

BGREEN 2020 ACTION PLAN

Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
<b>GREENFIELDS ACTION PLAN</b>					
<b>A. Land Use Planning Initiatives to Reduce VMT</b>					
<b>Initiative #1 Use zoning regulations as enabler for reduced automobile use and for residential and commercial redevelopment</b>					
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			
<b>Initiative #2 Create new opportunities for mixed use on municipal properties</b>					
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 Adapt outdated buildings to new uses	Public Facilities City Council	a. Sell 2 unused City buildings for redevelopment as residential/commercial mixed uses		a. Prioritize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	
<b>Initiative #3 Provide housing ladder to enable continuum of work/live opportunities to reduce travel needs</b>					
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			

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<b>GREENFIELDS ACTION PLAN</b>					
<b>Initiative #4 Create neighborhoods of choice to capitalize on combined work/live opportunities and reduce travel needs</b>					
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 multijurisdictional 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 Education and Outreach Subcommittee Libraries Community Centers	a. Incorporate land use and transportation materials in BGreen Educational Kiosks (pilot at Burroughs Library)			
<b>Initiative #5 Promote opportunities for business and Class A office space to reduce tax burden and provide work/live options</b>					
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			

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<b>GREENFIELDS ACTION PLAN</b>					
<b>B. Coordinated Redevelopment of Vacant Lands to Reduce VMT and Meet Multiple Needs</b>					
<b>Initiative #1 Use GIS as comprehensive planning tool</b>					
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
<b>Initiative #2 Enable action for development of underutilized sites</b>					
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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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			
<b>GREEN WHEELS ACTION PLAN</b>					
<b>Initiative #1 Reduce single ride VMT by actively promoting Transit First policy and programs</b>					
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 prioritize mass transit and alternate transit 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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<b>GREEN WHEELS ACTION PLAN</b>					
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. Vincents 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)			
<b>Initiative #2 Make Complete Streets an integral part of city planning and development to capture alternate forms of transportation</b>					
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 Aquarion 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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<b>GREEN WHEELS ACTION PLAN</b>					
<b>Initiative #3 Promote walking</b>					
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	
<b>Initiative #4 Promote biking</b>					
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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<b>GREEN WHEELS ACTION PLAN</b>					
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 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		
<b>Initiative #5 Coordinate parking, mobility and congestion management</b>					
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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<b>GREEN WHEELS ACTION PLAN</b>					
<b>Initiative # 6 Reduce automobile emissions</b>					
6-1. Reduce idling	Mobility Management DEP EPA	a. Reinstate office 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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<b>GREEN SPACES ACTION PLAN</b>					
<b>Initiative #1 Ensure Access to Green Space for All Residents</b>					
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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<b>GREEN SPACES ACTION PLAN</b>					
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	a. Conduct Public Tree Forum b. Educate public on tree requirements and space needs c. Create necessary site development guidelines and Green Building Standards to establish minimum planting requirements for new sites d. Develop guidelines on best practices for street tree planting e. Commence establishment of nonprofit/public tree nursery partnership f. Continue planned tree plantings-plant 200 trees citywide g. Continue data collection on street trees and formalize street tree inventory program h. Establish community parks and tree adoption and partnership support program	a. Develop comprehensive street tree program and planting and maintenance plan in conjunction with development of Comprehensive Green Spaces Master Plan b. Engage communities in consolidated planting and stewardship program c. Expand planting and replacement of nursery stock in public/nonprofit nursery partnership program d. Conduct comprehensive urban forest inventory as part of Street Tree/Urban Forest Master Plan under the umbrella of larger Green Spaces Master Plan e. Plant additional 200 trees citywide.	a. Plant additional 300 trees per year citywide b. Establish timeline, administrative framework, and commitment for pursuing implementation of Street Tree/Urban Forest Master Plan as part of Comprehensive Green Spaces Master Plan	34
1-7. Streetscape plan/Complete Streets	Green Spaces Subcommittee Greenfields and Green Wheels Subcommittee Complete Streets multistakeholder steering committee including: Zoning Department    WPCA Roadway                  Engineering Parks                      BRBC GBRPA                    UI Aquarion                SCG Phone companies Historical preservation groups DSSD                      ConnDOT Bicycle advocacy group NRZs                      CT. Urban Forester DEP                        EPA Pedestrian advocacy group	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 b. Identify Complete Street pilot project c. Identify 1-5 Streetscape pilot projects	a. Adopt Complete Streets guidelines (See Green Wheels Item 2-1) b. Conduct educational forums for Municipal Departments and General Public on Complete Streets (see Green Wheels Item 2-1) c. Establish Complete Street pilot project d. Install 1-5 identified Streetscape pilot projects	a. Commit to 5 new streetscape projects per year b. Commit to Complete Streets guidelines	40

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<b>GREEN SPACES ACTION PLAN</b>					
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
<b>Initiative #2 Strengthen organizational framework for green space and environmental resources protection and management</b>					
2-1. Establish Conservation Commission	Green Spaces Subcommittee - Task Force for Conservation Commission establishment City Attorney City Council	a. Establish Subcommission 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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<b>GREEN SPACES ACTION PLAN</b>					
<b>Initiative #3 Ensure community participation in stewardship</b>					
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 Aquarion 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 c. Create opportunities for Green Workforce training and certification programs in the areas of tree work, forestry and land management. d. 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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<b>WATER RESOURCES ACTION PLAN</b>					
<b>A. Water Supply</b>					
<b>Initiative #1 Ensure continued access to safe water supply</b>					
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
<b>Initiative #2 Promote water conservation and efficiency</b>					
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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<b>WATER RESOURCES ACTION PLAN</b>					
2-4. Promote water conservation and efficiency through education	Aquarion 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 unit 1 grade upward into formal 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>B. Wastewater</b>					
<b>Initiative #1 Ensure wastewater infrastructure and management operations meet demand</b>					
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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<b>WATER RESOURCES ACTION PLAN</b>					
<b>Initiative #2 Implement strategies to capture and reduce stormwater runoff</b>					
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	a. Adopt stormwater regulations to reduce additional discharge to storm system b. Adopt Green Building Code to include water resource provisions c. Pilot site-specific stormwater management bioswale project at 1 site (coordinate with Complete Streets) d. Distribute rain barrels for stormwater collection and outside water supply e. Undertake stormwater management study for Seaside Village as pilot for on-site controls f. Investigate merits of stormwater disconnect program 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	a. Plan multi-site and community wide capture, reduction and filtration strategies in concert with GIS data and land use planning. b. Identify regulatory mechanisms (and incentives in particular) for on-site or multi-site stormwater control c. Secure funding, implement on-site water management at Seaside Village pilot d. Establish bioswales and/or storage and recapture system on 3 additional sites e. Establish stormwater disconnect program as recommended f. Continue rain barrel distribution		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
<b>WATER RESOURCES ACTION PLAN</b>					
<b>Initiative #3 Protect aquatic resources in rivers, wetlands and Long Island Sound</b>					
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, inland wetlands and watercourses, and watershed protection 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
<b>RECYCLING ACTION PLAN</b>					
<b>Initiative #1 Improve recycling performance in residential sector</b>					
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"/toters 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"/toters 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. Reinstigate bulk pickup as recommended d. Develop network of community drop locations as recommended	a. Expand distribution of "blue boxes"/toters 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. Reinstigate bulk pick up as recommended b. Develop community drop network as recommended		14

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
<b>RECYCLING ACTION PLAN</b>					
<b>Initiative # 2 Increase recycling in the Commercial Sector</b>					
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
<b>Initiative #3 Increase recycling in the Municipal Sector and School System</b>					
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

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
<b>RECYCLING ACTION PLAN</b>					
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
<b>Initiative #4 Increase Recycling of Construction Materials and Debris</b>					
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		

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
<b>RECYCLING ACTION PLAN</b>					
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)
<b>Initiative #5-Decrease incidents of illegal dumping &amp; littering</b>					
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
<b>GREEN ENERGY AND GREEN BUILDINGS ACTION PLAN</b>					
<b>Initiative #1 Create Energy Improvement District previously enabled by local and state legislation to act as Energy Manager for the City of Bridgeport</b>					
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

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
<b>GREEN ENERGY AND GREEN BUILDINGS ACTION PLAN</b>					
<b>Initiative #2 Promote Renewable Energy Development in Bridgeport</b>					
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
<b>Initiative #3 Perform energy efficiency measures and biomass retrofits at wastewater treatment facilities</b>					
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		

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
<b>GREEN ENERGY AND GREEN BUILDINGS ACTION PLAN</b>					
<b>Initiative #4 Promote energy efficiency in municipal buildings and operations</b>					
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 consumption 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 b. Incorporate public education component on site 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.	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		a. Consider construction of new Municipal Government Center	
<b>Initiative #5 Promote energy efficiency in school facilities and operations</b>					
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	

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
<b>GREEN ENERGY AND GREEN BUILDINGS ACTION PLAN</b>					
<b>Initiative #6 Promote energy efficiency in the residential sector</b>					
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			
<b>Initiative #7 Promote green building and healthy indoor environments</b>					
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	a. Incorporate green building standards into RFP process for new development projects	23
<b>GREEN ENERGY AND GREEN BUILDINGS ACTION PLAN</b>					

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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
<b>Initiative #8 Use educational initiatives to promote energy conservation</b>					
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	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	
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			
<b>Initiative # 9 Promote energy efficiency in the commercial/industrial sector</b>					
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			

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
<b>GREEN BUSINESS, GREEN JOBS AND GREEN PURCHASING ACTION PLAN</b>					
Implementation Steps	Potential Partners	1 <sup>st</sup> year	2 <sup>nd</sup> year	Within 5 Years	Sustainability Rating from TBL Matrix
<b>Initiative #1 Create Green Business Incubator in Bridgeport (state/national model)</b>					
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	25
<b>Initiative #2 Establish Green Jobs education and training program in Bridgeport</b>					
2-1. Create weatherization training and certification program	Bullard 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)		35
<b>Initiative #3 Create Green Collar Jobs training continuum and jobs ladder</b>					
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)		34
<b>Initiative #4 Green existing businesses</b>					
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		27

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
<b>GREEN BUSINESS, GREEN JOBS AND GREEN PURCHASING ACTION PLAN</b>					
<b>Initiative #5 Promote green purchasing in the residential sector</b>					
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 Community organizations NRZs 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
<b>Initiative #6 Promote green purchasing in municipal operations and citywide</b>					
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
<b>GREEN MARKETING, OUTREACH AND EDUCATION ACTION PLAN</b>					
<b>Initiative #1 Create comprehensive, citywide educational program on BGreen Sustainability Initiative and sustainable living</b>					
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

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Implementation Steps	Potential Partners	1st year	2nd year	Within 5 years	Sustainability Score from TBL Analysis
<b>GREEN MARKETING, OUTREACH AND EDUCATION ACTION PLAN</b>					
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 Aquarion 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 year contest across all Bridgeport Schools for recycling		37
<b>Initiative #2 Develop Extensive Outreach Program to Engage Entire Community in BGreen Initiative</b>					
2-1. Mobilize neighborhoods	United Illuminating (UI) Aquarion 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
<b>Initiative #3 Market BGreen and Bridgeport's Sustainability Initiative to community, regional and broader business, environmental and social audiences</b>					
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