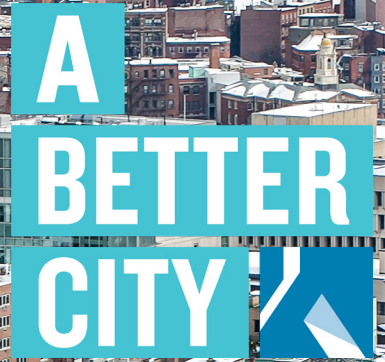




2022 YEAR IN REVIEW

A BETTER CITY

ABetterCity.org | 14 Beacon Street Suite 402 Boston, MA 02108

WELCOME



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PRESIDENT & CEO

** former Chair*

A Better City Members and Stakeholders:

Throughout 2022, A Better City worked alongside many of you to tackle some of Greater Boston's most pressing challenges—from energy and environmental issues, to land use concerns, to transportation needs. Through this work, A Better City has forged and deepened strong working relationships with the business community, with advocates, and with leaders at City Hall and in the State House.

As we enter 2023, we reflect on the strides made and focus on the important work ahead. Our team is energized and committed to advancing the policies and projects needed to strengthen our region's economic competitiveness and to build a better city and region for all.

We remain grateful for your support and collaboration and look forward to the year ahead.

Sincerely,

Rick Dimino
President & CEO

Kate Dineen
Executive Vice President & COO



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OUR TEAM



CAITLIN ALLEN-CONNELLY

Senior Advisor on Transportation
Joined in September 2019

Caitlin manages the Transportation Dividend Implementation Plan project and leads the Transportation unit's research and publications work. She served in the Organization for Economic Co-operation and Development (OECD) Secretary General's Cabinet as Coordinator of the Inclusive Growth Initiative under the Chief of Staff and top Senior Advisor. She also served as Technical Advisor on Climate Change to the United Nations Development Program (UNDP) and has held other positions at the U.N. and OECD. While raising her children, she founded Sustainable Futures, Now, providing writing and editorial services to international organizations. Just prior to joining A Better City, Caitlin was Senior Manager of Impact and Foundation Relations at Cradles to Crayons, researching and developing the concept of "Clothing (In) Security" as well as advocating to recognize and fund clothing as a basic needs insecurity. She holds a B.A. in International Affairs from the American University of Paris.

GLEN BERKOWITZ

Project Manager
Joined in September 2017

Glen's work currently focuses on transportation analyses and studies related to both mass transit and highway infrastructure. His work includes helping the MBTA transition to electric buses and modernize its bus facilities; encouraging the MBTA to implement advanced train control signals and related technology to improve capacity, rider comfort and reliability on the Red and Orange Lines, and assisting with A Better City's efforts on the I-90 Allston Interchange Project. Prior to working at A Better City, Glen ran a renewable energy consulting and development start-up. Previous to that, he helped manage traffic and transportation issues on Boston's Central Artery/Tunnel Project for nearly 20 years. He has a J.D. in Law from Suffolk University, and has been a member of the Massachusetts Bar since 2002. He also holds a Master's in Public Administration from the Kennedy School of Government at Harvard University, and a B.A. in Human Ecology from College of the Atlantic in Bar Harbor, Maine.





RICK DIMINO

President & CEO

Joined in June 1995

Under his leadership, A Better City has achieved major organizational accomplishments and influenced a wide range of transportation, land use, and environmental projects and policies for the city, region, and state. Prior to leading A Better City, Rick served the City of Boston as Commissioner of Transportation where he oversaw a staff of 400 and represented the City on MBTA advisory boards and committees. While working as the Transportation Commissioner, Rick led the environmental review, design, and permitting of the Commonwealth's Central Artery/Tunnel Project and also served as the city's interagency Central Artery/Tunnel Project Chair. Rick was a lecturer at the Harvard Graduate School of Design for 17 years where he received the Loeb Fellowship. Rick has his MBA from Boston University and received his bachelor's degree from Northeastern University.

KATE DINEEN

Executive Vice President & COO

Joined in May 2019

As Executive Vice President & Chief Operating Officer of A Better City, Kate oversees all business units of the organization. Prior to joining A Better City, Kate worked for the New York State Governor's Office, serving as the Chief of Staff for State Operations, Assistant Secretary for the Environment, and Deputy Executive Director of the Governor's Office of Storm Recovery after Superstorm Sandy. She was previously U.S. Senator Kirsten Gillibrand's Policy Director and has worked in the non-profit and media sectors. Kate is an Advisory Council Member for the Tufts University Center for State Policy Analysis and was a Non-Resident Fellow at the Harvard Kennedy School Homeland Security Project. She holds a Masters in City Planning from MIT and B.A. in English from Williams College.





ISABELLA GAMBILL

Assistant Director of Climate, Energy, and Resilience
Joined in September 2019

Isabella leads our legislative policy work across climate (both mitigation and adaptation) and clean energy priorities at both the city- and state-level in Massachusetts. Prior to joining A Better City, Isabella served as a Policy Officer for the Secretariat to the United Nations' Biodiversity Law and Governance Initiative and participated in the 14th Conference of the Parties to the U.N. Convention on Biological Diversity, in Sharm El-Sheikh, Egypt. She also served as a Carbon and Biodiversity Offsetting Intern to one of the world's leading biodiversity offset consultancy firms, and more locally, as a Program Coordinator for Land Conservation at the Lincoln Institute of Land Policy. Isabella sits on the Board of Visitors and Steering Committee of the Young Leaders Council at Fenway Health. She holds a MPhil in Conservation Leadership from the University of Cambridge, and a B.A. in Environmental Studies from Wellesley College.

SCOTT MULLEN, AKA MULLY

Transportation Demand Management Director
Joined in June 2020

As Transportation Demand Management Director, Mully leads the transportation unit that develops innovative TDM programs for delivery to over 60 member companies through our multiple Transportation Management Associations. Mully was a startup employee at several groundbreaking transportation companies and helped in the formation and growth of the shared transportation industry: carsharing at Zipcar; bikesharing via Hubway (now Bluebikes); and most recently, micromobility at Lime. He was a charter board member of the LivableStreets Alliance and is currently a member of the CommonWheels board and the Zero Waste Committee in Arlington, where his family lives. Mully holds a B.A. in Philosophy from Merrimack College.





THOMAS J. NALLY

Senior Advisor

Joined in October 1989

Tom manages the role of A Better City in the MassDOT Allston I-90 Multimodal Project, monitors and contributes to work on other roadway, bridge, and transit projects, and directs work of the Land Use and Development Unit on the public realm and other projects. As Planning Director of the Artery Business Committee, predecessor to A Better City, on behalf of the business community, Tom managed work on construction mitigation, traffic management, and project design of the Central Artery/Tunnel Project, and chaired the Citizens' Advisory Committee for the Urban Ring Project. Previous experience includes senior positions in the Massachusetts Division of Capital Planning and Operations. He currently serves on the Economic Development Advisory Board and is President of the Greater Point Neighborhood Association in Brookline. Tom is a Registered Architect and holds a Bachelor of Architecture Degree from Cornell University and Master of Architecture in Advanced Studies and Master in City Planning degrees from the Massachusetts Institute of Technology.

MARISSA RIVERA

Project Director – TMA Innovation and Engagement

Joined in February 2020

As Project Director of TMA Innovation and Engagement, Marissa oversees member relationships, programs, and services for three TMAs serving over 60 member organizations in neighborhoods across the city. Prior to joining A Better City, Marissa led special service programs and partnership initiatives at Cradles to Crayons – Boston. Her previous work in the public and nonprofit sectors has included roles related to purchasing, fundraising, and education. Marissa holds an MBA in Public and Nonprofit Management from Boston University and a B.A. in Comparative Literature from Colorado College.





TOM RYAN

Senior Advisor on Policy, Government, & Community Affairs
Joined in November 2015

Tom helps to coordinate policy development, legislative advocacy, and relationships with public officials and related stakeholders, with a primary focus on transportation finance issues and the Greenway Business Improvement District (Greenway BID). Tom brings eleven years of experience in Massachusetts state government in both the Executive and Legislative branches, including five years managing the Commonwealth's capital infrastructure budget. He has worked in research positions for successful political campaigns of President Barack Obama, Governor Deval Patrick, and Congressman Seth Moulton. He holds a Master of Public Administration from the Harvard Kennedy School of Government and a B.A. in History from Bowdoin College.

ELIZABETH A. SULLIVAN

Administrative Director
Joined in April 1995

Betty Sullivan manages all finance and administration responsibilities for A Better City and A Better City Initiative. Before joining the Artery Business Committee, as the organization was originally known, Betty worked in a variety of roles in human resources, banking, marketing, and event management in the Greater Boston region. She has a Master of Science in Adult & Organizational Learning and a bachelor's degree in Business Management from Suffolk University.



YVE TORRIE

Director of Climate, Energy, & Resilience
Joined in October 2013

Yve fosters emissions reductions and climate preparedness planning in Boston and the region's commercial real estate and business sectors, overseeing the programming, policy, research, education, and events of the Energy & Environment unit. Previously, Yve worked at the University of Massachusetts Lowell, where she managed two environmental programs. The first focused on educating the public about climate change science, and the second promoted the development of sustainable systems of production and consumption. Yve received a Master of Arts in Urban and Environmental Policy and Planning from Tufts University in 2006 and holds a Bachelor of Science in Geography from the University of Canterbury in New Zealand. In 2018, she became one of the first Certified Climate Change Professionals (CC-P®) from the Association of Climate Change Officers.



CHRISTINE YI

TMA Marketing & Programming Coordinator
Joined in October 2020

As TMA Marketing & Programming Coordinator, Christine supports commuter program delivery to over 60 member organizations served by A Better City TMA and Allston Brighton TMA. She cultivates outreach and communication strategies for commuter programming, designs and develops TMA promotions and events, and aids TDM research and innovation project data visualizations. Her previous experience includes the City of Boston's Office of Financial Empowerment, where she supported financial literacy programming, and at BlueHub Capital, where she aided social impact measurement. Christine holds a B.A. in Sociology and Economics from Wellesley College.

ACCOMPLISHMENTS

HEALEY-DRISCOLL TRANSITION

TRANSITION REPORT & COMMITTEE LEADERSHIP: In December, A Better City produced a [Recommendations to the Healey-Driscoll Administration](#) report that articulated 15 recommendations for state government related to A Better City's areas of focus. Additionally, members of the A Better City team contributed to the Healey-Driscoll campaign's Transportation Committee, staffing the MBTA and Financial and Capital Projects Subcommittees.

TRANSPORTATION & INFRASTRUCTURE

MBTA SAFETY, SERVICE RESTORATION, MODERNIZATION, & DECARBONIZATION: Throughout 2022, A Better City conducted a range of activities in support of improving MBTA operations, providing testimony and related advocacy on an array of topics like the Federal Transit Administration Safety Management inspection and corrective actions; Orange Line shutdown; full service restoration; staffing and workforce challenges; operations and capital budget concerns; bus network redesign; and the opportunity to establish a low-income fare. A Better City maintained an open line of communication with MassDOT and MBTA leadership and continued to advocate for transformational projects and initiatives, including the Red Blue Connector, Regional Rail Phase One, and Bus Fleet and Facility Modernization. A Better City also continued the drum beat in the press, publishing several Banker & Tradesman op-eds and a Commonwealth Magazine op-ed, [“Five Steps for Turning the MBTA Around.”](#) Additionally, A Better City coordinated with TransitMatters on advocacy to advance funding and implementation of Regional Rail, publishing a joint Commonwealth Magazine op-ed [“The Orange Line Roadmap for Commuter Rail.”](#)



STATE TRANSPORTATION BOND BILL: A Better City’s advocacy on the potential impact of the federal infrastructure bill influenced the development of the state’s 2022 transportation bond bill. The final bill signed by Governor Baker provides state resources to match any future federal grant that could be awarded to Massachusetts over the next five years and a number of other policy changes that will help MassDOT and the MBTA to help improve their infrastructure. Over the past two years, A Better City produced reports and testified before the legislature to stress the opportunities with federal dollars and the need for new procurement laws to deliver on larger capital projects. This bond bill included necessary steps forward in both areas.

ORANGE LINE SHUTDOWN ALTERNATIVE & MITIGATION SUPPORT: In response to the MBTA’s unprecedented decision in August to shut down the entire Orange Line for 30-days, A Better City prepared an [alternative scenario](#) to this extended closure to limit the complete shutdown to two weeks, with the Orange Line open again on weekdays starting Labor Day. While this alternative was not adopted by the MBTA, the concept garnered significant media attention and stakeholder support. A Better City was nonetheless committed to providing mitigation support to help riders during the shutdown, preparing an analysis and proposal for additional MBTA Commuter Rail service that was in part adopted by the MBTA. A Better City also coordinated with the MBTA Customer Engagement Team to provide inputs and the business community perspective on a Rider’s Guide to the MBTA shutdown, participated in weekly MBTA briefings for advocates and the business community to provide feedback on the MBTA shutdown, and provided real-time feedback and recommendations to MBTA executive team. Additionally, A Better City’s TMA team provided tailored support for TMA members, including streamlined information from the MBTA, City of Boston, and community groups to provide viable options for TMA commuters. In terms of lessons learned, the City of Boston’s provision of free 30-day Bluebike passes led to record breaking ridership, demonstrating the potential of bicycling in the region and the power of modest incentives.

KEEPING THE MBTA ON TRACK REPORT: In April 2022, A Better City released a new report, [Keeping the MBTA on Track](#), that provides status updates on key commitments made by the MBTA under the Fiscal and Management Control Board (FMCB). It also offers recommendations for the MBTA Board of Directors and MBTA leadership on how to sustain progress on initiatives related to safety, resiliency, decarbonization, equity, and infrastructure priorities. This report identifies concerns that the MBTA was not addressing key goals related to the systemwide State of Good Repair backlog and the analysis on costs to keep MBTA infrastructure in a state of good repair. This work will be an essential document for the next Governor and future Board members overseeing the MBTA.



POSITIVE SIGNALS REPORT: In February 2022, A Better City released a new report, [*Positive Signals: Framework for Advanced Signals and Controls for the MBTA Red and Orange Lines*](#). In this report, A Better City reviews how signals operate the MBTA's Red and Orange lines, which are among the oldest parts of the MBTA system. The report outlines key recommendations on how to improve and better serve riders while meeting the economic development needs and environmental challenges facing the state and region. A Better City continues to advocate for the following recommendations: 1) Semi-Automatic Capability: A Better City recommends that the MBTA amend existing contracts for new vehicles and signals upgrades to incorporate modest amounts of semi-automatic capability in routine train operations at a cost of approximately \$70 million; 2) Platform Screen Doors Pilot: A Better City recommends that the MBTA undertake a new Platform Screen Doors Pilot Project at several key Red and Orange Line stations in the downtown Boston core at a cost of approximately \$25 million; 3) National Advanced Technology Center for Next-Gen Subway Signals: A Better City recommends that the MBTA together with federal transportation officials and industry leaders collaborate to fast-track the development of a federally funded National Advanced Technology Center for Next-Gen Subway Signals based in Boston.

I-90 ALLSTON MULTIMODAL PROJECT PREFERRED ALTERNATIVE DESIGNATION: In December, after years of advocacy led by A Better City and others, MassDOT [formally identified](#) the Modified All At-Grade Alternative as the so-called Preferred Alternative, selecting it as the design to advance through the environmental review process. Working closely with the Conservation Law Foundation and other stakeholders, A Better City also successfully advocated for MassDOT to amend contract language to emphasize the interim nature of viaduct preservation work to ensure the safety of the structure before project construction begins. A Better City is now focused on developing a construction staging concept and shaping the Supplemental Draft Environmental Impact Report to ensure the advancement of the West Station and pedestrian and bicycle network elements, among other objectives.

I-90 ALLSTON MULTIMODAL PROJECT ECONOMIC BENEFITS STUDY: In anticipation of the opportunity to support federal grant applications by MassDOT, A Better City initiated an [economic study](#) that would demonstrate the local and regional benefits of investment in the multimodal project. A Better City staff managed completion of a 160-page study by consultant AECOM that produced findings to support: assumptions on the potential scale of development, the viability of the life sciences sector as a driver of development in Allston, the importance of West Station as a multimodal transportation hub providing access to and from Allston, the employment and fiscal contributions of development around West Station, and the regional benefits in the MetroWest and Worcester corridor attributable to transportation improvements in Allston. The estimated total annual impact of employment on this site plus the multiplier effect on regional GDP of \$6.4 billion in 2022 dollars represents 1.3% of the Boston region's annual GDP of \$480 billion—an exceptional impact for a single geographic location in a metro region of 4.9 million people.

TDM LEADERSHIP & ANALYSIS: In spring 2022, A Better City released a third iteration of the Boston Commuter Survey, originally conducted in summer 2020 and spring 2021, funded by the Energy Foundation. Promoted in conjunction with the City of Boston, A Better City collected more than 1,400 responses and in July published the [final report](#). A Better City also continued to share the work of the Allston-Brighton Neighborhood Link study, convening key stakeholders in the neighborhood to review final route concepts, cost estimates, and next steps toward implementation. Moreover, supported by the Barr Foundation, A Better City produced innovative vaccine maps, MBTA and Bluebikes cost calculators, a ZIP code commute mapping tool, and more. Additionally, the team developed a Framework for TDM Impact that will guide work in the coming years and seeks to revolutionize how TDM strategies are supported, delivered, and measured.

TMA OPERATIONS & INNOVATION: After a year of stakeholder engagement, vendor selection, final contracting, and route planning, the A Better City TMA team launched Consolidated Shuttle Service (CSS) operations in Allston/Brighton in July. The CSS serves a large residential complex outside Brighton Center as well as a group of employers along the Guest Street corridor, making connections to transit at Boston Landing (Commuter Rail) and Harvard Square (Red Line). Since October, the team has laid the foundation for a robust reporting system to track and analyze CSS ridership. The TMA team has continued to optimize operations by implementing a revised TMA dues structure, expanding engagement through GoMassCommute, and strengthening seasonal promotions like the 2022 Clean Air Pledge, the Move Green, Plant a Tree challenge, Water Transit Month, and NoCarVember. In addition, the team revamped the bike clinic series, which resulted in an exciting 73% increase in the number of participating member properties compared to 2021. For more TMA accomplishments, see [2022 Year in Review](#).



ENERGY & ENVIRONMENT

EQUITABLE WORKFORCE DEVELOPMENT: Over the last 12 months, the City of Boston PowerCorps Boston team, Roxbury Community College Smart Buildings Technology Center team, and A Better City Energy & Environment team have been working to develop a training program in building operations to begin in early 2023. The PowerCorps Boston program takes marginalized youth aged 18-30 through a six-month training program aimed at preparing participants for entry level positions. For the building operations training, Roxbury Community College has developed the training curriculum and will lead the technical training, A Better City has secured in-service learning opportunities in A Better City member buildings, and the PowerCorps Boston team will continue foundational training to prepare participants for full time employment. This project meets A Better City's equitable workforce development goals as well as the need to scale up a new generation of skilled workers in smart building technology to meet the growing needs of large buildings to meet emissions reduction requirements. A new partnership with the Linde Family Foundation has made this work possible.

EXTREME HEAT: As part of commitments in A Better City's Equity in the Built Environment Action Plan and [E+E Policy Agenda for 2021-2022](#), A Better City continues to explore opportunities for the business community to support the implementation of extreme heat solutions in Greater Boston. In September, A Better City hosted an *Engaging Businesses in Extreme Heat Solutions* [panel event](#) in partnership with the Green Ribbon Commission, which featured a set of presentations and a moderated panel discussion with the City of Boston, Communities Responding to Extreme Weather, Boston Medical Center, Boston University, GreenRoots, and the Museum of Science. In December, A Better City convened a kick-off meeting of the Extreme Heat Working Group of A Better City member representatives. This informal coalition discussed extreme heat policy principles, pilot projects for community heat resilience, and opportunities for the business community to support the implementation of Boston's Heat Plan and 20-Year Urban Forest Plan. Building off this work, A Better City will publish an extreme heat primer and case studies in early 2023.

CITY LEVEL BUILDING POLICIES: Throughout 2022, A Better City has been engaging members about the phased regulatory process for the City of Boston's Building Emissions Reduction and Disclosure Ordinance (BERDO 2.0) for existing buildings. Currently in Phase 2B of the BERDO 2.0 regulatory process, members have been very active in expressing their concerns and support as appropriate, through meetings and comment letters. In September, the City of Boston also introduced draft zoning, policy, and standards for new construction through the Zero Net Carbon Building Zoning Initiative. Members have been equally active with this draft zoning through meetings and a [comment letter](#). A Better City has also been engaged with the City of Cambridge's amendment to the Building Energy Use and Disclosure Ordinance (BEUDO) for existing buildings. A Better City has provided [comments](#) and remains active with partner organizations in highlighting the challenges associated with getting existing buildings to net zero by 2035.

STATE LEVEL CLIMATE POLICY: A Better City has been actively engaging members in the update to the Commonwealth's Stretch Energy Code and the development of the Municipal Opt-in Stretch Energy Code through meetings and a [comment letter](#). In response to robust stakeholder feedback, the Commonwealth made changes to both codes before filing them for approval by the end of 2022. A Better City has also contributed to the development of state Clean Energy and Climate Plans through the transportation and buildings working groups of the Global Warming Solutions Act Implementation Advisory Committee (IAC). In October, A Better City submitted comprehensive [comments](#) on the 2050 Clean Energy and Climate Plan, which was finalized in December. Finally, to help inform the Massachusetts Climate Change Assessment and related State Hazard Mitigation and Climate Adaptation Plan, A Better City submitted [comments](#) to the Baker Administration in November 2022.

THREE-YEAR ENERGY EFFICIENCY PLANS: At A Better City's suggestion, the Department of Energy Resources established a Commercial and Industrial Working Group as part of the 2022-2024 Three-Year Energy Efficiency Plan. The working group, which includes three A Better City members, has met three times, including twice with a broader group of stakeholders to hear feedback about what is and isn't working within MassSave programs and with utility engagement. A Better City meets regularly with DOER and other advocates responsible for the establishment of this working group, to set meeting agendas and monitor the group's progress.

EQUITABLE CLIMATE FUNDING: A Better City continues to explore opportunities to leverage local, state, and federal funding to support the implementation of climate change mitigation and adaptation projects. A Better City sits on the Steering Committee for the MA/Boston Climate Bank, led by the Boston Green Ribbon Commission, MassCEC, Bank of America, and the City of Boston, which anticipates releasing a business plan and strategy for a two-year pilot Climate Bank beginning in early 2023. As advocated for in A Better City's 2050 Clean Energy and Climate Plan comments, recommendations to the Healey-Driscoll Administration, and other comment letters, A Better City continues to push for opportunities to establish a Massachusetts Climate Bank and to leverage federal opportunities for seed funding. Finally, A Better City continues to serve on the core leadership and Legislative Working Group of the Sustainable and Equitable Funding Coalition, which is drafting legislation to fund climate initiatives across both mitigation and adaptation for the 2023-2024 legislative session.





LAND USE & DEVELOPMENT

GREENWAY BID RENEWAL: A Better City led the successful renewal of the Greenway Business Improvement District by a vote of the representatives for properties located inside the Greenway BID geographic boundaries. A Better City negotiated a five-year funding agreement through FY 2028 with the BID, City of Boston, MassDOT, and the Greenway Conservancy. This agreement exceeds \$18 million and will be used to support and enhance the Greenway corridor.

GREENING THE BLUE LINE: Supported by the Stone Living Lab, the project team of A Better City, Civic Space Collaborative, and Weston & Sampson has conducted an analysis of the MBTA Blue Line corridor in the segment between Wood Island and Orient Heights Stations to identify five sites that are vulnerable to potential coastal and stormwater flooding. To address that vulnerability, the team has prepared conceptual designs that include elements such as rain gardens, wet meadows, and inland wetlands to provide holding and filtration for stormwater and raised boardwalks where heavy flooding occurs. To inform this work, the team met with community organizations and government agencies, held a design charrette, conducted surveys with residents, and held focus group meetings. The team is now refining the design concepts, assessing co-benefits, and preparing a summary of funding source opportunities to support implementation of these concepts.

CITY OF BOSTON REVITALIZATION, PLANNING, & DEVELOPMENT: A Better City leadership participated in several meetings with Mayor Wu and senior members of her cabinet to discuss short- and long-term downtown revitalization strategies, as well as the future of planning and development in Boston. A Better City continues to emphasize the importance of proactive engagement with the business community, as well as investment in the transportation infrastructure that enables people to live, work, and play in Boston.

MEMBERSHIP, MARKETING, & COMMUNICATIONS

NORMAN B. LEVENTHAL AWARDS: Named in memory of A Better City's founding director, the Norman B. Leventhal Excellence in City Building Awards recognize the leaders and innovators who have made significant contributions to our built environment. On December 5th, A Better City was fortunate to gather in-person in the Boston Harbor Hotel's Wharf Room to honor a particularly impressive slate of civic leaders and visionaries that are continuing to build a better city for all. Thank you to our [2022 event sponsors](#), without whom this event would not be possible. Watch the full event program [here](#) and the awardee videos and acceptance speeches below.

- **CITY BUILDER:** Hubie Jones, Dean Emeritus, Boston University School of Social Work
- **ENVIRONMENT:** Mindy S. Lubber, CEO & President, Ceres
- **LAND USE:** David P. Manfredi, CEO & Founding Principal, Elkus Manfredi Architects
- **TRANSPORTATION:** Alan A. Altshuler, Distinguished Service Professor Emeritus, Harvard University

PUBLICATIONS & PROGRAMMING: In 2022, A Better City held four Executive Committee Meetings, four Board of Director Meetings, and nearly 30 Membership Engagement Programs. A Better City also published six major reports, more than 50 blog posts, and nearly 60 email blasts.

MEMBER DEVELOPMENT: A Better City continues to field membership inquiries, while prioritizing supporting and maintaining existing memberships. In the past year, A Better City has welcomed Camber Development, DLJ Capital Partners, Equity Residential, and Faros Properties as new members.

ADMINISTRATION & FINANCE

EQUITY IN THE BUILT ENVIRONMENT: A Better City continues to implement the [Equity in the Built Environment Action Plan](#), which was released in March 2021. The Equity in the Built Environment Working Group, first convened in June 2020, continues to meet at least quarterly to advance the objectives of the Action Plan. In alignment with the Action Plan, each unit within A Better City has integrated equity-focused priorities, like equitable workforce development and extreme heat initiatives, transit service restoration low-income fare advocacy, and community-based resiliency work along the Blue Line in East Boston. Other recent outputs include a stakeholder mapping effort to help visualize A Better City's current reach and to identify opportunities for new partnerships with community-based organizations on research projects, policy initiatives, and advocacy to address equity objectives across the Greater Boston region.

GRANT DEVELOPMENT: In 2022, A Better City continued grant development efforts to diversify funding sources and identify strategic new opportunities to leverage the organization's expertise. A Better City secured critical grant funding, including a new partnership with the Linde Family Foundation.

OFFICE RELOCATION TO 14 BEACON STREET: After fourteen years at 33 Broad Street, A Better City moved its headquarters to 14 Beacon Street. A Better City outfitted the new turnkey space with flexible workstations and state-of-the-art audio-visual equipment to meet dynamic and evolving needs. A Better City looks forward to welcoming members and partners into the space, which is just steps from the State House, City Hall, and many member properties.

LOOKING AHEAD

In 2023, we reaffirm our commitment to enhancing the Greater Boston region's economic health, competitiveness, equitable growth, sustainability, and quality of life for all communities. Our team will continue to focus on shaping the transportation and infrastructure, land use and development, and energy and environmental policies and projects needed to ensure that Greater Boston is more competitive, more vibrant, and more equitable.

A safe, reliable, accessible transportation system is the engine of our regional economy. In 2023, A Better City will support the leadership transition at the MBTA and continue our tenacious advocacy for safety enhancements, service restoration, induced demand, capital improvements, and equitable access, setting the stage to advance critical transit improvements such as the Red Blue Connector, Regional Rail Phase One, and Bus Fleet and Facility Modernization. We will also continue to support the development of a comprehensive statewide transportation finance plan and advance strategies to secure permitting and funding for transformative projects like the I-90 Allston Multimodal Project. Through our Transportation Management Associations (TMAs) and broader membership, we will continue to partner with the region's major employers to improve sustainable commuting options and to bring riders back to the T.

Smart planning and development policies and initiatives will be needed to guide the region through a time of increasing economic uncertainty. In 2023, A Better City will continue to work with the city and the state to improve the development process, while ensuring global competitiveness. We will also continue our management of the successful Greenway Business Improvement District, help develop downtown revitalization and public realm activation strategies, and complete our analysis of the potential to deploy green infrastructure along the Blue Line corridor in East Boston.

Our region cannot survive, let alone thrive, without the implementation of smart, workable climate solutions to mitigate and adapt to the worsening impacts of climate change. In the year ahead, A Better City will continue to lead efforts to shape and support climate and clean energy policies, including in the buildings sector, ensuring that the business community is at the table and part of the solution. We will also focus on advancing workforce development efforts within large buildings, strategies to combat extreme heat, and opportunities to build more resilient infrastructure.

Across our areas of focus, A Better City will continue to engage substantially with our elected and public officials at the city, state, and federal levels. We will continue to build productive partnerships with the Wu Administration and with the Healey-Driscoll Administration, which is poised to facilitate a smooth transition in the State House. Moreover, we will redouble our efforts to ensure that Greater Boston is well positioned to take advantage of unprecedented federal infrastructure funding opportunities that remain available.

Thank you for your partnership—we look forward to working with you to create a better city and region for all.

