

BGreen 2020

Appendices

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BILL FINCH
Mayor

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EXECUTIVE ORDER # 08-001

B-GREEN 2020

An Order Relative to Sustainability in Bridgeport

Whereas, the City of Bridgeport has been a leader in recognizing the threat of climate change by signing the U.S. Mayors Climate Protection Agreement and joining the ICLEI – Cities for Climate Protection campaign;

Whereas, the United Nations' Intergovernmental Panel on Climate Change has concluded that "Warming of the climate system is unequivocal" and that "Most of the observed increase in globally averaged temperatures since the mid-20th century is *very likely* due to the observed increase in anthropogenic greenhouse gas concentrations";

Whereas, negative trends in urban and environmental quality pose risks to Bridgeport residents, visitors, businesses, institutions, and infrastructure, including risks associated with environmentally impaired properties, and risks from climate change including urban heat island, public health, sea-level rise, changing precipitation patterns, increased severity of storms and flooding, and stress on water and energy systems and the public infrastructure;

Whereas, the City of Bridgeport has one of the highest concentrations of environmentally impaired properties (Brownfields) in the State and nearly 40% of all Bridgeport's properties are tax exempt, it is critical for the City to return these Brownfields to productive economic use and taxation as soon as possible;

Whereas, the City of Bridgeport spends more than \$20 million on energy to heat and light its older, inefficient public facilities and other public services, and does not have a comprehensive energy conservation and management program;

Whereas, the City of Bridgeport's unemployment rate has been higher than regional norms and its median income level per household significantly lower than Fairfield County, and has the potential to be a leader in the green jobs revolution that can help create jobs, alleviate poverty and build wealth in the economy;

"Together we are making Bridgeport the cleanest, greenest, safest, most affordable city, with schools and neighborhoods that improve each year"

Whereas, actions that the City of Bridgeport can take to reduce the threat of climate change will save money, improve energy efficiency, reduce the emission of air pollutants, create a cleaner and greener city, improve transportation and other infrastructure, expand business and educational opportunities, create jobs, strengthen the economy, and minimize the environmental justice concerns that burden city residents; and

Whereas, the City of Bridgeport is developing a Sustainability Action Plan, which describes the greenhouse gas emissions of municipal operations and the community as a whole and actions that the City can take to reduce such emissions and improve the local environment.

NOW, THEREFORE, pursuant to the authority vested in me as chief executive officer of the City of Bridgeport, I hereby order and direct as follows:

1. The City of Bridgeport, consistent with the U.S. Mayors Climate Protection Agreement, shall strive to meet or exceed the goal of reducing its annual greenhouse gas emissions seven percent below 1990 levels by 2012, and shall further strive to reduce the City's annual greenhouse gas emissions by ten percent below 1990 levels by 2020 in accordance with the goals set forth in the City's Master Plan of Conservation and Development.

2. The City shall establish a Sustainability Community Advisory Committee (SCAC). Upon appointment, the SCAC shall:
 - a. Oversee the completion of a community-wide and municipal greenhouse gas emissions inventory and set goals for community-wide reductions;
 - b. Make recommendations to the Mayor and the community concerning actions necessary to meet sustainability goals and to identify the advantages of associated opportunities;
 - c. Prepare educational materials for households and businesses in Bridgeport describing global climate change, sustainability, and the actions that they can take; and
 - d. Identify economic and workforce development opportunities associated with green jobs and the clean technology sector
 - e. Ensure that community stakeholders have a voice in the sustainability planning process through their representation;

3. The City shall launch a Sustainability Initiative in partnership with the Bridgeport Regional Business Council. The first phase of this initiative shall include a planning effort to establish the long-range sustainability framework for the initiative, as well as several early action items, including analysis of:
 - a. The City's Brownfields, and prioritization of remediation and redevelopment to clean the environmental condition of these properties and transition them into productive, community enhancing uses. It is conservatively estimated that the city can recover at least \$15 – 20 million dollars in tax revenue from placing environmentally impaired properties back on the property tax rolls.
 - b. An energy audit and retrofit of all appropriate municipal properties with an identification for potential efficiency and carbon reduction improvements focusing on municipal consolidation to reduce the physical footprint of city operations by at least 25% over the next 5 - 10 years, thereby reducing energy cost expenditures of approximately \$2.5 million per year over the remaining life of the facilities.
 - c. Lowering energy costs by forming an energy improvement district in the city including an evaluation of the feasibility of installing solar, wind, bio-energy, combined heat and power, and geothermal in all existing municipal structures and incentivizing the same in private structures.
 - d. The state of the city's open spaces and tree canopy and goals for new neighborhood open spaces and tree planting.
 - e. The potential for recycling within the city to divert the flow of trash away from the waste to energy facility and landfills.
 - f. The use of advanced waste management solutions to treat organic waste through composting or anaerobic digestion and capture of methane gas from existing landfills and sewage treatment facilities and its conversion to energy.
 - g. The ability to manage storm water in the city through low-impact design and innovative natural solutions to help the city manage volume and improve water quality in the harbor and the Sound.
 - h. Green building standards that can be adopted for structures built publicly and privately within the city limits and permitting processes to expedite the construction of green buildings.
 - i. Land-use policies that reduce sprawl, preserve open space, and create compact, walk-able urban communities.
 - j. Transportation options such as bicycle trails, commute trip reduction programs, incentives for car pooling and public transit.

- k. The creation of a green jobs initiative and opportunities to expand investments in the green technology sector.
 - l. The utilization of green cleaning supplies, paints, carpets, and furniture to improve the indoor air quality of the city's buildings; and the use of environmentally-friendly fuels, motor oils, lubricants, cleaners, pesticides and other products to improve outdoor air and water quality.
 - m. Green purchasing programs to use the city's buying power to influence the ecological footprint of the marketplace.
4. Planning for all new municipal construction and major renovations of City-owned facilities and other major municipal projects shall include an estimate of annual energy use and greenhouse gas emissions. Such planning shall also include an evaluation of the risks posed by the likely effects of climate change through 2050 to the project itself and related infrastructure and a description of potential steps to avoid, minimize or mitigate those risks.
 5. All new construction and major renovation of City facilities shall obtain Leadership in Energy and Environmental Design (LEED) Green Building Rating System Silver level certification from the U.S. Green Building Council or equivalent as is presently mandated by the Connecticut General Statutes for school facilities.
 6. By 2012, at least 25 percent of electricity purchased by municipal departments shall come from green-e certified renewable sources, which combined with spatial consolidation, and on-site renewable generation could result in a savings of approximately \$750,000 per year over the next 20 years.
 7. All purchases of new motor vehicles shall be alternative fuel, flexible fuel, or hybrid vehicles, unless they are not available for the needed function. New motor vehicles shall be the most fuel-efficient within their vehicle class. By 2025, the City shall endeavor to replace its 60 passenger cars and SUVs resulting in a total fuel savings of over \$2 million.
 8. The City shall increase the fuel efficiency of its municipal fleet vehicles; reduce the number of vehicles; launch an employee education program including anti-idling messages; and convert diesel vehicles to bio-diesel.
 9. The City shall begin a recycling program and target a diversion rate of 30 percent by 2009, 35% by 2010, and 40% by 2015, which will be equivalent to an annual savings by diversion reaching over \$800,000 and additional revenue reaching \$130,000 annually by 2015.
10. The City shall quantify annually by department all energy consumption and greenhouse gas emissions.
 11. The City of Bridgeport Sustainability Initiative and Sustainability Action Plan shall be implemented in conformity with all federal, state, and local laws.
 12. The provisions of this Order are severable, and if any provision, or portion thereof, should be held to be unconstitutional or otherwise invalid by any court of competent jurisdiction, such unconstitutionality or invalidity will not affect the remaining provisions, which will remain in full force and effect.
 13. The provisions of this Order shall take immediate effect.
- I further direct all Department Heads and City Employees to render such aid and assistance as is required for the implementation of the foregoing policy.

Dated this 24th day of October, 2008 at Bridgeport, Connecticut.

 Bill Finch
 Mayor

SUSTAINABILITY COMMUNITY ADVISORY COMMITTEE

1. Eric Anderson, Principal, Urban Green Builders
2. Cindy Bigelow, President, R.C. Bigelow Incorporated
3. Dorcas Blue, Program Director, Fairfield County Community Foundation
4. Kevin Byrnes, President, Fairfield County Building Trades
5. Charles “Don” Clemons, State Representative, 124th District, State of Connecticut
6. Joseph M. Carbone, President and CEO, The Workplace, Inc.
7. Edith Cassidy, Chair, Bridgeport Child Advocacy Coalition
8. Leticia Colon, City Council member, 131st District, City of Bridgeport
9. Gregg Dancho, Director, Connecticut’s Beardsley Zoo
10. Susan L. Davis, President & CEO, St. Vincent’s Medical Center
11. Dan Esty, Director of Environmental Law, Yale University ; Mary Fischer, Director of Sustainability Environmental Film Festival, Yale University
12. Dr. Marian Evans, Director of Health and Social Services, City of Bridgeport
13. Donald Eversley, Director of OPED, City of Bridgeport
14. Gretchen Hancock, Manager of Environmental Programs, General Electric
15. Shante Hanks, Congressman Jim Himes Office
16. Robert Henry, Chief of Staff, Board of Education, City of Bridgeport
17. James Holloway, City Council Member, 139th District, City of Bridgeport
18. Adrienne Houel, Program Manager, Greater Bridgeport Community Enterprises (Green Team)
19. Curt Johnson, Executive Director, CT Fund for the Environment
20. Alanna Kabel, Deputy CAO, City of Bridgeport
21. Ron Kilcoyne, General Manager/CEO, Greater Bridgeport Transit
22. Debbie Kuchmas, Housatonic Community College
23. Martin Mador, Legislative Chair, Sierra Club
24. Glenn Marshall, President, Carpenters Union Local 210
25. Alma Maya, Town Clerk, City of Bridgeport
26. Ted Meekins, Board Member, Neighborhood Revitalization Zone
27. Patrick F. McDonnell, Director of Conservation and Load Management, United Illuminating
28. Gina McCarthy, DEP Commissioner, State of Connecticut
29. Thomas McCarthy, City Council President, 133rd District, City of Bridgeport
30. John McKinney (R), State Senator, 28th District, State of Connecticut
31. Sheri Neely, Organizer, CT Coalition for Environmental Justice
32. Andrew Nunn, Chief Administrative Officer, City of Bridgeport
33. Homer Purcell, Vice President Sales, UTC Power
34. Thomas Santa, President & CEO, Santa Energy
35. Melissa Spear, Common Ground
36. Ross Spiegel, Sustainability Architect, Fletcher Thompson Architects
37. Thomas Stilley, Project Director, Dupont Corporation
38. Rick Thigpen, VP Government Affairs, PSE&G
39. Dick Tiani, Executive Director, Groundworks Bridgeport
40. Paul S. Timpanelli, President and CEO, Bridgeport Regional Business Council

B-Green Technical Committee Membership

Greenfields & Green Wheels:

Barbara Miller, Co-chair	Attorney
Ron Kilcoyne, Co-chair	Greater Bridgeport Transit
Tom Stillely	Dupont
Carolyn Gonzales	Community Capital
Marian Whiteman	General Electric
Peter Simmons	State of Connecticut DECD, Brownfields office
Maya Loewenberg	State of Connecticut DECD, Brownfields office
Michael Stone	Steel Point Development Team
Frank Borres	West End NRZ
Kevin Nunn	BERC
Mark Nielsen	GBRPA
Karen Burnaska	Transit for Connecticut Coalition
Lou Rinaldi	Bridgeport & Port Jefferson Steamboat Co.
Garrett Sheehan	United Illuminating Company
Mike Taylor	VitaNuova
Franco Evangelio	MetroPool
Max Perez	Planning & Economic Development, City of Bridgeport
Rich McHugh	Economic Development, City of Bridgeport
Doug Holcomb	Greater Bridgeport Transit
Bruce Wettenstein	Real Estate
William Pollack	Landscape Architect
John Wilkins	Bicycle Coalition
David Kooris	Program Management Representative
Evelyn Lee	Program Management Representative

Green Energy / Green Buildings:

Bill Leahy, Co-chair	Institute of Sustainable Energy
Tom McCarthy, Co-chair	City Council President
Ross Spiegel	Fletcher Thompson
Pat McDonnell	UI
Tom Santa	Santa Fuels
Rick Thigpen	PSE&G
Bob Tierney	UTC Power
Martin Mador	Sierra Club
Terry Backer	State Representative, Stratford
Gretchen Hancock	General Electric
Steve Israel	Developer
Iris Molina	Dept of Social Services, City of Bridgeport
Mike Smalec	Southern Connecticut Gas Company
Paul Boucher	South End NRZ
Al Hinds	Board of Education
Maryanne Evans	Health Director, City of Bridgeport
Bob Wall	Connecticut Clean Energy Fund
Peter Hance	Bridgeport Housing Authority
John Cottell	Public Facilities, Bridgeport
Fahim Uddin	ITS, City of Bridgeport
Ray Wiley (O&G)	City of Bridgeport
Jeff Leichtman	Program Management Representative

B-Green Technical Committee Membership

Green Spaces, Recycling & Water Resources:

Dick Tiani, Co-chair	Groundwork Bridgeport
Gregg Dancho, Co-chair	Beardsley Zoo
Maria Valle	City Council
Sheri Neely	CT Coalition for Environmental Justice
Curt Johnson,	CT Fund for the Environment
Stuart Sachs	Landscape Architect
Lillian Wade	East End NRZ
Tony DePrimo	Public Facilities-Recycling
Karolyn Egbert	Trefz Corporation
Melissa Spear	Green spaces advocate
Erik Bernard	Aquarion Water Company
Dorcas Blue	Fairfield County Community Foundation
Bill Robinson	WPCA
Bob Halstead	Bridgeport Community Land Trust
Kim Barber	GEI Associates
Lynne Werner	Housatonic Valley Watershed Association
Julio Reinoso	Community Activist
Angie Staltaro	Neighborhood Revitalization, City of Bridgeport
Steve Hladun	Parks Department, City of Bridgeport
Armando Videira	Recycling, City of Bridgeport
Jay Curran	GEI Consultants
Alfred Kovalik	Geodesign Incorporated
Jeanne Yuckienuz	Beardsley Zoo
David Kooris	Program Management Representative
Evelyn Lee	Program Management Representative

Green Businesses, Green Jobs & Green Purchasing:

Susan Davis, Co-chair	St. Vincent's Hospital
Ann Robinson, Co-chair	Community Capital
Debbie Kuchmas	Housatonic Community College
Adrienne Houel	ABCD
Mike McCarthy	Workplace Inc
Kevin Byrnes	Fairfield County Building Trades
Bob Pinciario	Toro & Pinciario
Garrett Gizowski	GE Credit Union
Diane Dimino	UI
Lisa Renkowsky	AllPhase Construction
Erin Buckley	Center for Green Building
Jesse Stratton	Environment Northeast
Deb Caviness	Small Business Director, City of Bridgeport
Janet Hinternereder	Eastern Bag & Paper
Edith Cassidy	Bridgeport Child Advocacy Coalition
Bernd Tardy	City staff
Beth Royer	City staff
Veronica Ortiz	City staff
Jeff Leichtman	Program Management Representative

B-Green Technical Committee Membership

Green Marketing and Education:

Ralph Buzzard, Co-chair	Board of Education
Shante Hanks, Co-chair	Congressman Himes Office
James Horne	UWGUC
Marge Hiller	BCAC
Cynthia Fernandes	Board of Education
Alma Maya	City of Bridgeport
Tyfannie Mack	UI
Scott Hughes	Bridgeport Public Library
Tammy Pappa	Director, The Lighthouse Program
Stephanie Barnes	Higgins Real Estate
Hugh McCann	Identification Products Incorporation
Jere Eaton	Printabilities
Kate Bouicort	Yale
Susan Tabachnick	Leap Program Manager
Shere Neely	CT Coalition for Environmental Justice
Stephanie Barnes	
Tammy Pappa	The Lighthouse
Leila Lawrence	
Elaine Ficarro	Office of the Mayor, City of Bridgeport
Beth Royer	Planning, City of Bridgeport
Michelle Sapp	Program Management Representative

Greenfields and Green Wheels Committee

Goal:

To reduce automobile trips, vehicles miles traveled, and the city's transportation emissions through coordinated land use and transportation planning.

Objectives:

- Determine current vehicle miles traveled originating in and destined to the city, transit ridership, and per capita transportation emissions as a baseline measurement tool.
- Build upon previous planning efforts with additional analysis to identify a land use and transportation infrastructure investment strategy for the city.
- Recommend zoning adjustments and capital improvement priorities necessary to implement the coordinated land use and transportation vision.

Goal:

To facilitate the redevelopment of underutilized sites throughout the city, transitioning blighted properties into neighborhood amenities and adding to the city's tax rolls.

Objectives:

- Compile a citywide list of underutilized sites and identify their particular barriers to redevelopment including, but not limited to, needing environmental remediation.
- Use the coordinated land use and transportation plan as a filter to identify those sites that yield the greatest potential for redevelopment that will reinforce neighborhood character and provide tax revenue.
- Develop a marketing and divestment strategy that will result in the redevelopment of those targeted sites and their addition to the city's tax roll.
- Identify funding sources for the initial phase environmental testing of the highest priority sites in city ownership or through partnerships with private owners.

Goal:

To provide city residents, workers, and visitors with a wide range of mobility options that connect origins with desired destinations with least carbon intensive mode.

Objectives:

- Create a prioritized list of mass transit capital and operating improvements with a financing strategy for those within the city's and the transit agency's control and an advocacy plan to institute those that are not.
- Identify deficits in the city's pedestrian infrastructure, prioritize improvements, and create an implementation plan.
- Create a bike plan for the city with prioritized improvements and an implementation strategy.

Green Energy / Green Buildings Committee

Goal - Analysis

To utilize sustainable energy practices and production as a driver for economic development, to generate significant savings for municipal facilities, businesses and residents, and to reduce the carbon footprint of the community.

Objectives:

- Create a carbon footprint analysis for the city and benchmark all municipal buildings, schools and public housing projects as a baseline measurement tool
- Create a plan that projects the potential savings from the renovation of existing municipal facilities by improving their energy efficiency to Energy Star standards
- Create a plan that evaluates the saving from developing potential renewable energy projects in the city, both small scale and larger integrated projects
- Evaluate the benefits of establishing an Energy Improvement District

Goal – Sustainable Energy

To improve the energy efficiency of both public and private sector facilities and residences, creating real dollar savings from these efficiencies.

Objectives:

- Determine the potential savings from a broad-based weatherization/energy efficiency programs for residential, small/medium-sized business customers, and for public facilities (municipal buildings, schools and public housing)
- Implement a plan which develops potential renewable energy projects in the city, both small scale and larger integrated projects
- Identify key sources of public & private sector funding, shared savings programs, and loan assistance mechanisms to support the city's energy efficiency goals
- Identify training and retraining opportunities for workers and cost-effective management vehicles or private sector business opportunities to do the work
- Adopt a set of Green Building standards for all new construction and renovation projects

Goal - Purchasing

To lower energy costs for groups of energy users through aggregation programs and other bulk purchasing opportunities

Objectives:

- Identify key user groups for purchasing energy commodities by matching load requirements to create maximum savings opportunities
- Create a template of standard contractual terms for use by potential partners
- Conduct a procurement process to realize savings

Green Space, Recycling and Water Resources

Goal:

To ensure that the city's residents have access to abundant, high quality, interconnected open spaces that foster community cohesion and stewardship.

Objectives:

- Establish a citywide Conservation Commission, conservancy group, or other body able to lead the implementation of the recommendations pertaining to green spaces and water resources within the city.
- Develop a Green Space Master Plan that includes an inventory of protected and unprotected parks and open spaces, urban forestry strategy, management and maintenance budgets and design guidelines.
- Promote the protection of undeveloped open spaces, particularly in underserved areas.
- Encourage the creation of new open spaces through zoning, particularly along waterfronts.
- Identify opportunities for small-scale community green spaces such as community gardens and public plazas.
- Create connections between green spaces through greenways, urban trails and public transportation routes such as the Pequonnock River Greenway.
- Ensure adequate public access to open spaces and waterfront for all potential users.
- Promote community involvement at green spaces through design and programming, including facilities, events and stewardship opportunities.

Goal:

To develop a "smart" waste management strategy that identifies efficiencies within the city's waste stream, improving recycling rates and reducing overall solid waste output, while seizing opportunities for recycled and solid waste industries.

Objectives:

- Propose strategies for improving recycling performance of residents, businesses and city agencies.
- Ensure that demolition and construction projects recycle most or all eligible materials.
- Help to drive the market for recycled material products by encouraging their purchase through public and private sector procurement processes and requirements for new construction.
- Propose strategies to reduce city-wide solid waste output considering both carrot and stick approaches potentially including a citywide contest for neighborhoods to receive funding for local projects in proportion to money saved through local recycling.
- Develop a composting program in conjunction with the parks department, community gardens, and neighborhood groups.
- Ensure that recycling and garbage pick up staff are trained to inform residents and employees throughout the city on proper recycling guidelines at time of pick up if requested.

Water Resources

Goal:

To ensure that residents have access to safe, clean drinking water and healthy coastal resources.

Objectives:

- Assess the city's water supply and wastewater infrastructure with respect to reliability, age, efficiency, security and capacity while taking into account projected population increases.
- Promote water efficiency through educational campaigns; incentivizing use of grey water & drought tolerant plantings; developing city-wide programs to encourage low-flow toilets, shower and faucet heads, amongst other strategies.
- Develop and implement strategies to capture stormwater runoff and reduce nonpoint source pollution using built and natural systems.
- Reduce the number of overflow events at the WPCA plants into Long Island Sound.
- Protect and restore critical coastal and riverfront habitat.

Green Businesses, Jobs & Purchasing Committee

Goal:

To assist Green Businesses grow and prosper in Bridgeport, creating green collar jobs and helping the city diversify its business base and improve its environmental footprint.

Objectives:

- Identify existing barriers to green businesses growth and work to eliminate them
- Create a green business incubator to support the growth of environmentally friendly business enterprises, either through expansion of an existing business incubator or in the creation of a new green-focused one
- Identify existing local, state and federal incentive programs and policies to grow small, green businesses and create new green-collar jobs.
- Research best practices in other U.S. municipalities to determine relevant applications

Goal:

To create 1000 new green collar jobs in Bridgeport by 2011 by recruiting green businesses and training workers for the new green economy.

Objectives:

- Create an inventory of existing green jobs and identify potential sectors for expansion
- Bring educators from the vocational, community college, and college sectors together to create training and retraining opportunities
- Create and / or utilize federal, state and local policies and incentive programs to stimulate green jobs creation.
- Research best practices in other U.S. municipalities to determine relevant applications

Goal:

To utilize the purchasing power of the public & private sectors to buy green products, including but not limited to recycled materials, green cleaning products, green energy, and other eco-friendly products and materials

Objectives:

- Identify the universe of materials, products, and services that fit this criteria and determine whether green products are readily available and in a reasonably similar cost range
- Create public, private and non-profit buying groups to reduce costs and increase green purchasing power
- Create green recognition and rewards programs to encourage participation
- Research best practices in other U.S. municipalities to determine relevant applications

Green Marketing & Education Committee

Goal:

Develop an integrated plan to educate youth/students on sustainability that will assist them in better understanding on how energy efficiencies and conservation contributes to a healthier environment and generates cost savings.

Objectives:

- In conjunction with the Green Businesses, Jobs & Purchasing Committee, develop a green jobs career ladder for students – a Conversation Corps of energy auditors – and work with the Green Jobs committee to have students do audits of their school.
- Develop a database of educational resources to use in schools: U. I. Programs. DEP programs, EPA programs, etc.
- Develop promotional items for students with a B-Green2020 theme to use as prizes (Back Pack, Shopping Bag, Aluminum water jug etc.).
- Focus student attention in schools on B-Green2020 at specific time periods (EARTH DAY programs etc.) and continue through out the school year.
- Partner with community base organizations to develop interactive opportunities that will engage the youth in energy-saving activities using hands-on, real-world projects.
- Work with school officials to identify opportunities to incorporate sustainability into the Bridgeport School curriculum.

Goal:

Increase the awareness and introduce best practices to Bridgeport residential households on living in a more sustainable manner.

Objectives:

- Call to action at church and community groups
- Develop resource materials that will provide the residential communities with information regarding programs that will assist in energy and cost savings to improve sustainability in our communities.
- Develop promotional materials regarding B-Green2020 to be sent home by students
- Develop new PR materials about B-Green2020

Goal:

Brand the B-Green initiative as a vital component of the city's revitalization plan

Objectives:

- Create a B-Green2020 logo
- Have students design bill boards that use the logo and pass the message within the community
- Gather research to identify key insights to support the B-Green2020 initiative and benchmark findings in comparison to similar initiatives outside of the Bridgeport community
- Create targeted communications to key decision makers and stakeholders highlighting the economic and social value of sustainability
- Develop an overall marketing plan to generate awareness and support for the B-Green 2020 initiative

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREENFIELDS ACTION PLAN					
A. Land Use Planning Initiatives to Reduce VMT					
Initiative #1 Use zoning regulations as enabler for reduced automobile use and for residential and commercial redevelopment					
1-1. Enable mixed-use development through rezoning	Zoning City Council	a. Enact zoning amendments			39
1-2. Promote transit-oriented development	Zoning City Council	a. Enact zoning amendments			
1-3. Rezone underutilized industrial areas for mixed and other use	Zoning City Council	a. Enact zoning amendments			
1-4. Reduce parking requirements and create incentives for reduction in automobile use	Zoning City Council	a. Enact zoning amendments			
1-5. Promote form-based design in conformance with form-based standards	Zoning City Council	a. Enact zoning amendments			
Initiative #2 Create new opportunities for mixed use on municipal properties					
2-1. Adapt outdated buildings to new uses	Public Facilities City Council	a. Sell 2 unused City buildings for redevelopment as residential/commercial mixed uses	a. Prioritize properties for continued disposition in conjunction with green space, stormwater and development planning		19
2-2. Expand co-locations with government agencies	Public Facilities	a. Identify partner agencies and site opportunities for co-location		a. Consider construction of new Municipal Government Center	
Initiative #3 Provide housing ladder to enable continuum of work/live opportunities to reduce travel needs					
3-1. Expand affordability programs	Zoning OPED	a. Develop housing overlay to enable development of additional affordable housing units			30
3-2. Encourage homeownership by creating new housing on public land	Community Land Trust Bridgeport Housing Authority	a. Establish community "land trust" for housing opportunity, work toward <i>Bridgeport 2020</i> targets			
3-3. Provide housing ladder	Planning and Zoning City Council OPED	a. Enact zoning amendments to enable continuum of housing opportunities			

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREENFIELDS ACTION PLAN					
Initiative #4 Create neighborhoods of choice to capitalize on combined work/live opportunities and reduce travel needs					
4-1. Promote safe and attractive neighborhoods	a. Reap benefits of Complete Streets planning and Mobility options identified in Green Wheels Action Plan and Green Spaces planning in Green Spaces Action Plan				37
4-2. Preserve historic structures to enhance neighborhoods	Multi-stakeholder Historic Preservation Task Force	a. Establish single multi-stakeholder task force to unify historic preservation efforts b. Create uniform database of historic resources	a. Create plan to strengthen, clarify and unify historic district controls for coordinated, long-term protection		
4-3. Coordinate development and promotion of arts and cultural resources	Bridgeport Cultural Council	a. Establish single multi-stakeholder task force on arts, entertainment and cultural resources (Bridgeport Cultural Council established) b. Create uniform cultural data base c. Initiate comprehensive planning for coordinated arts development and marketing	a. Initiate comprehensive marketing strategy for arts, entertainment and cultural resources		
4-4. Coordinate development of educational resources	Multi-stakeholder Educational Task Force	a. Establish single multi-jurisdictional task force on post-secondary education opportunities b. Create framework for ongoing coordination of post-secondary educational opportunities and marketing of Bridgeport's comprehensive educational offerings and opportunities			
4-5. Establish BGreen Educational Kiosks in libraries and community centers to promote sustainable actions	Greenfields and Green Wheels Subcommittee Libraries Community Centers	a. Incorporate land use and transportation materials in BGreen Educational Kiosks (pilot at Burroughs Library)			
Initiative #5 Promote opportunities for business and Class A office space to reduce tax burden and provide work/live options					
5-1. Enact zone changes to promote increased Class A office space development	Zoning City Council	a. Enact zoning amendments			27
5-2. Use City's comprehensive BGreen initiative as marketing tool to attract Class A office development	OPED BRBC	a. Market Bridgeport as an emerging Model Green City to attract coordinated Class A business development and residential opportunities			

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREENFIELDS ACTION PLAN					
B. Coordinated Redevelopment of Vacant Lands to Reduce VMT and Meet Multiple Needs					
Initiative #1 Use GIS as comprehensive planning tool					
1-1. Identify all underutilized sites and identify barriers to redevelopment, including environmental impediments	Greenfields Subcommittee OPED Tax Assessor Office of Blight State DECD GIS NRZs DEP EPA	a. Create initial database of sites and translate into GIS format b. Create GIS data layer of sites with i) no known environmental constraints; and ii) known environmental constraints c. Optimize GIS capability as a comprehensive planning tool by expanding information links, creating near real-time updating methodology and optimizing data accessibility	a. Using expanded GIS capability, coordinate economic, environmental and social development needs for housing, business, open space, natural resource protection, stormwater and mobility b. Host GIS educational forum for municipal agencies to expand capacity of GIS as planning tool c. Host GIS educational forum for NRZ's and community groups to better enable coordination of community goals and land use	a. Develop comprehensive long range plan for multi-need redevelopment b. Conduct semi-annual assessment of site development potential in conjunction with longer term City planning goals	36
Initiative #2 Enable action for development of underutilized sites					
2-1. Eliminate environmental barriers to development	OPED DECD EPA DEP	a. Within larger planning process, and using GIS planning filters, prioritize Brownfield site remediation and redevelopment and establish timeline for assessments and remediation as well as funding strategy b. Identify neighborhood development "drivers" c. Identify site similarities in terms of barriers to expedite redevelopment	a. Continue to secure funding for assessments and clean ups	a. Continue prioritization, assessments and clean ups	35 (2-1 to 2-7)
2-2. Create "planning visions" for larger vacant properties to promote redevelopment	Private property owners OPED BRBC NRZs Consultant	a. Identify pilot "visions project"	a. Develop redevelopment proposal	a. Implement all actions needed for successful redevelopment	
2-3. Facilitate cleanup of private property	Brownfields Working Group OPED DEP DECD EPA Private property owners National municipalities	a. Conduct community outreach to solicit support of site inventory, assessment, clean-up and community redevelopment	a. Continued community outreach to solicit support of site inventory, assessment, clean-up and community redevelopment	a. Continued community outreach to solicit support of site inventory, assessment, clean-up and community redevelopment	
2-4. Promote streamlined cleanup process under State guidelines	Brownfields Working Group EPA DEP DECD NYC Brownfields	a. Collaborate with EPA, NYC and State in ensuring use of most efficient cleanup methods; propose Bridgeport as a pilot site	Pilot clean-up methods		

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREENFIELDS ACTION PLAN					
2-5. Help make Brownfields funding a national redevelopment priority	Regional, Northeastern, National Cities DEP DECD	a. Spearhead coalition of former industrial cities to effect change in national funding for Brownfield remediation and site development			35 (2-1 to 2-7)
2-6. Investigate tax lien sale and other strategies as revenue source	Brownfields Working Group OPED Tax Assessor	a. Investigate revenue source strategies			
2-7. Expand City Brownfields personnel		a. Assess Brownfields personnel needs in context of data collection, assessment, clean up and redevelopment needs b. Increase Brownfields personnel as recommended			
GREEN WHEELS ACTION PLAN					
Initiative #1 Reduce single ride VMT by actively promoting Transit First policy and programs					
1-1. Establish Transit First Policy as guideline for all City activities and actions	Green Wheels Subcommittee GBRPA GBT MetroPool DOT City Council	a. Adopt Policy Statement which supports broadly-outlined Transit First Policy		a. Establish interagency municipal process and guidelines for implementing Transit First Policy in all planning and development activities b. Use education and outreach to inform citizenry, municipal agencies, and private sector of Transit First Implications	29
1-2. Conduct comprehensive transportation demand planning to develop Alternate Transit Strategy and target reductions in automobile travel and emissions	Green Wheels Subcommittee Regional municipalities and employers GBRPA DOT Consultant	a. Determine baseline emissions for citywide automobile travel and identify travel patterns and contributing VMT subsectors b. Identify transportation and emissions impacts of zoning and projected land use patterns c. Develop comprehensive Alternate Transit Strategy to accommodate expected demands and transfer existing automobile use to alternate mobility options d. Identify transportation constraints that limit development		a. Identify funding strategies and alternate Transit Strategy development based on Alternate Transit Strategy b. Advocate for local, regional and state policies, programs infrastructure and operations funding in accordance with Alternative Transit Strategy a. Continue rollout of Alternate Transit Strategy b. Update demand models and review Alternate Transit Strategy annually	33

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN WHEELS ACTION PLAN					
1-3. Reduce single ride VMT from city's largest employers	Green Wheels Subcommittee Human Resources GBRPA BTA MetroPool Regional municipalities & employers ZipCar/HourCar DOT EPA	a. Host transportation summit for City's largest employers to develop strategies for single ride reduction b. Gain commitment from 4 employers to identify travel demand and pilot reduction programs; provide bi-monthly support program to foster initiative development.	a. Expand program to 4 additional employers and/or employment nodes	a. Expand program to meet additional employer needs	33
1-4. Reduce VMT through education on transportation choice and raise awareness of links between emissions, air quality and health	Green Wheels Subcommittee City Human Resources Larger employers Health Department State of CT BTA Bridgeport Hospital St. Vincent's Hospital	a. Include land use and transportation planning information in BGreen educational kiosks (pilot at Burroughs Library)	a. Initiate educational campaign on links between emissions, air quality and quality of life	a. Assess campaign impact; adjust as recommended	24
Initiative 1-5 Reap the benefits of Transit Oriented Development and Mixed Use Zoning to reduce VMT	Zoning City Council	a. Planning and Zoning initiatives to support reduced VMT (See Greenfields Initiatives)			
Initiative #2 Make Complete Streets an integral part of city planning and development to capture alternate forms of transportation					
2-1. Make "Complete Streets" part of City planning and development to best capture potential for pedestrian and bicycle activity, promote green space development and optimize stormwater management	"Complete Streets" multi-stakeholder Steering Committee to include: Green Wheels Subcommittee Green Spaces, Water Resources Subcommittee Roadway Engineering Parks Zoning GBRPA BTA ConnDOT CT Urban Forester Landscape Architects Bicycle Advocacy group Pedestrian Advocacy group WPCA Aquatation UI Phone utilities SCG AIA EPA NRZs Community organizations consultant	a. Establish Steering Committee to formulate Complete Streets guidelines and establish Complete Streets as an integral part of all planning, development, infrastructure maintenance and development and land use activities	a. Adopt Complete Streets Guidelines b. Educate all municipal departments on Complete Streets guidelines c. Conduct Complete Streets forum for utilities and city contract organizations to coordinate street activities in adherence with Complete Streets guidelines	a. Ensure all roadway, pedestrian and bicycle infrastructure upgrades conform to Complete Streets guidelines	41

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN WHEELS ACTION PLAN					
Initiative #3 Promote walking					
3-1. Conduct pedestrian awareness and promotion program	BGreen Outreach and Education Share the Road DOT Education Safe Walks to School Bridgeport Hospital St. Vincents Hospital Community Health Centers NRZs Community organizations Parks Department	a. Hold 1 event to launch pedestrian promotion campaign b. Conduct crosswalk striping at 1 intersection per community c. Promote school participation in State's walk/ride to school program (non-infrastructure-based)	a. Monthly "school walk," neighborhood walk," and/or "walk to work" events		38
3-2. Provide adequate pedestrian infrastructure	Green Wheels Subcommittee Complete Streets Steering Committee Roadway Engineering Education NRZs BTA GBRPA DOT EPA	a. Pilot 1 pedestrian improvement/Complete Streets project b. Use 3 existing Safe Routes to School sites as foundation for enlisting additional schools in the Safe Routes to School Program c. Identify most critical deficits in pedestrian infrastructure and complete top 10 priority projects d. Establish multi-stakeholder steering committee to establish policy for upgrading pedestrian infrastructure in coordination with Complete Streets guidelines and utility initiatives e. Investigate incentive mechanisms for sidewalk repair and maintenance	a. Develop Pedestrian infrastructure improvement master plan to address condition, location, lighting, signage, maintenance and funding, coordinate with "complete street" planning b. Repair specified linear feet of sidewalk per year as recommended by master plan	a. Continue upgrades as recommended by Pedestrian Infrastructure Improvement Master Plan	
Initiative #4 Promote biking					
4-1. Conduct bike awareness and promotion program	BGreen Outreach and Education Subcommittee Safe Routes to Schools Education State of CT Share the Road Bike Advocacy Group Community groups NRZs Bridgeport Hospital St. Vincents Hospital Community Health Centers Large employers BRBC	a. Hold Park to Park bike ride to launch bike awareness program b. Conduct bike safety and awareness program in all schools twice a year.	a. Continue bike safety and awareness programs at all schools annually b. Commence bike to work initiative		37 4-1 to 4-3

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN WHEELS ACTION PLAN					
4-2. Provide adequate bicycle infrastructure	Green Wheels Subcommittee Public Works Roadway Education Engineering City Council Bike Advocacy Group GBRPA ConnDOT University of Bridgeport Housatonic Community College Sacred Heart University	a. Stripe bike lane in 1 location (Downtown to Seaside Park or St. Mary's as possibilities) b. Map existing bike rack infrastructure and publicize c. Identify gaps in bike routes and bike parking infrastructure near schools and parks d. Stripe and sign bike lanes near 3 schools and 1 park e. Establish bike racks at 4 additional city locations f. Initiate comprehensive Master Bike Plan to address in-city bike potential and regional bikeway connections; coordinate with Complete Streets planning	a. Provide bike parking and stripe and sign routes near 5 schools b. Commit to striping and signing 3-5 miles of new bike lane; coordinate with Complete Streets guidelines c. Bike rack installations-additional locations d. Complete Master Bike Plan	a. Continue commitment to striping and signing 3-5 new miles of bike lane per year b. Stripe, sign and install parking infrastructure at remaining schools c. Bike rack installation-additional locations d. Bike lane/infrastructure development in accordance with Bike Master Plan recommendations	37 4-1 to 4-3
4-3. Bike sharing program	Green Wheels Subcommittee Public Works Roadway Bike Advocacy Group GBRPA University of Bridgeport Housatonic Community College Sacred Heart University Large employers NRZs Community organizations		a. Investigate bike sharing program for Downtown and other neighborhoods		
Initiative #5 Coordinate parking, mobility and congestion management					
5-1. Revise management structure for parking and mobility management	OPED DSSD GBRPA	a. Establish Steering Committee to formulate plan for restructuring singularly-focused Parking Authority into more inclusive department of parking, mobility and congestion management			32
5-2. Plan for parking and mobility demand	OPED DSSD GIS Parking & Mobility Traffic Engineer	a. Conduct Transportation Modeling Plans with traffic analyses for large development projects b. Prepare parking and congestion management plan for special events	a. Develop comprehensive parking, mobility and congestion management plan in conjunction with green spaces, Complete Streets, stormwater management and development planning		

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN WHEELS ACTION PLAN					
Initiative # 6 Reduce automobile emissions					
6-1. Reduce idling	Mobility Management DEP EPA	a. Reinstatement of Traffic Engineer or establish per diem contract to enable traffic signaling optimization for daily operations and special events b. Promote anti-idling education at all schools in support of State's anti-idling regulations for buses			15
6-2. Set standards for fuel use	Green Wheels working group Green Energy Subcommittee DEP EPA GBRPA Education Public Facilities Parks Consultant Private contractors	a. Investigate incentives for improved fuel efficiency in private cars (no sales tax on clean vehicles; preferential parking) b. Investigate potential for alternative fuel infrastructure development c. Replace, retrofit, and refuel diesel trucks and buses d. Investigate emissions, retirement and age standards for municipal fleet e. Investigate standards for fuel type and emissions in vehicles used for services supplied under contract to City f. Investigate guidelines for emissions reductions from construction vehicles			

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN SPACES ACTION PLAN					
Initiative #1 Ensure Access to Green Space for All Residents					
1-1. Create green space database	Parks Education GIS Planning Bridgeport Community Land Trust-Community Gardeners	a. Develop GIS green space layer for existing parks, outdoor school spaces and community gardens b. Develop GIS vacant lands layer			19
1-2. Prioritize green space development for least served communities	Green Spaces Subcommittee Education Parks Public Works WPCA NRZ groups Consultants	a. Using GIS filtering capability, develop map to reflect least served areas b. Establish one park in least served community consistent with other City needs c. Initiate talks on open access at school sites for after school recreational opportunities d. Create plaza amenities at City Hall Annex Plaza e. Explore opportunities for plaza amenities on sidewalks on Stratford Avenue Bridge and/or riverfront boardwalk near train station	a. Identify additional sites for green space in least served areas, and consistent with other City land use goals; permanently protect for green space use b. Pilot 1 school site for open access after school hours c. Explore opportunities for plaza amenities at People's Plaza per City Plan recommendation	a. Create 1-2 new pocket parks per year	30
1-3. Provide community gardening opportunities to all neighborhoods	Green Spaces Subcommittee Parks - GIS Bridgeport Community Land Trust Groundwork Bridgeport Neighborhood Organizations and NRZs Health Department Farmers Market Education Meals on Wheels	a. Create Community Garden and Urban Farms Master Plan to provide community gardening opportunities to all neighborhoods b. Continue planned development of 2 new gardens and improvements to 8 existing gardens	a. Provide permanent protection for community garden property b. Create new community gardens as recommended by Community Garden and Urban Farms Master Plan	a. Create community gardens as recommended by Community Garden Master Plan	25
1-5. Provide waterfront access	Zoning Parks HVWA or other similar/new watershed protection entity GIS TPL Private landowners Consultant NRZs DEP EPA	a. Enact zoning amendment to require waterfront access easement b. Develop database of parcel ownership and site condition for all waterfront parcels and easement potential (partnership with nonprofit) c. Investigate creation of 501(c)(3) for easement acceptance d. Commence waterfront easement acquisition program	a. Create waterfront access easements on 1-5 parcels b. Develop signage and support for comprehensive waterfront access program	a. Create waterfront access easements on 1-5 parcels per year	28

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN SPACES ACTION PLAN					
1-6. Incorporate street trees into city/land use and planning	Green Spaces Subcommittee Green Energy Subcommittee Green Wheels and Greenfields Subcommittee Green Jobs Subcommittee Tree Warden Parks Zoning Building Permitting Engineering Public Works GIS Neighborhood Revitalization Health Friends Groups Existing community parks groups and NRZ groups Groundwork Bridgeport CT DEP Forestry and Urban Forester Garden Centers Landscape architects Private landowners Health service providers Corporate and commercial property owners Olmsted Foundation Historical preservation groups Carbon registries Scouts Community centers University of Bridgeport Housatonic Community College Sacred Heart University The Lighthouse The Workplace	<p>a. Conduct Public Tree Forum</p> <p>b. Educate public on tree requirements and space needs</p> <p>c. Create necessary site development guidelines and Green Building Standards to establish minimum planting requirements for new sites</p> <p>d. Develop guidelines on best practices for street tree planting</p> <p>e. Commence establishment of nonprofit/public tree nursery partnership</p> <p>f. Continue planned tree plantings-plant 200 trees citywide</p> <p>g. Continue data collection on street trees and formalize street tree inventory program</p> <p>h. Establish community parks and tree adoption and partnership support program</p>	<p>a. Develop comprehensive street tree program and planting and maintenance plan in conjunction with development of Comprehensive Green Spaces Master Plan</p> <p>b. Engage communities in consolidated planting and stewardship program</p> <p>c. Expand planting and replacement of nursery stock in public/nonprofit nursery partnership program</p> <p>d. Conduct comprehensive urban forest inventory as part of Street Tree/Urban Forest Master Plan under the umbrella of larger Green Spaces Master Plan</p> <p>e. Plant additional 200 trees citywide.</p>	<p>a. Plant additional 300 trees per year citywide</p> <p>b. Establish timeline, administrative framework, and commitment for pursuing implementation of Street Tree/Urban Forest Comprehensive Green Spaces Master Plan</p>	34
1-7. Streetscape plan/Complete Streets	Green Spaces Subcommittee Greenfields and Green Wheels Subcommittee Complete Streets multistakeholder steering committee including: Zoning Department Roadway Parks GBRPA Aquarion Phone companies Historical preservation groups DSSD Bicycle advocacy group NRZs DEP Pedestrian advocacy group WPCA Engineering BRBC UI SCG CommDOT CT. Urban Forester EPA	<p>a. Establish Complete Streets Task Force to develop Complete Streets guidelines (see Green Wheels Subcommittee action matrix 2.1) and establish Complete Streets as an integral part of all planning, development, infrastructure maintenance, development and land use activities</p> <p>b. Identify Complete Street pilot project</p> <p>c. Identify 1-5 Streetscape pilot projects</p>	<p>a. Adopt Complete Streets guidelines (See Green Wheels Item 2-1)</p> <p>b. Conduct educational forums for Municipal Departments and General Public on Complete Streets (see Green Wheels Item 2-1)</p> <p>c. Establish Complete Street pilot project</p> <p>d. Install 1-5 identified Streetscape pilot projects</p>	<p>a. Commit to 5 new streetscape projects per year</p> <p>b. Commit to Complete Streets guidelines</p>	40

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN SPACES ACTION PLAN					
1-8. Provide linkages between green spaces	Green Spaces Subcommittee Greenfields and Green Wheels Subcommittee Parks Public Facilities-Roadway Engineering Umbrella "Friends" Group Bicycle Advocacy group NRZ groups Consultant Connecticut State Urban Forester National Park Service-Rivers and Trails Groundwork Bridgeport	a. Identify linkage gaps from existing plans and new GIS green space maps b. Identify impediments to linkages and develop strategy for overcoming impediments	a. In conjunction with Green Space Master Planning Initiative specify action items and establish timeframe for establishing required linkages	a. Establish timeline, administrative framework, and commitment for pursuing implementation of Green Spaces Linkages Plan as part of Comprehensive Green Spaces Master Plan Implementation	29
Initiative #2 Strengthen organizational framework for green space and environmental resources protection and management					
2-1. Establish Conservation Commission	Green Spaces Subcommittee - Task Force for Conservation Commission establishment City Attorney City Council	a. Establish Conservation Commission based on Task Force findings b. Make recommendation on Conservation Administrative position(s)			29
2-2. Create nonprofit/private partnership opportunities	Green Spaces Subcommittee Parks Bridgeport Community Land Trust - community gardeners Community green space and parks support organizations Pequonnock watershed association Local fisheries organizations Local marinas and yacht clubs AquaCulture School NOAA Fisheries-Milford Sierra Club HVWA Ash Creek Conservation Association CT Audubon Society Beardsley Zoo NRZs Garden clubs	a. Create unified advocate for City Green Spaces and natural resources protection, to strengthen existing nonprofits and community groups and establish technical support network as recommended	a. Help coordinate initial phases of Green Spaces Planning initiative and Master Plan development	a. Continued oversight of Green Spaces Plan action items	29
2-3. Invest in equipment for effective management and maintenance of city green spaces and urban forest resources	Parks and Recreation Public Works-Roadways Green Spaces Advocacy Group Groundwork Bridgeport	a. Identify and prioritize needs short term and long term	a. Commit to securing adequate funding and equipment for city green space management and maintenance	a. Continued commitment to securing adequate funding and equipment for city green space management and maintenance	18

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN SPACES ACTION PLAN					
Initiative #3 Ensure community participation in stewardship					
3-1. Promote education and stewardship in schools and communities	Green Spaces Subcommittee Green Jobs Subcommittee Umbrella "Friends" Group (as recommended) Groundwork Bridgeport Parks Engineering Tree Warden WPCA Aquation UI Education Neighborhood Revitalization NRZ groups Beardsley Zoo Connecticut Audubon Society Sierra Club Garden Clubs University of Bridgeport - HCC - Sacred Heart	a. Establish environmental demonstration site at Luis Marin School and formalize plan of development b. Inventory existing school environmental programs for all ages and corporate-sponsored environmental education initiatives c. Inventory programs of all existing green spaces groups d. Create opportunities for Green Workforce training and certification programs in the areas of tree work, forestry and land management. e. Host Arbor Day	a. Develop coordinated land stewardship program for citizen stewardship of biological resources, street trees and water resources (coordinate in part with street tree initiatives)	a. Establish outdoor environmental classrooms at 3 additional school locations b. Create green spaces unit in school sustainability curriculum, building on existing work of Groundwork Green Team	31
3-2. Establish Youth Conservation Corps	Mayor's Conservation Corps- citizens education and advocacy group for recycling, green spaces, water resource protection, energy efficiency and sustainable living	a. Provide green spaces materials for dispersal through Conservation Corps and solicit green spaces advocates b. Coordinate activities of Conservation Corps with existing Green Team (Groundwork Bridgeport program) and Parks Department Camp	a. Continue materials distribution and volunteer recruitment	a. Expand Conservation Corps by 50 students	31
3-3. Provide Green Spaces education at BGreen Educational Kiosks in community centers	Green Spaces Subcommittee Libraries Community Centers	a. Include green spaces, street tree, community garden information at BGreen educational kiosk (pilot at Burroughs Library)	a. Expand BGreen Kiosk network		30
3-4. Develop watchdog program to reduce "dumping" on green spaces	Public Facilities Neighborhood Revitalization and Blight Control Police Fire Parks Community organizations and NRZs Groundwork Bridgeport	a. Pilot video surveillance and/or community or personal incentive program for phone pix/videos of dumping at 5 dumping "hot spots" b. Develop best practices for streamlining "rapid response" to dumping c. Pilot "Post-Cleanup" signs at clean sweep locations as possible deterrent to future dumping (personalize clean up efforts)	a. Expand anti-dumping strategy to 5 additional locations	a. Expand anti-dumping strategy to 5 additional locations	21

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
WATER RESOURCES ACTION PLAN					
A. Water Supply					
Initiative #1 Ensure continued access to safe water supply					
1-1. Ensure water supply will continue to meet demand	Water Resources Subcommittee Aquarion GBRPA Zoning GIS Regional Municipalities USGS	a. Assess municipal and regional water demand and availability (Aquarion has long term plan in place) b. Spearhead regional initiative to link zoning, land development and expected build out to water demand c. Determine potable demand vs. outside/landscaping demand for city and region	a. Conduct annual assessment of water demand with respect to zoning, land development and expected build out	a. Conduct annual assessment of demand with respect to zoning, land development and expected build out	31
Initiative #2 Promote water conservation and efficiency					
2-1. Promote citywide water conservation and efficiency through policy, incentives and regulations	Water Resources Subcommittee Green Buildings Subcommittee Aquarion EPA University of Bridgeport Housatonic Community College Sacred Heart University WPCA DEP EPA	a. Establish Green Building Standards which include conservation and efficiency provisions for water b. Report on water conservation potential of variable pricing for water supply and wastewater and zoning incentives c. Embark on fixture rebate program to enable efficiency retrofits in 50-80 residences	a. Expand fixture rebate program to enable efficiency retrofits in 200 more residences b. Conduct water audit of 10 largest water use customers	a. Expand fixture rebate program to 300 additional residences per year b. Conduct water audit of 15 additional large water customers per year	29
2-2. Promote water conservation in City operations	Public Facilities Parks Aquarion WPCA DEP EPA	a. Conduct water audit and develop water conservation plan including infrastructure and fixture upgrades for all indoor and outdoor uses at 1/3 City properties and operations b. Commence water efficiency upgrades at 2 municipal buildings.	a. Conduct annual municipal water audit on 1/3 of municipal facilities b. Continue efficiency upgrades at 6 more municipal facilities	a. Conduct annual municipal water audit on 1/3 of municipal facilities on revolving basis b. Continued efficiency upgrades at 6 additional municipal facilities per year	29
2-3. Promote water conservation in City's Educational Facilities	Education Aquarion WPCA DEP EPA	a. Conduct water audit and develop water conservation plan including infrastructure and fixture upgrades and funding strategy for all indoor and outdoor uses at all Board of Education properties b. Commence water efficiency upgrades at 4 school sites	a. Continue efficiency upgrades at 10 more school sites	a. Continue efficiency upgrades at 10 more school sites per year until all facilities completed b. Conduct annual facilities water audit on 1/3 of school facilities per year on revolving basis	29

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
WATER RESOURCES ACTION PLAN					
2-4. Promote water conservation and efficiency through education	Aquation Education Discovery Museum Outreach and Education Subcommittee Community Centers Religious and Community Organizations Health Conservation Corps Save the Sound CFE UB HCC Sacred Heart University Libraries	a. Build on existing water company materials and educational programming to convey water efficiency and conservation education to at least 200 residents per year b. Establish educational rain barrel at 3 locations within city to illustrate rain barrel impact; distribute rain barrels through Conservation Corps canvassing effort c. Include educational materials at all BGreen environmental kiosks established citywide (pilot at Burroughs Library) d. Explore opportunities for water education partnerships with existing environmental education organizations, community centers, community and religious organizations e. Develop water resources unit in school sustainability curriculum with take home materials; pilot in 1 early grade at all schools f. Develop case for promoting water conservation in financial, environmental, social and health terms	a. Expand educational programming with goal of reaching 400 additional residents b. Expand use of water resources educational curriculum at all schools c. Expand rain barrel distribution through Conservation Corps canvassing effort	a. Expand educational programming with goal of reaching additional 400 residents b. Expand use of water resources unit 1 additional grade upward per year into formal educational curriculum at all schools	27
B. Wastewater					
Initiative #1 Ensure wastewater infrastructure and management operations meet demand					
1-1. Upgrade infrastructure	Water Resources Subcommittee WPCA Engineering Public Works CFE Save the Sound State DEP EPA Consultants	a. Continue capital improvements to separate combined sanitary/storm water system b. Assess merits of "in place" capital improvement program and modified plan in Bridgeport 2020	a. Continue capital improvements to separate combined sanitary/storm water system b. Establish Task Force on Climate Change to assess potential impacts to wastewater and other infrastructure		33
1-2. Demand top notch system management	WPCA Engineering Public Works-Roadways DEP EPA CFE	a. Provide equipment and manpower for adequate management of City's 10,000 storm basins b. Provide adequate manpower for operation of City's WPCA facilities			

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL A analysis
WATER RESOURCES ACTION PLAN					
Initiative #2 Implement strategies to capture and reduce stormwater runoff					
2-1. Establish baseline data on stormwater sources	WPCA Public Works Engineering Zoning GIS EPA DEP USGS Consultant	a. Conduct source and impact assessment of impervious surface and sewer tie-ins; coordinate with flooding data to identify areas for prioritized action; review all land use in context of FEMA updated mapping			36 (2-1 TO 2-2)
2-2. Institute best practices for on-site and non-point source stormwater management- capture and reduction plus filtration	Green Buildings Subcommittee Green Spaces Subcommittee Zoning GIS OPED Engineering WPCA Public Works DEP EPA USGS	<p>a. Adopt stormwater regulations to reduce additional discharge to storm system</p> <p>b. Adopt Green Building Code to include water resource provisions</p> <p>c. Pilot site-specific stormwater management bioswale project at 1 site (coordinate with Complete Streets)</p> <p>d. Distribute rain barrels for stormwater collection and outside water supply</p> <p>e. Undertake stormwater management study for Seaside Village as pilot for on-site controls</p> <p>f. Investigate merits of stormwater disconnect program</p> <p>g. In conjunction with water supply planning, conduct multi-stakeholder water resources forum to commence development of new vision for comprehensive regional water supply and stormwater management plan: new roles and opportunities for water supply company, waste water treatment, private and public landowners in light of 300 million gallons of rainwater resulting from 1" rainfall on Bridgeport</p>	<p>a. Plan multi-site and community wide capture, reduction and filtration strategies in concert with GIS data and land use planning.</p> <p>b. Identify regulatory mechanisms (and incentives in particular) for on-site or multi-site stormwater control</p> <p>c. Secure funding, implement on-site water management at Seaside Village pilot</p> <p>d. Establish bioswales and/or storage and recapture system on 3 additional sites</p> <p>e. Establish stormwater disconnect program as recommended</p> <p>f. Continue rain barrel distribution</p>		36 (2-1 TO 2-2)

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
WATER RESOURCES ACTION PLAN					
Initiative #3 Protect aquatic resources in rivers, wetlands and Long Island Sound					
3-1. Protect resources through regulation	Green Buildings Subcommittee WPCA DEP Zoning	a. Adopt stormwater regulations to regulate flow and influx of materials into waterways (regulations adopted 2009) b. Conduct interagency municipal forum on stormwater regulations to ensure coordinated review of development proposals and better enable public education and adoption in building and development planning c. Enact zoning amendments, including creation of Green Building Code, which includes water resource provisions, to reduce stormwater runoff and mandate on-site infiltration d. Consider enacting municipal regulation preventing use of most plastic shopping bags-a leading garbage source in storm drains e. Continue water quality sampling program mandated by DEP	a. Expand incentives for on-site controls		33
3-2. Protect resources through education and community stewardship	Parks Public Facilities-Roadway Public Facilities-Recycling Save the Sound Pequonnock Watershed Community Group UB Sacred Heart University HCC Community naturalists HVWA Ash Creek Conservation Association Aquaculture School Commercial fisheries and shellfish industry Marinas and Yacht Clubs Bridgeport-Port Jefferson Steamboat Co. State Aquaculture DEP Connecticut Audubon Society Discovery Museum Commercial entities EPA Youth Conservation Corps	a. Promote awareness of personal impact on water resources by painting BGreen logo on all storm water catch basins b. Promote awareness of personal impact on water resources through distribution of rain barrels through Conservation Corps (goal 100 rain barrels) c. Educate on impact of plastic bags on stormwater management (Recycling Initiative #2) d. Develop educational material for BGreen Environmental Kiosks (pilot at Burroughs Library) e. Create stormwater unit of sustainability curriculum in schools and pilot in middle grade at all schools f. Establish stormwater collection display at 1 school and 1-2 other locations within city g. In conjunction with Green Spaces Initiatives, establish citizen stewardship groups for watershed and water resources protection h. Begin to establish database of current and historical watershed and water resources conditions	a. Continue catch basin painting b. Continue rain barrel distribution c. Develop plan for natural resource protection and restoration d. Develop watershed monitoring program		32
3-3. Protect resources through comprehensive planning	a. Piggyback on Green Spaces Initiative 1-3; Create Green Space Master Plan, to include resource inventory and plan for coastal area. b. Piggyback on Greenfields Initiative B 1-1; Using expanded GIS capability, coordinate economic, environmental and social development needs for housing, business, open space, natural resource protection, stormwater and mobility				37

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
RECYCLING ACTION PLAN					
Initiative #1 Improve recycling performance in residential sector					
1-1. Invest in equipment and establish social infrastructure necessary to expand residential recycling	Green Recycling Subcommittee Public Facilities/Recycling Conservation Corps Neighborhood organizations Community centers NRZs Salvation Army Goodwill Industries DEP EPA Environmental Justice Coalition	a. Increase distribution of "blue boxes"/loters and target 2 lowest performing neighborhoods for comprehensive recycling education and support program. b. Conduct needs analyses with 2 large high rise/condominium associations and pilot programs at these sites c. Create Task Force to investigate community drop locations and bulk pickup d. Create Task Force on Single Stream Recycling and single site source separation alternatives	a. Expand distribution of "blue boxes"/loters and conduct comprehensive education program in 4 additional neighborhoods. b. Expand comprehensive recycling programs into 6 additional high rises/condominiums. c. Switch to weekly pick-up (if necessary by adding 3 trucks, 4 employees and economizing routes); or switch to single stream or alternative recycling program as recommended c. Reinsitute bulk pickup as recommended d. Develop network of community drop locations as recommended	a. Expand distribution of "blue boxes"/loters into remaining neighborhoods b. Expand comprehensive recycling at 10 more high rises/condominiums	22 27 12
1-2. Education to promote recycling	Community recycling networks with local contacts Public Facilities Recycling Conservation Corps Public libraries Community and Religious Centers Environmental Justice Coalition	a. Establish citizen neighborhood recycling networks and work with Conservation Corps to launch widespread educational campaign in 2 targeted communities to promote recycling b. Engage existing community groups in recycling projects and education c. Include recycling materials in BGreen environmental kiosks at community locations and libraries (pilot at Burroughs Library) d. Conduct inventory of recycling education currently conducted at each school site	a. Establish recycling networks and conduct widespread educational campaign in 6 more neighborhoods b. Establish recycling component to broader sustainability curriculum for school system with "take home" lessons	a. Establish recycling networks and conduct widespread educational campaigns in remaining neighborhoods	21
1-3. Recruit recycling operators into educational initiative		a. Conduct training program to enable recycling operators to be effective public educators and provide sufficient recycling education materials for distribution in the field	a. Conduct semi-annual training update; continued educational material distribution		14
1-4. Address special needs/non-drivers		a. Create Task Force to report on potential for community drop program and bulk pick up (described above)	a. Reinsitute bulk pick up as recommended b. Develop community drop network as recommended		14

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
RECYCLING ACTION PLAN					
Initiative #2 Increase recycling in the Commercial Sector					
2-1. Determine feasibility of widespread commercial recycling program	Bridgeport Regional Business Council Green Recycling Subcommittee Private companies Downtown Special Services District Private haulers Private custodial service companies responsible for commercial cleaning	a. Conduct Commercial Recycling Forum to share best practices and identify Commercial Recycling Action Plan, including needs assessment (piggyback with Green Purchasing agenda) b. Semi-annual Commercial Recycling follow-up to assess ongoing needs and accomplishments c. Pilot Commercial Recycling at 10 Middle Street	a. Semi-annual follow-up on commercial recycling in Bridgeport, with ongoing needs assessment and improvement planning		25
2-2. Broaden commercial recycling constituency to include small business and retail		a. Conduct Commercial Recycling Forum for this sector b. Establish representative network for this sector			
2-3. Promote recyclable materials purchase in business community/commercial sector (restaurants)	Green Marketing Subcommittee Green Purchase Subcommittee BRBC DEP EPA	a. Identify policy and incentives to promote recyclable materials and impediments to recyclable materials use; coordinate with Green Purchasing programs (Green Purchasing Initiative #4) b. Pilot Group Purchase			21
2-4. Establish comprehensive recycling program in Downtown Special Services District (DSSD)	DSSD Private hauler Private custodial services Recycling Department Private corporations	a. Conduct recycling needs analysis and create DSSD recycling plan for interior and exterior spaces	a. Create comprehensive interior and exterior recycling infrastructure for DSSD b. Develop supportive educational programs for DSSD businesses		23
Initiative #3 Increase recycling in the Municipal Sector and School System					
3-1. Promote recyclable materials purchase and recycling at public events	Public Facilities Recycling Parks Corporate Partners DEP EPA	a. Establish policy enabling and requiring recycling at public events b. Create Task Force to conduct needs assessment and create logistics plan and guidelines for MSW and recycling management for all public events c. Pilot program to provide containers for 2 indoor and 2 outdoor events	a. Provide guidelines and support program for all event planning agencies and all indoor and outdoor events b. Conduct follow-up assessments following all events to enable continued program improvement		22

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL A analysis
RECYCLING ACTION PLAN					
3-2. Promote recycling at municipal properties and facilities	Public Facilities/Recycling Parks and Recreation Public Works Public Libraries Community Centers Custodians	a. Conduct needs assessment related to establishment of recycling in all municipal facilities. b. Install additional solid waste and recycling bins in 2 large parks; pilot program at 4 other community or public facilities sites, all with recycling education program, and creation of recycling network. c. Install inside and outside recycling bins, provide recycling education, and establish recycling network at 2 libraries. d. Review recycling program at 999 Broad Street	a. Establish inside bin infrastructure, provide recycling training program to employees and custodians and set up recycling program network with point persons, and provide exterior recycling containers at 6 parks, 2 libraries, municipal facilities.	a. Expand municipal recycling program and recycling networks to remaining municipal parks and facilities	20
3-3. Promote recycling at schools	Education Public Facilities/Recycling Board of Education Curriculum Board of Education Custodial Services Private haulers	a. Conduct needs assessment related to establishment of recycling programs at all school sites b. Pilot comprehensive recycling program at 2-4 schools; provide bins in all classrooms and cafeterias; provide necessary exterior bins; conduct student, staff, custodial and hauler education; consider incentive program; b. Create "School Green Team" for all schools in preparation of school wide sustainability program.	a. Establish inside bin infrastructure, provide recycling training program to school community and custodians, establish network with point persons, oversee outside collection at 6 more school sites. b. With Education, include recycling education in larger sustainability curriculum (see residential recycling Initiative #1-2 above)	a. Establish recycling infrastructure and programs at remaining school sites	23
Initiative #4 Increase Recycling of Construction Materials and Debris					
4-1. Institute policy to increase C and D recycling	Green Recycling Subcommittee Green Buildings Subcommittee Public Facilities/Recycling NRZs Contractors Architects Landscape architects Private sector businesses EPA DEP	a. Task Force to explore policy/regulatory actions to increase C and D recycling facility location or program in Bridgeport or outside of Bridgeport	a. Implement C and D recycling ordinances and policies as recommended by task force		21 (4-1 TO 4-1)
4-2. Provide facilities to enable efficient C and D recycling	Green Resources Subcommittee Public Facilities Recycling	a. Task Force to explore new facility location, partnership or program (such as IRN) in Bridgeport or outside of Bridgeport	a. Develop C & D program and/or facilities as recommended		

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL A Analysis
RECYCLING ACTION PLAN					
4-3. Education to increase C and D recycling	Green Recycling Subcommittee Public Facilities Recycling Zoning Permitting Departments	a. Training for City regulatory and permitting bodies to educate permit holders on C and D recycling options at time of permitting			21 (4-1 TO 4-2)
Initiative #5- Decrease incidents of illegal dumping & littering					
5-1. Increase monitoring and enforcement of illegal dumping	Public Facilities Recycling and Roadway Neighborhood Revitalization and Anti-Blight NRZs Neighborhood groups Police	a. Conduct analysis of dumping "hot spots" to identify possible sites for additional monitoring equipment b. Solicit help from neighborhoods via cell phone reporting c. Task Force to review illegal dumping, and streamline enforcement and correction procedures			13
5-2. Initiate Pride in Community Program to reduce litter in front of businesses	BRBC Parks Public Facilities Recycling Neighborhood Revitalization and Anti-Blight Local businesses Neighborhood Organizations NRZs Groundwork Bridgeport	a. Educational and promotion program for businesses to "sweep up" outside establishments and monitor outside littering b. Create sponsorship program for joint trash/recycling bins outside businesses	a. Expand program		18
GREEN ENERGY AND GREEN BUILDINGS ACTION PLAN					
Initiative #1 Create Energy Improvement District previously enabled by local and state legislation to act as Energy Manager for the City of Bridgeport					
1-1. Create Energy Improvement District	City Council; Energy Improvement District Board; City staff BRBC Institute for Sustainable Energy CT Center for Advance Technology Independent Consultants Project Developers UI SCG	a. Create the Energy Improvement District board and establish mission in compliance with existing local and state enabling legislation b. Create energy plan for the City of Bridgeport c. Place energy projects under EID Board authority d. Identify funding strategy for EID Board operations and EID projects and activities e. Obtain energy consultant to support EID Board activities	a. Investigate aggregation, solar leasing, renewable, and/or multi-site project opportunities in context of EID bonding capabilities b. work closely with state and federal agencies to support EID mission and operations c. work with community organizations, non-profits, and private sector to identify project needs and opportunities		32

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN ENERGY AND GREEN BUILDINGS ACTION PLAN					
Initiative #2 Promote Renewable Energy Development in Bridgeport					
2-1. Establish Renewable Energy Park at closed landfill for generation of renewable energy	EID City Council United Illuminating GE PSE&G Other potential private partners CT Clean Energy Fund CT State Legislature US Dept of Energy EPA CT Congressional delegation	a. Conduct feasibility study b. Draft investment grade RFP and solicit consultants c. Identify investment partners	a. Develop state and federal support policy and legislation for private investment in renewable energy park b. Develop RFP for renewable power developer c. Undertake contract and permitting processes	a. Establish Renewable Energy Park as energy supplier to grid b. Establish energy education center at Energy Park	30
2-2. Promote Connecticut Clean Choice.	CT Clean Energy Fund Conservation Corp	a. Alert residents to clean energy options b. Conduct a community campaign	a. Alert residents to clean energy options b. Conduct a community campaign		14
2-3. Promote solar hot water and solar pv use	CT Clean Energy Fund Conservation Corp	a. Alert residents to clean energy options b. Conduct a community campaign c. Conduct workshops for local contractors.	a. Alert residents to clean energy options b. Conduct a community campaign		X
Initiative #3 Perform energy efficiency measures and biomass retrofits at wastewater treatment facilities					
3-1. Implement energy efficiency measures	WPCA and other city staff EPA DEP United Illuminating Private Consultants	a. Perform energy audit of facilities and operations b. Identify funding strategy for efficiency measures	a. Implement efficiency measures as recommended by audit		24
3-2. Implement biomass power and heat generating retrofit and/or combined energy/resource sharing with adjacent industrial operations	WPCA and other city staff EPA DEP UI RESCO Synegro Private Consultants	a. Perform feasibility study for biomass power and heat generating retrofit b. Perform feasibility study for cooperative water/waste products sharing with adjacent industry c. Identify funding strategy for retrofit and/or resource sharing	a. Undertake permitting process b. Implement biomass retrofits and/or energy retrofit measures as recommended		

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL A analysis
GREEN ENERGY AND GREEN BUILDINGS ACTION PLAN					
Initiative #4 Promote energy efficiency in municipal buildings and operations					
4-1. Perform energy benchmarking and prioritize building retrofits	Public Facilities Institute for Sustainable Energy EPA Region 1 United Illuminating Co. PSE&G SCG	a. Determine Energy Star Ratings of all facilities as benchmark b. Prioritize building retrofits and develop funding strategy c. Track energy consumption and energy star rating with Portfolio Manager. b. Recognize buildings that are Energy Stars	a. Continue to track building performance energy consumption and energy star rating with Portfolio Manager. b. Recognize buildings that are Energy Stars	a. Continue to track building performance and energy star rating with Portfolio Manager. b. Recognize buildings that are Energy Stars	26 (4-1 TO 4-3)
4-2. Perform municipal building retrofits	Public Facilities Public Library United Illuminating CO. National Energy Performance Company CT DEP Aquarion Green Marketing and Outreach Subcommittee Institute for Sustainable Energy	a. Commence Burroughs Library retrofit as energy efficiency/green energy model; incorporate public education component on site on building-specific retrofit impacts b. Retrofit 2 additional buildings; coordinate with water conservation and efficiency measures c. Incorporate on-site, site-specific public education component on retrofit impact at each retrofit site d. Contract for year-2 retrofits e. Utilize performance contracts and ESCO. to retrofit additional buildings	a. Retrofit 2 buildings component on site on site-specific retrofit impacts b. Incorporate public education on site-specific retrofit impacts c. Utilize performance contracts and ESCO. to retrofit additional buildings	a. Retrofit 2 buildings per year. b. Incorporate public education component on site on site-specific retrofit impacts c. Utilize performance contracts and ESCO. to retrofit additional buildings. d. Consider construction of new Municipal Government Center	26 (4-1 TO 4-3)
4-3. Consolidate municipal building operations to reduce energy use	Public Facilities City Council	a. Determine consolidation opportunities and prioritize consolidation based on Energy Star Ratings, building retrofit prioritization and operations management			
Initiative #5 Promote energy efficiency in school facilities and operations					
5-1. Perform energy benchmarking and energy auditing to prioritize retrofits	Institute for Sustainable Energy Department of Education United Illuminating Co. PSE&G SCG National Energy Performance Company Aquarion EPA Region 1 Bridgeport Board of Education	a. Determine Energy Star ratings for all facilities as benchmark b. Prioritize building retrofits c. Develop funding strategy d. Recognize buildings that are Energy Stars	a. Continue Energy Star ratings for all facilities as benchmark b. Prioritize building retrofits c. Develop funding strategy d. Recognize buildings that are Energy Stars	a. Continue Energy Star ratings for all facilities as benchmark b. Prioritize building retrofits c. Develop funding strategy d. Recognize buildings that are Energy Stars	26
5-2. Perform Educational Facilities retrofits	United Illuminating Co. SCG National Energy Performance Company CT Department of Education	a. Contract and submit grant proposals for 3-4 year-two retrofits; incorporate green components in each project b. Plan to incorporate on-site, site-specific public education component on retrofit impact at each retrofit site	a. Retrofit 3-4 educational buildings; coordinate with water conservation and efficiency measures; submit an additional 3-4 projects for state / local funding b. Incorporate public education component on-site on site-specific retrofit impacts	a. Retrofit 2-3 educational buildings per year	

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN ENERGY AND GREEN BUILDINGS ACTION PLAN					
Initiative #6 Promote energy efficiency in the residential sector					
6-1. Create residential weatherization and renewable loan program	United Illuminating GE Capital Electric and Gas Industry Association CHFA and CHIF Federal agencies including DOE	a. Establish reduced interest loan program for unserved moderate income population (above 200% percent of poverty) with goal of serving 300 homeowners	a. Identify strategy for expanding residential weatherization and renewable loan program		25
6-2. Host home energy makeover contest to build energy efficiency awareness	City staff and Sustainability Committee staff Institute for Sustainable Energy United Illuminating	a. Host annual home energy makeover contest for kickoff of residential weatherization and renewable loan program	a. Host annual home energy makeover contest for kickoff of residential weatherization and renewable loan program		9
6-3. Promote energy efficiency measures in Bridgeport's large multi-unit residential structures	BHA HUD United Illuminating Aquarion Large residential & commercial property owners; Energy Performance Contracting company Institute for Sustainable Energy	a. Expand upon Bridgeport Housing Authority actions (currently implementing comprehensive weatherization, energy and water efficiency measures at 2,500 units) through outreach to other large multi-unit residential structures	a. Continue to expand upon Bridgeport Housing Authority actions (currently implementing comprehensive weatherization, energy and water efficiency measures at 2,500 units) through outreach to other large multi-unit residential structures		25
6-4 Encourage residential energy audits and follow-up measures to increase energy efficiency and energy conservation	United Illuminating Conservation Corps SCG Heating Oil companies ABCD	a. Initiate Conservation Corps residential canvassing campaign to support UI home energy audit program b. Identify funding strategy for year 2 initiate canvassing program	a. Continue Conservation Corps residential canvassing campaign to support UI home energy audit program b. Identify long term funding strategy to continue canvassing program	a. Continue Conservation Corps residential canvassing campaign to support UI home energy audit program b. Identify funding strategy for years 3-5 and longer term to continue canvassing program	25
6-5. Smaller scale residential programs; light bulb distribution	United Illuminating Conservation Corps Fire Department Meals on Wheels Other Neighborhood and community groups	a. Equip and train the Conservation Corps to promote the installation of CFLs b. Enlist additional public agencies and community groups to promote residential programs			
Initiative #7 Promote green building and healthy indoor environments					
7-1. Create Green Buildings Standards to direct future construction activities towards energy and water conservation and efficiency, supportive landscaping, healthy indoor air quality and sustainable materials use and re-use	Multi-stakeholder Task Force with representatives from: Green Energy and Green Buildings Subcommittee Green Spaces and Water Resources Subcommittee Greenfields Subcommittee Zoning WPCA Engineering Parks Health and Social Services AIA CT AILA Region 1 EPA CT DEP CT DECD Institute for Sustainable Energy CT Green Building Council	a. Establish task force for green buildings standards to identify best practices and incentives; and develop green building standards; possible support from AIA b. Adopt Green Building Standards as recommended c. Conduct educational forum for municipal departments on green building standards d. Conduct educational forum for public and contractors on green building standards e. Conduct educational forum for elected officials on green building standards f. Incorporate green building standards into RFP process and establish related guidelines	a. Incorporate green building standards into RFP process for new development projects b. Incorporate green building standards into RFP process for new development projects	a. Incorporate green building standards into RFP process for new development projects	23
GREEN ENERGY AND GREEN BUILDINGS ACTION PLAN					

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
7-2. Promote use of green products to help ensure healthy indoor environments	Green Procurement Subcommittee Environmental Justice Health DEP EPA Bridgeport Hospital St. Vincent's Hospital Community Centers NRZ's Community organizations	a. Utilize EPA and DEP training opportunities to train residents to teach others about green products and indoor air quality (coordinate with Green Purchasing Initiative #5-1) b. Establish educational program on green products to be presented to community centers and community organizations			18
Initiative #8 Use educational initiatives to promote energy conservation					
8-1. Provide energy education in the school system	Green Education and Outreach Subcommittee Board of Education United Illuminating CO. Institute for Sustainable Energy Aquarion PSE&G	a. Create energy efficiency and renewable energy unit as part of comprehensive sustainability curriculum in school system b. Expand upon existing private company educational opportunities related to energy	a. Integrate energy efficiency and renewable energy unit as part of comprehensive sustainability curriculum in school system b. Expand upon existing private company educational opportunities related to energy	a. Update and integrate energy efficiency and renewable energy unit as part of comprehensive sustainability curriculum in school system b. Expand upon existing private company educational opportunities related to energy	23
8-2. Establish student green teams in schools	Board of Education Conservation Corps Institute for Sustainable Energy	a. Pilot student green teams in all high schools to support energy conservation and efficiency and energy education measures b. Have teams enter "Keep CT Cool!" contest			
8-3. Use municipal and educational facilities as teaching resources	Board of Education Public Facilities United Illuminating CO Aquarion	a. Provide site-specific educational materials for all buildings undergoing energy retrofit	a. Expand educational materials to additional retrofitted buildings using the school as a Learning Laboratory	a. Expand educational materials to additional retrofitted buildings using the school as a Learning Laboratory	
8-4. Use BGreen Environmental Kiosks in community centers as educational outlets	Green Education, Marketing and Outreach Subcommittee United Illuminating CO. Aquarion SCG	a. Incorporate energy efficiency educational materials into BGreen Environmental Kiosks	a. Incorporate energy efficiency educational materials into BGreen Environmental Kiosks	a. Incorporate energy efficiency educational materials into BGreen Environmental Kiosks	
8-5. Use Conservation Corps to promote energy education	Conservation Corps United Illuminating Co. Aquarion SCG	a. Use newly-established Conservation Corps to educate and enable residents to participate in energy-saving and sustainable activities			
Initiative # 9 Promote energy efficiency in the commercial/industrial sector					
9-1 Promote energy efficiency in commercial and industrial sectors	United Illuminating Aquarion Commercial and industrial property owners; Energy Performance Contracting company Institute for Sustainable Energy	a. Conduct forum for commercial and industrial sectors to promote energy audits and retrofits			

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN BUSINESS, GREEN JOBS AND GREEN PURCHASING ACTION PLAN					
Implementation Steps	Potential Partners	1st year	2nd year	Within 5 Years	Sustainability Rating from TBL Matrix
Initiative #1 Create Green Business Incubator in Bridgeport (state/national model)					25
1-1. Bring Green Jobs to Bridgeport and foster Green Industry research, manufacture and development through creation of model comprehensive Green Business Incubator	BRBC the Workplace, Inc. GE Institute for Sustainable Energy Yale UCONN or Central Connecticut DECD EPA National Foundations	a. Create white paper defining proposed green business incubator b. Identify corporate and university partner, business and service prospects, funding opportunities, marketing strategy, identify a facility and bring in 10 start-up companies	a. Bring additional businesses into incubator; goal of 5-8 businesses	a. Expand participation to 20 businesses	
Initiative #2 Establish Green Jobs education and training program in Bridgeport					35
2-1. Create weatherization training and certification program	Buillard Havens Housatonic Community College DSS ABCD United Illuminating Co.	a. Establish multi-school, multi-sector partnership to create weatherization education and training program b. Develop curriculum and facilities; secure funding to enable training of 100 students	a. Fold education and training program into Green Collar Jobs Career ladder continuum (Initiative #3)		
Initiative #3 Create Green Collar Jobs training continuum and jobs ladder					34
3-1. Establish formalized program for Green Collar Jobs Career-ladder training continuum	The Workplace Business community University community Institute for Sustainable Energy Municipal agencies Neighborhood organizations Groundwork Bridgeport Department of Labor EPA Federal elected officials in CT Congressional delegation	a. Multi-stakeholder effort to solicit funding (\$4m request to DOL) to enable creation of green training and certification programs and green jobs ladder b. Clarify curriculum c. Identify participants d. Immediate commencement of program if awarded grant	a. Continued training and employment efforts under conditions of DOL grant (if awarded) with expectation of training and employing several hundred people; office of training in green business incubator (see Initiative #1)		
Initiative #4 Green existing businesses					27
4-1. Ensure all businesses have the information and tools to conduct business in as green a manner as possible	Small and Minority Business Office BRBC and local Chambers DEP EPA Corporate interests including Dupont, Eastern Bag & Paper, UI, and Aquarion	a. Host forum for businesses on greening opportunities b. Develop ongoing program to educate businesses on energy efficiency, green product use, and green business procedures; coordinate with Green Recycling Initiative 2-3, Water Conservation Initiative 2-1, and Green Energy Initiatives) c. Identify impediments and strategic opportunities to greening business operations d. Develop green business strategies specific to existing Bridgeport businesses	a. Incorporate program into green Business incubator and make a regular part of its programming		

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN BUSINESS, GREEN JOBS AND GREEN PURCHASING ACTION PLAN					
Initiative #5 Promote green purchasing in the residential sector					
5-1. Assist residents in creating healthy indoor environments through green products education	Green Energy and Green Buildings Subcommittee Health and Social Services Environmental Justice EPA DEP NRZs Community organizations Bridgeport Hospital St. Vincent's Hospital	a. Expand existing program of training trainers who can educate residents on use of green products and improving indoor environmental quality			19
Initiative #6 Promote green purchasing in municipal operations and citywide					
6-1. Pursue Green purchasing opportunities in the municipal sector	City Purchasing dept City Parks dept Key corporate (Dupont, Eastern Bag & Paper, etc) and non profit organizations (Deirdre Imus, Center for Green Building, etc) DEP EPA	a. Compare EPA list of green purchasing opportunities with existing municipal purchasing program, identify barriers to green purchasing and develop optimal municipal green purchasing program	b. Regionalize green purchasing through coordinated efforts with other municipalities		23
6-2. Optimize green operations of all municipal equipment	Public Facilities Engineering OPM EPA DOE	a. Establish task force to investigate opportunities for greening equipment operations b. Pilot green equipment use and operations in Parks Department	a. Expand green operations into additional City operations		21
GREEN MARKETING, OUTREACH AND EDUCATION ACTION PLAN					
Initiative #1 Create comprehensive, citywide educational program on BGreen Sustainability Initiative and sustainable living					
1-1. Promote green education within the school curriculum	Green Marketing and Education Subcommittee with input from other BGreen Subcommittees Education School community Institute for Sustainable Energy United Illuminating Aquarion SCG Oil Heating companies Recycling WPCA Zoning GIS GBRPA GBT	a. Create education inventory of current school curriculum Green lessons b. Develop industry-standard "green" educational benchmarks to compare to Bridgeport current "green" curriculum c. Develop key recommendations for Green Education based on industry benchmarks and communicate findings to BGreen Committee Members d. Develop BGreen Logo by instituting a high school contest with Mayor's Office	a. Work with BOE to develop a "Green" education task force to work with BGreen Marketing & Education committee to develop a strategic plan to implement an industry-standard "green" curriculum b. Establish subcommittee comprised of education and/or businesses to develop local benchmarks and measurements criteria c. Develop key metrics that can be measured to ensure the "green" curriculum is changing behavior amongst the test group d. Expand Bridgeport Schools BGreen contests and activities to include students in K-12	a. Develop and implement "green" curriculums across all grade levels and track change in student behavior b. Track the results of schools recycling efforts to assist with the overall recycling participation in Bridgeport, CT	36

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
GREEN MARKETING, OUTREACH AND EDUCATION ACTION PLAN					
1-2. Engage youth in BGreen Initiative and green activities	Green Marketing and Education Subcommittee Board of Education Mayor's Office The Workplace Parks Recycling Aquarium UI	a. Establish Youth Conservation Corps to canvas all neighborhoods and raise awareness of BGreen initiatives and Sustainable opportunities in Bridgeport b. Expand Parks Department program for street trees and trails b. Consider opportunities for involving youth in all BGreen actions and projects of the other BGreen Technical Subcommittees	a. Develop a year long contest across all Bridgeport Schools for recycling		37
Initiative #2 Develop Outreach Program to Engage Entire Community in BGreen Initiative					
2-1. Mobilize neighborhoods	United Illuminating (UI) Aquarium Faith based organizations Community outreach organizations BGreen Technical Subcommittees City departments	a. Create and co-sponsor community events to drive awareness of "BGreen" concepts and support specific projects of the BGreen Technical Subcommittees	a. Develop a direct-mail outreach campaign to highlight stand alone BGreen initiatives and in conjunction with other conservation efforts		38
2-2. Capture residential interest in greening their communities and their city		a. Engage residents identified in Conservation Corps canvassing efforts in specific BGreen action items and projects b. Continually reach out to community members to participate in and lead specific projects and action items envisioned by other multi-stakeholder BGreen Technical Subcommittees	a. Create BGreen panel or other mechanism for continued input from residents that "opt-in" to the BGreen initiative	a. Utilize residents for various research and program development efforts	38
2-3. Develop community awareness of BGreen Initiative, projects and action opportunities	B-Green Partnership Mayor's Office BRBC	a. Brainstorm on different promotional items and communications mechanisms that will persuade consumer behavior	a. Develop community based BGreen workshops and other participatory mechanisms		38
2-4. Establish BGreen environmental kiosks in community centers	All BGreen Technical Subcommittees Libraries Community Centers Private corporations and business community	a. Establish BGreen environmental kiosk in Burroughs Library to link residents to BGreen Initiative and provide education on building retrofit impact and sustainable opportunities	a. Establish BGreen environmental kiosks in 2-4 more locations		38
Initiative #3 Market BGreen and Bridgeport's Sustainability Initiative to community, regional and broader business, environmental and social audiences					
3-1. Research most effective BGreen marketing strategies	Consumer Product Companies i.e., Bigelow	a. Develop key insights for Green Initiatives	a. Create co-branding events and campaigns that will generate partnerships that will assist with program funding and drive a broader professional audience to the BGreen concept	a. Develop a monitoring system to ensure the BGreen initiative is in-sync with overall Green concept	40
3-2. Brand BGreen		a. Create the overall BGreen key understandable messaging that can be utilized across all technical committees b. Create marketing materials that will drive awareness to the BGreen concept	a. Collect information on BGreen initiatives with success stories b. Create a 1-3 year marketing campaign on BGreen concepts c. Conduct status meetings to gather input for overall marketing campaign d. Identify media coverage that will reach targeted audience and deliver a return on investment		40

BGreen Triple Bottom Line Accounting																	
SOCIAL ACCOUNTING:																	
<p>S1-Diversity and inclusion</p> <p>Goal: equal access and equal opportunity to use services</p>	<p>How will this impact access by all sectors of the community?</p> <p>a. Does this address diverse needs of all sectors of community, and is it equally accessible to and affordable to all sectors regardless of age, income, culture, first language, employment responsibilities or physical ability?</p> <p>b. Will user fees affect the ability of all to participate?</p>																
<p>S2-Public amenities and community services</p> <p>Goal: enhanced physical amenities and service amenities</p>	<p>How will this impact physical amenities or community services?</p> <p>a. Will this enhance public space and be consistent with the existing public space?</p> <p>b. Will this enhance services including education, leisure, recreation and health services?</p>																
<p>S3-Public health, safety and security</p> <p>Goal: enhance public health, safety and security</p>	<p>How will this impact public health, safety and security?</p> <p>a. Will this enhance safety of sidewalks, streets, parks and gardens, residences or businesses?</p> <p>b. Will this enhance perceived safety?</p> <p>c. Will this enhance public health through programs or physical facilities related to air quality, water quality or hazardous material abatement?</p> <p>d. Will this enhance public health through recreational services or facilities?</p> <p>e. Will this enhance public health through food or agricultural services or facilities?</p>																
<p>S4-Culture and heritage</p> <p>Goal: enhance cultural resources and heritage preservation</p>	<p>How will this impact culture and heritage?</p> <p>a. Will this enhance cultural opportunities including artistic, literary, sporting and entertainment opportunities?</p> <p>b. Will this help preserve heritage, traditions and diverse cultures?</p>																
<p>S5-Community vitality and citizen activity</p> <p>Goal: Citizens actively involved in vibrant communities</p>	<p>How will this impact citizen participation in communities and community vitality?</p> <p>a. Will this promote a strong community core by providing easy access to and availability of a mix of compatible uses?</p> <p>b. Will this promote business involvement or investment in community?</p> <p>c. Will this promote local participation, leadership or sense of responsibility for self or neighborhood?</p>																
<p>Rating Scale</p>	<table> <tr> <td>Strong positive</td> <td>3</td> <td>Strong negative</td> <td>-3</td> </tr> <tr> <td>Moderate positive</td> <td>2</td> <td>Moderate negative</td> <td>-2</td> </tr> <tr> <td>Slight positive</td> <td>1</td> <td>Slight negative</td> <td>-1</td> </tr> <tr> <td>No impact or N/A</td> <td>0</td> <td></td> <td></td> </tr> </table>	Strong positive	3	Strong negative	-3	Moderate positive	2	Moderate negative	-2	Slight positive	1	Slight negative	-1	No impact or N/A	0		
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Moderate positive	2	Moderate negative	-2														
Slight positive	1	Slight negative	-1														
No impact or N/A	0																
Adapted from TBL accounting materials developed by ICLEI and Melbourne, Calgary and Hamilton, Ontario																	

BGreen Triple Bottom Line Accounting

ENVIRONMENTAL ACCOUNTING: DETERMINING IMPACTS ON NATURAL RESOURCES

<p>E1-Energy use and greenhouse gas emissions Goal: reduce GHG emissions by: a. reducing energy use; b. increasing energy efficiency; or c. increasing use of cleaner fuels</p>	<p>How will this impact energy use and emission of greenhouse gases?</p> <ul style="list-style-type: none"> a. Will this increase or decrease energy consumption? b. Will this promote energy efficiency? c. Will this use lower emission fuels or green energy? d. Will this decrease emissions through filtering mechanisms? e. Will this increase/decrease greenhouse gas emissions?
<p>E2-Materials use and waste generation Goal: minimize materials use and maximize recovery, reuse and recycling</p>	<p>How will this impact amount and types of materials used and waste generated?</p> <ul style="list-style-type: none"> a. Will this increase/decrease the use of non-renewable or hazardous materials? b. Will this promote the use of renewable or recycled materials? c. Will this reduce/increase the total quantity of waste? d. Will this promote composting of waste materials?
<p>E3-Water resources: consumption, collection and disposal Goal: protection of water supply and efficient and sustainable management of water resources</p>	<p>How will this impact water supply, consumption, collection and disposal?</p> <ul style="list-style-type: none"> a. Will this reduce/increase water consumption or water disposal? b. Will this promote water conservation or efficiency? c. Will this increase water collection or diversion? d. Will this promote wastewater or stormwater recovery, recycling and/or reuse?
<p>E4-Pollution and resource impairment Goal: protect air, water, soil and rock resources from pollution or other degradation</p>	<p>How will this impact quality, condition and function of air, water, soil or rock resources?</p> <ul style="list-style-type: none"> a. AIR: Will this increase/decrease local air quality? b. SOIL: Will this increase/decrease soil quality, stability or function? c. WATER: Will this promote increased quality of ground or surface water resources?
<p>E5-Flora, fauna and greenspace Goal: protect biological resources and green space and promote citizen stewardship of the same</p>	<p>How will this impact wild plants and animals and green space?</p> <ul style="list-style-type: none"> a. Will this increase/decrease quality or amount of flora, fauna or greenspace? b. Will this promote efficient land use so as to decrease impact on the natural environment and green space? c. Will this increase access to and care of flora, fauna and/or greenspace?

Rating Scale	Strong positive	3	Strong negative	-3
	Moderate positive	2	Moderate negative	-2
	Slight positive	1	Slight negative	-1
	No impact or N/A	0		

Adapted from TBL accounting materials developed by ICLEI and Melbourne, Calgary and Hamilton,

BGreen Triple Bottom Line Accounting																	
DETERMINING IMPACTS ON ECONOMIC RESOURCES																	
F1-Financial resources: combine F1-a and F1-b for impact on financial resources	How will this impact financial resources? a. Refer to F1-a-Life cycle costs and F1-b-Cost recovery																
F1-a-Life cycle costs Goal: financially-cost effective projects and operations	What are the expected life cycle costs? a. What is initial cost? b. What are on-going costs and can have these been minimized? c. Will there be any costs at end of life cycle? d. Based on expected number of persons to be served by this, what is the per capita financial cost?																
F1-b-Cost recovery Goal: maximize cost recovery	How will costs be recouped over time? a. How will this be funded? b. Will this provide revenue-raising opportunity? c. Will this provide charitable giving opportunities to defray costs? d. Will this provide a return on investment? e. Will this increase/decrease the cost of services or goods as a whole or on a per capita basis for those served or supplied?																
F2-City assets Goal: enhance and protect value of assets	How will this impact value of city assets? a. Will this protect/enhance/diminish the value of city assets owned publicly or privately?																
F3-Business sector investment and growth Goal: attract, retain, nurture strong business sector	How will this impact business sector investment and growth? a. Will this attract new businesses or promote additional need for services? b. Will this improve business opportunity by adding to the supply of zoned land for business or mixed-use, by providing incentives or reducing impediments to business development, or by promoting an attractive and desirable environment? c. Will this increase business revenue? d. Will this promote job creation/loss?																
Rating Scale	<table border="0"> <tr> <td>Strong positive</td> <td>3</td> <td>Strong negative</td> <td>-3</td> </tr> <tr> <td>Moderate positive</td> <td>2</td> <td>Moderate negative</td> <td>-2</td> </tr> <tr> <td>Slight positive</td> <td>1</td> <td>Slight negative</td> <td>-1</td> </tr> <tr> <td>No impact or N/A</td> <td>0</td> <td></td> <td></td> </tr> </table>	Strong positive	3	Strong negative	-3	Moderate positive	2	Moderate negative	-2	Slight positive	1	Slight negative	-1	No impact or N/A	0		
Strong positive	3	Strong negative	-3														
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No impact or N/A	0																
Adapted from TBL accounting materials developed by ICLEI and Melbourne, Calgary and Hamilton, Ontario																	

BGreen Triple Bottom Line Accounting

DETERMINING IMPACTS ON ECONOMIC RESOURCES

F4-Business support services and workforce training

Goal: enhance services to support business development

How will this impact support to business?

- a. Will this promote skills training for specific business growth or a skilled in-demand workforce?
- b. Will this provide educational or other support services directly to businesses, or alliances which enable business growth?
- c. Will this promote community as a place where businesses want to operate and participate?
 - d. Will this promote relocation by residents whose skills could help business development?

F5-Infrastructure

Goal: provide state-of-the-art transport and telecommunications infrastructure

How will this impact infrastructure?

- a. Will this provide transport users with more/fewer transport options?
- b. Will this increase/decrease number or frequency of transport connections (sea, air, water, road)?
- c. Will this reduce/increase transport costs?
- d. Will this increase/decrease speed, availability and cost of telecommunication connections?
- e. Will this increase/decrease provision of water utility infrastructure?
- f. Will this increase/decrease provision of electrical utility infrastructure?
- g. Will this increase/decrease provision of natural gas, oil or other fuels and/or related infrastructure?

Rating Scale	Strong positive	3	Strong negative	-3
	Moderate positive	2	Moderate negative	-2
	Slight positive	1	Slight negative	-1
	No impact or N/A	0		

Adapted from TBL accounting materials developed by ICLEI and Melbourne, Calgary and Hamilton, Ontario

BGreen Triple Bottom Line (TBL) analysis																					
Initiative	Social factors					Environmental factors					Financial factors					Category totals			TBL Rating		
	S1	S2	S3	S4	S5	E1	E2	E3	E4	E5	F1	F2	F3	F4	F5	Social total	Environmental total	Financial total			
Greenfields																					
A. Land planning to reduce VM																					
1-1 to 1-5 Mixed use, TOD, rezones, parking, design regulations	3	3	3	3	3	3	2	1	3	3	x	3	3	3	3	15	12	12			39
2-1 to 2-2 Municipal property planning	3	3	1	0	1	3	1	0	1	0	x	3	3	0	0	9	4	6			19
3-1 to 3-3 Housing ladder	3	0	2	3	3	3	2	1	2	0	x	3	3	3	2	11	8	11			30
4-1 to 4-5 Neighborhoods of choice w historical, cultural, educational amenities	3	3	3	3	3	3	2	1	2	2	x	3	3	3	3	15	10	12			37
5-1 to 5-2 Class A office opportunities	3	3	2	1	2	2	0	1	1	2	x	3	3	3	1	11	6	10			27
B. Coordinated redevelopment of underutilized sites																					
1-1 Use GIS as planning tool	3	3	3	2	3	3	0	3	3	3	x	2	3	3	2	14	12	10			36
2-1 to 2-7 Enable development	3	3	3	3	3	2	0	2	3	2	x	3	3	3	1	15	9	10			35

Initiative	S1	S2	S3	S4	S5	E1	E2	E3	E4	E5	F1	F2	F3	F4	F5	Social total	Environmental total	Financial total	TBL Rating	
Green Wheels																				
1-1 Transit First Policy	3	2	2	1	2	3	2	0	3	1	X	3	2	2	3	10	9	10	29	
1-2 Transportation demand & Alternate Transit Strategy	3	3	3	2	2	3	2	0	3	1	X	3	3	2	3	13	9	11	33	
1-3 Large hub/large employer VMT reductions	3	2	2	2	3	3	2	0	3	1	X	3	3	3	3	12	9	12	33	
1-4 Transportation Choice Education	3	1	2	1	3	3	1	0	3	1	X	3	2	1	0	10	8	6	24	
2-1 Complete Streets, integrated land use, water, green space, transportation planning	3	3	3	3	3	3	2	3	3	3	X	3	3	3	3	15	14	12	41	
3-1 to 3-2 Walking and Pedestrian infrastructure	3	3	3	2	3	3	2	3	3	1	X	3	3	3	3	14	12	12	38	
4-1 to 4-3 Bicycling, Bicycle infrastructure & bike sharing	2	3	3	2	3	3	2	3	3	1	X	3	3	3	3	13	12	12	37	
5-1 to 5-2 Parking, congestion, mobility management	3	3	1	2	3	3	1	0	3	1	X	3	3	3	3	12	8	12	32	
6-1 to 6-2 Reduced emissions - anti-idling and fuel standards	3	0	2	0	1	3	1	0	2	1	X	1	1	0	0	6	7	2	15	

Initiative	S1	S2	S3	S4	S5	E1	E2	E3	E4	E5	F1	F2	F3	F4	F5	Social total	Environmental total	Financial total	TBL Rating	
	Diversity Inclusion	Public amenities and services	Health, safety, security	Culture & heritage	Community vitality, citizen activity	Energy	GHG emissions	Materials use, waste generation	Water	Pollution, re-source impairment	Plants, animals, greenspace	Cost	City assets	Business investment and growth	Business support, workforce training	Infrastructure				
Green Spaces																				
1-1 Green spaces, vacant lands GIS data layers	3	3	3	1	1	2	0	1	1	2	x	2	2	1	0	0	11	5	3	19
1-2 Prioritized green spaces for least served	3	3	3	2	3	2	1	3	2	2	x	3	3	1	2	0	14	10	6	30
1-3 Community gardens and urban farms	2	3	3	2	3	2	1	1	2	1	x	3	3	1	1	0	13	7	5	25
1-4 Green spaces master plan	3	3	3	2	3	3	1	3	3	3	x	3	3	2	1	0	14	13	6	33
1-5 Waterfront Access	3	3	3	2	3	1	0	2	3	1	x	3	3	2	1	1	14	7	7	28
1-6 Street Trees	2	3	3	3	3	3	1	3	3	3	x	3	3	2	2	0	14	13	7	34
1-7 Streetscape and Complete Streets	3	3	3	3	3	3	2	3	3	3	x	3	3	3	3	2	15	14	11	40
1-8 Green Space linkages	3	3	3	2	3	3	1	1	2	2	x	3	3	1	1	1	14	9	6	29
2-1 Conservation Commission	3	2	2	1	3	2	1	3	3	3	x	3	3	2	1	0	11	12	6	29
2-2 Partnerships	3	3	2	1	3	3	1	3	3	3	x	3	3	1	1	0	12	12	5	29
2-3 Equipment	0	3	2	1	2	-1	-1	0	2	2	x	3	3	3	2	0	8	2	8	18
3-1 Community participation, stewardship - schools, community	3	2	2	2	3	3	1	1	3	3	x	3	3	2	3	0	12	11	8	31
3-2 Community participation - Youth Conservation Corps	3	2	1	1	3	3	2	3	3	3	x	2	2	2	3	0	10	14	7	31
3-3 Community participation - BGreen Kiosks	3	3	1	1	3	3	2	3	3	3	x	3	3	2	1	0	10	14	6	30
3-4 Community participation - clean up watchdog program	3	3	2	1	3	0	0	0	2	1	x	2	2	2	2	0	12	3	6	21

Initiative	S1	S2	S3	S4	S5	E1	E2	E3	E4	E5	F1	F2	F3	F4	F5	Social total	Environmental total	Financial total	TBL Rating	
	Diversity	Inclusion	Public amenities and services	Health, safety, security	Culture & heritage	Community vitality, citizen activity	Energy GHG emissions	Materials use, waste generation	Water	Pollution, resource impairment	Plants, animals, greenspace	Cost	City assets	Business investment and growth	Business support, workforce training	Infrastructure				
Recycling																				
1-1 Residential programs	3	2	1	0	3	2	3	2	2	1	X	1	1	1	1	0	9	10	3	22
1-1 Residential single stream	3	3	2	0	3	3	3	3	3	2	X	0	2	1	0	11	13	3	27	
1-1 Residential bulk pick up	3	2	0	0	1	1	1	1	1	1	X	0	1	0	0	6	5	1	12	
1-2 Resident education	3	2	1	0	3	3	3	2	2	1	X	0	0	1	0	9	11	1	21	
1-3 Recycling operator education	3	2	1	0	2	1	2	0	1	1	X	0	0	1	0	8	5	1	14	
1-4 Special needs and bulk pick up	3	2	1	0	1	1	1	1	1	1	X	0	1	1	0	7	5	2	14	
2-1 to 2-2 Commercial recycling	3	2	1	2	3	2	3	2	2	2	X	0	1	2	0	11	11	3	25	
2-3 Recycled & recyclable materials purchase-business sector	3	2	1	1	3	2	2	1	2	2	X	0	0	2	0	10	9	2	21	
2-4 DSSD recycling	3	2	1	2	3	2	2	1	2	2	X	0	1	2	0	11	9	3	23	
3-1 Municipal recycling - events	3	2	1	3	3	2	2	1	1	1	X	0	2	1	0	12	7	3	22	
3-2 Municipal facilities recycling	3	2	1	2	3	2	2	2	1	1	X	0	0	1	0	11	8	1	20	
3-3 School recycling	3	2	2	0	3	2	3	2	2	2	X	0	1	1	0	10	11	2	23	
4-1 to 4-3 C & D Recycling	2	2	1	3	2	2	3	1	2	2	X	1	0	0	0	10	10	1	21	
5-1 Illegal dumping - monitoring	3	2	1	0	2	0	0	0	1	1	X	1	1	1	0	8	2	3	13	
5-2 Pride in community anti-litter	3	3	1	1	3	0	0	0	1	1	X	1	2	2	0	11	2	5	18	

Initiative	S1	S2	S3	S4	S5	E1	E2	E3	E4	E5	F1	F2	F3	F4	F5	Social total	Environmental total	Financial total	TBL Rating	
Water Resources																				
A. Water Supply																				
1-1 Water demand planning	3	3	3	2	1	2	0	3	3	3	x	3	1	1	3	12	11	8	31	
2-1 Community conservation and efficiency	3	2	3	2	2	2	0	3	3	3	x	3	1	1	1	12	11	6	29	
2-2 Municipal conservation and efficiency	3	2	3	2	2	2	0	3	3	3	x	3	1	1	1	12	11	6	29	
2-3 Educational facilities conservation and efficiency	3	2	3	2	2	2	0	3	3	3	x	3	1	1	1	12	11	6	29	
2-4 Directed conservation and efficiency education	3	2	3	2	3	2	0	3	3	3	x	2	1	0	0	13	11	3	27	
B. Waste water																				
1-1 to 1-2 Infrastructure, management, manpower	3	3	3	2	1	3	0	3	3	3	x	3	2	1	3	12	12	9	33	
2-1 to 2-2 Stormwater capture: baseline data and non-point source programs	3	3	3	2	3	3	0	3	3	3	x	3	2	2	3	14	12	10	36	
3-1 Water resources protection: regulatory	3	3	3	2	2	3	0	3	3	3	x	3	2	0	3	13	12	8	33	
3-2 Water resources protection: education and stewardship	3	3	3	2	3	2	0	3	3	3	x	3	1	1	2	14	11	7	32	
3-3 Water resources protection: coordinated land planning	3	3	3	3	3	3	0	3	3	3	x	3	3	1	3	15	12	10	37	

Initiative	Diversity		Inclusion		Public amenities and services		Health, safety, security		Culture & heritage		Community vitality, citizen activity		Energy GHG emissions		Materials use, waste generation		Water		Pollution, resource impairment		Plants, animals, greenspace		Cost		City assets		Business investment and growth		Business support, workforce training		Infrastructure		Social total		Environmental total		Financial total		TBL Rating							
	S1	S2	S2	S3	S3	S4	S5	E1	E2	E3	E4	E5	F1	F2	F3	F4	F5																													
Green Energy & Buildings																																														
1-1 Energy Improvement District	3	3	3	3	2	3	3	0	1	3	2	2	X	3	0	1	3	2	3	3	3	1	3	X	3	3	3	3	1	3	14	9	9	9	9	9	32									
2-1 Green Energy Park	3	3	3	3	0	3	3	0	1	3	1	3	X	3	0	1	3	1	3	3	3	1	3	X	3	3	3	1	3	12	8	10	10	10	10	30										
2-2 Clean energy choice	-1	1	3	0	3	0	3	0	1	0	1	1	X	3	0	1	0	1	3	0	0	0	3	X	0	0	0	0	3	6	5	3	3	5	3	3	3	14								
2-3 Residential solar																																														
3-1 to 3-2 Wastewater facilities:EE, biomass retrofit; resource sharing	3	2	1	0	1	0	1	3	2	3	3	2	X	3	2	3	2	3	3	3	3	2	2	X	2	2	1	0	1	7	13	4	4	13	4	4	4	4	4	24						
4-1 to 4-3 Municipal facilities benchmark, retrofit, consolidation	3	3	1	0	2	0	3	0	3	3	1	3	X	3	0	3	3	3	3	3	3	1	3	X	3	3	2	1	1	9	10	7	7	10	7	7	7	7	7	26						
5-1 - 5-2 Educational facilities benchmark and efficiency retrofits	3	3	1	0	2	0	3	0	3	3	1	3	X	3	0	3	3	3	3	3	3	1	3	X	3	3	2	1	1	9	10	7	7	10	7	7	7	7	7	26						
6-1 Residential weatherization program	2	1	2	1	3	1	3	0	2	3	1	3	X	3	0	2	3	1	3	3	3	1	3	X	3	3	3	0	1	9	9	7	7	9	9	7	7	7	7	25						
6-2 Home energy contest	3	0	0	0	3	0	3	1	0	1	0	0	X	0	0	1	0	1	1	1	1	0	0	X	0	0	0	0	6	3	0	6	3	0	3	0	3	0	3	0	9					
6-3 Large residential E/weatherization	2	1	2	1	3	1	3	0	2	3	1	3	X	3	0	2	3	1	3	3	3	1	3	X	3	3	3	0	1	9	9	7	7	9	9	7	7	7	7	25						
6-4 Energy audits	2	1	2	1	3	1	3	0	2	3	1	3	X	3	0	2	3	1	3	3	3	1	3	X	3	3	3	0	1	9	9	7	7	9	9	7	7	7	7	25						
7-1 Green Building Standards	-1	1	2	2	2	2	3	0	3	3	2	3	X	3	0	3	2	3	3	3	3	2	3	X	3	3	1	1	6	11	6	6	11	6	6	11	6	6	23							
7-2 Green products - healthy indoor environment	3	1	3	0	2	1	3	1	1	3	1	3	X	1	1	3	1	3	1	3	1	3	1	X	1	1	1	0	9	7	2	9	7	2	9	7	2	9	7	18						
8-1 to 8-5 EE education: schools, municipal facilities,kiosks, YCC	3	2	3	0	3	0	3	1	3	3	1	3	X	1	1	3	1	3	3	3	3	1	3	X	1	1	0	0	11	11	1	11	11	1	11	11	1	1	23							

Initiative	S1	S2	S3	S4	S5	E1	E2	E3	E4	E5	F1	F2	F3	F4	F5	Social total	Environmental total	Financial total	TBL Rating	
	Diversity Inclusion	Public amenities and services	Health, safety, security	Culture & heritage	Community vitality, citizen activity	Energy GHG emissions	Materials use, waste generation	Water	Pollution, re-source impairment	Plants, animals, greenspace	Cost	City assets	Business investment and growth	Business support, workforce training	Infrastructure					
Green Business, Green Jobs & Green Purchasing																				
1-1 Green Business Incubator	3	1	2	0	3	3	2	0	1	1	x	3	3	3	0	9	7	9	25	
2-1 Weatherization training and certification	3	3	3	2	3	3	1	2	3	2	x	3	3	3	1	14	11	10	35	
3-1 Green collar jobs career ladder training continuum	2	3	3	2	3	3	1	2	3	2	x	3	3	3	1	13	11	10	34	
4-1 Green existing businesses	3	0	3	0	3	3	3	2	2	1	x	3	1	2	1	9	11	7	27	
5-1 Green purchasing -residential	3	0	3	0	3	1	3	2	2	1	x	1	0	0	0	9	9	1	19	
6-1 Green purchasing - municipal	3	1	3	0	3	3	3	2	2	1	x	2	0	0	0	10	11	2	23	
6-2 Green operations - municipal	3	1	3	0	3	3	3	2	2	1	x	0	0	0	0	10	11	0	21	

Initiative	S1	S2	S3	S4	S5	E1	E2	E3	E4	E5	F1	F2	F3	F4	F5	Social total	Environmental total	Financial total	TBL Rating	
Green Marketing, Education and Outreach supportive actions																				
1-1 Green curriculum - schools	3	3	3	1	3	3	3	3	3	3	X	3	1	3	1	13	15	8	36	
1-2 Youth engagement	3	3	3	1	3	3	3	3	3	3	X	3	2	3	1	13	15	9	37	
2-1 Neighborhood outreach	3	3	3	1	3	3	3	3	3	3	X	3	3	3	1	13	15	10	38	
2-2 Resident engagement	3	3	3	1	3	3	3	3	3	3	X	3	3	3	1	13	15	10	38	
2-3 BGreen Awareness	3	3	3	1	3	3	3	3	3	3	X	3	3	3	1	13	15	10	38	
2-4 BGreen Kiosks: education, outreach, engagement	3	3	3	1	3	3	3	3	3	3	X	3	3	3	1	13	15	10	38	
3-1 Marketing research & strategy	3	3	3	3	3	3	3	3	3	3	X	3	3	3	1	15	15	10	40	
3-2 Branding BGreen	3	3	3	3	3	3	3	3	3	3	X	3	3	3	1	15	15	10	40	

Summary of Bridgeport's Early Climate Protection Efforts

Bridgeport's comprehensive sustainability initiative, known as B-Green 2020, builds upon many early and ongoing initiatives, as described below.

- Early initiatives (These were recognized in the first *Energy and Environment Best Practices Guide* of the United States Conference of Mayors, published in June 2007):
 - Municipal energy efficiency and conservation programs
 - Utility bill usage analysis performed with in-house personnel to identify abnormalities among similar buildings or negative trends for specific buildings.
 - Operational time changes with installed energy management systems.
 - Employee awareness to change habits regarding turning off lighting and computers not in use.
 - Installation of lighting controls switches and occupancy sensors.
 - Lighting fixture retrofit upgrades.
 - Replacement of antiquated major HVAC components.
 - Change over to LED traffic lights.
 - Replacement of vehicles with alternate fuel vehicles—natural gas and hybrids.
 - Community programs
 - 2006-Lighting Fair hosted by City of Bridgeport and TechniArt to sell compact fluorescent lights and fixtures, at reduced prices, to employees and the general public. Sales merchandise was subsidized by the state's energy conservation fund managed by two state electrical utility companies (United Illuminating and Connecticut Light and Power). Due to the success of the Fair the City hosted a second Lighting Fair later in that same year.
 - Compressed natural gas fueling station opened for public use at the Santa Fuel fueling station. It is the only station available to the public between New York City and Hartford and was the result of a combined effort between the City of Bridgeport, Iroquois Gas Transmission System, Santa Energy Corporation, the State of Connecticut, Southern Connecticut Gas Company and the Clean Cities Coalition of Southwest Connecticut. Federal and private funding was used.
 - As a result of these programs:
 - From 2003 to 2007 annual electricity usage for street lights declined by 2.9 Million kWh
 - From 2005 to 2007 annual electricity usage for traffic lights declined by 42,000 kWh (no figures for 2003-2005)
 - Street lights and traffic lights combined showed annual GHG reduction from 2005 to 2007 of 220 metric tons CO₂e (18 for traffic lights and 202 for street lights)
 - From 2005 to 2007 GHG from electricity use in municipal buildings

- The City of Bridgeport contracted to purchase 4,200 MWh;
- Bridgeport Board of Education contracted to purchase 4,700 MWh as “green power” from Constellation NewEnergy
- 2008 Mayor Finch participates in Mayors’ Institute on Climate Change in New York City to discuss innovative solutions to local climate mitigation and adaptation with peers from across the tri-state region and professionals from across the nation. This program was funded by the Rockefeller Brothers Fund and managed by Regional Plan Association (RPA) with support from ICLEI.
- 2008-baseline inventory of city and community GHG emissions completed through contract with RPA, thus completing Milestone 1 of the CCP Campaign
- 2008-Energy Improvement District enabled through local legislative approval allowing for future development of localized green energy supply
- 2008-Mayor Finch signs Executive Order calling for sustainability planning through a public/private partnership to achieve environmental, economic and social planning goals. As part of this, Bridgeport launches its *B-Green 2020 Initiative* as comprehensive program to decrease carbon emissions, green the City of Bridgeport and promote green jobs and technology along with other business growth
- Ongoing-Educational efforts to boost recycling; program piloting large totes instead of recycling bins introduced to one neighborhood in 2008
- Ongoing-Street tree planting program in public right-of-ways; incorporates conservation education and work program for high school students
- Ongoing-Municipal solid waste disposed of through controlled incineration, which is considered a carbon-neutral means of waste disposal of many types of waste by accepted inventory accounting methods
- Ongoing-Brownfield site assessment and cleanup on city-owned sites
- Ongoing-Hybrid fuel (gasoline/CNG) vehicles brought into use in municipal fleet
- CNG-fueled Bookmobile bus brought into municipal fleet
- 2008-Bridgeport Master Plan, known as *Bridgeport 2020*, completed; incorporates full requirements of the State Plan of Conservation and Development including provisions for smart growth and adherence to environmentally-sustainable land use and transportation practices
- 2008-09 -Draft zoning regulation changes created in accord with *Bridgeport 2020* goals
- 2008 Storm Water Management Regulations created in accord with *Bridgeport 2020* goals
- 2008 GPS installations in portion of municipal city fleet to manage VMT, raise awareness of VMT by municipal drivers, and reduce GHG emissions
- 2009 Bridgeport Housing Authority commits to energy-saving measures expected to reduce emissions by more than 3,000 metric tons CO₂e per year in its 2500 units and save almost 96 million gallons of water per year
- 2009 Conservation Corps established as dual green job opportunity for young adults/community environmental canvassing and outreach program

Energy Efficiency • Recycling • Green Jobs
Complete Streets • Green Collar Institute
Transit First • Neighborhood pocket parks
Composting • Urban farming • Bioswales
Green Business Incubator • Green Roofs
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