



# CITY COUNCIL WORK SESSION

448 E. 1st Street, Room 190 Salida, Colorado 81201

July 05, 2023 - 5:00 PM

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## AGENDA

Please register for the City Council Work Session

<https://attendee.gotowebinar.com/register/8054749917914710285>

After registering, you will receive a confirmation email containing information about joining the webinar.

## DISCUSSION ITEMS

- [1.](#) Partners in Energy Presentation
- [2.](#) City Council Recruitment and Retention Practices



# Salida Energy Action Plan City Council

7/5/2023



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OF COLORADO

# PLANNING PROCESS

HOW THE PLAN WAS  
DEVELOPED

# ENERGY ACTION TEAM

- City of Salida
- Chaffee County
- Chaffee County Economic Development Corporation
- Chaffee Housing Trust
- Heart of the Rockies Regional Medical Center
- Greater Arkansas River Nature Association
- Energy Smart Colorado
- Xcel Energy
- Atmos Energy

# PLANNING TIMELINE REVIEW

Task	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Kickoff & Baseline Data Collection	Active	Active									
City Council Update		Active									
Workshop #1			Active								
Workshop #2					Active						
Strategy Analysis						Active	Active				
Workshop #3									Active		
Energy Action Plan Development						Active	Active	Active	Active	Active	
City Council Review & Approval										Active	Completed





# PLAN OVERVIEW

OUTCOMES OF THE PLANNING  
PROCESS

# Plan Outline

- Executive Summary
- Introduction
- Where We Are Now
- Where We Are Going
- How We Are Going to Get There
- How We Stay On Course
- Appendices

# PLAN FRAMEWORK


## VISION

The City of Salida demonstrates leadership on energy action that reduces carbon emissions, improves reliability, builds resilience, and enhances the affordability of our energy supply.

We are committed to strategic investment in a net-zero carbon future and to the preservation and betterment of our community for generations to come.

## GOAL

Reduce energy-related carbon emissions by at least 50% by 2030 from a 2021 baseline and achieve net-zero carbon energy use by 2050.



Energy Supply  
(ES)



Residential Energy  
(RE)



Commercial  
Energy (CE)







# ENERGY SUPPLY

## On-Site Solar Participation Target

### 2021 Baseline

Residential Participants: 192  
Business Participants: 39



### 2025 Target

Residential Participants: 384  
Business Participants: 78

## Strategies

- ES-1:** Advocate for clean, local, and resilient energy supply
- ES-2:** Explore the adoption of codes and policies that support local renewable energy generation
- ES-3:** Provide funding and incentives for local residential, commercial, and community solar projects
- ES-4:** Explore regional opportunities to pursue geothermal energy





# RESIDENTIAL ENERGY

## DSM Participation Target

**2019 - 2021 Baseline**  
Average Annual Participants: 38



**2025 Target**  
Annual Participants: 208

## Strategies

<b>RE-1:</b>	Explore the adoption of a policy and/or pilot program to encourage residential energy disclosure, efficiency, and electrification at trigger events such as point of sale
<b>RE-2:</b>	Provide local funding and incentives to support residential energy efficiency and electrification retrofits
<b>RE-3:</b>	Provide outreach and training to residential developers, architects, and contractors on energy efficiency and electrification best practices
<b>RE-4:</b>	Provide residential education and outreach related to energy efficiency, electrification, and renewable energy





# COMMERCIAL ENERGY

## DSM Participation Target

**2019 - 2021 Baseline**

Average Participants: 11



**2025 Target**

Participants: 41

## Strategies

<b>CE-1:</b>	Explore the adoption of policy and/or pilot program to encourage energy efficiency and electrification retrofits in existing commercial buildings
<b>CE-2:</b>	Improve the energy efficiency of existing and new government and institutional properties
<b>CE-3:</b>	Provide outreach and training to commercial developers, architects, and contractors on energy efficiency and electrification best practices
<b>CE-4:</b>	Provide business education and outreach related to energy efficiency, electrification, and renewable energy



# STRATEGY WORK PLANS

- Climate Action Plan Objectives & Actions Supported**
  - How does this strategy move forward priorities identified in the Climate Action Plan?
- Target Audience**
  - Who are we trying to reach with this strategy?
- Scope & Timeline**
  - What needs to be done, when, and by whom?
- Resources Required & Available**
  - How much staff time will be required to implement this strategy?
  - What resources are available to support implementation?



# IMPLEMENTATION

IMPLEMENTATION IMPACT AND  
APPROACH



# SALIDA ENERGY BASELINE AND 2025 PLAN IMPACT

## 2021 Salida Energy Baseline



Consumed **39,574,282 kWh** of electricity



Consumed **3,465,404 therms** of natural gas



Consumed **36,922 metric tons** of carbon dioxide equivalent



**71 participants** in Xcel Energy residential and commercial efficiency programs



**231 participants** in Xcel Energy on-site solar programs

## 2025 Plan Implementation Impact



**11%** of all premises in Salida have on-site solar generation

**84,920 kWh** of on-site solar generation annually



**1,300,000 kWh** annual electricity savings

**6% of all premises** in Salida participate annually in energy efficiency programs



# ENERGY SUPPLY STRATEGY IMPLEMENTATION TIMELINE

Strategies (estimated City staff time)	Timeline					
	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
ES-1: Advocate for clean, local, and resilient energy supply (5-10 hrs)						
ES-2: Explore the adoption of codes and policies that support local renewable energy generation (85 hrs)						
ES-3: Provide funding and incentives for local residential, commercial, and community solar projects (155 hrs)						
ES-4: Explore regional opportunities to pursue geothermal energy						



# ENERGY SUPPLY STRATEGY IMPLEMENTATION TIMELINE

Strategies (estimated City staff time)	Timeline					
	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
RE-1: Provide residential education and outreach related to energy efficiency, electrification, and renewable energy (45 hrs)						
RE-2: Provide outreach and training to residential developers, architects, and contractors on up-to-date energy codes and best practices (20 hrs)						
RE-3: Provide local funding and incentives to support residential energy efficiency and electrification retrofits (120 hrs)						
RE-4: Explore the adoption of a policy and/or pilot program to encourage residential energy disclosure, efficiency, and electrification at trigger events such as point of sale (90 hrs)						





# ENERGY SUPPLY STRATEGY IMPLEMENTATION TIMELINE

Strategies (estimated City staff time)	Timeline					
	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
CE-1: Provide business education and outreach related to energy efficiency, electrification, and renewable energy (25 hrs)						
CE-2: Provide outreach and training to commercial developers, architects, and contractors on energy efficiency and electrification best practices (20 hrs)						
CE-3: Improve the energy efficiency of existing and new government and institutional properties (60 hrs)						
CE-4: Explore the adoption of an energy benchmarking policy and/or pilot program to encourage energy efficiency and electrification retrofits in existing commercial buildings (145 hrs)						



# IMPLEMENTATION STRUCTURE



# PARTNERS IN ENERGY RESOURCES FOR IMPLEMENTATION



QUESTIONS?





CITY OF  
**SALIDA**  
COLORADO

Item 1.



# An Energy Action Plan for Salida

July 2023



 **Xcel Energy**<sup>®</sup>

**PARTNERS IN ENERGY**  
An Xcel Energy Community Collaborat

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# ACKNOWLEDGEMENTS

Thank you to the following individuals who contributed many hours of service to developing this Energy Action Plan.

The content of this plan is derived from a series of planning workshops hosted by Xcel Energy’s Partners in Energy. Xcel Energy is the main electric utility serving Salida. Partners in Energy is a two-year collaboration to develop and implement a community’s energy goals.

## Energy Action Team

Aimee Tihonovich	City of Salida
Beth Helmke	Chaffee County
Bill Almquist	City of Salida
Christy Doon	City of Salida
Dominique Naccarato	Greater Arkansas River Nature Association (GARNA)
Drew Nelson	City of Salida
Harald Kasper	Salida City Council / Sustainability Committee
Israel Jaramillo	Atmos Energy
Jake Rishavy	Chaffee County Economic Development Corporation
Jane Templeton	Salida City Council / Sustainability Committee
Kasey Provorse	Energy Smart Colorado
Ken Fogle	Atmos Energy
Kurtis Paradisa	Atmos Energy
Lezlie Burkley	Heart of the Rockies Regional Medical Center (HRRMC)
Read McCulloch	Chaffee Housing Trust
Wano Urbonas	Chaffee County

## Partners in Energy Team

Ashley Valdez	Xcel Energy Area Service Manager
Imogen Ainsworth	Partners in Energy Community Facilitator
Lynn Jemison	Partners in Energy Community Facilitator
Makaela Turner	Xcel Energy Marketing Coordinator
Tami Gunderzik	Xcel Energy Partners in Energy Program Manager
Van Wallace	Partners in Energy Community Facilitator

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This Energy Action Plan was funded by and developed in collaboration with Xcel Energy’s Partners in Energy. Partners in Energy shall not be responsible for any content, analysis, or results if the City of Salida has made modifications to the plan.



# The City of Salida Energy Action Plan

## About This Plan

The City of Salida values the conservation and enhancement of its historic small-town character and recognizes its responsibility to protect the environment and address sustainability. In 2021, the city developed the community's first Climate Action Plan based on recommendations and strategies proposed by community volunteers. This Energy Action Plan is designed to further define and catalyze work on near-term energy strategies identified in the Climate Action Plan.

Over the course of 9 months, an Energy Action Team formed of City staff and key community stakeholders participated in a series of workshops facilitated through Xcel Energy's Partners in Energy. Through this process, the Team defined Salida's energy vision and goal, as well as strategies for achieving that goal.

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## Our Energy Action Goal & Vision

**Vision:** The City of Salida demonstrates leadership on energy action that reduces carbon emissions, improves reliability, builds resilience, and enhances the affordability of our energy supply.

We are committed to strategic investment in a net-zero carbon future and to the preservation and betterment of our community for generations to come.

**Goal:** Salida will reduce energy-related carbon emissions by at least 50% by 2030 from a 2021 baseline and achieve net-zero carbon energy use by 2050.

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## Focus Areas

The following focus areas were identified as the pathway to achieving our vision and goal:




Energy Supply

Residential Energy


Commercial Energy




# Strategies


 <p><b>Energy Supply</b></p>	<ul style="list-style-type: none"> <li>ES-1: Advocate for clean, local, and resilient energy supply</li> <li>ES-2: Explore the adoption of codes and policies that support local renewable energy generation</li> <li>ES-3: Provide funding and incentives for local residential, commercial, and community solar projects</li> <li>ES-4: Explore regional opportunities to pursue geothermal energy</li> </ul>
 <p><b>Residential Energy</b></p>	<ul style="list-style-type: none"> <li>RE-1: Provide residential education and outreach related to energy efficiency, electrification, and renewable energy</li> <li>RE-2: Provide outreach and training to residential developers, architects, and contractors on up-to-date energy codes and best practices</li> <li>RE-3: Provide local funding and incentives to support residential energy efficiency and electrification retrofits</li> <li>RE-4: Explore the adoption of a policy and/or pilot program to encourage residential energy disclosure, efficiency, and electrification at trigger events such as point of sale</li> </ul>
 <p><b>Commercial Energy</b></p>	<ul style="list-style-type: none"> <li>CE-1: Provide business education and outreach related to energy efficiency, electrification, and renewable energy</li> <li>CE-2: Provide outreach and training to commercial developers, architects, and contractors on energy efficiency and electrification best practices</li> <li>CE-3: Improve the energy efficiency of existing and new government and institutional properties</li> <li>CE-4: Explore the adoption of policy and/or pilot program to encourage energy efficiency and electrification retrofits in existing commercial buildings</li> </ul>

# Plan Impact






 **11%** of all premises in Salida have on-site solar generation

**84,920 kWh** of on-site solar generation annually 

 **1,300,000 kWh** annual electricity savings

**6% of all premises** in Salida participate annually in energy efficiency programs 

## 2021 Salida Energy Baseline

-  Consumed **39,574,282 kWh** of electricity
-  Consumed **3,465,404 therms** of natural gas
-  Consumed **36,922 metric tons** of carbon dioxide equivalent
-  **71 participants** in Xcel Energy residential and commercial efficiency programs
-  **231 participants** in Xcel Energy on-site solar programs

# INTRODUCTION



Located at 7,000 ft above sea level in the heart of the Rocky Mountains, Salida is a hub for recreation, arts, and culture in the upper Arkansas River Valley and plays host to travelers and outdoor enthusiasts from around the world. The City of Salida values the conservation and enhancement of its historic small-town character and recognizes its responsibility to protect the environment and address sustainability.

In recent years, the City of Salida, local businesses, and residents have made great progress on sustainability projects and in 2021, the City developed the community's first [Climate Action Plan](#). Their Climate Action Plan identifies opportunities for action and organizes recommendations and strategies proposed by volunteers into five focus areas: Waste and Landfill, Vehicles and Transportation, Energy Supply, Residential Energy, and Commercial Energy. This Energy Action Plan has been developed through Xcel Energy's Partners in Energy program to further define and catalyze work on near-term strategies for the energy-related focus areas of the Climate Action Plan.

## Our Planning Process

The creation of this Energy Action Plan began in October 2022 and was driven by a group of community stakeholders including Salida residents, businesses, and institutions. These stakeholders, referred to as the Energy Action Team, are listed in the Acknowledgements of this plan. Over the course of nine months, the Team collaborated with the City of Salida and Xcel Energy Partners in Energy through three planning workshops. During the workshops, the Energy Action Team gained an understanding of Salida's energy use, developed a community energy vision, identified goals, and prioritized strategies for implementation over the next two years.

**About Partners in Energy**

Xcel Energy is an electric and natural gas utility that provides the energy that powers millions of homes and businesses across eight Western and Midwestern states, including supplying electricity to Salida. Each community Xcel Energy serves has its own unique priorities and vision for its energy future. To continue to innovatively support its communities, Xcel Energy launched Partners in Energy in 2014 as a collaborative resource with tailored services to complement each community’s vision. The program offerings include support to develop an energy action plan, tools to help implement the plan, and resources designed to help each community stay informed and achieve their outlined goals. The City of Salida applied to Partners in Energy in 2022, joining more than 35 other Colorado communities.

**Why We Want an Energy Action Plan**

The City of Salida [Climate Action Plan](#) organizes and presents many recommendations and strategies brought forward by volunteers to enable the community to create and make progress toward achievable climate goals. The plan is designed to be a living document and represents an important first step in cataloging community climate priorities and documenting a range of actions for further evaluation and implementation.

This Energy Action Plan is intended to build on the work done to-date and narrow the focus to three of the sectors identified in the Climate Action: Energy Supply, Residential Energy, and Commercial Energy. In doing so, this document creates a work plan with actionable strategies and steps that the City, Xcel Energy, and other community partners can take to establish community priorities.

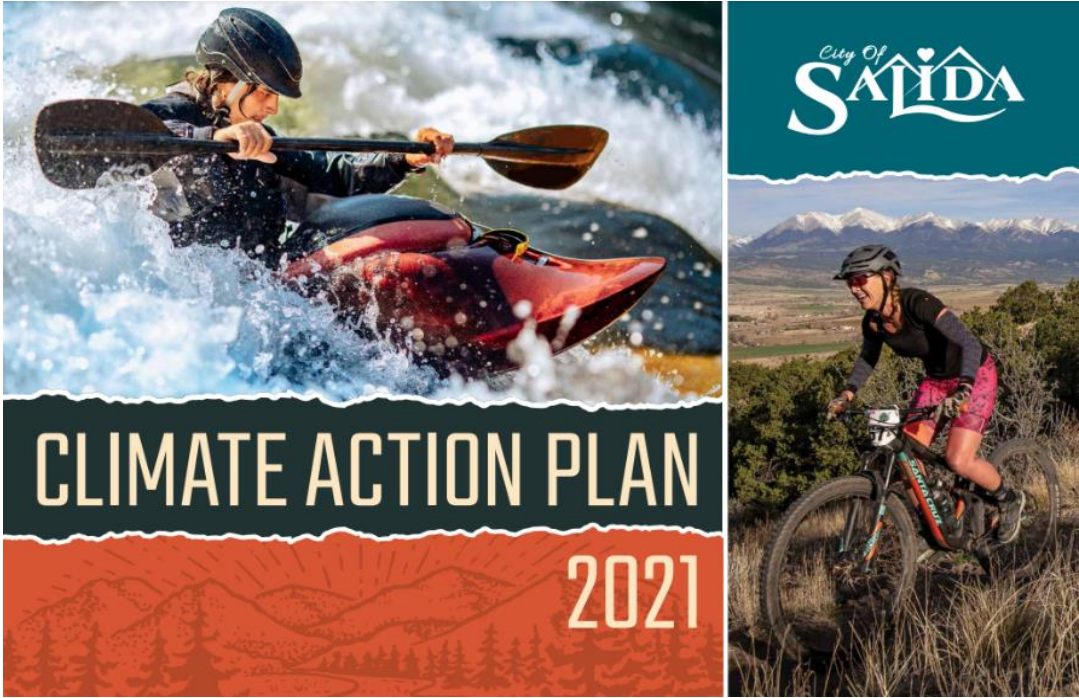


Figure 1. City of Salida Climate Action Plan (2021)

## WHERE WE ARE NOW



To better understand what we want the community's energy future to look like and explore opportunities to move forward strategies identified in the Climate Action Plan, we first needed to understand Salida's unique community characteristics and existing energy landscape.

### Community Characteristics

Occupying approximately 2.7 square miles in the Arkansas River Valley, the City of Salida has a population of approximately 5,671 (U.S. Census Bureau, 2021) and is the largest population center, economic hub, and county seat of Chaffee County. The population of Chaffee County is forecast to grow at a similar rate to the state of Colorado over the coming years, and Salida's population could grow by 10% to over 6,300 by 2030 (Colorado Department of Local Affairs, 2022). As the community grows, there is an opportunity to implement strategies and engage residents and businesses to ensure that development is in line with established sustainability and energy priorities.

There are several other community characteristics that could influence the approach to energy action in Salida:

### Housing

Approximately 35% of housing units in Salida are renter-occupied (U.S. Census Bureau, 2021). Since renters can face barriers to making energy improvements compared to homeowners – such as needing landlord approval and not receiving property value benefits from improvements – meeting the community's energy goals may require specific considerations for how to make programs accessible and attractive for renters. Additionally, 41% of housing units in Salida were built prior to 1970 (U.S. Census Bureau, 2021) and were not subject to the same energy efficiency code requirements as newer homes. Older homes are therefore typically less efficient and may present opportunities for significant energy efficiency improvements and savings.

### Demographics

Salida’s median household income in 2021 was \$62,668, lower than the 2021 state median income of \$82,254 (U.S. Census Bureau, 2021). The community has a poverty rate of 17.1%, significantly higher than the statewide rate of 9.7%. As shown in **Error! Reference source not found.** below, a portion of Salida has been identified as a Disproportionately Impacted Community by the State of Colorado due to over 40% of the population being low income (having an income less than or equal to twice the Federal poverty level) and as a disadvantaged community through the Federal

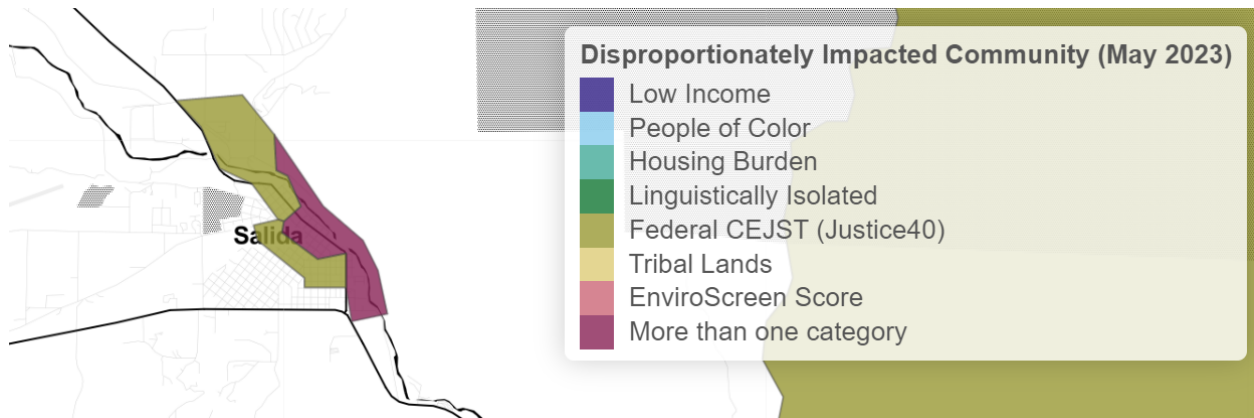


Figure 2. Designated Disproportionately Impacted Community and Justice 40 Community in Salida, CO as shown by Colorado EnviroScreen (CDPHE, 2023).

Justice40<sup>1</sup> (CDPHE, 2023).

Lower income households face disproportionate energy cost impacts and barriers to making energy improvements. However, there are also programs and resources available to support energy improvements for low-income households. These programs create an opportunity to reduce the energy burden and support home improvements for low-income households with the potential to improve comfort and improve quality of life.

### Economy

Salida is home to many local independent businesses and downtown Salida was the first Creative District established in Colorado, recognizing the community’s contribution to the state’s economy through creativity, arts, and culture (Salida Creative District, 2023). Salida has an opportunity to engage with local businesses to help them realize energy savings and invest in clean energy opportunities. Major employers in Salida

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<sup>1</sup> The Justice40 initiative establishes a goal that 40 percent of the overall benefits of certain Federal investments flow to disadvantaged communities that are marginalized, underserved, and overburdened by pollution (The White House, 2022).

include those in the arts, entertainment and recreation, health care, education, and retail sectors.

### Community Energy Baseline

Salida is served by two energy providers: Xcel Energy, which provides electricity to the community, and Atmos Energy, which provides natural gas service.

Understanding Salida’s historic energy use was an integral part of this planning process, informing the community’s energy baseline and strategies for the future. Xcel Energy provided data on electricity use, program participation, and savings associated with the utility’s energy efficiency and renewable energy programs. Atmos Energy provided data on the community’s use of natural gas.

Historic energy use for 2019, 2020, and 2021 was analyzed to find opportunities to reduce energy use, save money, and transition to renewable energy. This section provides a high-level summary of community energy use, with more detail included in Appendix A: Baseline Energy Analysis.

### Community Energy Use

As shown in **Error! Reference source not found.**, in 2021 there were 4,188 total p remises receiving Xcel Energy electric services within the City of Salida. In 2021, the Salida community used a total of 39,574,282 kWh of electricity and 3,465,404 therms of natural gas which, combined, is equivalent to 481,568 MMBtu.

Although 83% of the premises in Salida are residential, commercial and industrial premises consume more energy per premise. In 2021, the 688 commercial and industrial premises in Salida used approximately 44% of the total energy consumed in the community, while the 3,472 residential premises used 55%. Electricity used at City of Salida municipal facilities accounted for 1% of the community’s total energy use in 2021. This is demonstrated in Figure 3.

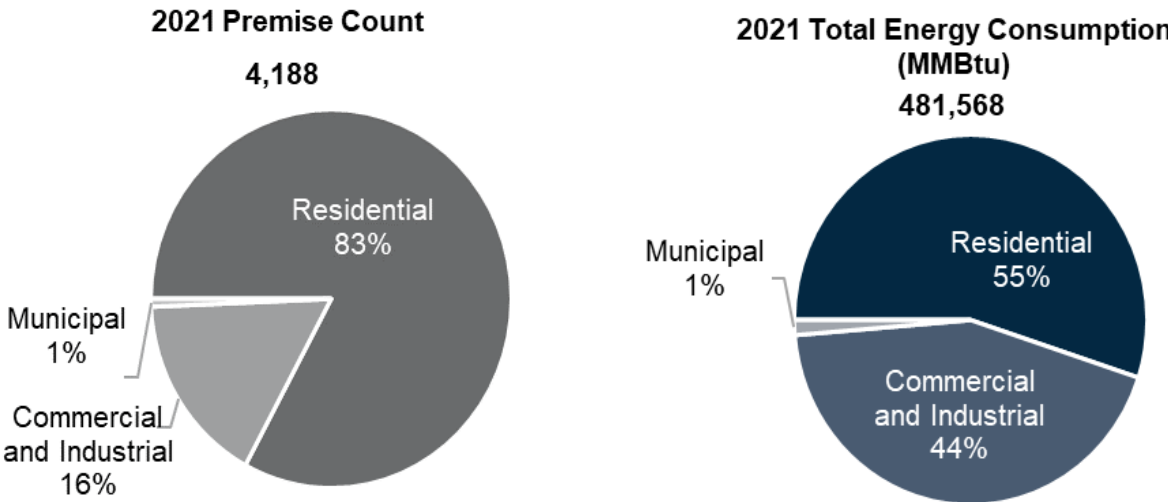


Figure 3. 2021 Salida Premise Count and Total Energy Consumption

Figure 4 depicts the total energy cost by sector, along with the breakdown of energy consumption by fuel source and sector. Natural gas accounted for the majority of energy use overall at 72%, and in both the residential (76%) and commercial and industrial sectors (71%). Electricity consumption was split fairly evenly between the residential (49%) and commercial and industrial (46% sectors), while the residential sector accounted for slightly more of the total natural gas use than the commercial and industrial sector (57% compared to 43%).

While improving efficiency across all sectors will be necessary to achieve Salida’s energy goals, the data suggests that addressing natural gas use will be key and that working with commercial energy users has a high potential for impact per property.

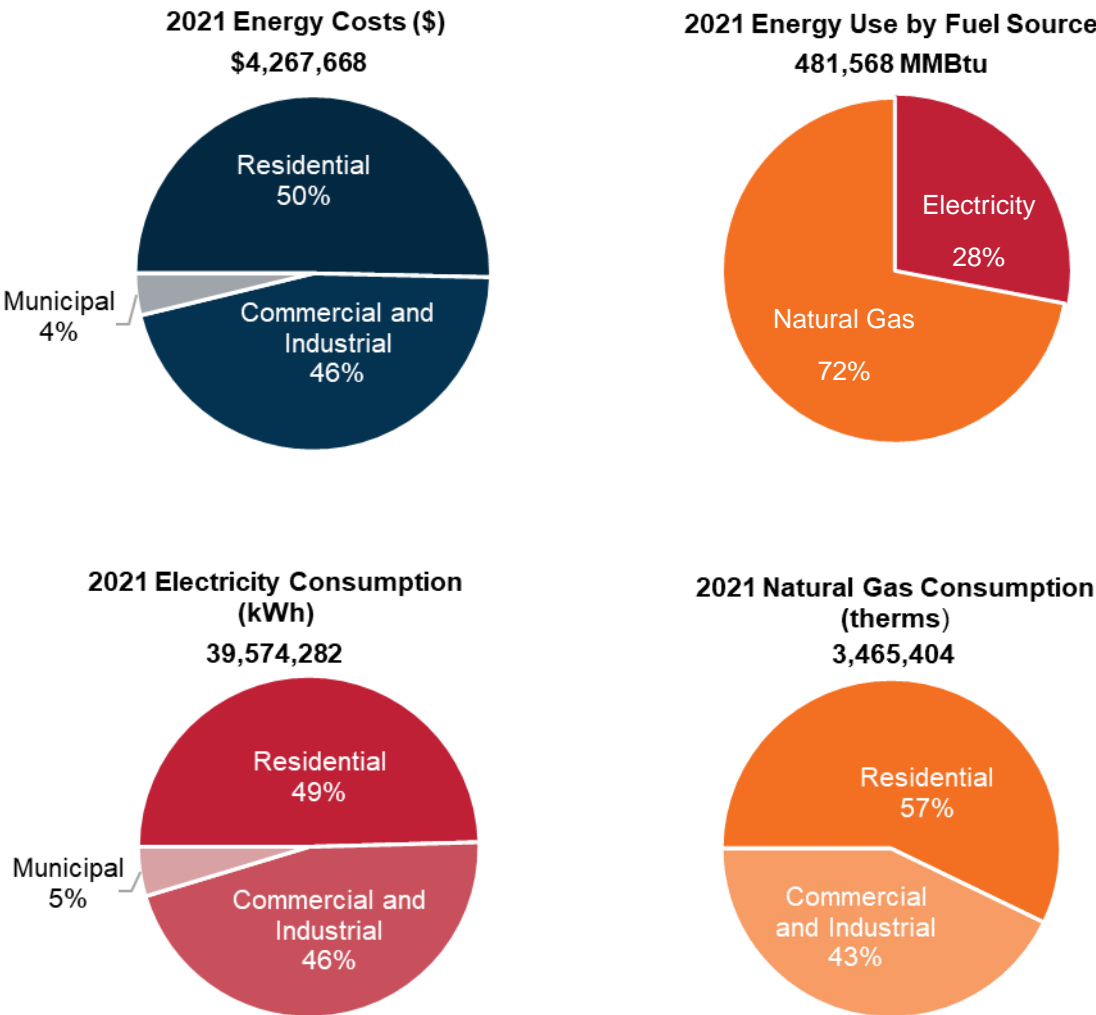


Figure 4. Salida 2021 Energy Use by Fuel Source and Sector.



### Community Energy Use Trends

As shown in Figure 5, annual electricity and natural gas consumption has been relatively steady from 2019 to 2021. Over this timeframe, 2020 saw the highest energy consumption, driven by commercial natural gas consumption which rose in 2020 before falling again during 2021. Figure 5 also shows the total degree days, a measure of how hot or cold a location is that can be used to understand energy needs for heating or cooling. However, energy use trends from 2019 to 2021 do not appear to be related to fluctuations in weather.

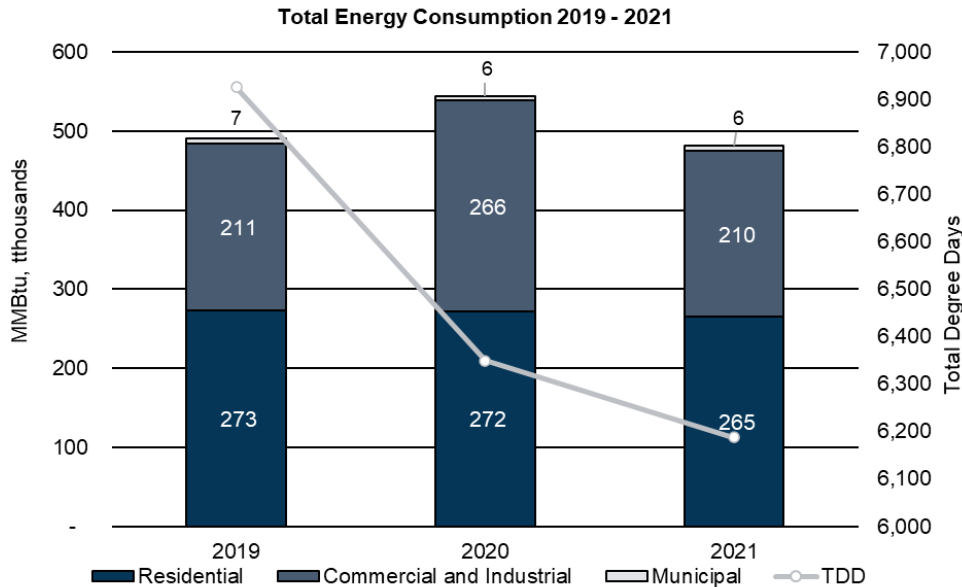


Figure 5. Total energy consumption (MMBtu) by sector in Salida from 2019 - 2021.

### Greenhouse Gas Emissions

Total greenhouse gas (GHG) emissions associated with electricity and natural gas consumption in 2021 were 36,922 metric tons of carbon dioxide equivalent (MTCO<sub>2e</sub>), split evenly between natural gas and electricity use (Figure 6). For context, Salida’s 2018 GHG emissions inventory found that energy emissions were 37% of total community-wide emissions (Wohldmann-Gift, 2019).

The distribution of GHG emissions from energy consumption mirrors total energy consumption, with a slight majority of emissions coming from the residential sector.

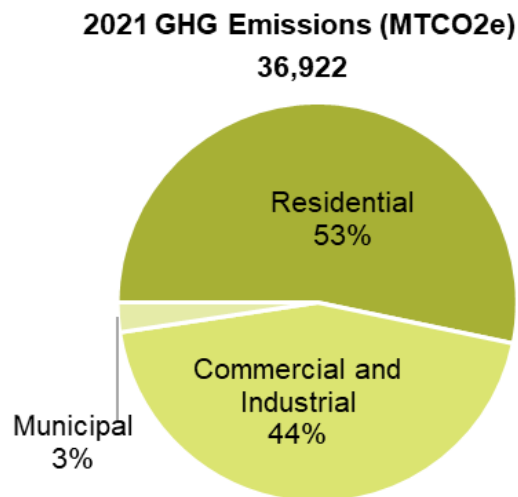


Figure 6. Greenhouse gas emissions associated with electricity and natural gas consumption in Salida in 2021.

GHG emissions associated with electricity generation and consumption in Xcel Energy service territory will decrease in the future. Today, Xcel Energy serves its Colorado customers with electricity that is 42% carbon-free and has reduced its electricity carbon emissions by 51% from a 2005 baseline. By increasing its renewable electricity generation resources, Xcel Energy is on track to lower its electricity carbon emissions by 85% by 2030 from a 2005 baseline and has a vision of 100% carbon-free electricity by 2050 (Xcel Energy, 2022).

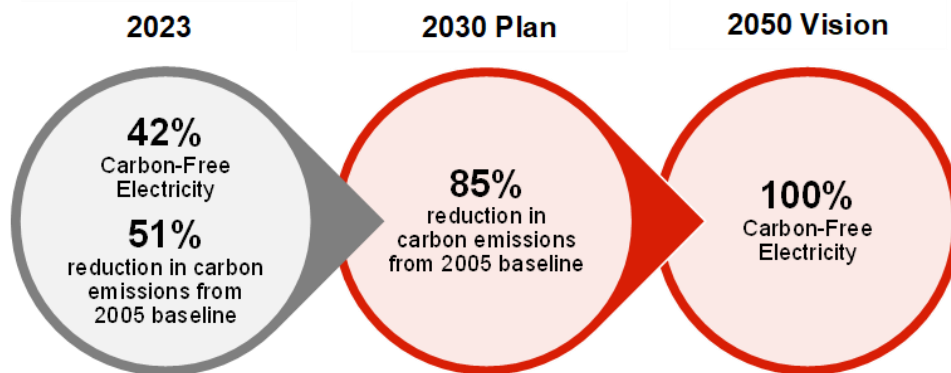


Figure 7. Xcel Energy Clean Energy Plan and 2050 Vision (Xcel Energy, 2022).

### Energy Efficiency Program Participation

Demand-Side Management (DSM), programs are opportunities offered by energy utility providers that provide incentives for energy efficiency improvements. As shown in **Error! Reference source not found.**, participation in Xcel Energy DSM programs has seen a steady increase from 2019 -2021, reaching 71 total participants in 2021 (Atmos Energy DSM program participation data was not available at time of writing). The increase in participation over this period has largely been driven by the residential sector.

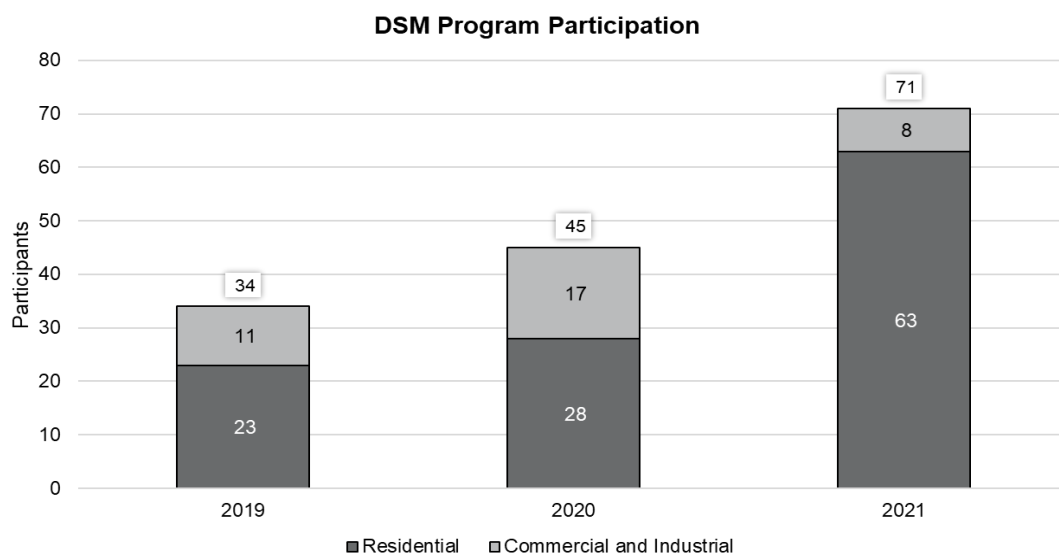


Figure 8. Xcel Energy DSM program participation by sector from 2019 - 2021.



# WHERE WE ARE GOING



## Energy Vision Statement

During the planning process, the Energy Action Team (Team) created the following vision statement for Salida's energy future. This statement helped guide the planning process and reflects Salida City Council's sustainability commitment, input from key stakeholders, and the intention of the community.

**The City of Salida demonstrates leadership on energy action that reduces carbon emissions, improves reliability, builds resilience, and enhances the affordability of our energy supply.**

**We are committed to strategic investment in a net-zero carbon future and to the preservation and betterment of our community for generations to come.**

## Goal

Prior to engaging in Xcel Energy Partners in Energy, Salida City Council had identified setting a community carbon neutrality goal as a priority. Through this planning process, the team reviewed goals at the state level, along with those from peer communities, in the context of Salida's unique characteristics and energy baseline.

The team aligned around 2050 as the goal year to achieve net-zero carbon energy identified a 2030 interim milestone:

**Salida will reduce energy-related carbon emissions by at least 50% by 2030 from a 2021 baseline and achieve net-zero carbon energy use by 2050.**

Achieving net zero carbon emissions from energy use will be a stepping-stone to broader community emissions goals. Salida's energy-specific emissions goal is in support of the State of Colorado's goals to reduce total greenhouse gas emissions – including energy generation and use, transportation, and agriculture – by 50% by 2030 and 90% by 2050 (State of Colorado, 2021).

The strategies identified in this plan provide concrete steps for Salida to follow over the next 1-2 years to lay a foundation for accelerated energy action and make progress toward the community's broader energy emissions vision and goals.

## Focus Areas

The Energy Action Team worked to define strategies and prioritize resources within three of the Climate Action Plan focus areas:



**Energy Supply (ES):** This focus area includes strategies that reduce carbon emissions associated with Salida's energy supply. Opportunities in this focus area range from advocacy and education to local policy and funding that support renewable energy.



**Residential Energy (RE):** This focus area includes strategies to increase energy efficiency and electrification in existing and new residential buildings through codes and policies, education, and financial incentives.



**Commercial Energy (CE):** This focus area includes strategies to increase energy efficiency and electrification in new and existing commercial buildings through policy, education, and leading by example at municipal facilities.

Aligning the Energy Action Plan focus areas with the Climate Action Plan reflects the work already done to define Salida's priorities and creates opportunities for tangible action on strategies identified by the community.

This Energy Action Plan does not include strategies related to the "Waste and Landfill" or "Vehicles and Transportation" focus areas of the Climate Action Plan. However, recognizing the connection between energy supply and electric vehicles in decarbonizing the transportation sector, the Energy Action Team may consider developing a stand-alone Electric Vehicle Action Plan through Partners in Energy in the future.

# HOW WE ARE GOING TO GET THERE



The Energy Action Team identified 12 strategies to achieve Salida’s vision and contribute to the achievement of the community’s overarching carbon-free energy goal:

<b>ES-1:</b>	Advocate for clean, local, and resilient energy supply
<b>ES-2:</b>	Explore the adoption of codes and policies that support local renewable energy generation
<b>ES-3:</b>	Provide funding and incentives for local residential, commercial, and community solar projects
<b>ES-4:</b>	Explore regional opportunities to pursue geothermal energy
<b>RE-1:</b>	Provide residential education and outreach related to energy efficiency, electrification, and renewable energy
<b>RE-2:</b>	Provide outreach and training to residential developers, architects, and contractors on up-to-date energy codes and best practices
<b>RE-3:</b>	Provide local funding and incentives to support residential energy efficiency and electrification retrofits
<b>RE-4:</b>	Explore the adoption of a policy and/or pilot program to encourage residential energy disclosure, efficiency, and electrification at trigger events such as point of sale
<b>CE-1:</b>	Provide business education and outreach related to energy efficiency, electrification, and renewable energy
<b>CE-2:</b>	Provide outreach and training to commercial developers, architects, and contractors on energy efficiency and electrification best practices
<b>CE-3:</b>	Improve the energy efficiency of existing and new government and institutional properties
<b>CE-4:</b>	Explore the adoption of policy and/or pilot program to encourage energy efficiency and electrification retrofits in existing commercial buildings

The following sections describe actions plans to implement the strategies identified on the previous page, organized by focus area.



### Focus Area 1: Energy Supply (ES)

This focus area moves forward strategies that support Energy Supply objectives and actions identified in Salida’s Climate Action Plan.

Xcel Energy achieving its carbon reduction goals (see the Community Energy Baseline) will result in significant progress toward Salida’s local energy emissions goals. The Energy Supply focus area includes strategies to maximize the local benefits of a transition to clean energy supply through advocacy, policy, and funding to increase local renewable energy generation.

In 2021, approximately 5.5% of Salida’s residential and commercial premises participated in Xcel Energy’s on-site solar programs. The strategies in this focus area will contribute to the City of Salida overarching energy emissions goal by increasing local renewable energy participation.

#### ***Xcel Energy On-Site Solar Program Participation Target:***

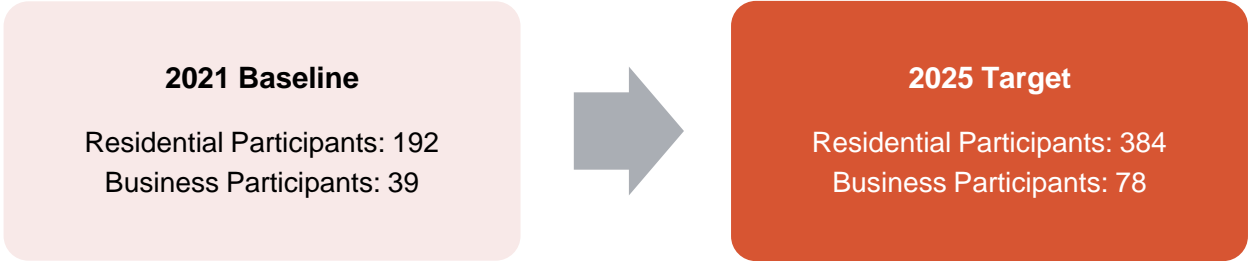


Figure 9: Shutterstock image of solar panel.

**Strategy ES-1: Advocate for clean, local, and resilient energy supply**

Continue and expand engagement at the community, state, and national level to help scale up local energy impact beyond city boundaries, identify emerging opportunities, and maximize the benefits of energy action for Salida.

Climate Action Plan Objectives and Actions Supported	
<ul style="list-style-type: none"> <li>• ES Objective 1: Mandate decarbonization of energy supply.               <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1, 3, 4, 6</i></li> </ul> </li> <li>• ES Objective 4: Invest in renewable generation at the community and utility levels.               <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 3-4</i></li> </ul> </li> <li>• ES Objective 5: Support relevant federal and state policies through active legislation and regulatory engagement.               <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1-10</i></li> </ul> </li> </ul>	
Target Audience	
<ul style="list-style-type: none"> <li>• Local elected officials</li> <li>• State government</li> <li>• Chaffee County</li> <li>• Utilities</li> </ul>	
Scope and Timeline	
<b>Identification of advocacy priorities</b> Q3 2023	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to identify advocacy priorities.</li> <li>• <b>Xcel Energy Partners in Energy</b> to connect community priorities with Xcel Energy opportunities and goals around renewable generation.</li> </ul>
<b>Regional convening and collaboration</b> Q3 2023 and ongoing	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> and <b>local community partners</b> to convene regional advocacy activities.</li> <li>• <b>City of Salida</b> and <b>local community partners</b> to participate in Chaffee County Sustainability Plan development and implementation.</li> </ul>
<b>Utility engagement</b> Ongoing	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> and <b>local community partners</b> to continue engaging utilities to support actions that contribute to a resilient, and flexible regional grid.</li> <li>• <b>Xcel Energy Partners in Energy</b> to communicate opportunities to participate in regulatory processes and decision making.</li> </ul>
<b>Collective advocacy efforts</b> Ongoing	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to continue participating in CC4CA and bring forward collective advocacy opportunities to local elected officials and groups as appropriate.</li> </ul>
Resources Required and Available	
<ul style="list-style-type: none"> <li>○ Estimated Resources Required               <ul style="list-style-type: none"> <li>○ 5 - 10 hours staff time to convene and coordinate advocacy efforts at the regional scale.</li> <li>○ &lt;\$10,000 per year to maintain membership of CC4CA and other collaborative organizations as deemed necessary and appropriate by the city.</li> </ul> </li> </ul>	



**Strategy ES-2: Explore the adoption of codes and policies that support local renewable energy generation**

Policies such as conditional use permitting can discourage solar installations since they require additional review and permitting which impacts the project cost and timeline. This strategy involves reviewing Salida’s development codes and policies to identify and remove barriers to renewable energy projects, as appropriate.

Climate Action Plan Objectives and Actions Supported	
<ul style="list-style-type: none"> <li>• ES Objective 1: Mandate decarbonization of energy supply.               <ul style="list-style-type: none"> <li>○ <i>Connected Action: 4</i></li> </ul> </li> <li>• ES Objective 2: Enable consumers to purchase and produce renewable energy.               <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 5, 8, 9</i></li> </ul> </li> <li>• ES Objective 3: Reduce the cost of renewable energy.               <ul style="list-style-type: none"> <li>○ <i>Connected Action: 5</i></li> </ul> </li> </ul>	
Target Audience	
<ul style="list-style-type: none"> <li>• Property owners</li> <li>• Developers</li> <li>• Chaffee County/City of Salida code administrators</li> </ul>	
Scope and Timeline	
<p><b>SolSmart designation</b> Q1-2 2024</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to pursue SolSmart designation, including               <ul style="list-style-type: none"> <li>○ Assessment of existing policy and permitting processes</li> <li>○ Identification of potential barriers to local generation.</li> </ul> </li> <li>• <b>City of Salida</b> to explore potential to implement streamlined and/or simplified solar permitting processes based on SolSmart assessment.</li> </ul>
<p><b>Explore potential code updates</b> Q2-4 2024</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to collaborate with <b>Chaffee County</b> to explore the potential to update regional building and energy codes and encourage renewable energy generation.</li> <li>• If pursuing code updates, <b>Xcel Energy Partners in Energy</b> to connect City of Salida with <b>Xcel Energy</b> and <b>Colorado Energy Office</b> resources, as relevant.</li> </ul>
Resources Required and Available	
<ul style="list-style-type: none"> <li>• Estimated Resources Required               <ul style="list-style-type: none"> <li>○ 30 hours staff time to pursue SolSmart designation and related policy reviews.</li> <li>○ 40 hours staff time to develop and implement permitting process changes.</li> <li>○ 15 hours staff time to collaborate with Chaffee County and identify path forward for code updates.</li> </ul> </li> <li>• Available Resources               <ul style="list-style-type: none"> <li>○ <a href="#">Xcel Energy Colorado Energy Codes &amp; Standards Program</a></li> <li>○ <a href="#">Colorado Energy Office Energy Code Adoption Toolkit</a></li> <li>○ <a href="#">SolSmart technical assistance</a></li> </ul> </li> </ul>	

**Strategy ES-3: Provide funding and incentives for local residential, commercial, and community solar projects**

Inventory available financial resources and identify gaps that the City could help address by providing direct funding or partnering with other organizations to support local solar projects.

Climate Action Plan Objectives and Actions Supported	
<ul style="list-style-type: none"> <li>• ES Objective 1: Mandate decarbonization of energy supply.                             <ul style="list-style-type: none"> <li>○ <i>Connected Action: 5</i></li> </ul> </li> <li>• ES Objective 2: Enable consumers to purchase and produce renewable energy.                             <ul style="list-style-type: none"> <li>○ <i>Connection Actions: 6-8</i></li> </ul> </li> <li>• ES Objective 3: Reduce the cost of renewable energy.                             <ul style="list-style-type: none"> <li>○ <i>Connection Action: 2, 3-6</i></li> </ul> </li> </ul>	
Target Audience	
<ul style="list-style-type: none"> <li>• Residents</li> <li>• Businesses</li> <li>• Solar developers</li> </ul>	
Scope and Timeline	
<p><b>Explore policy and funding options</b> Q3 2023 – Q4 2024</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to research potential general fund reserves for use as local match and explore potential placeholder 2024 budget request.</li> <li>• <b>City of Salida</b> to engage <b>Chaffee County</b> to explore potential adoption of Colorado C-PACE (Colorado Commercial Property Assessed Clean Energy).</li> <li>• <b>Xcel Energy Partners in Energy</b> to monitor state and federal grant funding opportunities that could support local or regional solar incentives.</li> </ul>
<p><b>Research existing programs</b> Q3-4 2023</p>	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to research and provide a summary of relevant funding and financing programs and best practices for local solar funding and incentives.</li> </ul>
<p><b>Engage key stakeholders</b> Q1-2 2024</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> and <b>Xcel Energy Partners in Energy</b> to co-lead engagement of key stakeholders to inform understanding of the most suitable incentive or other program to encourage local solar projects in Salida (e.g., convening of solar installers, resident survey, etc.)</li> </ul>
<p><b>Develop and launch program to support local solar</b> Q3-4 2024</p>	<ul style="list-style-type: none"> <li>• If supported, <b>City of Salida</b> to design, develop, and administer a local solar program (e.g., direct grants, low-cost financing, and group buy program).</li> <li>• <b>Xcel Energy Partners in Energy</b> to provide support with program design and outreach.</li> </ul>

Resources Required and Available	
<ul style="list-style-type: none"> <li>• Estimated Resources Required                             <ul style="list-style-type: none"> <li>○ City budget to fund incentive program (e.g., \$1,500 per residential and/or business participant modeled on similar program in Frisco).</li> <li>○ 35 hours to engage key stakeholders and research funding opportunities.</li> <li>○ 40 hours staff time to design and develop solar group buy program.</li> <li>○ 10 hours per month to administer solar group buy program while active.</li> </ul> </li> <li>• Available Resources                             <ul style="list-style-type: none"> <li>○ <a href="#">Xcel Energy renewable programs</a></li> <li>○ <a href="#">Colorado C-PACE financing program</a></li> <li>○ <a href="#">Colorado Residential Energy Upgrade (RENU) loan program</a></li> <li>○ <a href="#">Federal clean energy tax incentives</a></li> <li>○ Emerging federal funds such as Energy Efficiency and Conservation Block Grants (EECBG) grants to fund staff capacity.</li> </ul> </li> </ul>	

**Strategy ES-4: Explore regional opportunities to pursue geothermal energy**  
 Salida is uniquely placed to leverage geothermal energy due to a local and regional abundance of this renewable resource. There are a variety of use cases for geothermal energy and this strategy continues the City’s involvement in exploratory activities to pursue regional applications.

Climate Action Plan Objectives and Actions Supported	
<ul style="list-style-type: none"> <li>• ES Objective 4: Invest in renewable generation at the community and utility levels.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 2, 4</i></li> </ul> </li> </ul>	
Target Audience	
<ul style="list-style-type: none"> <li>• Local governments</li> <li>• Utility companies</li> <li>• State agencies</li> </ul>	
Scope and Timeline	
<p><b>Incorporate geothermal in new municipal facilities</b>                      Underway / Ongoing</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to incorporate geothermal energy in new fire station design and construction.</li> <li>• <b>City of Salida</b> to consider incorporation of geothermal energy in future municipal construction projects where feasible.</li> </ul>
<p><b>Monitor and support regional geothermal efforts</b>                      Ongoing</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to coordinate with the Center for Clean Energy Economy and remain involved in regional geothermal collaboration efforts.</li> </ul>
Resources Required and Available	
<ul style="list-style-type: none"> <li>• Estimated Resources Required                             <ul style="list-style-type: none"> <li>○ City funding to incorporate geothermal energy into new construction.</li> </ul> </li> <li>• Available Resources                             <ul style="list-style-type: none"> <li>○ <a href="#">Colorado Energy Office Geothermal Energy Grant program</a></li> <li>○ <a href="#">CSU Center for Clean Energy Economy</a></li> <li>○ Federal clean energy tax credits</li> </ul> </li> </ul>	



## Focus Area 2: Residential Energy (RE)

This focus area moves forward strategies that support Residential Energy objectives and actions identified in Salida’s Climate Action Plan.

The residential sector represents a significant opportunity to reduce energy consumption and associated greenhouse gas emissions by making homes more efficient and electrifying home equipment and systems as appropriate. This focus area includes strategies that facilitate energy efficient practices and improvements in new and existing residential buildings through education, incentives, and policy.

The level of participation in Xcel Energy’s residential energy programs has fluctuated over the last three years, with 1% of residential premises in Salida participating annually, and a maximum of 63 participants in 2021. The strategies in this focus area will contribute to the City of Salida overarching greenhouse gas emission goal by increasing residential energy efficiency program participation. The energy action team chose to set an ambitious target in this focus area. Ambitious efficiency program participation was set as a 6% annual participation rate for the sector, which translates to 208 residential participants per year.

### ***Residential Xcel Energy DSM Program Participation Target:***

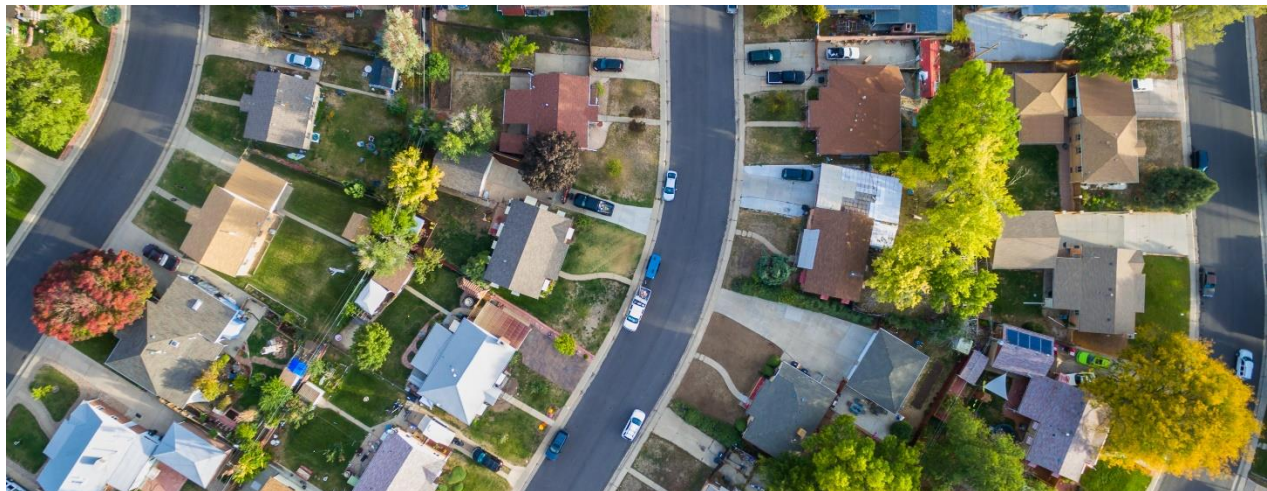


Figure 10: Shutterstock image of residential area.

**Strategy RE-1: Provide residential education and outreach related to energy efficiency, electrification, and renewable energy**

There are many no- and low-cost opportunities for residents to save energy and money and reduce greenhouse gas emissions through behavior changes and by leveraging Xcel Energy and Atmos Energy programs. The purpose of this strategy is to educate Salida residents about existing and new energy efficiency, electrification, and renewable energy opportunities while encouraging energy program participation through a communitywide education effort.

Climate Action Plan Objectives and Actions Supported	
<ul style="list-style-type: none"> <li>• RE Objective 1: Increase the energy efficiency of space- and water-heating and convert to electric.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1, 2, 5</i></li> </ul> </li> <li>• RE Objective 3: Improve the energy efficiency of existing buildings.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 8, 11, 14</i></li> </ul> </li> <li>• RE Objective 4: Reduce energy consumption in rental housing and multifamily buildings.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1, 5, 9</i></li> </ul> </li> <li>• RE Objective 5: Anticipate and mitigate likely expansion of air-conditioning use.</li> <li>• ES Objective 5: Support relevant federal and state policies through active legislation and regulatory engagement.                             <ul style="list-style-type: none"> <li>○ <i>Connected Action: 1</i></li> </ul> </li> </ul>	
Target Audience	
<ul style="list-style-type: none"> <li>• Residents</li> </ul>	
Scope and Timeline	
<p><b>Develop outreach plan</b> Q3 2023</p>	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to develop an outreach plan that outlines key messages, communication channels, roles, activities, and timeline for strategic outreach during 2024.</li> <li>• <b>City of Salida</b> to review outreach plan.</li> <li>• <b>City of Salida</b> to identify existing channels for distribution of residential outreach materials (e.g., Green Drinks, Science Sunday, River Bend Apartments, Salida Ridge, and churches).</li> </ul>
<p><b>Leverage existing and emerging outreach opportunities</b> Q3-4 2023</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to identify and leverage existing and emerging outreach opportunities.</li> <li>• <b>Xcel Energy Partners in Energy</b> to provide communications and engagement support for initial outreach based on outreach plan.</li> </ul>
<p><b>Develop outreach materials</b> Q1-2 2024</p>	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to develop collateral according to outreach plan and support distribution.</li> </ul>
<p><b>Distribute outreach materials</b> Q2-4 2024</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to lead implementation of outreach plan and distribution of residential outreach materials.</li> </ul>

### Resources Required and Available

- Required Resources
  - 10 hours staff time to support development of outreach materials.
  - 35 hours to distribute residential outreach materials.
- Available Resources
  - [Energy Smart Colorado energy assessment program](#)
  - [Xcel Energy energy efficiency, electrification, and renewable energy programs](#)
  - [Atmos Energy energy efficiency programs](#)

### Strategy RE-2: Provide outreach and training to residential developers, architects, and contractors on up-to-date energy codes and best practices

Many developers and contractors already use sustainable energy practices, while others may be unaware of the benefits associated with energy efficiency and electrification. Additionally, developers and contractors may not be familiar with Xcel Energy programs available to support energy efficient new construction.

At the time of writing, the City of Salida and other local partners also were working with Chaffee County to plan for energy code updates that will be required by 2025 per recent state legislation. This strategy involves conducting outreach with Salida's development community to better understand current practices, connect them with energy efficiency and electrification resources, and provide support to implement updated codes.

### Climate Action Plan Objectives and Actions Supported

- RE Objective 1: Increase the energy efficiency of space- and water-heating and convert to electric.
  - *Connected Actions: 3, 4, 6*
- RE Objective 2: Mandate no- to low-carbon standards for new construction and major remodels.
  - *Connected Action: 7*
- RE Objective 4: Reduce energy consumption in rental, apartments, and multifamily buildings.
  - *Connected Actions: 4, 8*
- RE Objective 5: Anticipate and mitigate likely expansion of air-conditioning use.
  - *Connected Action: 1*

### Target Audience

- Residential developers, architects, and contractors

Scope and Timeline	
<b>Regional engagement on code</b> Ongoing	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to continue engaging with <b>Chaffee County</b> and other local municipalities regarding potential code updates and the implications of recent state legislation.</li> </ul>
<b>Develop outreach plan</b> Q2 2024	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to identify existing outreach and communications channels to reach local developers and contractors.</li> <li>• <b>Xcel Energy Partners in Energy</b> to develop outreach plan that outlines key messages, communication channels, roles, activities, and timeline.</li> <li>• <b>City of Salida</b> to review outreach plan.</li> </ul>
<b>Engage community members</b> Q3-4 2024	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to develop collateral and resources according to outreach plan.</li> <li>• <b>City of Salida</b> to implement outreach plan and distribute outreach via identified channels.</li> <li>• <b>Xcel Energy Partners in Energy</b> to support outreach plan implementation.</li> </ul>
Resources Required and Available	
<ul style="list-style-type: none"> <li>• Estimated Resources Required                             <ul style="list-style-type: none"> <li>○ 20 hours of staff time to support engagement of contractors and developers.</li> </ul> </li> <li>• Available Resources.                             <ul style="list-style-type: none"> <li>○ <a href="#">Partners in Energy New Construction &amp; Redevelopment Toolkit</a></li> <li>○ <a href="#">Xcel Energy new construction, energy efficiency, and electrification programs</a></li> <li>○ <a href="#">Xcel Energy Residential Trade Partner Resource Center</a></li> <li>○ <a href="#">Xcel Energy Colorado Energy Codes &amp; Standards Program</a></li> <li>○ <a href="#">Atmos Energy energy efficiency programs</a></li> </ul> </li> </ul>	

**Strategy RE-3: Provide local funding and incentives to support residential energy efficiency and electrification retrofits**

There are many utility and state programs that incentivize energy saving practices and home improvements. However, the remaining cost after these programs can still be a barrier to residents who want to implement improvements. This strategy inventories available financial resources and identifies gaps that the City could help address by providing direct funding or partnering with other organizations to provide incentives such as stacking rebates and groups buy discounts.

Climate Action Plan Objectives and Actions Supported
<ul style="list-style-type: none"> <li>• RE Objective 1: Increase the energy efficiency of space- and water-heating and convert to electric.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1, 2, 5</i></li> </ul> </li> <li>• RE Objective 3: Improve the energy efficiency of existing buildings.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 2, 5, 8, 14</i></li> </ul> </li> <li>• RE Objective 4: Reduce energy consumption in rental housing and multifamily buildings.                             <ul style="list-style-type: none"> <li>○ <i>Connected Action: 1</i></li> </ul> </li> </ul>

Target Audience	
<ul style="list-style-type: none"> <li>Residential property owners</li> </ul>	
Scope and Timeline	
<b>Identify available funding</b> Q3 – 4 2023	<ul style="list-style-type: none"> <li><b>Xcel Energy Partners in Energy</b> to research available grant or other funding and best practices for providing additional incentives to support residential energy efficiency improvements (e.g., group buy discounts, stacking rebates, etc.).</li> <li><b>City of Salida</b> to identify municipal financial resources available to support residential energy improvements and prepare potential 2024 budget placeholder request.</li> </ul>
<b>Engage community members</b> Q1-2 2024	<ul style="list-style-type: none"> <li>In coordination with <a href="#">RE-4</a>, <b>City of Salida</b> to engage community members, for example through a survey and/or focus groups, to understand what types of incentives would be most helpful for making home energy efficiency and electrification improvements.</li> <li><b>Xcel Energy Partners in Energy</b> to support community engagement (e.g., online survey development and administration, focus group planning support, etc.).</li> </ul>
<b>Develop and implement incentive program</b> Q2-3 2024	<ul style="list-style-type: none"> <li><b>City of Salida</b> to develop recommendations for a new incentive program and present to City Council for review.</li> <li><b>City of Salida</b> to implement incentive program, in collaboration with <b>Energy Smart Colorado</b>.</li> </ul>
Resources Required and Available	
<ul style="list-style-type: none"> <li>Estimated Resource Required                             <ul style="list-style-type: none"> <li>40 hours of staff time to identify municipal funding options, support community engagement, and develop and present recommendations.</li> <li>10 hours per month to implement incentive program on an ongoing basis, if pursued.</li> <li>City budget and/or grant funds for incentive program (e.g., \$250 per household modeled on similar program in Frisco).</li> </ul> </li> <li>Available Resources                             <ul style="list-style-type: none"> <li><a href="#">Energy Smart Colorado</a></li> <li>Local energy auditor.</li> <li>Emerging federal funds such as Energy Efficiency grants and Conservation Block Grants (EECBG) to fund staff capacity.</li> </ul> </li> </ul>	

**Strategy RE-4: Explore the adoption of a policy and/or pilot program to encourage residential energy disclosure, efficiency, and electrification at trigger events such as point of sale**

At a home’s time of sale, or the transition of a home to a rental property, there is an opportunity to understand and improve the home’s energy performance. This strategy will require developing a process to encourage home energy assessments at the time of sale or other trigger events.



Climate Action Plan Objectives and Actions Supported	
<ul style="list-style-type: none"> <li>• RE Objective 3: Improve the energy efficiency of existing buildings.                             <ul style="list-style-type: none"> <li>○ <i>Connected Action: 3</i></li> </ul> </li> <li>• RE Objective 4: Reduce energy consumption in rental housing and multifamily buildings.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 2, 6, 7</i></li> </ul> </li> </ul>	
Target Audience	
<ul style="list-style-type: none"> <li>• Residential property owners</li> <li>• Prospective buyers/renters</li> <li>• Real estate industry</li> </ul>	
Scope and Timeline	
<b>Research best practices</b> Q1 – 2 2024	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to research best practice residential energy disclosure policies and programs in other communities.</li> <li>• <b>City of Salida</b> to support best practice research, drawing on existing resources and networks.</li> </ul>
<b>Engage key stakeholders to inform program design</b> Q2 2024	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to engage stakeholders (e.g., property owners, residents, home inspectors, home energy assessment providers, and Energy Smart Colorado) to inform pilot program development.</li> <li>• <b>Xcel Energy Partners in Energy</b> to support stakeholder engagement (e.g., property owners, residents, home inspectors, home energy assessment providers, and Energy Smart Colorado) to inform pilot program development.</li> </ul>
<b>Design and launch pilot program</b> Q3-4 2024	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to design and implement volunteer pilot program.</li> <li>• <b>City of Salida</b> to use results of pilot program to inform recommendations for policy or program development.</li> </ul>
Resources Required and Available	
<ul style="list-style-type: none"> <li>• Estimated Resources Required                             <ul style="list-style-type: none"> <li>○ 10 hours of staff time to engage key stakeholders and support best practice research.</li> <li>○ 40 hours staff time to develop and launch pilot program.</li> <li>○ 10 hours per month staff time to implement program on an ongoing basis.</li> </ul> </li> <li>• Available Resources                             <ul style="list-style-type: none"> <li>○ <a href="#">Colorado Association of Ski Towns</a></li> <li>○ <a href="#">Mountain Towns 2030</a></li> <li>○ <a href="#">CC4CA</a></li> <li>○ Emerging federal funds such as Energy Efficiency grants and Conservation Block Grants (EECBG) to fund staff capacity.</li> </ul> </li> </ul>	



### Focus Area 3: Commercial Energy (CE)

This focus area moves forward strategies that support Commercial Energy objectives and actions in Salida's Climate Action Plan.

Although the commercial sector accounts for only 16% of premises in Salida, commercial properties consume 44% of energy used in the community. This focus area includes strategies that facilitate energy efficient practices and improvements in new and existing commercial buildings through education, incentives, and policy.

The level of participation in Xcel Energy's commercial energy programs has fluctuated over the last three years, with an average participation rate of 1.6% premises during the 2019 - 2021 baseline period. The strategies in this focus area will contribute to the City of Salida's overarching energy emissions goal by increasing commercial energy program participation so that 6% of commercial premises participate annually. This equates to 41 commercial and industrial sector participants per year.

#### **Commercial Xcel Energy DSM Program Participation Target :**

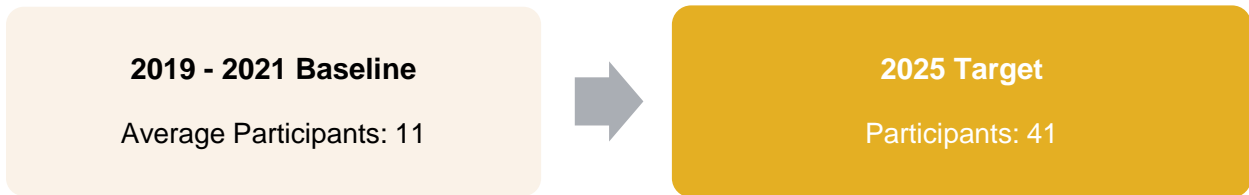


Figure 11. Downtown Salida during FibARK.

**Strategy CE-1: Provide business education and outreach related to energy efficiency, electrification, and renewable energy**

There are many no- and low-cost opportunities for businesses to save energy and money through behavior changes and by leveraging Xcel Energy and Atmos Energy programs. Additionally, electrification and renewable programs are available for businesses to reduce greenhouse gas emissions.

The purpose of this strategy is to educate Salida businesses about these opportunities and encourage participation in energy programs through a targeted education effort.

Climate Action Plan Objectives and Actions Supported	
<ul style="list-style-type: none"> <li>• CE Objective 2: Increase the efficiency of natural gas heating systems and appliances.                             <ul style="list-style-type: none"> <li>○ <i>Connected Action: 1</i></li> </ul> </li> <li>• CE Objective 3: Replace natural gas heating and appliances with electric and/or renewable systems.                             <ul style="list-style-type: none"> <li>○ <i>Connected Action: 3</i></li> </ul> </li> <li>• CE Objective 7: Improve education and infrastructure; optimize utility rates.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 4, 7, 8</i></li> </ul> </li> </ul>	
Target Audience	
<ul style="list-style-type: none"> <li>• Businesses</li> </ul>	
Scope and Timeline	
<b>Develop outreach plan</b> Q3-4 2023	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to develop an outreach plan that identifies key educational needs, outlines key messages, communication channels, roles, activities, and timeline.</li> <li>• <b>City of Salida</b> to identify existing channels for business education and outreach.</li> </ul>
<b>Develop outreach materials</b> Q1-2 2024	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to develop collateral according to outreach plan.</li> </ul>
<b>Implement outreach plan</b> Q2-4 2024	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to support implementation of the outreach plan (e.g., through connecting City of Salida with Xcel Energy business energy assessment vendor to support business walks).</li> <li>• <b>City of Salida</b> to lead distribution of outreach and education materials via identified channels, including business walks and a focus on promoting business energy audits.</li> </ul>
Resources Required and Available	
<ul style="list-style-type: none"> <li>• Estimated Resources Required                             <ul style="list-style-type: none"> <li>○ 10 hours of staff time to support development of outreach materials.</li> <li>○ 15 hours to distribute business outreach materials.</li> </ul> </li> <li>• Available Resources                             <ul style="list-style-type: none"> <li>○ <a href="#">Partners in Energy Small &amp; Medium Business Toolkit</a></li> <li>○ <a href="#">Xcel Energy energy efficiency, electrification, and renewable energy programs</a></li> <li>○ <a href="#">Atmos Energy energy efficiency programs</a></li> <li>○ <a href="#">Colorado C-PACE financing program</a></li> <li>○ <a href="#">Energy Smart Colorado grant for small businesses</a></li> </ul> </li> </ul>	

**Strategy CE-2: Provide outreach and training to commercial developers, architects, and contractors on energy efficiency and electrification best practices**

This strategy involves conducting outreach with Salida’s commercial development community to better understand current practices, connect them with energy efficiency and electrification resources, and provide support to implement updated codes.

Climate Action Plan Objectives and Actions Supported	
<ul style="list-style-type: none"> <li>• CE Objective 2: Increase the efficiency of natural gas heating systems and appliances.                             <ul style="list-style-type: none"> <li>○ <i>Connected Action: 1</i></li> </ul> </li> <li>• CE Objective 3: Replace natural gas heating and appliances with electric and/or renewable systems.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 3, 5</i></li> </ul> </li> <li>• CE Objective 7: Improve education and infrastructure; optimize utility rates.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 2, 7, 8</i></li> </ul> </li> </ul>	
Target Audience	
<ul style="list-style-type: none"> <li>• Residential developers, architects, and contractors</li> </ul>	
Scope and Timeline	
<b>Develop outreach plan</b> Q2 2024	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to identify existing outreach and communication channels to reach local developers and contractors, including any existing programs through <b>Colorado Mountain College</b> or <b>Chaffee County</b>.</li> <li>• <b>Xcel Energy Partners in Energy</b> to develop outreach plan that outlines key messages, communication channels, roles, activities, and timeline.</li> </ul>
<b>Develop outreach materials</b> Q2-3 2024	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to develop collateral according to outreach plan.</li> </ul>
<b>Implement outreach plan</b> Q3-4 2024	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to implement outreach plan and distribute outreach via identified existing and new channels.</li> <li>• <b>Xcel Energy Partners in Energy</b> to support outreach plan implementation.</li> <li>• <b>City of Salida</b> and <b>Chaffee County</b> to collaborate on engagement of development community related to updated State code requirements.</li> </ul>
Resources Required and Available	
<ul style="list-style-type: none"> <li>• Estimated Resources Required                             <ul style="list-style-type: none"> <li>○ 20 hours of staff time to support engagement of commercial contractors and developers.</li> </ul> </li> <li>• Available Resources                             <ul style="list-style-type: none"> <li>○ <a href="#">Partners in Energy New Construction &amp; Redevelopment Toolkit</a></li> <li>○ <a href="#">Xcel Energy energy efficiency, electrification, and renewable energy programs</a></li> <li>○ <a href="#">Xcel Energy Business Trade Partner Resource Center</a></li> <li>○ <a href="#">Xcel Energy Colorado Energy Codes &amp; Standards Program</a></li> <li>○ <a href="#">Atmos Energy energy efficiency programs</a></li> </ul> </li> </ul>	

**Strategy CE-3: Improve the energy efficiency of existing and new government and institutional properties**

Public agencies in Salida have a history of leading by example when it comes to energy action including energy efficiency retrofits completed at city buildings and efficiency and electrification features integrated into the new fire department building design. This strategy continues explore this demonstrated leadership by seeking additional opportunities to track and enhance energy efficiency in government and institutional properties, recognizing that facilities need continued maintenance, evaluation, and improvement to remain sustainable.

Climate Action Plan Objectives and Actions Supported	
<ul style="list-style-type: none"> <li>• CE Objective 6: Model best practices through energy retrofitting of government buildings and properties.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1-4</i></li> </ul> </li> <li>• CE Objective 8: Anticipate and mitigate likely expansion of AC use in buildings.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1, 2</i></li> </ul> </li> </ul>	
Target Audience	
<ul style="list-style-type: none"> <li>• City of Salida Public Works Department</li> <li>• Heart of the Rockies Regional Medical Center</li> <li>• Salida School District</li> <li>• Users of government and institutional properties (e.g., residents, students, and staff)</li> </ul>	
Scope and Timeline	
<p><b>Educate institutions on existing opportunities</b> Q1-2 2024</p>	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to connect facility managers with resources related to existing opportunities for energy audits and efficiency improvements for local institutions.</li> <li>• <b>City of Salida</b> to support engagement of local institutions.</li> </ul>
<p><b>Inventory properties and evaluate efficiency</b> Q1-4 2024</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida and other public agencies</b> to inventory government and institutional properties and identify completed energy efficiency improvements, and low-hanging fruit.</li> <li>• <b>City of Salida and other public agencies</b> to enroll properties in benchmarking through ENERGY STAR Portfolio Manager.</li> <li>• <b>City of Salida and other public agencies</b> to conduct energy assessments on properties as appropriate.</li> </ul>
<p><b>Implement energy efficiency recommendations and retrocommissioning</b> Q2-4 2024</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida and other public agencies</b> to implement identified energy efficiency improvements.</li> <li>• <b>Xcel Energy Partners in Energy</b> to support connection to applicable Xcel Energy programs.</li> <li>• <b>City of Salida and other public agencies</b> to establish retrocommissioning schedules as appropriate for properties with recent energy improvements.</li> </ul>
Resources Required and Available	
<ul style="list-style-type: none"> <li>• Estimated Resources Required                             <ul style="list-style-type: none"> <li>○ 15 hours of staff time to support engagement of local institutions.</li> <li>○ 25 hours of staff time to inventory existing buildings and perform energy efficiency assessments.</li> <li>○ 20 hours staff time to implement energy efficiency improvements.</li> <li>○ City funding to conduct energy assessments and implement efficiency improvements.</li> </ul> </li> </ul>	

- Available Resources
  - [Xcel Energy energy efficiency, electrification, and renewable energy programs](#)
  - [Atmos Energy energy efficiency programs](#)
  - [Colorado C-PACE financing program](#)
  - [Colorado Energy Office Energy Performance Contracting program](#)

**Strategy CE-4: Explore the adoption of an energy benchmarking policy and/or pilot program to encourage energy efficiency and electrification retrofits in existing commercial buildings**

Benchmarking refers to measuring a building’s energy consumption and increasing transparency and accountability around how buildings use energy, helping to focus energy efficiency efforts. In 2021, the State of Colorado passed a bill requiring owners of large commercial, multifamily, and public buildings 50,000 square feet or more in Colorado to report their annual energy use through ENERGY STAR Portfolio Manager, a free energy management tool (Colorado Energy Office, 2023). The bill also establishes building performance standards, which buildings will have to meet annually.

This strategy involves exploration and implementation of a voluntary benchmarking policy or pilot program applying to buildings not already required to comply with the state benchmarking law.

Climate Action Plan Objectives and Actions Supported	
<ul style="list-style-type: none"> <li>• CE Objective 1: Promote building-energy benchmarking and reporting.                             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1, 3</i></li> </ul> </li> <li>• CE Objective 5: Bring all buildings up to current codes or retrofit the majority of existing buildings.                             <ul style="list-style-type: none"> <li>○ <i>Connected Action: 7</i></li> </ul> </li> </ul>	
Target Audience	
<ul style="list-style-type: none"> <li>• Commercial property owners</li> </ul>	
Scope and Timeline	
<p><b>Research best practices</b> Q4 2023</p>	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to research best practices for energy benchmarking in commercial buildings.</li> </ul>
<p><b>Engage stakeholders</b> Q1-2 2024</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to engage stakeholders (e.g., commercial property owners) to inform pilot program or policy development. Use existing channels such as <a href="#">Sustainable Salida</a>, Chaffee County <a href="#">Economic Development Corporation</a>, <a href="#">GARNA</a>, and the Historic Preservation Commission.</li> <li>• <b>Xcel Energy Partners in Energy</b> to support stakeholder engagement, (e.g., by supporting focus groups, administering an online survey.)</li> </ul>
<p><b>Program design and implementation</b> Q3-4 2024</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to design and implement voluntary pilot program or draft phased policy for benchmarking and disclosure of energy use, including identification of program administrators, etc.</li> <li>• <b>Xcel Energy Partners in Energy</b> to provide connection to energy efficiency and electrification resources.</li> </ul>

Resources Required and Available	
<ul style="list-style-type: none"> <li>• Estimated Resources Required                             <ul style="list-style-type: none"> <li>○ 25 hours of staff time to support benchmarking pilot program development and launch.</li> <li>○ 20 hours per month staff time to support benchmarking pilot program implementation.</li> </ul> </li> <li>• Available Resources                             <ul style="list-style-type: none"> <li>○ <a href="#">Xcel Energy Benchmarking Program</a></li> <li>○ <a href="#">ENERGY STAR Portfolio Manager</a></li> <li>○ <a href="#">Building Performance Colorado</a></li> <li>○ <a href="#">Colorado Energy Office Building Benchmarking information</a></li> <li>○ <a href="#">Energy Smart Colorado energy assessment program</a></li> <li>○ Emerging federal funds such as Energy Efficiency grants and Conservation Block Grants (EECBG) to fund staff capacity.</li> </ul> </li> </ul>	

### Energy Action Plan Impact

The table below outlines the participation, kilowatt hour generation, and energy savings associated with achieving the targets outlined in this plan.

Target Program	Baseline Year	Baseline Participation	2025 Participation Target	2025 Annual Impact
Residential On-Site Solar Program Participation	2021	192	384	727,818 kWh generated
Commercial On-Site Solar Program Participation	2021	39	78	6,475,899 kWh generated
Residential DSM Program Participation	2019 - 2021	38	208	136,686 kWh saved 88 therms saved
Commercial DSM Program Participation	2019 - 2021	11	41	1,150,646 kWh saved

The increase in solar participation represents a two-fold increase in the number of premises with PV solar over the 2021 baseline. It is assumed that solar participation will double in both the residential and commercial sectors. Xcel Energy customers have the choice of enrolling their PV array(s) in the Solar\*Rewards program; for the purposes of this plan, any customer that installs solar will be considered a success, regardless of their array’s status with the Solar\*Rewards program. To estimate solar generation in 2025, the estimated generation per participant was calculated according to Solar\*Rewards and Non-Solar\*Rewards totals for 2021. This generation rate was then multiplied by the target participation number, resulting in the estimated kWh generated in 2025.

The increase in energy efficiency DSM program participation represents the maintenance of 2019-2021 participation in Salida in addition to the estimated average

annual participation across all Xcel Energy-serviced communities in Colorado. The amount of energy, money, and emissions saved due to participation in these programs depends heavily on the program chosen, customer behavior, and customer building characteristics. To estimate the savings impact, the total energy saved in the same baseline period is extrapolated according to the new target participation rates. It should be noted that during the baseline period used in this analysis, the programs that saw participation in the community did not result in high savings for natural gas consumption. Therefore, the extrapolated annual savings according to the target participation rate results in low natural gas savings. Realistically, the programs that will see participation in the implementation of this plan may have higher or lower savings for both electricity and natural gas.



# HOW WE STAY ON COURSE



This Energy Action Plan is a living document. Goals and strategies will be assessed and refined as needed based on data and community and staff capacity.

## Project Management

The day-to-day implementation of this plan will be led by the Project Management Team, consisting of City of Salida staff, with continued support from Xcel Energy’s Partners in Energy team. Additionally, the City of Salida volunteer Sustainability Committee will provide ongoing guidance and on-the-ground support throughout the process. Implementation of this plan will be a regular agenda item for the committee, allowing for consistent input and collaboration through the end of 2024. Implementation will begin in Q3 of 2023 with preparation and research supported by the Partners in Energy Team. The City of Salida is working to identify additional capacity needs to support ongoing implementation staffing support for strategies in 2024.



Figure 12. Nested project management and implementation support approach.

## Data and Reporting

Partners in Energy will provide biannual progress reports with metrics of success and overall progress towards goals for Xcel Energy program participation. These reports will be available publicly and shared with both the community and Energy Action Team. Xcel Energy will not provide Atmos Energy data. If available, ad-hoc participation reports for specific Xcel Energy programs (e.g., Home Energy Squad) can be provided to measure the success of campaigns and to determine if we need to change course.

## Project Management and Tracking

Partners in Energy will host regular project management check-in calls with City staff to ensure we stay on course to achieve the plan strategies. The Sustainability Committee will also continue to assess progress toward goals and discuss strategy and timeline refinement as needed considering staffing, funding, and community capacity.

Strategies and Actions (estimated staff time)	Lead	Timeline					
		Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
<b>Strategy ES-1: Advocate for clean, local, and resilient energy supply (5-10 hrs)</b>							
Identification of advocacy priorities	City of Salida						
Regional convening and collaboration	City of Salida						
Utility engagement	City of Salida						
Collective advocacy efforts	City of Salida						
<b>Strategy ES-2: Explore the adoption of codes and policies that support local renewable energy generation (85 hrs)</b>							
SolSmart Designation	City of Salida						
Explore potential code updates	City of Salida						
<b>Strategy ES-3: Provide funding and incentives for local residential, commercial, and community solar (155 hrs)</b>							
Explore policy and funding options	City of Salida Xcel Energy Partners in Energy						
Research existing programs	Xcel Energy Partners in Energy						
Engage key stakeholders	City of Salida Xcel Energy Partners in Energy						
Develop and launch program to support local solar	City of Salida						
<b>Strategy ES-4: Explore regional opportunities to pursue geothermal energy</b>							
Incorporate geothermal in new municipal facilities	City of Salida						
Monitor and support regional geothermal efforts	City of Salida						
<b>Error! Reference source not found. (45 hrs)</b>							
Develop outreach plan	Xcel Energy Partners in Energy						
Leverage existing and emerging outreach opportunities	City of Salida Xcel Energy Partners in Energy						
Develop outreach materials	Xcel Energy Partners in Energy						
Distribute outreach materials	City of Salida						

Action	Lead	Timeline					
		Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
<b>Error! Reference source not found. (20 hrs)</b>							
Regional engagement on code	City of Salida						
Develop outreach plan	Xcel Energy Partners in Energy						
Engage community members	Xcel Energy Partners in Energy City of Salida						
<b>Error! Reference source not found. (120 hrs)</b>							
Identify available funding	Xcel Energy Partners in Energy City of Salida						
Engage community members	City of Salida						
Develop and implement incentive program	City of Salida						
<p><b>Strategy RE-1: Provide residential education and outreach related to energy efficiency, electrification, and renewable energy</b>  <b>There are many no- and low-cost opportunities for residents to save energy and money and reduce greenhouse gas emissions through behavior changes and by leveraging Xcel Energy and Atmos Energy programs. The purpose of this strategy is to educate Salida residents about existing and new energy efficiency, electrification, and renewable energy opportunities while encouraging energy program participation through a communitywide education effort.</b></p>							
<p><b>Climate Action Plan Objectives and Actions Supported</b></p> <ul style="list-style-type: none"> <li>• RE Objective 1: Increase the energy efficiency of space- and water-heating and convert to electric. <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1, 2, 5</i></li> </ul> </li> <li>• RE Objective 3: Improve the energy efficiency of existing buildings. <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 8, 11, 14</i></li> </ul> </li> <li>• RE Objective 4: Reduce energy consumption in rental housing and multifamily buildings. <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1, 5, 9</i></li> </ul> </li> <li>• RE Objective 5: Anticipate and mitigate likely expansion of air-conditioning use.</li> <li>• ES Objective 5: Support relevant federal and state policies through active legislation and regulatory engagement. <ul style="list-style-type: none"> <li>○ <i>Connected Action: 1</i></li> </ul> </li> </ul>							
<p><b>Target Audience</b></p> <ul style="list-style-type: none"> <li>• Residents</li> </ul>							
<p><b>Scope and Timeline</b></p>							

<p><b>Develop outreach plan</b> Q3 2023</p>	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to develop an outreach plan that outlines key messages, communication channels, roles, activities, and timeline for strategic outreach during 2024.</li> <li>• <b>City of Salida</b> to review outreach plan.</li> <li>• <b>City of Salida</b> to identify existing channels for distribution of residential outreach materials (e.g., Green Drinks, Science Sunday, River Bend Apartments, Salida Ridge, and churches).</li> </ul>
<p><b>Leverage existing and emerging outreach opportunities</b> Q3-4 2023</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to identify and leverage existing and emerging outreach opportunities.</li> <li>• <b>Xcel Energy Partners in Energy</b> to provide communications and engagement support for initial outreach based on outreach plan.</li> </ul>
<p><b>Develop outreach materials</b> Q1-2 2024</p>	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to develop collateral according to outreach plan and support distribution.</li> </ul>
<p><b>Distribute outreach materials</b> Q2-4 2024</p>	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to lead implementation of outreach plan and distribution of residential outreach materials.</li> </ul>

<p><b>Resources Required and Available</b></p> <ul style="list-style-type: none"> <li>• Required Resources             <ul style="list-style-type: none"> <li>○ 10 hours staff time to support development of outreach materials.</li> <li>○ 35 hours to distribute residential outreach materials.</li> </ul> </li> <li>• Available Resources             <ul style="list-style-type: none"> <li>○ <a href="#">Energy Smart Colorado energy assessment program</a></li> <li>○ <a href="#">Xcel Energy energy efficiency, electrification, and renewable energy programs</a></li> <li>○ <a href="#">Atmos Energy energy efficiency programs</a></li> </ul> </li> </ul>
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Many developers and contractors already use sustainable energy practices, while others may be unaware of the benefits associated with energy efficiency and electrification. Additionally, developers and contractors may not be familiar with Xcel Energy programs available to support energy efficient new construction.

At the time of writing, the City of Salida and other local partners also were working with Chaffee County to plan for energy code updates that will be required by 2025 per recent state legislation. This strategy involves conducting outreach with Salida’s development community to better understand current practices, connect them with energy efficiency and electrification resources, and provide support to implement updated codes.

**Climate Action Plan Objectives and Actions Supported**

- RE Objective 1: Increase the energy efficiency of space- and water-heating and convert to electric.
  - *Connected Actions: 3, 4, 6*
- RE Objective 2: Mandate no- to low-carbon standards for new construction and major remodels.
  - *Connected Action: 7*
- RE Objective 4: Reduce energy consumption in rental, apartments, and multifamily buildings.
  - *Connected Actions: 4, 8*
- RE Objective 5: Anticipate and mitigate likely expansion of air-conditioning use.
  - *Connected Action: 1*

**Target Audience**

- Residential developers, architects, and contractors

**Scope and Timeline**

<b>Regional engagement on code</b> Ongoing	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to continue engaging with <b>Chaffee County</b> and other local municipalities regarding potential code updates and the implications of recent state legislation.</li> </ul>
<b>Develop outreach plan</b> Q2 2024	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to identify existing outreach and communications channels to reach local developers and contractors.</li> <li>• <b>Xcel Energy Partners in Energy</b> to develop outreach plan that outlines key messages, communication channels, roles, activities, and timeline.</li> <li>• <b>City of Salida</b> to review outreach plan.</li> </ul>
<b>Engage community members</b> Q3-4 2024	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to develop collateral and resources according to outreach plan.</li> <li>• <b>City of Salida</b> to implement outreach plan and distribute outreach via identified channels.</li> <li>• <b>Xcel Energy Partners in Energy</b> to support outreach plan implementation.</li> </ul>

**Resources Required and Available**

- Estimated Resources Required
  - 20 hours of staff time to support engagement of contractors and developers.
- Available Resources.
  - [Partners in Energy New Construction & Redevelopment Toolkit](#)
  - [Xcel Energy new construction, energy efficiency, and electrification programs](#)
  - [Xcel Energy Residential Trade Partner Resource Center](#)
  - [Xcel Energy Colorado Energy Codes & Standards Program](#)
  - [Atmos Energy energy efficiency programs](#)

There are many utility and state programs that incentivize energy saving practices and home improvements. However, the remaining cost after these programs can still be a barrier to residents who want to implement improvements. This strategy inventories available financial resources and identifies gaps that the City could help address by providing direct funding or partnering with other organizations to provide incentives such as stacking rebates and groups buy discounts.

**Climate Action Plan Objectives and Actions Supported**

- RE Objective 1: Increase the energy efficiency of space- and water-heating and convert to electric.
  - *Connected Actions: 1, 2, 5*
- RE Objective 3: Improve the energy efficiency of existing buildings.
  - *Connected Actions: 2, 5, 8, 14*
- RE Objective 4: Reduce energy consumption in rental housing and multifamily buildings.
  - *Connected Action: 1*

**Target Audience**

- Residential property owners

**Scope and Timeline**

<b>Identify available funding</b> Q3 – 4 2023	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to research available grant or other funding and best practices for providing additional incentives to support residential energy efficiency improvements (e.g., group buy discounts, stacking rebates, etc.).</li> </ul>
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	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to identify municipal financial resources available to support residential energy improvements and prepare potential 2024 budget placeholder request.</li> </ul>
<b>Engage community members</b> Q1-2 2024	<ul style="list-style-type: none"> <li>• In coordination with RE-4, <b>City of Salida</b> to engage community members, for example through a survey and/or focus groups, to understand what types of incentives would be most helpful for making home energy efficiency and electrification improvements.</li> <li>• <b>Xcel Energy Partners in Energy</b> to support community engagement (e.g., online survey development and administration, focus group planning support, etc.).</li> </ul>
<b>Develop and implement incentive program</b> Q2-3 2024	<ul style="list-style-type: none"> <li>• <b>City of Salida</b> to develop recommendations for a new incentive program and present to City Council for review.</li> <li>• <b>City of Salida</b> to implement incentive program, in collaboration with <b>Energy Smart Colorado</b>.</li> </ul>

**Resources Required and Available**

- Estimated Resource Required
  - 40 hours of staff time to identify municipal funding options, support community engagement, and develop and present recommendations.
  - 10 hours per month to implement incentive program on an ongoing basis, if pursued.
  - City budget and/or grant funds for incentive program (e.g., \$250 per household modeled on similar program in Frisco).
- Available Resources
  - Energy Smart Colorado
  - Local energy auditor.
  - Emerging federal funds such as Energy Efficiency grants and Conservation Block Grants (EECBG) to fund staff capacity.

(90 hrs)

Research best practices	Xcel Energy Partners in Energy						
Engage key stakeholders to inform program design	City of Salida						
Design and launch pilot program	City of Salida						
Error! Reference source not found. (25 hrs)							
Develop outreach plan	Xcel Energy Partners in Energy						

Develop outreach materials	Xcel Energy Partners in Energy						
Implement outreach plan	City of Salida						
Error! Reference source not found. (20 hrs)							
Develop outreach plan	Xcel Energy Partners in Energy						
Develop outreach materials	Xcel Energy Partners in Energy						
Implement outreach plan	City of Salida						
Error! Reference source not found. (60 hrs)							
Educate institutions on existing opportunities	Xcel Energy Partners in Energy						
Inventory properties and evaluate efficiency	City of Salida						
Implement energy efficiency recommendations and retrocommissioning	City of Salida / Other Institutions						

**Strategy CE-1: Provide business education and outreach related to energy efficiency, electrification, and renewable energy**  
 There are many no- and low-cost opportunities for businesses to save energy and money through behavior changes and by leveraging Xcel Energy and Atmos Energy programs. Additionally, electrification and renewable programs are available for businesses to reduce greenhouse gas emissions.  
 The purpose of this strategy is to educate Salida businesses about these opportunities and encourage participation in energy programs through a targeted education effort.

**Climate Action Plan Objectives and Actions Supported**

- CE Objective 2: Increase the efficiency of natural gas heating systems and appliances.
  - *Connected Action: 1*
- CE Objective 3: Replace natural gas heating and appliances with electric and/or renewable systems.
  - *Connected Action: 3*
- CE Objective 7: Improve education and infrastructure; optimize utility rates.
  - *Connected Actions: 4, 7, 8*

**Target Audience**

- Businesses

**Scope and Timeline**

**Develop outreach plan**  
Q3-4 2023

- **Xcel Energy Partners in Energy** to develop an outreach plan that identifies key educational needs, outlines key messages, communication channels, roles, activities, and timeline.
- **City of Salida** to identify existing channels for business education and outreach.



<p><b>Develop outreach materials</b> Q1-2 2024</p>	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to develop collateral according to outreach plan.</li> </ul>	
<p><b>Implement outreach plan</b> Q2-4 2024</p>	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to support implementation of the outreach plan (e.g., through connecting City of Salida with Xcel Energy business energy assessment vendor to support business walks).</li> <li>• <b>City of Salida</b> to lead distribution of outreach and education materials via identified channels, including business walks and a focus on promoting business energy audits.</li> </ul>	
<p><b>Resources Required and Available</b></p>		
<ul style="list-style-type: none"> <li>• Estimated Resources Required             <ul style="list-style-type: none"> <li>○ 10 hours of staff time to support development of outreach materials.</li> <li>○ 15 hours to distribute business outreach materials.</li> </ul> </li> <li>• Available Resources             <ul style="list-style-type: none"> <li>○ <a href="#">Partners in Energy Small &amp; Medium Business Toolkit</a></li> <li>○ <a href="#">Xcel Energy energy efficiency, electrification, and renewable energy programs</a></li> <li>○ <a href="#">Atmos Energy energy efficiency programs</a></li> <li>○ <a href="#">Colorado C-PACE financing program</a></li> <li>○ Energy Smart Colorado grant for small businesses</li> </ul> </li> </ul>		
<p>This strategy involves conducting outreach with Salida’s commercial development community to better understand current practices, connect them with energy efficiency and electrification resources, and provide support to implement updated codes.</p>		
<p><b>Climate Action Plan Objectives and Actions Supported</b></p>		
<ul style="list-style-type: none"> <li>• CE Objective 2: Increase the efficiency of natural gas heating systems and appliances.             <ul style="list-style-type: none"> <li>○ <i>Connected Action: 1</i></li> </ul> </li> <li>• CE Objective 3: Replace natural gas heating and appliances with electric and/or renewable systems.             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 3, 5</i></li> </ul> </li> <li>• CE Objective 7: Improve education and infrastructure; optimize utility rates.             <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 2, 7, 8</i></li> </ul> </li> </ul>		

<b>Target Audience</b>	
<ul style="list-style-type: none"> <li>Residential developers, architects, and contractors</li> </ul>	
<b>Scope and Timeline</b>	
<b>Develop outreach plan</b> Q2 2024	<ul style="list-style-type: none"> <li><b>City of Salida</b> to identify existing outreach and communication channels to reach local developers and contractors, including any existing programs through <b>Colorado Mountain College</b> or <b>Chaffee County</b>.</li> <li><b>Xcel Energy Partners in Energy</b> to develop outreach plan that outlines key messages, communication channels, roles, activities, and timeline.</li> </ul>
<b>Develop outreach materials</b> Q2-3 2024	<ul style="list-style-type: none"> <li><b>Xcel Energy Partners in Energy</b> to develop collateral according to outreach plan.</li> </ul>
<b>Implement outreach plan</b> Q3-4 2024	<ul style="list-style-type: none"> <li><b>City of Salida</b> to implement outreach plan and distribute outreach via identified existing and new channels.</li> <li><b>Xcel Energy Partners in Energy</b> to support outreach plan implementation.</li> <li><b>City of Salida</b> and <b>Chaffee County</b> to collaborate on engagement of development community related to updated State code requirements.</li> </ul>
<b>Resources Required and Available</b>	
<ul style="list-style-type: none"> <li>Estimated Resources Required                             <ul style="list-style-type: none"> <li>20 hours of staff time to support engagement of commercial contractors and developers.</li> </ul> </li> <li>Available Resources                             <ul style="list-style-type: none"> <li><a href="#">Partners in Energy New Construction &amp; Redevelopment Toolkit</a></li> <li><a href="#">Xcel Energy energy efficiency, electrification, and renewable energy programs</a></li> <li><a href="#">Xcel Energy Business Trade Partner Resource Center</a></li> <li><a href="#">Xcel Energy Colorado Energy Codes &amp; Standards Program</a></li> <li><a href="#">Atmos Energy energy efficiency programs</a></li> </ul> </li> </ul>	
Public agencies in Salida have a history of leading by example when it comes to energy action including energy efficiency retrofits completed at city buildings and efficiency and electrification features integrated into the new fire	

department building design. This strategy continues explore this demonstrated leadership by seeking additional opportunities to track and enhance energy efficiency in government and institutional properties, recognizing that facilities need continued maintenance, evaluation, and improvement to remain sustainable.

<b>Climate Action Plan Objectives and Actions Supported</b>	
<ul style="list-style-type: none"> <li>• CE Objective 6: Model best practices through energy retrofiting of government buildings and properties.               <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1-4</i></li> </ul> </li> <li>• CE Objective 8: Anticipate and mitigate likely expansion of AC use in buildings.               <ul style="list-style-type: none"> <li>○ <i>Connected Actions: 1, 2</i></li> </ul> </li> </ul>	
<b>Target Audience</b>	
<ul style="list-style-type: none"> <li>• City of Salida Public Works Department</li> <li>• Heart of the Rockies Regional Medical Center</li> <li>• Salida School District</li> <li>• Users of government and institutional properties (e.g., residents, students, and staff)</li> </ul>	
<b>Scope and Timeline</b>	
<b>Educate institutions on existing opportunities</b> Q1-2 2024	<ul style="list-style-type: none"> <li>• <b>Xcel Energy Partners in Energy</b> to connect facility managers with resources related to existing opportunities for energy audits and efficiency improvements for local institutions.</li> <li>• <b>City of Salida</b> to support engagement of local institutions.</li> </ul>
<b>Inventory properties and evaluate efficiency</b> Q1-4 2024	<ul style="list-style-type: none"> <li>• <b>City of Salida and other public agencies</b> to inventory government and institutional properties and identify completed energy efficiency improvements, and low-hanging fruit.</li> <li>• <b>City of Salida and other public agencies</b> to enroll properties in benchmarking through ENERGY STAR Portfolio Manager.</li> <li>• <b>City of Salida and other public agencies</b> to conduct energy assessments on properties as appropriate.</li> </ul>
<b>Implement energy efficiency recommendations and retrocommissioning</b> Q2-4 2024	<ul style="list-style-type: none"> <li>• <b>City of Salida and other public agencies</b> to implement identified energy efficiency improvements.</li> <li>• <b>Xcel Energy Partners in Energy</b> to support connection to applicable Xcel Energy programs.</li> <li>• <b>City of Salida and other public agencies</b> to establish retrocommissioning schedules as appropriate for properties with recent energy improvements.</li> </ul>
<b>Resources Required and Available</b>	

<ul style="list-style-type: none"> <li>• Estimated Resources Required                             <ul style="list-style-type: none"> <li>○ 15 hours of staff time to support engagement of local institutions.</li> <li>○ 25 hours of staff time to inventory existing buildings and perform energy efficiency assessments.</li> <li>○ 20 hours staff time to implement energy efficiency improvements.</li> <li>○ City funding to conduct energy assessments and implement efficiency improvements.</li> </ul> </li> <li>• Available Resources                             <ul style="list-style-type: none"> <li>○ Xcel Energy energy efficiency, electrification, and renewable energy programs</li> <li>○ Atmos Energy energy efficiency programs</li> <li>○ Colorado C-PACE financing program</li> <li>○ Colorado Energy Office Energy Performance Contracting program</li> </ul> </li> </ul>							
(145 hrs)							
Research best practices	Xcel Energy Partners in Energy						
Engage stakeholders	City of Salida						
Program design and implementation	City of Salida						

# APPENDIX A: BASELINE ENERGY ANALYSIS



Data was provided by Xcel Energy for all Salida premises for 2019 - 2021. Xcel Energy provides electric service to the community. Atmos Energy provides natural gas service to Salida and provided 2019-2021 usage data for all premises within the community. This data helped the Energy Action Team understand Salida’s energy use and opportunities for energy conservation and renewable energy. Data included in this section establishes a baseline against which progress toward goals will be compared to in the future.

## Sectors and Premises

Salida is served by Xcel Energy for electricity, and Atmos Energy for natural gas. Salida is a primarily residential community, with over 80% of the Xcel Energy-served premises being residential (Figure 13). This split should be kept in mind in the subsequent sections of this appendix, as commercial premises consume more energy per premise than residences.

The residential sector’s energy consumption is largely attributed to natural gas, as seen in Figure 14.

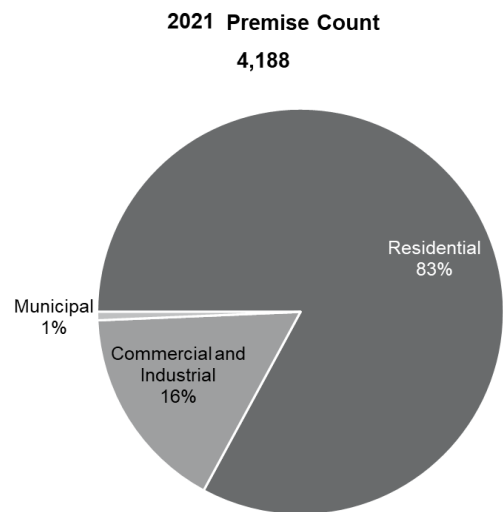


Figure 13: Salida Premises by Sector

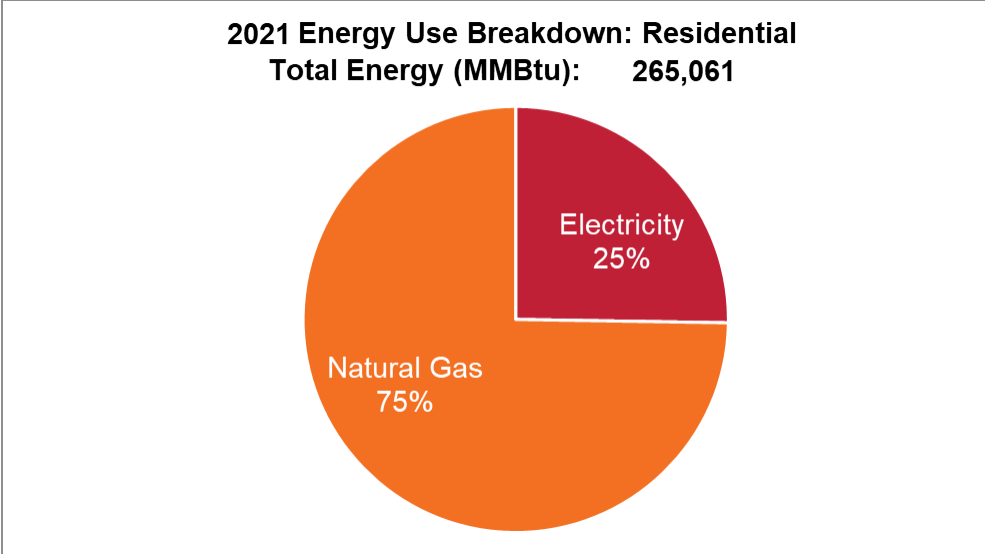


Figure 14: 2021 Residential Energy Breakdown

This trend holds true for the commercial and industrial sectors as well, with a slight shift towards more electricity consumption than the residential sector (Figure 15).

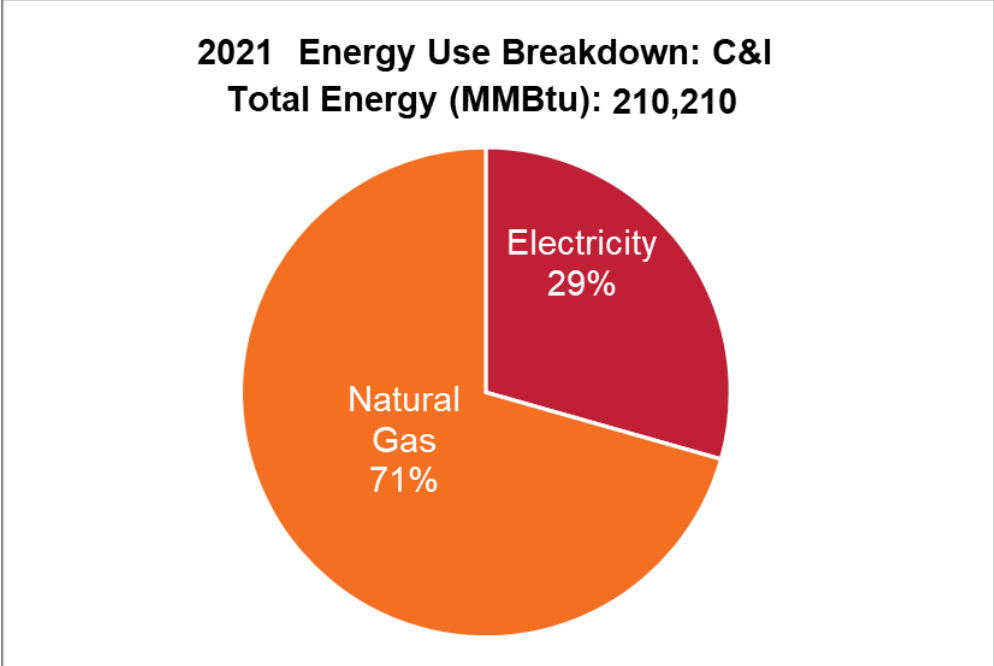


Figure 15: 2021 Commercial and Industrial Energy Breakdown

### Electricity and Natural Gas Consumption and Trends by Sector

Electricity and Natural gas consumption has been steady from 2019 to 2021 (Figure 16). Over this timeframe, 2020 saw the highest energy consumption. This increase appears to have been driven by higher natural gas consumption. These trends do not appear to be related to weather changes year to year.

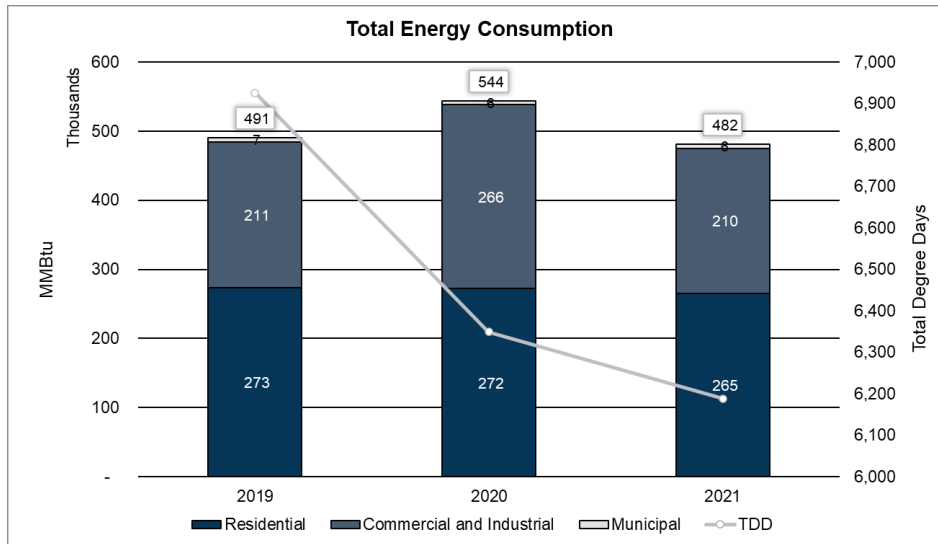


Figure 16: Total Energy Consumption, 2019 - 2021

Electricity consumption holds steady over the baseline period for this plan, with residential premises and commercial premises consuming nearly the same amount of electricity in total each year (Figure 17). 2021 Electricity consumption by sector is displayed below.

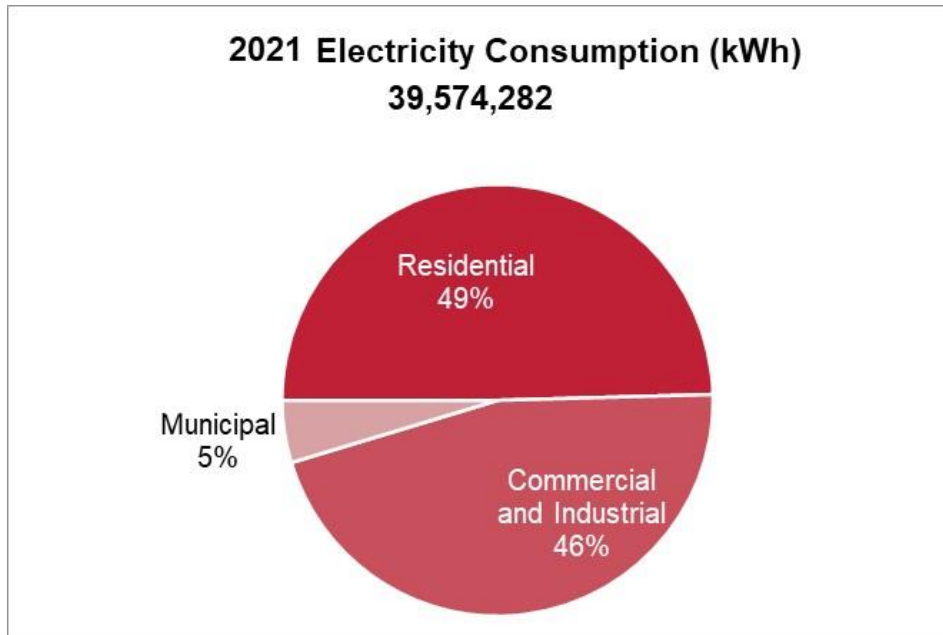


Figure 17: Total Electricity Consumption by Sector 2021

Natural gas consumption more closely mirrors the total energy consumption graph first displayed in this section, with a noticeable spike in consumption in 2020 (Figure 18). The cause of this increase in 2020 is unproven, as the onset of the COVID-19 pandemic does not logically explain why residences would have consumed less natural gas and commercial premises consume more than in 2019. Municipal natural gas consumption is excluded from the following chart because it is aggregated into the commercial sector data by Atmos Energy.

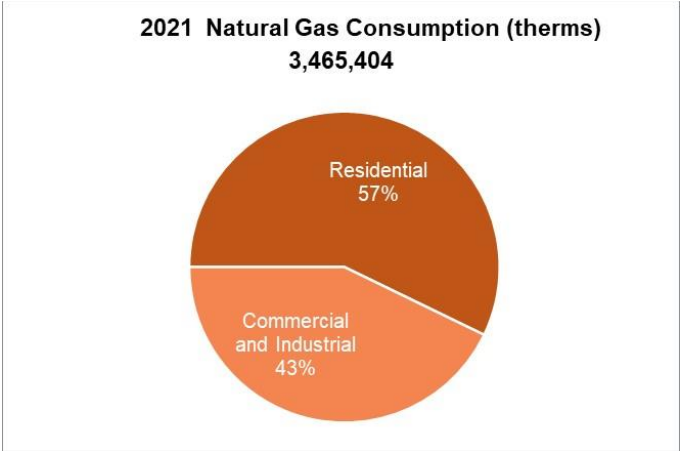


Figure 18: Total Natural gas Consumption by Sector 2021

As stated in the Premises section, this even split for consumption year-over-year demonstrates how the small total number of commercial premises consumes approximately half of the energy in the community.

### Greenhouse Gas Emissions and Trends

Although the carbon intensity of electricity served by Xcel Energy has decreased over the baseline years, greenhouse gas emissions largely follow the trend in energy consumed over the same time period (Figure 19).

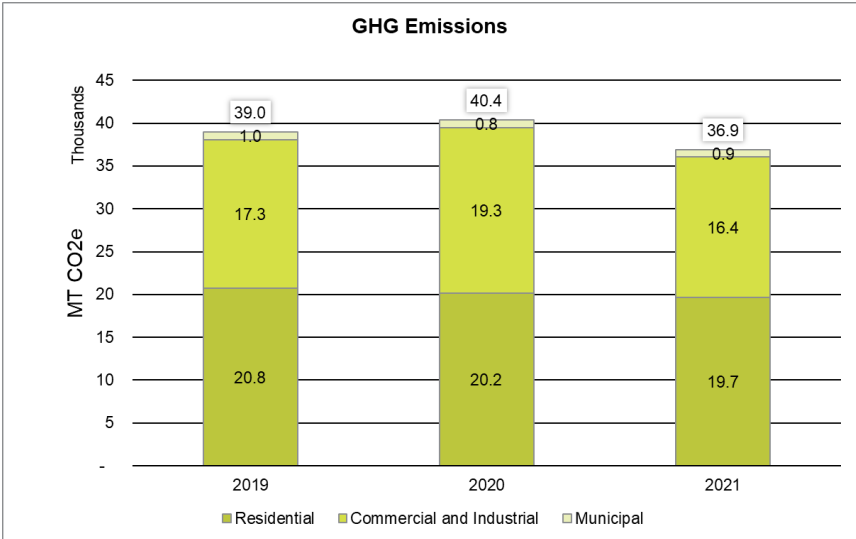


Figure 19: Greenhouse Gas Emissions, 2019-2021



### Energy Costs

Although there are more residential premises than commercial premises, the cost of energy in the community is more evenly attributed in each sector. In fact, 50% of energy expenditures were associated with residential consumption. The below chart displays total energy expenditures by sector from 2019 - 2021. Expenses for natural gas is excluded from this chart (Figure 20).

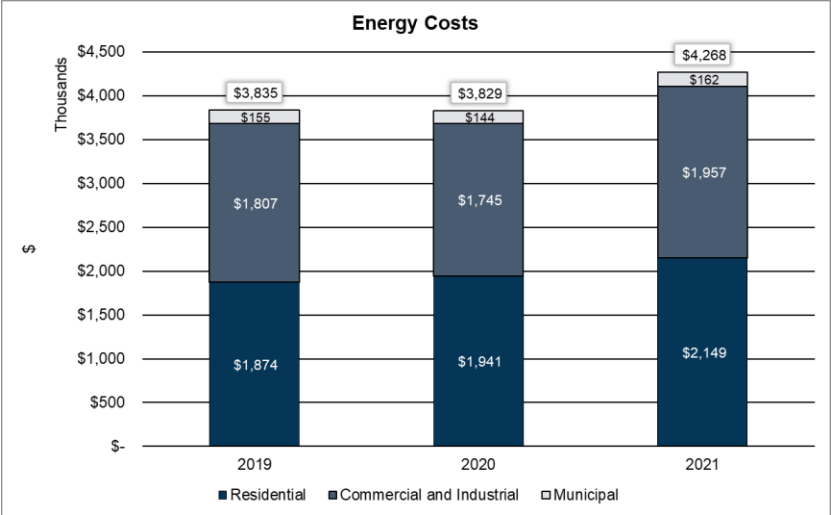


Figure 20: Energy Costs, 2019-2021

From 2019 to 2021, residential premises spent an average of \$585.69 annually on electricity, while commercial and industrial premises spent an average of \$2,749.41.

### Program Participation and Savings

Participation in Xcel Energy programs has seen a steady increase during the baseline time period. Participation has largely been driven by the residential sector (Figure 21).

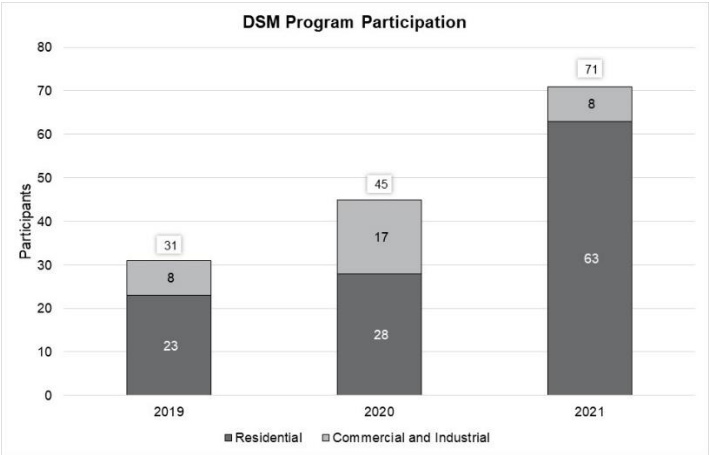


Figure 21: DSM Program Participation, 2019-2021

Residential programs that saw participation during this time are as follows (Figure 22):

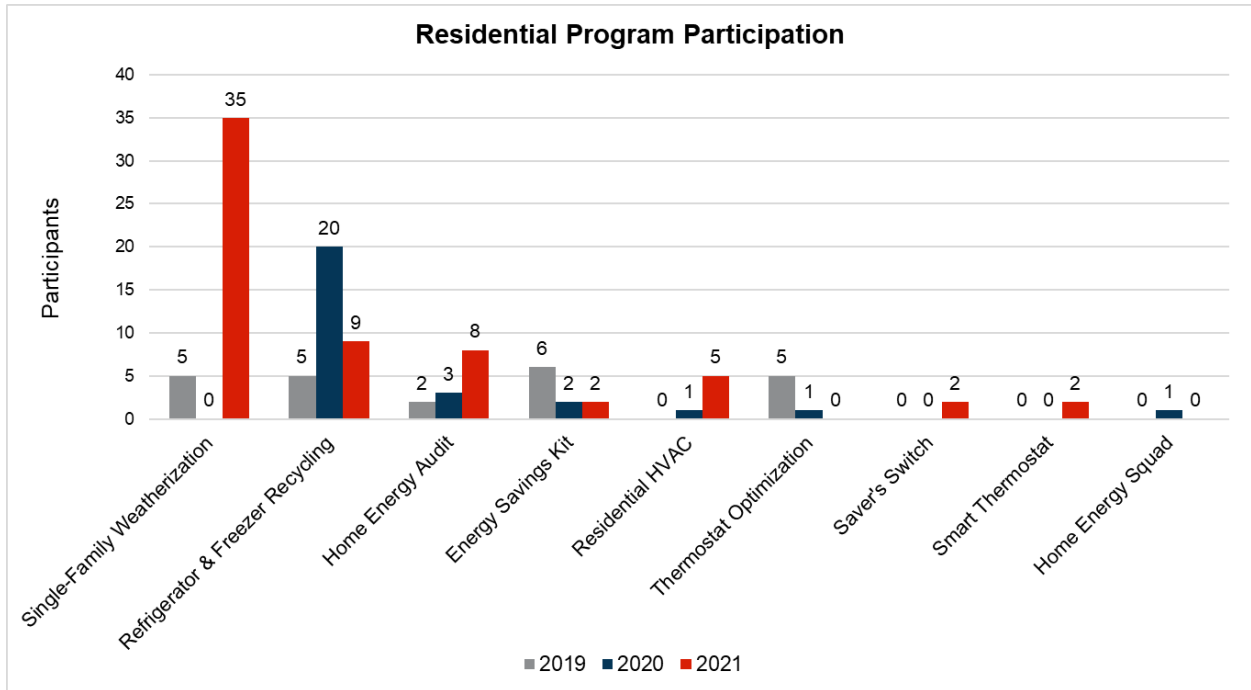


Figure 22: Residential program participation, 2019 - 2021

Commercial programs that saw participation during this time are (Figure 23):

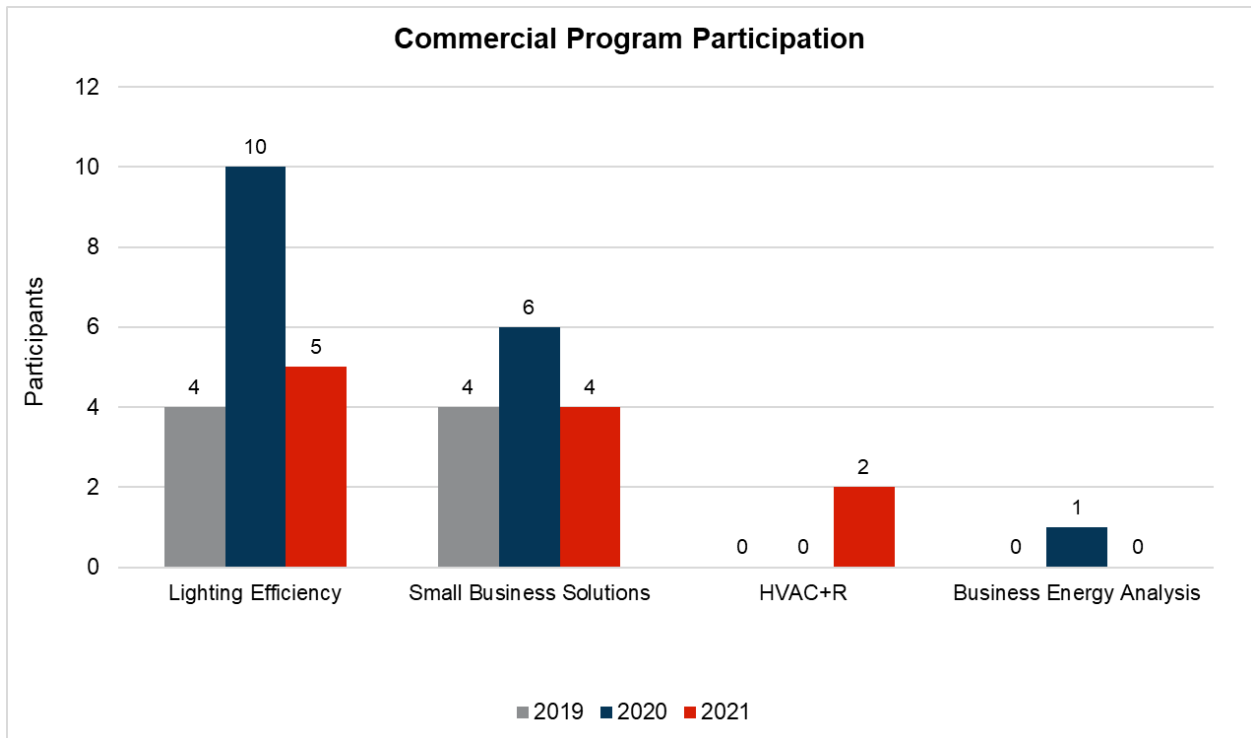


Figure 23: Commercial program participation, 2019 - 2021

## Renewable Energy

### Solar

Participation in PV solar offerings during the baseline time period has seen positive trends. This includes participation in Solar\*Rewards, Solar\*Rewards Community, and non-Solar\*Rewards onsite solar.

The commercial and industrial sector has been the primary participant and driver of electricity produced in conjunction with the Solar\*Rewards program (Figure 24). The amount of electricity produced by participating commercial industrial premises in 2021 is equivalent to an impressive 15.9% of that sector’s electricity consumption in the same year, when the municipal sector is combined with the commercial sector.

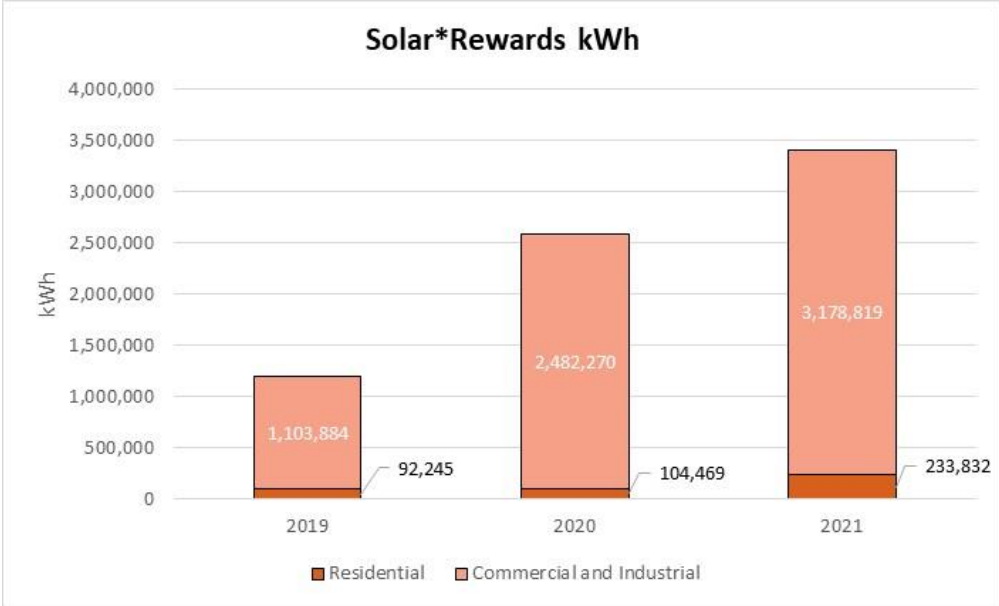


Figure 24: Solar\*Rewards program kWh, 2019-2021

The City of Salida is a proud supporter of community solar and subscribes to enough electricity generated at a local community garden to account for all electricity consumption for the City’s operations (Figure 25).

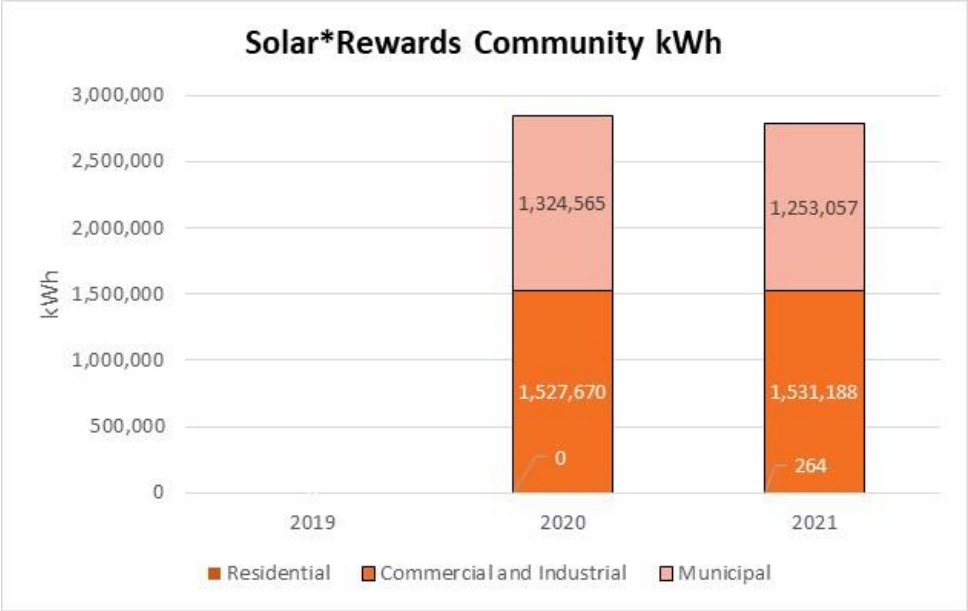


Figure 25: Solar\*Rewards Community kWh, 2019-2021

Solar production that is not a part of the Solar\*Rewards program has been popular among residential premises in Salida (Figure 26). In 2021, it is estimated that enough electricity was produced by residential, net-metered, non-Solar\*Rewards premises to equate to about 0.7% of residential electricity consumed that year.



Figure 26: Non-Solar\*Rewards kWh, 2019 - 2021

### Subscription Programs

There has also been solid interest in Xcel Energy’s subscription renewable services – Windsource® and Renewable\*Connect®. Residential participation has been the primary driver in Salida during the baseline time period. Windsource participation in 2021 equated to about 1.1% of the total electricity consumed in the community (Figure 27).

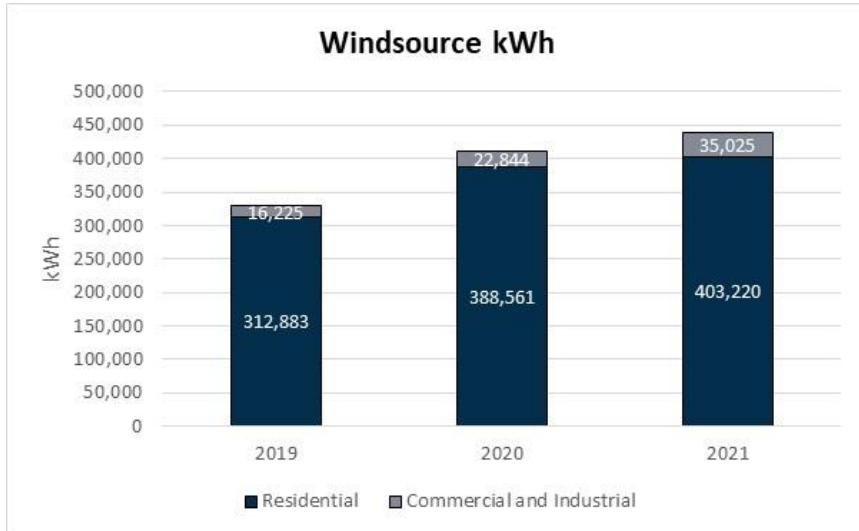


Figure 27: Windsource kWh, 2019 - 2021

Although Renewable\*Connect did have participation from residents in Salida in 2020, the program is no longer available due to its popularity and the capacity of the program has been met (Figure 28). The City will be informed when this program becomes available again.

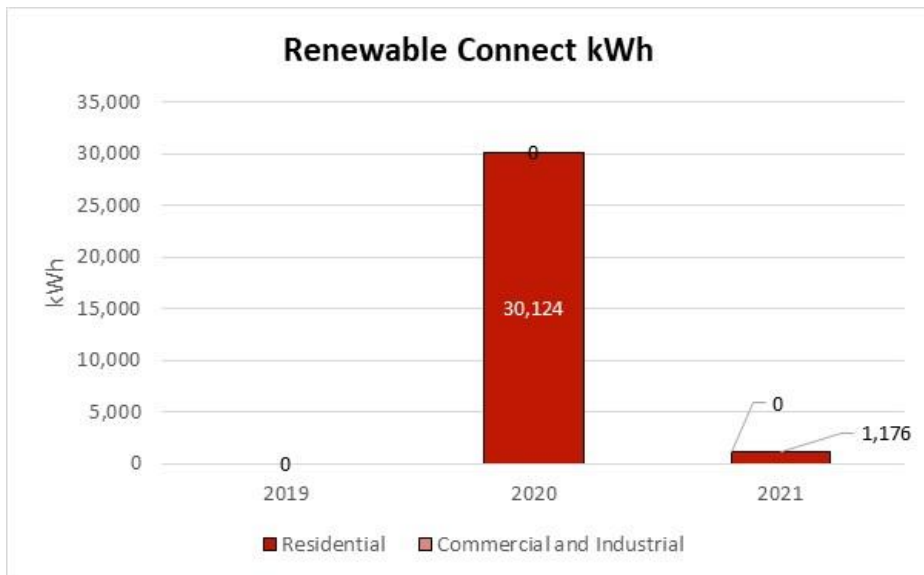
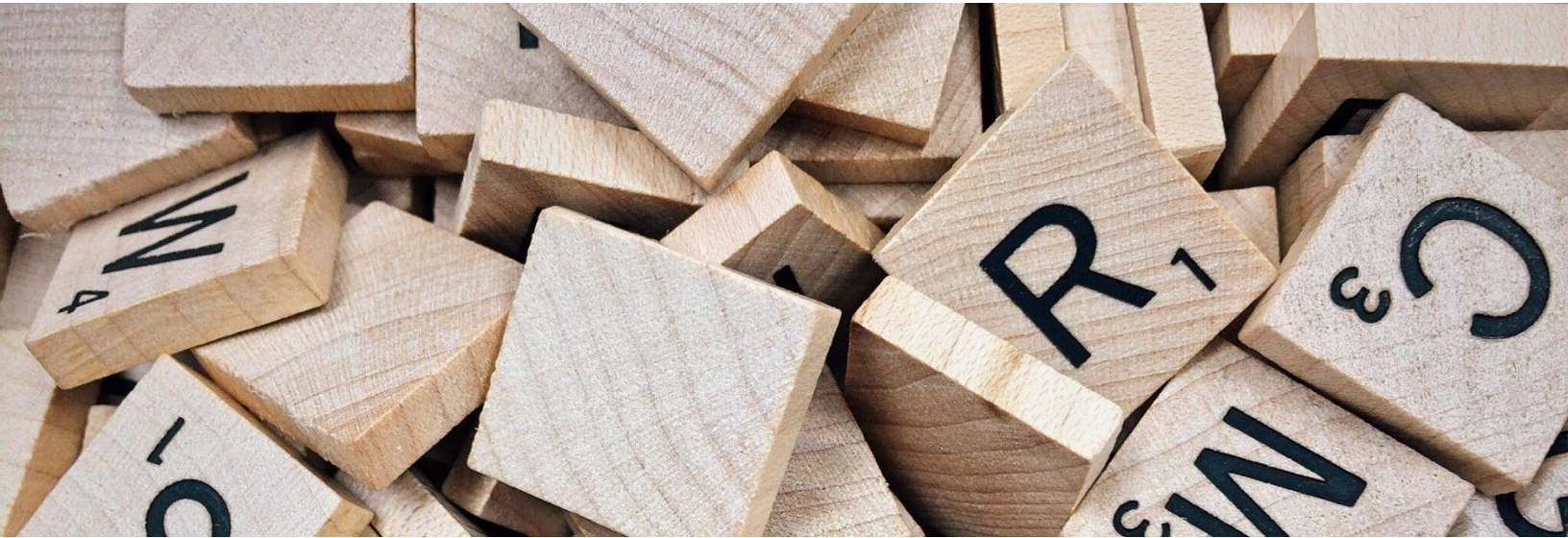


Figure 28: Renewable\*Connect kWh, 2019 - 2021

## APPENDIX B: GLOSSARY OF TERMS



**15 x 15:** Xcel Energy’s privacy rule, which requires all data summary statistics to contain at least 15 premises, with no single premise responsible for more than 15% of the total. Following these rules, if a premise(s) is responsible for more than 15% of the total for that data set, they’re removed from the summary.

**British Thermal Unit (BTU):** the amount of heat needed to raise one pound of water at maximum density through one-degree Fahrenheit.

**Carbon-free:** Carbon-free refers to sources of energy that will not emit additional carbon dioxide into the air. Wind, solar and nuclear energy are all carbon free sources but only wind and solar are renewable.

**Carbon-neutral:** Carbon-neutral, also described as “net zero”, could include carbon-free sources but is broader and refers to energy that removes or avoids as much carbon dioxide as is released over a set period of time. Carbon-neutral is sometimes used to describe a site that produces an excess amount of electricity from a renewable energy source, such as solar, compared to what it consumes. That excess energy is put back into the grid in an amount that offsets the carbon dioxide produced from the electricity it draws from the grid when it is not producing renewable energy.

**Community Data Mapping:** A baseline analysis of energy data in a geospatial (map) format across the community.

**Degree Days:** Degree days are a measure of how warm or cold a location is. A degree day compares the mean outdoor temperature to a standard temperature, usually 65°F. The more extreme the outdoor temperatures, the higher number of heating or cooling degree days, and the higher the energy used for space heating or cooling.

**Demand Side Management (DSM):** Modification of consumer demand for energy through various methods, including education and financial incentives. DSM aims to encourage consumers to decrease energy consumption, especially during peak hours, or to shift time-of-energy use to off-peak periods such as nighttime and weekend.

**Direct Installation:** Free energy-saving equipment installed by Xcel Energy or other organizations, for program participants, that produces immediate energy savings.

**Energy Burden:** Percentage of gross household income spent on energy costs.

**Energy Reduction:** The result of behavior changes that causes less energy to be used. For example, setting the thermostat to a lower temperature *reduces* the energy used in your home during the winter. Since energy reductions can be easily reversed, they are not accounted for when calculating changes in energy usage.

**Energy Savings:** Results from a permanent change that comes from using less energy to achieve the same results. A new furnace uses X% less energy to keep your home at the same temperature (all things being equal), resulting in energy *savings* of X%. For accounting purposes, energy savings are only counted in the year the new equipment is installed.

**Greenhouse Gases (GHG):** Gases in the atmosphere that absorb and emit radiation and significantly contribute to climate change. The primary greenhouse gases in the earth's atmosphere are water vapor, carbon dioxide, methane, nitrous oxide, and ozone.

**Grid Decarbonization:** The currently planned reduction in the carbon intensity of electricity provided by electric utilities through the addition of low- or no-carbon energy sources to the electric grid.

**Kilowatt-hour (kWh):** A unit of electricity consumption.

**Million British Thermal Units (MMBtu):** A unit of energy consumption that allows electricity and natural gas consumption to be combined.

**Metric Tons of Carbon Dioxide Equivalent (MTCO<sub>2e</sub>):** A unit of measure for greenhouse gas emissions. The unit "CO<sub>2e</sub>" represents an amount of a greenhouse gas whose atmospheric impact has been standardized to that of one unit mass of carbon dioxide (CO<sub>2</sub>), based on the global warming potential (GWP) of the gas.

**Megawatt (MW):** A unit of electric power equal to 1 million watts.

**Premise:** A unique combination of service address and meter. For residential customers, this is the equivalent of an individual house or dwelling unit in a multi-tenant building. For business customers, it is an individual business, or for a larger business, a separately metered portion of the business's load at that address.

**Renewable Energy Certificate (REC):** For every megawatt-hour of clean, renewable electricity generation, a renewable energy certificate (REC) is created. A REC embodies all of the environmental attributes of the generation and can be tracked and traded separately from the underlying electricity. Also known as a Renewable Energy Credit.

**Resilience:** The ability to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions. Resilience includes the ability to withstand and recover from deliberate attacks, accidents, or naturally occurring threats or incidents.

**Recommissioning:** An energy efficiency service focused on identifying ways that existing building systems can be tuned up to run as efficiently as possible.

**Solar Garden:** Shared solar array with grid-connected subscribers who receive bill credits for their subscriptions.

**Solar Photovoltaic (PV):** Solar cells/panels that convert sunlight into electricity (convert light, or photons, into electricity, or voltage).

**Subscription:** An agreement to purchase a certain amount of something at regular intervals.

**Therm (thm):** A unit of natural gas consumption.

**Trade Partner:** Trade Partners, also known as Trade Allies or Business Trade Partners, are vendors and contractors who work with business and residential customers servicing, installing, and providing consulting services regarding the equipment associated with utility rebate programs. Their support for utility programs can range from providing equipment and assisting with rebate paperwork, to receiving rebates for equipment sold.



## APPENDIX C: CLIMATE ACTION PLAN OBJECTIVES SUPPORTED

Focus Area	Climate Action Plan Energy Objectives	Supporting EAP Strategies
Energy Supply	1. Mandate decarbonization of energy supply.	ES-1, ES-2, ES-3
	2. Enable consumers to purchase and produce renewable energy.	ES-2, ES-3
	3. Reduce the cost of renewable energy.	ES-2, ES-3
	4. Invest in renewable generation at the community and utility levels.	ES-1, ES-4
	5. Support relevant federal and state policies through active legislation and regulatory engagement.	ES-1, RE-4
Residential Energy	1. Increase the efficiency of natural gas space- and water-heating and convert to electric.	RE-2, RE-3, RE-4
	2. Mandate no- to low-carbon standards for new construction and major remodels.	RE-3
	3. Improve the energy performance of existing buildings.	RE-1, RE-2, RE-4
	4. Reduce energy consumption in rentals, apartments, and multi-family buildings.	RE-1, RE-2, RE-3, RE-4
	5. Anticipate and mitigate likely expansion of air-conditioning use.	RE-3, RE-4
Commercial Energy	1. Promote building-energy benchmarking and reporting.	CE-1
	2. Increase the efficiency of natural gas systems and appliances.	CE-3, CE-4
	3. Replace natural gas heating and appliances with electric and/or renewable systems.	CE-3, CE-4
	4. Enhance energy and resource efficiency in new commercial developments.	
	5. Bring all buildings up to current codes or retrofit a majority of existing buildings.	CE-1
	6. Model best practices through energy retrofitting of government buildings and properties.	CE-2
	7. Improve education and infrastructure; optimize utility rates.	CE-3, CE-4
	8. Anticipate and mitigate likely expansion of AC use in buildings.	CE-2



# WORKSESSION MEMORANDUM

<b>DEPARTMENT</b> Administration	<b>PRESENTED BY</b> Drew Nelson - City Administrator	<b>DATE</b> July 5, 2023
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## ITEM

City Council Recruitment and Retention Practices

## BACKGROUND

As we quickly approach election season ahead of the November 2023 election for the Mayor and City Council, staff has been directed to provide some analysis on recruitment and retention practices that may attract new and more diverse potential elected official candidates to the City of Salida. Currently, the Salida Municipal Code allows for a small monthly stipend to compensate City Councilmembers for their time, along with a family pass to the Salida Hot Springs Aquatic Center. With the time commitment involved for City Council and Mayor positions, evaluation of compensation, benefits, and assistance with other needs is warranted ahead of the November 2023 election.

## ANALYSIS

As noted above, the Salida Municipal Code currently allows for monthly compensation of \$650 per month for the Mayor and \$450 per month for City Councilmembers. This is generally on the low end when compared to some peer communities:

Municipality	Mayor Compensation (Monthly)	Council/Trustee Compensation (Monthly)
Gunnison	\$750	\$625
Canon City	\$750	\$500
Glenwood Springs*	\$1200	\$1000
Buena Vista	\$450	\$350
Durango	\$1117	\$867
Alamosa	\$600	\$400
Montrose*	\$1000	\$900
Frisco	\$1050	\$600
Crested Butte	\$1050	\$650
Rifle	\$950	\$600

\*Offers ability to purchase into health insurance plan at the rate of employee contributions.

As noted above, some municipalities offer Trustees/Councilmembers the ability to participate in the municipality's health care plan. This is done through allowing purchase of plan coverage at the same rate as employees. Currently, the City's health care plan provides for the following (health and dental):

Plan	Coverage	Employee Share (annual)	City Share (annual)
Health (PPO Rate Shown)	Employee Only	\$691	\$9,425
	Employee + Children	\$3154	\$14,450
	Employee + Spouse	\$3734	\$16,846
	Family	\$4788	\$21,156



# WORKSESSION MEMORANDUM

<b>DEPARTMENT</b> Administration	<b>PRESENTED BY</b> Drew Nelson - City Administrator	<b>DATE</b> July 5, 2023
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Plan	Coverage	Employee Share (annual)	City Share (annual)
Dental	Employee Only	\$37.20	\$334.80
	Employee + Children	\$211.20	\$844.80
	Employee + Spouse	\$156	\$624
	Family	\$283.20	\$1132.80

Should the City Council determine that health/dental/vision insurance may be a viable recruitment/retention tool, the costs should be covered by the compensation amounts made available in the Salida Municipal Code and not above or beyond what the compensation amounts are. Code language could include the following: *“Each City Council member is eligible to buy into the City health insurance plan. Council Members participating shall have the cost of the insurance deducted from their compensation. If said compensation is inadequate to cover the cost of the insurance plan, the Council Member will be required to pay the City the remaining balance.”*

One additional option to consider is the ability to alternate or switch meeting times to mornings to allow people who work in the evenings to participate. This can be done at the discretion of the City Council once a new elected body is seated, so it may be wise to wait until new members are available to navigate any scheduling conflicts. Also, the City Council may consider providing refreshments or meals prior to meetings to make attendance more convenient for members, as time constraints generally prevent being able to eat at a proper time while also making the meetings.

At the Colorado Municipal League conference, numerous presenters relayed the need to make City Council meetings more inviting to both constituents and Councilmembers through the provision of resources for all citizens, including American Sign Language (ASL) interpreters, ADA-accessible visual presentations, audio dictation of meetings for persons with hearing challenges, and more. Staff is consistently working on providing additional access via multiple platforms for City Council meetings; we anticipate additional changes in the future to enhance access.

## **RECOMMENDATION**

Staff requests that the City Council provide direction on potential recruitment and retention techniques that may be attractive to possible candidates. Staff does believe that the City’s financial position would allow for additional costs to be absorbed within the budget going forward. Again, it must be noted that any changes in compensation or benefits would only be received by officials following the next election, meaning that no current existing terms would be impacted by any change.