
Isabella Stewart Gardner
Museum

GRC Staff

Amy Longsworth
Executive Director

Rebecca Herst
Associate Director
for Resilience

Azanta Thakur
Project Manager

John Cleveland
Strategic Advisor