2021 - 2025

CEP Goals, Strategies & Action Steps

Ensure economic competitiveness.
Provide reliable and affordable energy.
Protect the environment.

The SDT established key levers that identify areas of focus for the CEP. Each lever is defined with goals, targets and strategies that can help guide community actions and choices.

KEY LEVER: Electric Portfolio

GOAL

Continue to shift Holland electric portfolio with emission levels that align with current climate science and regulatory guidelines, while maintaining excellence in reliability and affordability.

TARGETS

Target 1: Achieve 70% reduction from 2005 levels in carbon emissions from electric production by 2030, as measured by the carbon intensity of the HBPW portfolio and the total carbon emissions based upon HBPW sales in 2021

Target 2: Maintain electric reliability performance, measured by System Average Interruption Frequency Index (SAIFI) and System Average Interruption Duration Index (SAIDI), in top quartile of municipal utilities in Michigan through 2030

Target 3: Maintain electric rate competitiveness at or below 90% of the neighboring investor-owned utility for each customer class (residential, commercial, and industrial) through 2030

STRATEGIES & POSSIBLE ACTIONS

Strategy 1: Increase renewable supply in the Holland Board of Public Works (HBPW) portfolio

Possible Action Steps:

- Layer in solar and/or wind purchased power agreements
- Investigate potential for local solar and storage pilots
- Explore renewable energy credit (REC) purchases to meet any gaps

Strategy 2: Increase adoption of elective renewable energy rate among all customer classes

Possible Action Steps:

- Reassess pricing structure to recognize economies associated with scale purchases
- Establish an updated marketing and communications plan and bolster investments to increase awareness and adoption.

Strategy 3: Ensure the value of solar is properly represented in the distributed generation program

Possible Action Steps:

- Perform a study to determine the full value behind-the-meter solar brings to the HBPW
- Analyze and market Distributed Energy Resource deployments by circuits which receive the best value
- Leverage the Home Energy Retrofit program to enable the installation of residential photovoltaic (solar) systems through multiple local contractors

KEY LEVER: Building Energy Consumption

GOAL

Reduce Carbon Emissions in the built environment

TARGETS

Target 1: Establish baseline energy intensity metrics across each customer class by 2025
Target 2: Achieve 20% reduction in carbon emissions from buildings from 2020 levels by 2030
Target 3: Achieve 10% reduction from 2020 levels electricity consumption in each customer class by 2030
Target 4: Achieve 15% reduction from 2020 levels natural gas consumption in each customer class by 2030 (includes reductions through transfer to electric)
Target 5: Convert 5% natural gas energy use in buildings to be supplied by electricity by 2030

STRATEGIES & POSSIBLE ACTIONS

Strategy 1: Increase the electric Energy Waste Reduction program targets and funding
Possible Action Steps:

- Implement the designed program in 2022, raising the target to 2% annually by 2024
- Broaden the range of contractors available to increase access to the Home Energy Retrofit program

Strategy 2: Incent electrification of energy-consuming devices in all customer classes
Possible Action Steps:

- Research, create, and implement a proposed program
- Provide for the ability to include electrification projects within the Home Energy Retrofit program

Strategy 3: Consider requirements for energy disclosures for buildings sold or rented
Possible Action Steps:

- Draft ordinance for Council consideration requiring energy performance disclosures
- Draft ordinance for Council consideration requiring energy performance testing and disclosure for rental properties

Strategy 4: Investigate options to reduce financing burden for businesses
Possible Action Steps:

- Work with the counties of Ottawa and Allegan to implement a Property Assessed Clean Energy (PACE) district completely covering the City of Holland. Focus Education on New Construction (Architect Engineer/General Contractor, etc.)
- Investigate adopting and implementing a Green Revolving Loan Fund with the State of Michigan

Strategy 5: Challenge the business sector to develop and disclose energy and carbon performance targets
Possible Action Steps:

- Meet with large energy users to understand their respective goals and plans for climate mitigation
- Leverage Lakeshore Advantage/Chamber of Commerce outreach to primary manufacturers as a way to gather information on action steps being taken
- Encourage businesses to use the Carbon Disclosure Project (CDP) or other standard disclosure system so that community accounting of carbon impacts is correct

Strategy 6: Reduce carbon from City/HBPW buildings by 80% from 2015 levels by 2030
Possible Action Steps:

- Elect 100% renewable energy for all HBPW and City buildings
- Collectively target efficiency programs that reduce energy needs by 3% per year across all buildings

Strategy 7: Investigate potential for creating natural gas free (electric only) zones
Possible Action Steps:

- Research and benchmark similar actions in other communities to form the basis for the creation of a concept document to be presented to City Council for its review
- If concept document meets a favorable response, draft ordinance for Council consideration prohibiting the use of natural gas for energy supply in certain types of buildings

KEY LEVER: Transportation

GOAL

Reduce carbon emissions in the transportation sector

TARGETS

Target 1: All vehicle charging infrastructure types (Level 1, 2, and DC fast charge) have incentive programs by 2023
Target 2: HBPW ensures continued clean energy availability, for those who choose to adopt it, to support electric vehicle (EV) growth through 2030
Target 3: Achieve 30% reduction in carbon emissions from the transportation sector by 2030
Target 4: Achieve 25% EV adoption in Holland by 2030
Target 5: Achieve 5% reduction in vehicle miles traveled by 2030

STRATEGIES & POSSIBLE ACTIONS

Strategy 1: Develop in partnership with Macatawa Area Express, Macatawa Area Coordinating Council, Lakeshore Advantage, and other community stakeholders a community mobility strategic plan
Possible Action Steps:

- Encourage the formation of the peer group to engage with the consultants
- Perform the stakeholder engagement and development of the mobility strategy
- Begin implementation of the measures as determined by the plan

Strategy 2: Incent electrification of vehicles
Possible Action Steps:

- Continue to promote public and private vehicle charger installations
- Power all public chargers with 100% renewable electric energy and promote chargers by placing them in them prominent locations
- Work with community education resources to provide information on life-cycle cost differences on electric vehicles
- Evaluate potential alternatives for fleet charging incentives
- Research and leverage grant monies to assist schools with bus electrification

Strategy 3: Incentivize fast charging installations
Possible Action Steps:

- Work with the State of Michigan to identify potential locations that meet the state's criteria for highway corridor charging networks
- Interface with potential host sites within those corridors to determine interest and viability
- Evaluate and recommend rebate level for estimated consumption at fast-charger locations

Strategy 4: Shift all new purchases of HBPW/City fleet to electric, where service performance allows, by 2030
Possible Action Steps:

- Determine capital plan for vehicle turnover
- Prioritize vehicle candidates by availability of EV options that are suitable for the duty requirements for the business
- Revise and execute capital plan to achieve targeted levels

KEY LEVER: Education

GOAL

Establish Community Education/Awareness Program to promote CEP programs, performance, and goals

TARGETS

Target 1: Establish Educational Key Performance Indicators (KPIs) and methodology for tracking
Target 2: Review and establish 2030 goals for those KPIs with next SDT
Target 3: Develop a Regional Community Education Center

STRATEGIES & POSSIBLE ACTIONS

Strategy 1: Make information easy to find and ubiquitous
Possible Action Steps:

- Identify an approachable and accessible location within the community
- Create a physical & virtual hub for information and resources on available energy & sustainability programs
- Provide education and programming for community members of all ages

Strategy 2: Engage directly with business and include a call to action
Possible Action Steps:

- Review business education/communication tactics
- Engage with businesses in places they are tuned into (West Coast Chamber of Commerce, West Michigan Sustainable Business Forum, industry groups etc.)

Strategy 3: Clarify "what's in it for me"
Possible Action Steps:

- Identify top priorities for each customer class
- Develop marketing/communications programs that focus on key motivators

Strategy 4: Create partnerships to help deliver the message
Action Steps:

- Work with research/marketing firms to identify KPIs and establish baseline metrics.
- Identify and empower local partners with common interests in energy sustainability, affordability, and reliability.

KEY LEVER: Carbon Offsets

GOAL

Take a leadership role in the creation of a community-based system to provide businesses and residents access to carbon offsets to meet their individual goals and commitments, including the option of local carbon offset projects

TARGETS

Target 1: 100% of business programs using offsets and/or renewable energy certificates are accounted for in the community carbon calculation in 2022

Target 2: Investigate the opportunity and demand for a local carbon market

STRATEGIES & POSSIBLE ACTIONS

Strategy 1: Facilitate/encourage the development of a community carbon offset purchasing collaborative

Possible Action Steps:

- Research and recommend legal framework, organization, etc. associated with setting up an entity or utilizing an existing entity to perform this function
- Make it operational and begin marketing the opportunity
- Evaluate the potential for local project creation to provide opportunities for local investors/purchasers including solutions for low income energy consumers

Strategy 2: Establish data flows between businesses and the City/HBPW to ensure accurate accounting of carbon offsets and renewable energy credits (RECs)

Possible Action Steps:

- Interface with business representatives to gain awareness of which companies are actively managing the procurement of RECs and offsets
- Perform annual surveys to obtain accurate accounting of those purchases
- Incorporate community-based offsets and HBPW elective purchases into the calculation

PROJECTED RESULTS

The goals, targets and strategies outlined above represent what the SDT believes are SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) that could help the community reach the desired reduction in Community Carbon Output over the next 9 years. If all of the above efforts are implemented our calculations suggest the Community Carbon Output would be reduced to 12.25 Metric Tonnes (MT)/Capita by 2030. This does not account for renewable energy credit or carbon offset purchases made by individual businesses and residents. Results from those efforts would further reduce the carbon per capita.

If achieved, this would improve upon the 13 MT/Capita level identified in the 2012 CEP for year 2050, associated with the then selected strategy of "Scenario B," 20 years earlier than originally planned, and provide the opportunity to achieve further significant reductions by 2050.

This projected reduction is based on nearly a year of shared learning, research and evaluation of the community, state, and national best practices for carbon footprint reduction. It is important to understand that when modeling expected results many assumptions are considered (which are referenced in appendix A – so we list them out somewhere). The success of this community effort will require leadership from the City, HBPW, and other institutions, as well as community acceptance, engagement, and adoption of practices – some of which will be out of the direct control or jurisdiction of the City and/or HBPW. Leadership at all levels will be necessary to meet this critical outcome for our community and the environment.

Governance Recommendations & Considerations

1. **Expand stakeholder participation** - Given the breadth of areas "carbon reduction" touches throughout our community, it seems a broader coalition of stakeholders should be contributing towards and accountable for this work.

2. **Create continuity of participants -** The SDT should have a consistent group of people working on it. This would eliminate the need for significant education of the committee prior to being able to update the plan.

3. **Composition of participants -** The SDT appreciates the current makeup of the board and its representation of the diverse experiences in the community, but encourages future mayors to continue to look for experiential gaps that exist and supplement the SDT as necessary.

4. **Increase consistency of strategic support -** With the rapid evolution of science, metrics, and opportunity – this plan should be reviewed every three years following completion of the previous review, and updated if necessary.

5. **Provide regular reporting on progress -** The City Council should receive an annual report on the progress being made at the lever level.