

## Municipal Vulnerability Preparedness Program Action Grant Case Study

**Municipality:** Town of Shrewsbury

**Project Title:** Shrewsbury Municipal Climate Action and Resilience Plan

**Award Year (FY):** FY23

**Grant Award:** \$ 100,000

**Match:** \$ 30,781

**Match Source:** Town of Shrewsbury

**One- or Two-Year Project:** One

**Municipal Department Leading Project:** Department of Public Works

**Project Website URL:** [Climate Action and Resiliency Plan | Shrewsbury, MA](https://www.shrewsburyma.gov/Climate-Action-and-Resiliency-Plan)  
([shrewsburyma.gov](https://www.shrewsburyma.gov))

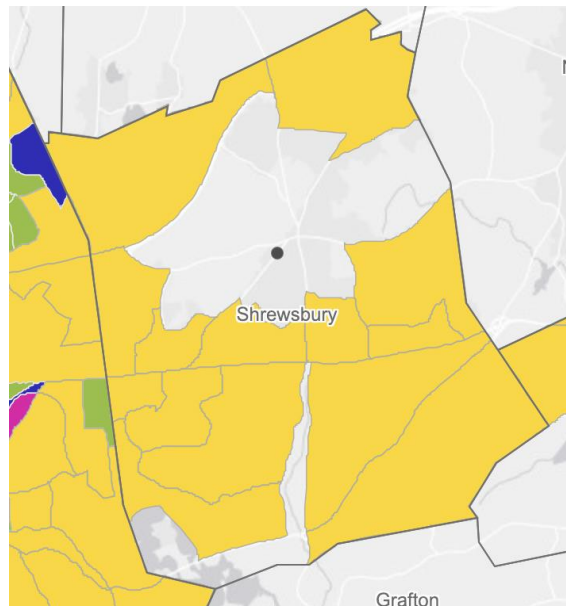
### Community Overview:

#### **What is the population size of your community and where is it located?**

The Town of Shrewsbury has a population size of 38,999 and is located in Worcester County in central Massachusetts.

#### **Do you have any Environmental Justice or other Climate Vulnerable communities? (Think about both those who live and work in your town.)**

There are 14 environmental justice block groups in Shrewsbury, specifically areas where minorities (persons other than non-Hispanic white) comprise 40% or more of the population. Additionally, there are areas where household English language isolation is as high as 16.2%.



Minority: the block group minority population is  $\geq$  40%, or the block group minority population is  $\geq$  25% and the median household income of the municipality the block group is in is  $<$  150% of the Massachusetts median household income

**Other unique traits of your municipality, such as who the top employers are, geography, history, etc.**

Shrewsbury is a suburb of Worcester. The Town has a total area of 21.6 square miles, of which 20.7 square miles is land and 0.9 sq mi is water. The top average employment by industry includes education and health services, transportation and warehousing, and retail trade. The Town is governed in the traditional New England style with a Representative Town Meeting and a five-member Select Board.

**Project Description and Goals:**

**Where was the project located?**

Shrewsbury, MA.

**What climate change impacts did the project address?**

Through an assessment of Shrewsbury's MVP Workshop Summary Report, and the creation of an updated climate vulnerability assessment memo, the draft climate action plan for municipal operations addresses key climate impacts and extreme weather events that have impacted and will continue to impact Shrewsbury, including localized flooding, winter storms, drought, and increasing/extreme temperatures.

**What were the specific goals and tasks of the project as stated in your application?**

As envisioned, the scope of work included:

- **Review of current policies and vulnerabilities**
  - Assess the Town of Shrewsbury's existing plans, policies, data, and reports related to the Town's climate impact. This assessment includes:
    - Inventory of the Town of Shrewsbury's municipal greenhouse gas (GHG) emissions.
    - Review existing climate vulnerability assessments, data, and reports.
    - Review of the practices of the Town government in several key focus areas, including energy, buildings, waste, transportation, water, waste, and operations.
- **Participate in public engagement**
  - This process may consist of public meetings, stakeholder group sessions, outreach forums, online survey(s), social media, information booths at local events, innovative approaches, and other appropriate outreach

deemed necessary to achieve robust input from this diverse community. Town staff will facilitate the community engagement process; however, the consultant is expected to be present and prepared to engage the community at each of these events. These sessions should include a public education component.

- **Facilitate the development of a process that keeps relevant stakeholders and Town employees involved and engaged in implementing strategic initiatives that support goals and tasks,** including focus groups, departmental plans, annual work plans, feedback loops, newsletters, and regularly scheduled reviews and reports. The selected consultant shall provide regular progress reporting and will closely coordinate its planning services schedule with the Town and its designated project management personnel. The consultant shall be required to provide a primary point of contact to the Town for the duration of the project and shall be expected to attend regular project status and management meetings. The consultant shall provide monthly progress reporting and forecasting of future phases of the project.
- **Upon the advice and assistance of Town staff, facilitate the development of a process to keep the Select Board involved and engaged** in identifying potential strategic initiatives that support goals and tasks, including use of Select Board meetings to handle strategic discussions, feedback loops, newsletters, and regularly scheduled reviews and reports.
- **After the initial engagement outlined above, create an action plan that defines the priorities and vision articulated by these groups and receive feedback on these proposed actions from these groups.**
  - Identify best practices from other Massachusetts communities to address the Town of Shrewsbury's municipal climate impacts
- **Second engagement opportunity with Town staff, the Select Board, the Public, and relevant stakeholders to receive feedback upon completion of an initial draft of the action plan.**
  - Hold a meeting or series of meetings with Town staff to discuss potential list of climate actions and identify additional actions
  - Present potential list of actions at a Select Board meeting and identify additional actions
  - Continued engagement with the public and relevant stakeholders to discuss potential list of climate actions and identify additional actions
- **After the second round of input from the Public, Town staff, Select Board, and relevant stakeholders, create a prioritized list of the recommended climate actions to include in the final plan.**
  - Hold a meeting or series of meetings with Town staff to discuss potential list of climate actions and identify additional actions

- Present potential list of actions at a Select Board meeting and identify additional actions
- Continued engagement with the public and relevant stakeholders to discuss potential list of climate actions and identify additional actions
- **After the second round of input from the Public, Town staff, Select Board, and relevant stakeholders, create a prioritized list of the recommended climate actions to include in the final plan.** When prioritizing actions, the consultant should consider:
  - Cost
  - Benefits
  - Timeline to complete the proposed action
  - Challenges to completing the proposed action
- **Using the prioritized list of climate actions and best business practices, develop a preliminary climate action plan and present it to Town staff and the Select Board for review.**

**Did your project meet the goals set forth in your application in terms of:**

- Employing nature-based solutions
- Improving equitable outcomes for and fostering strong partnerships with EJ and other Climate Vulnerable Populations
- Providing regional benefits
- Implementing the public involvement and community engagement plan set forth in your application
- Finishing the project on time

Yes, the project team feels that these goals have been met.

**Results and Deliverables:**

- Describe, and quantify (where possible) project results (e.g., square footage of habitat restored or created, increase in tree canopy coverage, etc.). Report out on the metrics outlined in your application.
- Provide a brief summary of project deliverables with web links, if available.

The following final deliverables can be access through the links below:

- **Task 1 - Project Kick-off, Management, and Reporting**

- Meeting notes
- Monthly progress reports submitted by the 30<sup>th</sup> of each month of the grant period to your MVP Regional Coordinator
- Final Case Study Report, PowerPoint slide, project photos
- List of attendees and high-level meeting notes
- Email updates on tasks and outcomes to Town Staff and Key Stakeholders
- **Task 2 - Public Involvement and Community Engagement**
  - Final brand package with messaging, logo, colors, and fonts
  - Draft (for Town & MVP comment) and Final Community engagement strategy
  - Draft outline and final content for an online engagement hub
  - Draft (for Town & MVP comment) and Final PowerPoint and communications materials to publicize final plan presentation
  - Professionally designed climate summary fact sheet provided in up to two languages
  - Press releases, blog posts, social media posts, etc.
  - Notes, results, and photos from virtual and in-person engagement activities
- **Task 3 - Baseline Assessment**
  - Memo listing the reports, plans, policies to be reviewed
  - Interview questions and notes
  - Tables with key metrics and at least one years' worth of data
  - Summary of existing goals, strategies, actions, and metrics the Town has developed/committed to
- **Task 4 - Climate Analysis**
  - GHG Excel workbook with all inputs, emissions factors and sources
  - business as usual forecast and high impact strategy analysis
  - Summary methodology report for all GHG analysis work
  - Summary of climate hazards and vulnerabilities for Shrewsbury
  - Graphics and presentation slides
  - Training agenda and guidance document
- **Task 5 - Climate Action Plan Development**

- Memo confirming focus areas and guiding principles
- Summary sheet of draft goals and recommended strategies by focus area
- Agendas, presentations, materials, and photos from meetings
- List of recommended actions
- Draft WORD version of a 12-20 page plan with final goals, strategies, actions, and metrics
- Final WORD version of a 12-20 page plan with final goals, strategies, actions, and metrics

**Lessons Learned:**

- What lessons were learned as a result of the project? Focus on both the technical matter of the project and process-oriented lessons learned.
- What is the best way for other communities to learn from your project/process?

The municipal GHG inventory and pathways analysis yielded a clearer picture of the Town’s contribution to climate change and the largest sources of emissions (buildings, fleet, and interestingly, employee commutes). A lot of great questions were raised during this process about the emissions targets that the Town should set through this process, and how those should align with existing targets from SELCO, the municipal utility. This process also provided the space for Town staff to discuss implementation and who will be responsible for overseeing it (a committee vs. multiple departments vs. a sustainability coordinator). The project team also learned during this process that it is important to educate stakeholders on the differences between a municipal climate action plan and a community-wide climate action plan, and to emphasize how they are different, but also how they should be integrated with each other.

**Partners and Other Support:**

- Include a list of all project partners and describe their role in supporting/assisting in the project.

<p><b>Advisory Group Members</b></p> <ul style="list-style-type: none"> <li>-Attended three meetings</li> <li>-Provided feedback on development of draft climate action plan</li> <li>-Participated in stakeholder interviews</li> </ul>
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<b>Advisory Group Member Name</b>	<b>Department</b>
Keith Baldinger – Core Team Member	Department of Public Works
Taylor Galusha – Core Team Member	Office of the Town Manager
Louise O'Neill – Core Team Member	Planning and Economic Development
Samuel Mackin – Core Team Member	Business Management Division
Patty Sheehan	Office of the Building Inspector
Gosia Stolarska	Department of Public Works (with a waste focus)
Christine Meuse	Business Management Division
Eleah Caseau	Department of Public Works (with a engineering/conservation focus)
Bill Tuttle	Department of Public Works (with a building focus)
Seth Colby	Fire Department/Emergency Management Agency
Soloe Dennis	Worcester Division of Public Health (WDPH)
Laurel Rossiter	Recreation
Chris Mcgoldrick	Planning and Economic Development
Kevin Anderson	Police Department
Rebecca Keane	SELCO
Patrick Collins	SELCO
Jane Lizotte	School Department
Kara Frankian	School Department
Sharyn Thomas	Town Clerk
Renee Dargento	Council on Aging
Joel Kimball	Department of Public Works, Fleet Maintenance
Kevin Esposito	Department of Public Works, Parks and Cemetery
Julie Tierney	Town Manager's Office
Jeff Howland	Department of Public Works, Complete Streets Committee
Tim Maroney	Department of Public Works (with a water focus)
Michael Zeller	Library
Justin Dodson	Commission on Disabilities
Denis O'Connell	Finance Committee
Nick Repekta	Forestry Commission
Melanie Petrucci	Historic District Commission
Diane Jones	Tipping Point 01545
Gretchen Schultz-Ellison	Tipping Point 01545
Rick Gill	Shrewsbury Trails Committee
Ian McElwee	Central Massachusetts Regional Planning Commission

Lee Abdella	Shrewsbury Town Center Association
Erica Campbell	Nipmuc Nation (Hassanamisco Nipmucs)
Ashish Cowlagi	India Society of Worcester
Jennifer Rifkin	Shrewsbury Youth and Family Services
Megha Shashidhar	A Better Shrewsbury
Melisa Hollenback	WE CAN
Michelle Conlin	Select Board
Beth Casavant	Select Board

**Project Photos:**

In your electronic submission of this report, please attach (as .jpg or .png) a few high-resolution (at least 300 pixels per inch) representative photos of the project. Photos should not show persons who can be easily identified, and avoid inclusion of any copyrighted, trademarked, or branded logos in the images. MVP may use these images on its website or other promotional purposes, so please also let us know if there is someone who should receive credit for taking the photo.

Photos can be found here: [Images to Attach](#)