## Key Strategies

During the planning process of the 2015/16 Work Plan key strategies immerged that became especially important for the work of the Partnership in 2015 and 2016. Although not yet fully embraced and activated, the key strategies should be used as a guide at every level of the partnership and across the individual work items on a continuing basis. The key strategies are identified below. EVAC has expanded outlined expectations for action which follow by an implementation strategy focusing intended to embrace and activate the strategies.

**Enhancing and coordinating community engagement.** A significant focus of the work in 2015 and 2016 was to identify new and effective community engagement strategies to drive participation in energy efficiency and renewable energy programs. This applies to many segments described below (1-4 unit residential, multi-family residential, and large commercial), and may vary depending on the segment. Methods to connect with Minneapolis residents and businesses, especially groups or geographies that are underrepresented in the usage of utility programs, will need to be generated, analyzed and vetted by EVAC and other stakeholders. The success of the Partnership in the long-term depends on identifying and implementing engagement strategies that can move Minneapolis beyond the historic levels of participation in energy efficiency and renewable energy programs. An engagement pilot program is now underway, the results of which will inform future engagement work.

**Using data on program participation to aide decision-making and develop metrics. During the 2015 and 2016 work plan period, significant progress has been made on data gathering to inform decision-making. Metrics have been developed and were used to set baselines and assess progress toward the CEP goals. This work is** key to developing effective engagement strategies andunderstanding how well utility programs are serving Minneapolis diverse population, what areas are underrepresented, and what programs are most effective. The Planning Team, EVAC and the Board will continue to be engaged in accessing, analyzing and using program participation information to design outreach strategies and fine tune metrics to forecast and track progress.

**Exploring City policy levers.** Many of the utility programs to be used by the Partnership in 2015-2016 are fairly well defined, if not yet fully implemented. However, the Partnership was designed from the beginning to pair utility programs and resources with City communication channels and regulatory authority. A key theme of the work in 2015-2016 will be exploring the most impactful uses of City networks, communication tools and possible regulatory tools that can drive accelerated uptake of energy efficiency measures and renewable energy programs.

**Activating Key Strategies**—action plan, technical and reporting refinement

EVAC recommends implementation planning for each work item. The planning outlines the following actions to be executed at the start of the work plan period, and updated as part of the subsequent annual reports.

* Establish timeline for all work plan items implementation
* Set measurable outcomes and goal for each 17-18 work plan item
* Forecast the impact on the applicable Climate Action Plan Goals for 2025 and 2050

Clean Energy Partnership Goals. For example 1-4 Unit Residential - Develop and publish a plan to reach average of 7% of HH per year through 2025

* Identify key levers including regulatory options and develop an implementation plan including identification of the relevant city departments and utility partners
* Identify, quantify and evaluate work force opportunities and report on barriers and opportunities for job creation
* Format reporting to match CEP goals noting program, activities and movement regarding the Climate Action Plan goals

**Ways of working and practices**:

The following suggested work practices are intended to encourage and reinforce the development of effective implementation of the Clean Energy Partnership goals. Development of new partnerships is key to reaching CEP’s goals. In addition, expanding current work practice and developing new modes of working will unlock the partnerships potential.

* Develop and utilize coaching and training on collaboration and process to support new ways of work among individuals and organizational entities
* Continue development of strong communication across Clean Energy Partnership—EVAC, board and the working team
* Use/engage expertise of EVAC directly in developing policy ideas and/designing programs;

The key strategies described above will be implemented through specific Partnership activities, which are categorized in this Work Plan according to the following segments:

* Residential (1-4 unit) Buildings
* Multi-family Buildings (5 or more dwelling units)
* Small Commercial Buildings[[1]](#footnote-1)
* Large Commercial Buildings
* City Enterprise

The approach to organizing the Work Plan described here – identifying goals, strategies to meet them, and grouping activities by segment – is a change in organizational format from the list of potential work plan items which was initially presented to the Board and to EVAC. That list was divided simply into Community Initiatives and City Enterprise Initiatives; many of the individual items were fairly broad and the proposed activity was not always clearly defined.

# Clean Energy Partnership 2017-2018 Work Plan Items

What follows is a description of the 2017-2018 Work Plan for the Minneapolis Clean Energy Partnership. Items in the Work Plan are organized under energy user segments, including:

1. Residential, 1-4 unit
2. Multi-family (5+ unit)
3. Large commercial
4. Small commercial
5. City enterprise

Each segment below includes a description of the activities relevant to each segment, a list of the current work plan items carried forward from the 2015-2016 work plan. The Planning Team will be working with EVAC over the next year to refine the metrics and clarify the intent of the key strategies noted above.

Note: The following activity item has been eliminated from all energy user segments. The activity described has been incorporated into the ongoing metric and goal tracking developed over the last two years.

* Analysis and mapping of current and historic participation in utility programs by customers in commercial properties, as well as analysis of benchmarking scores, to help target outreach efforts and inform residents and policymakers about progress. This analysis should identify areas previously under-served by utility programs, or buildings with the greatest potential to improve their benchmarking scores.

## Residential, 1-4 Unit

Many successful energy efficiency and renewable energy programs are currently available that can be utilized by customers in 1-4 unit residential structures. Xcel Energy and CenterPoint Energy have invested considerably in developing these programs and spend millions of dollars on them for the benefit of Minneapolis customers each year. These programs include home visit and assessment offerings, rebates for a wide variety of energy efficiency upgrades, new construction programs, Solar\*Rewards, Community Solar Gardens, WindSource and others.

A key focus of the Partnership in 2015-2016 should be the development of new community engagement strategies, designed to increase the number of 1-4 unit residential properties participating in the existing energy efficiency and renewable energy programs. New engagement strategies will be informed by utility program participation information and energy usage data. The City will also begin to explore what policy levers it can exercise to drive participation of 1-4 unit properties in these programs.

The Partnership will also be developing at least one new option for financing energy efficiency improvements in 1-4 unit buildings in 2016.

This segment includes the following Work Plan items previously considered by the Board and reviewed by EVAC and a new item suggested by EVAC:

* Residential Energy Efficiency
* Energy Efficiency Financing
* Community Solar Gardens
* Energy Usage and Program Participation Data Access
* Expanded Community Engagement
* Multi-family/Single-Family Housing Energy Transparency

### 2017 - 2018 Activities

* Continue development and refinement ofa community engagement pilot project for 1-4 unit properties to increase participation, particularly in historically underserved areas and populations in the city.
* Implement on-bill repayment mechanism for financing energy efficiency improvements for CenterPoint Energy customers in Minneapolis; and encourage the expansion of o-bill repayment to Xcel Energy customers. In addition, the Partnership will continue to work to identify additional lending sources to finance energy efficiency and renewable energy projects.
* Develop and implement a strategy utilizing City regulatory authority to drive energy efficincay and encourage energy usage transparency. For example, mandate disclosure of energy at time-of-sale or time-of-rent energy.

## Multi-family Residential

Multi-family buildings are eligible to participate in a number of existing energy efficiency programs offered separately by each utility. In addition, CenterPoint Energy and Xcel Energy have recently collaborated to develop a dedicated, jointly-delivered energy efficiency program that specifically targets multi-family buildings. The program draws on national best practices to encourage building owners to invest in energy-saving measures in both resident and common spaces. The program has been filed with regulators, and is pending approval. The utilities plan to begin implementation later this year.

Customers in multi-family buildings can also utilize programs to access renewable energy, such as Community Solar Gardens and WindSource.

A key focus of the Partnership in 2015-2016 should be the development of new community engagement strategies, designed to increase the number of multi-family residential properties participating in energy efficiency and renewable energy programs. New engagement strategies will be informed by utility program participation and energy usage information. The City will begin to explore what policy levers it can exercise to drive participation of multi-family properties in these programs.

This segment includes the following Work Plan items previously considered by the Board and reviewed by EVAC and a new item suggested by EVAC:

* Multi-family Energy Efficiency
* Community Solar Gardens
* Energy Usage and Program Participation Data Access
* Expanded Community Engagement
* Multi-family/Single-Family Housing Energy Transparency

The original list of Potential Work Plan items is available in Appendix A. A summary of EVACs discussion of new work plan items is in Appendix C.

### 2017 - 2018 Activities

* Develop a community engagement strategy for multi-family properties. Strategies could include engaging community-based organizations to conduct outreach, developing a citywide challenge or other innovative approaches. The Planning Team will be working with EVAC to gather feedback on potential approaches. Strategies effective at driving participation in areas of the City previously underserved by programs will be a priority; as such the analysis and mapping described above will be key to informing the work in this effort.
* Develop and implement a strategy utilizing City regulatory authority to drive energy efficiency and encourage energy usage transparency. For example, mandate disclosure of energy at time-of-sale or time-of-rent energy
* Develop and implement a strategy utilizing City regulatory authority using the tier rental license system to encourage EE implementation
* Explore and as feasible develop a program to use the Multifamily Building Efficiency program and other programs to preserve existing affordable, unsubsidized housing

## Large Commercial

Information gained through the City’s Commercial Building Benchmarking & Transparency ordinance, combined with utility program data and utility expertise, will be leveraged to enhance outreach to large commercial buildings and drive energy efficiency improvements. The City and utilities will work on developing targeted marketing approaches, new data access tools for building owners/managers, educational efforts and enhanced utility energy efficiency programs.

This segment includes the following Work Plan items previously considered by the Board and reviewed by EVAC:

* Large Commercial Buildings Energy Efficiency
* Energy Usage and Program Participation Data Access
* Expanded Community Engagement

The original list of Potential Work Plan items is available in Appendix A.

### 2017 - 2018 Activities

* Continue develop and further deploy tools to allow owners/managers of multi-metered buildings to more easily access whole building data for the purpose benchmarking energy consumption for both electric and natural gas utilities.
* Develop and launch a recognition and/or challenge program to promote and encourage energy efficiency improvements in multiple segments of the commercial building segment. This recognition will launch in fall of 2015.
* *Refine the commercial building benchmarking process, refine and develop aggregation tools for all utilities, and continue to develop feedback loops with building owners and leverage the information to create action. Specifically programs to target low performing buildings, and pair utility account managers with market segment to develop expertise and speed adoption of EE implementation*
* Develop and launch resource workshops targeted at specific segments of commercial buildings (office, retail/hospitality, health care, non-profit, etc) to connect them with technical assistance, financing, and other resources to drive energy efficiency improvements.
* *Revise City’s LEED Building Policy to include requirement of Sustainable Buildings 2030 energy standard for new or major remodeled city buildings http://www.ci.minneapolis.mn.us/sustainability/policies/sustainability-leed*
* *Develop new Sustainable Building Policy for city financed new or significantly rehab projects (including TIF, AHTF, Green Homes North, etc.) to require energy efficiency efforts including Sustainable Buildings 2030*
* *Work with partners to support and encourage the State of Minnesota to adopt an addendum to the state energy code to allow cities to adopt higher standards of energy efficiency.*

## Small Commercial

EVAC identified small business/small commercial as a potential new work plan item during discussions. In this concept, the City and utilities would develop a program that collaborates with business-serving organizations in targeted small business districts that help businesses (particularly small, immigrant/minority-owned businesses) make energy-efficient improvements. This program could be modeled on the work occurring in the Lake Street corridor around energy efficiency outreach to small businesses. While small businesses are eligible to participate in a variety of existing energy efficiency programs, these customers tend to be “difficult to reach” for traditional utility offerings for a variety of reasons.[[2]](#footnote-2)

Outreach to small commercial properties has been identified by the Partners in Energy Program as a top priority for their work. Partners In Energy is a new offering from Xcel Energy to support the development and implementation of energy action plans at the local level. Currently, this program is focused on the Lake Street corridor, and overseen by the Midtown Community Works Partnership.

The role of the Minneapolis Clean Energy Partnership in 2015-2016 will be to monitor the progress of the small business outreach occurring through the Partners in Energy Program, glean best practices, and collect potential program design ideas for the 2017-2018 Work Plan.

This segment includes the following Work Plan item previously considered by the Board and reviewed by EVAC and a new item suggested by EVAC:

* Energy Usage and Program Participation Data Access
* Small business energy efficiency program

The original list of Potential Work Plan items is available in Appendix A. A summary of EVACs discussion of new work plan items is in Appendix C.

### 2017 - 2018 Activities

* Continue to monitor the progress of the implementation of small business programs through the PIE program in the Lake Street corridor. This may include updates to EVAC or the Board on activities or program designs presented by leaders of the PIE program.
* Develop and pilot a city wide small business energy efficiency initiative
  + Build off of the existing community engagement process by engaging local business associations and similar organizations in the city
  + Target small businesses in minority and low-income communities
  + Identify a handful of key districts in which to pilot the program
  + Work with the utilities to identify funding streams for local organizations to build relationships with small business owners, towards energy efficiency action (this would be to connect them to existing utility-funded energy efficiency programs like Energy Smart and One-Stop).

## City Enterprise

The majority of the work plan items in City Enterprise and Coordination category carry forward from the previous planning period with refinement and clarifications. Recommendations emphasize greater emphasis on renewable energy develop, fleet conversation, and job develop. In addition to the items noted below, EVAC strongly recommends that the city integrate to full extent the goals of the Climate Action Plan and the Clean Energy Partnership into the Minneapolis comprehensive plan.

**2017-2018 Activities**

* Continue the rollout of LED streetlights citywide. Xcel Energy is developing a strategic system wide plan to replace all their existing fixtures with LED’s over the next five years. The plan for Xcel-managed lights in Minnesota was filed with the Minnesota Public Utilities Commission in the fall of 2015. Energy efficiency rebates are already available for the purchase of LED fixtures for use in city-maintained streetlights. It should be noted that the conversion to LED streetlights could result in a cost savings for the City on its electricity consumption, as well as a corresponding reduction in greenhouse gas emissions.
* Expand the City’s study of future fleet vehicle needs and fueling options to all city vehicles types and uses including cars, trucks and maintenance vehicles. The study should consider reducing need, fuel switching, and targeted forecasting for fleet conversion. The potential for the use of natural gas, biogas and electricity should be considered. An investigation of options for new fueling infrastructure should be included in the assessment.
* The City of Minneapolis should develop and adopt aggressive renewable energy policy to meet the City of Minneapolis municipal needs. Currently, the city has 0.4%: City electricity usage from City-owned renewables and RECs, and an additional 9.3%: Renewable city electricity usage from both city-owned and non-city-owned RECs with the newest community solar garden subscription through Sun Edison. Development of multiple strategies is necessary to effectively meet this target including the following.
  + Develop a model for city ownership of off-site (rural) renewable energy to generate city revenue and help achieve the city’s renewable energy targets.
  + The City should develop and release an RFP (or RFPs) for the development of five Community Solar Garden hosted on city property. The expressed purpose of which is to support access to renewable energy to low income or groups who may not otherwise be able to access renewable energy programs. Factors that should be considered in the RFP include local workforce development, especially for communities of color, the competitiveness of projects that are located within city boundaries, and the support of community-based institutions/organizations through project development.
* The City and utilities will continue conversations on items of interest related to infrastructure, including plans for specific sites (for example, design options for distribution infrastructure at Hiawatha and 46th Street), distribution planning, district energy, aligning capital improvement cycles, pilot projects, and long-range carbon reduction planning.
* The City will develop RFP and procurement process that reflect its commitment to equity in hiring and contracting in a significant and meaningful manner for energy efficiency and renewable energy projects. RFP project requirements should include the following:
  + A clear equity hiring goal for all projects
  + An approved work plan to demonstrating how equity hiring goals will be met
  + An outline of numbers of jobs, and skill level requirements
  + An assessment of local community benefits; with an emphasis specifically on minority communities

Note: Activities included in the large commercial section of the work plan to update and expand the city’s sustainable building program to include Sustainable Buildings 2030 targets will be applicable to city properties and infrastructure. They are included below for reference.

* *Revise City’s LEED Building Policy to include requirement of Sustainable Buildings 2030 energy standard for new or major remodeled city buildings http://www.ci.minneapolis.mn.us/sustainability/policies/sustainability-leed*
* *Develop new Sustainable Building Policy for city financed new or significantly rehab projects (including TIF, AHTF, Green Homes North, etc.) to require energy efficiency efforts including Sustainable Buildings 2030*
* *Work with partners to support and encourage the State of Minnesota to adopt an addendum to the state energy code to allow cities to adopt higher standards of energy efficiency.*

## 

1. “Commercial” is used here to simply mean non-residential buildings. Buildings are considered to be small or large based on where they fall relative to the City’s 50,000 square foot threshold for the benchmarking ordinance. [↑](#footnote-ref-1)
2. These reasons can include language barriers, lack of available time and financial resources for small business owners, limited energy expertise among small business owners, and others. [↑](#footnote-ref-2)