American Planning Association Sustainable Communities Division Webinar

Award-Winning Sustainability 2018



November 14, 2018 CM | 1.5 (live viewing only)



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Interested in sponsorship? Contact Merrill St. Leger Demian (Merrill.StLegerDemian@smithgroup.com)



Contact

Website: planning.org/divisions/sustainable

- **Blog:** www.sustainableplanning.net
- LinkedIn: APA Sustainable Communities Division
- Facebook/Twitter: APASCD
- Email: APASCD@gmail.com



Sustain



Award-Winning Sustainability 2018

Michael Burnham | Senior Planner, Thurston Regional Planning Council

Dr. Cris B. Liban, P.E. | Executive Officer, Environmental Compliance and Sustainability, LA Metro

Juliet Burdelski | Director of Economic Development, City of Meriden, CT

Robert Seale, AICP | Director of Development and Enforcement, City of Meriden, CT

Woo Kim, AICP | Principal, WRT





State or Regional Sustainability or Resilience Plan

- Thurston Regional Planning Council
- Thurston Climate Adaptation Plan
- Olympia, Washington



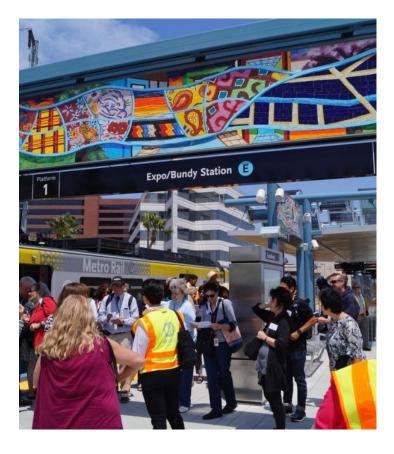


Climate Resilience Actions for Thurston County and South Puget Sound 2018

Sustainable Transportation Project

- Los Angeles County Metropolitan Transportation Authority
- Metro Expo Line Phase 2
- Los Angeles County, CA

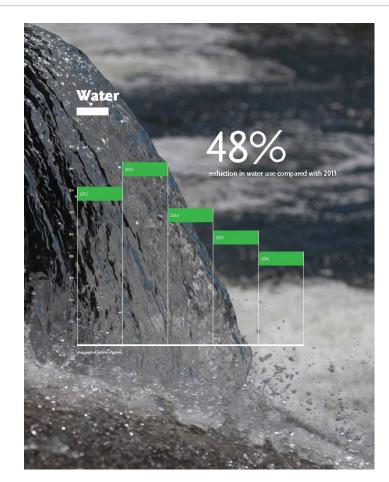






- Leadership in Sustainability
- Environmental Compliance & Sustainability Department
- Los Angeles County Metropolitan Transportation Authority
- Los Angeles County, CA



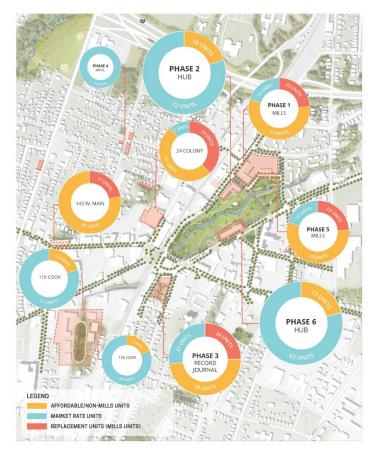




Sustainable Urban Design Plan or Development Project

- City of Meriden
- Meriden 2020: A Comprehensive Plan for Downtown Meriden
- Meriden, CT







- The nomination period for the Sixth Annual Awards for Excellence in Sustainability is open through January 11, 2019.
- Information packet at sustainableplanning.net or planning.org/divisions/sustainable/awards/



TH ANNUAL AWARDS FOR EXCELLENCE IN SUSTAINABILI ovember 2019



- Community Sustainability or Resilience Plan
- State or Regional Sustainability or Resilience Plan
- Sustainable Policy, Law, or Tool
- Sustainable Park, Recreation, or Open Space Plan or Project
- Sustainable Green Infrastructure Plan or Project
- Sustainable Transportation Plan or Project
- Sustainable Urban Design Plan or Development Project
- Leadership in Sustainability



- Submission via web form
 Word template provided
- Required letter of support

Sustain Nomination	Sixth Annual Awards for Excellence in Sustainability Form able Communities Division (SCD) of the American Planning Association is pleased to				
Nominatior					
	able Communities Division (SCD) of the American Planning Association is pleased to				
	e opening of the nomination period for the Sixth Annual Awards for Excellence in				
Before you	continue, PLEASE REVIEW the information below:				
	iew the <u>full information packet</u> , including eligibility requirements, before you begin. (The link CD website.)				
2. You must fill out the form all at once (i.e., you cannot save and come back).					
We suggest you utilize this Word document to prepare the text that you will need to provide prior to starting the form.					
	nit the form once and would like to re-submit before the end of the nomination period, please o so. We will review only the most recently-completed form.				
(https://apaso	ep track of any FAQs and process updates on the blog site cd wordpress.com/awards/). If you would like to be directly notified of any updates, please ser e awards coordinator at jenniferk@rhodeside-harwell.com, with the subject line "SCD Award				
6. Entries wil	be accepted no later than 5:00 p.m. (EST) on Friday, January 11, 2019.				
1. I've read the ab	ove and I'm ready to complete the nomination form!				
Yes					
	Next				
	Forwards by SurveyMonkey. See how easy it is to <u>create a survey</u> .				
	Privacy & Cookie Policy				



- We will keep track of FAQs on the blog (sustainableplanning.net)
- If you would like to be directly notified of any substantial updates, please send an email to the awards coordinator (jenniferk@rhodesideharwell.com), with the subject line "SCD Award Updates"

Project Overview

THURSTON

ADAPTATION

CLIMATE

PLAN

Nov. 14, 2018





 What: Regional Planning Organization in Olympia, WA

Who: Council of governments includes tribes, cities, transit, fire districts, schools, etc.

- Why: Adopted Sustainable Thurston in 2013:
 - **Purpose:** Enhance sustainability
 - **First Step:** Work on climate change





THURSTON CLIMATE ADAPTATION PLAN

Funding:

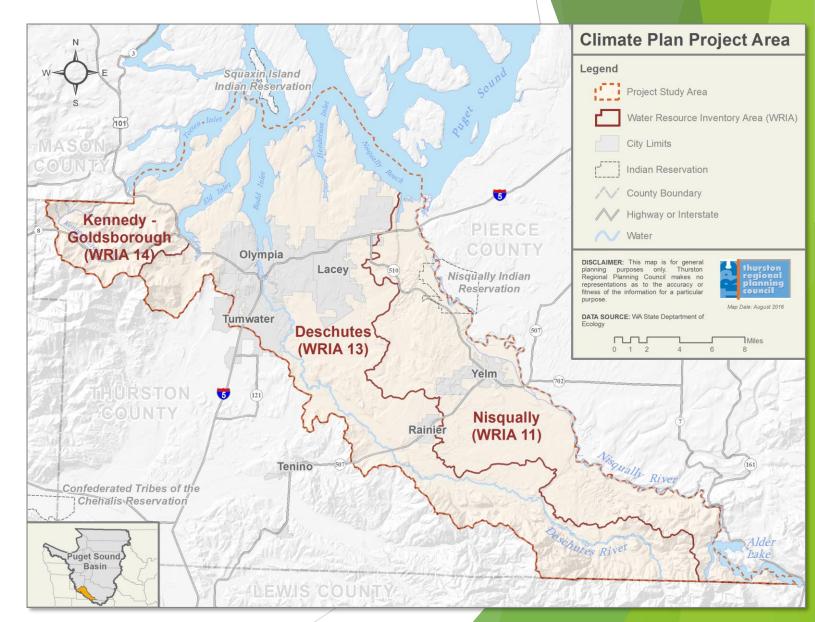
\$250K National Estuary Program grant

Project Area:

 South Puget Sound watersheds (WRIAs)

Policies:

- Actions for local municipalities, businesses, neighborhoods, etc.
- Actions could be taken across
 Puget Sound ... and beyond





What:

- Describes observed and projected climate impacts at global, national, regional scales
- Incorporates research from IPCC and other sources

Why Adaptation?

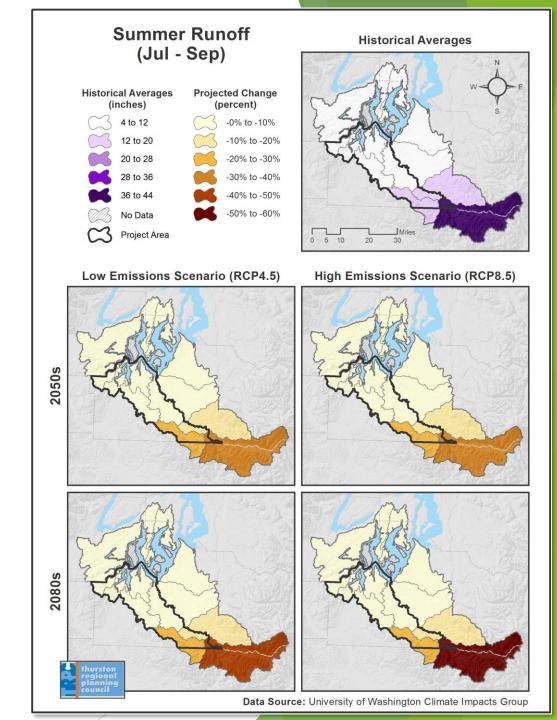
- It's necessary even if we reduce our greenhouse gas emissions (mitigation)
- It's resiliency the ability to weather large disturbances
- It's socially and fiscally responsible potentially saves lives and dollars

"Adaptation will be necessary to address impacts resulting from the warming which is already unavoidable due to past emissions."

Intergovernmental Panel on Climate Change (IPCC), Fourth Assessment Report, 2007

Vulnerability Assessment

- Uses empirical data to show <u>historical</u> averages in region's climate over late 20th century
 - Study Area: South Puget Sound watersheds (Mount Rainier to the Puget Sound)
- Uses emissions scenarios and climate models to show projected changes over 21st century
 - Indicators: temperature, precipitation, runoff, snowpack, streamflow, sea level, etc.
- Assesses impacts on region's human and natural systems
 - Assets Affected: roads, estuaries, wells, crops, fisheries, forests, homes, health, etc.

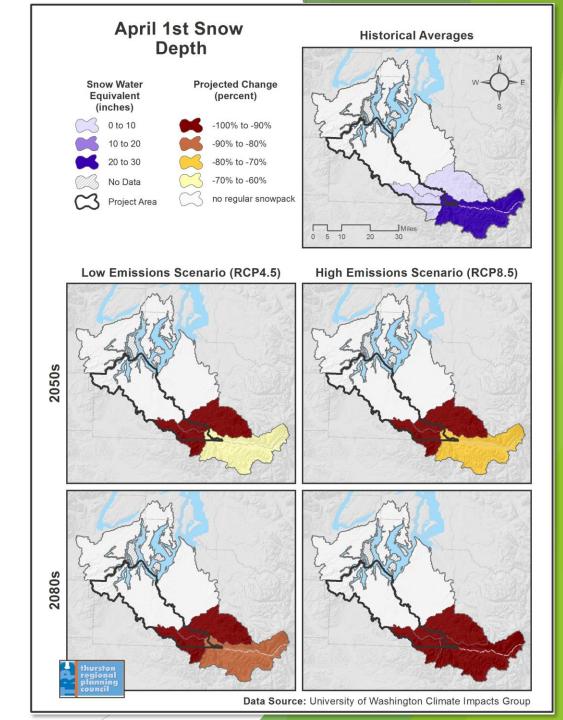




Methodology:

- Uses map format and data from UW CIG's State of Knowledge report
- Models run "low" and "high"
 GHG emissions scenarios
- Watersheds split into smaller hydrologic units to show how change varies by elevation
 - (April 1 "Peak Snowpack" shown right)

Link: www.trpc.org/climate





Outlook:

- Region's average annual air temperate continues to rise over 21st century
 - ► Generally, warmer, wetter winters and hotter, drier summers
- Changes worsen existing hazards (floods, landslides, wildfires) and introduce threats (invasive plants and insects, infectious diseases).

Risks & Impacts:

- Shrinking snowpack = Changes runoff timing and streamflow volume
- Changing oceans = Threatens local fisheries (acidification and temp.)
- Rising sea levels = Exacerbates coastal flooding and erosion
- ▶ Warmer waters = Threatens water quality for humans, salmon, etc.
- Bigger storms = Damages infrastructure, endangers people
- Deeper droughts = Spurs water shortages, wildfires, crop losses



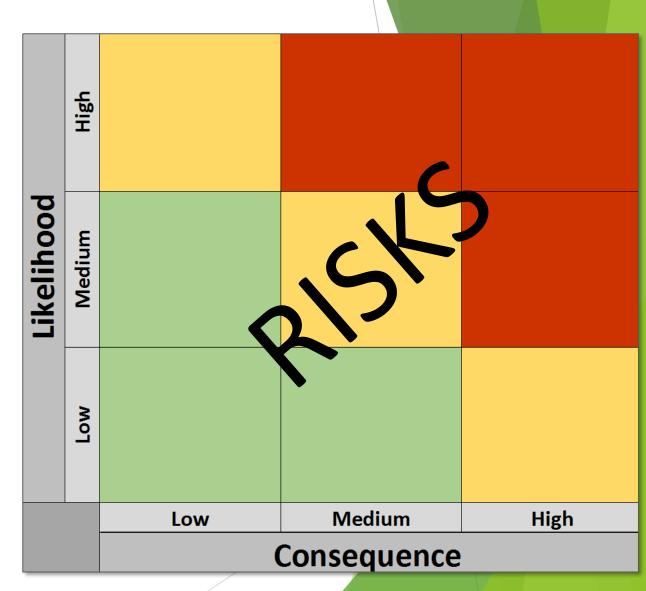


Analyzed Risks:

- Put 80+ risks into a Consequence/Likelihood Matrix
- Assessed impact of each risk (High, Med., or Low)
 - Likelihood probability of impacts
 - Consequence severity of impacts

Selected Strategies:

- Either <u>Accept Risk</u> or <u>Take Action</u> ...
- Accept Risk means:
 - Monitoring the risk
 - Considering actions if impacts begin to occur
- Take Action means:
 - Continuing or enhancing effective actions
 - Recommending new actions





Multimedia Tools:

- Meetings with 20+ groups
- Newspaper editorial
- E-mail messages
- Social media posts
- Online video and surveys
- Community forums
- Board game (right)



Taking the Show on the Road

- Hosted "Art of Change" event during arts festival (top right)
 - Pop-up library with climate books, plankton acidification mural, draft plan
- Presented "Resilience Road" board game and poster at Northwest Climate Conference in Seattle (bottom left)
- Presented project and facilitated interactive game at Sustainability in Prisons Project climate symposium (bottom right)





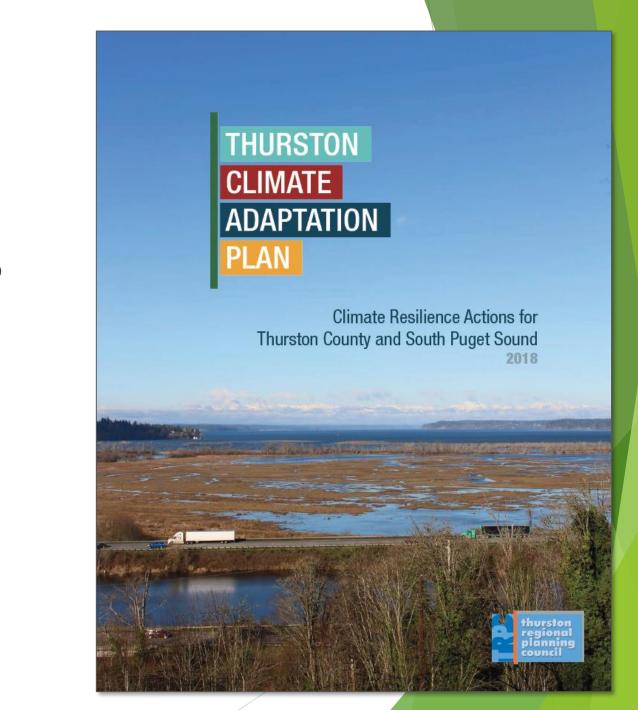






www.trpc.org/climate

- Recommends 91 "adaptation" actions to prepare for and respond to impacts:
- Actions across 6 themes:
 - General
 - Drought & Water Quality
 - Flood & Erosion
 - Plants & Animals
 - Transportation & Energy
 - Wildfire & Extreme Heat





- Selected 25 priority actions based on risk assessment
- Identified a lead, partners, and timeframe

Examples:

- Action D-03: Increase reuse of reclaimed water for irrigating plants, supplementing low streamflow, and other purposes.
- Action F-03: Design new and replacement stream culverts and other drainage infrastructure to accommodate projected higher peak flows associated with more frequent heavy precipitation events.
- Action W-02: Require new developments in high-risk wildfire areas to submit a fire-protection plan during site plan review.

5. Actions

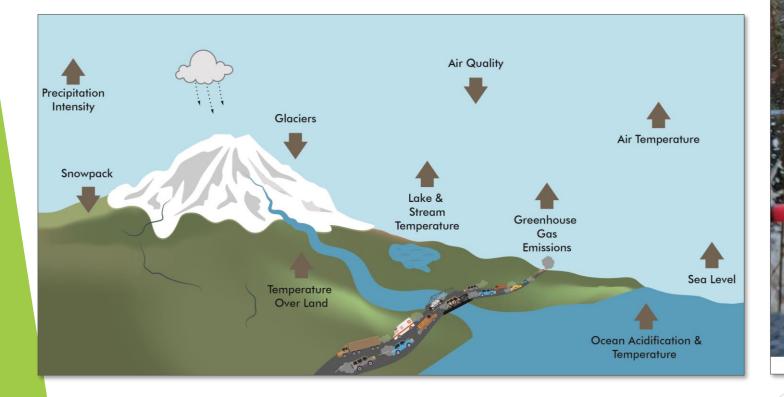
5.1 Action Evaluation & Prioritization

In late spring 2016, the project team drafted more than 100 adaptation actions for the Stakeholder Advisory Committee's consideration. Action ideas came from community members, climate plans from around the country, and other sources.

Smoke rises from an August 22nd wildfire near Grand Mount The fire same amid a record dry spell in the region — more than 50 days without measyrable precipitation.



- Enhances text with maps, photos, and graphics
- Explains complex information simply
- Connects science to policy clearly
- Includes technical information in appendices



Freshwater Ecosystems

Streamflow: A shift to more raindominant conditions across Thurston County watersheds is projected to result in higher runoff and streamflow during cooler months but the opposite during warmer months.

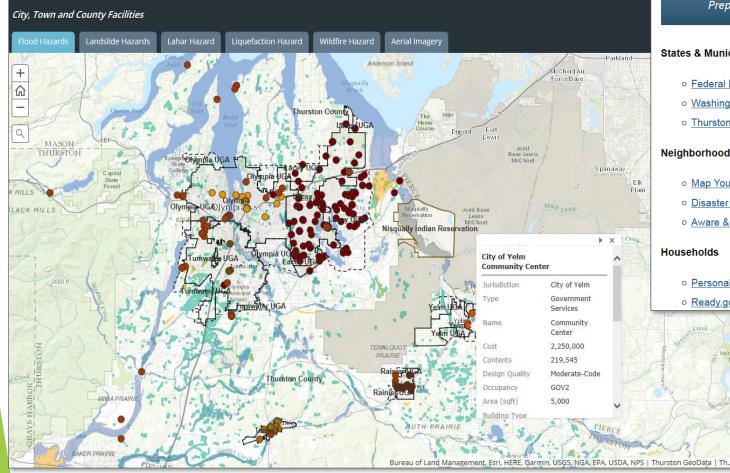
Within the Nisqually and Deschutes watersheds, the higher-elevation headwater areas are projected to experience the biggest changes in snowpack and runoff [*See Figure 07*], which affect streamflow timing and volume. Fish and other species that have evolved around predictable peak flows would be vulnerable to die-offs and degraded habitat.

The Deschutes River overtaps its banks at Tumwater Falls Park after a record-breaking storm in December 2015. Source: TRPC

36 💻



- Created Resilience Toolkit with links to TRPC's Hazards Vulnerability map, climate data, preparedness resources:
 - www.trpc.org/resiliencetoolkit



Resilience Toolkit

The following literacy, preparedness, and planning and data resources were curated to enhance climate resilience in Thurston County and beyond.

Preparedness	Planning & Data	Maps	Literacy			
States & Municipalities						
 <u>Federal Emergency Management Agency</u> (FEMA <u>Washington Emergency Information & Resources</u> (State) <u>Thurston County Emergency Management</u> (Thurston County) 						
Neighborhoods & Schools						
 <u>Map Your Neighborhood</u> (Thurston County) <u>Disaster Resilience Program for Schools</u> (Thurston County) <u>Aware & Prepare</u> (Santa Barbara County, Calif.) Households						
 Personal Emergency Preparedness (Thurston County) 						
 <u>Ready.gov</u> (U.S. Department of Homeland Security) 						
Monthead S Trek						

2

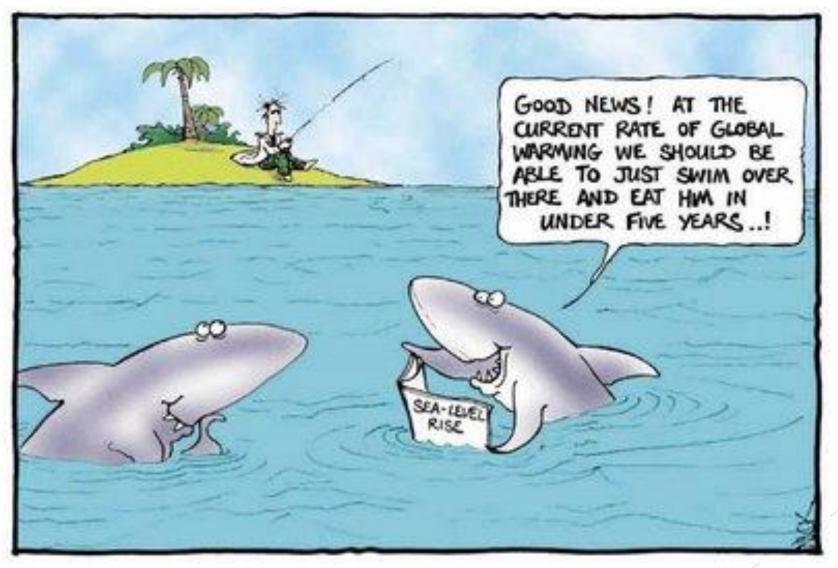


What's Next:

- City and Port of Olympia integrating actions into a sea-level rise response strategy for downtown
- Thurston County & Squaxin Tribe integrating actions into their comprehensive plans
- TRPC and partners beginning work on a companion climate mitigation plan (85% x 2050)







www.funnyandjokes.com/sharks-looking-foward-to-global-warming.html

Project Website: www.trpc.org/climate

Contact Information: Michael Burnham burnhamm@trpc.org



MERIDEN 2020: A COMPREHENSIVE PLAN FOR DOWNTOWN MERIDEN

APA Sustainable Communities Division2018 Award for Excellence in SustainabilitySustainable Urban Design Plan





Right Time, Right Place -

MERIDEN'S UNIQUE LOCATION AND OPPORTUNE TIMING OF INVESTMENTS

Cince its industrial heyday in the 19th Century, there has never been a more exciting time to live and work in Meriden. In the past decade, the City has seen an unprecedented amount of private, local, state, and federal investment in its downtown. From flood control, to a new train station, to new development throughout downtown, the City of Meriden and its partners are actively engaged in numerous efforts designed to transform downtown:

- · Secured \$16M to implement the HUB park and flood control project. Completed 90% of construction activities as of November 2015.
- · Procured private developers to redevelop four Cityowned sites totaling approximately 15 acres within the TOD District (116 Cook Ave., 104 Butler St. and 77 Cooper St., 11 Crown St., and portions of the HUB site).
- Approved 2016 Capital Improvement Plan including flood control projects.
- Adopted TOD District zoning regulations.
- Coordinated local planning efforts with the \$467 million New Haven-Hartford-Springfield commuter rail project.
- Partnered with a private developer recently awarded 9% tax credit financing through CHFA to construct a 63-unit, 11,000 square foot commercial use TOD at 24 Colony and a 273-space parking structure.
- Completed 35% traffic engineering design plans for the TOD District.
- Connecticut Department of Transportation (CTDOT) acquired Meriden Intermodal Transit Center.
- · CTDOT completed demolition of 88 State Street for commuter parking.
- Reconstructed West Main Street sidewalks from Cook Avenue to South Grove Street.
- · Completed TOD master plan, market and financial analysis and updated downtown parking study.



Secured \$16M to implement the HUB park and flood control project. Completed 90% of construction activities as of November 2015.



d local planning efforts with th \$467M New Haven-Hartford-Springfield







CTDOT completed demolition of 88 State





MPSD - Meriden Public School District as planning and implementation partner.



Transit Center.



Approved 2016 Capital Improvement Plan



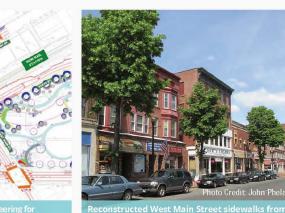
Approved demolition disposition of two Mills Mills block. This will include site remediation and



C-Town Supermarket opened in 2014.



Aeriden Children First - Meriden Promise



2: 44 Hanover Street - Free Parking Lot 3: 53 Colony Street-Gallery 53 4: 145 Colony Street-CTown, WFC





Updated downtown parking study and implemented pilot downtown shuttle loop.



























Los Angeles County Metropolitan Transportation Authority

Taking Action Towards Healthier and Liveable Communities

Dr. Cris B. Liban, P.E. Fellow, American Society of Civil Engineers



Los Angeles County Metropolitan Transportation Authority Environmental Compliance/Sustainability Department November 14, 2018



Our Challenges

- We are in the midst of the largest build-out in LA history
- Subject to the most stringent regulatory requirements
- Our projects go through the most vulnerable areas
- Technology is rapidly evolving
- Aspirations to optimize environmental benefits
- Resources are scarce







LA Metro is Los Angeles County's...



Regional Transit Planner/Funder





Regional Transit System Builder





Metro

Regional Transit Operator



ECSD Evolution

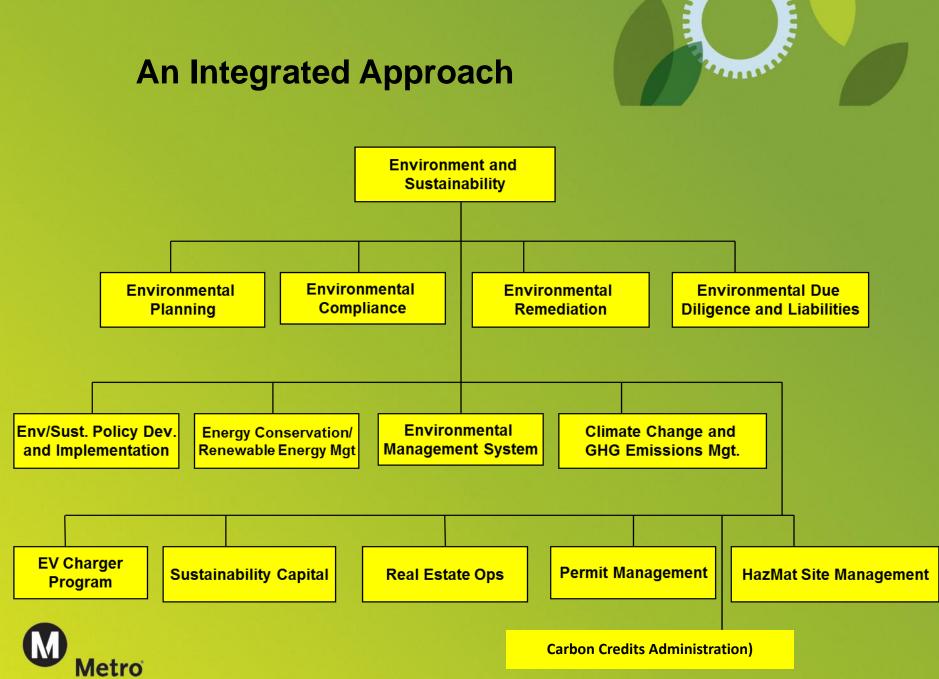
2003

- Soil and hazardous materials hauling
- Asbestos removal
- Environmental clearance support
- Real estate support
- Construction
 environmental
 compliance
- Environmental Compliance and Services Department



2018

- Full service and comprehensive network of services
- Internal and external facing
- In house expert for environmental, sustainability, and resiliency programs
- Environmental Compliance and Sustainability Department



Green Infrastructure

- Methods/Materials/Structures
- Project Specific Sustainability Plan Commitments
- Emerging Ideas as Retrofits
- Green Buildings
- Green Strategies
 - Orange Line
 - Foothill Extension
 - Permeable Pavement
 - TemPark Pilot
- Operations/Maintenance







Metro Transit Capital Program (Existing/Future)



Metro 40-Year Capital Program (Projected)

Metro Transit & Highway Projects: The 40-Year Plan



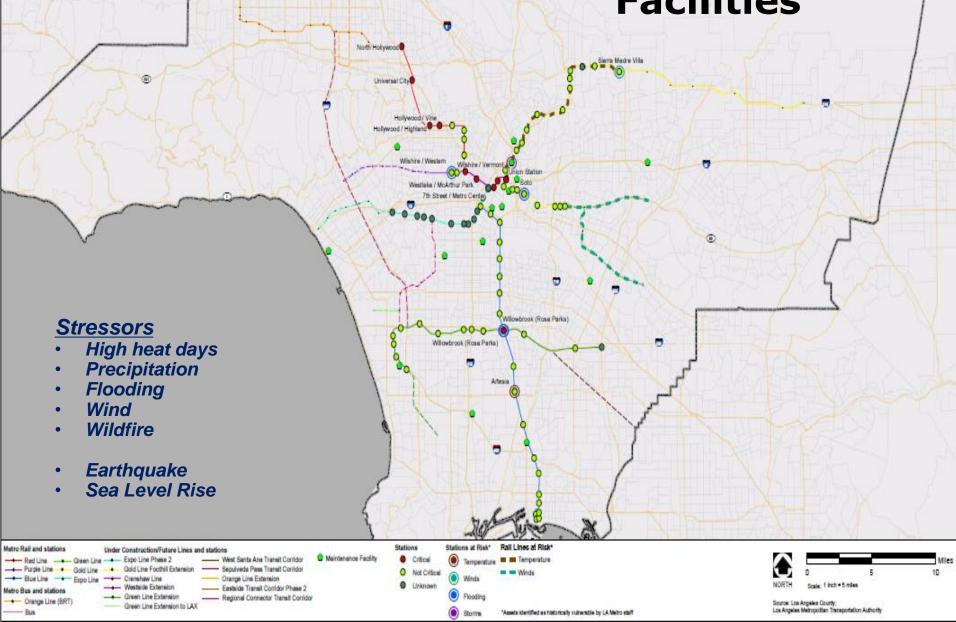
Current Capital Projects

IN THE WORKS Transit, Highway and Capital Acquisitions Costs

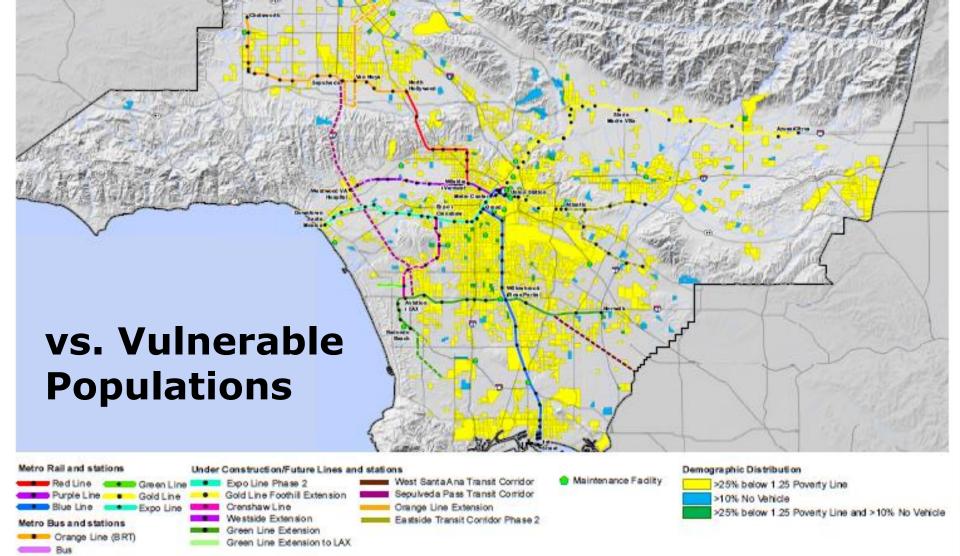
total cost **\$14B**



Critical and At Risk Facilities



6



Source: Los Angeles County; Los Angeles Metropolitan Transportation Authority 2013, A ECOM 2013.





Towards a Sustainable Infrastructure

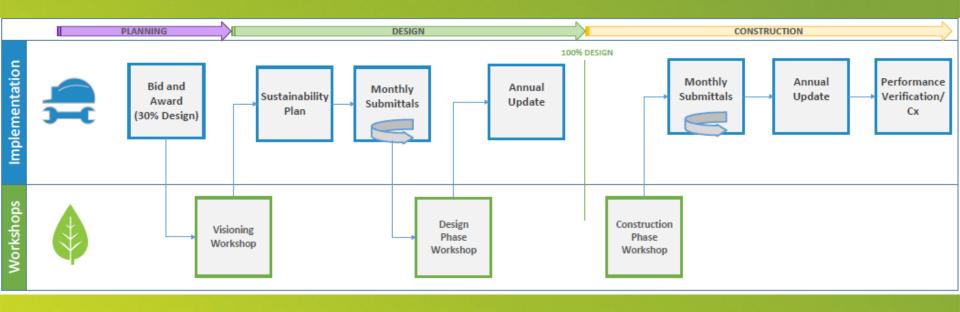
- Constructing on vulnerable populations
 data
- Adapting to evolving extreme weather event stressors
- Bus Stops and Rail Stations
- Technology
- Collaboration with Universities
- Strategies to become a more resilient system
 - Internal and External







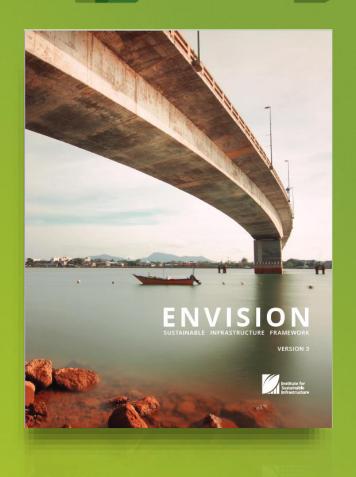
Sustainability Plan Process Map





How Does Envision Work?

- Go to www.sustainableinfrastructure.org to download Envision Checklist at no cost
- Learn to use Envision better with the Envision Sustainability Professional (ENV SP) training
- Use Envision to guide planning, design, and construction projects to reduce environmental footprint and support the larger goal of improved quality of life
- Evaluate and recognize infrastructure projects that use transformational, collaborative approaches to incorporate sustainability throughout a project's life



Adapted from ISI website and other sources, 2018. Does not count as an ISI training



Expo Phase 2

SKANSKA

Metro Expo Line Phase 2





26th St/Bergamot

The Bergamot Art District is a true hub for creativity that has gained a lot from the exposure of being in close proximity to the rail line.

RA2.3

Commission and Monitor Energy Systems Metro has established an extensive training program for all operation and maintenance personnel to ensure all systems continue to operate at their intended efficiency throughout the life of the project.



Expo/Bundy

The porous pavement being used around Expo/Bundy acts like a natural on-site storm water retention system, reducing the storm water runoff.

RA3.1

Protect Fresh Water Availability

The irrigation of the plants is made via water efficient sprinklers, using 30-50% less water than traditional sprinklers. All city of Santa Monica irrigation is grey water derived from the Santa Monica Urban Recycled Runoff Facility (SMURRF).

Skanska, 2016, credits were based on old Envision Rating System in place at the time



Expo Phase 2

SKANSKA

Metro Expo Line Phase 2





Palms

Two bridges were restored that served the original Pacific Electric Line: one over National and another over Motor.

LD1.4

Provide for Stakeholder Involvement LA Metro's public art program funded original artwork at each station. A peer review process to select the art involved the community and stakeholder input.



Culver City

Culver City is the project's point of departure. It was the existing terminal of the first phase of the Expo Line.

QL1.1

Community Quality of Life

The station's canopy roofs were designed to give shade and the LED fixtures provide excellent lighting on platforms without creating light pollution at night time.

Skanska, 2016, credits were based on old Envision Rating System in place at the time



Expo Phase 2

SKANSKA

Metro Expo Line Phase 2





Expo/Sepulveda

There was a lot of contaminated soil around Expo/Sepulveda. It has been removed and replaced by the rail line and native plants.

QL2.2

Minimize Noise and Vibration

A special Gerb track was used throughout the rail line to prevent the sound level being too high. It lowers the decibel level that light rail vehicles emit.



Westwood/Rancho Park The Sarah Berman Greenway is located next to this station.

NW3.1

Preserve Biodiversity

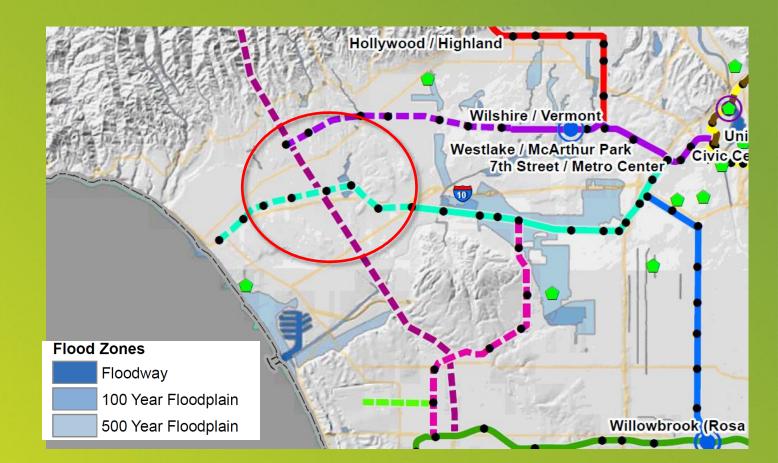
Expo 2's landscaping consists of 90% native plant species. The plants are climate-adapted and drought-tolerant, requiring little watering. They help to preserve the original biodiversity of this area.

Skanska, 2016, credits were based on old Envision Rating System in place at the time





Expo Rancho Park Station







Cesar Chavez Avenue Bus Stop



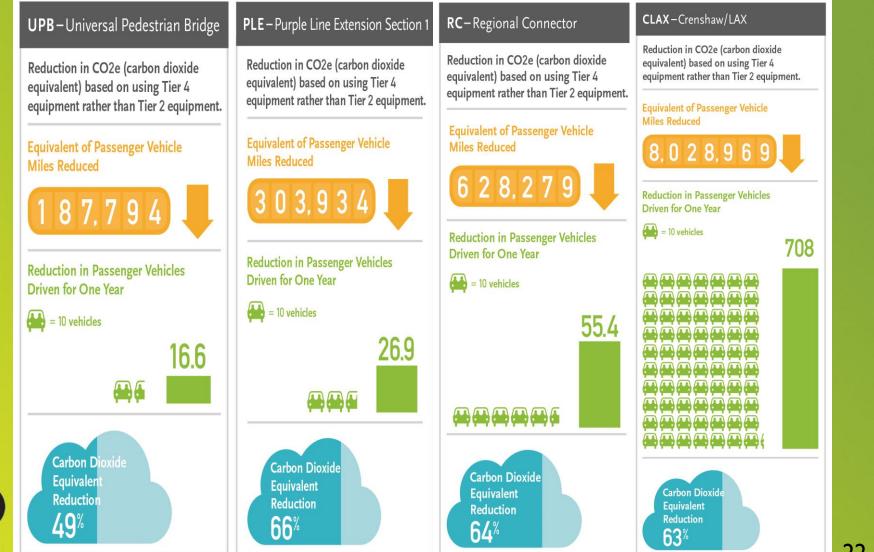
Frequency of service

•

• What's most important for patrons



We Are Reducing Harmful Emissions During Construction



Materiality Benefits of Green Construction

Material Conservation and Resource Efficiency

CLAX–Crenshaw/LAX

Reused crushed concrete/asphalt as temporary base, rather than purchasing new crushed miscellaneous base material, resulting in cost savings.



Approximately 100% viable soil is being used as backfill for mechanically stabilizing earth (MSE) walls.

Refurbished viable wood 1,000 tons of wood ties.



re-used to stabilize soil during construction to reduce mud and dust.



Unviable, contaminated soil sent to landfill for proper disposal.



5 million pounds of unviable wood disposed as Treated Wood Waste.

Contaminated ballasts hauled to hazardous waste site.





Many tons of railroad ballasts recycled or

Reuse Reduces...



Truck Loads, Traffic Disturbances, Dust Generation



Costs on New Materials and Wear and Tear on Equipment



Energy Use and Greenhouse Gas Emissions



Green Buildings





Working with Our Communities/Stakeholders

- Fresh Food Access (<u>www.metro.net/markets</u>)
- Small Business/Community Engagements
- Cities/LA County Collaboration
- First/Last Mile Connectivity
- Alternative Financing
- Research Projects
- Emerging Issues/Challenges
 - Community Resiliency
 - Transportation Disruptors





metro.net/markets



Discover fresh produce at markets near Metro Rail and Transitway stations. Click on the map or check the directions below for transit and walking directions.

South Los Angeles

Blue Line Farmers' Market in Compton*

Long Beach Downtown Farmers' Market*

The Watts Healthy Farmers' Market*

Eastside

- Old LA Certified Farmers' Market
- Boyle Heights Farmers' Market
- Taste of Boyle Heights Farmers' Market
- The East LA Farmers' Market*
- <u> Arts District Farmers' Market</u>

Downtown LA

- Pershing Square Farmers' Market
- 🛑 🛑 FIGat7th Farmers' Market

Next: <u>Virtual Store</u> <u>Urban Farms</u> Fresh Food Delivery



Compton Station Farmers' Market





Accessible by 90,000 Metro Blue Line commuters

Serves residents of Compton and the surrounding neighborhoods





Alternative Fuel Buses

- About 2,200 CNG Buses
 - Largest in the Country
 - 100% of fleet
- Biomethane
 procurement
- Ultra low NOx CNG Engines + Biomethane



>90% in criteria air pollutants DECREASE since 1990

GHG Reduction (CNG/Biomethane Use vs. CNG/Fossil Natural Gas Use:

- <u>Agencywide: 45% Reduction</u>
- Bus Fleet: 75% or more



Alternative Fuel Buses

- ZEBs
 - Commitment for 2030
- Board Motions
 - Outline for a comprehensive plan to further reduce greenhouse gas emissions by gradually transitioning to a zeroemission bus fleet
 - Agencies and manufacturers that use and provide ZEVs, respectively







Working with Our Employees

- ISO 14001: Environmental Management System
- Environmental Training Institute: <u>NTI Model Award</u>
- Use of Analytics for Continual Improvement
- Safe/Environmentally Friendly Work Environments
- Bottoms Up & Top Bottom
- Funding as "Investments"







Partnerships

ENGINEERING SUSTAINABILITY

Metro's is working with organizations like the American Society of Civil Engineers on Sustainable Infrastructure standards development, reinventing the engineering process, increasing capacity, and policy/advocacy.





Over **480** Metro employees and community members had been trained and certified as sustainability professionals.







GREEN PROCUREMENT

Metro has began the process to <u>re-</u> <u>invent</u> how we are procuring for goods and services.



RESEARCH AND POLICY

Participating and initiating research projects with institutional partners around the world to inform and develop regional environmental and sustainability policies.





HIGHLIGHT ENVIRONMENTAL JUSTICE

from the road

- Metro's alignments are located in areas disproportionately burdened by pollution
- Commitment to Environmental Justice Metro's
 2009 Long Range Transportation Plan
- > Environmental Justice in Practice:
 - Community engagement during planning
 - Green Construction Policy

CASE STUDY: Crenshaw LAX

The reduction in emissions related to construction activity for CLAX was equivalent to removing over **15.000**

CalEnviroScreen Map of LA and Metro's Transit Alignments



Metro improves **quality of life** for neighborhoods that need it



HIGHLIGHT GREENER FLEET



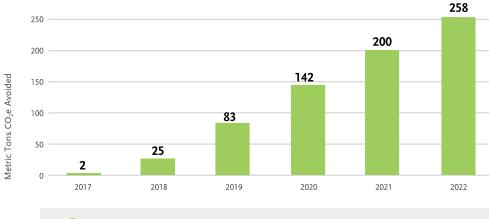
By 2019, over **15%** of Metro's non-revenue sedan fleet will be BEVs

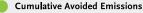
- Transition Non-Revenue Fleet to
 Battery Electric Vehicles (EV):
 - 10 all-electric Chevy Bolts deployed by Non-Revenue in 2017
 - 20 additional Chevy Bolts will be added in 2018-19
- > Support Programs:

Metro

- EV charging stations
- BEV driver training program

Projected Cumulative Avoided GHG Emissions of Expanded BEV Fleet





HIGHLIGHT SUSTAINABILITY COUNCIL

Mission:

To advise Metro regarding its sustainability-related activities and projects; continually improve sustainability efforts by developing targets, metrics, and strategies; and serve as a successful proof of concept for cities it serves in achieving stated sustainability program goals.





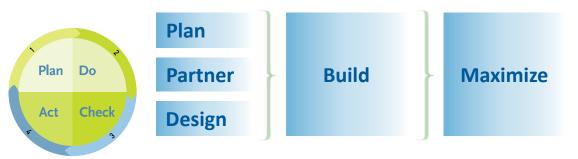
Subcommittees:

Resource Management	Electrification
Partnerships	Metro 27



HIGHLIGHT LIFE OF A SUSTAINABLE PROJECT

Metro considers sustainability at all stages of a project:



EMS CONTINUAL IMPROVEMENT IN ACTION: Solar Solutions

- > Specifications for on-site solar included in **PLANNING** phase
- > Solar is integrated during **DESIGN** and **CONSTRUCTION**
- > EMS program oversees transition to O&M after **BUILD**
- > Training developed to maintain and MAXIMIZE systems





Metro

HIGHLIGHT SUSTAINING CREATIVITY

Growing a Greener Workforce

- > Developing internal and regional capacity for sustainability
- > Driving culture change
- > Embedding environmental considerations into departments across Metro

Redesign

features

inner wall

angling in

CASE STUDY: Metro Communications

"I can help my department by learning the principles of sustainability and adapting them for my team's specific functions."

Eileen Hsu OEI Fellow, ENV SP Metro Office of Extraordinary Innovation



Improving

After





Financing Sustainability

- The power of LEVERAGE at LA METRO
 - Annual \$2M allocation
 - Carbon Credit Sales
 - Green Bonds Sales
- Alternative Forms
 - P3

Metro

- Monetizing benefits
- Others





Key Take-Aways

- Capitalized on the things we already do
- Vulnerable Populations are Important
- Data-driven decision making/not paralysis
- We cannot do this alone
- Fiscal Responsibility is Key
- We need to look at transit differently





Questions/Discussion

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