



Market Analysis Template



Content in this document is available to CFCC members. For a seamless viewing experience, log in to your CFCC member account to access all hyperlinked supplementary documents.

Introduction

The Market Analysis Template provides a high-level step-by-step guide for considering gaps and opportunities for developing or enhancing a climate finance program in your community. The process includes reviewing relevant stakeholders in your market, completing stakeholder outreach, and conducting interviews using the question guides. This tool is applicable for all roles in climate finance, but is best suited for community foundations (CFs) who are considering the convener or resource mobilizer role. **This tool will help you create a customized regional market scan of capital sources, climate regulations, and essential partners to engage when building out your climate program.**

Why is Market Analysis Important?

Market analysis helps CFs determine how to make the greatest community impact that aligns with their mission. Community foundations can leverage deep local relationships, trusted convening power, flexible capital, and community alignment. To embark on a climate strategy, it is essential for CFs to understand both the climate challenges affecting their community and the ecosystem of stakeholders working on solutions.

A market analysis allows your foundation to:

- Identify strategic partnerships that leverage your unique community position.
- Discover high-impact opportunities for climate projects.
- Align climate investments with your mission and community priorities.
- Reduce investment risk by learning from existing efforts.
- Position your foundation as a leader in mobilizing capital for climate solutions.



Step-by-Step Market Analysis Process

Step 1: Climate and Energy Regulatory Context

Use the resources below to research the relevant climate finance related policies in your state and local market. Then, use the tables to take notes on the relevant policies you find.

State Energy Efficiency Scorecard

- Review the [ACEEE State Energy Efficiency Scorecard](#) for your state. The Energy Efficiency Scorecard ranks all 50 states and DC on their policies and programs related to energy efficiency, including utility, building, and appliance policies. Download the report and review the tables referenced below for details on your state’s score in each dimension.
 - The highest-scoring states for utility policies are achieving strong savings by investing in efficiency programs, including ones that benefit low-income households, and have Energy Efficiency Resource Standards (EERS) policies in place. EERS policies require utilities to meet a certain amount of a community’s energy needs through energy efficiency programs.
 - The highest-scoring states for building policies are adopting stringent building energy codes, enforcing performance standards in existing buildings, promoting zero-energy in affordable housing development, and are working to remediate health and safety deficiencies in homes requiring improvements to qualify for weatherization assistance.
 - The highest-scoring states for appliance policies have strong energy efficiency standards in place for equipment and home appliances.

Item to Review	Notes
How does your state rank overall in the country on the efficiency scorecard (see Table 2 on page 9)? Which metrics from the regulatory policy columns likely led to your state’s rank in the country?	
How many points (1–12) did your state get for building policies? See Table 26 on page 80 for a breakdown of the score.	



DSIRE Database Incentives

Look up relevant state and utility incentives for affordable housing: [DSIRE \(Database of State Incentives for Renewables and Efficiency\)](#)

- On the right-hand side of your screen, click “Apply Filter.”
- In the menu, select “State,” then select your state, and click “Apply Filters” at the bottom of the menu.
- Select “Apply Filter” again.
- In the menu, select “Eligible Sector,” then “Residential,” then “All Residential.” Click “Apply Filters” at the bottom of the menu.

Item to Review	Notes
Identify programs on the list to learn more about. Note that the websites are provided.	

Step 2: Review Stakeholders

Begin by mapping the stakeholder ecosystem in your target market. This [Rocky Mountain Institute \(RMI\) article](#) is a quick read that helps orient and identify potential stakeholders in the climate finance ecosystem.

Stakeholder Analysis Worksheet

For each stakeholder type, use this template to identify the role of organizations in your market and potential roles for your organization. Make sure to survey federal, state, and local stakeholders when completing the stakeholder analysis.



Institution	Organizations Currently Providing Services	Strengths and Weaknesses	Potential Roles for Your Organization	Other Potential Partners
Regional Banks				
Community Development Finance Institutions (CDFIs)				
Green Banks				
Economic Development Organizations				
State / Local Energy Office and Sustainability Office				
Project Developers (Solar and Housing)				
Technical Assistance (TA) Providers				
Utility Companies (Energy Programs)				
Community Organizations and Environmental Justice Advocates				
Philanthropy				
Other				



Step 3: Research Capital Landscape

Using the stakeholder analysis worksheet, explore what types of climate project financing programs exist at different types of organizations. This step is important to understand the ecosystem’s current offerings and existing market gaps. Make sure to survey federal, state, and local funding and financing programs when completing the stakeholder analysis.

Program Name	Capital Provider (Stakeholder Name)	Type of Capital Provider (E.g., CDFI, green bank, regional bank, philanthropy)	Capital Type (E.g., incentives, energy loans, rebates, equipment loans, grants, green financing)	Eligibility (Target audience, target size, etc.)	Terms, if applicable (Amount, interest rate, fees)

Step 4: Conduct Stakeholder Outreach

After mapping stakeholders, initiate conversations with key stakeholders for priority partnerships to understand the current market and gaps your organization could fill. This outreach can serve as a basis for continued conversations and potential partnerships for your climate finance capitalization strategy. See the [Capitalization Strategy Guide](#) for further guidance on developing an organizational approach to climate grantmaking or impact investing.

Step 5: Interview Stakeholders

Use the below targeted interview guides to gain valuable market insights from different stakeholder groups. Make sure to summarize key takeaways to share with leadership around market gaps and potential roles your organization could play in climate finance.

Interview Guide: Project Developers

Portfolio and Project Pipeline

- What projects in your portfolio do you want to finance?
 - Can you provide details about the projects?
 - Are you considering a green scope of work? If so, what elements are you considering?
 - What is the timing for the projects to be completed?
 - Are you pursuing any green building standards?

Financing Approach

- What is the total capital requirement for your project(s)?
- How do you plan to finance the project (e.g., utility incentives, grants, or traditional debt)?
 - Are there gaps in funding?
 - What terms are you looking for?
- What is your timeline for closing your capital stack and beginning construction?
- Can you provide some cost estimates for your current project portfolio?

Climate Details

- What are the climate elements of the project?
- What are your primary motivations for the climate elements?
- Are you required to meet certain green standards? If so, which ones?
- Does your organization have a mission or vision related to sustainability?

Product Development and Positioning

- Where do you see your organization being most relevant for climate finance?
 - Loans competitive with the first mortgage
 - Credit enhancements
 - Bridge loans
 - Predevelopment or construction loans
- What return on investment or financial performance metrics are you expecting?
- What community benefits or equity outcomes factor into your financing decisions? What timeline are you working with for capital deployment and project completion?
- Are there specific project types or technologies you are prioritizing or avoiding?

Green Lending Criteria

- Do you have impact investing criteria beyond financial returns (e.g., jobs created per dollar invested or tons of CO₂ reduced)?
 - If so, how do you define the criteria for a project to qualify as “green” or sustainable?
 - What specific factors do you consider when evaluating applications for green lending?
- How do you assess the environmental impact of a project? Are there particular metrics or benchmarks you use?

Challenges and Risks

- What challenges do you face in financing climate initiatives?
- What risk mitigation strategies are important to your investment decisions?

Market Demand and Trends

- What trends are you observing in the demand for climate lending?
- How has the perception of green lending among borrowers changed in recent years?
- Do you do marketing? Customer education / engagement? Community outreach? Contractor engagement?
- How could philanthropic partners help accelerate deployment of renewable energy capital?

Implementers

- Is there an existing pool of contractors to do this work and bring in projects?
- Are there contractors that do multi-measure approaches and scopes for climate?
- Is there a trusted owner's representative in the market?

Interview Guide: Public Agencies (State and Local Governments, EDOs)

Climate Goals

- Do you have quantified targets for GHG emissions reductions? If so, what are they and from what baseline year?
- What specific energy burden reduction targets do you have for low-income households (e.g., reducing energy costs to no more than 6% of household income)?

Public Private Partnerships

- Have you participated in any public or private partnerships? If so, how do you share risk?
- How does your organization engage with potential climate projects? Do you see any gaps in project implementation and project financing needs?
- Is your organization looking for new partnership opportunities? How could a community foundation contribute to the agency's goals?

Government Programs and Policies

- What are the policy recommendations you are advocating for?
- Are there any local or state laws requiring or incentivizing solar installations, energy efficiency upgrades, or electrification in new construction or major renovations?
- How is your community promoting or facilitating community solar subscriptions or shared renewable energy programs?
- Are there municipal or county-level procurement policies that prioritize or require renewable energy (e.g., government buildings or fleet vehicles)?
- Are there any pilot programs or demonstration projects that will showcase clean energy benefits to drive broader adoption?
- Is your community acquiring or planning to acquire land or property specifically for clean energy projects?

Community Engagement

- What existing stakeholder engagement effort is taking place for clean energy projects?
- Can you describe your outreach methods? How do you reach residents who may not typically engage in public processes?
- How are you documenting community input, and how is it influencing project design and decision-making?

Energy Programs

- What energy efficiency and renewable energy programs do you currently offer to customers?
- How are these programs funded, and what is the annual budget allocation?
- What incentive levels are available (rebates, bill credits, etc.)?
- Who qualifies for your energy assistance and efficiency programs?
- Are there income-based programs specifically designed for low-to-moderate income households?
- What documentation or verification is required for enrollment?

Technical Assistance

- Do you provide energy audits or assessments to help customers identify savings opportunities?
- How large is your approved contractor network, and how do contractors become qualified?
- What support do you offer customers in navigating the program application process?

Energy Burden and Policy Goals

- What is the average energy burden (percentage of household income spent on energy) for customers in your service area?
- What data do you track to measure energy affordability challenges?
- What are your short- and long-term decarbonization or renewable energy targets?
- How do you plan to achieve these goals while maintaining affordability?
- What role do equity and environmental justice play in your climate planning?

Partnership Opportunities

- What opportunities exist for collaboration with community organizations like ours?
- Are you interested in co-developing programs that serve vulnerable populations?
- How can we help increase program awareness and enrollment in underserved communities?

Community Priorities

- What climate-related challenges are you seeing most acutely in the communities you serve?
- Which populations are most vulnerable to climate impacts in your area?
- What gaps exist between current resources and community needs around climate resilience or clean energy?
- Based on your community engagement, what climate issues do residents care most about?
- How do climate concerns rank relative to other priorities like housing, jobs, or healthcare?
- Are there differences in priorities across neighborhoods or demographic groups?

Partnership Opportunities

- What types of partnerships would most strengthen your climate work?
- How could a community foundation best support your programs and mission?
- Are there opportunities to collaborate with other organizations (utilities, nonprofits, and government) that you would like to explore?
- What resources—funding, technical assistance, and convening power—would be most valuable?

Climate & Sustainability Goals and Strategies

- What are your foundation's climate and sustainability priorities?
- What outcomes or metrics do you use to measure climate impact?

Climate Projects

- What climate-related grants or investments have you made?
- Can you share examples of successful projects you have funded?
- What types of organizations or initiatives do you typically support?
- What funding mechanisms do you use (grants, program-related investments, loans, etc.)?

Partnerships

- What needs or opportunities are currently underfunded in the climate space?
- Are you interested in co-funding opportunities with other philanthropies?
- How do you coordinate with other foundations working on climate in this region?
- Are there specific initiatives where joint funding or coordination would be valuable?