2017 REBA Summit
Results and Next Steps
October 2017
Dear BRC members . . .

We sincerely enjoyed seeing so many of you at the REBA Summit last month. The BRC community has grown in size and impact so quickly: from 16 founding member organizations to 214 today, less than three years later. Cumulatively, 94% of the new renewables capacity procured by corporate buyers has involved a member of this community.

We have, as always, reviewed your feedback and input on the conference and the greatest challenges in the market (see slides 5–8). From the latter we have identified over 12 potential work streams, from which we have selected the following three areas to focus our efforts over the next six months (see slides 9–11):

• Helping new potential buyers to move more quickly along the curve to transact.

• Helping sellers better understand the needs of these buyers so they can more effectively meet demand.

• Exploring market transformation that could unlock opportunities in the future.

If you are interested in learning more about this work or volunteering to assist us with any of these initiatives, please tell us of your interest here: https://goo.gl/prvqx6.

We look forward to our continued collaboration toward our collective goal.

Our very best,
The BRC team
BRC membership continues to grow
Overall by 29% since November 2016, led by a 41% increase in buyers

- Nov '14: 16
- May '15: 31
- Nov '15: 69
- May '16: 124
- Nov '16: 166
- Sep '17: 214

- 4 7 5
- 14 8 9
- 31 23 44
- 15 23 44
- 214 37 40
- 117 57 40

Legend:
- Orange: Buyer
- Gray: Service Provider
- Light Gray: Developer
REBA Summit 2017 was the largest yet
Attendees of REBA Summit, by organization type

- Buyer: 122
- Developer: 91
- Service provider: 59
- Utility: 35
- NGO/other: 26
Poll at REBA Summit: What are the 3 most important barriers to address?

1. Translating renewable energy procurement into carbon impact
2. Making avoided costs transparent in regulated territories
3. 100% renewable energy goals as the grid greens
4. What is needed to build a buyer’s business case for transactions?
5. Accounting/reporting renewable energy claims
6. The renewable thermal opportunity
7. Pros/cons of being a tax equity investor
8. Why are buyers exiting regulating utilities?
9. Needs of data center stakeholders
10. Can storage help eliminate congestion?
11. Infrastructure projects as new options
12. Post-close management best practices
13. Exchange-traded renewables instruments

*Percentages total 300% because each participant had three votes; “other” does not include NGOs.

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For more information, please visit [http://www.businessrenewables.org/](http://www.businessrenewables.org/) or contact [BRC@RMI.org](mailto:BRC@RMI.org)
Poll: Greatest challenge to transactions?

All attendees
Poll: Greatest challenge to transactions?

Buyers only

- Complexity
- Risk
- Cost
- Price
- Access
- Utilities

Poll: Greatest challenge to transactions?
Developers only

- Tax
- Equity
- Basis
- Risk
- Access
- Structure
- Tenor
- Education
- Complexity
- Regulation
- Contract length
- Utilities
- Addiotionality
- ITC
Needs
New buyers require additional resources at the early stages of exploring transactions. They need to more quickly and easily understand what they need to know, what to do, and when to do it if they are to complete a transaction.

Solutions to be completed by March 2018

A1: More buyer boot camps
- Hold more multi-day “boot camps” to quickly accelerate buyers along the learning curve. Create a “safe” environment for buyers to ask questions, understand the process and challenges, and learn from each other.

A2: Additional online resources
- Explore content for buyers related to building the internal business case for a PPA.
- Clarify the information that buyers should specify when requesting indicative pricing from developers.
- Expand the Buyers Roadmap to include new content on managing the transaction after it is signed (before and after project begins operating).
- Add to the Buyers Roadmap new, easily-digestible “Khan Academy”-style videos explaining key concepts for new buyers.
Help sellers to understand customer needs

**Needs**
Many developers need further insights into their customers’ motivations, internal challenges, and needs and how these factors influence potential transactions. All sellers could use better information about how demand might evolve in the near future.

**Solutions** to be completed by March 2018

- **B1 More developer boot camps**
  - Hold a second multi-day “boot camp” to give developers insights into what works well—and what to avoid—in responding to RFPs and other interactions with buyers. Allow developers to hear directly from buyers in a non-negotiation setting.

- **B2 Marketplace analytics**
  - Develop aggregated, anonymous analytics on use of the BRC Marketplace to help sellers recognize nascent trends in demand.
BRC initiatives (3/3)

Support market evolution

**Needs**
Over the long term, organizations wishing to procure renewable energy in furtherance of their CSR goals and missions will need new products, structures, and options.

**Solutions** long-term projects

- **C1 CSR claims**
  - Explore how buyers can most effectively capture the environmental and social (e.g., air quality, water, ecosystem, employment, and cultural) impacts of their renewable energy procurements.

- **C2 Economics in regulated territories**
  - Explore utility economics, including avoided cost estimates and utility defections, to help market participants develop new pathways to procuring renewables.

- **C3 Storage**
  - Investigate where and how energy storage could be deployed to improve deal economics.

- **C4 Investment**
  - Explore alternative structures (e.g., tax equity investment) that allow buyers to procure renewable energy.
Recent BRC products (1/2)
New Buyers Roadmap, including CFO pitch deck

BUYERS' ROADMAP

DETERMINE
electricity load & company goals

UNDERSTAND
different options

BUILD
internal support for a transaction

BUILD
a team (internal and/or external)

IDENTIFY
your risk tolerances

DEVELOP
market approach

STRUCTURE
& refine options

Obtain
C-suite approval

RUN
RFP

NEGOTIATE
a contract

FINALIZE
pre-COD details

ENSURE
post-COD follow-up

- Depending on company structure, this stage could be either a complete deal review and approval or a formality.
- Click here to learn more
- CFO Pitch Deck
Recent BRC products (2/2)

Market Analysis Platform