

memo

Lower Merion Township

To: Sustainability Plan Stakeholder Committee

From: Paloma Vila, Sustainability Manager

Date: October 7, 2022

Re: Sustainability Planning Project Update

- Attachments:
1. Planning Framework
 2. Draft Vision & Goals
 3. Stakeholder Committee Members
 4. SWOT Summary
 5. Working Group members



In August 2021, the Lower Merion Township Sustainability Planning Project commenced under the direction of the Township Sustainability Manager, Paloma Vila, and with support from the Montgomery County Planning Commission (MCPC) Environmental Planning Assistant Manager, Jon Leshar. The process began with initial meetings between Ms. Vila and Mr. Leshar to establish a Planning Framework which established milestones and timelines for the project, identified how the plan would build upon Mr. Leshar and the Environmental Advisory Council's (EAC's) previous sustainability planning efforts, defined how various Township stakeholders would be involved with the project, and established Ms. Vila and Mr. Leshar as the plan's Writing Team. Following consultations with the Township Manager and the Board of Commissioners Sustainability Committee (BSC), the framework was finalized.

In September 2021, a team of Villanova University graduate students in the Resilient Innovation through Sustainable Engineering (RISE) program began a research project to analyze the costs and greenhouse gas emissions (GHGe) impacts of several potential sustainability strategies.

In November 2021, meetings commenced with a small group of internal stakeholders (Administrative Team) which included individuals representing the Board of Commissioners, Township administration, various Township departments, the EAC and the Shade Tree Commission (STC). The Administrative Team was surveyed regarding sustainability priorities, then met regularly to analyze survey results, establish a draft vision and goals for the Sustainability Plan, and make recommendations for external stakeholders with whom to engage in the planning process. In February 2022, the draft vision and goals for the plan were established. The Administrative Team continues to meet at critical points in the process to weigh in on various components of the plan.

In February 2022, Ms. Vila began engaging with external stakeholders to assemble a Stakeholder Committee and cohort of Technical Experts which would be tasked with providing input, ideas, and document review throughout the planning process. The Stakeholder Committee, which is made up of over 100 individuals representing Township advisory boards, community groups, organizations, businesses, institutions, and residents, was surveyed regarding sustainability priorities and the draft vision and goals for the plan. In May 2022, meetings commenced with the Stakeholder Committee to discuss the survey results, and a SWOT analysis was performed based on the survey results and feedback obtained during the meetings. The meetings were attended by a total of about 60 individuals. Following the first meetings, members of the Stakeholder Committee were invited to participate in topic-specific Working Groups, and about 40 individuals organized themselves into 10 Working Groups.

In May 2022, the Township also received the RISE team presentation and white paper containing the results of the team's research project, which included cost estimates and GHGe reduction estimates for a small selection of sustainability strategies such as building energy benchmarking, off-site solar, electric fleet vehicles, residential composting, refrigerant tracking, and tree planting. Also in May 2022, a University of Colorado graduate student in the Urban Sustainability Directors Network (USDN) Nature-based Climate Initiatives (NCI) program began a research project to identify NCI and resiliency measures to include in the Sustainability Plan and characterize key facets of a Tree Canopy Management Plan.

In June 2022, the 10 Working Groups began meeting bi-weekly to conceive of sustainability strategies which will impact external community stakeholders. Meanwhile, the Writing Team began developing draft sustainability strategies for internal Township operations. Stakeholder Meetings were held in July and August 2022 to discuss the initial direction for sustainability strategies and receive feedback from the Stakeholder Committee members (40-60 in attendance at each meeting). The August 2022 Stakeholder Committee meeting also included a panel discussion with representatives from Haverford College, Lower Merion School District, and West Laurel Hill Cemetery who answered questions regarding their respective institutions' sustainability plans and ways that the Township can support their and other institutions' sustainability initiatives through its own Sustainability Plan.

In July 2022, a post-graduate Sustainability Fellow began working with Ms. Vila to develop a Township GHGe inventory and building energy use benchmarks, and a Lower Merion High School (LMHS) student began a summer internship to provide administrative support for the Sustainability Planning process and conduct research regarding gas-powered leaf blower regulations. The LMHS student completed their internship in August 2022 and delivered a summary of lawn equipment-related regulations passed in the northeastern United States.

In September 2022, the Sustainability Fellow and USDN-NCI student completed their respective projects. At the same time, two Penn State students began a community-scale GHGe inventory and forecast through the Pennsylvania Department of Environmental Protection (PADEP) Local Climate Action Plan (LCAP) program, and a new Villanova RISE team became engaged in continued support the sustainability planning effort.

Meetings with the Administrative Team and key Township staff were scheduled in September 2022 to discuss the draft sustainability strategies that were developed by the Working Groups and Writing Team.

Meetings with the Stakeholder Committee and Working Groups will continue through the fall to further refine and prioritize the sustainability plan strategies.

Later this fall, a community-wide survey will be launched to gauge the general public's opinion on various sustainability-related topics, and a public meeting will be held to receive feedback about the proposed sustainability plan strategies from the general public. Stakeholders will be asked to share the survey and public meeting details with their communities and organizations in order to capture a large and diverse sampling of public opinion related to sustainability and the sustainability plan.

The GHGe inventory and forecast are expected to be completed towards the end of 2022. The Writing Team will incorporate staff and public feedback, GHGe inventories and forecast to develop a draft Sustainability Plan.

The draft Sustainability Plan is expected to be discussed at an EAC meeting this winter and at a BSC meeting in early 2023. Following feedback from the Board of Commissioners and a period of public comment, a final Sustainability Plan is expected to be completed in the spring or summer of 2023.

Anyone who is interested in following along with the sustainability planning process is encouraged to visit the Sustainability Plan page of the website here:

<https://www.lowermerion.org/departments/township-manager-s-office/sustainability/sustainability-plan>

Interested parties can also sign up for email updates, and elect "sustainability" and "sustainability committee" here:

<https://public.govdelivery.com/accounts/PALOWERMERION/subscribers/qualify>

ATTACHMENTS

Lower Merion Sustainability Planning Framework

A Township plan that will set a vision and goals for a sustainable Lower Merion. It will be drafted by the Township Sustainability Manager in partnership with the EAC and other stakeholders. The Plan will include actionable recommendations and reasonable timeframes for the Township and the community to achieve their vision and goals.

Personnel Involved

Administrative Team – will make final determination of Plan content

Paloma Vila and Jon Leshner

Plus 1 or 2 individuals from the following groups:

- Board of Commissioners
- Township administration
- Township Building & Planning Department
- Township public works department
- Township parks department
- Township libraries department
- Environmental Advisory Council (EAC)
- Shade Tree Commission (STC)

Stakeholder Committee – will provide input, ideas and Plan review

Recommended this committee have input at various stages in the process, including goal setting, development of recommended actions, draft plan review, and final plan review.

Should include a diverse set of members from the following groups:

- Township Advisory boards
- School District
- Private business
- Institutional (church, non-profit, health care)
- Community organizations
- Residents

Working Groups – optional subcommittees of the Stakeholder group that may be formed of interested stakeholders to tackle specific subject areas. Working groups will report their input back to the Stakeholder Committee and Sustainability Manager.

Writing Team – will write, format, and produce the Plan

- Paloma Vila – project lead and writing
- Jon Leshner & MCPC – support and writing
- Other writers (such as EAC members or planning staff) may support the writing team based on need, and if there is interest, availability, and commitment from those individuals

Writing Process

Process to be followed all major stages of development (goal setting, development of recommended actions, draft plan, final plan):

- a) Stakeholders are surveyed for initial thoughts
- b) Writing team drafts initial language
- c) Administrative Team reviews and edits
- d) Stakeholders review and input is received
- e) Writing Team revises if necessary
- f) Administrative Team finalizes all text

Initial Meeting Timeline

- Buy in from administrative staff
- Input from BSC
- Administrative Team kickoff
- Stakeholder Committee Invitations
- Then we begin the writing process cycle, which include:
 - a) Sustainability surveying & SWOT-like analysis
 - b) Draft vision and goal(s)
 - c) Draft Plan outline
 - d) Draft Recommendations
 - e) Prioritize Recommendations
 - f) Draft final plan

Plan Contents

- Introductory narrative
- Vision and Goal(s)
- Targets & Recommended actions
 - Including assumptions, implementation mechanism, timelines and performance indicators
- Cost-benefit analysis or other prioritization tool
- Implementation Matrix
- Overall timeline for implementation of recommended actions

Anticipated Timeline:

Activity	Projected Start	Duration
Framework & kickoff	Sep 2021	2 months
Vision & Goals	Nov 2021	3-4 months
Recommendations	May 2022	6-9 months
Draft Plan	Feb 2022	2-3 months
Finalize Plan	Apr 2023	2-3 months



Sustainability Plan Elements

Sustainability baseline assessment

Vision and framework for the plan

Measurable goals for the Township & community

Measures with clear implementation plans

- Short-term measures with targets within the next five years
- Long-term measures with targets over the next 10 to 20 years
- A clear explanation of how the measures will achieve the goals and address the challenges
- Cover timing, funding, and responsibilities

A timeline and framework for monitoring implementation process and updating the plan



Draft Sustainability Plan Vision

Lower Merion embraces sustainability as a core value that drives our actions to protect the constitutional right of current and future generations to a clean, sustainable environment and acts to create a healthy, resilient, responsible, equitable and prosperous community for all.

Focus Area	Draft Goal
Adaptation & Resiliency	Minimize risk to public health and property from manmade and natural hazards
Energy Transition	Meet the targets for achieving the transition to non fossil fuel energy sources and reducing energy consumption established in Resolution 2021-16
Energy Efficiency of Buildings and Facilities	Maximize the energy efficiency in all new and existing buildings, public and private.
Vehicle Decarbonization	Decarbonize public vehicle fleets and promote decarbonization of private vehicles.
Mobility	Establish a physical and cultural environment that supports and encourages safe, comfortable and efficient ways for pedestrians, bicyclists, and transit users.
Waste Minimization	Minimize the generation and disposal of solid waste by reducing consumption, reusing and recycling materials, and composting organic waste.
Stormwater Management	Reduce flooding, increase water infiltration, and improve the quality of our waterways by utilizing and promoting nature-based stormwater strategies and best management practices.
Natural Resource Management	Manage the natural environment to improve the overall health, diversity and resilience of ecosystems, and to increase the ecosystem benefits provided to all.
Sustainable Development	Ensure that all land use, zoning, and development policies and regulations support the community's sustainability goals and are adequately enforced.

Attachment 3: Stakeholder Committee Members

Technical Experts

Category	Name	Organization	Title
Arborist	Aaron Greenberg	West Laurel Hill Cemetary	Arboretum Manager
Compost	Gwen Nolan	Mother Compost	Founder & CEO
Environmental Advocacy & Lobbying	David Masur	PennEnvironment	Executive Director
Green Building, Building Performance & Energy, Land Use & Environmental Planning	Sophia Winston	Green Building United	Program Manager
Green Building, Corporate ESG	Emily Paciolla	Federal Realty Investment Trust	Director of Sustainability
Historic Preservation	Kathleen Abplanalp	Lower Merion Conservancy	Director of Historical Preservation
Local Native Ecosystems	Jessie Shiffler	Wild Ones of Southeastern PA	Chapter President
Measuring Biodiversity & Carbon Sequestration	Jessica Vairo	Aeria Analytics	Founder, CEO
Plant Based Eating	Tami Lynn Andrew		
Stormwater	Tom Clark	Lower Merion Conservancy	Conservation Director
Stormwater	Robert Traver	Villanova University	Professor
Sustainability	Brian Hoppy	HDR	Director, Cross Sector Services
Township Engineer	Joann Ma	Pennoni	Township Engineer
Waste Management	Veronica Harris	Montgomery County Waste	Recycling Manager
	Dan Nemiroff		
Plant Biology	Karen Snetselaar	St Joseph's University	Professor
Watersheds, Environmental Policy	Jaclyn Rhoads	Delco Sustainability Commission	

Attachment 3: Stakeholder Committee Members Organizations

Organization Name	Representative Name
Ardmore Initiative	Kyle Markiewicz
Ardmore Progressive Civic Association	Jane Murray
ArdWood Civic	Regina Melchoirre
Beth David	Noah McAllister Rev Carolyn Cavaness
Bethel AME	Francis Condon
Bryn Mawr College	Nina Bisbee Terry Foley
City Avenue Special Services District	Bryan Fenstermaker Nancy Chernett
Climate Action Lower Merion	Brian Gordon
Congregation Beth Am Israel Green Team	Mira Olson/Liz Lowenthal/Phyllis Blumberg
Darby Creek Valley Association	Jaclyn Rhoads
Eldernet of LM & Narberth	Bill Halpin
Friends of Cynwyd Heritage Trail	Harry Conry
Friends of Harriton Preserve	Mark Klozbach, Jr.
Friends of Linwood Park	Chris Leswing
Friends of the Cynwyd Heritage Trail	Harry Conry Amy Cornelius
Green Building United	Sophia Winston
Harriton High School	Dina Pedowitz
Haverford College	Jesse Lytle
Health Advisory Council	Louis Rossman
Historical Architecture Review Board (HARB)	Betsy Cremer
Jewish Earth Alliance	Phyllis Blumberg
Lenape Nation of Pennsylvania	Barbara Bluejay Michalski
Lower Merion Conservancy	Maurine McGeehan Kathleen Abplanalp McGreevey, Theo
Lower Merion High School	Noa Foher
Lower Merion High School Environmental Club	Sue O'Bannon
Lower Merion School District	Jim Lill
Main Line Health	Cathy Reed
Main Line Shift	Kimberley Bezak
Merion Civic	Julie Kiene Laura Jackson
Merion Friends Meeting	Ross Lance Mitchell
Merion Mercy/ McAulley	Laura Farrell

Organization Name**Representative Name**

Mom's Organic Market

Sean Lynch

Mother Compost

Gwen Nolan

Narberth Cycling Club

Jean Burock

Linda Tasker

Neighborhood Club of Bala Cynwyd

Aaron Gross

North Ardmore Civic

Pennsylvania Association for Sustainable Agriculture

Phyllis Rubin

Tami Andrew

Deanna Meyler

Dara Lovitz

Leila Vaughan

Peace Advocacy Network

Pennsylvania Resources Council

Darren Spielman

Planning Commission

Whitney Mehrhof-Drukier

Erin Reilly (she/her)

Riverbend

Danielle Curley

SHIFT Sustainable Goods & Services

Kimberley Bezak & Eleisha Eagle

Solarize Montco

Meenal Raval

St Joseph's University

Michael McCann, Ph.D

Stand Up 4 Lower Merion

Adrian Setlzer

Stryker DES

Mark Klotzbach

Temple Beth Am Israel

Mira Olson

Temple Adath Israel

Scott Beadenkopf

Tired Hands

Kyle Markiewicz
~~.....,~~

West Laurel Hill Cemetery

Christopher Conti
~~.....,~~

Wild Ones

Jessie Shiffler

Wynnewood Civic

Teri Simon

Wynnewood Valley

Phyllis Rubin

Attachment 3: Stakeholder Committee Members

Residents

Name	Location
Aaron Gross	
Ada daCostaLarkin	
Adrian Seltzer	
Ashley Hannan	Wynnewood
Bill Halpin	
Brian Gordon	
Bruce Ludwig	Ward 11
Carol Fleischman	
Dan Mercer	
Dara Lovitz	Bala Cynwyd (Llanberris Rd)
Derrick Wu	Ardmore
Dan Nemiroff	Ardmore
Daniel Wolk	Penn Valley
Gene Linkmeyer	
Gerry Senker,	Wynnewood
Jana Lunger	
Jana Mossey	Penn Valley
Jane Murray	Ardmore
Joe MacNeal	
Joshua Bailine	Ward 14
Julie Kiene	
Karen Snetzelaar	
Kelly Wong	Merion Park
Laurie Marshall	
Lou Savastani	Narberth
Maggie Allio	Ardmore
Mark Klozbach, Jr.	
Nancy Chernett	
Nancy Goldenberg	
Noa Fohrer	
Noah McAllister	Bala Cynwyd
Orly Ludwig	
Orsi	
Phyllis Blumberg	
Phyllis Rubin	
Renee Weintraub	
Robin Beck	Ardmore
<u>Sally Mattison,</u>	Bryn Mawr (Hermitage Townhouse Complex)
Scott Beadenkopf	Bala Cynwyd
Sue O'bannon	Bala Cynwyd
Theo McGreevy	
William Madway	Bryn Mawr (Ward 11)
Whitney Mehrhof-Drukier	Ardmore
Mark Ferraro	
Dina Pedowitz	

Name**Location**

Amelia Gehlhaus
Mathilde Reliquet
Pauline Voelkel
Crystal Tan
Annabel Byrne

Attachment 4: SWOT Summary

SUSTAINABILITY SWOT (sSWOT)



- Challenges:
- What environmental, economic, and social challenges is LMT facing?
 - What future challenges will environmental & social issues present for LMT?
 - What global and national challenges is LMT contributing to?

development, I'm pro-dense, multi-use development

regenerative farming.

change and Lower Merion "privilege."

slows very slowly--pr resolution have not t acted upo

Too much paving: roads, buildings, parking lots, sidewalks.

human domination of the environment

Economic disparity

Low/middle income residents to be able to afford electrification.

land use planning (need it to trend to funding sustainability efforts of the township)

infrastructure concerns

Better land stewardship of township owned woodlands. Invasive plants and deer browsing is having a huge negative impact

need to focus on broader sustainability, not just GHG

particulate pollution from brakes & tires (even EVs)

invasive species smother trees, trees die and can't regenerate, create monocultures, removing invasives makes room for native plants & trees

Waste--not just trash, plastics & food waste. Also over-consumption

overdevelopment

need to preserve and expand open spaces

energy use and sources

immediate concern: clear-cutting Oakwell trees

extreme economic inequities (within the township)

human overpopulation both globally and locally

sustainability of open space

Building inefficiency

Inequity in transportation

Community understanding and engagement

Animal farming & contributions to GHG

Glyphosate in the environment

Conflict between economy and environment

Building inefficiency

Inequity in transportation

Community understanding and engagement

building performance/standards - what can we do to eliminate fossil fuels from our buildings

Inequity in transportation

need to preserve and expand open spaces

Animal farming & contributions to GHG

Glyphosate in the environment

Conflict between economy and environment

Building inefficiency

Inequity in transportation

Community understanding and engagement

although invasive is important I think the high priority issues are zero waste, green stormwater infrastructure, and renewable energy

ability to externalize environmental costs: the low financial cost of emissions, waste, pollution, to those

marginal buy-in of public; lack of personal responsibility for

Township acquisition of open space.

Ridding the township of single-use plastic and styrofoam

reliance on cars/lack of pedestrian and bike infrastructure making the township reliant on fossil fuels for

Culture of consumption, over consumption

safety, suburban sprawl, lack of walkable

Our natural environment biodiversity, much grass, enough nativ

Effective management of ALL wa streams

Incentivize or subsidize stormwater improvements on developed properties

impact clima

Evaluate township involvement in composition by residen

prioritize pedestri safety

Adaptation & Resiliency

Challenges:

- Infrastructure concerns
- Urban heat island effect

Trends:

- Environmental: heavy rains, more intense w/ climate change
- disease vectors increasing as a result of changing climate
- Increasing flooding

Threats:

- Extreme weather
- Flooding due to extreme precipitation events
- Stormwater and flooding
- Threats - unprecedented storms due to climate change, flooding
- impacts of climate change
- climate impacts on the environment, infrastructure

Opportunities:

- Bringing funding for weatherization to affordable housing and overburdened communities

Weaknesses:

- Aging infrastructure
- vulnerability to extreme weather events

Strengths:

- Climate change resiliency
- resiliency to affects of storms

Energy Transition

Challenges:

- Lack of trained workforce to work on solar/PV projects, ie electricians etc
- Global challenge of reducing reliance on fossil fuels and how can LMT address this at the township level?
- energy use and sources
- fossil fuel vehicles/landscaping tools
- Not making investments in clean renewable energy. We are behind the 8-ball on this.

Trends:

- Trend of using/installing renewable energy - e.g. solar
- Shifts to electric lawn/yard equipment
- Not building any more fossil fuel infrastructure
- Promotion of the use of electric lawn mowers, leaf blowers, and string trimmers to reduce the use of gasoline powered 2-cycle engines in lawn maintenance
- Regulatory actions to limit high polluting landscaping equipment
- reducing ghg solar panels, EV, use renewable clean energy as energy source
- Renewable energy is way cheaper and better than it was a few years ago!

Threats:

Opportunities:

- Storage for renewables
- Opportunity to adopt solar, renewables
- Push the state to pass community solar legislation
- Need for broadly scaled conversion (commercial, residential, institutional) from natural gas to electricity
- distributed power via battery and solar versus centralized grid power
- cutting down on use of fossil fuels/ICE (Township fleet, personal vehicles, lawn/yard equipment, etc.)
- Seeking scaled solutions: e.g. not just a house with geothermal, but neighborhood geothermal.
- sustainable community microgrids

Attachment 4: SWOT Summary

- power purchase agreements for solar
- power purchase agreements for renewable energy
- ban gas leaf blowers, and even all gas powered lawn equipment
- advocate with PA to pass community solar

Weaknesses:

- New housing units built to use gas instead of 100% electric

Strengths:

- Accelerator for solar
- incentives for people to install solar panels, buy EV

Energy Efficiency of Buildings and Facilities

Challenges:

- Low/middle income residents to be able to afford electrification.
- Building inefficiency
- energy efficiency leads to need for more ventilation

Trends:

- increased dependence on residential and commercial air conditioning

Threats:

Opportunities:

- Use of heat pumps - electric
- need to reduce carbon emissions from buildings and transportation
- Building electrification; replacing gas consuming appliances with electric ones
- pass high efficiency construction incentives to reduce energy use
- Legislating a point of sale, home energy rating system that tells buyers the efficiency of the home. This will incentivize sellers to make energy efficiency improvements.
- Hopefully -- renovating existing buildings/homes in environmentally friendly ways
- Group 4 - getting the Township's building information into Portfolio Manager

Weaknesses:

- lack of understanding or baseline of building performance/ghg emissions
- Aged infrastructure

Strengths:

Vehicle Decarbonization

Challenges:

- Transportation--too many cars, slow to no attempts to decarbonize/support public transit

Trends:

- Increased availability of EVs
- Younger demographic is less tied to car ownership than previous generations
- Competing trends: more EVs but also more SUVs
- increase of EVs
- Increased EV adoption

Threats:

- air pollution from vehicles - major health impacts
- more traffic, exhaust, etc
- particulate pollution from brakes & tires (even EVs)

Opportunities:

- EV Infrastructure
- funding for electric vehicle infrastructure & other sustainability
- put in EV chargers for use by residents

Weaknesses:

- most EV chargers are for Tesla only

Strengths:

- EV Charging Stations!
- Level 2 chargers for EVs

Mobility

Challenges:

- Transit and GHG emissions
- not enough bike lanes and only some streets feel safe to use non motorized vehicles.
- need to change the culture of driving everywhere
- Inequity in transportation
- Inequity in transportation

Trends:

- Strong trend in favor of "walkable" environments, including bikes, scooters, etc. Strong increase in demand for this kind of living arrangement.
- Increased interest in bicycling
- Biking for transportation, cargo bikes, e-bikes

Threats:

- The lack of sidewalks and bike paths endangering residents.

Opportunities:

- Install sidewalk near schools to reduce busing needs
- take advantage of people wanting to live in walkable and bikeable areas
- homeowners can build trails on their property;
- Bike share
- bike lanes
- BIKE LANES , Agreed!
- prioritize pedestrian safety
- micromobility, e-bikes, bike & scooter share (last mile)
- Complete streets, traffic calming, road diets, and low-traffic neighborhoods
- Public transportation to reduce vehicles on the road
- local jitney type service that go where SEPTA does not go

Weaknesses:

- Aged infrastructure

Attachment 4: SWOT Summary

- No bike infrastructure to speak of. Can't safely commute to work by bike
- Vehicles! So much car dependency and parking lots, very few bike lanes and areas that are pedestrian friendly
- dangerous sidewalks on main arteries - discourages walking
- reliance on cars/lack of pedestrian and bike infrastructure making the township reliant on fossil fuels for transit
- safety, suburban sprawl, lack of walkable places

Strengths:

- group 4 - transportation network
- public transportation, hospitals
- bike community (but more need to be developed)
- bike shops
- Shuttle service on Montgomery and Lancaster
- E-bikes are making biking much more practical and useful for our geography

Waste Minimization

Challenges:

- how can the township build a circular economy and move toward zero waste - this has a direct connection to reducing energy use and carbon emissions
- lack of adaptive reuse
- Affluence of LMT residents goes with lots of consumption How to change that??
- ability to externalize environmental costs: the low financial cost of emissions, waste, pollution, to those responsible
- Single-stream recycling reduces recyclability of glass

Trends:

- Municipal ordinances on single use plastics
- awareness for waste minimization, land stewardship
- Biochar
- incentives for composting - pay less for garbage collection
- mandatory food waste recycling in other areas including daily organic waste pickup
- Glass recycling disappearing despite being infinitely recyclable
- Multi-restaurant collaboration for sustainable food packaging
- non profit bulk buying reusable containers, cleaning & redistributing
- Trend: Glass disappearing from recycling programs. Glass is infinitely recyclable and does not need to go to landfill. There are good ways to quickly set up glass recycling in this area if there is need and interest.
- commercial composting services to reduce personal waste streams - desire to be adopted throughout township
- participation in household recycling

Threats:

- consumerism, lack of recycling opportunities, landfill crowds
- increasing and poorly managed waste streams; accessibility to various methods
- Waste--not just trash, plastics & food waste. Also over-consumption
- Microplastics throughout the environment

Attachment 4: SWOT Summary

Opportunities:

- Community level composting, solar, etc.
- Redirect waste handling of urban wood and other organic matter.
- re-usable - swap shop, reuse construction materials, etc.
- Composting stations/individual
- Compost can be used/sold, less pollution from industrial fertilizers
- Composting
- premiums on returning glass
- Is there an opportunity for a public-private partnership for composting or just a private composting business supported by the township?
- Restrictions on single use plastic - takeout containers, single use bags
- Evaluate township involvement in composting by residents
- Effective management of ALL waste streams
- Ridding the township of single-use plastic and styrofoam items.
- Right to Repair
- support/expansion for refill shops
- Bag/single use plastic tax or ban.
- Legislating the goal of getting to zero waste to encourage composting, producer responsibility, building a circular economy
- reuse, compost, recycling (Haverford Twp has a very impressive recycling
- water conservation
- Re-engineer to create less waste
- Business partnerships: reusable takeaway containers
- Ways to scale up glass recycling (PRC)
- backyard composting
- Rabbit Recycling, TerraCycle & other organizations that accept hard-to-recycle items
- Source reduction
- work with rabbit recycling- a Philly organization to increase what get recycled
- Ban on plastic

Weaknesses:

- overuse of disposable plastic - takeout containers, single use bags, etc.
- Culture of consumption.

Attachment 4: SWOT Summary

- over consumption
- apartments without recycling, let alone composting

Strengths:

- Refilling stations in Narberth grocery store where you bring your own container to prevent buying containers for regular items like toothpaste and soap.

Stormwater Management

Challenges:

- Stormwater management

Trends:

- Promotion of landscape designs that would require less maintenance, absorb more stormwater, store more carbon, and support natural systems.
- Shift in best practice from highly engineered centralized storm water management to broadly implemented more natural interventions like rain garden's vs large basins.
- stormwater management - PHS trainings - Rain Check

Threats:

- Stormwater issues: Flooding, lawns = "green concrete", erosion, domino effect of stormwater issues, neighbors adding to each others stormwater issues, lack of biodiversity, more intense storms
- overwhelming current stormwater infrastructure

Opportunities:

- using green stormwater techniques/ natural design to better manage erosion and excess water volumes
- Streamsmart
- Incentivize or subsidize stormwater improvements on developed properties
- Less reliance on road salts in the winter - the Township and landscaping companies are all guilty of this, and it has a direct impact on our waterways, and all of the communities downstream from us

Weaknesses:

- Green infrastructure not balanced at all in LMT with grey infrastructure investment
 - Very poor water quality from urban runoff and excessive lawn fertilization.

Strengths:

Natural Resource Management

Challenges:

- Food insecurity
- Because land is so valuable, it's difficult to have developers provide space to plant trees.
- Future urban heat island impacts causing wide temperature extremes in areas of lower tree canopy
- Glyphosate in the environment
- Invasive species crowd out native plants which also effects wildlife and pollinators that are in danger.
- We will always have to resist economic pressures in the interest of sustainability and preserving room for nature
- loss of biodiversity/habitat
- loss of physical and mental health benefits of green space, being in nature, getting physical exercise outdoors
- Unaddressed invasive species impacts

Trends:

- Creation of science-based and ecologically-sound stewardship plans and community partnerships to deal with invasive plant species
- Protection of large native trees which provide the lion's share of ecosystem services
- planting trees and preserving the canopy
- Broad concern for species declines
- Enjoying nature (in part because of the pandemic)
- Move from "traditional" lawns to more naturalized native plantings & meadows.
- awareness and concern for invasive species
- Haverford Township - invasive removal & replanting using Penn State Protocol for knotweed removal. 3 years in, have been successful
- The use of local parks has increased.
- interest in native plants
- public tree planting initiatives
- ever reducing greenspace corridor connectivity for wildlife species
- human domination of the environment

Attachment 4: SWOT Summary

- Township acquisition of open space.
- Lacks of political will to purchase private property and protect green spaces

Threats:

- losing irreplaceable ecosystem (harmful to humans and non-humans)
- Speciesism
- invasive species smother trees, trees die and can't regenerate, create monocultures. removing invasives makes room for native plants & trees
- Immediate concern: clear-cutting Oakwell trees
- Impacts of invasive species on loss of biodiversity and regeneration of tree canopy in natural areas

Opportunities:

- Prioritize native species, including street trees, on public property
- group 1 Mature tree canopy
- Use the concept of "Return on Environment," ecosystem services-based, factors as part of development requirements. This values natural system services (e.g., stormwater management services, native plant use and concept of habitat creation for pollinator biodiversity, natural space protection and connectivity).
- Educational outreach on sustainable landscaping using native species and invasive species control
- Group 1 Mature tree canopy
- using open land from loss of old growth forest to establish managed meadows
- benefits from sustainability: local eating which is good for local people/businesses, improve watershed, increase biodiversity, healthier ecosystem, improve mental and physical health (w more outdoor opps)
- physical health benefits of eating healthy local food and exercising outdoors
- map all open spaces in township
- sustainably-produced foods, increased health of residents, healthier watershed, increased biodiversity & ecosystem benefits, mitigating climate change, healthy living soil
- wildlife corridors
- Encourage native plantings and meadows as an alternative to lawns and the pollution

Attachment 4: SWOT Summary

- (sound and emissions) that come from lawn equipment and add pollinator resources
- Need methods to monitor, identify, and address ecosystem vulnerabilities, including invasive species
 - Need more sustainable landscape management including alternatives to mowing/leafblowing, including native meadows, native shrubs, and trees
 - need for land stewardship by residents of existing residences
 - Better land stewardship of township owned woodlands. Invasive plants and deer browsing is having a huge negative impact
 - need to preserve and expand open spaces
 - Creating multi-party partnerships to restore wetlands and riparian areas i.e., streambank programs to provide natural flood abatement, wildlife habitat, and improved stream conditions
 - Natural landscaping with more native trees, shrubs, meadow plantings which would need less use of power equipment to maintain and need less fertilizer and other chemicals
 - need to replace invasive with something else so they don't grow back
 - Green burial: sustainable site, no gas-powered machinery, no markers, meadow, successional forest, mulch trees, crushed repurposed stones, no embalming or vaults
 - goats for invasive species control
 - Best practice -- restoring natural water flow, including turning manmade ponds back into streams
 - MSW delineation, separation, management, etc.
 - encourage residents to reduce grass, fertilizers, watering by creating meadows, pollinator gardens

Weaknesses:

- We rely on resources outside the Township for water, power, trash disposal, sewage treatment.
- No protection of large trees like Radnor Township and other townships
- No green space to speak of
- lack of locally grown food
- Our natural environment -- biodiversity, too much grass, not enough native vegetation,
- Lack of riparian buffers

Attachment 4: SWOT Summary

Strengths:

- Common Space and other people working to gather people together to create new relationships
- Mature tree canopy in many areas
- sustainability of open space
- concerns for pollinators, birds, etc
- wonderful parks and space to manage land more sustainably
- abundant green space and tree canopy!

Sustainable Development

Challenges:

- Built environment's contribution to non-sustainable practices: EX: HVAC, stormwater management, demolition vs. deconstruction of existing buildings
- building performance - is our code strict enough to get to net zero?
- a major challenge is the gradual loss of affordable housing to development and teardowns
- Affordable housing/rentals in the area [not pertaining to developments for low-income residents but more "sustainable" and long-term affordable residency.
- building code restrictions
- lack of awareness & incentives for homeowners to reduce lawn
- "By right" development
- building codes updated every 3 years, PA delays for 6 years after code is updated. Energy code picked apart at residential level because of builders lobby. Amendment process to advertise changes over and above building code, but builders association can protest. Difficult to get approved.
- Conflict in zoning code: electrification comes with more exterior equipment and conflicts with setback - reduce setback for people who electrify their homes

Trends:

- In new development the buildings occupy more and more of the site, leaving very little room for anything else.
- Promotion of lawn reduction and more sustainable landscaping practices
- Deconstruction vs. Demolition
- Not building any more fossil fuel infrastructure
- Promote green infrastructure by instituting local ordinances requiring implementation of green infrastructure with new development or substantial redevelopment
- Development pressure
- Multi-family dwelling development without green space
- rethinking old ways of zoning to reverse negative impacts of historical redlining
- Willingness to repurpose 'lawns' to more sustainable land use
- land use development and tree canopy repair and maintenance

Attachment 4: SWOT Summary

Threats:

- Development
- Land development and loss of open space

Opportunities:

- affordable housing policy & implement
- sustainability tax on certain developments; targeted tax increases
- land use planning (need it to trend to funding sustainability efforts of the township)
- building performance/standards - what can we do to eliminate fossil fuels from our buildings
- there is a building benchmarking and tune-up model in Philadelphia!
- reducing or eliminating parking minimums
- encourage sustainable buildings & land development through incentives rather than code
- more multi-family development near transit, shopping, and workplaces
- How can the municipal government support and promote sustainable design in private buildings understanding the state's limitations on building code amendments
- building codes need to be updated to reflect environmental concerns
- Accountability for developers - promises made should be promises kept
- Un- or under-utilized office space post-Covid - can this be re-used as housing, etc?

Weaknesses:

- Lack of incentives for development to utilize sustainable building materials / practices.
- huge desire for each individual family to have single family homes instead of rowhomes, duplexes, multi-generational homes
- Zoning code not as progressive as it could be
- Missed opportunities to provide incentives in the Zoning ordinance with focus in preventing development rather than encouraging sustainable development
- strained oversight in planning and development with how much development/construction we have going on
- Overdevelopment without needed guardrails regarding impervious cover, use of solar/renewable energy
- over development in the sense of unsustainable development, i.e minimum 2 acre single

Attachment 4: SWOT Summary

family residential development. I'm pro dense, multiuse development

- Too much paving: roads, buildings, parking lots, sidewalks.
- Overdevelopment
- Older houses, less efficient; retrofitting/renovation vs. rebuilding

Strengths:

Community Engagement

Challenges:

- Difficult to get people's attention on long-term concerns
- resistance to immediate change
- Resistance to change and Lower Merion "privilege."
- I think some people - more in LMT than in other areas - are concerned about various sustainability issues, but not willing to spend more than a nominal amount of personal resources to address.
- People think if they take a single step, such as using township recycling or using reusable bags, they have done a big job
- lack of awareness of different services that can reduce environmental impacts
- The scope of the problems are vast and seem unsolvable--how to mobilize people?
- People are overwhelmed by the problem and feel they cannot do anything
- implementation of ideas
- Inertia in the community about adopting practices that will address climate change
- Community institutional goals often do not prioritize sustainability
- Difficult to reach residents in apartment buildings, and there's so many new apartment buildings.
- Lack of awareness of impacts of food choices
- Group 1: status quo, climate denial, refrigerant management, and lack of awareness, education, intuitional lack of awareness
- Group 1 Fear of change of existing power structure - will Township staff and/or elected officials be hurt by sustainability efforts
- Resistance from Township staff to changes to business as usual
- Lack of knowledge/dissemination of knowledge
- Lack of education and outreach
- Group 1 Lack of awareness about refrigerant management - should there be Township regulation or enforcement?
- older population not concerned about impacts
- Complacency from residents and township
- Lack of community awareness
- Short-term thinking (and spending) when faced with long-term challenges.

Attachment 4: SWOT Summary

- resistance to action
- mental disconnect - people who don't understand basic cycles and science of nature
- Lack of community awareness about environmental/climate risks due to privileged positions (personal wealth and resilience e.g.). Leads to a lack of individual action.
- How to create a "buzz" and groundswell of movement around these issues to promote the good work and amplify impact
- Apathy from citizens who care, but are not involved
- need buy in from all
- Equity, how to include all groups in this process and in implementation
- short term planning not looking at long term effects
- socio-politically issue

Trends:

- more and more coordination of social and community groups
- interest (not necessarily the competencies) of people to address racial inequity
- goal setting, i.e carbon neutral by 2030/35
- increased interest in climate change, social inequity
- the pandemic got people outside to notice and appreciate green space and non-motorized transportation
- more innovative sustainable entrepreneurs, township should support local sustainable businesses
- Trend of many community members becoming aware of sustainability and climate change
- interest in supporting local businesses, more diverse local businesses opening
- Increased attendance at Bryn Mawr Farmers Market
- Business community increasingly seeking 'values alignment' with consumers including including social/env factors
- Greater social acceptance for the idea of paying more upfront to gain longer-term ROI (e.g. building efficiency, renewable fuel systems) and financing to support it
- Incentives!!
- community effort around sustainability - global and local
- affluence; egoism/classism/leadership...however you want to view it (First Class Township)

Attachment 4: SWOT Summary

Threats:

- long-term Township staff may not be willing to embrace innovation and new ideas
- poorer health from food choices
- private landowners and their land management practices
- short, long term problems even with best efforts

Opportunities:

- Provide more staff training on sustainable landscape maintenance
- Educational outreach to residents on sustainability issues
- Involve the schools!!
- Develop and use advertising and media strategies, including social media, local media reports, newsletters, television, and program brochures
- American Rescue Plan funding for equitably focused projects
- Establish a registry of landscape-related business (e.g., landscapers, tree companies) to track who is doing business in Lower Merion and communicate educational information and landscaping practice expectations (e.g., proper tree planting, maintenance)
- Take advantage of ingenuity and expertise of township residents!
- Twp Lead by example: Management of parks, stormwater, road salt, electric panels on buildings
- community level education
- Township to partner with schools, lead & educate around sustainability so sustainable practices are adopted by residents
- to right past inequities: increase community garden space
- collaborate with local townships and Philadelphia; share best practices with municipalities nationwide
- personal property management
- More political engagement from our elected officials
- LMT could educate ppl more on where the trails are
- collaborating with LMSD and schools; raising future environmentalists
- learn from other communities
- see what other communities and industries are doing
- Anchor institutions as champions and behavior changes, political influence, show leadership.

Attachment 4: SWOT Summary

- getting community together, mess resources
- Early & frequent buy-in from commissioners to get buy-in to allocate resources for sustainability initiatives.
- Use the Sustainability Manager position to implement and promote the Plan and sustainability issues
- what is mind set of community, where can we do model projects
- Find out what is important to commissioners and what they will support
- Use LMT positional as a county and regional leader to it's advantage
- Keep Stakeholder committee communicating after sustainability plan is written
- determine what percent of LM residents are climate informed or not believers
- institutional and historical racial divides, the Twp. could reach out more to community leaders in the Black community to deeply listen to their needs.
- Connect mainstream banks with local commercial districts as part of the overall initiative
- Importance of yearly reporting on sustainability. Engages public and holds Township accountable
- Business decisions- such as working with Ardmore Business Council and promoting more innovative companies to come here.
- Community understanding and engagement
- Environmental Justice
- Educating the legislators and citizenry about sustainability and resilience issues
- Will we collaborate with other municipalities in implementing and adopting best practices?
- Transparently linking municipal efforts to improve green infrastructure resilience by educating residents
- community gardens
- incentives for better land management
- energy audits - homeowners and businesses understanding their energy use results in lower energy use, GHG. Encourage energy audits
- Encouraging businesses to close their doors to conserve energy
- Certifying green businesses
- Survey all twp residents about their attitudes toward sustainability??
- Ag extension idea - with contractor resource, educate the contractors, resources of information about first steps, best practices
- Need to do more to engage residents and business community on sustainability issues

Attachment 4: SWOT Summary

- create a township accelerator or resource center to help educate the populace
- Need to do more to engage residents and business community on sustainability issues
- sustainability means something new to newer generations; priorities are different
- How to create community and employee buy-in for projects
- How do you involve in a government process organizations and groups that don't normally participate
- join forces with other townships for many things like bulk buying, education of citizenry and contractors, building a best practice resource guide
- Use the Living Future Community Challenge as something to use as a resource for building a framework for the township
- share information with other providers; connect with neighboring townships that share our interests and goals
- Opportunity to collaborate with nearby communities
- Encourage every community institution to have a sustainability officer
- Opportunity for Education & community engagement through schools and colleges

Weaknesses:

- Incumbency of Twp. Leadership - inability to be flexible/think in creative ways?
- Township typically listens to the same people so new ideas and perspectives don't get heard
- The townships's weakness is lack of coordination with the school district. This affects taxes. Township makes money off of new development, but this increases school taxes.
- Years of township plans around these issues but fewer impactful actions
- Seeming lack of urgency in government and community involvement to push it a local level
- Community institutions generally do not have sustainability goals.
- Not much collaboration with school district
- Lack of collaboration between townships and boroughs
- lack of appetite to be willing to pay a little extra to create a sustainable community
- Fear of change within the community
- LMT staff aren't looking at matters with eye towards sustainability
- Sometime-contentious dynamic between LMT and LMSD
- lack of broad engagement in municipal governance
- NIMBY; Township's willingness to listen to such loud voices

Attachment 4: SWOT Summary

- lack of caring, laziness, not wanting to change behaviors
- people at high levels being uneducated
- Resistance to behavior change
- Political inertia
- not all commissioners on board with this
- Congruity of community. Seems polarized from where I live and can interfere with access to known resources.
- marginal buy-in of public; lack of personal responsibility for land maintenance
- Township residents, commissioners, township manager who prefer to save money or raise taxes and not be proactive in save the cliamte.

Strengths:

- Educated and affluent community
- Group 4 - access to expertise
- Access to expertise
- Expertise and momentum starting with Bethel AME Victory Garden, Ardmore Pollinator Garden and Linwood Park, and other gardening groups
- Strong Community Organizations
- Educated public
- "Progressive streak"
- Educational institutions
- Faith communities
- Affluence
- Good schools
- we have a relatively educated population
- easy to communicate via emails, etc
- Township staff is consistently thinking about how to do things in a more sustainable way, going to seminars, trying new equipment, exploring new options
- active & engaged groups
- access to environmental/sustainability -driven local organizations
- CALM (climate action LM) active
- have highly educated residents, who believe in science
- organizations that are already focused and working on sustainability issues
- Laurel Hill & West Laurel Hill Cemetery - invasive removal protocols, reuse bulbs

Attachment 4: SWOT Summary

- Expertise in our community and stakeholders.
- public support and ability to pay for sustainable practices
- Younger generation is very engaged and passionate about environment
- Awareness of energy usage and how people can reduce energy use
- Students with great ideas: Sustainability hack-a-thon
- Engagement with these critical sustainability issues.
- engagement of youth
- Engaged youth who are motivated and can be mobilized.
- Ability and opportunity to mobilize the community and build community.
- Community wealth that could be deployed to meet these challenges.
- as a generally more wealthy community, we have the resources to make greater sustainability impact (but we also have more things that harm the env't like SUVs)

Other

Challenges:

- income disparity
- not everyone can afford e-bikes and electric cars
- Ensuring environmental justice for the Township's overburdened communities
- refrigerant management - high impact, low awareness on part of public and owners
- over salting in winter time
- Gentrification and lack of affordable housing
- what hunger issues affect the township?
- Ghg emissions, economic inequalities, urban heat island effect, access to public transportation
- Ability to enforce regulations and potential cost
- Affordable housing, stormwater management, lack of renewable energy sources, lack of walkable neighborhoods, overuse of pesticides, herbicides, etc. Lack of native plants, waste generation and overconsumerism
- Commodities farming's contributions to GHG and biodiversity loss. Lack of support for regenerative farming.
- Economic disparity
- Township slows very slowly--past resolutions have not been acted upon
- human overpopulation both globally and locally
- Animal farming & contributions to GHG
- Conflict between economy and environment
- the GHG deadline is a huge challenge. We must make huge actions by the end of this decade.
- institutional resistance and apathy
- we should also be attentive to the threat of corruption at all levels of government, that leads to more fossil fuel projects, cutting down trees for golf course developments, etc
- high cost of sustainability initiatives, taxes go up, cost of living goes up, low-mod income people impacted the most
- How to ensure sustainability is represented within a municipal budget there is always in need of funding for all sorts of services and projects
- will be costly to make these changes

Attachment 4: SWOT Summary

Trends:

- Trend towards reduced meat consumption
- Phila Inquirer had great article on effects of structural racism on the Main Line. This is a huge issue that should be addressed
- Electrification of transportation fleet, nature based solutions, energy efficient buildings, composting services
- Increased availability of CSA programs (supporting local farmers)
- K shaped economic recover-higher income doing well, but poor are impacted and have more stacked against them
- decline of Elm Street areas (such as Spring Ave. in Ardmore), but strong main street (like Lancaster Ave.)
- controlled use of herbicide (Penn State Protocol)
- Ordinances that eliminate toxic machines such as gas blowers
- extreme economic inequities (within the township)

Threats:

- inflation and economic inequality in recovery from the pandemic
- political divides
- Any rulse about affordable apt unit??

Opportunities:

- ESG funds available for investment
- RGGI funds
- Potential reuse of office buildings for residential use instead of building new residential.
- federal funding; grants, incentives, rebates, etc.
- Ability to address social inequities
- No-Mow May
- technical representatives from Bartlett Tree - sustainable landscaping
- Grant funding, funding opportunities from state, federal, county
- Raise minimum wage
- although invasive is important i think the high priority issues are zero waste, green stormwater infrastructure, and renewable energy are key

Attachment 4: SWOT Summary

- Lower Merion can participate in programs to help offset costs for GhG reduction and help promote them in a codified manner
- What are other nearby townships doing on sustainability and how can their plans and LMT's dovetail?
- Carbon Removal Credit Markets to offset Municipal Costs
- Water water everywhere! Energy Audits at real estate transactions to help prevent and reduce GhG equitably
- Township land should become a model of land stewardship; mainly a mow & blow operation now
- need to focus on broader sustainability, not just GHG
- Decarbonize Township assets/investments
- Measure current GHG load and set goals in the plan with realistic steps to attain the goals for GHG reductions - ex 30% reductions in carbon emissions by 2025 and then make a plan to get there
- LMT is not a separate entity unto itself; we're part of a county, a state, etc. - those are possible funding sources

Weaknesses:


- Need to get moving on baseline assessment
- "Old school" landscaping practices by township staff
- inertia . . . potentially corruption
- Township staff time is finite
- Economic and class disparities in LMT
- Affordability of housing
- state government that is not sustainably minded with respect to building codes or the energy industry
- size & scope of Township operations makes implementation of sustainability initiatives more challenging
- Township governance, resistance to raising taxes, responsiveness & tendency to listen to loudest voices, slow beurocratic process, understaffing lack of staff to oversee developments
- resistance on board of commissioners to raise taxes
- Exceptionalist
- cost (known or unknown)

Attachment 4: SWOT Summary

- PERCIEVED high cost of sustainability
- undue reliance on regressive fees
- resistance to increasing taxes
- hard to strike balance of wanting to pursue sustainability & functionality, cost, availability of equipment, etc. while providing same level of service
- State Laws Limit what we can do
- sustainability tax probably not legal in state of PA
- high cost of sustainability
- Not knowing who should pay sustainability taxes.
- exceptionalism; attitude that if it's not invented here, it must not work here
- next tax increase will be huge and must include climate remediation
- regressive state laws, i.e not passing RGGI

Strengths:

- Availability of federal funding
- Confluence of progressive politics and wealth
- finances, resources; we're a generally wealthy community and healthy budget reserves
- sustainability manager
- insitutions are a resource
- stakeholder process
- Have sustainability manager
- Paloma!
- Commitment to this process and and resources in the form of staffing,
 - Availability of grants, e.g. for transportation infrastrucure.



Working Group – Core Members*

Adaptation

- Vince Fuggetta
- Sophia Winston
- Derrick Wu

Mobility

- Dan Nemiroff
- Jean Burock
- Derrick Wu
- Pauline Voelkel
- Lou Savastani
- Gwen Shapiro

Energy Transition

- Phyllis Blumberg
- Nancy Winkler
- Bill Madway
- Steve Kimbrough

Energy Efficiency of Buildings & Facilities

- David Richman
- Maki San Miguel Paulson
- Sophia Winston
- Cathy Reed
- Julie Kiene

Vehicle Decarbonization

- Mitchell Burack
- Carol Fleishman
- Graham Copeland

Waste Minimization

- Dan Sutton
- Noa Fohrer
- Ada daCosta-Larkin
- Maurine McGeehan
- Laurie Marshall
- Brian Gordon

Stormwater Management

- Adam Cutler
- Danielle Curley
- Nina Bisbee
- Noah McAllister
- Jen Pavao
- Maurine McGeehan/LMC
- Jaclyn Rhoads
- Mira Olson

Natural Resources

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- Joe MacNeal
- Orsolya Lazar
- Sally Mattison
- Vince Fuggetta
- Dan Mercer

Sustainable Development

- Gwen Shapiro
- Whitney Drukier
- Maki San Miguel Paulson
- Daniel Wolk
- Scott Beadenkopf

Community Engagement

- Maggie Allio Rwakazina
- Nancy Chernett
- Nancy Winkler
- Steve Kimbrough

**The core members of each working group will generate the group deliverable and set the group's meeting schedule. However, members of other working groups and all Stakeholder Committee members are invited to attend any scheduled working group meetings.*