



**CHAMBERS FOR INNOVATION
AND CLEAN ENERGY**

Local Chambers as Change Agents

**CREATING ECONOMIC VITALITY THROUGH
CLEAN ENERGY AND INNOVATION**



MAY 2013

PREPARED BY:

Chambers for Innovation and Clean Energy



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ABOUT CHAMBERS FOR INNOVATION AND CLEAN ENERGY

Chambers for Innovation and Clean Energy (CICE) is a national, non-partisan clean energy network and information hub for local chambers of commerce. Created and led by local chambers, CICE helps fellow chambers and their member companies successfully navigate and prosper in the clean energy space. With more than 325 participating chambers from 48 states, representing more than 278,000 businesses, CICE provides access to clean energy information, best practices, energy experts, incentives, and business opportunities. CICE's Advisory Council includes Chamber CEOs from every region of the country. Visit CICE at www.chambersforinnovation.com.

ACKNOWLEDGMENTS

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- International Economic Development Council
- National Renewable Energy Laboratory
- ENERGY STAR
- Bartlett Area Chamber of Commerce / Team Green Zone
- American Council on Renewable Energy
- American Council for an Energy-Efficient Economy
- Gridwise Alliance
- New England Clean Energy Council
- Northeast Energy Efficiency Partnerships

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FOREWORD

As the trusted voice for millions of American businesses, local chambers of commerce have shaped the economic vitality of cities and towns for more than a century. Every day, businesses large and small turn to local chambers for guidance and support. Policymakers seek local chambers' wisdom in shaping policies that generate jobs and new investment. Economic development organizations collaborate and sometimes merge with their local chambers, tapping into their unique knowledge of their communities' strengths, challenges, and needs.

Today, it's only natural that these local chambers of commerce are using all of their formidable assets to help businesses and communities meet shared challenges in our energy landscape: a slowly recovering economy, volatile energy prices, global competition in manufacturing and technology development, and aging electric grids. Time and again, clean energy has proven to be a practical and profitable solution for these chambers and their member companies.

As you will see in this pioneering report, local chambers throughout America are becoming unprecedented clean energy and innovation leaders. Some chambers have tackled enormous hurdles, such as leading the charge to modernize Chicago's outdated electricity grid. Some have focused on increasing energy efficiency on a company-by-company basis, providing consulting to small businesses in places like Cleveland, Ohio, and Bartlett, Tennessee. Still others have sought to attract investment in renewable energy infrastructure and in the manufacture of new clean energy technologies.

What is true in all cases is that every chamber can help its member companies better navigate and prosper in the clean energy space. As this report demonstrates, even chambers in regions known for coal and oil have members that own or occupy buildings and recognize the bottom-line benefits of energy efficiency. And it's not only local chambers that understand the money-saving potential of energy efficiency. Tom Donahue, President and CEO of the U.S. Chamber of Commerce, recently described energy efficiency as a "damn good hedge" at a gathering of businesses in San Francisco, stating that energy efficiency is "the most economically viable alternative energy."¹

For local chambers, the economic benefits of clean energy extend far beyond our individual towns and cities. Global clean energy markets are growing rapidly and will be supplied by the countries that prioritize innovation and clean energy. Surely, every local chamber wants to see American companies supply these global markets. As a nation, that leaves us with a critical choice. We can either enhance our global technological leadership in innovation and clean energy – increasing U.S. business competitiveness and strengthening our economy with new jobs in manufacturing, construction, and clean-tech development – or we can cede our technological leadership and global clean energy markets to others.

¹Speech to the Commonwealth Club, San Francisco (22 February 2012). Retrieved from: <http://www.commonwealthclub.org/node/62023>

FOREWORD (CONTINUED)

Local chamber executives know that American businesses can and should win the global clean energy race. We are ready to champion bold initiatives, and expect to be at the table in local and regional policy discussions on our energy future.

Since 2010, Chambers for Innovation and Clean Energy (CICE) has helped local chambers throughout the country navigate the clean energy space. This report provides a guide for chambers in all U.S. regions looking for ways to help their member companies and communities engage in economic development opportunities associated with renewable energy, smart grids, electric vehicles, high-speed rail, energy efficiency, and shipping efficiency.

We congratulate the local chambers featured in this publication for their business acumen and foresight, and for illustrating the strategic role that innovation and clean energy play in their local economies. As local chamber CEOs and envoys, we look forward to working with our fellow chambers to spur local economic vitality and ensure continued U.S. business leadership and competitiveness.

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Austin's cutting-edge clean energy demonstration neighborhood

INTRODUCTION

Throughout America, clean and efficient energy is revitalizing local economies. In small rural towns and buzzing metropolitan cities, businesses are saving money on utility bills and increasing their competitiveness by using homegrown clean energy innovations. From smarter electric grids and more efficient buildings to cleaner cars and technologies to harness renewable energy, U.S. businesses are seizing an unprecedented opportunity to champion the advanced clean energy technologies of the future.

No business group is more focused on the economic vitality of their cities and regions than local chambers of commerce. Many local chambers have been in their communities for more than a century, advocating for and serving their member companies, large and small. As long-time experts on business growth, local chambers today are embracing new economic vitality tools: clean energy and innovation.

From helping member companies reduce their energy use in Tennessee and Ohio, to facilitating wind energy innovation in South Carolina and a smarter electric grid in Illinois, chambers are quickly becoming agents of change for our economic and energy future. In this role, chambers are helping their cities and regions tap into the enormous new economic opportunities associated with clean energy and innovation.

Ten Profiles of Local CHAMBERS OF COMMERCE

This report from Chambers for Innovation and Clean Energy (CICE) is the first to comprehensively profile the leadership of local chambers of commerce in the clean energy sector. CICE surveyed hundreds of local chambers in every region of the country, identifying chambers that are driving clean energy and energy efficiency projects. The findings were striking: chambers are not only active in promoting clean energy progress – they are already innovation champions. From developing their own energy efficiency consulting teams to spearheading clean-tech demonstration sites, chambers throughout the country are prioritizing new energy projects to attract investment to their cities and help their member companies save money.

From the many stories collected from local chambers, we created ten in-depth profiles of chamber-led clean energy projects. These ten stories are intended to be an inspiring and practical guide for other chambers seeking to help their member companies understand and take advantage of clean energy developments. Many of the projects are easily replicable, and we encourage chamber executives to apply the well-known chamber C.A.S.E. (“Copy and Steal Everything”) approach when reading the profiles. To facilitate this, each case study is structured to describe the steps taken by the featured chamber, hurdles faced, and lessons learned.

Through our survey of hundreds of chambers and development of these ten in-depth profiles, several themes emerged. These include:

I. Chambers are change agents, incorporating clean energy as an economic vitality tool.

Chambers and their economic development partners are increasingly targeting clean energy companies and investors as part of their strategies to spur economic growth. Building on existing resources – including local manufacturing facilities, high-tech infrastructure, skilled workforces, and relationships with utilities and city officials – chambers are tailoring their investment-attraction efforts to companies engaged in clean energy supply chains. In addition, by educating their members on energy efficiency and establishing networks of vendors to perform efficiency upgrades, chambers are helping their member companies in all industry sectors save on energy costs. This allows local businesses to improve their bottom lines, thereby increasing investment in other areas, such as expansion and job creation.

II. Chambers are natural conveners on infrastructure and economic development issues.

As trusted experts on business issues, local chambers have the powerful ability to bring together all key stakeholders to support projects. Where individual businesses or government entities may fall short, chambers are often the best positioned entities to convene policymakers, regulators, entrepreneurs, investors, academics, non-profits, labor groups, and technology experts around a single clean energy project.

III. Chambers can inspire better policy initiatives.

Chambers' efforts to promote clean energy-related economic growth often hinge on policy developments in their states and communities. Well-designed clean energy policies can incentivize energy efficiency upgrades, attract new industries and investment, help businesses finance renewable energy installations, create jobs, and establish the market certainty on which investors and businesses depend.

Widely used policies include energy efficiency standards and incentives, Renewable Portfolio Standards (RPS), Property Assessed Clean Energy (PACE), and On-Bill Financing. Throughout the nation:

- 29 states, Washington, DC, and two territories have Renewable Portfolio Standards (RPS) that have stimulated the development of renewable energies such as wind and solar power.²
- 28 states and Washington, DC, have PACE-enabling legislation. PACE is an innovative finance mechanism that facilitates investment in energy efficiency and renewable energy projects while avoiding upfront costs.³
- 24 states have enacted long-term, energy savings targets, or Energy Efficiency Resource Standards (EERS).⁴
- 23 states have adopted “on-bill financing” and 4 states have adopted “on-bill repayment,” which allow businesses and homeowners to invest in energy efficiency upgrades with limited or no upfront costs, paying for the upgrades via their utility bills.⁵

²Data as of March 2013. U.S. Department of Energy, Database of State Incentives for Renewables & Efficiency (March 2013). Renewable Portfolio Standard Policies. Retrieved from: http://www.dsireusa.org/documents/summarymaps/RPS_map.pdf

³Data as of February 2013. U.S. Department of Energy, Database of State Incentives for Renewables & Efficiency (February 2013). Property Assessed Clean Energy (PACE). Retrieved from: http://www.dsireusa.org/documents/summarymaps/PACE_Financing_Map.pdf

⁴Data as of September 2012. See American Council for an Energy-Efficient Economy (September 2012). State Energy Efficiency Resource Standards (EERS). Retrieved from: <http://aceee.org/files/pdf/policy-brief/state-eers-summary-0912.pdf>

⁵For more information, see American Council for an Energy-Efficient Economy (April 2012). On-Bill Financing for Energy Efficiency Improvements. Retrieved from: http://aceee.org/files/pdf/toolkit/OBF_toolkit.pdf

Chambers play an important role in shaping clean energy policy, educating their member companies about policy changes, and helping local businesses and economies realize the benefits of certain policies and incentives.

Highlights of our CLEAN ENERGY PROFILES INCLUDE:

- **Cleveland, Ohio:** After the Ohio legislature created new energy efficiency and renewable energy standards in 2008, the Council of Smaller Enterprises (COSE) – the small business partner of the Greater Cleveland Partnership, one of the largest metropolitan chambers in the nation – stepped in to guide its member companies in responding to policy changes. COSE helps small businesses access free energy audits, negotiate utility contracts, identify rebates for efficiency upgrades, and collectively save millions of dollars in reduced energy bills.
- **Asheville, North Carolina:** In order to help its local manufacturers save on shipping-related fuel costs, the Asheville Area Chamber established an innovative statewide network of companies to coordinate transportation and shipping routes. The Chamber's efforts helped companies save more than 44,000 gallons of diesel fuel in 2011 alone, strengthening Asheville's entire manufacturing sector.
- **Chicago, Illinois:** For years, failures in the electric grid had been devastating to businesses in the Chicago metropolitan area. As home to the Mercantile Exchange and Groupon, Chicago needed an electricity grid that could meet the growing energy needs of current and future businesses. The Chicagoland Chamber led a broad coalition of stakeholders to advocate for smart grid legislation in Illinois and help jumpstart a brighter future for the Illinois economy.
- **Austin, Texas:** Within one of the largest oil and natural gas producing states in the nation, the Greater Austin Chamber of Commerce leveraged its close ties to The University of Texas and the city's municipally owned utility to recruit 20 clean-tech companies to Austin. The Austin Chamber played a key role in developing a cutting-edge demonstration community for smart grid technologies, helps strengthen clean energy start-ups through a local incubator, and actively works to position Austin as a top location for entrepreneurs, investors, and clean-tech businesses.
- **North Myrtle Beach, South Carolina:** In this coastal tourist town, the local chamber championed a project to transform its community into a wind energy demonstration site. Thanks to the Chamber's efforts, South Carolina installed its first grid-connected wind turbine in 2010. This created a future test bed for entrepreneurs and encouraged clean energy engineering among local college students.
- **San Francisco, California:** Focused on spurring economic development through major transportation improvements, the San Francisco Chamber played a leading role in convening other local chambers and business organizations throughout the state to support California's high-speed rail project. This business advocacy network helped shape high-speed rail planning routes and educated policymakers and the public on the economic benefits of high-speed rail.

ADDITIONAL CHAMBER STORIES

While only ten chambers are profiled in this report, dozens more throughout the nation are engaging in clean energy projects. We invite you to read through a sampling of additional chamber projects in the Appendix, and visit www.chambersforinnovation.com for a comprehensive and regularly updated listing of clean energy projects that can be replicated by chambers to help their member companies navigate the clean energy and innovation space.

Cleveland's One-Stop Shop for **ENERGY EFFICIENCY**

The Local Chamber's Council of Smaller Enterprises Saves Millions for its Members

When the Philpott Rubber Co. in Brunswick, Ohio, bought \$28,000 in efficient lighting fixtures, the Council of Smaller Enterprises (COSE) – the small business partner of the local chamber, the Greater Cleveland Partnership – helped the company secure rebates to make the lighting retrofit practically free. Within only six months, Philpott Rubber Co. had paid off its \$4,000 out-of-pocket costs using savings on its electricity bills. This new lighting saves the company more than \$8,000 each year.

The Philpott Rubber Co. wasn't alone. Across Ohio, COSE helped businesses achieve similar savings adding up to \$13.4 million in 2012.

With 14,000 small and mid-sized members, COSE is the largest regional small-business group in the United States. For the past 15 years, COSE has helped its members lower electricity and natural gas rates, reduce their energy consumption, and improve their bottom lines. In 2013, COSE plans to announce its own energy efficiency loan program, making it easier for businesses to obtain financing for retrofits. COSE is also looking to expand its energy assessments across the state, increasing efficiency throughout Ohio.

“Whether our businesses own or lease their building, they can take control of their operational expenses. The proof is in the numbers – in 2012 alone, COSE helped Ohio businesses collect more than \$13.4 million through utility energy efficiency programs.”

■ **Nicole Stika,** ■
*Senior Director of Energy Services,
Council of Smaller Enterprises (COSE)*

OUR MOST ECONOMICAL ENERGY RESOURCE

While most small business owners have little time to devote to energy management, smart energy use can have a major impact on profits. Commercial and residential buildings account for about 40 percent of energy consumed in the United States. Half of that goes to heating, cooling, and lighting.¹

Energy efficiency has been called a “first fuel”: the cheapest and fastest solution

to meet our growing energy needs. In fact, the international consulting firm McKinsey & Co. estimates that cost-effective efficiency improvements in the U.S. buildings sector alone could yield more than \$1 trillion in energy savings over 10 years.² Energy efficiency improvements often have a payoff period of only a few years, and deliver annual energy savings well into the future.

For businesses large and small, a simple energy assessment can help identify energy wasted in heating, ventilation, and air conditioning (HVAC) systems, or through the building envelope (via windows, poor insulation, roofing, etc.). See “Learn More” to find resources for energy audits, rebates, financing, and more.

¹ U.S. Department of Energy, Energy Efficiency & Renewable Energy (March 2012). Buildings Energy Data Book 2011. Retrieved from: <http://buildingsdatabook.eren.doe.gov/>

² Deutsche Bank, DB Climate Change Advisors (March 2012). United States Building Energy Efficiency Retrofits: Market Sizing and Financing Models. Retrieved from: http://www.dbcca.com/dbcca/EN/_media/Building_Retrofit_Paper.pdf

Helping Small Businesses Cut Energy Waste: HOW THE CHAMBER DID IT

CLEVELAND, OHIO



1 NEGOTIATED ENERGY CONTRACTS

When Ohio's energy market was first deregulated in 1999, COSE stepped in to represent small businesses in rate negotiations. Carrying the weight of its thousands of member companies, COSE established contracts with individual electricity providers, securing lower rates for its members. COSE also helps member companies obtain quotes and contracts with a natural gas provider.

2 HELPED BUSINESSES RESPOND TO NEW LEGISLATION

In 2008, the Ohio legislature adopted Senate Bill 221, mandating greater energy efficiency and a Renewable Portfolio Standard (RPS). COSE was designated as an administrator for the local energy efficiency collaborative in order to help small businesses respond to these policy changes. The organization now shows businesses how to obtain rebates to pay for efficiency upgrades, and how to demonstrate energy savings so as to avoid extra charges on their utility bills.

3 FACILITATED ENERGY UPGRADES FOR MEMBERS

After securing \$250,000 in state grants over the last two years, COSE implemented a new program to provide businesses with education, energy assessments, and retrofits. COSE developed a large network of vendors from within its membership to complete the audits and make building improvements, in areas including lighting, insulation, and HVAC. More than 100 small businesses have benefited from these energy assessments, and around 25 businesses have received funding through COSE for their building retrofits.

4 EXTENDED BENEFITS TO OTHER CHAMBERS

COSE has begun to extend its energy services to other local chambers throughout Ohio. These chambers, in turn, present the services as new tools in their benefit packages for members. COSE hopes to make large-scale impacts on business energy efficiency throughout the state.

5 DESIGNED AN IN-HOUSE LOAN PROGRAM

COSE is preparing to launch its own energy efficiency loan program in 2013. Many small businesses cannot meet the underwriting criteria of banks, and lack the initial capital necessary for energy improvements. COSE has developed its own underwriting criteria and is using its own assets for loan guarantees. For COSE, the loan program represents a long-term investment effort.



“I don’t have time to spend comparing apples-to-apples utility charts and analyzing reports. As a business owner, I needed assistance with filling out the rebate paperwork, obtaining and understanding quotes, and ensuring project quality to see it through to completion. I appreciate being able to call someone who actually answers the phone and has answers.”

■ **Laura McPhee,** ■
Vice President & Owner,
Parts Pro Automotive Warehouse, Wickliffe, OH

LESSONS LEARNED

ONE SIZE DOESN'T FIT ALL

✓ **Make your message resonate with each business sector.**

Your chamber will need to communicate differently about energy-saving opportunities for manufacturers, retailers, and restaurant owners. Tailor your marketing and messaging to specific industries. Start with those industries that are more energy intensive. Use case studies to illustrate what efficiency means for their bottom line.

✓ **Develop a network of preferred contractors.**

Rather than relying on one preferred partner to complete energy assessments or retrofits, COSE recommends working with several different contractors, preferably chamber members. In this way, your chamber can serve as a general contractor. After all, updating lighting in a 2,000 square-foot retail space may require different expertise than improving lighting in a 100,000 square-foot manufacturing facility.

✓ **If your chamber has limited resources, consider workshops or corporate sponsorships.**

Even if your chamber has no resources to begin a large-scale efficiency program, incorporate energy efficiency discussions into your standard publications and workshops on budgeting, finance, or other topics. Consider asking larger companies or banking institutions active in the energy field to sponsor an energy efficiency program. Leverage other local organizations – from trade associations to volunteer groups – to help spread the word.

COSE and CICE can help connect you with energy efficiency professionals available to speak to your member companies.

LEARN MORE

Read more about COSE's one-stop shop for energy resources:

cose.org/energy

Find energy efficiency tips and resources for small businesses from ENERGY STAR for Small Business:

energystar.gov

Locate incentives for energy efficiency and clean energy projects in your state using the Database of State Incentives for Renewables & Efficiency (DSIRE):

dsireusa.org

See how your state ranks on energy efficiency in the 2012 scorecard from the American Council for an Energy-Efficient Economy (ACEEE):

aceee.org/sector/state-policy/scorecard

Contact Chambers for Innovation and Clean Energy for further assistance with designing your own energy efficiency program:

info@chambersforinnovation.com

 [facebook.com/councilofsmallerenterprises](https://www.facebook.com/councilofsmallerenterprises)

 [@COSEsmallbiz](https://twitter.com/COSEsmallbiz)



Filling Available Shipping Space in NORTH CAROLINA

Asheville Chamber's Coordinated Shipping Routes Cut Manufacturers' Fuel Costs

They're called "dead-head miles" – the waste of energy and dollars that occurs when shipping trucks return home with empty loads. For decades, manufacturing firms in Asheville, North Carolina, have paid to ship goods some 250 miles to the port of Charleston, and then paid to send their shipping containers back home, empty. With manufacturing representing 12 percent of the local economy, rising fuel costs have threatened to make that practice unsustainable.

That's why the Asheville Area Chamber of Commerce stepped in, creating a lane-matching program that in 2011 alone helped more than 40 local businesses save more than 44,000 gallons of diesel fuel, while eliminating 980,000 pounds of greenhouse gas emissions. The Chamber's program, the Western North Carolina Transportation Alliance, helps Asheville manufacturers find companies with similar shipping routes, but in the opposite direction. Thanks to the Chamber's introductions and guidance, these businesses can now ensure that shipping containers are filled for both legs of their journey.

"This is a simple energy efficiency idea that chambers and communities anywhere can replicate. Manufacturers all over the country are interested in cutting dead-head miles. In North Carolina, we helped jumpstart those savings by connecting like-minded businesses."

■ **Tim Lampkin, Director of** ■
*Retention and Expansion Services,
Economic Development Coalition,
Asheville Area Chamber of Commerce*

Route Coordination in Action: THE CHAMBER'S FIRST SUCCESS STORY

In 2010, the Asheville Chamber helped establish the first successful collaboration between two Buncombe County employers, Ingles Markets and Southeastern Container. Ingles Markets, a regional grocer, had been paying to ship empty trailers to a supplier in Florida. Southeastern Container, a supplier for Coca-Cola, was shipping from Florida back to North Carolina.

The Chamber's Economic Development Coalition introduced the two companies and helped negotiate lower rates for both of them through a third-party shipper. Ingles Markets and Southeastern Container now share a common route into and out of Florida, cutting in half the average fuel consumption from those trips.

Southeastern Container estimates that its shipping partnership with Ingles Markets has the potential to realize annual savings of around \$100,000.

Lane-Matching for Shippers: HOW THE CHAMBER DID IT

ASHEVILLE, NORTH CAROLINA



1 CONVENED MANUFACTURERS

After hearing from a Chamber member – a firm that had been paying to ship some 50 empty containers back to the port of Charleston every week – the Asheville Chamber invited other local manufacturers to share their concerns. It soon became clear that the wasteful and costly empty loads were a regional problem.

2 PARTNERED WITH OTHER CHAMBERS TO FIND BUSINESS CONTACTS

The Asheville Chamber engaged the North Carolina Department of Commerce, the Henderson County Chamber, and the Henderson County Partnership for Economic Development to identify businesses that would be good candidates for the newly established Western North Carolina Transportation Alliance. The Asheville Chamber continues to welcome partnerships with other chambers, taking advantage of their existing business networks.

3 FACILITATED BUSINESS-TO-BUSINESS TRANSACTIONS

Through in-person meetings, phone calls, and emails, the Chamber created a network for companies with similar shipping routes. As a trusted contact in the business community, the Chamber's involvement encouraged companies to share closely held logistics and financial information. Then the Chamber stepped back to allow logistics and shipping managers within the companies to identify the best cost-saving opportunities.

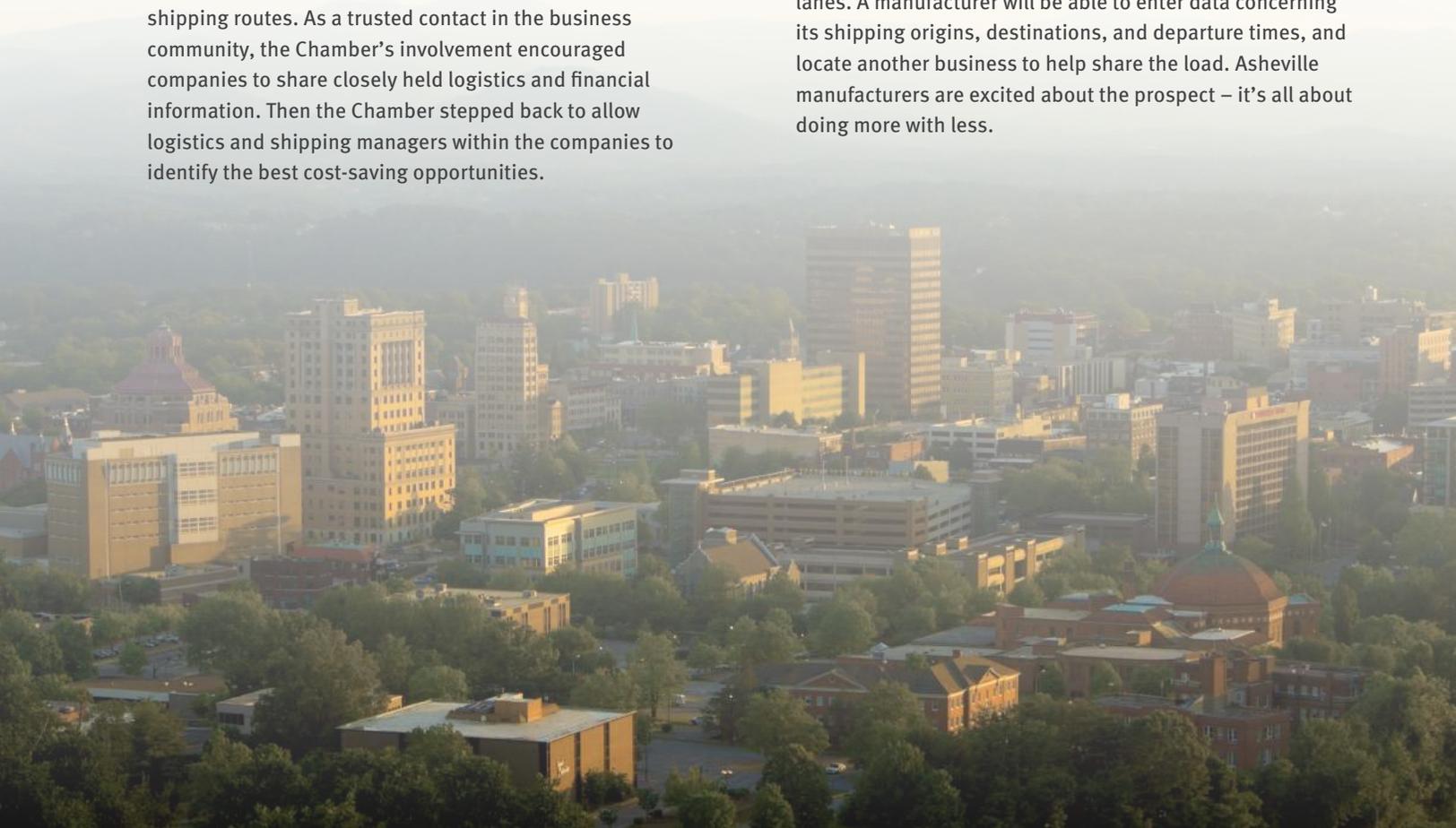
4 SHARED KEY PERFORMANCE INDICATORS AT MEETINGS



The Chamber collected data on diesel and cost savings to publish at summer and winter meetings of the new Transportation Alliance. This helped encourage other companies to participate. The Chamber's network quickly grew to include more than 40 companies.

5 DEVELOPED ONLINE TOOLS FOR EXPANSION

The Chamber recently began building a website with the capacity to auto-match businesses with similar shipping lanes. A manufacturer will be able to enter data concerning its shipping origins, destinations, and departure times, and locate another business to help share the load. Asheville manufacturers are excited about the prospect – it's all about doing more with less.



LESSONS LEARNED

BUILDING CREDIBILITY AND TRUST WITHIN YOUR NETWORK

✓ Start with a committed steering committee of local manufacturers.

Rather than trying to build a large network right off the bat, first identify a small group of local companies that are potential champions of shipping efficiency. These business leaders will lend credibility to your effort. Talk to them about their needs and opportunities to save fuel and money. Then start building a larger group, in which you can connect local champions with businesses in other regions to help jumpstart shipping partnerships.

✓ Engage shipping and dispatch managers, and share data on potential savings to build trust.

The Asheville Chamber found that while company executives were often immediately interested in the program, the shipping and dispatch managers were the ones who actually managed third-party logistics. Understandably, these managers were initially hesitant to share data on shipping logistics – information that had traditionally been held very close. Your chamber should engage these contacts from the beginning, offering success stories and savings data to build the trust necessary for large companies to share logistics information.

LEARN MORE

To learn more about the Western North Carolina Transportation Alliance, visit:

ashevillechamber.org/economic-development/attracting-growing-businesses/transportation-connections

The Asheville Area Chamber's other clean energy efforts include a regular speaker series and electric vehicle charging stations installed in the Chamber's parking lot. Learn more in this interview with the Chamber:

chambersforinnovation.com/meet-our-member-asheville-area-chamber

Help your members track fuel prices with AAA's Fuel Gauge Report:

fuelgaugereport.aaa.com

 facebook.com/ashevillechamber

 [@AVLChamber](https://twitter.com/AVLChamber)

“We have a booming hospitality economy in Western North Carolina, with more than nine million overnight visitors to the Asheville region every year. Fewer trucks on our roads mean cleaner skies, rivers, and vistas for our guests. This translates into a stronger economy for both tourism and manufacturing.”

■ **Clark Duncan**, Director of
Marketing, Economic Development Coalition
within the Asheville Area Chamber of Commerce

Modernizing Chicago's **ELECTRIC GRID**

Chicagoland Chamber Pushes for Improved Reliability for Businesses with 21st-century Smart Grid

As the home to major digitally-based companies like Groupon, the Chicago Mercantile Exchange, and Orbitz, Chicago needs reliable, consistent electricity. That's why the Chicagoland Chamber of Commerce is at the vanguard of the smart grid effort, pushing for a modern, stronger, and more efficient electric grid. For Chicago, a 21st-century smart grid is the smart choice for attracting and retaining businesses at the forefront of digital innovation.

For years, failures in the electric grid – like huge summer power outages in 2011 – had been devastating to businesses in the Chicago metropolitan area. With economic development in mind, the Chicagoland Chamber led a broad coalition of stakeholders to advocate for smart grid legislation in Illinois, supported overturning the governor's veto, and helped jumpstart a brighter future for the Illinois economy.

“Once enacted, this new smart grid law will create 2,500 real jobs in the manufacturing and service industries. It will set the stage for a new clean energy sector that will bring investment, businesses, and talent to Illinois.”

■ **Jerry Roper, President and CEO** ■
Chicagoland Chamber of Commerce

What Makes a SMART GRID “SMART”?

Our current electric grid in the United States was built in the 1890s, long before computers, solar panels, or advanced battery technologies. With few improvements made to the grid since then, our system remains poorly prepared to accommodate today's digital needs.

The 21st-century smart grid uses digital technologies to sense and respond to electricity demand in real time. Improved digital communication along the grid results in greater reliability, more efficient transmission, and quicker restoration of power after a disturbance – key improvements for the business community. Businesses can save money on their energy consumption, thanks to new sensors, controls, and other technologies that allow for two-way communication between energy users and utilities. The smart grid supports electric vehicles and charging stations, makes it easier to incorporate and distribute clean energy from sources like solar panels and wind turbines, and incentivizes investment in clean energy technologies more generally.¹

As the convergence point of four industries – the electric industry, digital technologies, consumer electronics, and automobiles – the smart grid offers exciting new opportunities for investment, technological development, and economic growth in local communities.

¹ U.S. Department of Energy. What is the Smart Grid? Retrieved from: http://www.smartgrid.gov/the_smart_grid

Smart Advocacy for a Smarter Grid: HOW THE CHAMBER DID IT

CHICAGO, ILLINOIS



1 BUILT A DIVERSE COALITION BEYOND THE BUSINESS COMMUNITY

After hearing major concerns from its members about power outages, the Chicagoland Chamber decided to push for a modern grid, but not without help. Chamber leaders knew they needed a broad alliance of business, labor, consumer, technology, and environmental groups to support their message. Through networking, conference calls, and organized meetings, they brought together a diverse coalition of groups, including the Chicago Federation of Labor, the Hispanic American Construction Industry Association, United Scrap Metal, Primera Engineers, and many others.

2 ENGAGED OTHER CHAMBERS

The Chicagoland Chamber connected with nearly 200 local chambers in the region, guiding them in educating their members on smart grid issues, writing letters to Illinois legislators, and engaging local businesses in advocacy efforts.

3 SHAPED THE RIGHT MESSAGE

Led by the Chicagoland Chamber, the coalition focused its messaging on the economic benefits of a smart grid: job creation, energy reliability, local investment, and infrastructure improvements.

4 EDUCATED LEGISLATORS AND THE PUBLIC

Using the voices of business owners, scientists, and community leaders, the coalition held smart grid workshops and exhibits, issued press releases, wrote Op-Eds, met with Editorial Boards, and spoke directly with legislators to build support for the smart grid bill.

5 PARTNERED WITH A LOCAL ELECTRIC COMPANY ON EDUCATION EFFORTS

The Chamber partnered with S&C Electric Company, a smart grid leader based in Chicago, to show legislators how storms negatively impact the electric grid and consumers. Using S&C's smart grid demonstration center – one of the few in the nation – the Chamber helped legislators visualize how new grid technologies dramatically improve power restoration to businesses and consumers after, or even during, a storm.

6 REGROUPED FOR A SECOND PUSH

After Senate Bill 1652 passed in May 2011, Governor Quinn vetoed the bill in September, citing increased costs to consumers. The Chicagoland Chamber once again brought together its coalition and participated in roundtable discussions to draft new legislation (known as a “trailer bill”) that addressed previous concerns. Thanks to the coalition's advocacy and education efforts, Illinois legislators overturned the veto in November 2011.

7 SUPPORTED IMPLEMENTATION

The Chicagoland Chamber is working with the regional utility, Commonwealth Edison, on an education outreach plan to small and medium-sized businesses to help them understand the benefits of the smart grid. Most importantly, the Chamber continues to educate lawmakers and regulators who remain skeptical of the technological importance of the smart grid, helping to ensure a smooth build-out of the system.

“It would be great to see local chambers across the country leading on smart grid issues and sharing best practices. If every chamber focused on modernizing the electric system, together with national organizations and experts, we'd make major strides toward achieving the 21st-century electric grid.”

— Jim Morozzi, *President & CEO, GridWise Alliance* —

“When businesses evaluate where to expand or open new facilities, a major consideration is whether the local infrastructure, including the electric grid, will support their needs.”

— John Estey, *President and CEO, S&C Electric Company* —



LESSONS LEARNED

DEVELOPING THE RIGHT MESSAGE & MESSENGERS

✔ Start with a strong, broad coalition.

Cover all your bases. Bring in businesses, local chambers, utilities, technology companies, consumers, unions, regulators, community colleges, and environmental groups. Involve consumer groups from the beginning to avoid a fight over costs down the road.

✔ Perfect your message before the campaign begins.

Especially in hard economic times, focus your messaging on job creation, attracting new businesses, and improved reliability for the local economy. Emphasize how everyone – from businesses to homeowners – will benefit from a modernized grid, and share these talking points throughout your coalition. The Chicagoland Chamber perfected its messaging over the course of its campaign, but smart grid opponents were able to reach the public first and framed the message around consumer costs.

✔ Help people visualize the benefits.

Where possible, use visual displays, like those available in the S&C Electric Company demonstration center. Allow others to see the electric grid, how storms impact the grid, and how modernizing the grid will enhance reliability.

In your advertising and media outreach, relate the smart grid to issues people are familiar with. One television ad in Chicago – paid for by the local utility – explained that the current grid was built at the time of the Pony Express. With images of horses racing down Michigan Avenue, viewers were reminded that their electric grid was outdated and poorly suited to modern needs.

“Local chambers are natural leaders and conveners on smart grid issues. Chambers understand what businesses need and they have the connections to bring utilities, tech groups, educators, and legislators to the table. Policymakers know that chambers are working to do what’s best for the local economy.”

■ **Chris Johnson, Manager of Government Relations, Chicagoland Chamber of Commerce** ■

LEARN MORE

To speak with the Chicagoland Chamber about their smart grid efforts, contact Chris Johnson:

cjohnson@chicagolandchamber.org

See how the smart grid works and find federal incentives for smart grid programs:

smartgrid.gov

Locate smart grid projects in your area via the Smart Grid Information Clearinghouse:

sgiclearinghouse.org/ProjectMap#

Learn more about the benefits of a 21st-century smart grid from the GridWise Alliance, a national collaboration of tech companies, utilities, venture capitalists, and small businesses:

gridwise.org

 [facebook.com/ChicagolandChamber](https://www.facebook.com/ChicagolandChamber)

 [@ChicagolandCmbr](https://twitter.com/ChicagolandCmbr)

Reaping the Wind in SOUTH CAROLINA

North Myrtle Beach Chamber Ushers in the State's First Grid-Connected Wind Turbine

The Atlantic seaboard resort destination of North Myrtle Beach, SC, is becoming a hub for wind power, thanks to the entrepreneurial energy of the North Myrtle Beach Chamber of Commerce. In 2010, the Chamber helped build a coalition of local wind energy champions with a plan to bring clean energy investment, jobs, innovation, and state-wide status to the town. In November of that year, North Myrtle Beach became the first place in South Carolina to host a grid-connected wind turbine, located along the town's beautiful beachfront. Two additional turbines have been installed since then, and are already establishing North Myrtle Beach as a wind energy leader.

The North Myrtle Beach Chamber played a key role in coordinating efforts to study the costs and benefits of wind energy in the region, and secure state grant funding to construct the early turbines. Creating a test bed for wind energy will allow North Myrtle Beach to diversify its economy into wind-related research, manufacturing, and construction sectors.

“This pilot project highlights the entrepreneurial business climate we have here in North Myrtle Beach. We’re encouraging businesses in the wind energy sector – from component part suppliers to research companies – to move to our community. We see clean energy as the best way to separate North Myrtle Beach from the competition.”

■ **Marc Jordan,** ■
*President and CEO,
North Myrtle Beach Chamber of Commerce*

BRINGING WIND MANUFACTURING JOBS TO YOU

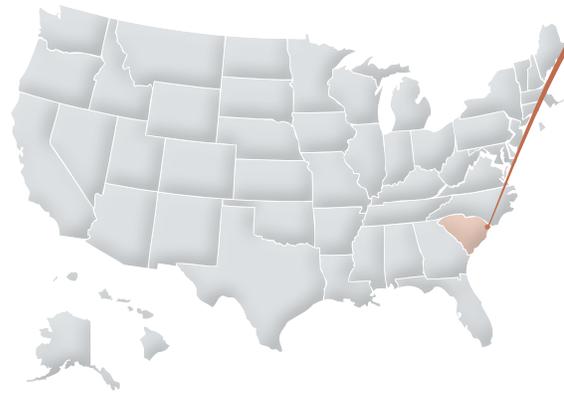
2012 was another strong year for the U.S. wind industry, creating new entry points for American manufacturers all along the supply chain. For the first time, wind energy became the number one source of new electricity generating capacity in the United States. It's because of this growth that more than 550 American manufacturing plants are now building products for the wind industry – everything from major turbine towers and blades to sensors and lighting.¹

Many of these parts are so large that for cost-saving and logistical purposes, it makes more sense for wind turbine manufacturers to locate directly where wind turbines will be installed. The sheer size of turbine components can open the door for new clean energy manufacturing opportunities in your community.



¹ American Wind Energy Association (April 2013). AWEA U.S. Wind Industry Annual Market Report: Year Ending 2012. Retrieved from: http://www.awea.org/suite/upload/AWEA_USWindIndustryAnnualMarketReport2012_ExecutiveSummary.pdf

Getting the Community on Board: HOW THE CHAMBER DID IT



1 UNDERSTOOD THE COST-SAVINGS POTENTIAL

Beachfront businesses of the North Myrtle Beach Chamber wondered whether they could use wind energy generated on hotel roofs along the city's nine miles of beachfront to offset utility costs.

2 BUILT A DIVERSE COALITION OF STAKEHOLDERS

The Chamber took the lead in building the North Strand Coastal Wind Team, a public-private partnership of business, academic, government, philanthropic, and environmental partners. The Wind Team envisioned a community-based wind energy program that would spur economic development in North Myrtle Beach. Today the Wind Team operates as an independent entity, with the Chamber serving as a key member.

3 EVALUATED THE WIND RESOURCES

To gauge the potential for wind energy along the coast, the Wind Team used roughly \$2000 in Chamber funding to set up a test station atop a high-rise beachfront hotel. Over the course of six months, students from Coastal Carolina University measured wind passing over the hotel. Using this data, the students estimated that North Myrtle Beach could produce 1.5 Megawatts of clean energy annually, while creating jobs, attracting investment, and reducing electricity bills.

4 DESIGNED THE PILOT PROJECT

The Chamber worked with the Wind Team to outline a pilot project, in which small, cylindrical turbines would be installed at public access points all along the beachfront. Here the turbines would be highly visible to serve as educational and awareness-building tools for the public.

5 ENGAGED CITY LEADERS AND RESIDENTS

Chamber staff members spoke at City Council meetings and held a workshop to educate residents about the wind project.

6 SECURED GRANT FUNDING AND UTILITY SUPPORT

The North Myrtle Beach Chamber applied for and received approximately \$50,000 in grant funding from the South Carolina Energy Office, as well as support from Santee Cooper, the state utility firm, to install three demonstration turbines along the beachfront by the fall 2012.

7 SUPPORTED CLEAN ENERGY EDUCATION AND RESEARCH

The Chamber is now helping educate the next generation of local clean energy engineers by sharing data with the Orangeburg-Calhoun Technical College. Wind data from the turbines is transmitted instantaneously to the technical college, which disseminates the information to schools throughout the state. Clean energy is now making its way into the K-12 curriculum, and college students are able to study wind potential and mechanics in their own backyard.

“We have every corner of the community invested in this project. By talking with everyone, from our city and state government to universities and businesses, we’ve eliminated any possibility of controversy. Now the wind is at our back. Our citizens are asking when we’re going to get big wind turbines offshore.”

■ **Marc Jordan,** ■
*President and CEO,
North Myrtle Beach Chamber of Commerce*

LESSONS LEARNED

WORK WITH YOUR CITY. MARKET YOUR REGION.

- ✓ **Use your chamber role to incubate ideas. While you might be short on resources, you can invite experts and funders to bring those ideas to life.**

The North Myrtle Beach Chamber successfully built a coalition around clean energy to attract innovative ideas from policymakers, researchers, universities, and businesses. Chamber leaders say the reason they succeeded is that they refused to be limited by a lack of wind energy expertise.

- ✓ **Early on, establish who will insure and maintain your turbines.**

Chamber and city staff worked together to develop a code requiring that turbine owners be able to disassemble the turbines in the event of a hurricane. In North Myrtle Beach, once a turbine is installed, the city becomes responsible for insuring, maintaining, and protecting or moving the turbine in the event of extreme weather.

LEARN MORE

Follow the progress of the North Strand Coastal Wind Team:

northstrandcoastalwindteam.org

For state-specific wind energy information, visit the American Wind Energy Association:

awea.org/learnabout/publications/factsheets/factsheets_state.cfm

Learn about wind energy manufacturing and supply chain opportunities:

awea.org/learnabout/publications/factsheets/factsheets_manufacturing.cfm

Find local, state, utility, and federal incentives for clean energy projects:

dsireusa.org

Find out about wind energy developments in the Southeast by visiting the website of the Southern Alliance for Clean Energy (SACE):

cleanenergy.org

 facebook.com/DestinationNorthMyrtleBeach

 [@visitnmb](https://twitter.com/visitnmb)



“Companies often have clean energy standards in their bylaws, requiring them to get a certain percentage of their energy from renewable sources. We’re now looking at injecting wind energy into our local grid, which will help position us as a clean energy economy and attract these companies to South Carolina.”

■ **Monroe Baldwin,** ■
*Chairman and Founder of the North Strand Coastal Wind Team,
and Past Chair, Economic Development Council,
North Myrtle Beach Chamber of Commerce*

BUILDING A NATIONAL CLEAN-TECH HUB IN OIL COUNTRY

Austin Chamber Partners with Utility and University to Recruit Clean Energy Talent and Investment

In recent years, Austin, Texas has become a booming clean energy hub in an unlikely place – a state long famous as a national center for oil and natural gas production. With a tech-savvy workforce, a leading research university, and a forward-thinking utility, Austin is rapidly attracting new energy businesses and capital from around the country. The Greater Austin Chamber of Commerce is at the forefront of this growth, supporting entrepreneurs and innovators, and establishing Austin’s clean energy reputation nationwide.

With its own director of Clean Energy, the Austin Chamber is a true agent of change, playing a part in nearly every major clean energy project in the city. The Chamber co-founded and helps shape a pioneering smart grid demonstration project, advises The University of Texas’ Clean Energy Incubator, and works closely with local officials to craft clean energy policy. Due, in large part, to the Chamber’s expert recruiting, clean-tech job growth in Austin now rivals even that of San Francisco.¹

“Clean energy is an economic driver in Austin. The semi-conductor industry grew here starting in the 1980s. Now we’re leveraging this high-tech workforce and research base, and using them to recruit the nation’s top clean energy entrepreneurs.”

— Jose Beceiro, —

Director of Clean Energy, Greater Austin Chamber of Commerce

Modeling Tomorrow’s ELECTRICITY SYSTEM

In Austin’s historic Mueller neighborhood, some 600 homes are helping to transform the future of America’s power grid. Advanced meters collect data on the energy use in every home, helping the local utility, Austin Energy, reduce waste and increase reliability. More than a dozen companies are involved in projects in the Mueller neighborhood, testing new technologies

for energy storage, plug-in electric vehicles, and smart appliances that change their energy use based on peak usage times.

For the Austin Chamber, this pioneering smart grid demonstration is both an invaluable recruiting tool and a testament to the Chamber’s leadership. Working with city officials, the local electric utility, The University of Texas, and other groups,

the Chamber co-founded an independent nonprofit in 2009 to drive efforts to create this advanced energy test bed. Pecan Street Inc., now headquartered at The University of Austin, uses federal grants to implement and analyze new technologies. Meanwhile, the Chamber uses Pecan Street’s projects to attract some of the nation’s top innovators – smart grid companies eager to test their new technologies in a real-life setting.



Austin’s cutting-edge clean energy demonstration neighborhood

¹ The Brookings Institution, Metropolitan Policy Program (2011). Sizing the Clean Economy: A National and Regional Green Jobs Assessment. Retrieved from: <http://www.brookings.edu/research/reports/2011/07/13-clean-economy>

Attracting Innovators and Entrepreneurs: HOW THE CHAMBER DID IT

1 PARTNERED WITH THE UTILITY TO CREATE A CLEAN ENERGY POSITION

The Austin Chamber leveraged close ties with Austin Energy, the nation's eighth-largest community-owned utility, to secure funding for a new staff position focused on clean energy. Jose Beceiro, now Director of Clean Energy, works closely with Austin Energy, The University of Texas, city officials, and other stakeholders to attract clean energy companies.

2 SUPPORTED UNIVERSITY RESEARCH

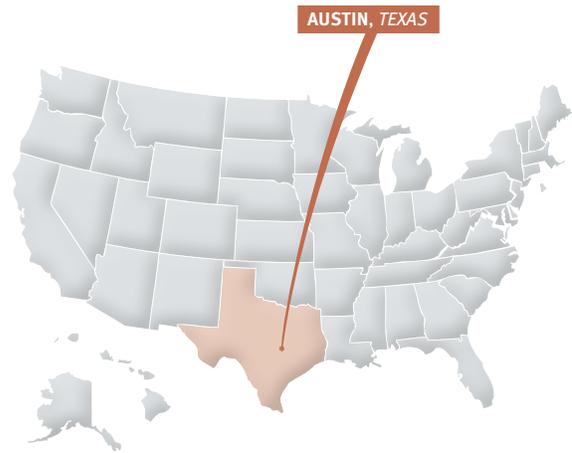
The University of Texas at Austin has conducted energy research for more than 100 years. After familiarizing itself with researchers and their clean energy projects, the Chamber tapped the university's network to recruit energy companies that were seeking help with research, development, and commercialization of their products.

3 FOSTERED INNOVATION THROUGH A CLEAN-TECH INCUBATOR

The Chamber also focused on building local innovation through The University of Texas' Clean Energy Incubator. Jose Beceiro serves on the board for the incubator, helping to vet applicants. Many of these start-ups have become successful enterprises and chamber members.

4 TRAVELED TO OTHER CLEAN ENERGY HUBS FOR RECRUITMENT

Jose Beceiro and other Chamber staff members traveled to industry conferences nationwide, building relationships with clean energy companies in the Silicon Valley, New York, Chicago, and Los Angeles. By highlighting Austin's skilled workforce, university, progressive utility, and energy-conscious citizens, the Chamber so far has recruited 20 clean-tech companies to move to the city.



5 ENGAGED IN DEMONSTRATION PROJECTS

In 2009, the Chamber helped establish Pecan Street Inc., a research consortium on smart grid technologies. This has become the nation's largest smart grid demonstration project, with 600 homes and more than a dozen participating companies. The Chamber now uses Pecan Street Inc. as a recruitment tool for smart grid companies.

6 ADVOCATED FOR CLEAN ENERGY POLICY

The Austin Chamber, through its network within the local business community, pushes for clean energy policies that will benefit Austin's economy. In 2010, the Chamber lobbied the Austin City Council to require that Austin Energy keep its energy rates affordable while increasing renewable energy generation. Most recently, the Chamber urged the U.S. Congress to extend the federal wind energy Production Tax Credit.

“We’re building Austin’s clean energy economy by recruiting companies at the top. And we’re also partnering with The University of Texas to build from the bottom up, supporting entrepreneurs through their Clean Energy Incubator. Both strategies are key for us.”

■ **Jose Beceiro,** ■
Director of Clean Energy, Greater Austin Chamber of Commerce



LESSONS LEARNED

ACT NOW AND LEVERAGE YOUR ASSETS

☑ Identify your community's best assets. Leverage them in clean energy recruitment.

Even if your city lacks a leading university or progressive utility, you can highlight your workforce, existing industries, and infrastructure in recruiting clean energy companies. For example, if your town is strong in steel manufacturing or heavy machinery, it may naturally attract wind turbine manufacturers. Similarly, if you are located in an agricultural area, recruiting biofuel companies may be your best point of entry into the clean energy market.

☑ Don't wait around for your state legislature or the U.S. Congress to take action.

As the Austin Chamber learned, passing renewable energy policy in a heavy oil and natural gas region was a challenge. For several years, the Chamber pushed for the Texas state legislature to adopt a bold solar program, as both Arizona and New Mexico had done. After these efforts failed, the Chamber switched its focus to developing a solar cluster in Austin through research, development, and recruitment. If your state is slow to pass clean energy policies, focus on building local resources alongside your utility, economic development partners, or city officials.

☑ Ensure that clean energy is implemented in a smart, business-friendly way.

The Austin Chamber worked with the Austin City Council to adopt an "affordability matrix," ensuring that the utility continues to bring clean energy into its portfolio, but increases rates no more than 2 percent per year. This protects the business community from rate hikes and has made clean energy economically sustainable.

LEARN MORE

See how the Austin Chamber markets its city as a clean energy hub:

austinchamber.com/do-business/key-industries/clean-energy

Read about Pecan Street Inc., Austin's pioneering smart grid demonstration site:

pecanstreet.org

For information on the Clean Energy Incubator at The University of Texas at Austin, visit:

ati.utexas.edu/entrepreneurs/focus-areas/clean-energy

To speak with the Greater Austin Chamber about its clean energy initiatives, contact:

Jose Beceiro, Director of Clean Energy,
(512)322-5611 or
jbeceiro@austinchamber.com

 facebook.com/AustinChamber

 [@AustinChamber](https://twitter.com/AustinChamber)



POWER USE DOWN, PROFITS UP IN MASSACHUSETTS

Merrimack Valley Chamber's Clean Energy Program Saves Massachusetts Businesses Millions

Forty-six companies in Northeast Massachusetts expect to save more than \$30 million collectively over the next 30 years, thanks to the Merrimack Valley Chamber of Commerce's award-winning clean energy program. In June of 2010, as businesses all over the United States struggled to stay competitive despite rising energy costs, the Chamber developed a pioneering plan to help its members cut their utility bills and attract new investment to the region. Working with a local clean energy solutions provider and government officials, it took just two years to set forty-six companies on the path to long-term energy efficiency and on-site clean energy generation.

Given these savings, it's no surprise that the Chamber's efforts have received so much attention. Already, the Merrimack Valley Clean Energy Program has been named the 2011 Northeastern Economic Developers Association Program of The Year, received the U.S. Environmental Protection Agency Environmental Merit Award, and even earned the Chamber the honor of being a key presenter at the American Council for an Energy-Efficient Economy National Conference.

“With these energy savings, Merrimack Valley businesses will be able to add more jobs, retain existing ones, and reinvest in both their facilities and equipment. For us, energy efficiency and clean energy are all about making our businesses more competitive in the 21st century economy.”

■ **Michael Bevilacqua, Assistant Vice President of Member Programs and Services, Merrimack Valley Chamber of Commerce**

THE CHAMBER'S PROGRAM has helped spark the largest solar projects in both Haverhill and Lawrence, Massachusetts

With the Chamber's help, several companies incorporated solar panels to generate energy on-site and save money. Haverhill's largest rooftop solar array, worth \$1.5 million, now sits atop the 40-year-old Leewood manufacturing building. The 1,166 solar panels will produce an estimated 400,000 kilowatt hours of electricity each year – enough to power around 46 average households.

(Photo credit: Leewood Realty)



Above, Haverhill Mayor James Fiorentini, Joseph Bevilacqua (CEO, Merrimack Valley Chamber), Peter Schwarz (Leewood Realty), Pete Dahl (Swix Sport USA) and state representative Brian Dempsey celebrate the Leewood Building Solar Project. (Photo credit: Merrimack Valley Chamber)

Economic Growth through Energy Savings: HOW THE CHAMBER DID IT

MERRIMACK VALLEY,
MASSACHUSETTS



1 ENGAGED A LOCAL CLEAN ENERGY BUSINESS

With only four and a half employees serving more than 1,000 businesses, the Merrimack Valley Chamber knew it needed some outside support. That's why it selected Nexamp, an experienced energy efficiency and solar power consultant and provider based in North Andover.

2 APPLIED FOR GOVERNMENT FUNDS

The Chamber and Nexamp joined together to apply for federal stimulus funds, administered by the Massachusetts Department of Energy Resources. Through a competitive bidding process, the Chamber was awarded a contract to provide clean energy consulting and monitoring to 26 Merrimack Valley-area companies. Later, an additional grant from the Massachusetts state government made it possible to add 20 more participants.

3 BROUGHT BUSINESSES TO THE TABLE

Beginning in June 2010, the Chamber selected a diverse group of large and small local businesses – including historic downtown office buildings, manufacturers, and retailers – from throughout the Merrimack Valley that could benefit from energy savings.

4 CONNECTED COMPANIES WITH NEXAMP

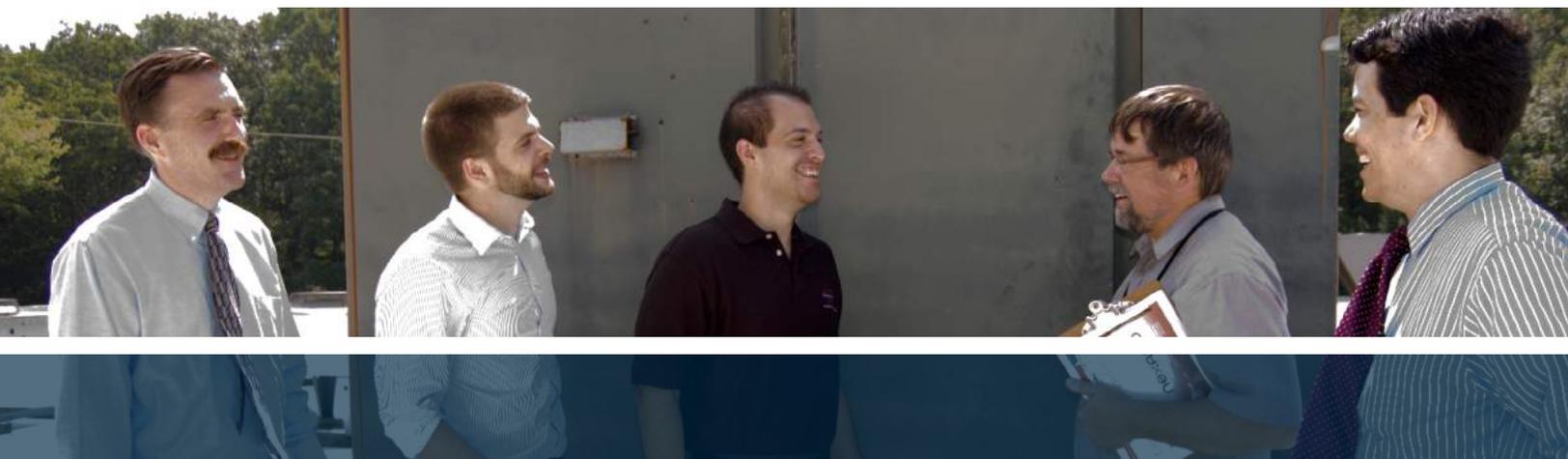
When the local companies were ready, the Chamber connected them directly with Nexamp to begin the energy assessment process. Nexamp provided each firm with a Clean Energy Roadmap, including recommendations for multiple years of energy-saving measures, such as lighting updates, solar panel installations, and dozens of other options. The roadmaps included estimates of costs and paybacks.

5 HELPED COMPANIES COMPLETE THE CLEAN ENERGY PROJECTS

The Merrimack Valley Chamber conducted follow-up meetings to ensure that company managers understood the plans provided by Nexamp. At that time, the Chamber provided information on incentives from local utility companies, Columbia Gas and National Grid, to help reduce initial project costs, and connected companies with local banks and credit unions for financing. Additionally, the Chamber provided a list of local service providers to perform the clean energy upgrades, and worked with the U.S. Small Business Association and the Merrimack Valley Workforce Investment Board to assist with workforce training.

“These clean energy improvements are putting millions of dollars into our local economy, as retailers, installers, and manufacturers right here in Massachusetts provide the products and services our companies need to become more efficient.”

■ **Michael Bevilacqua**, Assistant Vice President of Member Programs and Service
Merrimack Valley Chamber of Commerce





LESSONS LEARNED

RECOGNIZE YOUR CHAMBER'S STRENGTHS

☑ You don't need to be an energy expert.

Do what chambers do best: convene, encourage, and advocate for businesses and other stakeholders. Reach out to energy specialists as needed.

In Merrimack Valley, the Chamber contacted members by email and phone to inform them about the Clean Energy Program and to introduce Nexamp as a trusted contact. While the Chamber had no direct energy expertise, it played the critically important roles of bringing businesses to the table, holding Nexamp accountable for its energy assessments and deadlines, and making sure that participants reaped benefits.

☑ Maintain communication with participating businesses and funders.

The Merrimack Valley Chamber continues to keep in touch with businesses participating in its clean energy project, checking in on progress, informing them of financing opportunities and incentives, and gathering information on energy and cost savings. Chamber employees have also made a point of maintaining contact with the government agencies and funders related to its project, both to ensure their expectations are being met and to take advantage of future funding opportunities.

☑ Identify opportunities for spinoff projects.

The Merrimack Valley Chamber held frequent informational meetings on its Clean Energy Program, at which member companies not involved in the pilot project could learn of the improvements underway at participating businesses. Networking at these meetings played a part in jump-starting large solar projects in both Lawrence and Haverhill, Massachusetts.

LEARN MORE

To speak with the Merrimack Valley Chamber about its Clean Energy Program, contact Michael Bevilacqua:

**michael.bevilacqua@
merrimackvalleychamber.com or
(978) 686-0900**

Find energy efficiency tips and resources for small businesses from ENERGY STAR Small Business:

energystar.gov

For information on energy-efficient technologies and policy developments in New England, visit the Northeast Energy Efficiency Partnerships:

neep.org

Locate incentives for energy efficiency and clean energy projects in the Database of State Incentives for Renewables & Efficiency (DSIRE):

dsireusa.org

 facebook.com/MERRIMACKVALLEYCHAMBER

Fuel Savings & Cleaner Air in SALT LAKE CITY

Salt Lake Chamber Helps Businesses Save Millions and Improve Air Quality With Clean Energy Program

Due to weather patterns and the mountains surrounding Salt Lake City, Utah, air quality has always been a concern for businesses. Several days a year, the air in Salt Lake City becomes unhealthy to breathe under government standards, as a thick haze settles over the city. Responding to local and prospective businesses calling for cleaner air, the Salt Lake Chamber stepped in, engaging the business community in an innovative program to save fuel, reduce vehicle emissions, and improve business attraction and retention in Salt Lake City.

The Salt Lake Chamber's Clean Air Champions program recognizes companies using less or cleaner energy in their business operations. From converting fleets over to natural gas to replacing regional meetings with teleconferencing, Salt Lake businesses now have best practices to follow in their own clean energy efforts. By helping businesses achieve millions of dollars in savings per year, the Clean Air Champions program is improving not only the economic well-being of the region, but also the quality of life in Salt Lake City. The program is so successful that the Governor of Utah is expanding it to other Utah cities, as part of statewide clean air efforts.

Businesses look at our air quality as a major factor in deciding whether to relocate to the Salt Lake region. Cleaner air makes our economy stronger and keeps Salt Lake City competitive. That's why our business community has been so eager to be part of the solution.

■ Lane Beattie, *President and CEO, Salt Lake Chamber* ■

BY THE NUMBERS



\$1.65 MILLION ANNUALLY:

RioTinto, a global mining company with major operations in Utah, saves an average of \$1.65 million per year with its no-idling policy for trucks.

10 MILLION GALLONS:

With smarter vehicle-route planning, UPS has saved 10 million gallons of fuel since 2004.

\$72,000 ANNUALLY:

By replacing meetings that required travel with a video conferencing system, Architectural Nexus has seen travel-expense savings of nearly \$72,000 annually.

\$5,000 PER VEHICLE:

After converting its fleet to compressed natural gas, the Hale Center Theatre in Salt Lake City saves an average of \$5,000 per vehicle each year.

40,000 SQUARE FEET:

ADP reduced its required office space by approximately 40,000 square feet using a new teleworking policy that allows 250 employees to work from home.

Fostering Clean Air Champions: HOW THE CHAMBER DID IT

1 LISTENED TO ECONOMIC DEVELOPMENT PARTNERS

While Utah was a focus of businesses nationwide due to its low tax rates and energy costs, poor air quality in the Salt Lake region was hindering new business attraction. With feedback from its economic development partners, the Salt Lake Chamber took on the goals of helping businesses save money, strengthening the local economy, and cleaning up Salt Lake City's air.

2 CONCEPTUALIZED A MARKETING CAMPAIGN

The Chamber originally planned to explain the business case for cleaner air through various marketing channels, including radio and billboard advertisements. Chamber leaders then saw the opportunity to engage businesses more directly in efforts to use less or cleaner fuels.

3 BUILT AN ONLINE PRESENCE

To educate and celebrate businesses leading the way on clean air efforts, the Chamber began to develop an independent website for the Clean Air Champions program. The website now offers tools and guidance to companies looking to save on fuel costs, and tells the success stories of business champions.

4 ESTABLISHED DIFFERENT LEVELS OF COMMITMENT AND RECOGNITION

The Chamber identified different levels of commitment and rewards to make the program flexible for all businesses. Companies can simply share their clean air efforts, and are recognized by the Chamber online. Alternatively, companies can volunteer to have data tracked on their clean air and energy efforts, and in return receive additional tools, recognition during the Chamber's daily radio spot, and a featured listing on the Clean Air Champions website.



5 CAPTURED BEST PRACTICES

To demonstrate the bottom-line benefits of clean energy transportation efforts, the Chamber collected successful business stories in the region. These best practices are shared on the Clean Air Champions website in categories such as "Light Vehicle Fleet Conversion," "Vehicle Route Planning," and "Teleworking." Each best practice is accompanied by data on the money or fuel savings possible with specific projects.

6 EXPANDED TO A STATEWIDE FOCUS

The Chamber reached out to state officials, who were highly impressed by Salt Lake City's economic and clean air successes. Utah Governor Gary Herbert has now identified the Clean Air Champions program as the official business arm of his clean air initiative, U-CAIR. The Chamber continues to work with state officials in replicating the Clean Air Champions program across the state.

"Many businesses across the state already do a lot to preserve our clean air. For those that want to do more than they're doing now, this program provides motivation and recognition and it helps them see what actions other businesses have found to be most effective."

■ Jonathan Johnson, *President, Overstock.com* ■





LESSONS LEARNED

CLEAN ENERGY PROJECTS ON LIMITED RESOURCES

You don't have to go big to make a difference.

Local chambers can celebrate clean energy champions simply by telling the stories of local businesses. The Salt Lake Chamber invested in a new website to publicize its business leaders, but your chamber might simply add a page with notable business stories to your existing website. A one or two-page document, distributed at networking events and board meetings, can also be an effective tool to celebrate leaders, and encourage businesses to replicate the clean energy projects of other companies.

Identify business partners to increase your resources for the project.

Businesses want to support their chamber doing the right thing for the community. To fund the Clean Air Champions program, the Salt Lake Chamber obtained business sponsorships from companies interested in clean energy.

Your chamber might solicit sponsorships for individual action items within your initiative, such as the development of a website or marketing materials. Some companies might also be interested in a loaned-executive program, through which their employees assist your chamber in furthering clean energy goals.

“Businesses want to do the right thing, but what really motivates them to act is a bottom-line benefit. If you want your members to take on clean energy or clean air projects – from teleconferencing to fleet conversion – show them how it will improve their business. Our Clean Air Champions program proves that these projects translate to major fuel and cost savings.”

■ Ryan Evans, Vice President of Business & Community Relations, Salt Lake Chamber ■

LEARN MORE

Learn more about the Clean Air Champions program and its business success stories:

cleanairchampion.com

Find other clean energy transportation best practices via Chambers for Innovation and Clean Energy:

chambersforinnovation.com

Learn about alternative fuel vehicles, fuel economy, and money-saving tips at:

fueleconomy.gov

 facebook.com/saltlakechamber

 [@saltlakechamber](https://twitter.com/saltlakechamber)

Teaming Up for Energy Efficiency in **TENNESSEE**

Bartlett Chamber's "Team Green Zone" Coaches Members on Industry-Standard Energy Savings

With an ole Marine at its head, the Bartlett Area Chamber of Commerce's Team Green Zone is on a mission to help member companies cut their resource use. This innovative clean energy network brings in revenue for the chamber by performing energy benchmarks and assessments, developing efficiency action plans, and helping Tennessee businesses implement upgrades. In just over two years, the Bartlett Chamber's Team Green Zone has helped 43 companies benchmark their energy use and implement efficiency projects valued at \$5.5 million.

Launched in September 2010, Team Green Zone has quickly become the trusted source in the Bartlett business community on resource efficiency. With a proven record of helping businesses improve competitiveness, increase monthly cash flow, and increase equipment longevity, Team Green Zone has big plans for the future. By engaging, educating, and partnering with local students, the Chamber is now targeting 300 businesses in a corporate park, bringing energy efficiency into business discussions and the classroom.

“Over and over again, we realize that most commercial buildings are wasting anywhere from 20 to 30% of their energy. In this economy, our members can’t afford to throw their money away. Energy efficiency is the solution.”

■ **John Threadgill,** ■
*President & CEO,
Bartlett Area Chamber of Commerce*

A NATIONAL SECURITY MISSION



As a Marine, Clayton Poff sees his work with Team Green Zone as his next step in serving his country. In his role as Director of Resource Efficiency for the Bartlett Area Chamber, Clayton not only helps businesses

reduce their energy use, but in the process works to strengthen our national security. Greater efficiency in our buildings and operations means less demand for energy from other countries, including nations that are hostile or competitive toward the United States.

As Clayton explains, “This is about running our country more efficiently. Wars are fought over raw materials like energy. If we can strengthen America from the core – working through our existing building stock to increase energy efficiency, and developing clean energy sources here at home – we’ll keep more of our troops out of harm’s way. Team Green Zone can help make that happen. We’re proud to serve alongside other like-minded chambers in Chambers for Innovation and Clean Energy.”

Audits and Action Plans: HOW THE CHAMBER DID IT

1 CREATED AN INNOVATIVE STAFF POSITION

With the Chamber interested in new economic development strategies, it became clear that improving the efficiency of Bartlett's existing buildings and facilities could deliver major economic benefits. The Chamber brought in Clayton Poff, who had a strong background in commercial and industrial electrical efficiency, to direct the program.

2 BUILT A STRONG COALITION WITH THE NECESSARY RESOURCES AND KNOW-HOW

In launching Team Green Zone, the Chamber recruited energy experts and service providers – in lighting, HVAC, roofing, and more – to the network. The Chamber also began compiling hard-to-find energy efficiency information, including industry manuals, local utility incentives, Tennessee Valley Authority incentives, and government guides.

3 DEVELOPED A REVENUE MODEL

The backbone of Team Green Zone's success is a sustainable revenue model. By bringing together resources, industry experts, and private capital investors, Team Green Zone created a market value for its services that companies were glad to purchase. The Chamber clearly outlined the services it would provide at different price points: Businesses can receive a basic energy score number at minimal cost (bronze level), or pay more to engage with energy experts for an advanced energy action plan (silver level). At the gold level, Team Green Zone helps businesses complete their first-phase facility upgrades.

4 BEGAN BENCHMARKING FACILITIES

With each participating business, Team Green Zone began by having experts visit the business to benchmark its energy use intensity (EUI). EUI refers to the energy consumed by a building relative to its size. Benchmarking allows businesses to see where energy is being wasted, and identify easy first steps in improving efficiency.

5 CRAFTED ACTION PLANS

Team Green Zone then set efficiency goals for each facility, depending on industry standards and available funds. Team Green Zone developed a customized action plan for each business, using phased approaches for behavioral changes and facility upgrades, and connected businesses with solution providers who could complete the necessary upgrades.



6 HELPED MEMBERS FIND FUNDING

By facilitating connections between Team Green Zone businesses and Pathway Lending, an innovative Tennessee lending company, the Chamber helped businesses secure funds for their energy efficiency projects.

7 TRACKED AND SHARED ENERGY SAVINGS

Using utility account information gathered at the beginning of the project, Team Green Zone continued to track utility bills, identifying energy savings achieved through the program. Team Green Zone then shares this data with businesses at the Chamber's Thursday morning coffee series, educating them on the benefits of energy efficiency.

8 ENGAGED STUDENTS IN EXPANSION

Team Green Zone is now looking to bring 20 new businesses on board by targeting a local business park containing 300 companies. In partnership with a local middle school, Team Green Zone is engaging and educating students on energy efficiency, while the students contact these 300 companies and encourage them to participate. The Chamber hopes that this will not only improve businesses' bottom lines, but also help sixth graders in Bartlett learn about business processes, energy use, and resource efficiency.

“Whether you’re working with a potato chip manufacturer or someone who makes artificial hips, you still need to determine the energy use intensity of your facility first. You’d never try to lose weight without stepping on a scale first. Hips or chips, EUI is how you best start to reduce your energy use.”

■ Clayton Poff, ■
Director of Resource Efficiency, Bartlett Area
Chamber of Commerce

LESSONS LEARNED

FORM A STRONG TEAM AND HIGHLIGHT YOUR MEMBERS THAT PROVIDE EFFICIENCY SERVICES

LEARN MORE

Read more about the Bartlett Area Chamber's Team Green Zone:

bartlettareavision.com/team-green-zone

Learn about Pathway Lending's energy efficiency loan program:

pathwaylending.org/Loans/Efficiency-Loans

Find energy efficiency tips and resources for small businesses from ENERGY STAR for Small Business:

energystar.gov

Locate incentives for energy efficiency and clean energy projects in the Database of State Incentives for Renewables & Efficiency (DSIRE):

dsireusa.org

See how your state ranks on energy efficiency in the 2012 scorecard from the American Council for an Energy-Efficient Economy (ACEEE):

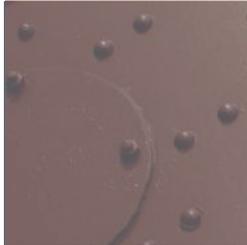
aceee.org/sector/state-policy/scorecard

Contact Chambers for Innovation and Clean Energy for further assistance with designing your own energy efficiency program:

info@chambersforinnovation.com

 facebook.com/pages/Bartlett-Chamber-of-Commerce/130741253279?ref=mf

 @BartlettChamber



✓ Have a strong team captain for your energy efficiency project.

If possible, identify someone within the chamber to be the energy efficiency champion, as the Bartlett Chamber did with Clayton Poff. This person should be the go-to resource for your businesses looking for energy solutions, as well as those that provide energy services. This leader should network with local lenders, government officials, and your utility to identify the best opportunities for efficiency funding and incentives. A position like this pays for itself and provides energy savings to member companies and community members.

✓ Separate your team into “solution seekers” and “solution providers.”

Rather than lump all your companies into one network, divide them into two groups – companies looking to improve their efficiency, and the companies who can provide the services to make that happen, in areas like HVAC, lighting, renewable energy, and more. When creating action plans, this will allow you to direct new customers to industry professionals already within your chamber membership.

“With 133 rooms in our hotel, it’s no surprise that our utility bills were close to \$20,000 in the summer. The Team Green Zone energy action plan was comprehensive and feasible. After two years of effort to reduce our energy consumption, we’re now saving \$5,000 per bill.”

■ **Jon Crisp, General Manager,** ■
Holiday Inn & Suites Wolfchase Galleria,
Memphis, TN

Sparking Innovative Energy Solutions in **MICHIGAN**

Flint & Genesee Chamber Drives Economic Development with New Network

Known for its strength in advanced manufacturing, Flint, Michigan is home to a new network that is driving supply and demand for innovative energy solutions. The E3 Innovation Network, staffed by the Flint & Genesee Chamber of Commerce, brings together a diverse group of interested parties, from fleet-holders with large energy demands to clean-tech innovators. Built on a practical, no-frills model, the network is positively impacting the regional economy and setting an example for chambers nationwide.

With 150 participants to date, the E3 Innovation Network (named for its focus on energy, the environment, and the economy) consists of quarterly meetings and a popular online platform where members can discuss their energy needs and services. The effort, supported by the Charles Stewart Mott Foundation and other partners, has resulted in new sales opportunities for Flint businesses and helped to diversify the local economy.

“Our E3 Innovation Network promotes diversification and the repurposing of our infrastructure and workforce for the clean energy economy. It has contributed to our successful transition and resurgence in manufacturing and other sectors.”

■ **Janice Karcher, Vice President,** ■
*Economic Development,
Flint & Genesee Chamber of Commerce*

“Our network helps support the community’s talent and infrastructure, allowing us to develop and produce new technology, including electric vehicle powertrains.”

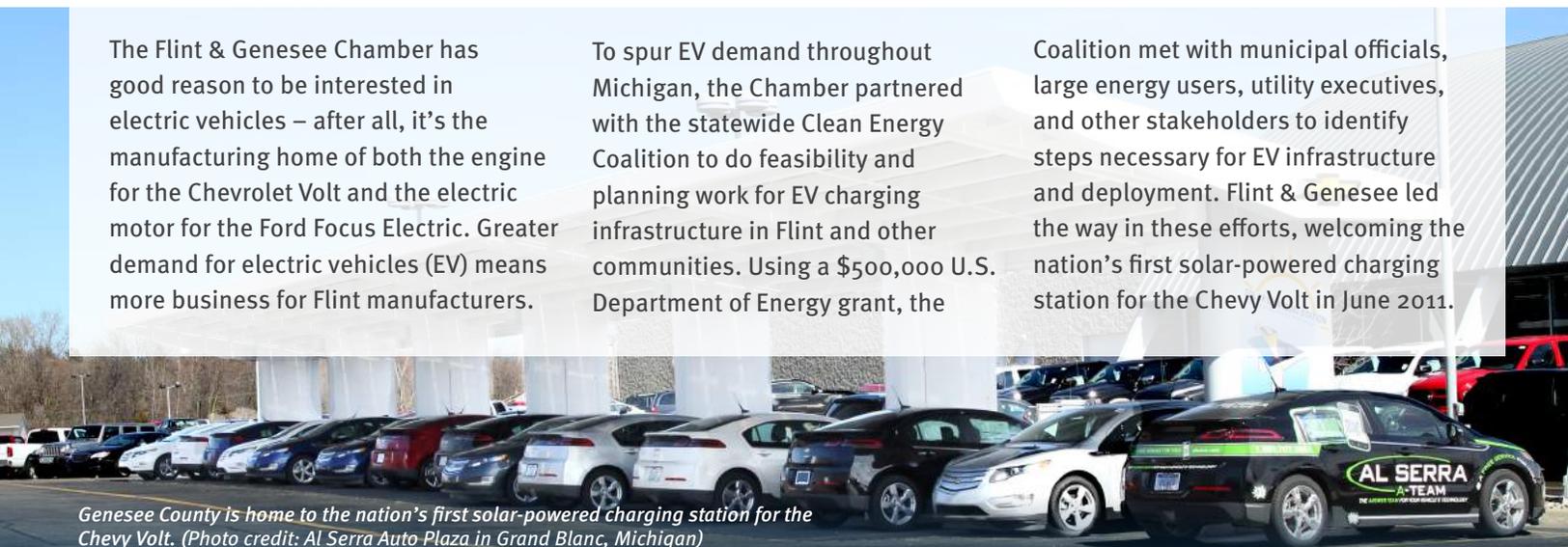
■ **Janice Karcher, Vice President, Economic Development,** ■
Flint & Genesee Chamber of Commerce

Recharging Michigan’s **AUTO INDUSTRY**

The Flint & Genesee Chamber has good reason to be interested in electric vehicles – after all, it’s the manufacturing home of both the engine for the Chevrolet Volt and the electric motor for the Ford Focus Electric. Greater demand for electric vehicles (EV) means more business for Flint manufacturers.

To spur EV demand throughout Michigan, the Chamber partnered with the statewide Clean Energy Coalition to do feasibility and planning work for EV charging infrastructure in Flint and other communities. Using a \$500,000 U.S. Department of Energy grant, the

Coalition met with municipal officials, large energy users, utility executives, and other stakeholders to identify steps necessary for EV infrastructure and deployment. Flint & Genesee led the way in these efforts, welcoming the nation’s first solar-powered charging station for the Chevy Volt in June 2011.



Building a Productive Network: HOW THE CHAMBER DID IT



1 UNDERSTOOD THE COMMUNICATION NEEDS & CHALLENGES

In 2009, business and community leaders began discussing clean energy issues, applying for federal and foundation grants, and attending an international summit on the topic. They quickly understood that, regardless of size, mid-Michigan businesses were interested in clean energy, and needed a forum to trade ideas. The Chamber took on the challenge of creating communication channels, which quickly led to business opportunities.

2 IDENTIFIED STAKEHOLDERS WHO COULD PARTICIPATE IN AN ENERGY NETWORK

The Chamber began with the simple step of developing a list of stakeholders based on its existing relationships. Chamber staff identified facilities and fleet-holders, who would want to reduce the large amounts of energy they used. They listed entrepreneurs, who were on the ground selling and installing clean energy technologies like solar panels. They identified innovators, who were seeking new market opportunities. Finally, they identified resources like NextEnergy, a Michigan non-profit focused on helping communities increase competitiveness through the commercialization of clean energy.

3 MET WITH GROUPS SEPARATELY TO IDENTIFY NEEDS

The Chamber chose to meet with three groups independently (facilities and fleet-holders, entrepreneurs, and clean-tech innovators), knowing their needs would be different. A needs assessment showed that, as a whole, the business community lacked (1) access to clean energy information on products, financing, services, and policy developments; and (2) a platform to connect companies with other clean energy-related groups. The Chamber aimed to meet these needs with its new E3 Innovation Network.

4 DESIGNED AN INTERACTIVE ONLINE PORTAL

Knowing that its new E3 Innovation Network needed a digital hub to inform and connect companies, the Chamber designed an interactive web portal that could grow organically. Businesses visit the site to find firms providing clean energy services, learn about clean energy news, and find business opportunities and incentives. Through the website, the Chamber also directs businesses to its LinkedIn page, where businesses network on their own about solutions for energy and environment.

5 HELD QUARTERLY NETWORK MEETINGS

To share information and aid in networking, the Chamber began holding quarterly meetings for the E3 Innovation Network. At each meeting, the Chamber brings in experts to inform members about market trends, incentives, and resources. Attendees also have the chance to make shout-outs to announce projects they're working on or services they're looking for. These interactions have created new business opportunities, and made the chamber aware of projects that they can support for economic development.

Shout-outs by companies at E3's quarterly meetings have been highly successful. A new bio-remediation equipment manufacturer, Sustainable Environmental Technologies, found new contacts at the meetings, leading to new funding, increased sales, facility expansion, and job growth.



LESSONS LEARNED

USE YOUR CHAMBER TO CONVENE AND INSPIRE KEY STAKEHOLDERS

✓ Design a network that can grow organically.

Chambers are always short on resources, but can serve their members affordably by creating an information-sharing network that doesn't require constant management. Despite its limited staff and funds, the Flint & Genesee Chamber built such a platform through its web portal and quarterly in-person meetings. By allowing participants to alert others to business opportunities and needs, the Chamber facilitates new partnerships that can continue long after the meeting concludes.

✓ Partner with workforce development organizations to ensure your local workers are best prepared for emerging clean-energy fields.

The Flint & Genesee Chamber took a leading role in coordinating with other organizations to prepare the local workforce for clean energy opportunities. By engaging members in manufacturing and other sectors, it helped identify employers' needs within emerging energy markets, and informed workforce-development partners so that they could plan training programs accordingly.



LEARN MORE

Visit the E3 Innovation Network's website at:
e3innovationnetwork.com

Find clean energy incentives in Michigan and other states that you can share with your members:

dsireusa.org and nextenergy.org

Learn more about Michigan's Clean Energy Coalition and its work on electric vehicles:

cec-mi.org

For assistance in creating your own clean energy network, contact Chambers for Innovation and Clean Energy:

info@chambersforinnovation.com

 [facebook.com/flintmichigan](https://www.facebook.com/flintmichigan)

 [@GRCC_Chamber](https://twitter.com/GRCC_Chamber)

FAST-TRACKING NEW JOBS WITH HIGH-SPEED RAIL



The San Francisco Chamber Champions a Clean Energy Railway to Spark Statewide Economic Growth in California

For years, congested freeways and a lack of high-speed public transportation have been a challenge for the dynamic businesses of the San Francisco Bay Area. With residents moving further east and south, Bay Area companies need a quicker way to bring in skilled employees to the high-tech hubs of San Francisco, Silicon Valley, and surrounding areas. All local businesses stand to gain if long, painful travel times due to clogged roads and congested airports can be reduced for tourists and business travelers coming from Southern California.¹

Recognizing the economic opportunity of improving statewide transit, the San Francisco Chamber of Commerce (SF Chamber) represented business interests in every stage of California's high-speed rail planning and advocacy. By helping to shape high-speed rail routes, engaging other chambers throughout California, and making the business case to voters, the SF Chamber played a key role in passing a ballot proposal and bond measure supporting high-speed rail in 2008.

Thanks in part to the SF Chamber's efforts, by 2029 the nation's first high-speed rail system will run from San Francisco to Los Angeles in under three hours, at speeds of more than 200 miles per hour. This will spark business growth near transit hubs and at stops all along new and expanded rail lines.

THE HIGH COST OF DOING NOTHING

With clogged freeways and flight delays, it's no surprise that the Los Angeles and San Francisco metropolitan areas act as generally separate economic engines.² California residents weigh these delays in making plans to travel up and down the state, resulting in

losses for many businesses, including hotels, restaurants, vendors, sporting venues, and museums. And, when Southern California residents do visit San Francisco, they most often fly – causing short-haul flights to occupy airport gates that could otherwise be

used by transcontinental or international flights, which have a larger profit margin for airports and airliners.³

In fact, when considering the cost of doing nothing versus expanding existing infrastructure, such as roads

and airports, the business case for high-speed rail is clear. To achieve the same level of mobility delivered by the high-speed rail system, California would need to build:

- 4,300 NEW-LANE MILES OF HIGHWAY
- 115 ADDITIONAL AIRPORT GATES
- 4 NEW AIRPORT RUNWAYS⁴



(All high-speed rail photos credit to the California High-Speed Rail Authority)

“Over the next 20 years, California will grow by 10 million people. A solution is needed that uses new technologies, creates business growth, and saves hours of commuting time to our economic hubs.”

■ **Robert Linscheid,** ■
President & CEO,
San Francisco Chamber of Commerce

Building the Business Case for High-Speed Rail: HOW THE CHAMBER DID IT

SAN FRANCISCO, CALIFORNIA



1 ENGAGED IN PLANNING DISCUSSIONS

When city officials first began discussing the potential for high-speed rail in the late 1990s, the SF Chamber actively participated in planning forums, testifying before the State Legislature and the California High-Speed Rail Authority (CHSRA) on the economic benefits for Bay Area businesses.

2 HELPED SHAPE BUSINESS-FRIENDLY ROUTES

As high-speed rail plans developed, the Chamber played a key role in related working groups, ensuring that its member companies were represented. For example, the SF Chamber pushed for Northern California routes that brought riders through San Jose into San Francisco, rather than to transit hubs in the East Bay. The routes were also designed to encourage ridership from regions outside of Southern California, including the Central Valley and Sacramento.

3 RECRUITED OTHER CHAMBERS

In 2008, high-speed rail made its way onto the California ballot with Proposition 1A, a \$10 billion bond measure to finance construction of the rail system. The SF Chamber led efforts to engage other local chambers throughout the state in advocacy efforts, drumming up support for the measure among chambers in Southern California, the Central Valley, and Northern California. In its outreach, the SF Chamber focused on how high-speed rail could benefit various economic sectors, including tourism, agriculture, entertainment, skiing, and high-tech development.

4 EDUCATED VOTERS

The SF Chamber served on the statewide campaign committee for Proposition 1A, working alongside labor groups, transit experts, civic organizations, and clean energy advocates to inform voters about the benefits of high-speed rail. The Chamber submitted op-eds to local news outlets, produced advocacy materials, spoke at campaign events, and helped raise funds for the campaign. Proposition 1A passed on November 4, 2008.

5 COMPETED WITH OTHER REGIONS FOR FIRST-PHASE CONSTRUCTION

Once high-speed rail development was underway, the SF Chamber vied with Southern California chambers to bring the first building and expansion projects to the Bay Area. The Chamber successfully advocated for \$400 million in federal funding for the underground rail levels of the Transbay Transit Center in San Francisco. This \$1.5 billion bus and rail transit center is currently under construction and will open in 2017, with CalTrain Peninsula rail services scheduled to use the facility by 2020.

High-speed rail systems are electrically powered, and therefore can be run on renewable energy as those sources are connected to the electric grid.

The California High-Speed Rail Authority has committed to using 100 percent renewable energy to power the new statewide rail system. This will be achieved through a combination of direct use of renewable energy and offsets. In the process, California's high-speed rail system will reduce the state's greenhouse gas emissions to the tune of 5 to 10 million metric tons by the year 2040.



LESSONS LEARNED

DEVELOP SMART ROUTES AND AN EFFECTIVE BUSINESS PLAN

- ✓ **Some routes don't make sense. Use your chamber's influence to bring rail lines to business centers.**

During the route planning process, the SF Chamber lobbied for the Northern California rail line to pass through its Transbay Terminal, the regional public transit hub of San Francisco. This ensured that the high-speed rail would connect directly with San Francisco's existing transit lines, easily moving workers and visitors to and from the city, as well as within city limits.

- ✓ **Develop a business plan with an ambitious first phase and clear value for participating communities.**

The high cost of California's high-speed rail drew early criticism. To mitigate political conflict in your region, the SF Chamber recommends developing a business plan that clearly states how the rail line will pay for itself early on. If your first route has enough riders to operate in the black, you can more easily attract additional support for later phases of the project.

LEARN MORE

Find information on California's high-speed rail system and projected economic benefits at:

cahighspeedrail.ca.gov

The Federal Railroad Administration has allocated \$10.1 billion in funding for high-speed rail projects. To date, 50 construction projects in 19 states and the District of Columbia are either complete, under construction, or set to begin. Learn more:

fra.dot.gov/Page/Po554

Help your members track fuel prices with AAA's Fuel Gauge Report:

fuelgauge.report.aaa.com

 [facebook.com/SFChamber](https://www.facebook.com/SFChamber)

 [@SF_Chamber](https://twitter.com/SF_Chamber)



¹ Federal Highway Administration, Office of Highway Policy Information (June 2012). U.S. Highway Statistics. Retrieved from: http://www.google.com/publicdata/expire?ds=gb66jodhlsaab_&ctype=l&strail=false&bcs=d&nslm=h&met_y=Auto&scale_y=lin&ind_y=false&rdim=state&idim=state:CA&ifdim=state&ind=false

^{2 and 3} California High-Speed Rail Authority (October 2011). California High-Speed Rail Project: Economic Impact Analysis Report. Retrieved from: <http://www.cahighspeedrail.ca.gov/assets/o/152/302/321/734332d3-26f3-4ed5-beaf-7a640fo58094.pdf>

⁴ California High-Speed Rail Authority (April 2012). Revised 2012 Business Plan: Building California's Future. Chapter 3, Page 15. Retrieved from: http://www.cahighspeedrail.ca.gov/Business_Plan_reports.aspx

APPENDIX

The ten case studies included in this publication are only a sampling of the dozens of successful clean energy projects undertaken by local chambers of commerce throughout the country.

Below is an abbreviated list of additional chambers showing leadership in key clean energy fields, organized by region. For more information on the chambers and projects listed below, we invite you to visit CICE's clean energy best practices at: www.chambersforinnovation.com.

If your chamber has a clean energy project and would like to be listed or profiled in a future publication, please contact us at info@chambersforinnovation.com.

MIDWEST

Toledo Regional Chamber of Commerce (OH)

In order to accelerate local solar manufacturing, the Toledo Regional Chamber launched the Northwest Ohio Solar Initiative, a collaborative effort with solar manufacturing companies. The project aims to position Northwest Ohio as a hub for photovoltaic manufacturing, improve communications among local businesses, and impact policy to favor solar development.

toledochamber.com

Traverse City Area Chamber of Commerce (MI)

Thanks to a recently launched loan program from the 2,000-member Traverse City Area Chamber of Commerce, local Michigan businesses are finding new financing for energy efficiency projects. The Chamber is providing commercial and industrial utility customers with low-interest micro-loans (up to \$10,000 per loan) for initiatives to reduce their energy use.

tcchamber.org

NORTHEAST

Greater Boston Chamber of Commerce (MA)

The Great Boston Chamber is working to promote energy efficiency among its members by filing legislation to establish an energy efficiency investment tax credit for businesses with 50 or fewer employees, and increasing awareness of opportunities available to businesses to help lower their energy usage and costs.

bostonchamber.com

Marlborough Regional Chamber of Commerce (MA)

In partnership with the Solar and Wind Expo, the Marlborough Regional Chamber of Commerce helped host an expo focused on emerging solar and wind energy technologies. The 2012 expo featured discussions with representatives from regional solar and wind power companies, increasing the exposure of local businesses.

marlboroughchamber.org

SOUTH/SOUTHEAST

Charleston Regional Chamber of Commerce (WV)

As part of the Charleston Area Alliance, the Charleston Regional Chamber partners with the local utility, Appalachian Power, and Natural Capital Investment Fund to provide free energy audits to commercial property owners in the Kanawha Valley. This alliance helps businesses identify and prioritize energy efficiency modifications to their facilities.

charlestonareaalliance.org

Greater Waco Chamber of Commerce (TX)

With a bold vision of putting Waco on the map for energy efficiency, the Greater Waco Chamber of Commerce closely followed energy efficiency guidelines in designing and constructing its headquarters, earning the title of having the first chamber of commerce building in America to be LEED-certified.

waco-chamber.com

Huntsville/Madison County Chamber of Commerce (AL)

Leveraging its proximity to the Army Corps of Engineers, the Huntsville/Madison County Chamber of Commerce (AL) sees connections with the military as an opportunity to boost clean energy business in Huntsville. The Chamber networks with leaders of the Army Corps of Engineers to help local companies secure energy efficiency and renewable energy contracts.

huntsvillealabamasa.com

INTERIOR WEST

Grand Junction Area Chamber of Commerce (CO)

The Grand Junction Area Chamber of Commerce established a partnership with solar companies SunPower and High Noon Solar, allowing chamber affiliates to receive an additional rebate of up to \$10,000 on the purchase of solar systems for business facilities. The Chamber also partners with the City of Grand Junction to allocate \$200 credits to businesses receiving energy assessments, once the businesses have taken low or no-cost steps to reduce their energy use.

gjchamber.org

Boulder Chamber of Commerce (CO)

Partnering with the City of Boulder, the Boulder Chamber of Commerce hosts a quarterly “ReENERGYze Your Business” breakfast series, which presents energy and cost-savings tips tailored to local businesses.

boulderchamber.com

South Metro Denver Chamber of Commerce (CO)

The South Metro Denver Chamber was integral in conceptualizing and launching CleanLaunch, Colorado’s only incubator with a 100 percent focus on start-up companies looking to provide the next generation of clean, renewable, and efficient energy technologies.

bestchamber.com

WEST/SOUTHWEST

Seattle Metropolitan Chamber of Commerce (WA)

Through its Clean Energy Committee, the Seattle Metropolitan Chamber educates businesses on economic growth strategies around clean energy technologies. In 2009, the Chamber also made clean energy the focus of its annual Regional Leadership Conference, bringing together business and civic leaders to discuss how Seattle can become a world leader in energy-efficient buildings, smart grid technology, and renewable energy.

seattlechamber.com

Chamber of Commerce Mountain View (CA)

To help its members tackle their energy costs and earn regional certification, the Mountain View Chamber launched its Green Business University, through which it educates small and mid-sized businesses during monthly lunchtime sessions. The training teaches businesses about energy conservation and saving on their utility bills, among other topics.

chambermv.org