

Appendix A: Overview of Strategies

KEY									
Type of Tool			Building Stage				Feasibility Analysis		Group Codes
									OWN - Owner Occupied Housing RENT - Rental Housing SUB - Low Carbon Subdivisions LARGE - Large Buildings INNOV - Promotion + Innovation INCENT - Developer Incentives
Incentive/Financial	Regulatory	Programmatic	Blueprint	Construction	Operation	Next Life (Decon/Rehab)	Move ahead	Some reservations	

Tool Name	Other Possible Outcomes (in addition to low-carbon buildings)	Implementation Lever	Could advance objectives of...	\$/MT of CO ₂ e Estimate	Legality	Selected Precedents	Groups Discussing
Expand financing	<ul style="list-style-type: none"> Economic development 	Public private partnership	   	N/A		Clearwater Credit Union, People's Gas in IL, Alabama Power	ALL
	Expanded financing can take a variety of forms. Private financial institutions can offer (or expand offerings) of financial products for energy efficiency, renewable energy, and electrification. Utilities can offer on-bill financing or on-bill repayment. The City of Missoula or Missoula County can establish financing programs where repayment is attached to the property rather than the individual.						
One-Stop shop	<ul style="list-style-type: none"> Greater coordination Increased community awareness 	Public private partnership	   	N/A		Energy Trust of Oregon and Energy Works of Fort Collins, CO	ALL
	The 1-stop shop approach makes energy efficiency more accessible for a larger portion of the population (commercial and residential) by simplifying a complicated process. It typically requires a strong partnership with the local utility.						
Workforce development	<ul style="list-style-type: none"> Economic development 	Public private partnership	   	N/A		Philadelphia, PA, Minneapolis, MN, and Raleigh, NC	ALL
	Developing a skilled workforce of energy service companies and contractors who can perform high-quality building audits and retrofits is a key component of any of the strategies in this table. Missoula will need to pursue partnerships between local businesses, Missoula College, and other relevant stakeholders. Workforce development programs can and should diversify the clean energy workforce.						
Expand access to materials	<ul style="list-style-type: none"> Economic development 	Public private partnership	   	N/A			ALL
	Building materials are constantly evolving. Low-carbon, high efficiency materials are becoming more cost effective, and they present an opportunity to support local entrepreneurs that focus on the manufacturing and distribution of these materials.						
Home energy label ordinance	<ul style="list-style-type: none"> Increased consumer awareness Economic development 	Local ordinance	   	N/A		Minneapolis, MN	OWN, RENT, SUB
	All home sales and rental leases must disclose the unit's energy report card at time of sale or lease.						
Residential energy conservation ordinance (RECO)	<ul style="list-style-type: none"> Increased consumer awareness Economic development 	Local ordinance	   	N/A		Burlington, VT, San Francisco, CA, and Berkeley, CA	OWN
	RECOs require prospective sellers or buyers to perform a set of low-cost energy efficiency improvements. These ordinances could result in 10 - 20% energy savings for the average home.						
Energy savings competition	<ul style="list-style-type: none"> Increased community awareness 	Public private partnership	   	N/A		Bozeman, MT, Fargo, ND	OWN, RENT, INNOV, LARGE
	An energy savings competition encourages owners and renters to reduce their energy consumption, all while building momentum and awareness at the ground level for greater energy awareness.						
Retrofit assistance program	<ul style="list-style-type: none"> Preserve affordable housing Economic development 	New local government program	   	N/A		Boulder, CO, Minneapolis, MN, Milwaukee, WI, and Dallas, TX	OWN, RENT
	A retrofit assistance program would be a new local government program for homeowners and landlords that provides grants or low-interest rate loans for energy efficiency upgrades. They often include no-sell or affordability covenants to preserve affordability. Programs should be designed in tandem with, and promoted to, low-income residents.						
Energy efficiency "bulk buy"	<ul style="list-style-type: none"> Economic development 	New local government program	   	\$4/MT		Ann Arbor, MI	OWN, RENT, SUB, LARGE
	A bulk buy program is when a local government makes a bulk purchase of high efficiency products (heat pumps, LED light bulbs, etc.) and provides them to citizens at a below market cost to fill gaps in existing rebate and incentive programs.						

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Eco-District	<ul style="list-style-type: none"> National recognition 	Public private partnership	   	N/A		Minneapolis, MN, Denver, CO, Boston, MA	INNOV
	District-level project that brings together area stakeholders to design and implement ambitious projects with outcomes in equity, resilience, and climate mitigation. Brings a unique branding opportunity with national recognition.						
Promotion of flagship projects	<ul style="list-style-type: none"> Increased community awareness Marketing opportunity for leaders 	Public private partnership	   	N/A		Sarasota, FL	INNOV
	Contrasts Eco-Districts by being able to exist city or county-wide, rather than in one neighborhood. Flagship projects may represent a range of “going beyond what’s expected,” such as with a deconstruction plan, all-electric heating and cooling, or reducing embodied carbon. Could be recognized with an online “story map,” recognition placards, or building tours (online or in person).						
Rental certification program with energy efficiency requirements	<ul style="list-style-type: none"> Increased comfort and health 	Local ordinance	   	\$30/MT		Ann Arbor, MI	RENT
	Establish a rental property registry and attach energy efficiency requirements to the process of acquiring or renewing a rental property owner’s certificate of occupancy. Provide financial incentives, technical assistance, and flexible compliance pathways to help property owners. Bozeman identified this as a key plan in their most recent climate action plan.						
Renewable energy for renters	<ul style="list-style-type: none"> Economic development Increase clean electricity supply 	Public private partnership	   	N/A		Southern California Edison	RENT
	Increase renters’ access to clean energy via Missoula’s 100% clean electricity efforts, specifically a solar-ease expansion, green tariff, or utility owned community solar. Solar-ease expansion can expand focus to landlords and tenants, as well as develop a green lease that helps align tenant and landlord interests.						
Energy use disclosure ordinance (benchmarking and transparency)	<ul style="list-style-type: none"> Increased data transparency 	Local ordinance	   	\$17-46/MT		Seattle, WA, Fort Collins, CO, and Philadelphia, PA	LARGE
	Require large building projects to disclose their energy use via an online data portal. This lays the groundwork for higher performance, as well as collects data to inform better decisions.						
Building energy performance standards (BEPS)	<ul style="list-style-type: none"> Economic development 	Local ordinance	   	\$8/MT		Reno, NV, St. Louis, MO, Washington state	LARGE
	Sets energy or emissions standards that large multifamily and commercial buildings must meet by a certain date. Typically includes a long term policy goal as well as interim goals that must be met along the way.						
High performance standards for new buildings via zoning	<ul style="list-style-type: none"> Economic development 	Zoning	   	N/A		Boston, MA, Cambridge, MA	LARGE
	In contrast to a BEPS, which applies to existing buildings, there is an opportunity to mandate higher performance standards for new buildings via zoning. The City or County could mandate buildings over a certain size adhere to higher performance standards (such as LEED certification or Energy Use Intensity benchmarks).						
Mandatory retrocommissioning and/or tune-ups	<ul style="list-style-type: none"> Economic development 	Local ordinance	   	\$27/MT		Seattle, WA, Philadelphia, PA, Los Angeles, CA	LARGE
	Requires large buildings to perform a prescribed set of operations and maintenance improvements designed to reduce building energy use every 5 years. Rather than require a certain standard be met (like BEPS), it requires a set of actions be taken .						
Voluntary stretch code	<ul style="list-style-type: none"> Increased training 	Local adoption of stretch code	   	N/A		Santa Monica, CA	LARGE
	A stretch code is a code or alternative compliance path that is more aggressive than base code. The state of Montana allows localities to adopt voluntary stretch energy building codes. They are most effective when paired with incentives.						

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Density bonus	<ul style="list-style-type: none"> Increased density 	Zoning	   	N/A		Austin, TX, Seattle, WA	INCENT
	Provides additional density for projects that go beyond base building code.						
Reduced parking requirements	<ul style="list-style-type: none"> Greater walkability 	Zoning	   	N/A		Flagstaff, AZ, Denver, CO, State of CA	INCENT
	Allows projects that go beyond base building code to provide fewer minimum parking spaces.						
Impact and/or permit fees reduced	<ul style="list-style-type: none"> Reduced revenue for local government 	Zoning	   	N/A		St. Petersburg, FL, San Diego, CA	INCENT
	Reduces impact and permit fees for projects that go beyond base building code.						
Permit process expedited		Zoning	   	N/A		Albuquerque, NM, Salt Lake City, UT, Chula Vista, CA, Miami, FL	INCENT
	Provides a faster permitting process for projects that go beyond base building code.						
Property tax abatement	<ul style="list-style-type: none"> Reduced revenue for local government 	Zoning	   	N/A		Virginia Beach, VA, Cincinnati, OH, Cleveland, OH, Baltimore, MD	INCENT
	Provides partial reduction in property taxes for projects that go beyond base building code.						
TIF made available	<ul style="list-style-type: none"> Increased conversations about TIF 	Missoula Redevelopment Agency	   	N/A		Chicago, IL	INCENT
	Makes TIF funding available for projects that go beyond base building code.						