

Town of Wayland

Climate Action Mobilization Plan (CAMP)

June 2022

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Preamble

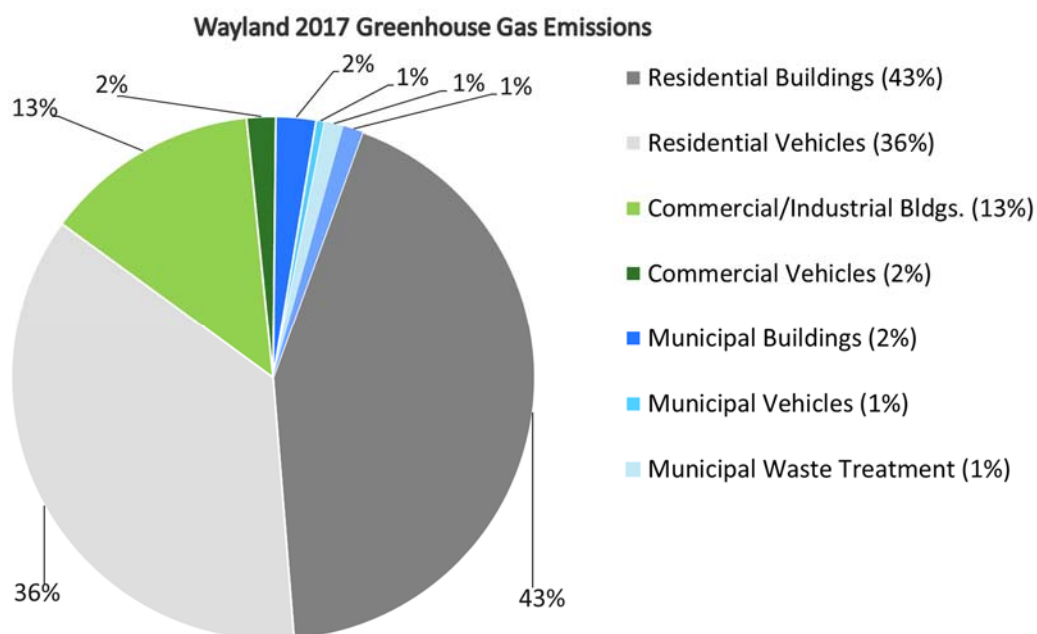
At Spring 2021 Town Meeting, Wayland voted to declare a climate emergency.

The Town has committed to developing a Climate Action Mobilization Plan (CAMP) to achieve a minimum 50% reduction in the Town's aggregate greenhouse gas (GHG) emissions by 2030 and seek a higher 75% reduction if possible. The Select Board has directed its advisory Energy and Climate Committee, with input from residents, to develop this draft for all townspeople to consider. We begin the plan with this preamble, proposing *Principles* to guide our initial strategy and plan implementation, and to provide an ongoing framework for evaluating improvements as they come up for consideration.

The Current Situation:

Carbon emissions, the largest source of GHG emissions, result directly from our use of oil, gas, or propane in our buildings, and from using gasoline and diesel in our vehicles. There are also emissions related to how our electricity is produced, as well as emissions implications in how we manage our land, our water, source our food, and deal with our waste.

The chart below shows Wayland's aggregate GHG emissions by sector in 2017. The Committee used the [Metropolitan Area Planning Council \(MAPC\) GHG inventory tool](#) to develop our inventory. **Almost 80% of Wayland's total emissions (the two grey wedges) come from our homes and from our vehicles. We residents are the primary source!** Our commercial sector (the two green wedges) totals another 15%. Town operations (buildings, vehicles, waste facilities – the four blue wedges) are just 5% of our emissions. Wayland's four municipal solar projects and building energy upgrades likely have reduced the municipal related share of our aggregate emissions since 2017. The MAPC measures direct carbon emissions, including the emissions from power plants attributable to our electricity use, but does not reflect Wayland's indirect emissions related to food and other items we buy or the carbon embodied in building materials.



We know for certain that *climate change is real, harmful, and caused by our climate-impacting choices* made as individuals, and as a town, state, nation, and world. The [Intergovernmental Panel on Climate Change \(IPCC\)](#) and the [U.S. Environmental Protection Agency \(EPA\)](#) have laid out how we can keep the

world from getting much warmer to prevent warming greater than 1.5°C (equivalent to 2.7°F) above pre-industrial world temperatures. We currently are at 1.1°C (2°F) above pre-industrial world temperatures.

If we collectively act quickly and boldly to adapt and mitigate our emissions, we know we can make a difference. The question is whether *we in Wayland will choose to act in time*, do those things *in the scale needed*, and do our part to achieve by 2030 a 50% reduction below the 1990 baseline in the state's carbon emissions as required under the [Commonwealth's Clean Energy & Climate Plan](#). Even if we succeed in Wayland, a 1.5°C warmer world means we must prepare for a changing environment by increasing our resiliency to more frequent and more severe weather events. The unprecedented flooding of 2010, the record snowfall of 2015, and the record precipitation levels of 2021 all suggest climate change already is affecting Wayland.

Therefore, We Respond:

We, as a town and as individuals, have the responsibility and the opportunity to act decisively on climate change in keeping with the character and ambition that our town is fortunate to have.

Wayland's proposed plan has three major tracks:

- a comprehensive approach for our Town-managed facilities, vehicles, and operations;
- a cohesive strategy to support our households, businesses, and institutions as we make decisions related to our homes, buildings, vehicles, food, and waste; and
- a focus on our community's resiliency and preparedness for extreme weather (flooding, heat, etc.).

To achieve a 50% reduction target by 2030, Wayland needs to reduce its overall emissions by 33% from 2022 levels. This is based on the state's overall progress from 1990 to 2022. This proposed plan addresses not just carbon emissions but also Wayland's adaptation and resilience to climate change effects that can no longer be prevented.

Principles to Guide our Response:

We offer these perspectives on *why* what we do here in Wayland matters, to help guide *how* we will design and develop our activities:

As a town and as individuals, we choose to act responsibly to be a part of a climate solution, and not part of the problem.

In 2010, Wayland became an official *Massachusetts Green Community*, enabling the Town to secure and deploy grant funds reducing our municipal energy use and emissions. Wayland's emissions reduction to date is at least consistent with the state's overall 25% reduction since 1990. To meet our minimum 2030 target, *we need to continue our efforts to reduce our current Town-wide emissions by an additional 33%*.

As a town and individuals, we understand that climate solutions are opportunities.

Our climate choices can benefit us financially along with other benefits such as comfort, performance, health, and sustainability. This strategy asks Wayland and its people to do those things that benefit our climate, that make financial sense, are easily accessible, and achievable. As an example, the solar canopies and roof systems installed on four Wayland buildings, as well as municipal building energy efficiency upgrades and LED street lighting, have created financial benefits as well as greater climate resiliency for the Town. We intend our Town's climate initiative to improve our quality of life and help to create the Wayland we want for our collective future. We therefore focus on *Engagement*, to build awareness, participation, support, and hopefully some fun; and expect to celebrate each milestone together as we achieve them.

We can make it easy to make climate-smart decisions.

To achieve the scale we need, our strategy is to help all residents and businesses to feel empowered and comfortable moving forward with high quality, sensible green choices. When residents buy a new heating

system or vehicle, we envision a climate program that helps to reduce the time, effort, and uncertainty in finding electrically sourced heat pumps and EVs . We envision a plan to help people find vetted, quality energy efficiency services; to provide guidance to climate-benefitting and healthy food choices or waste management practices; and to easily access incentives offered by our utilities, state, and Federal government. As an example, Wayland is moving forward with creating economic and green sources of electricity for all town residents (Wayland Community Choice Electricity), as voted in 2021 Town Meeting.

Supporting these goals, we include a role for local grassroots organizations like *Energize Wayland*, which support residents' climate-related decisions - by providing coaching, vetting, and group-buy arrangements - which make climate-supportive choices less risky, less expensive, and less time consuming. As an example, Energize Wayland worked with the Town to help lead two rounds of the *Wayland Solarize* program, which successfully helped over 250 households install solar energy systems.

We need to make it fair and accessible to all.

We need an equitable strategy, recognizing that not all residents have the resources or ability to invest in their homes, acquire new vehicles, or change their food purchases, land, and waste management practices. Identifying and fostering tailored support for low- and moderate-income residents can help ensure that all residents have the opportunity to benefit from available incentives and services.

We aspire to innovate.

Wayland residents and government include many expert and talented individuals that can help us not only apply what other towns have done but consider creative new ways to accomplish our climate goals for maximum benefit.

We aspire to lead.

What Wayland does, as an individual town, won't change the atmosphere substantially by itself. We may be able to contribute much more if we *Lead-by-Example*, creating a strategy that other towns choose to emulate, and thereby achieve their own success.

We need to speak out.

Our success requires utility, regional, state, and Federal policies to be well designed for what we need to accomplish. Strong climate actions only happen if *voters, grassroots organizations, and town governments demand it*. We all need to engage in political activity in support of rapid and sustained climate action. In Wayland, Town government will take an active role in advancing climate actions and will engage, inform, and welcome our residents' participation in all levels of policy discussions and decision making.

Our Climate Plan:

This plan proposes six categories of climate actions. In each we highlight actions we as residents, businesses, and institutions need to take, and what we as a Town need to do in our municipal operations. The good news is that we in Wayland already are moving ahead with some of the recommended actions; these actions already underway are noted in the plan as ***(IN PROGRESS)***.

- I. Decarbonize our Homes and Buildings
- II. Moving to Clean Energy Supply
- III. Transportation – Driving Clean and Driving Less
- IV. Adaptation and Resilience
- V. Nature-Based Actions to Mitigate Carbon
- VI. Food and Waste

The final section VII reflects that engagement and equity must be a central tenet of Wayland's approach. We offer our thoughts on how to start, knowing that the plan will evolve and must serve all residents.

I. Decarbonize our Homes and Buildings

Buildings emit almost 60% of our town greenhouse gas emission. Our homes are the single biggest source of these building emissions. We will encourage residents and property owners to make green choices and lead by example by continuing to decarbonize our municipal buildings.

It may surprise many Wayland residents that our homes are the single biggest sources of Wayland's greenhouse gas emissions. That creates both an opportunity and challenge. The opportunity is that home and property owners have the power to do what's needed to reduce their fossil fuel use. The challenge is that we can't rely on one new policy or regulation, it will require all of us to take actions. **The road map is clear - each and every one of us needs to work to "decarbonize" our homes and building energy use.**

We Encourage Residents, Businesses, and Organizations to:

- **Reduce building energy use.** We encourage residents to complete a no cost energy MassSave audit and pursue actions identified to reduce home energy use (insulation, air sealing, etc.). By 2030, our goal is for 50% of our homes and commercial buildings to complete audits and thermal upgrades. By 2050, our goal is for 100% of non-municipal buildings to have thermal upgrades. ***(IN PROGRESS)***
- **Move off gas and oil for our heating and cooling to electricity.** We encourage residents installing new or replacement air conditioning systems to use heat pump technology as it can provide both heating cooling, which will be increasingly needed in a warming climate. When replacing or installing heating systems, use electricity-powered heat pumps or hybrid systems that need gas or oil for 25% or less of the heating needs. By 2030, our goal is that 25% of non-municipal buildings use heat pumps to achieve at least 75% of their heating needs and all air conditioning needs. By 2050, our goal is for 100% of these buildings have thermal upgrades and use heat pumps for heating and cooling. ***(IN PROGRESS)***
- **Install solar when feasible and cost-effective.** We encourage property owners to consider installing on-site solar systems.

How will we achieve these goals? To help residents navigate these often-complicated choices, municipal staff, and community-based groups like [EnergizeWayland](#) will support coaching and outreach efforts, identify qualified vendors, and ensure residents understand their choices making full use of state and utility rebates. Wayland will also pursue town regulations to limit or prevent new gas hook ups in new construction, as allowed by state law.

Town Actions:

We will lead by example by transitioning our municipal buildings to be carbon neutral (use no on-site fossil fuel and, where feasible, generate solar power on-site).

- **Reduce energy use in new construction and rehab.** Ensure by 2023 that all new municipal buildings and substantial rehabilitations of existing municipal buildings meet high performing building standards to reduce energy use, decarbonize to use no on-site fossil fuels unless unique circumstance require such fuels, and incorporate climate sensitive design. This is consistent with the Town Meeting resolution passed in 2018. ***(IN PROGRESS)***
- **Decarbonize existing buildings.** Implement decarbonization strategies for all existing municipal buildings taking advantage of heating/cooling system replacements and other opportunities. By 2030, our goal is for 25% of municipal buildings to have implemented such strategies; by 2050, the goal is for 100% of municipal buildings be decarbonized and no longer use onsite fossil fuel. ***(IN PROGRESS)***
- **Advocate for effective state policies.** Wayland will join other municipalities in advocating at the state level for significant renewable energy, decarbonization, and building energy efficiency standards and funding to support municipalities and residents in taking decarbonization efforts and achieve environmental justice goals.

II. Moving to Clean Energy Supply

There is no path to achieving net zero GHG emissions without changing where our energy comes from and how we use it. This shift is at the heart of Wayland's Climate Action Plan.

Fossil fuels like oil and gas give off greenhouse gases that contribute to climate change. We, like the rest of Massachusetts, have relied on fossil fuels to power our heating and cooling systems, cars, machinery, and to generate electricity.¹ Meeting our climate goals means not only moving away from technologies that use fossil fuels to ones that use electricity (as described in the prior section), but also transitioning to purchasing electricity from renewable sources.

Massachusetts has set a 2050 goal of achieving net zero greenhouse gas emissions statewide.² To meet this goal, most of our electricity will have to come from renewable sources. Today, roughly 60% of New England's electricity comes from power plants burning natural gas.³ **So, we have work to do to green the sources of our electricity** both for our Town's municipal consumption and the electricity we use as homeowners, renters, and commercial property owners.

We Encourage Residents, Businesses, and Organizations to:

- **Buy more green power.** The Town is developing the Wayland Electricity Choice program to increase the percentage of green electricity used by residents. As authorized by 2021 Town Meeting, the community program will aggregate our residential electricity demand and negotiate bulk prices and preferred fuel sources. Several Massachusetts towns have used such programs to boost their use of electricity generated from renewable power. The program will enable residents to opt up to buy electricity from renewable power sources for 100% of their consumption. The program also will expand equity access to renewable power by being available to all residents, including renters and low- & moderate-income ratepayers. *(IN PROGRESS)*
- **Consider roof top solar.** We encourage private Wayland electricity ratepayers to consider feasible and cost-effective on-site solar capacity, and battery storage systems if they are concerned about potential power outages or have critical must-run power needs.
- **Community solar.** We encourage private Wayland electricity ratepayers, including renters, low & moderate-income residents, houses of worship, and non-profit entities, to reduce electricity bills by buying electricity bill credits from community solar projects. *(IN PROGRESS)*
- **Shift to electric tools.** When replacing power lawn and garden equipment, we encourage residents to consider rechargeable electric tools.

Town Actions:

- **Buy more green power.** We will aim for Town purchases of electricity and bill credits from renewable power projects to cover 100% of our municipal load by 2030. The electricity from the four existing solar projects on Town properties equal to about 25% of the Town's electricity use. We will complete the Loker Elementary School roof solar and battery storage project and consider similar feasible and cost-effective projects installed on additional Town properties. *(IN PROGRESS)*
- **Solar battery storage.** Where feasible and cost-effective, we will boost the electricity resiliency of critical municipal facilities by including battery storage to solar projects serving such facilities.
- **Advocacy.** Join other towns in advocating that the state expand utility purchases of renewable power.

¹ MA state profile, U.S. Energy Information Administration, www.eia.gov/state/?sid=MA#tabs-1

² MA 2050 Decarbonization Roadmap, <https://www.mass.gov/doc/ma-2050-decarbonization-roadmap/download>

³ ISO New England, <https://www.iso-ne.com/>

III. Transportation - Driving Clean and Driving Less

Nearly 40% of Wayland's greenhouse gas emissions come from transportation, primarily from vehicles driven by residents. Helping residents, businesses, and organizations switch to cleaner vehicles and reduce driving trips must be a key part of Wayland's response to climate change.

Both Town government and Wayland community members have roles to play in reducing our carbon emissions from driving.

We Encourage Residents, Businesses, and Organizations to:

- **Switch from gas-powered to electric vehicles.** We encourage all Wayland residents, businesses, and organizations to consider EVs, plug-in hybrids, and hybrid vehicles for their next vehicle purchases. The Town and community groups like Energize Wayland can share information on electric vehicle options and connect us to discount buying programs and rebates. The 2030 goal is that 50% of Wayland's new passenger and commercial vehicle purchases will be electric. The 2050 goal is 100%. *(IN PROGRESS)*
- **Use other modes of transportation.** We encourage all residents commuting beyond Wayland to carpool and use commuter rail lines in neighbor towns and other nearby public transportation options. We ask everyone traveling in-town or to nearby towns to bike or walk when possible, and for students to ride buses rather than driving or being driven.

Town Actions:

- **Electrify town vehicle fleets.** Every new Town vehicle purchased will be electric when cost-effective technology exists. Electric passenger cars, pickups, and police cruisers are available now; electric emergency vehicles and heavy equipment are in development. Consider purchases of plug-in hybrid and hybrid, and anti-idling equipment as interim steps. Our 2030 goal is for all new light-duty and passenger vehicles to be electric. *(IN PROGRESS)*
- **Install EV charging stations at all schools and town buildings** for charging town electric vehicles, employee use during business hours, and public use. Encourage property owners to install charging stations and to tap related federal, state, and utility incentives and grants. *(IN PROGRESS)*
- **Use electric school buses and encourage other ways to get to school.** The Town will explore grants and aggregated purchase tenders for electric buses and/or lease only from companies that have them. The Town will encourage carpooling, biking, and walking, and explore economic incentives for high school drivers to carpool and use EVs. *(IN PROGRESS)*
- **Improve alternatives to driving.** The Town will consider shuttles to connect residents to transit lines and in-town destinations, encourage neighbor towns to increase parking at commuter rail lines, encourage businesses and organizations to add bike racks, and explore adding bike lanes and additional sidewalks to provide safe options for Wayland citizens to drive less.
- **Encourage residents to drive electric cars.** The Town will share information on available rebates and discounted purchase programs, explore offering incentives like priority parking or tax discounts for EV drivers and bulk buy programs for home charging stations.
- **Discourage vehicle idling.** The Town will inform its employees and the public about state anti-idling law requirements and add signage at appropriate locations. *(IN PROGRESS)*
- **Advocate state actions to incentivize EVs,** such as reduced electricity pricing for EV charging, allowing towns to offer local tax incentives, and extending rebates for purchasing pre-owned EVs.

IV. Adaptation and Resilience

A changing climate will bring increased storms, flooding, and extreme heat -- all of which affect Wayland. We need both to adapt to this changing climate and to build resiliency to live with the effects that can't be prevented.

Most proposed actions in this Climate Action Plan focus on reduction of greenhouse gas emissions, the primary cause of climate change. Unfortunately, the effects of climate change will continue to amplify for years. In Wayland, this will mean increased precipitation in strong storms, accompanying drought between stormy periods, and ecological disruption because of changed weather patterns and generally warmer conditions. The unprecedented flooding of 2010, the record snowfall of 2015, and the record precipitation levels of 2021 leading to crumb rubber flooding of the high school turf field and affecting town well PFAS levels, all show fingerprints of climate change already directly affecting Wayland. Extreme precipitation events will become increasingly common. They will be interspersed with droughts, as has also been the case in the last dozen years, with the Sudbury River reaching record low levels. This stresses both our town water supplies and landscapes. Many of these proposed actions will have an immediate positive effect directly on Wayland.

We Encourage Residents, Businesses, and Organizations to:

- **Maintain or increase tree cover.** We encourage residents and businesses to maintain tree cover, especially around buildings. Trees absorb water from the soil and act as a sponge to store water and release it slowly.
- **Consider installing feasible and cost-effective battery storage systems.** We encourage property owners to consider these systems if they are concerned about potential power outages or have critical must-run electricity needs.

Town Actions:

- **Remove or reduce the effect of man-made obstructions in the Sudbury River** which add to flooding in Wayland. Since Thoreau's time the cumulative effects of the numerous bridges and causeways across the river between Wayland and the Billerica Dam have been recognized as the most likely cause. Use of Manning's Equation indicates a rise on the order of a foot under 2010 conditions due to the railroad causeway. Wayland should take every opportunity to modify river structures that increase river flow. Engage in regional efforts to remove or breach the Billerica Dam. Pursue structural strategies at the old railroad causeway south of Route 20 as it is repurposed for a rail trail.
- **Prepare for climate changes by improving transportation infrastructure.** The Town will explore designing new and existing culverts and bridges to reflect updated flooding and climate predictions.
- **Enact more robust stormwater regulations to deal with stronger storms.** The Conservation Commission should propose a new bylaw to require pervious pavement and predominantly green infrastructure in all new projects, require strict maintenance of tree cover within the same sub-watershed consistent with proper maintenance of critical utilities and town infrastructure, and ensure that stormwater engineering calculations use projected storm intensities and storm patterns for 2075. **(IN PROGRESS)**
- **Remove invasive plants** from municipal lands annually. **(IN PROGRESS)**
- **Commit to grass fields.** Follow organic best practices for maintaining grass fields. **(IN PROGRESS)**
- **Join other towns** in advocating the state to change state policies for all downstream bridge reconstruction projects to require flow enhancement to more nearly natural conditions and enable local tax incentives to motivate residents and businesses to take adaptation and resiliency actions.

V. Nature-Based Actions to Mitigate Carbon

Reducing greenhouse gas emissions doesn't just require technology. Nature-based solutions ask the Town, residents, businesses, and organizations to take actions to boost Wayland's natural landscapes and resources to reduce carbon emissions.

We Encourage Residents, Businesses, and Organizations to:

- **Maintain or increase tree cover**, especially around buildings. We encourage residents, businesses, and organizations to preserve and not cut down trees around their houses. Trees around buildings provide shade and wind protection, reducing energy usage by reducing HVAC requirements. Appropriate action will focus on maintaining existing tree cover.
- **Minimize use of lawns**, as they are the least effective landscaping for carbon sequestration. We encourage property owners and managers to right-size lawn areas to actual uses and to re-landscape excess lawn areas to increase native plantings.
- **Adopt organic lawn keeping practices**. We encourage property owners to adopt these practices for mature lawn maintenance, including proper mowing, to reduce or eliminate the need for watering, pesticides, and artificial fertilizers; such practices also can increase carbon sequestration in the soil. **(IN PROGRESS)**

Town Actions:

- **Strengthen tree removal regulations** to require strict maintenance of tree cover consistent with proper maintenance of critical utilities and town infrastructure. Trees and forested landscapes sequester large amounts of carbon.
- **Increase the progressivity of water rates**. Pumping and treatment of water require energy. Higher usage of water is associated with lawns and other landscaping using non-native plants. Progressive water rates provide an incentive for users to transition to native plantings to enhance carbon sequestration in the plantings and soil.
- **Consider lawn watering limits** for mature lawns.
- **Foster availability of subsidized or free native plants**.

VI. Food and Waste

Our eating habits (agriculture) are a major contributor to carbon emissions. Reducing our “food print” is an easy and impactful way to take climate action, with many added benefits to human and ecosystem health, stronger local economies, and community. Reducing, reusing, repurposing, and recycling no longer needed items reduces the carbon emissions of producing and transporting replacements.

We Encourage Residents, Businesses, and Organizations to:

- **Switch to a more plant-based diet.** Meat and dairy (livestock) produce about 14.5 % of the world's greenhouse gasses. Changing diets can be done at our own pace and with little financial investment, but it is a deep lifestyle change that needs to be supported by educational campaigns, peer support, and celebration (cooking and eating together).
- **Buy more locally produced food**, which has fewer “food miles” (conventional food travels an average 1,500 miles from farm to tables). Local farms are small farms that can more readily adopt climate-friendly and regenerative practices, use fewer pesticides, rebuild crop and insect diversity, enrich the soil, and produce tastier and more nutritious food. Local, decentralized production reduces food safety risks and strengthens the local economy.
- **Grow our own food** to get us outside in nature, relieve stress, keep us moving and produce tasty, healthy food with zero food miles on it. Local groups can organize permaculture and regenerative agriculture workshops and gardening support groups.
- **Compost organics.** We encourage everyone to compost their food waste. Food waste can now be brought to the Town’s Transfer Station for composting. Local groups can foster group purchases of composters and arrange workshops and support. *(IN PROGRESS)*
- **Buy less new stuff.** Local groups can run “Buy Nothing” campaigns to encourage reuse and foster Repair Cafes, Maker Spaces, local repair businesses, and tool pools.

Town Actions:

- **Support community gardens and our farmers market**, local farmstands like Lee’s Farmstand, our local farmers, and rent out conservation land and fields to young, land-poor farmers. Our schools and community gardens can be centers of education, community, and crop sharing. *(IN PROGRESS)*
- **Aim for zero organic waste.** Over 51% of our trash is organic & compostable. This wastes food and organic fertilizer, contributes to methane in landfills, and increases the number of trucks on our roads. The Town can explore encouraging single hauler curb-side collections to collect organic waste, recycling, and trash - making it cheaper, less polluting, more efficient, and more accountable.
- **Encourage local composting.** To supplement on-site composting, the Town can foster town-wide composting services and explore using the compost on Town landscaping with any excess distributed or sold locally. *(IN PROGRESS)* The Town can consider regulating institutional organic waste from schools, restaurants, and assisted living facilities via a local Commercial Food Material Disposal Ban to add to current state regulation.
- **Reduce package and single use waste.** The Town can strenuously enforce existing polystyrene and plastic bag bans and consider further local regulation to discourage single use plastic bottles.
- **Promote reuse.** The Town and local groups can foster the Transfer Station’s Give and Take services, support Freecycle and the Town Library’s “Library of Things,” , encourage diverting reusable clothing, furniture, building materials, etc. into reuse or resale markets, and organize campaigns to motivate residents, businesses, and organizations to reestablish Wayland as a state leader in recycling.

VII. Resident Engagement

As the largest contributors to our carbon footprint, residents will be asked to make changes to their homes and lifestyles. Many of us don't know why or how to make such changes. The Town and private groups can help.

Residents need support to (1) better understand climate impacts and actions, (2) connect these to our values and sense of community, and (3) overcome all kinds of obstacles. Engagement needs to give us co-ownership of our collective climate effort, not as something top-down, occasional, abstract, or personally irrelevant, but as a proud contribution to all we hold dear.

- **Survey residents' climate beliefs**, willingness to make changes, obstacles (practical, financial, social, and psychological), and the climate actions already taken. Publicize survey results and other data so everyone can see where we stand and what our neighbors are doing, plug into growing trends ("Wow, 300 Waylanders drive EVs!"), and have a sense of support and agency in a complex, intimidating field. Develop a "How am I doing?" self-assessment tool or app. *(IN PROGRESS)*
- **Offer a wide variety of actions and support** (from easy, practical onramps to intense coaching) and clarity about financial incentives. Avoid overwhelm with well-targeted campaigns, for instance, to those with older heating systems, or ideal roofs for solar. Use all kinds of modes (graphic, text, etc.). *(IN PROGRESS)*
- **Use multiple media and channels**, e.g., official Town letters, bill inserts, the Town website, and private groups, e.g., electronic newsletters and EnergizeWayland.org, across language barriers in a sustained stream of "touches" and make everything easily shareable.
- **Partner with local organizations** active in town, as well as all Town staff, boards, and committees.

We have to complement science, abstract language, and urgency with the *positive reasons why we should care* - our values of identity, love, community, and nature.

- **Spur positive reinforcement and friendly competitions** between neighborhoods and peer groups.
- **Celebrate and showcase our actions and accomplishments.**
- **Run ongoing campaigns** like public, communal art installations and contests, cooking shows, etc.
- **Organize public celebrations** like climate festivals (Earth Day, etc.), a yearly "Climate Prize", etc.
- **Foster facilitated conversations** to nurture inner resilience for coping with anxiety and uncertainty, especially for youth, and to build bridges across divides. *(IN PROGRESS)*
- **Include climate in school curriculums** at all levels.

Wayland is a well-connected community and resident climate engagement is underway. To scale up, these volunteer efforts will need support from Town government and staff, including the new Sustainability Manager, with a budget.

These are *essential* to run or connect Wayland with programs proven effective elsewhere, such as:

- **A well-trained, local coaching team** to help residents make smart choices on the most impactful, yet complicated, climate actions, including heat pumps, solar, and electric vehicles. The coaching model has been proven very effective in the Town's two Solarize programs and the Energize Wayland heat pump coach service, but they need further development and expansion. *(IN PROGRESS)*
- **Access to a call-in center** to guide residents with home retrofits, and MassSave-approved vendors and installers. *(IN PROGRESS)*
- **A youth ambassador team** to spread the climate message and answer basic questions through tabling, canvassing, door-knocking, including both volunteers and paid college or high school students.