



## **ABC 2012 Work Plan Summary**

### **TRANSPORTATION**

#### **Transportation Finance**

*Advocate for a comprehensive, sustainable finance plan for the Commonwealth's transportation multi-modal network.*

- Formulate ABC's official policy position on MBTA fare and service changes; educate, engage and mobilize ABC and ABC TMA membership in support of policy.
- Organize fellow transportation and business advocates into statewide campaign for transportation finance, the goal of influencing legislative action in the first quarter of 2013.
- Enhance ABC's reputation and influence among elected and appointed officials as the voice of the business and institutional community on transportation through policy and research, one-on-one advocacy, public testimony, online content, and media appearances.

#### **Urban Ring**

*Support incremental implementation of transportation improvements in the Urban Ring corridor to improve mobility, support economic development, and ensure the future competitiveness of Boston.*

- Advocate and monitor progress of transportation improvements underway: the East Boston / Chelsea Bypass Road, Yawkey Station platform and roadway improvements, and Melnea Cass Boulevard redesign.
- Advocate for coordination of Mountfort Street redesign to accommodate efficient bus movement as part of the Commonwealth Avenue deck replacement project.
- Continue to lead ABC's Urban Ring Business and Institutional Committee and the Urban Ring Citizens Advisory Committee in support of incremental transportation improvements in the Urban Ring Corridor and protection of the Locally Preferred Alternative right of way.

#### **Charles River Basin Projects**

*Support prioritization and coordination of bridge reconstruction projects in the Charles River Basin and the development and implementation of mitigation strategies to manage the impacts of these projects.*

- Review and prepare comments on the Longfellow Bridge Environmental Assessment, design, and project delivery method.

- Review and comment on design, construction, and traffic management strategies and monitor their implementation for the Anderson Memorial, River Street, and Western Avenue bridges.
- Work with MassDOT, the MBTA, Boston, Cambridge, and employers impacted by bridge construction to develop and implement effective mitigation strategies.

### **Commonwealth Avenue Deck Reconstruction**

*Support development of plans and implementation strategies to replace the Commonwealth Avenue deck over the Turnpike and adjacent connections in Brookline and Cambridge and the development and implementation of mitigation strategies to manage the impacts of this work.*

- Work with MassDOT, Boston, Cambridge, Brookline, and other organizations in the implementation of the deck replacement project applying traffic management and mitigation measures to minimize the impact on the public.
- Participate in any working groups or task forces established to carry out this work and potentially employ innovative methods to complete the deck replacement expeditiously.
- Work to ensure close coordination of deck reconstruction with implementation of related improvements at Mountfort/Essex/Carlton Streets and in the rotary under the Reid Overpass in Cambridge.

### **Central Artery / Tunnel and Metropolitan Highway System**

*Maximize the benefits of the investment in the Central Artery/Tunnel and monitor operations and management of the system.*

- Review and comment on implementation of the Metropolitan Highway System's Capital Maintenance Program (CMP): Phase 2 programming projects for the five year program, and implementing the annual maintenance program.
- Closely monitor the CMP elements in the Central Artery / Tunnel System, Sumner and Callahan Tunnel, and on the Turnpike Extension that will have the greatest impact on traffic and bus operations.
- Review the status of executing inspections, routine periodic maintenance, and minor repairs recommended in the CMP and the Stem to Stern Safety Review.

### **Project Development**

*Participate in and influence transportation projects currently in development and policies regarding procurement of transportation projects.*

- Participate in MassDOT Transportation Advisory Committee Best Practices Subcommittee, including working group on highway design and construction best practices.
- Monitor and advise planning and environmental permitting work regarding South Station expansion project, Green Line Extension, Assembly Square Orange Line station, and other projects in the pipeline.
- Advocate for true high-speed rail in the Northeast Corridor as part of the Business Alliance for Northeast Mobility.

### **Crossroads Initiative**

*Support the City of Boston's Cross Roads Initiative in order to enhance the city's public realm and realize the maximum potential of the new Rose Kennedy Greenway.*

- Update abutters of Broad Street on crossroads reconstruction project, expected to be completed in the fall of 2012.
- Monitor ongoing design efforts for Causeway Street and Summer/Congress Streets projects to ensure high-quality urban design and optimal accommodations for all road users.

### **Infrastructure Study for The Boston Foundation**

*Develop and apply a methodology for documenting infrastructure capacity and condition and relating infrastructure investment to economic development in Eastern Massachusetts.*

- Document the capacity and condition of transportation, energy, water, and communications systems in eastern Massachusetts.
- Analyze and report on the relationship between infrastructure investment and economic development.
- Suggest infrastructure investment priorities based on the analysis and identify next steps and additional questions to be addressed by further analysis.

### **Surface Transportation Study**

*In a pilot study, research measures for improving the performance of one bus route in Boston and prepare a conceptual design for these improvements to reduce travel time and increase ridership with associated air quality improvements and reduction of greenhouse gas emissions. Study and evaluate methods for introducing alternative fuels for the bus fleet in the future to reduce greenhouse gas emissions.*

- Complete research on methods for improving bus operations performance and develop a conceptual design for one bus route in Boston.
- Complete research and evaluation of alternative fueling methods that can be used in the future for the MBTA bus fleet.
- Model and evaluate the potential performance of bus operations and alternative fuel measures to determine implications for travel time, ridership, air quality, and greenhouse gas emissions reductions.

## **LAND DEVELOPMENT**

### **Greenway Development and Management**

*Ensure that a high quality, viable parks and civic space in the Greenway realizes full potential in civic engagement and public use. Ensure that cultural and civic uses effectively support and help to enliven the adjacent open spaces. Ensure that abutting members' interests are expressed in work to find a financial solution for the Greenway. Represent abutting members in discussions concerning the covering of the ramp parcels.*

- Work with the Greenway Conservancy, MassDOT, and the City of Boston to ensure that the financing, operations, and maintenance of the Greenway open spaces attain the high standards and expectations established during the planning and design process.
- Coordinate with the Conservancy and abutters in evaluation of a possible Business Improvement District to support Conservancy activities.
- Work with the Boston Redevelopment Authority, Greenway Conservancy, and other interested parties in devising plans to cover or screen the I-93 ramps on parcels 6, 12, and 18 in a planning process led by the BRA.
- Coordinate ABC and abutter member participation in land use, economic development, and transportation issues that relate to the Greenway corridor.

### **South Boston Waterfront Transportation and Land Development**

*Convene stakeholders in up-and-coming South Boston Waterfront neighborhood to discuss transportation, land development and public realm issues.*

- Convene quarterly meetings of ABC and non-ABC stakeholders in the neighborhood that will focus on enhancing the economic competitiveness and mobility of the sub-district.
- Monitor impacts of South Station expansion and postal service relocation on the waterfront neighborhood.
- Promote branding and identity of waterfront as Boston's fastest-growing and most exciting new neighborhood.

### **Real Estate and Development Forum**

*Offer membership a forum to learn about the various development projects and policies happening in the Commonwealth in all sectors public, private and not-for-profit.*

- Organize quarterly meetings to highlight new real estate projects in development and/or new trends in Boston's commercial/large-scale residential real estate markets.
- Coordinate with Commercial Real Estate Working Group to educate ABC's real estate members on latest trends in green building and environmental sustainability.

## **Municipal Harbor Plan**

*Work with the Boston Redevelopment Authority and other interested parties in development of an updated Chapter 91 Municipal Harbor Plan for the Downtown Waterfront.*

- Working with other interested parties, prepare a draft scope of work for the Boston Redevelopment Authority recommending issues to be considered in developing the Municipal Harbor Plan.
- Support the BRA and members of the Municipal Harbor Plan Committee in implementing the adopted scope and work plan.

## **ENVIRONMENT**

### **Sustainability and Climate Change Initiative**

*Provide leadership to influence and advance energy and sustainability policies and programs affecting for businesses, institutions, and buildings in Greater Boston.*

- Monitor and inform members regarding public policy issues involving energy, mobile source emissions sustainability, and climate change.
- Gather feedback, provide testimony, and lead the commercial real estate sector's engagement with the Energy Efficiency Advisory Council to influence the development of the next set of 3-year utility energy efficiency programs in Massachusetts.
- Coordinate with the City of Boston and utilities to engage the commercial real estate sector in advancing goals of improving energy efficiency and reducing greenhouse gas emissions

### **Commercial Real Estate Working Group**

*Provide leadership and support for the Commercial Real Estate Working Group of the Green Ribbon Commission.*

- Work with consultant to manage and support all work related to the commercial real estate working group and its goal to assist city in reducing GHG emissions 25% by 2020.
- Lead research and data collection initiatives to support the development of recommended policies and initiatives to advance energy use disclosure
- Develop goals for increasing energy efficiency and recognition of buildings in Boston.
- Develop pilot programs to increase opportunities for energy efficiency within the commercial real estate sector
- Coordinate with the City of Boston and utilities to integrate activities of the working group with existing or developing programs and initiatives.

### **Challenge for Sustainability**

*Lead businesses, building owners, and institutions in identifying and advancing meaningful internal action on climate change and sustainability to reduce energy use and overall greenhouse gas emissions.*

- Recruit and register 80-100 businesses to participate in the Challenge.
- Measure and track environmental impacts and sustainability actions of participants through the use of ABC's Scorecard and Action Plan.
- Provide opportunities for participants and others to network, identify barriers, and learn best practices through meetings, forums, and other events.
- Develop new programs, services, and initiatives to assist participants in their efforts to reduce energy use and implement sustainability actions at their facilities to achieve a 2% annual reduction in greenhouse gas emissions and 10% increase in sustainability score.
- Recognize and promote the achievements of individual participants and the benefits of the Challenge.

- Work with our funders, the City of Boston, and other stakeholders to increase participation and identify opportunities for growing the program.

### **Transportation Management Association**

*Support the economic growth of Boston by reducing traffic congestion and improving air quality through increasing private sector engagement and the provision of services which promote transportation options to the single occupancy vehicle.*

- Engage all TMA members to increase their involvement and participation at board meetings, our activities surrounding the MBTA fare increase/service cuts, and in promotion of our programs.
- Empower and support our Employee/Tenant Transportation Coordinators (ETTC) to promote our programs and support our events by organizing an ETTC Challenge and training
- Increase participation in our commuter programs with new marketing, engaging events, and improved technology opportunities
- Advocate for improved transportation options, increased benefit levels, and sensible regulatory requirements on behalf of our membership.
- Expand the TMA to serve employers and buildings in the Fenway, Kenmore, Allston, and Brighton neighborhoods

## **ADMINISTRATION / ORGANIZATIONAL DEVELOPMENT**

### **Government Relations**

*Solidify ABC's position as the voice of the business community on transportation, land development and environmental issues.*

- Develop and enhance ABC's relationships with key elected and appointed officials; expand ABC's influence beyond transportation committees to include other relevant committees.
- Engage membership regarding legislation of interest to them and advocate on their behalf.

### **Young Leaders**

*Enhance member benefit and cultivate new generation of ABC membership.*

- Organize monthly events for young leaders group
- Engage young leaders in MBTA fare and service change debate and other policy issues of relevance to young Bostonians
- Grow young leaders membership by asking more ABC members to nominate young leaders for the program.

### **Development**

*Increase revenues from foundations and other grant resources to support ABC's programming within transportation, land development, and sustainability.*

- Coordinate ABC's relationships with foundations and grantors.
- Research foundations and develop contacts for future funding opportunities.
- Provide resources to support special projects and initiatives.
- Maximize the use and benefit of the ABC Initiative.

### **New Member Development**

*Grow dues revenues by pursuing new members. Establish a systematic program for ABC membership development.*

- Design and implement a membership development program that identifies new prospects, aggressively converts new prospects, and grows the ABC revenue base by \$50,000.
- Maximize ABC Board and Membership Development Committee involvement with prospecting activities.
- Establish administrative system to track prospecting activities and identify prospect conversion patterns.

## **Member Retention**

*Implement a formal strategy to address issues of member retention. Keep member attrition rates at absolute minimum.*

- Using both staff and Board volunteers, maximize ABC engagement with existing Board members to promote a meaningful, sustainable relationship with the organization.
- Maximize retention potential of ABC meetings and events through promotion of relevant ABC offerings, presentation of a cohesive brand image, and opportunities for personal engagement with members.
- Establish Marketing & Business Development Coordinator as point person for membership services and customer service inquiries.

## **Media and Press Relations**

*Enhance ABC's value to members and public exposure by securing regular media appearances.*

- Draft original content (op-eds, letters to the editor, “advertorial” pieces).
- Formalize media strategy for Challenge for Sustainability.
- Secure TV, radio and print appearances for ABC President and other senior staff; prepare staff for interactions with the media.

## **Communications**

*Goal is to manage communications in a timely and comprehensive way that delivers information to our membership so they continue to remain engaged and educated about the organization.*

- Establish calendar of member and constituent outreach to ensure consistent and relevant communications.
- Maximize traffic driving capabilities of communications outlets, including social media.
- Manage established portfolio of email communication types, maximizing impact and relevance of each type.

## **Marketing**

*Establish recognition of ABC's programs/projects, policy positions, and branding among key stakeholders and the public.*

- Oversee production and maintenance of ABC marketing kit.
- Provide consistent brand image at all ABC events.
- Use targeted ads to grow our following and hone ABC messaging.

## **Budget & Financial Management**

*Effective management of ABC's finances and budget.*

- Work within 2012 ABC Budget managing cash management, dues collection and bill payment.
- Implement upgrades to financial programs to provide more comprehensive management of agency.
- Continue to implement investment strategies based on the approved ABC Investment Policy.

## **Administration**

*Successful administration of A Better City's daily operations.*

- On-going management of ABC's relationships with vendors and suppliers.
- Oversight of office facility operations.

## **Human Resources**

*Implementation and development of Human Resources strategies and practices that support and enhance A Better City as a positive and productive work place.*

- Management of the human resources functions including employee benefits and office administration.
- Work on creating enhanced out-reach policies to achieve greater workplace diversity.

## **A Better City Initiative**

*Management of A Better City Initiative's finances.*

- Work to increase collaboration between ABC Initiative and ABC.
- Strengthen oversight of individual grants accounts.

## **A Better City Strategic Planning Process**

*Development of a 5-Year Strategic Plan for 2013-2017.*

- Work with The Boston Foundation on a collaborative effort to create a new strategic plan.
- Sharpen ABC's focus and identify appropriate organizational goals and objectives within there key focus areas of transportation, economic and land development, and the environment.
- Develop clear strategies and timelines for implementation of the strategic plan's recommendations.
- Organize an ABC Board Strategic Planning Committee that helps lead overall strategic planning process and outcomes.