

# Creating the Next Generation of Multifamily Buildings

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## ABSTRACT

New York State is launching an initiative to create a large private sector-driven deep energy retrofit market for multifamily buildings, starting with the affordable housing sector. The initiative, modeled after a successful Dutch program called 'Energiesprong', rejects the incremental approach to improving building energy performance, and instead advances a process to motivate the building industry to develop deep retrofit solutions that will transform existing housing stock into next generation buildings at scale.

This innovative process begins by clearly demonstrating the potential size and likelihood of the market opportunity through preliminary demand aggregation and a commitment by the State to solve financing and regulatory issues. This market demand in turn induces leading industry players to develop and build cost-effective, replicable, and comprehensive deep energy retrofit solutions that will greatly improve the energy performance, health, and comfort of New York's existing affordable housing building stock, with minimal tenant disruption. The Dutch initiative has already demonstrated that these solutions are technically feasible.

The winning solutions will be implemented on a number of pilot buildings representing different building types within the State's affordable housing portfolio, with the results measured and published to inform the next iteration of the competition. Successive rounds of the process will deliver improved performance while reducing deployment costs, until solutions reach cost-effectiveness. At this point, the private sector will be able to deploy the solutions without further government subsidies.

The design-build competition was announced in Governor Cuomo's 2016 State of the State Policy Book as part of an objective to bring deep energy retrofits to at least 100,000 affordable housing units by 2025, and is subject to approval by the New York State Department of Public Service.

## BIOGRAPHY

**Greg Hale**  
**Senior Advisor to the Chairman of Energy & Finance**  
**Office of Governor Andrew M. Cuomo**

Greg Hale joined the administration of Governor Andrew M. Cuomo as Senior Advisor to the Chairman of Energy & Finance in May 2013, where he focuses on clean energy finance and the development and execution of the Governor's signature energy policy— Reforming the Energy Vision (REV). Mr. Hale was responsible for overseeing the establishment of the \$1 billion NY Green Bank, and was also heavily involved in the design and launch of the State's new biothermal initiative – Renewable Heat NY. He was the lead author of NY's 2015 State Energy Plan, and currently leads an inter-agency initiative developing clean energy solutions for the low to moderate income sector

Prior to joining the Governor's Office, Mr. Hale was the Director of Efficiency Finance at NRDC's Center for Market Innovation, where he focused on developing the market for energy efficiency building retrofits in the commercial, multi-family and institutional property sectors. At NRDC, Mr. Hale worked closely with financial institutions, real estate owners/occupants, governmental entities, and energy and technology companies to make the retrofit business case clear to building owners and occupants, and develop and scale various innovative financing mechanisms for the retrofit marketplace. His work also included an emphasis on green leasing practices.

Mr. Hale is a founding board member of the New York City Energy Efficiency Corporation, where he currently chairs the Audit & Finance Committee, and he served on the steering committee of the PACENow Coalition.

Prior to NRDC, Mr. Hale spent 17 years in the real estate industry, first as a real estate lawyer at Skadden, Arps, et al., and then as co-owner and general counsel of Cirque Property L.C., a real estate investment company based in Salt Lake City, Utah. Mr. Hale is a graduate of Dartmouth College and The University of Michigan Law School.

**Loic Chappoz**  
**Project Manager**  
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Loic Chappoz joined the New York State Energy Research and Development Authority (NYSERDA) Multifamily team as a Project Manager in 2014. Loic focuses primarily on the development of market oriented strategies to help low-to-moderate income multifamily buildings become more energy efficient. Prior to his work with NYSERDA, Loic worked as an independent consultant on energy efficiency policies in France, as a fuel efficiency specialist in the airline industry, and as a commercial pilot for ten years. Loic Chappoz holds a Master of International Affairs in Energy and Environmental Policy from the Sciences Po Paris School of International Affairs, and was a visiting student at Columbia University in New York City.