

Minneapolis Clean Energy Partnership

2017-2018 Work Plan



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By: Clean Energy Partnership Planning Team

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Introduction

Background of the Clean Energy Partnership

The Minneapolis Clean Energy Partnership (or Partnership) is a partnership between the City of Minneapolis (or the City) and its electric and natural gas utilities, Xcel Energy and CenterPoint Energy, established to help the City reach its *Minneapolis Climate Action Plan* goals and the 2040 energy goals outlined in the *City of Minneapolis Energy Vision 2014*. The Partnership is a collaborative leadership framework through which the City and utilities will study, prioritize, plan, coordinate, implement, market, track, and report progress on clean energy activities in the City. This *2017-2018 Work Plan* should be viewed as a living and learning document that can adapt as progress is made or circumstances change.

The Clean Energy Partnership is led by a joint City/utility board that reviews and approves two-year work plans, which guide and focus the work of the Partnership. The Work Plans are designed to leverage the strengths of the Partner organizations, including City regulatory authority and community relationships, to educate Minneapolis residents and businesses about and increase participation in energy efficiency and renewable energy programs, with a specific focus on reliability and equity. The concepts in this *Work Plan* have been developed from multiple sources. Many of the ideas presented in this document are based on the *Clean Energy Partnership Memorandum of Understanding (MOU)*, signed by the three partner organizations in the fall of 2014. Some ideas also originate from the *Minneapolis Climate Action Plan* and the *Minneapolis Energy Pathways* study. The *Minneapolis Energy Pathways* study identified programs and policies that could be effective in driving progress toward City and utility goals. Concepts from the *2015-2016 Work Plan* that have not yet been completed are continued in the *2017-2018 Work Plan*. Additional ideas are the result of extensive discussions between the Partnership Planning Team (or Planning Team), which includes staff from each of the partner organizations, and the Energy Vision Advisory Committee (or EVAC), based on known issues and emerging topics.

The Energy Vision Advisory Committee, a citizen committee selected by the Partnership Board (or Board), is charged with reviewing and providing feedback on the work plans of the Partnership. EVAC has further collaborated in the process by providing their own work plan recommendations to the Planning Team and Board and by establishing Work Groups that help develop concepts, such as two established to date focused on Community Engagement and Funding.

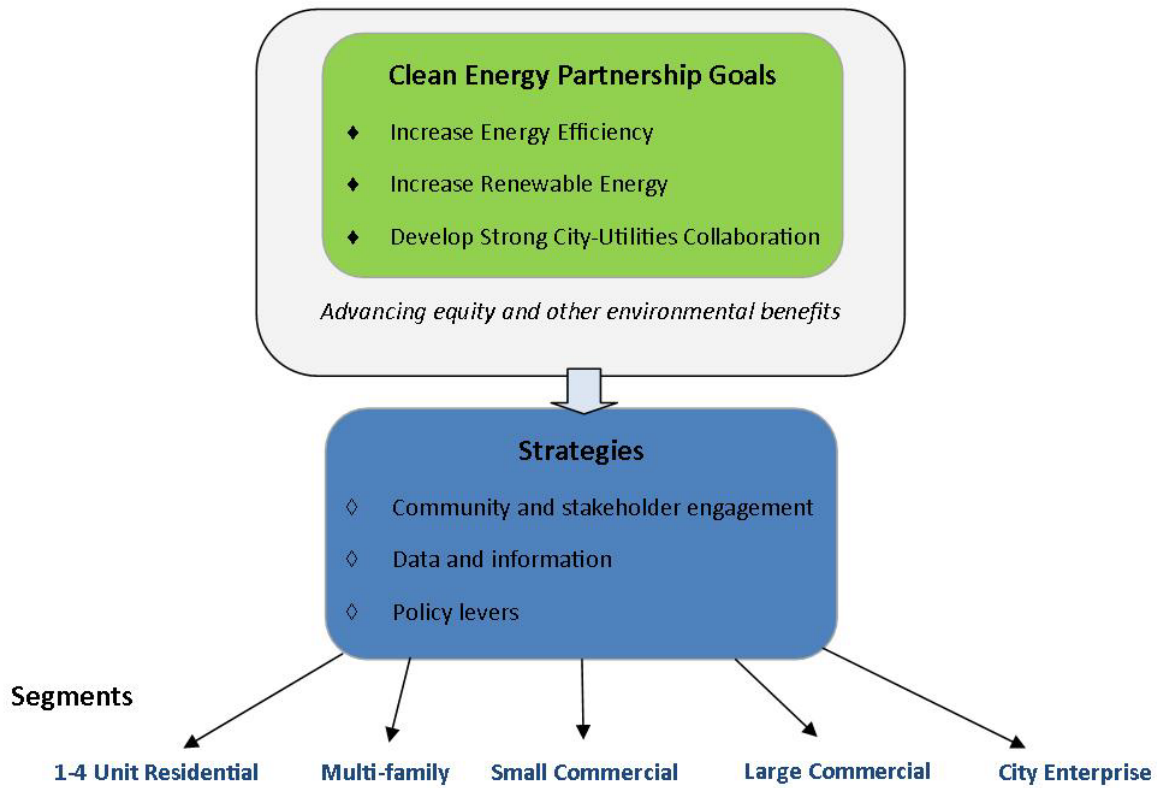
Goals of the Clean Energy Partnership

Partnership goals stem from the *Minneapolis Climate Action Plan*, which seeks to reduce greenhouse gas emissions by 15 percent by 2015, 30 percent by 2025, and 80 percent by 2050, from a 2006 baseline. Further, the *Minneapolis Climate Action Plan* calls for an increase in electricity from local and renewable energy sources; for significant energy efficiency improvements in the residential, commercial, and public sectors; for advancing equity in infrastructure and environmental benefits; and for assessing and building the resiliency of energy infrastructure in the City. Partnership goals also draw from the *City of*

Minneapolis Energy Vision 2014, which provides that “in 2040, Minneapolis’ energy system will provide reliable, affordable, local, and clean energy services for Minneapolis homes, business, and institutions. It will sustain the City’s economy and environment and contribute to a more socially just community.”

The goals, strategies, and segments by which the Partnership is structured remain consistent with the *2015-2016 Work Plan*. This framework is shown in Figure 1 below.

Figure 1. Clean Energy Partnership Goals, Strategies, and Segments



The goals of the Partnership are to:

- Reduce greenhouse gas emissions from the energy sector in Minneapolis by:
 - Making utility customers in Minneapolis more energy-efficient and
 - Expanding access to and use of clean and renewable energy by Minneapolis utility customers.
- Increase the effective collaboration between the City of Minneapolis, Xcel Energy, and CenterPoint Energy to address energy and climate-related issues.

These goals should be pursued in a way that advances equity and other environmental benefits.

The three key strategies the Partnership will use to meet these goals include community and stakeholder engagement, access to information, and City policy tools. Within each of the five segments,

these strategies will be employed through different activities. The specific activities are discussed in detail in the *2017-2018 Work Plan Items* section that follows.

Development Process for the 2017-2018 Work Plan

In developing the *2015-2016 Work Plan*, the Planning Team pulled goals from the *Minneapolis Climate Action Plan*, which had already been vetted through an extensive City stakeholder process, and used ideas included in the *Minneapolis Energy Pathways Study*, which was commissioned by the Minneapolis City Council. The next phase of the *2015-2016 Work Plan* focused on breaking down the individual work items into more detail and proposing metrics by which to measure progress toward *Minneapolis Climate Action Plan* goals. EVAC provided feedback and prioritized the goals and metrics provided by the Planning Team. The Planning Team received the EVAC feedback and presented it, along with their own recommendations, to the Board for approval. At that time, the Planning Team's recommendations aligned with EVAC's. The Board approved the *2015-2016 Work Plan* and amended the metrics to include a provision to track rooftop solar.

The *2017-2018 Work Plan* development used a different approach. EVAC requested more involvement in what items go into the Work Plan and to play a more active role in the development of initiatives. At EVAC's request, the Partnership hired an outside facilitator to help with the planning process and establish baseline goals during the third quarter 2017 EVAC meeting. EVAC held three additional segment-specific working meetings to further develop ideas and concepts. EVAC's recommendations were provided to the Planning Team and, where there is consensus between EVAC, the Planning Team, and the Board, those recommendations are integrated into the final *2017-2018 Work Plan*. EVAC's complete recommendation list, as well as the *EVAC Survey Results for 2017-2018 Work Plan Recommendations* and an accompanying memo, are included as appendices.

Annual Reporting

The Planning Team prepares annual reports to inform the Board and other stakeholders on Partnership activity and to track progress toward Partnership goals, using metrics approved by the Board. Annual reports highlight achievements and discuss challenges; detail collaborative efforts the Partners have undertaken in the previous year; and provide annual greenhouse gas emission reductions, energy savings, energy efficiency and renewable program participant cost savings, energy efficiency and renewable program participant count, and maps of utility program participation by census tract. The *2015 Annual Report* was completed in June 2016 and subsequent annual reports will be released approximately mid-year.

2017-2018 Work Plan Items

This section describes the work plan items and activities for the upcoming biennium. It also discusses key strategies to guide the Partnership's work, best practices, items for implementation of activities, and EVAC Work Groups which will work closely with the Planning Team on specific projects. Items in the work plan are organized under energy user "segments," as follows:

- Residential, 1-4 unit
- Multi-family, 5+ unit
- Small Commercial, <50,000 square feet
- Large Commercial, >50,000 square feet
- City Enterprise

Each segment includes a brief description and a list of work plan items and activities for the 2017-2018 period. Many activities apply to multiple segments, though they are listed in a predominant segment for this *Work Plan*. Activities may focus on one or more segments, or move from one segment to another, as progress is made or as circumstances change throughout the biennium.

Key Strategies

The following key strategies act as a guide at every level of the Partnership and are employed within every segment identified in the *2017-2018 Work Plan*.

Enhance and coordinate community engagement.

A significant focus of the Clean Energy Partnership is to identify new and effective community engagement strategies to drive participation in energy efficiency and renewable energy programs. Methods to connect with Minneapolis residents and businesses, especially groups or geographies that are underrepresented in utility programs, must be developed, piloted, and evaluated. Part of the evaluation of these strategies will include feedback from community members, EVAC, and other interested stakeholders. The success of the Partnership in the long-term depends on identifying and implementing effective engagement strategies that move Minneapolis beyond the historic levels of participation in energy efficiency and renewable energy programs. A Community Engagement Pilot Program will occur in 2017, the results of which will inform future engagement work.

Use data on program participation to aide decision-making and develop metrics.

During the 2015-2016 Work Plan period, significant progress was made toward gathering and using data to inform decision-making. Metrics were developed and used to set baselines and assess progress toward the Clean Energy Partnership goals. Data is key to determining effective engagement strategies and understanding 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 use program participation data to design outreach strategies and refine metrics used to forecast and track progress toward Partnership goals.

Use City policy levers and communication channels.

Many of the utility programs used by the Partnership are mature offerings. 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 2017-2018 will be to continue exploring how to best utilize City networks, communication tools, and regulatory tools to increase participation of energy efficiency and renewable energy programs.

Best Practices for Partnership

The following work practices are intended to encourage and reinforce an effective partnership between the City of Minneapolis, Xcel Energy, and CenterPoint Energy. As a relatively new formal partnership, it's vital that the Partners commit to a shared practice of partnership that leads to the best outcome for each party.

- Continue to develop and improve collaboration skills, through formal trainings and other methods, to work more effectively across individuals and organizational entities.
- Develop robust communication across all entities in the Partnership, including EVAC, the Board, and the Planning Team. Leverage the expertise of EVAC members directly in developing policy ideas and designing programs.
- Continue to seek out new ways to leverage partner resources to further Partnership goals.
- Integrate outreach and marketing efforts for relevant partner organization programs and touch points.

Implementation of Work Plan

At the substantial onset of each work plan activity, the Partnership should strive to:

- Establish a timeline for implementation.
- Set measurable outcomes and goals.
- Forecast the impact on the applicable *Minneapolis Climate Action Plan* goals.
- Identify appropriate roles, responsibilities, strengths, and constraints for relevant City departments and utility partners.
- Identify key policy and regulatory levers that can be employed to advance the activity.
- Consider relevant workforce opportunities, including barriers and opportunities for green job creation.

Additionally, the Partnership will improve formatting of annual reports, including adding explanation of Partnership goals, relevant activities, and tracking Work Plan progress against applicable *Minneapolis Climate Action Plan* goals and strategies.

EVAC Work Groups

EVAC will identify specific topics and priorities throughout the 2017-2018 period and form Work Groups around those topics. The Work Groups will meet to investigate and develop ideas for Partnership initiatives and related programming. City and utility staff will participate in a select number of Work Groups, when appropriate, to provide subject matter expertise and organizational perspective. Work Group activities vary depending on the topic and some topics will span multiple work plan periods. Ultimately, the different EVAC Work Groups will provide recommendations for action to the Board regarding the topics explored. In the *2017-2018 Work Plan Prioritization Survey*, EVAC gauged member interest in convening a Work Group for each of the following topics: community engagement, work force opportunities, Partnership funding, leveraging the Multi-family Building Efficiency project to preserve non-subsidized affordable housing, and the development of a small business energy efficiency initiative.

During the 2015-2016 period, EVAC's Community Engagement Work Group developed a model that was approved by the Board for piloting. The pilot will be implemented in 2017 by two community based organizations to test engagement models in communities that were identified as high-priority based on neighborhood characteristics that have historically been associated with low participation in energy efficiency programs.

The degree of success of the Partnership is determined in part by current program funding and staffing levels. Programmatic, research, and engagement funds are necessary components to achieve greenhouse gas reductions, increased program utilization, and equity measures included in the *Minneapolis Climate Action Plan*. In December 2016 EVAC convened a Funding Work Group to explore dependable revenue sources needed to fund the Partnership's work. The Funding Work Group will make recommendations to the Board that identify possible funding sources, expenditures, and structure.

1. Residential, 1-4 Unit

A key focus of the Partnership in 2017-2018 will be the continued development and implementation of community engagement strategies, designed to increase the number of one-to-four unit residential properties participating in the existing energy efficiency and renewable energy programs. Engagement strategies will be informed by utility program participation and energy usage data as well as findings and recommendations from the Partnership's Community Engagement Pilot Projects. The City will also explore policy levers it can exercise to drive additional participation of one-to-four unit properties in utility energy programs.

Item No.	Activities for 2017-2018
1	The Partnership will implement the Community Engagement Pilot Project, which is designed to increase participation in utility energy efficiency programs, particularly in neighborhoods with characteristics that have historically been associated with low participation in energy efficiency programs.
2	CenterPoint Energy will implement the On-Bill Loan Repayment project, which will enable CenterPoint Energy customers to finance energy efficiency improvements through the utility bill.
3	Xcel Energy will work with CenterPoint Energy beginning six months after CenterPoint Energy has rolled out its on-bill repayment program to assess CenterPoint Energy's experience with the program, in order to determine next steps.
4	The Partnership will continue to identify additional lending sources to finance energy efficiency and renewable energy projects.
5	The City of Minneapolis will develop a strategy to utilize City regulatory authority to drive energy efficiency and encourage energy usage transparency. Examples may include: mandated disclosure of energy at time-of-sale through the multiple listing service (MLS) listing, disclosure in advertisements for rental properties, or by expanded energy efficiency information in Truth in Sale of Housing (TISH) disclosures.

2. Multi-family, 5+ Unit

A key focus of the Partnership is the development of new community engagement strategies, designed to increase the number of multi-family properties participating in energy efficiency and renewable energy programs. New engagement strategies will be informed by utility program participation and energy usage information, as well as findings from the Partnership’s Community Engagement Pilot Project. The City will explore policy levers to drive participation of multi-family properties in existing utility programs and develop regulatory policies to encourage energy efficiency.

Item No.	Activities for 2017-2018
6	The Partnership will develop and conduct outreach and engagement strategies to drive greater participation in energy efficiency and renewable energy programs among multifamily buildings. Outreach and engagement efforts should be informed by program utilization maps, data, and the expertise of EVAC and other appropriate stakeholders to target poor performing buildings and buildings in areas of the City with low participation rates.
7	The City of Minneapolis will develop a policy to expand the Building Benchmarking and Transparency ordinance to include multi-family residential buildings.
8	The City of Minneapolis will develop a strategy utilizing City regulatory authority under the tiered rental licensing structure to encourage energy efficiency implementation.
9	The Partnership will explore and as feasible develop a City program to use the Multi-Family Building Efficiency program and other programs to preserve existing affordable, unsubsidized housing.
10	The City of Minneapolis will develop a Sustainable Building Policy for city-financed new or significantly renovated projects (examples may include TIF, AHTF, Green Homes North, etc.) to require that energy efficiency efforts include the Sustainable Buildings 2030 Energy Standard.

3. Small Commercial, <50,000 square feet

The small commercial segment is an incredibly diverse segment of users. 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, including language barriers, lack of available time and financial resources for small business owners, limited energy expertise among small business owners, and more. EVAC has discussed convening a Work Group in 2017 to explore opportunities for this customer segment.

Item No.	Activities for 2017-2018
11	The Partnership will continue to monitor the progress of the implementation of small business programs through Xcel Energy’s Partners in Energy (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 program.
12	The Partnership will develop and pilot a city-wide small business energy efficiency initiative. Examples of sub-activities may include: (1) Build off of the existing community engagement process by engaging local business associations and similar organizations in the city, (2) Target small businesses in minority and low-income communities, (3) Identify a handful of key districts in which to pilot the program, and (4) Work with the utilities to identify funding streams for local organizations to build relationships with small business owners toward energy efficiency action.

4. Large Commercial, >50,000 square feet

Large commercial buildings consume a substantial proportion of the City’s total energy use, and hold unique opportunities for energy efficiency gains. 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 and managers, educational efforts, and enhanced utility energy efficiency programs.

Item No.	Activities for 2017-2018
13	CenterPoint Energy will develop a natural gas data aggregation policy and data aggregation software tool to allow owners and managers of multi-metered buildings to access whole-building data for the purpose of benchmarking energy consumption. Throughout the development and implementation of the data aggregation policy and tool, CenterPoint Energy will balance access to data with customer data privacy and utility liability concerns.
14	The Partnership will continue to develop feedback loops with building owners through the commercial building benchmarking process and leverage benchmarking information to target low-performing buildings.
15	The Partnership will continue to 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.
16	The Partnership will collaborate with other interested parties to support and encourage the State of Minnesota to adopt an addendum to the state energy code that allows cities to adopt higher energy efficiency standards without undermining utilities’ Conservation Improvement Programs.

5. City Enterprise & Coordination

The City enterprise encompasses the physical assets, operations, and staff of the municipality. In this segment, multiple long-term work plan items carry forward from the previous planning period with refinement and clarification. The 2017-2018 work plan activities have a greater emphasis on a transition to renewable energy, renewable development, fleet conversation, and job development than those in the previous work plan period. Policy development is also now included across these activities.

Item No.	Activities for 2017-2018
17	The City of Minneapolis will develop a set of strategies for achieving 100 percent renewable electricity for the City enterprise by 2030. Related activities may include: (1) 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, and (2) Develop and release an RFP for the development of community solar gardens hosted on City property. The expressed purpose is to support access to renewable energy to low income groups who may not otherwise be able to access renewable energy programs. Factors considered may 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.
18	The City of Minneapolis continues to implement and will accelerate the city-wide light-emitting diode (LED) conversion of its City-owned streetlights. With the Xcel Energy LED rate case approved in 2016, Xcel Energy and the City will work together in 2017 to determine the plan, details, and timeline to implement LED’s on Xcel Energy-owned streetlights located in Minneapolis.
19	The City of Minneapolis will expand the City’s study of future fleet vehicle fueling options and infrastructure to all city vehicle types. In addition to the recently completed <i>Compressed Natural Gas Feasibility Study</i> , a study will be undertaken on the environmental benefits, feasibility, reasonable exceptions, cost/benefit analysis, timeline, various alternatives, and a recommended approach to eliminating fossil fuel vehicles in the City fleet.
20	The City of Minneapolis and CenterPoint Energy will work together to build upon the findings and recommendations of the <i>Compressed Natural Gas Feasibility Study</i> , which examined compressed natural gas as a fueling option for certain vehicle types within the City fleet.
21	The Partnership will continue conversations on items of interest related to infrastructure, including plans for specific sites, distribution planning, district energy, aligning capital improvement cycles, pilot projects, and long-range carbon reduction planning.
22	The City of Minneapolis will develop RFP and procurement processes 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 may include the following elements: (1) A clear equity hiring goal for all projects, (2) An approved work plan demonstrating how equity hiring goals will be met, (3) An outline of numbers of jobs and skill level requirements, and (4) An assessment of local community benefits; with an emphasis specifically on minority communities.
23	The City of Minneapolis will develop a revision to its Leadership in Energy and Environmental Design (LEED) Building Policy to include meeting the Sustainable Buildings 2030 Energy Standard for new City buildings or major renovations.

Supporting Documentation

The following is a list of supporting documentation for the *2017-2018 Work Plan* with a brief description of each item and a hyperlink to the complete document.

- **Appendix A. The Energy Vision Advisory Committee's (EVAC) Recommendations for the Clean Energy Partnership 2017-2018 Work Plan**
This document shares EVAC's recommendations as they were presented to the Planning Team; the first three sections suggest an approach the Partnership may take to engaging the work plan items, which are listed in the fourth section.
- **Appendix B. EVAC Survey Results for 2017-2018 Work Plan Recommendations**
This document outlines the results of a prioritization survey completed by the EVAC members on the recommended 2017-2018 Work Plan activities. The survey was divided into three parts: 1) key strategy activation, 2) Work Plan activities by energy sector, and 3) EVAC working groups. The document provides the survey prompts, results, and EVAC member comments for each survey section.
- **Minneapolis Climate Action Plan**
Minneapolis convened multiple stakeholder groups to develop goals and strategies that would provide a roadmap to our emissions reduction targets. The outcome of this process is a plan that focuses on three key sectors: Buildings & Energy, Transportation & Land Use, and Waste & Recycling. The process also included an Environmental Justice Working Group focused on building social and environmental equity into the plan and examining how those who will be most impacted by climate change can share in the benefits of climate action. The greenhouse gas emissions reduction goals and strategies fall primarily into the following categories:
 - Significantly improve the energy efficiency of our commercial, residential, and public buildings.
 - Increase our use of local, renewable energy.
 - Reduce vehicle miles traveled in Minneapolis while improving accessibility and building walkable, safe, and growing neighborhoods that meet the needs of all residents.
 - Shrink our waste stream by reducing waste, encouraging reuse, and increasing recycling of both organic and inorganic material.

[Minneapolis Climate Action Plan](#)
- **City of Minneapolis Energy Vision 2014**
This Energy Vision identifies Minneapolis' long-term energy goals that guide the Minneapolis Energy Systems Pathways Study, authorized by the City Council on April 12, 2013. The Energy Vision was developed after a thorough inventory of existing City policies, actions, and programs, then enhanced and clarified through stakeholder discussions. It is an aspirational document,

intended to bring City residents and businesses together around a common set of goals, serve as a foundational document for the Pathways work to follow, and may guide future decision-making about Minneapolis' energy system.

[City of Minneapolis Energy Vision 2014](#)

- **Minneapolis Energy Pathways Study: A Framework for Local Energy Action**

The Minneapolis City Council selected the Center for Energy and Environment to complete an Energy Pathways Study that details what the City wants from a sustainable, 21st century energy system and potential options for achieving that system. The consultant's work includes an Energy Vision and a report that explores the various paths the City could take to achieve its energy goals, including examination of potential utility partnerships, changes to how the City uses energy utility franchise fees, and the potential for municipalization of one or both energy utilities. Key recommendations of the study include:

- Renew the City's utility franchise agreements with targeted enhancements, and for shorter terms.
- Pursue additional, broader "Clean Energy Agreements" with utilities in which the City suspends its right to municipalize in exchange for utility commitment to meet the City's clean energy goals.
- Use this Clean Energy Coordinating Partnership to leverage statewide policies, City municipal regulatory authority and community relationships, and utility expertise and funding to increase the penetration rate of efficiency and renewable energy, reliability, and equity of energy services in Minneapolis.
- Continue to engage in state energy policy decisions that can improve the City's ability to meet its goals. Policy decisions made at the Public Utilities Commission, the Minnesota Department of Commerce and Minnesota Legislature have a direct impact on energy outcomes.
- Continue to pursue mid- and long-term options for increasing the City's control over its energy future.

[Minneapolis Energy Pathways Study](#)

- **2015-2016 Clean Energy Partnership Work Plan**

This first Work Plan, for the 2015-2016 biennium, lay the groundwork for collaborative work to reduce Minneapolis greenhouse gas emissions, and advance equity in the energy system.

[2015-2016 Work Plan](#)

- **2015-2016 Metrics**

Ahead of the first annual report, the Partnership defined a set of metrics to be included in annual reports designed to track progress toward the broader Partnership goals.

[2015-2016 Metrics](#)

- **Minneapolis Clean Energy Partnership Annual Report 2015**

The inaugural annual report captured the 2015 efforts in developing the Partnership's structure, relaying its activities, establishing the first two-year work plan, and adopting baseline metrics. The report demonstrated a complete picture of the City's greenhouse gas profile related to buildings and energy production, consumption, and savings opportunities.

[Clean Energy Partnership 2015 Annual Report](#)

Appendix A. The Energy Vision Advisory Committee's (EVAC) Recommendations for the Clean Energy Partnership 2017-2018 Work Plan

This document shares the 2017-2018 Work Plan for the Minneapolis Clean Energy Partnership. The first three sections outline the approach the Partnership will take to engaging the work plan items, which are listed in the fourth section.

Key Strategies

The Clean Energy Partnership has developed four key strategies that should be used as a guide at every level of the Partnership and across the individual work items.

Enhance and coordinate 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 every residential and commercial segment of users, 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, which will inform future engagement work.

Develop metrics and use data on program participation to aide decision-making. During the 2015 and 2016 work plan period, significant progress has been made on data gathering to inform decision-making. Metrics were developed and used to set baselines and assess progress toward the Partnership goals. This work is key to developing effective engagement strategies and understanding 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 assessing, analyzing and using program participation information to design outreach strategies and fine tune metrics to forecast and track progress.

Explore City policy levers. Many of the utility programs to be used by the Partnership in 2017-2018 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 2017-2018 will be to explore and implement the most impactful uses of City networks, communication tools, and possible regulatory tools that can drive more uptake of energy efficiency measures and renewable energy programs.

Secure funding to support the Partnership. The success of the Clean Energy Partnership cannot be met relying solely on current program funding and staffing levels. Program, research, and engagement funds are necessary to achieve greenhouse gas reduction, program utilization and equity measures included in

the Climate Action Plan. Dependable revenue is needed to fund the Clean Energy Partnership's work. In order to generate funding sources, the Partnership will develop a budget that identifies possible sources and expenditures.

Best Practices for Partnership

The following suggested work practices are intended to encourage and reinforce the development of an effective partnership between the City of Minneapolis, Xcel Energy, and CenterPoint Energy. As a relatively new formal partnership, it's vital that the three organizations commit to a shared practice of partnership that leads to the best outcome for each party. EVAC recommends that the Partnership commit to the following practices of collaboration:

- Take advantage of coaching and training on collaboration and process to support new ways of work among individuals and organizational entities.
- Continue development of strong communication across all entities in the Clean Energy Partnership, including EVAC, the Board, and the Working Team.
- Engage the expertise of EVAC members directly in developing policy ideas and designing programs.

Implementation of Work Plan

EVAC recommends developing an implementation plan for each work item, which would outline the following actions to be executed at the start of the work plan period and updated as part of the subsequent annual reports.

For each work plan item, the Partnership should:

- Establish a timeline for implementing the work plan item.
- Set measurable outcomes and goals for the work plan item.
- Forecast the impact of the work plan item on the applicable Climate Action Plan goals for 2025 and 2050. For example, in the 1-4-unit residential segment, the Partnership should develop and publish a plan to reach an average of 7% of households per year through 2025, which would help reach the goal of reaching 75% of households by 2025.
- Identify key policy and regulatory levers that can advance the work plan item, and develop an implementation plan that identifies relevant city departments and utility partners that would allow for the use of those levers.
- Identify, quantify, and evaluate workforce opportunities relevant to the work plan item, and report on barriers and opportunities for green job creation.
- Format reporting on the work plan item to match CEP goals, noting program activities and advancement towards the Climate Action Plan goals.

Work Plan Items

Items in the Work Plan are organized by energy user segments. Each segment features a description of the activities relevant to each segment, including work plan items carried forward from the 2015-2016 Work Plan. The segments are:

1. Residential, 1-4 Unit
2. Multi-family (5+ Unit)
3. Large Commercial
4. Small Commercial
5. City Enterprise

As a note, the following activity from the 2015-2016 Work Plan has been eliminated from all sections, as the activity described has been incorporated into the metric and data tracking strategy:

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.

1. 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 2017-2018 should be the continued development of community engagement strategies, designed to increase the number of 1-4 unit residential properties participating in 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 and the Partnership will be develop and explore additional options for financing energy efficiency improvements in 1-4 unit buildings.

2017 - 2018 Activities

- Continue development and refinement of a 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 on-bill repayment or financing to Xcel Energy customers. 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 efficiency and encourage energy usage transparency. For example, mandate disclosure of energy at time-of-sale through the multiple listing service (MLS) and advertisement of rental properties.

2. 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 and draws on national best practices to encourage building owners to invest in energy-saving measures in both resident and common spaces. The program launched in 2015. 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 2017-2018 will 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 should move to adopt policies utilizing regulatory levers to drive participation of multi-family properties in these programs.

2017 - 2018 Activities

- Develop a community engagement strategy for multi-family properties targeting the poorest-performing buildings. Strategies could include engaging community-based organizations to conduct outreach, developing a citywide challenge or other innovative approaches. The planning team will solicit feedback on potential approaches from EVAC. Strategies effective at driving participation in areas of the City previously underserved by programs will be a priority; as such, the analysis and program utilization mapping conduct as part of the annual report will be key to informing this work.
- 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 through the MLS and advertisement for rental properties.
- Develop and implement a strategy utilizing City regulatory authority tier rental license system to encourage EE implementation.
- Explore and as feasible develop a City program to leverage the Multifamily Building Efficiency program and other programs to preserve existing affordable, unsubsidized housing.

3. Large Commercial

Large commercial buildings (defined as buildings at least 50,000 square feet in size) use almost 50% of the city's total energy use, and hold unique opportunities for energy efficiency gains. 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 and managers, educational efforts, and enhanced utility energy efficiency programs.

2017 - 2018 Activities

- Continue develop and further deploy tools to allow owners and managers of multi-metered buildings to more easily access whole building data for the purpose of benchmarking energy consumption of both electricity and natural gas.
- Continue the new Building Energy Challenge recognition program to promote and encourage energy efficiency improvements in the commercial building segment.
- Through the commercial building benchmarking process, continue to develop feedback loops with building owners and leverage the information to create action to target low-performing buildings.
- Continue to hold 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 the City's LEED Building Policy to include requirement of the Sustainable Buildings 2030 energy standard for new or major remodeled city buildings
- Develop a new Sustainable Building Policy for new or significantly rehabilitated City-financed projects (including TIF, AHTF, Green Homes North, etc.) to require energy efficiency standards, 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.

4. Small Commercial

The small commercial segment (defined as all commercial buildings under 50,000 square feet) is an incredibly diverse segment of users. 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, including language barriers, lack of available time and financial resources for small business owners, limited energy expertise among small business owners, and others.

The role of the Minneapolis Clean Energy Partnership in 2015-2016 was to monitor the progress of the small business outreach occurring through the Partners in Energy program along Lake Street and glean best practices and program design ideas. The work for the 2017-2018 Work Plan is to translate the lessons learned on Lake Street into a design for a new city-wide small business energy efficiency initiative, in which the City and utilities will collaborate 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.

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 involved in these programs.
- Develop and pilot a city-wide small business energy efficiency initiative, which would:
 - 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 that lead towards energy efficiency action and utilize existing utility-funded energy efficiency programs like Energy Smart and the One-Stop Efficiency Shop.

5. City Enterprise

The majority of the work plan items in City Enterprise category carry forward from the previous planning period with refinement and clarifications. Recommendations emphasize greater emphasis on a transition to renewable energy, renewable develop, fleet conversation, and job development. 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.

The Energy Advisory Vision Committee recommends the City adopt a goal of 100% renewable electricity by 2030 for all municipal needs, and a net-zero energy target for the city by 2050 for all municipal energy needs. These goals illustrate the City of Minneapolis' commitment to aggressively accelerate the adoption of renewable energy. 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.

In making this recommendation, EVAC notes that the 2030 100% renewable electricity goal is technically feasible today through the Windsource program. However, development of a diversity of multiple strategies is preferable to effectively meet these targets and create expanded benefits for the citizens of Minneapolis, and several different possible strategies are suggested in the activities listed below.

2017 - 2018 Activities

- Develop a set of strategies for reaching the 100% renewable electricity goal by 2030, including (but not necessarily limited to):

- 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 Gardens hosted on City property. The expressed purpose of which is to support access to renewable energy to low income 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.
- 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 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 processes 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
- Update and expand the City's sustainable building program to include the Sustainable Buildings 2030 targets will be applicable to city properties and infrastructure, taking the following actions (which are also listed in the activities of the Large Commercial segment):
 - Revise the City's LEED Building Policy to include requirement of Sustainable Buildings 2030 energy standard for new or major remodeled city buildings.
 - 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.

Appendix B. EVAC Survey Results for 2017-2018 Work Plan Recommendations

MEMORANDUM

TO: Clean Energy Partnership Board

FROM: Energy Vision Advisory Committee (EVAC); Co-Chairs Jamez Staples and William Weber

RE: EVAC Survey Results for 2017-2018 Work Plan Recommendations

DATE: 1/9/2017

The attached document outlines the results of a prioritization survey completed by the Energy Vision Advisory Committee (EVAC) members on the recommended 2017-2018 Work Plan activities. The inclusion of the survey results should not be interpreted as a recommendation to implement only high-ranking activities. On the contrary, EVAC cannot emphasize strongly enough our collective belief that all recommended activities listed in the work plan should be undertaken.

The goal of reducing greenhouse gas emissions 80% by 2050 is an ambitious one, and the Partnership will need to pursue many activities to meet the goal and increase equity across the city. The survey was conducted in response to the Clean Energy Partnership Board's request to the planning team to prioritize the previous 2015-2016 Work Plan. EVAC anticipates a similar request from the Board with the adoption of the 2017-2018 Work Plan. Rather than abdicate our responsibility, we are proactively acting to ensure our thoughts regarding priorities will be included in the Board's deliberation.

Finally, as a committee, we urge the Board to explore ways to identify new revenue sources to enable the Partnership to pursue not only all activities in this work plan, but the future activities that will be necessary to reach the goals of the Climate Action Plan.

The activities recommended for the 2017-2018 Work Plan arose from a consensus process during working meetings in October. The survey was divided into three parts: 1) key strategy activation, 2) Work Plan activities by energy sector, and 3) EVAC working groups. The energy sectors covered include a list of the 2015-2016 Work Plan items and a description of the associated activities for each area.

- Residential (1-4 unit)
- Multi-family (5+ unit)
- Large commercial
- Small commercial
- City Enterprise (activities not included in the survey)

The survey was conducted online via SurveyMonkey, was open from November 16 – 23, and received responses from 11 EVAC members. To encourage participation in the survey, the EVAC Co-Chairs and Planning Team members invited all 2015-2016 EVAC members to participate, sent out multiple reminder

emails while the survey was open, and followed up by phone with some individuals. City Enterprise activities were not included in the survey due to time constraints related to working group meetings.

The remainder of this memo provides the survey prompts, results, and EVAC member comments for each survey section.

Additions to Key Strategies

Prompt:

“Although not yet embraced fully, the three key strategies adopted by EVAC for the 2015-2016 Work Plan serve as a guide at every level of the partnership and across the individual work items. They are:

1. Enhancing and coordinating community engagement.
2. Using data on program participation to aide decision-making and develop metrics.
3. Exploring City policy levers.

As part of the 2017-2018 Work Plan, EVAC is recommending implementation guidelines and planning for each work item in order to activate the key strategies. 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.

The following existing and new activities are proposed by EVAC to implement the Work Plan items noted above. Please rank in order of priority (1 being the most important and 6 being the least).

At the February 4th, 2015 meeting, the Board approved EVAC’s charter and an application document.”

Results:

Rank	Item	Mean Score
1	Set measurable outcomes and goal for each 2017-2018 Work Plan item	2.27
2	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	3.09
3	Establish timeline for all work plan items implementation	3.18
4	Identify key levers including regulatory options and develop an implementation plan including identification of the relevant city departments and utility partners	3.55
5	Identify, quantify and evaluate work force opportunities and report on barriers and opportunities for job creation	4.09
6	Format reporting to match CEP goals; noting program, activities and movement regarding the Climate Action Plan goals	4.82

NOTE: Responses above are shown ordered from lowest to highest mean score. The lowest mean score indicates the highest priority. Full results can be found in Appendix A.

Respondent Comments:

- “Some of these don't seem like separate efforts to me. For example, why can't we establish a timeline, along with measurable outcomes and goals, and format the goals to relate to the Climate Action Plan? I think identifying key levers and roles stands out as the most important of these by far. Setting goals will be helpful, but useless if we're not also going to identify how to achieve those goals.”

- "I had a hard time deciding between which of my top 2 should be the highest priority, but I chose "Forecast the impact..." following by "Set measurable outcomes..." because I think the goals set should reflect the goal of meeting the Climate Action Plan goals. I am not totally clear on the work force item -- are these work force opportunities related to clean energy/efficiency"
- "These new items have very different levels of difficulty. Formatting the report to match CEP goals should be relatively trivial during the next annual plan phase. Setting measurable outcomes is also not an enormous lift, but rather involves breaking apart the longer term goals into short term potential."
- "Ranking those options sets up a false set of choices. Some are easy, some are hard. It feels like you're saying, "You're asking for the moon, we can't do everything." I don't think that's your intent, but the question should be, "How can we achieve these goals," not "Which goal should we jettison?"

Residential (1-4 Units)

Prompt:

“Reminder: This segment includes the following Work Plan items drawn from the Climate Action Plan, and adopted previously by the Clean Energy Partnership.

- 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:

The following existing and new activities are proposed by EVAC to implement the Work Plan items noted above. Please rank in order of priority (1 being the most important and 3 being the least):”

Results:

Rank	Item	Mean Score
1	Continue development and refinement of a community engagement pilot project for 1-4 unit properties to increase participation in energy efficient programs, particularly in historically underserved areas and populations in the city.	1.55
2	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.	2.0
3	Implement on-bill repayment for financing EE improvements for CNP customers in Mpls; encourage the expansion of on-bill repayment to XE customers. Also, the Partnership will work to identify additional lending sources to finance EE and RE projects.	2.45

NOTE: Responses above are shown ordered from lowest to highest mean score. The lowest mean score indicates the highest priority. Full results can be found in Appendix A.

Respondent Comments:

- “Here, it seems to me we need to try some stuff and see what works, hence I am prioritizing pilots. I think more information is good, but getting people to use energy efficiency programs seems to have a more proven impact on energy use to me.”
- “It will be hard to be successful with either community engagement or energy disclosure if the resident doesn't have a meaningful tool to finance energy improvements.”
- “Develop and implement a strategy utilizing City regulatory authority is the same as housing energy transparency -- at least the example is. It is NOT a new activity.”

- “I think this section is important, but I would also say that Residential (1-4 Unit) buildings have the most existing resources for efficiency. If there's an opportunity to prioritize focus broadly on the other items over this one, I would recommend that.”

Multi-Family Residential

Prompt:

“Reminder: This segment includes the following Work Plan items drawn from the Climate Action Plan, and adopted previously by the Clean Energy Partnership.

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

2017 - 2018 Activities:

The following existing and new activities are proposed by EVAC to implement the Work Plan items noted above. Please rank in order of priority (1 being the most important and 4 being the least):”

Results:

Rank	Item	Mean Score
1	Explore and as feasible develop a program to use the multi-family Building Efficiency program and other programs to preserve existing affordable, unsubsidized housing	2.18
2	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	2.55
2	Develop and implement a strategy utilizing City regulatory authority using the tier rental license system to encourage EE implementation	2.55
4	Develop a community engagement strategy for MF 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- driving participation underserved communities will be priority	2.73

NOTE: Responses above are shown ordered from lowest to highest mean score. The lowest mean score indicates the highest priority. Full results can be found in Appendix A.

Respondent Comments:

- “These all seem complex to me. I think a community engagement strategy seems the most direct -- and allows us to build on existing programs. The others all seem to be exploring/quantifying impacts of policy/regulatory changes that might be years to implement, so I would rank them a little lower. If we could manage to increase energy efficiency and preserve naturally occurring affordable housing, that seems the approach with the most benefits, so I ranked that second.”

- "I believe that on-bill repayment would be an important component for success for multi-family, too, for use by landlords. Once again, if we increase expectations and requirements, we need to provide the tools to succeed"
- "These are not equally challenging, and don't follow the same timeline. Develop and implement a strategy utilizing City regulatory authority is the same as housing energy transparency -- at least the example is. It is NOT a new activity. Ditto for engagement."
- "I think all of these items could be very high impact. I'd love to see them all pursued."

Large Commercial

Prompt:

“Reminder: This segment includes the following Work Plan items drawn from the Climate Action Plan, and adopted previously by the Clean Energy Partnership.

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

2017 - 2018 Activities:

The following existing and new activities are proposed by EVAC to implement the work plan items noted above. Please rank in order of priority (1 being the most important and 6 being the least).”

Results:

Rank	Item	Mean Score
1	Refine the building benchmarking process, refine/develop aggregation tools for all utilities, and continue to develop feedback loops with owners and to create action -target low performing buildings, and pair utility account managers with market to develop expertise and speed adoption of EE implementation	2.27
2	Continue to develop and 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.	3.09
3	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	3.45
4	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 EE improvements.	3.55
5	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-lead	4.18
6	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.	4.45

NOTE: Responses above are shown ordered from lowest to highest mean score. The lowest mean score indicates the highest priority. Full results can be found in Appendix A.

Respondent Comments:

- “Given the need to link our efforts to activities that will have significant GHG impact, I think it is crucial that the next work plan include a strong focus on large buildings.”

- “Use the St. Paul sustainable building policy to start on a Mpls one. Theirs is good, they did a LOT of work on it, and there's no excuse for Minneapolis to reinvent the wheel.”

Small Commercial

Prompt:

“Reminder: This segment includes the following Work Plan items drawn from the Climate Action Plan, and adopted previously by the Clean Energy Partnership.

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

2017 - 2018 Activities:

The following existing and new activities are proposed by EVAC to implement the Work Plan items noted above. Select one of the following options you view as a priority:”

Results:

Rank	Item	Selection Count
1	Develop and pilot a city wide small business energy efficiency initiative to spur action: 1) engage business associations 2) target and low-income communities in key districts 3) work with partners to connect owners to with utility funded programs	10
2	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.	1

NOTE: Responses above are shown ordered from most to least selections. Full results can be found in Appendix A.

Respondent Comments:

- “Now is the time to consider a city-wide small business initiative. PiE in Midtown is going to be ending, and the Lake Street project is mostly complete. We need to make an effort to build on those projects now, without letting the experience and lessons learned slip away. Additionally, Lake Street Council and GPI are seeking funding to support exploration of a city-wide program.”
- “Seems here we need to do both -- monitor progress and conduct pilots.”
- “I think it's very important that we go beyond just monitoring existing programs in this work plan. We need to actually develop idea for how to address small business efficiency opportunities throughout the city.”

Working Groups

Prompt:

“EVAC effectively utilized working groups over the last two years to achieve action, and move the work of the advisory committee forward. EVAC is recommending implementation guidelines and planning for each work item in order to activate the key strategies. 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.

Pick two working groups that you think are the most important.”

Results:

Rank	Item	Selection Count
1	Funding – The group would explore potential strategies to fund the Clean Energy Partnership’s work, specifically through the utility franchise fees. Work would include creating recommendations to the board on budget, sources and program funding allocation.	7
2	MF Energy Efficiency Program – The group would explore the feasibility and develop a program to use the Multifamily Building Efficiency program and other programs to preserve existing affordable, unsubsidized housing	6
3	Engagement – Engagement is a key strategy of the work plan. This group will continue the work underway and advise the partnership on next steps regarding the pilot, and explore the feasibility and plan for its expansion.	5
4	Work Force – Activation of key strategies calls for the identifying, quantifying and evaluating work force opportunities reporting on barriers and opportunities for job creation. This group would work with staff to define expectations for this activity.	2
4	Small Business – The new small business work plan item calls for the development and piloting of a city wide small business energy efficiency initiative. This working group would work to develop the program and implementation strategies.	2

NOTE: Responses above are shown ordered from most to least selections. Full results can be found in Appendix A.

Respondent Comments:

- “I think we could have any number of Working Groups, as long there as there are enough EVAC members committed to participating in and running them.”
- “I wish I could pick three -- and I would have picked funding, engagement and MF energy programs”
- “Choosing two of those options sets up a false set of choices. Some are easy, some are hard. It feels like you're saying, "You're asking for the moon, we can't do everything." I don't think

that's your intent, but the question should be, "How can we achieve these goals," not "Which goal should we jettison?"

- "I would be happy to lead the Small Business working group if there is sufficient interest in it."
- "I did not select funding, but I think this should be a component of any of the working groups, just as equity and accessibility lenses should be as well"

Prompt:

"How would you like to participate in a work group outside of the EVAC quarterly meetings? (Check all that apply)"

Results:

Rank	Item	Selection Count
1	Monthly meeting, plus time outside of meetings	6
2	Monthly meeting	3
2	Monthly conference call, plus time outside of calls	3
2	Quarterly meeting	3
5	Monthly conference call	2
6	Bi-weekly meeting	1
6	Quarterly meeting, plus time outside of meetings	1
8	Bi-weekly meeting call plus time outside of meetings	0

NOTE: Responses above are shown ordered from most to least selections. Full results can be found in Appendix A.

Prompt:

"How much time per month are you willing to contribute to working groups?"

Results:

Rank	Item	Selection Count
1	2-4 Hours per month	5
2	1-2 Hours per month	4
3	2-4 Hours per quarter	2

NOTE: Responses above are shown ordered from most to least selections. Full results can be found in Appendix A.