# 2022 Connecticut Green Bank Strategic Retreat

Summary Report

# Overview

Retreat Themes

    Building on a Strong Foundation

    New Kid on the Block

    An Exciting, Uncharted Crossroads

    Divergent Approaches

    Reframing 'Vulnerable Communities'

A New Mission

Creating a Road Map

    Building on our Strengths

    Short- and Long-Term Changes

Building Relationships

    Empowering Vulnerable Communities

    Collaborating with New Partners

Metrics

Insights & Ideas to Carry Forward

CONNECTICUT GREEN BANK

# Retreat Overview

**Theme:**

Confronting Climate Change in the Constitution State through Investment in Environmental Infrastructure

**Location:**

Pocantico Center, Tarrytown, NY

**Date:**

April 27 & 28, 2022

*As is the case with all materials resulting from meetings held at The Pocantico Center, the views expressed in this report are not necessarily those of the Rockefeller Brothers Fund, its trustees, or its staff.*

CONNECTICUT **GREEN BANK**

# Retreat Overview, cont'd

**Guests:**

**Matt Ranelli**, Shipman and Goodwin

**Adrienne Farrar Houel**, Greater Bridgeport Community Enterprises

**Brenda Watson**, Operation Fuel

**Dominick Grant**, Dirt Capital Partners

**John Harrity**, Connecticut Roundtable on Climate and Jobs

**Chelsea Gazillo**, American Farmland Trust

**Javier Silva**, Federal Reserve Bank of New York

**Ashley Stewart**, Sustainable CT

**Josh Ryor**, Public Utilities Regulatory Authority

**Ashley Lucht**, Quantified Ventures

**Walker Holmes**, Trust for Public Lands

**John Truscinski**, Connecticut Institute for Resilience and Climate Adaptation

**Taryn Akiyama**, Climate Finance Advisors

**Bryan Hurlburt**, Connecticut Department of Agriculture

**CT Green Bank Team Members:**

**Lonnie Reed**, Chair of the Board of Directors

**Bryan Garcia**, President & CEO

**Mackey Dykes**, Vice President of Financing Programs

**Brian Farnen**, General Counsel & Chief Legal Officer

**Bert Hunter**, Executive Vice President and Chief Investment Officer

**Eric Shrago**, Vice President of Operations

**Sergio Carrillo**, Director of Incentive Programs

**Sara Harari**, Associate Director of Innovation & Sr. Advisor to the President

**Emily Basham**, Senior Manager of Partnership Development

**Rudy Sturk**, Associate Director of Marketing & Communication Strategy

**Cheryl Lumpkin**, Executive Assistant

**Facilitators:**

**Jonathan Raab**, Raab Associates

**Monica Eager**, dpict

4

# Expanding Our Mission

In June 2021, with bipartisan support, Governor Lamont's House Bill 6441, was passed, which extends the Green Bank mission beyond clean energy to include environmental infrastructure.

This increased scope will encompass structures, facilities, systems, services, and improvement projects related to water, waste and recycling, climate adaptation and resiliency, agriculture, land conservation, parks and recreation, and environmental markets such as carbon offsets and ecosystem services.

This is an endorsement of the green bank model, which has successfully invested public resources to mobilize multiples of private capital investment into our green economy over the last decade.

**At this Retreat, we invited a group of leaders, experts, and allies to envision how the Green Bank will change, adapt, and grow to incorporate environmental infrastructure.**

CONNECTICUT
**GREEN BANK**

# Retreat Themes

# Building on a Strong Foundation

Following our last Retreat (February 2019), the Green Bank launched **Green Bonds US**, a new strategy that enables us to issue bonds to support the Connecticut green economy while engaging citizens in new ways to invest in confronting climate change.

Throughout this Retreat, participants discussed ways to build on existing platforms (e.g., Green Liberty Bonds, partnership with SustainableCT and support for Community Match Fund) to raise capital to invest in environmental infrastructure. We have a lot of the right tools already built, the question we faced is how to deploy them in a new arena.

# New Kid on the Block

Unlike previous expansions where we were breaking new ground, in environmental infrastructure, we're the newest entrant to a crowded, but under-resourced, field. This has a few interesting implications:

- We need to be careful to manage expectations

- We can build on the experience of previous organizations, but should be aware that we have capabilities and limitations that others may not that allow us to play a unique role (projects that don't pencil with other organizations might work for us and vice versa)

- Throughout the Retreat we heard about other organizations and agencies doing good work that we can partner with and build from

CONNECTICUT GREEN BANK

# An Exciting, Uncharted Crossroads

**Known:**    We Can Make a Difference
**Unknown:**  Where's the Best Place to Start?



The environmental infrastructure scope is incredibly broad. How we tackle it will have an impact on the organizational structure but also increase our potential impact.

- Because the opportunity is so broad, and the need so large, it can be intimidating to select the right path forward. We recognize that there's no one right way to do this.

CONNECTICUT **GREEN BANK**

# Divergent Approaches

## We're Ready to Go on Environmental Infrastructure!

- We're ready to jump in and find early wins.

- We can work through our existing relationships built on clean energy projects to offer new solutions

- Deploy in areas we think will be sure wins, then use those new success stories to build to more ambitious projects/communities/programs

- We should start having an impact as soon as possible

## We Need to Spend More Time Learning and Strategizing

- We should spend more time building a new stakeholder network and commissioning/conducting research on environmental infrastructure

- From this work, we should develop a criteria to prioritize our expansion (e.g. greatest impact, greatest need, reaching underserved populations)

- We should be careful not to waste the reputational capital we have by moving too soon

- We need to identify how revenues can be generated in order to be able to issue bonds to raise proceeds for investment

CONNECTICUT **GREEN BANK**

# Reframing 'Vulnerable Communities'

Today, the Green Bank identifies 'Vulnerable' based on identity:

- Is the customer low-income? BIPOC? A non-English speaker? Elderly?

Or, based on location:

- Is the customer in a DECD-identified distressed community? A census tract with certain characteristics?
- Do they live in multifamily affordable housing?

As we tackle this new mission, we must build on our definition of vulnerable communities to not only incorporate identity but also to encompass a community's relationship to environmental infrastructure. **This definition is more expansive, less categorical, and all-encompassing**. More complex, but more ways to be impactful.

### Example: Waste & Recycling

- **Collection**: Do customers have a collection service in their area? If yes, what are the demographics of the workforce? If no, what are their alternatives?

- **Transportation**: Who lives along transportation routes for waste? What is the impact on those residents?

- **Processing**: Who is being impacted where are processing facilities located and how?

# A New Mission

Connecticut Green Bank — Strategic Planning Retreat, 27–28 April 2022, The Pocantico Center
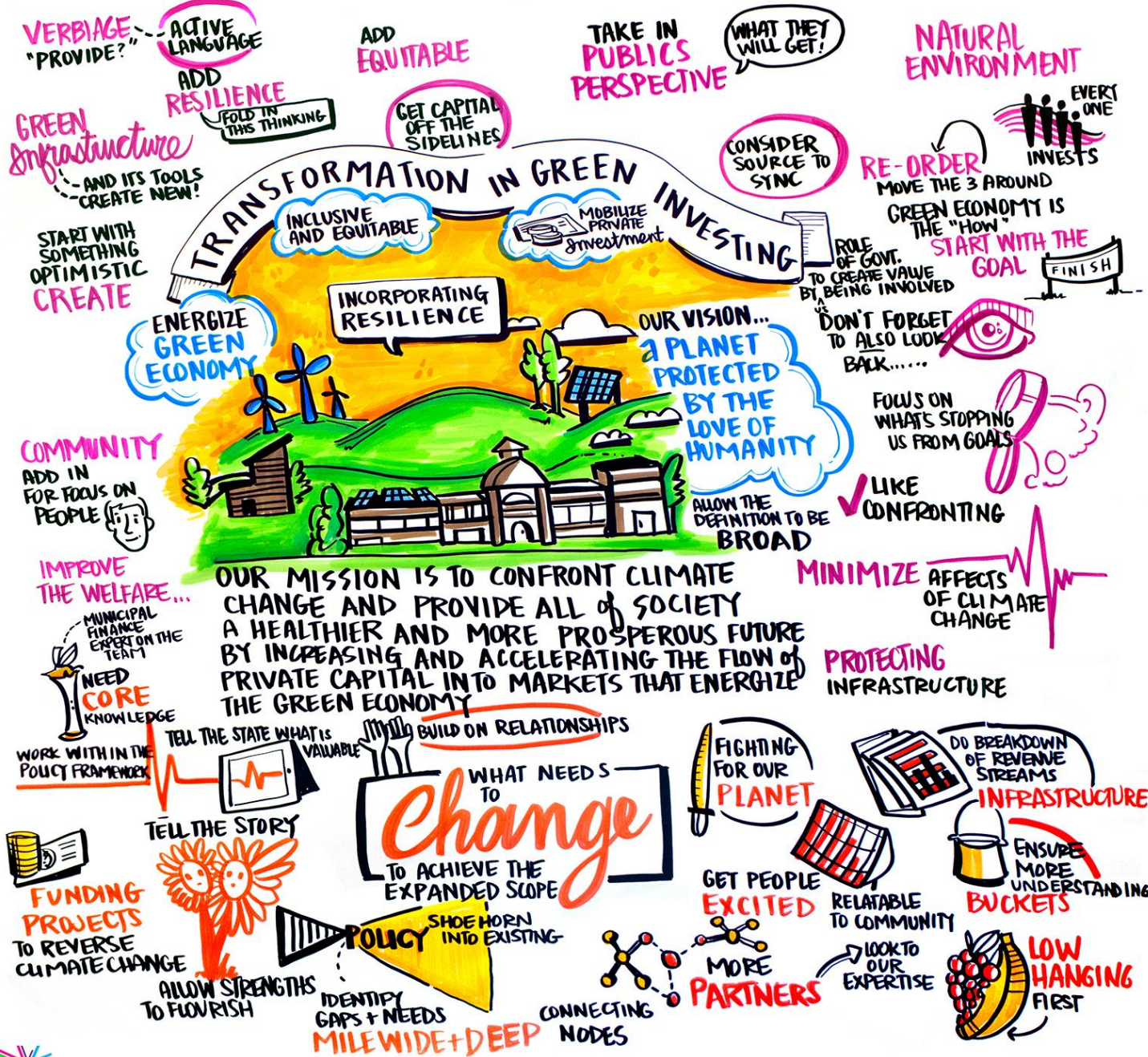
# Visions of the Future



**What will our communities and state look like in 2050?**

- Connecticut will be a place people want to move to, work in, and raise their families

- There will be clean air, water, and energy with accessible transportation

- Severe storms will have low- or no-impact

**We can't create this change alone, but we can lead**

- Connecticut driving regional change: we're a smaller state which means we can be more nimble and iterate on and improve our response to climate change

- The Green Bank driving change in state: we are uniquely positioned to instigate and accelerate change in the state by providing access to capital

CONNECTICUT **GREEN BANK**

**Connecticut Green Bank**
Strategic Planning Retreat
27-28 April 2022 | The Pocantico Center

# Suggesting Modifications to the Mission Statement

Each participant was given a copy of the mission statement to review through the lens of our collective future vision. A lively discussion followed with some clear themes emerging.

The mission statement should:

- Focus on communities and equity
- Speak to resilience or adaptation
- Balance the harshness of "confront" climate change with a positive creativity

**Current statement:**

Our mission is to confront climate change and provide all of society a healthier, more prosperous future by increasing and accelerating the flow of private capital into markets that energize the green economy.

CONNECTICUT **GREEN BANK**

# New Mission Statement

**New statement (for discussion):**
Our mission is to confront climate change and provide all Connecticut **communities** a healthier, more **resilien**t future by increasing and accelerating investment into the green economy.

**Alternative** (for discussion) – We confront climate change by increasing and accelerating investment into Connecticut's green economy to create more **resilient**, healthier, and **equitable communities**.

**Guiding this mission is our vision for
"… a planet protected by the love of humanity."**

CONNECTICUT **GREEN BANK**

# Creating a Road Map

# Building on Our Strengths

- **Green Delta:** Our involvement doesn't just enable infrastructure development, it does it in a way that helps the state achieve multiple goals, from Justice40 to workforce development.

- **Our Team:** Our organization successfully attracts and retains high quality talent. We have a culture that enables creativity and encourages innovation. We actively and earnestly break the mold of a slow-moving state agency by being responsive, flexible, and forward-looking.

- **Our Approach**: We act as an intermediary between policy and markets, serving as an explainer-in-chief for a nexus of stakeholders. We bring an ability to establish clear goals, convene disparate groups, and drive change. We are a trusted partner that creates credible products that generate real benefits.
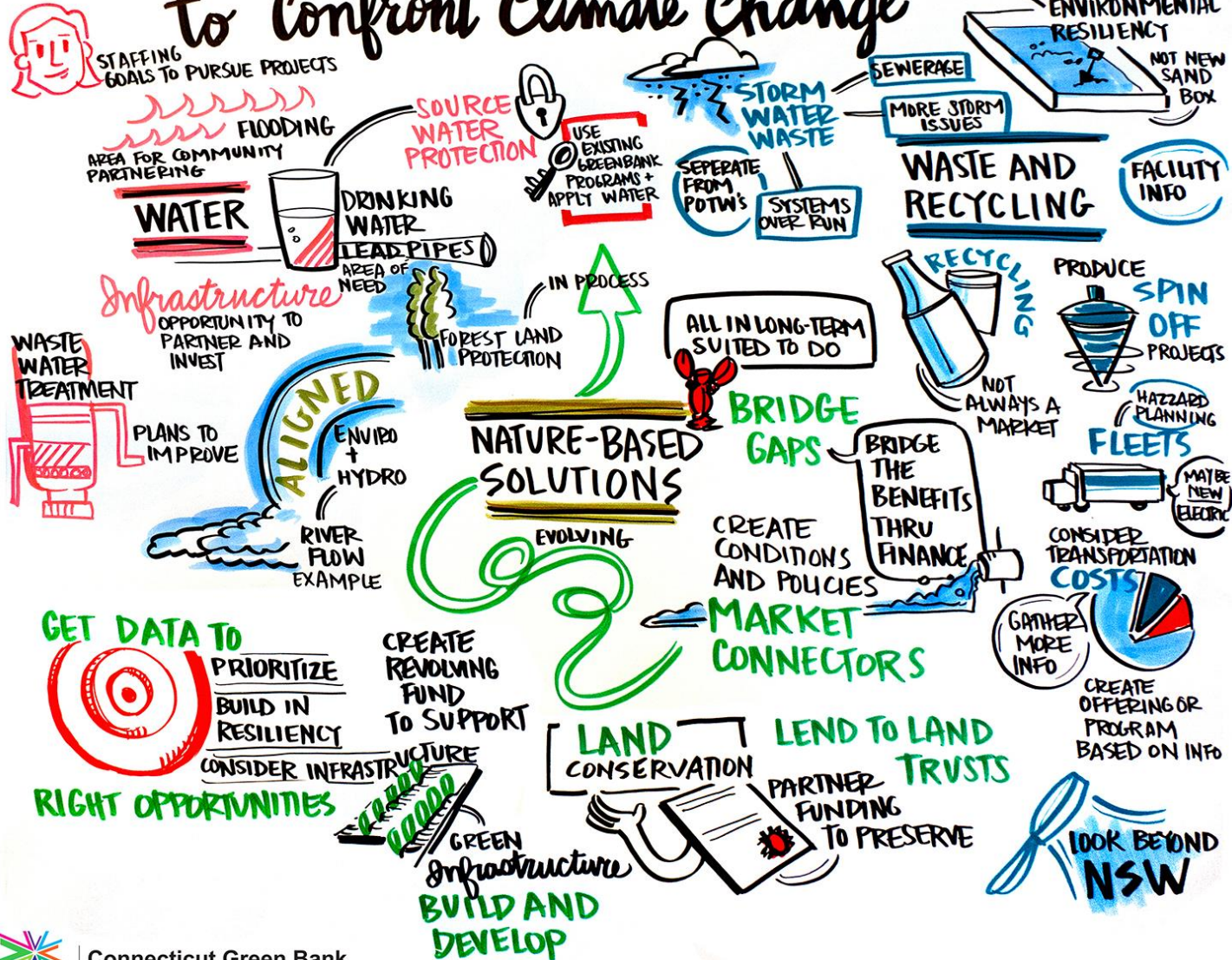
CONNECTICUT **GREEN BANK**

# Incorporating Environmental Infrastructure
## *Short Term*

- **Grow capacity and competency.** Recognizing our role as a trusted expert in clean energy, we will need to expand our knowledge and expertise and build out dedicated staff to accommodate our growth into environmental infrastructure. This will include not only hiring a new Director of Environmental Infrastructure, supported by a Manager of Community Engagement, but also staffing up other teams including legal and finance with experts.

- **Expand existing programs.**
  - Revisit existing products and programs with a resiliency lens to include environmental infrastructure projects as eligible measures, including expanding the C-PACE and Smart-E programs. Consider working with DEEP, EDCs, and ECMB to expand HES contractor expertise. Require end-of-life plans to be submitted to secure funding/incentives through any CGB program.
  - Ensure the infrastructure we deploy in areas highly vulnerable to climate change risk (such as coastal flood plains) maximizes resiliency (such as installing batteries above ground level).

- **Establish partnerships:** Expand our stakeholder engagement process to build relationships early in the program development pipeline

- **Information Gathering**:
  - Consider doing mapping work to overlap flood zones, distressed municipalities, highly burdened, aquifers, infrastructure in need of replacement, etc to identify focus areas
  - Conduct waste transportation market study, "water investigation" or research on pilot area
  - Partner with DEEP, DoAg, PURA, and other agencies (e.g., DRS) to identify funding needs and gaps, including competing for federal infrastructure resources.

CONNECTICUT
**GREEN BANK**

Environmental Infrastructure to Confront Climate Change — Connecticut Green Bank Strategic Planning Retreat, 27-28 April 2022, The Pocantico Center

# Incorporating Environmental Infrastructure
## *Long Term*

- **Enabling Policy and Regulation**: As we gain experience deploying capital in this sector, identify market barriers that can be addressed with policy or regulatory changes. Possible changes could include, but not limited to:
  - Water quality labeling or certifications by household or by town
  - Improved regulations for water authorities
  - RGGI-like waste-cap system (all gets weighed and manifested)
  - Lead on policies that enable conservation and nature-based solutions

- **Long-Term Allies**: Layering on top of the stakeholder engagement process to build relationships early in the program development pipeline outlined in short term goals, Green Bank should identify and formalize long-term partnerships needed to deliver programs

- **Support Development of Ecosystem Services Markets:** Green Bank could be valuable in proving the value of carbon offsets and ecosystem services revenue streams

- **Workforce Development.** Increased investment must be coupled with increased training and workforce development to scale up deployment of nature-based solutions. As a key capital driver, Green Bank should be hands on in expanding workforce development and delivering job creation.

- **Define Outcomes and Strategies.** Continuing our data-driven approach, derive market strategies and outcomes from the lessons learned along the way that can be used to create "industry standards" in environmental infrastructure.

CONNECTICUT **GREEN BANK**

# Building Relationships

# Joining the Network

Throughout the Retreat, we heard about the benefits that we could realize through creating new partnerships and relationships. These partnerships fell into two broad categories:

**Vulnerable Communities.** We need to work in new ways with vulnerable communities, not only informing them of funding opportunities, but inviting them to collaborate on new products and programs.

**Already Active Stakeholders.** We are entering an arena populated with other public, private, and non-profit entities doing good work. We should build new relationships to guide and support our work.

# Collaborating With Vulnerable Communities

**Expanded Mission, Increased Vulnerability.** Expanding our mission expands the definition and scope of who is vulnerable. Communities vulnerable to the impacts of inequitable energy development are also vulnerable to the impacts of climate change we expect to see in Connecticut in the coming decades. It is important to recognize vulnerabilities can be compounded and to prioritize understanding these intersections so that we can better design and deliver solutions.

**Reaching Vulnerable Communities**. Partnerships with outside entities connected to vulnerable communities are a key channel to collaborating with and learning from vulnerable communities. We must build new partnerships with communities and organizations connected to the broader definition of vulnerability to not only inform them of our work, but to invite them into our program design process.

– Existing partnerships remain important connections to vulnerable communities. As we continue to work together, we need to hold those partners accountable to maintain relationships with the community

**How we learn.** This might require we become more flexible in how we talk about climate impacts and how we learn from our partners. Value contributions from all stakeholders, especially those with lived experience. Incorporate payment for contribution of time and expertise (e.g., honorarium).

Connecticut Green Bank
Strategic Planning Retreat
27-28 April 2022 | The Pocantico Center

26

# Empowering Impacted Communities

**Inform**
Provide the community with balanced, objective information to assist them in understanding the problem and potential opportunities and solutions

**Consult**
Listen to and acknowledge community concerns and aspirations, provide feedback on how community input is influencing decisions

**Involve**
Ensure that community concerns are directly reflected in the alternatives developed

**Collaborate**
Incorporate community advice and innovation into solutions

**Empower**
Place the final decision in the hands of the community

*Adapted from Sustainable CT*

Our current stakeholder engagement tends to fall into the 'inform' and 'consult' categories of the engagement framework. As we move forward into environmental infrastructure (especially now in our learning and growing stage) we need to create a long-term engagement process that explicitly involves, collaborates and empowers impacted communities. This process should include:

– Be a disciplined approach to stakeholder engagement and management

– Include a diverse stakeholder group to identify mainstream needs, not one-offs

– Continuous input and feedback from stakeholders as we chart a new path

– Feedback on: areas of need, 'what it will take' to get there, how new products and programs are being received, how they can be improved

– Feedback from: vulnerable communities, municipalities, sister agencies, etc.

CONNECTICUT **GREEN BANK**

# Collaborating with Public, Private, and Non-Profit Stakeholders

Retreat participants identified a **preliminary** list of stakeholders the Green Bank should partner with to succeed in our new mission including:

**Federal & State Agencies:**

- Department of Agriculture, U.S. Department of Agriculture
- Federal Emergency Management Agency
- Environmental Protection Agency
- Department of Energy & Environmental Protection
- Department of Economic & Community Development
- Public Utility Regulatory Authority
- CT Division of Emergency Management and Homeland Security
- Housing & Urban Development
- Department of Social Services
- Department of Treasury
- Department of Public Health
- Office of State Traffic Planning
- Office of Planning and Management

**Other Public Stakeholders:**

- UCONN
- CT Institute for Resilience & Climate Adaptation
- Transport Hartford
- Water Authorities
- American Waterworks Association
- Council on Environmental Quality
- Municipalities
- Councils of Government, Council Small Towns, CT Conference of Municipalities

- Economic Development Authority
- Municipal Tax Districts
- Transit Authorities

**Private Organizations:**

- Trade Associations/Labor
- Engineering Consultants
- Contractors / Developers
- Waste Management Companies
- Banks
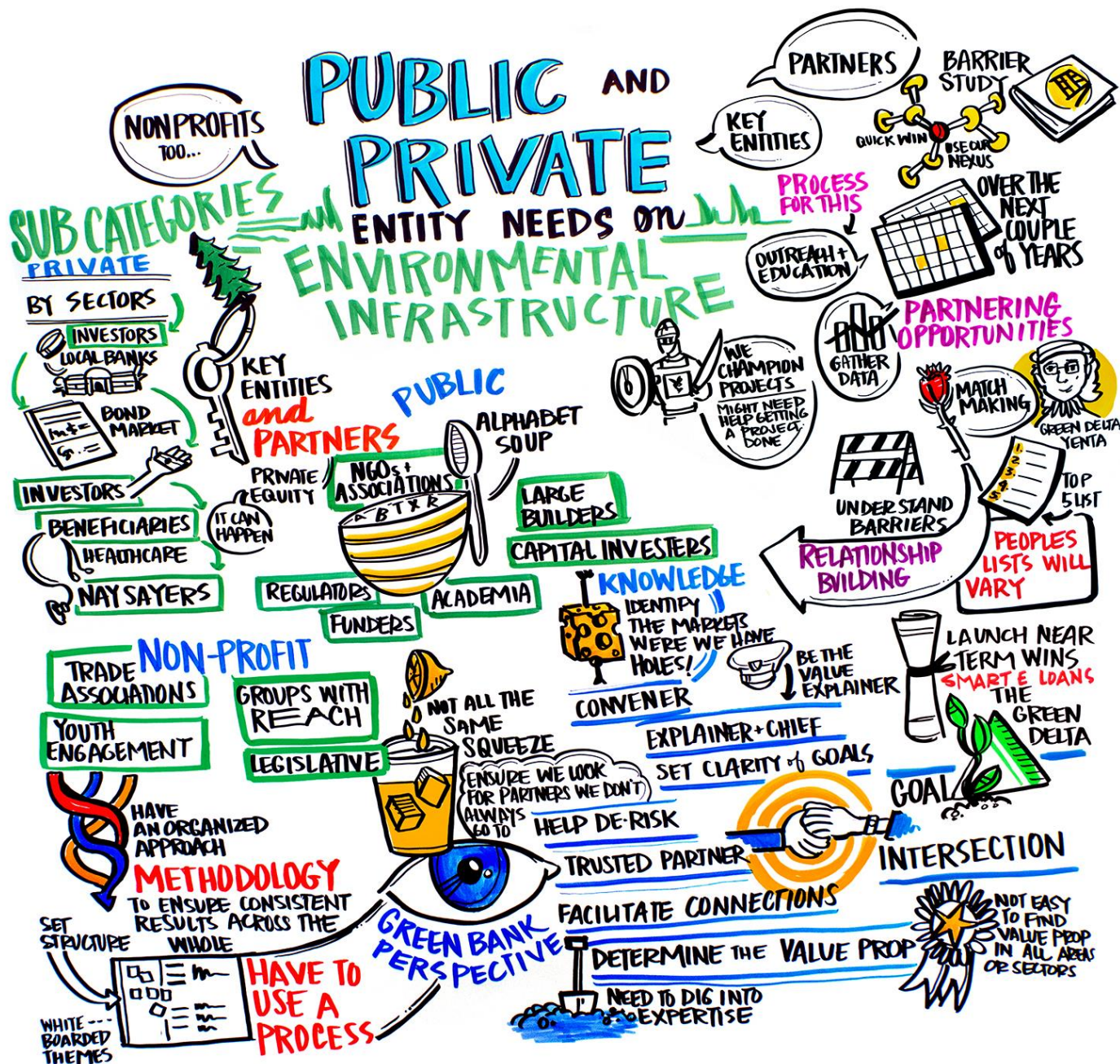- Investors/Private Equity

**Non-Profits:**

- Sustainable CT
- Farmers' Market Nutrition Program
- Food Banks
- Foundations
- Youth Groups (4H Clubs, Sunrise)
- CitySeed
- Nonprofit Farms
- Operation Fuel
- Environmental Advocacy Groups
- Trust for Public Lands
- National Water Efficiency Alliance
- Environmental Justice Groups
- CT Coalition for Environmental Justice

CONNECTICUT GREEN BANK

# Metrics

# Metrics – Methodology

While our current metrics track both quantitative and qualitative benefits, to keep us on track towards new goals, we'll need new data.

- We should be trying to speak the same language as other players in this field (compliance markets, public company ESGs, etc.)
- Tracking qualitative benefits:
  - Don't undervalue the importance of storytelling to communicate the stakeholder experience
  - Find ways to track changes in perception about safety, community cohesion, civic pride, impacts of climate change

CONNECTICUT **GREEN BANK**
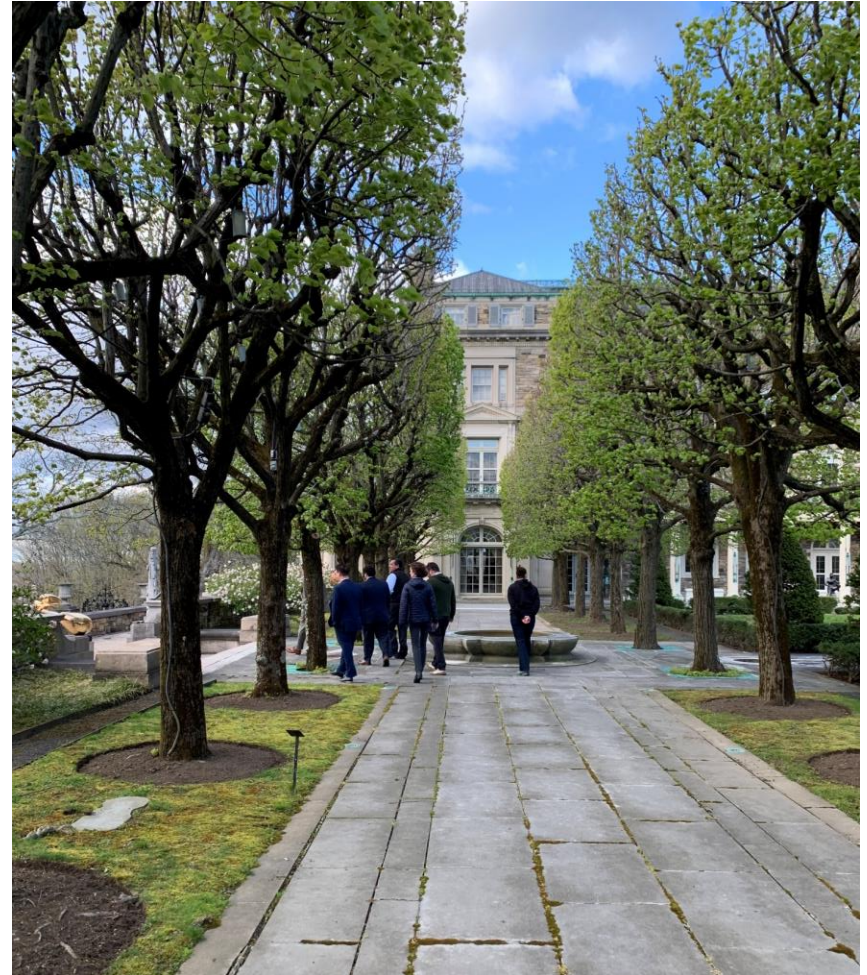
# Environmental Infrastructure Metrics

**All types of infrastructure:**

- $ invested (including $ into vulnerable geographies/communities)
- Improved resilience
  - Value associated with loss (# & duration of events)
- People served/protected
- Jobs created
- Tax revenue
- Health
  - Air Quality changes
  - Changes in health metrics/insurance rates

**Water:**

- Gallons treated
- Change in water quality
- $ Savings
- Health impacts
- Reduce CCFs (residential)

**Nature-Based Solutions:**

- Temperature reductions
- Acres created/protected
- Tons of carbon sequestered
- Number of heat-related hospitalizations
- Reduction in impervious surfaces

**Waste/Recycling:**

- Pounds created/processed/diverted (both in & out of state)
- Waste diverted
- Reduction in local emissions

CONNECTICUT **GREEN BANK**

MEASURING SUCCESS

SIGNAL TO THE COMMUNITY

TRACKING ENVIRONMENTAL INFRASTRUCTURE

THINK ABOUT WAYS TO SET NEW TARGETS

CONSIDER EQUITY — PUT A FACE ON IT!

CONSIDER HOW WE TELL THE STORY
- TESTAMONIALS
- CASE STUDIES
- THE HUMAN COMPONENT

SHARE BENEFITS

HOUSING UNITS

CAPITAL DEPLOYED

ENERGY IMPACTS

ALIGN OUR GOALS : RESILIENCY

QUANTIFY METRICS

DOLLARS INVESTED

EXPECTED SOCIETAL Impacts

TAX CREDITS + IMPACTS

ECONOMIC ENVIRONMENTAL JOB CREATION EQUITY

PEOPLE SERVED

SAFETY

CIVIC PRIDE

QUALITATIVE

REFER TO BREAK IN TO GREEN DELTA

DIFFERENT WAYS TO MEASURE

BENEFIT TO PEOPLE "LOST LOAD"

GALLON IN WATER

lbs in WASTE

PESTICIDE REDUCTION

REDUCTION

AG OPPORTUNITY

EXTERNAL PARTNERS HELP TRANSLATE

#

USE THE HARD NUMBERS

HEAT

BENEFIT

HEALTH METRICS

MINE THE DATA THAT EXISTS

HOW DO YOU PUT A DOLLAR FIGURE ON PARKS

TRACKING WITH YALE OR UCONN

ADD CLIMATE VULNERABILITY LAYER

ALREADY CREATING FACT SHEETS

GIS RESOURCE

INTERN OR RESOURCE

SURVEY ORGS CURRENT TRACKING + METRICS

SEE HOW PEOPLE FEEL

SURVEY BEFORE AND AFTER!

ORGS ALREADY WORKING IN THIS AREA

EV CHARGING

ELECTRIC SCHOOL BUSES

FUTURE OPPTY!

Insights and Ideas to Carry Forward

Connecticut Green Bank

# Charting Our New Course

We have the tools and pathways to succeed in expanding our mission to encompass environmental infrastructure:

- A network of diverse organizations are already working towards supporting green infrastructure – identify and pursue opportunities to engage them.

- By bringing a Green Delta mindset to this space and proven tools (Green Liberty Bonds, Community Match Fund, etc.) we can accelerate the deployment of infrastructure that supports society in multiple ways.

- To succeed, we will need to evolve our community engagement practices towards empowerment, inviting underserved communities into our decision-making processes.

- We will also need to hire a new leader, supported to engage the community, to chart this course and secure the experience we need in-house to succeed.

CONNECTICUT **GREEN BANK**

**Connecticut Green Bank**
Strategic Planning Retreat
27-28 April 2022 | The Pocantico Center

# Misc

- We need to have a shared set of definitions at the state level – support this work

- Support policy mandates to support anaerobic digesters

- As we move into EV space, support cleaner fleet for waste & recycling transportation

- Consider partnering with an agency/entity that issues grants to increase our reach into new markets.

- Establish ourselves as a means to access federal funds (especially those that require a match), we can play a role as distributer