



CITY COUNCIL REGULAR MEETING

448 E. 1st Street, Room 190 Salida, Colorado 81201
July 05, 2023 - 6:00 PM

AGENDA

Please register for Regular City Council Meeting

<https://attendee.gotowebinar.com/register/6382995264411204366>

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

To watch live

meetings: https://c.streamhoster.com/embed/media/W6sdC9/xAllQfSsmmO/vpfQhcsApYv_5?preview=1

CALL TO ORDER

Pledge of Allegiance

Roll Call

Civility Invocation

1. Civility Invocation

CONSENT AGENDA

2. Approve Agenda

3. Approve June 20, 2023 Minutes

4. Approve Avalanche Contract

5. Approve a Fire Station Design Change Order

6. Approve a Temporary Safe Outdoor Space at Centennial Park

CITIZEN COMMENT—Three (3) Minute Time Limit

UNFINISHED BUSINESS / ACTION ITEMS

7. **Ordinance 2023-10** AN ORDINANCE OF THE CITY COUNCIL FOR THE CITY OF SALIDA, COLORADO AMENDING CHAPTER 16, ARTICLE XIII OF THE SALIDA MUNICIPAL CODE, REGARDING INCLUSIONARY HOUSING, TO FURTHER PROMOTE AND ASSIST THE DEVELOPMENT OF WORKFORCE HOUSING, **FINAL READING AND PUBLIC HEARING**

NEW BUSINESS / ACTION ITEMS

8. **Resolution 2023-29** A RESOLUTION OF THE CITY COUNCIL FOR THE CITY OF SALIDA, COLORADO ADOPTING 2023-2024 INCLUSIONARY HOUSING SALES AND RENTAL PRICES

9. **Resolution 2023-30** A RESOLUTION ADOPTING THE CITY OF SALIDA ENERGY ACTION PLAN

COUNCILORS, MAYOR AND CITY TREASURER REPORTS

Council Reports

- Critelli, Kasper, Naccarato, Pappenfort, Pollock, Templeton

Mayor Report

Individuals with disabilities needing auxiliary aid(s) may request assistance by contacting the City Clerk at 448 E. 1st Street, Ste. 112, Salida, CO 81201, Ph.719-530-2630 at least 48 hours in advance.

Treasurer Report

Attorney Report

Staff Reports

BOCC Report

ADJOURN



City Clerk | Deputy City Clerk

Mayor Dan Shore



CIVILITY INVOCATION

We are here working together to create a thriving community. It is the intention of the Salida City Council to promote civil communication by adopting the following guidelines for speaking to the public in the City Council Chambers. It is our hope that by acting in this manner we can help create a safe space for people to share their perspectives and opinions:

- We honor the opportunity to be engaged in the process of governance for the benefit of our community.
- We acknowledge that each of us brings a unique perspective to this conversation and that our perspectives may differ.
- We challenge ourselves to value varying points of view and hold all contributions as equally important.
- We understand and accept that while we may sometimes disagree, we can always be courteous and kind.
- We commit to respectful language, avoiding rumor, harsh criticism or personal accusation, even when feeling emotionally charged.
- We will, to best of our ability, speak thoughtfully and listen with attention, respect, and curiosity.
- We are confident that there may be even better solutions than any of us have thought of, which may be discovered through civil conversations.
- We affirm our support for women's rights, including equal pay, equal treatment under the law and in the workplace, and the right to determine choices that impact the direction and personal values of one's life, including all individuals' reproductive health choices.
- We commit to the City of Salida being a hate-free zone and declare and affirm a policy of non-discrimination on the basis of a person's race, color, religion, ancestry, national origin, age, sexual orientation, gender, gender identity, marital status, military or veteran status, socio-economic class, medical condition, or physical or mental disability.



CITY COUNCIL REGULAR MEETING

448 E. 1st Street, Room 190 Salida, Colorado 81201
June 20, 2023 - 6:00 PM

MINUTES

CALL TO ORDER

Pledge of Allegiance

Roll Call

PRESENT

- Council Member Justin Critelli
- Council Member Harald Kasper
- Council Member Alisa Pappenfort
- Council Member Mike Pollock
- Council Member Jane Templeton
- Mayor Dan Shore
- Treasurer Merrell Bergin

ABSENT

- Council Member Dominique Naccarato

Civility Invocation

CONSENT AGENDA

Council Member Pappenfort moved to combine and approve the items on the Consent Agenda, Seconded by Council Member Critelli.

Voting Yea: Council Member Critelli, Council Member Kasper, Council Member Pappenfort, Council Member Pollock, Council Member Templeton

THE MOTION PASSED.

- Approve Agenda
- Approve June 6, 2023 Minutes
- Approve Arts & Culture Concert Permits
- Approve Elks Club Special Event Permit
- Approve 2023 Street Reconstruction Project Change Order

CITIZEN COMMENT—Three (3) Minute Time Limit

Dee Dubin, Ashley Kappel, Adam Martinez, and Ken Matthews spoke during Public Comment.

UNFINISHED BUSINESS / ACTION ITEMS

There was no Unfinished Business.

NEW BUSINESS / ACTION ITEMS

2022 Annual Financial Report

Council Member Kasper moved to approve the Report, Seconded by Council Member Pappenfort.

Voting Yea: Council Member Critelli, Council Member Kasper, Council Member Pappenfort, Council Member Pollock, Council Member Templeton

THE MOTION PASSED.

Resolution 2023-28 A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SALIDA, COLORADO APPROVING A COORDINATED MAIL BALLOT ELECTION AND ADOPTING THE UNIFORM ELECTION CODE

Council Member Templeton moved to approve the Resolution, Seconded by Council Member Kasper.

Voting Yea: Council Member Critelli, Council Member Kasper, Council Member Pappenfort, Council Member Pollock, Council Member Templeton

THE MOTION PASSED.

Ordinance 2023-10 AN ORDINANCE OF THE CITY COUNCIL FOR THE CITY OF SALIDA, COLORADO AMENDING CHAPTER 16, ARTICLE XIII OF THE SALIDA MUNICIPAL CODE, REGARDING INCLUSIONARY HOUSING, TO FURTHER PROMOTE AND ASSIST THE DEVELOPMENT OF WORKFORCE HOUSING, **FIRST READING AND SETTING UP A PUBLIC HEARING**

Council Member Pappenfort moved to approve the Ordinance on first reading and set a Public Hearing for July 5, 2023, Seconded by Council Member Kasper.

Voting Yea: Council Member Critelli, Council Member Kasper, Council Member Pappenfort, Council Member Pollock, Council Member Templeton

THE MOTION PASSED.

COUNCILORS, MAYOR AND CITY TREASURER REPORTS

Reports were given.

ADJOURN

Adjourned at 6:50 p.m.



City Clerk | Deputy City Clerk

Mayor Dan Shore



CITY COUNCIL ACTION FORM

DEPARTMENT Parks and Recreation	PRESENTED BY Diesel Post - Parks and Recreation Director	DATE 7/5/22
---	--	-----------------------

ITEM

Consent Agenda

Council Action - Approve entering into a contract with Avalanche Excavation upon legal team review.

BACKGROUND

A SHSAC hot water line replacement was approved in the 2023 budget. Upon approval, staff issued an RFP and received 1 bid from Avalanche Excavation for \$269,608.90. Please reference the attached Memo from Crabtree Engineering for further background.

FISCAL NOTE

Contract total:	\$269,608.90
Contingency	\$40,441.34
Construction management	\$13,480.45
Materials testing	\$13,480.45
Expense Total:	\$337,011.14

STAFF RECOMMENDATION

To approve entering into a contract with Avalanche Excavation Inc. for construction services for the amount of \$269,608.90 and a project total of \$337,011.14.

SUGGESTED MOTION

A Council person should move to “combine and approve the items on the consent agenda.”

MEMO

To: Diesel Post

From: Tracy L. Vandaveer P.E.

CC:

Date: 5/10/2023

Re: Hot Water Line Replacement Bid Opening

Contractor Bids for the Poncha Pedestrian Crossing project er opened at the Town of Poncha Springs town hall at 9:00 am on May 5th, 2023. There was only one bid received from Avalanche Excavation Inc., as follows:

Bidder	Base Bid	Bid Alternate A	Bid Total
Avalanche Excavation Inc.	\$ 276,101.95	\$ 159,178.10	\$471,780.05

In reviewing the Bid, some arithmetic errors were discovered, creating a discrepancy between the Unit Costs and Bid Totals. The engineered worked with the bidder to correct the errors, with the corrected Bid amounts as follows:

	Bid Opening Amount	Corrected Total	Difference
Base Bid.	\$ 276,101.95	\$ 269,608.90	\$ (6,493.05)
Base Alternate A	\$ 159,178.10	\$ 159,178.10	\$ -
Totals	\$ 471,780.05	\$ 465,287.00	\$ (6,493.05)

In addition to the Contractors Bid, there will be additional costs to the Town should they proceed with the project, as estimated below:

	Base Bid	Bid Alternate A	Combine Total
Contractors Bid	\$ 269,608.90	\$ 159,178.10	\$ 428,787.00
Construction Management	\$ 13,480.45	\$ 7,958.91	\$ 21,439.35
QA Testing	\$ 13,480.45	\$ 7,958.91	\$ 21,439.35
Change Orders	\$ 40,441.34	\$ 23,876.72	\$ 64,318.05
Totals	\$ 337,011.14	\$ 198,972.64	\$ 535,983.75

The City Council may elect to award the Base Bid only, or both the Base Bid and Bid Alternate A. Crabtree Goup Inc's recommendation is to award the Bid to Avalanche Excavation Inc., with approved expenditures of \$ 337, 011.14 if only the Base Bid is awarded, or approved expenditures of \$ 535,983.75 if they choose to award both the Base Bid and Bid Alternate.

Attch: Contractor's Original Bid

Contractor's Revised Bid Tab

Bid Form

ARTICLE 1 – BID RECIPIENT

- 1.01 This Bid is submitted to: **City of Salida**
- 1.02 The undersigned Bidder proposes and agrees, if this Bid is accepted, to enter into an Agreement with Owner in the form included in the Bidding Documents to perform all Work as specified or indicated in the Bidding Documents for the prices and within the times indicated in this Bid and in accordance with the other terms and conditions of the Bidding Documents.

ARTICLE 2 – BIDDER’S ACKNOWLEDGEMENTS

- 2.01 Bidder accepts all of the terms and conditions of the Instructions to Bidders, including without limitation those dealing with the disposition of Bid security. This Bid will remain subject to acceptance for 60 days after the Bid opening, or for such longer period of time that Bidder may agree to in writing upon request of Owner.

ARTICLE 3 – BIDDER’S REPRESENTATIONS

- 3.01 In submitting this Bid, Bidder represents that:
 - A. Bidder has examined and carefully studied the Bidding Documents, and any data and reference items identified in the Bidding Documents, and hereby acknowledges receipt of the following Addenda:

<u>Addendum No.</u>	<u>Addendum, Date</u>
<u>4</u>	<u>May 1, 23 JH</u>
<u>5</u>	<u>May 1, 23 JH</u>
<u>1</u>	<u>May 4/23 JH</u>
<u>2</u>	<u>4/27/23 JH</u>

3 4/27/23 JH

- B. Bidder has visited the Site, conducted a thorough, alert visual examination of the Site and adjacent areas, and become familiar with and satisfied itself as to the general, local, and Site conditions that may affect cost, progress, and performance of the Work.
- C. Bidder is familiar with and has satisfied itself as to all Laws and Regulations that may affect cost, progress, and performance of the Work.
- D. Bidder has carefully studied all: (1) reports of explorations and tests of subsurface conditions at or adjacent to the Site and all drawings of physical conditions relating to existing surface or subsurface structures at the Site that have been identified in the Supplementary Conditions, especially with respect to Technical Data in such reports and drawings, and (2) reports and drawings relating to Hazardous Environmental Conditions, if any, at or adjacent to the Site that have been identified in the Supplementary Conditions, especially with respect to Technical Data in such reports and drawings.
- E. Bidder has considered the information known to Bidder itself; information commonly known to contractors doing business in the locality of the Site; information and observations obtained from visits to the Site; the Bidding Documents; and any Site-related reports and drawings identified in the Bidding Documents, with respect to the effect of such information, observations, and documents on (1) the cost, progress, and performance

- of the Work; (2) the means, methods, techniques, sequences, and procedures of construction to be employed by Bidder; and (3) Bidder's safety precautions and programs.
- F. Bidder agrees, based on the information and observations referred to in the preceding paragraph, that no further examinations, investigations, explorations, tests, studies, or data are necessary for the determination of this Bid for performance of the Work at the price bid and within the times required, and in accordance with the other terms and conditions of the Bidding Documents.
 - G. Bidder is aware of the general nature of work to be performed by Owner and others at the Site that relates to the Work as indicated in the Bidding Documents.
 - H. Bidder has given Engineer written notice of all conflicts, errors, ambiguities, or discrepancies that Bidder has discovered in the Bidding Documents, and confirms that the written resolution thereof by Engineer is acceptable to Bidder.
 - I. The Bidding Documents are generally sufficient to indicate and convey understanding of all terms and conditions for the performance and furnishing of the Work.
 - J. The submission of this Bid constitutes an incontrovertible representation by Bidder that Bidder has complied with every requirement of this Article, and that without exception the Bid and all prices in the Bid are premised upon performing and furnishing the Work required by the Bidding Documents.

ARTICLE 4 – BIDDER'S CERTIFICATION

4.01 Bidder certifies that:

- A. This Bid is genuine and not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any collusive agreement or rules of any group, association, organization, or corporation;
- B. Bidder has not directly or indirectly induced or solicited any other Bidder to submit a false or sham Bid;
- C. Bidder has not solicited or induced any individual or entity to refrain from bidding; and
- D. Bidder has not engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the Contract. For the purposes of this Paragraph 4.01.D:
 - 1. "corrupt practice" means the offering, giving, receiving, or soliciting of any thing of value likely to influence the action of a public official in the bidding process;
 - 2. "fraudulent practice" means an intentional misrepresentation of facts made (a) to influence the bidding process to the detriment of Owner, (b) to establish bid prices at artificial non-competitive levels, or (c) to deprive Owner of the benefits of free and open competition;
 - 3. "collusive practice" means a scheme or arrangement between two or more Bidders, with or without the knowledge of Owner, a purpose of which is to establish bid prices at artificial, non-competitive levels; and
 - 4. "coercive practice" means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in the bidding process or affect the execution of the Contract.

ARTICLE 5 – BASIS OF BID

- 5.01 Bidder will complete the Work in accordance with the Contract Documents for the unit price(s) in "Exhibit A": **Note: Bidder to fill out Bid Tab labeled "Exhibit A" Attached to back of Bid Form & Sign, as well as fill out Total Bid Price on this form & sign.**

Bidder acknowledges that (1) each Bid Unit Price includes an amount considered by Bidder to be adequate to cover Contractor's overhead and profit for each separately identified item, and (2) estimated quantities are not guaranteed, and are solely for the purpose of comparison of Bids, and final payment for all unit price Bid items will be based on actual quantities, determined as provided in the Contract Documents.

Total of Lump Sum and Unit Price Bids = Total Bid Price \$ 471,780.05

Four hundred Seventy One thousand, Seven hundred Eighty dollars and five Cents

ARTICLE 6 – TIME OF COMPLETION

- 6.01 Bidder agrees that the Work will be substantially complete and will be completed and ready for final payment in accordance with Paragraph 15.06 of the General Conditions on or before the dates or within the number of calendar days indicated in the Agreement.

ARTICLE 7 – ATTACHMENTS TO THIS BID

- 7.01 The following documents are submitted with and made a condition of this Bid:
- A. Required Bid security;
 - B. List of Proposed Subcontractors;
 - C. List of Proposed Suppliers;
 - D. List of Project References;
 - E. Evidence of authority to do business in the state of the Project; or a written covenant to obtain such license within the time for acceptance of Bids;
 - F. Evidence of Bidder is registered with the Colorado Secretary of State in good standing;
 - G. Required Bidder Qualification Statement with supporting data; and

ARTICLE 8 – DEFINED TERMS

- 8.01 The terms used in this Bid with initial capital letters have the meanings stated in the Instructions to Bidders, the General Conditions, and the Supplementary Conditions.

ARTICLE 9 – BID SUBMITTAL

BIDDER: [Indicate correct name of bidding entity]

Avalanche Excavating, Inc.

By:

[Signature]

Ken Hersch

[Printed name]

Ken Hersch

(If Bidder is a corporation, a limited liability company, a partnership, or a joint venture, attach evidence of authority to sign.)

Attest:

[Signature]

Tabitha Hapl

[Printed name]

Tabitha Hapl

Title:

Office Manager

Submittal Date:

5/4/2023

Address for giving notices:

720 Oak St.

Salida, CO. 81201

Telephone Number:

719-539-8663

Fax Number:

-

Contact Name and e-mail address:

Tabitha Hapl

avalanche red canyon sales@gmail.com

Bidder's License No.:

(where applicable)

NOTE TO USER: Use in those states or other jurisdictions where applicable or required.

Avalanche Excavating, Inc.
 720 Oak Street
 Salida, Colorado 81201

Bid Form - 2023 Hot Water Line Replacement

Project: 22005

Base Bid

Item	Item Description	Unit	Quantity	Material Cost	Labor Cost	Unit Cost	Total
1	Saw cut Existing Asphalt Paving	LF	134	\$1.75	\$2.50	\$ 4.25	\$ 569.50
2	Remove and Dispose of existing Paving	SF	749	\$1.20	\$2.70	\$ 3.90	\$ 2,921.10
3	Remove and Dispose of Curb and Gutter	LF	139	\$4.35	\$4.10	\$ 8.40	\$ 1,167.60
4	Connect to 6" DIP Waterline	EA	1	\$6,300.00	\$2,000.00	\$ 8,300.00	\$ 8,300.00
5	Furnish and Install 6" Insulated DIP HDPE Pipe	LF	975	\$97.00	\$81.00	\$ 178.00	\$ 173,550.00
6	Furnish and Install thrust block	EA	3	\$250.00	\$108.00	\$ 358.00	\$ 1,074.00
7	Furnish and Install 6' flat top Manhole	EA	1	\$4,000.00	\$3,800.00	\$ 7,800.00	\$ 7,800.00
8	Furnish and Install 6"x 45 degree bend	EA	2	\$550.00	\$225.00	\$ 775.00	\$ 1,550.00
9	Furnish and Install 6" x 90 degree bend	EA	1	\$225.00	\$550.00	\$ 775.00	\$ 775.00
10	Furnish and Install asphalt patch per City of Salida Spec	SF	749	\$2.50	\$2.25	\$ 4.75	\$ 3,557.75
11	Replace Curb and Gutter	LF	139	\$40.00	\$43.00	\$ 83.00	\$ 11,537.00
12	Connect to existing 6" DIP outside the concrete vault	LS	1	\$5,000.00	\$2,800.00	\$ 7,800.00	\$ 7,800.00
13	Route new Hot Water line through Existing 16" Steel Casing	LS	1	\$9,000.00	\$3,500.00	\$ 12,500.00	\$ 12,500.00
14	Costruct Dewatering	Day		\$80.00	\$70.00	\$ 150.00	
						Subtotal	\$ 233,101.95
	Misc Construction Construction Cost for Base Bid						
15	Bonding	LS	1	\$6,000.00	\$500.00	\$ 6,500.00	\$ 6,500.00
16	Construction Survey	LS	1	\$3,000.00	\$5,000.00	\$ 8,000.00	\$ 8,000.00
17	Storm Water Management	LS	1	\$3,800.00	\$3,200.00	\$ 7,000.00	\$ 7,000.00
18	Traffic Control	LS	1	\$9,000.00	\$6,000.00	\$ 15,000.00	\$ 21,500.00
						Subtotal	\$ 43,000.00
						Base Total	\$ 276,101.95
	Bid Alternate A						
1	Saw Cut Asphalt Paving	LF	32	\$ 1.75	\$ 2.50	\$ 4.25	\$ 136.00
2	Remove and Dispose of Existing Asphalt Paving	SF	129	\$ 1.20	\$ 2.70	\$ 3.90	\$ 503.10
3	Remove and Dispose of Curb and Gutter	LF	0	\$ 4.30	\$ 4.10	\$ 8.40	\$ -
4	Connect to Existing 6" DIP Water Line	EA	1	\$ 6,300.00	\$ 2,000.00	\$ 8,300.00	\$ 8,300.00
5	Furnish and Install 6" Insulated DR-11 HDPE Pipe	LF	793	\$ 97.00	\$ 81.00	\$ 178.00	\$ 141,154.00
6	Furnish and Install "Thrust Block"	EA	1	\$ 250.00	\$ 108.00	\$ 358.00	\$ 358.00

7	Furnish and Install 6' Diameter Flat Top Manhole	EA	1	\$ 4,000.00	\$ 3,800.00	\$ 7,800.00	\$ 7,800.00	
8	Furnish and Install 6" x 45 degree Bend	EA	0	\$ 550.00	\$ 225.00	\$ 775.00	\$ -	
9	Furnish and Install 6" X 90 degree Bend	EA	1	\$ 225.00	\$ 550.00	\$ 775.00	\$ 775.00	
10	Furnish and Install Asphalt patch per City of Salida Specs	SF	32	\$ 2.50	\$ 2.25	\$ 4.75	\$ 152.00	
11	Replace Curb & Gutter	LF	0	\$ 40.00	\$ 43.00	\$ 83.00	\$ -	
12	Connect to Existing 6" DIP Water Line outside the Existing Concrete	LS	0	\$ 5,000.00	\$ 2,800.00	\$ 7,800.00	\$ -	
13	Route New Hot Waterline through Existing 16" Con Vault	LS	0	\$ 9,000.00	\$ 3,500.00	\$ 12,500.00	\$ -	
14	Construction Dewatering	Day		\$ 80.00	\$ 70.00	\$ 150.00	\$ -	
						Subtotal	\$ 159,178.10	
	Misc Construction Construction Cost for Bid Alt A							
15	Bonding	LS	1	\$ 6,000.00	500	\$ 6,500.00	\$ 6,500.00	
16	Construction Survey	LS	1	\$ 3,000.00	5,000	\$ 8,000.00	\$ 8,000.00	
17	Storm Water Management	LS	1	\$ 3,800.00	3,200	\$ 7,000.00	\$ 7,000.00	
18	Traffic Control	LS	1	\$ 9,000.00	6,000	\$ 15,000.00	\$ 15,000.00	
						Subtotal	\$ 36,500.00	
						ALT A TOTAL	\$ 195,678.10	
CONSTRUCTION BID TOTAL							\$	471,780.05

*Four hundred, Seventy One thousand,
Seven hundred, Eighty dollars and five Cents*
Total Written in Words

Avalanche Excavating, Inc.

Bid Date: 05/05/23

720 Oak St., Salida CO 81201

Ken Hersch

719-539-8336

Signature of Bidder

BID BOND

Any singular reference to Bidder, Surety, Owner or other party shall be considered plural where applicable.

BIDDER (Name and Address):

Avalanche Excavating, Inc.
720 Oak Street
Salida, CO 81201

SURETY (Name, and Address of Principal Place of Business):

RLI Insurance Company
9025 N. Lindbergh Drive
Peoria, IL 61615

OWNER (Name and Address):

City of Salida, The Touber Building
448 E. First Street, STE 112
Salida, CO 81201

BID

Bid Due Date: **May 5, 2023**

Description (Project Name— Include Location): **2023 Hot Water Line Replacement, Project #22005, Salida CO**

BOND

Bond Number: **Bid Bond**

Date: **April 26, 2023**

Penal sum Five Percent of the Total Amount Bid \$ ---5%---
(Words) (Figures)

Surety and Bidder, intending to be legally bound hereby, subject to the terms set forth below, do each cause this Bid Bond to be duly executed by an authorized officer, agent, or representative.

BIDDER

Avalanche Excavating, Inc. (Seal)
Bidder's Name and Corporate Seal

By: Ken Hirsch
Signature

Ken Hirsch
Print Name

President
Title

Attest: Sabrina Hapl
Signature

office manager
Title

SURETY

RLI Insurance Company (Seal)
Surety's Name and Corporate Seal

By: Sarah C. Brown
Signature (Attach Power of Attorney)

Sarah C. Brown
Print Name

Attorney-in-Fact
Title

Attest: J. Rini
Signature

Title **Surety Witness**



Note: Addresses are to be used for giving any required notice.
Provide execution by any additional parties, such as joint venturers, if necessary.

1. Bidder and Surety, jointly and severally, bind themselves, their heirs, executors, administrators, successors, and assigns to pay to Owner upon default of Bidder the penal sum set forth on the face of this Bond. Payment of the penal sum is the extent of Bidder's and Surety's liability. Recovery of such penal sum under the terms of this Bond shall be Owner's sole and exclusive remedy upon default of Bidder.
2. Default of Bidder shall occur upon the failure of Bidder to deliver within the time required by the Bidding Documents (or any extension thereof agreed to in writing by Owner) the executed Agreement required by the Bidding Documents and any performance and payment bonds required by the Bidding Documents.
3. This obligation shall be null and void if:
 - 3.1 Owner accepts Bidder's Bid and Bidder delivers within the time required by the Bidding Documents (or any extension thereof agreed to in writing by Owner) the executed Agreement required by the Bidding Documents and any performance and payment bonds required by the Bidding Documents, or
 - 3.2 All Bids are rejected by Owner, or
 - 3.3 Owner fails to issue a Notice of Award to Bidder within the time specified in the Bidding Documents (or any extension thereof agreed to in writing by Bidder and, if applicable, consented to by Surety when required by Paragraph 5 hereof).
4. Payment under this Bond will be due and payable upon default of Bidder and within 30 calendar days after receipt by Bidder and Surety of written notice of default from Owner, which notice will be given with reasonable promptness, identifying this Bond and the Project and including a statement of the amount due.
5. Surety waives notice of any and all defenses based on or arising out of any time extension to issue Notice of Award agreed to in writing by Owner and Bidder, provided that the total time for issuing Notice of Award including extensions shall not in the aggregate exceed 120 days from the Bid due date without Surety's written consent.
6. No suit or action shall be commenced under this Bond prior to 30 calendar days after the notice of default required in Paragraph 4 above is received by Bidder and Surety and in no case later than one year after the Bid due date.
7. Any suit or action under this Bond shall be commenced only in a court of competent jurisdiction located in the state in which the Project is located.
8. Notices required hereunder shall be in writing and sent to Bidder and Surety at their respective addresses shown on the face of this Bond. Such notices may be sent by personal delivery, commercial courier, or by United States Registered or Certified Mail, return receipt requested, postage pre-paid, and shall be deemed to be effective upon receipt by the party concerned.
9. Surety shall cause to be attached to this Bond a current and effective Power of Attorney evidencing the authority of the officer, agent, or representative who executed this Bond on behalf of Surety to execute, seal, and deliver such Bond and bind the Surety thereby.
10. This Bond is intended to conform to all applicable statutory requirements. Any applicable requirement of any applicable statute that has been omitted from this Bond shall be deemed to be included herein as if set forth at length. If any provision of this Bond conflicts with any applicable statute, then the provision of said statute shall govern and the remainder of this Bond that is not in conflict therewith shall continue in full force and effect.
11. The term "Bid" as used herein includes a Bid, offer, or proposal as applicable.

POWER OF ATTORNEY

RLI Insurance Company Contractors Bonding and Insurance Company

9025 N. Lindbergh Dr. Peoria, IL 61615
Phone: 800-645-2402

Know All Men by These Presents:

That this Power of Attorney is not valid or in effect unless attached to the bond which it authorizes executed, but may be detached by the approving officer if desired.

That **RLI Insurance Company** and/or **Contractors Bonding and Insurance Company**, each an Illinois corporation, (separately and together, the "Company") do hereby make, constitute and appoint:

Todd D. Bengford, Sarah C. Brown, Donald E. Appleby, Mark Sweigart, Jessica Jean Rini, W R Withrow, jointly or severally

in the City of Greenwood Village, State of Colorado its true and lawful Agent(s) and Attorney(s) in Fact, with full power and authority hereby conferred, to sign, execute, acknowledge and deliver for and on its behalf as Surety, in general, any and all bonds and undertakings in an amount not to exceed Twenty Five Million Dollars (\$25,000,000.00) for any single obligation.

The acknowledgment and execution of such bond by the said Attorney in Fact shall be as binding upon the Company as if such bond had been executed and acknowledged by the regularly elected officers of the Company.

RLI Insurance Company and/or **Contractors Bonding and Insurance Company**, as applicable, have each further certified that the following is a true and exact copy of a Resolution adopted by the Board of Directors of each such corporation, and is now in force, to-wit:

"All bonds, policies, undertakings, Powers of Attorney or other obligations of the corporation shall be executed in the corporate name of the Company by the President, Secretary, any Assistant Secretary, Treasurer, or any Vice President, or by such other officers as the Board of Directors may authorize. The President, any Vice President, Secretary, any Assistant Secretary, or the Treasurer may appoint Attorneys in Fact or Agents who shall have authority to issue bonds, policies or undertakings in the name of the Company. The corporate seal is not necessary for the validity of any bonds, policies, undertakings, Powers of Attorney or other obligations of the corporation. The signature of any such officer and the corporate seal may be printed by facsimile."

IN WITNESS WHEREOF, the **RLI Insurance Company** and/or **Contractors Bonding and Insurance Company**, as applicable, have caused these presents to be executed by its respective Vice President with its corporate seal affixed this 18th day of January, 2023.



RLI Insurance Company
Contractors Bonding and Insurance Company

By: B. W. Davis
Barton W. Davis Vice President

State of Illinois }
County of Peoria } SS

CERTIFICATE

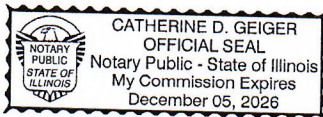
I, the undersigned officer of **RLI Insurance Company** and/or **Contractors Bonding and Insurance Company**, do hereby certify that the attached Power of Attorney is in full force and effect and is irrevocable; and furthermore, that the Resolution of the Company as set forth in the Power of Attorney, is now in force. In testimony whereof, I have hereunto set my hand and the seal of the **RLI Insurance Company** and/or **Contractors Bonding and Insurance Company** this 26th day of April, 2023.

RLI Insurance Company
Contractors Bonding and Insurance Company

By: Jeffrey D. Fick
Jeffrey D. Fick Corporate Secretary

On this 18th day of January, 2023, before me, a Notary Public, personally appeared Barton W. Davis, who being by me duly sworn, acknowledged that he signed the above Power of Attorney as the aforesaid officer of the **RLI Insurance Company** and/or **Contractors Bonding and Insurance Company** and acknowledged said instrument to be the voluntary act and deed of said corporation.

By: Catherine D. Geiger
Catherine D. Geiger Notary Public



ADDENDUM No. 1

Issued: 4/26/2023

Re: 2023 Hot Water Line Replacement

To: Prospective Bidders

From: Crabtree Group Inc.
325 D Street
Salida, CO 81201

This addendum forms a part of the Contract Documents and modifies the original Bidding Document dated 4/3/2023. Acknowledge receipt of this Addendum by signing the bottom and including it with the bid. Failure to do so may subject the Bidder to disqualification.

I. CLARIFICATIONS:

Below is a list of questions that have been received, followed by the response:

No	Question/Answer	Question Date
Q1	<p>Question: Water line and Addendum Both pipes will not fit in the sleeve, do you want the wye before or after the vault? Will there be an addendum on the dewatering for Alt A?</p> <p>Answer: The existence of the sleeve is based on information provided by the City of Salida Public Works crews. There is some question as to if the existing ductile iron pipe utilizes the sleeve under Holeman. A decision on exact wye location will be determined once the contractor has exposed the existing sleeve so the condition can be assessed. If new pipe can be installed without impacting the existing line, the new pipe will utilize the sleeve and the wye will be installed at the vault (±Sta. 18+67). If the existing pipe utilizes the sleeve, it will be replaced with the new pipe utilizing the sleeve. In that case, the wye would be placed west of Holeman Ave (±Sta. 17+37)</p> <p>There will be an addendum issued with a revised bid tab to cover the dewatering.</p>	04/26/2023
Q2	<p>Question: Warranty Information What is the warranty on this project?</p> <p>Answer: The warranty on this project will be one year.</p>	04/26/2023

Signed: *[Signature]*
Date: 5/3/2023

Q3

Question: COT Permit

04/26/2023

We will not be in CDOT right of way. Why do we need to try and get a permit and an approved traffic control plan per manual documents.

Answer: This section was in the documents due to the design running along US HWY 50 to the front of Wal-Mart to connect into a section of pipe that was replaced in 2017. There will be no need for CDOT permit on this phase of the project.

Q4

Question: Time lines don't match

04/26/2023

The contract documents say substantially complete on 9/20/23 final on October 11, but the notice to proceed says, substantially complete on August 30th and final on 9/20/23...Which is it?

Answer: 9/20/23 for substantial completion and 10/11/23 for final.

Signed: 

Date: 5/3/23

ADDENDUM No. 2

Issued: 4/28/2023

Re: 2023 Hot Water Line Replacement

To: Prospective Bidders

From: Crabtree Group Inc.
325 D Street
Salida, CO 81201

This addendum forms a part of the Contract Documents and modifies the original Bidding Document dated 4/3/2023. Acknowledge receipt of this Addendum by signing the bottom and including it with the bid. Failure to do so may subject the Bidder to disqualification.

I. **REPLACE** the Bid Form with the attached Bid Form.

II. **CLARIFICATIONS:**

Below is a list of questions that have been received, followed by the response:

A. *"We will not be in CDOT right of way, Why do we need to try and get a permit and an approved traffic control plan per manual documents."*

There is no work within the CDOT right-of way for this portion of line. No CDOT permits will be required for the 2023 replacement work.

B. *"What is the warranty on this project?"*

The Warranty period for the work is one year.

C. *"The contract documents say substantially complete on 9/20/23 final on October 11, but the notice to proceed says, substantially complete on August 30th and final on 9/20/23... Which is it?"*

The Substantial Completion Date for the Project is 9/20/2023 with a Final Completion date of 10/11/2023.

D. *"What if groundwater is encountered during construction."*

There is a possibility that groundwater will be encountered during construction. A bid item for dewatering has been added to the revised Addendum. Bidders should complete the unit price information for dewatering and this unit price will be utilized for payment if, at the discretion of the engineer, field conditions warrant trench dewatering during construction.

E. "What is the width of the existing easements?"

The easement width from ±Sta. 15+78 to ±Sta. 17.38 is 27 feet. The width of other easements along the project route is 20 feet.

F. "Is there tracer wire on the existing pipeline?"

There is no tracer wire on the existing ductile iron pipe.

G. "What color of tracer wire should be used for the new pipeline?"

Tracer Wire to be installed with the new pipe should be purple in color, indicating non-potable water.

H. "Are thrust blocks required at fittings?"

Thrust Blocks must be installed at pipe bends, wyes, elbows, and caps. Thrust block shall meet the specification in the City of Salida Construction Standards.

I. "What are the limits of the Base Bid and Bid Alternate A?"

The limits of the Base Bid and Alternate A are indicated on the construction plans.

J. "Is pressure testing required?"

K. The Contractor shall be responsible for pressure testing the pipe after construction. Testing should be coordinated with City Staff and the Engineer.

L. "Is revegetation required?"

Areas disturbed during construction must be revegetated. Landscaped areas shall be repaired or replaced to original conditions. Other areas shall be reseeded per NRCS guidelines with the following seed mix:

Seed Mix	
Ephraim Crested Wheatgrass	30%
Sheep Fescue	25%
Perennial Rye	20%
Chewings Fescue	15%
Canada Bluegrass	10%
Available from Arkansas Valley Seed as "Low Grow Mix"	

Seeding Rate	
Drill Seeding	17 lb/acre
Broadcast Seeding	25 lb/acre

M. "Will there be disturbance of fence lines."

Yes. Fences requiring removal for construction must be replaced to original conditions. Contractor should inform property owner of fence disturbance prior to removal.

N. "Is there an estimated price on this project?"

The engineer has not prepared an opinion of cost for this project.

O. "What testing will be required?"

The contractor will be responsible to schedule for required testing of compaction and pressure testing of the pipe.

P. "Can the Contractor stockpile materials on site?"

The City will allow stockpiling of material for the project at the north end of Centennial Park. Any stockpiling of material shall be coordinated with the facilities supervisor prior to onsite arrival. The Contractor may, at their discretion, utilize private properties to stockpile materials, but must obtain written permission for the landowner.

Q. The contractor is cautioned that there are existing overhead utilities that must be protected during construction. The Contractor is responsible for coordinating the work with the respective utility owners and taking all necessary precautions to avoid damage to existing utilities.

Avalanche Excavating Inc. Project References

- 2012 Royal Gorge Blvd, Water line Replacement 12" 11 blocks tie in with Canon City-2 Million
- 2012 Tractor Supply infrastructure and Hwy tie in- 345K
- 2012 Lamar Hospital Improvement Project- 12" water main-230K
- 2013 Canon City Round about Hwy Project/Hwy 50- 1.5 Million
- 2013 Hwy 50 Canon City 11 blocks 12" water main – 1 Million Plus
- 2013 City of Florence Water Storage Pond- 781K
- 2015 Salida Sidewalk Project – 111K
- 2015 H Street Rehab Phase 2 – 870k
- 2015 Pueblo West Storm Mitigation Flood Control -401K
- 2015-2016 Waste Water Treatment Plant-Ark River Crossing 8' below river bottom-627K
- 2016 Salida Sidewalk Project - 123K
- 2016 C and Teller Street – 240K (full street rebuild with water infrastructure)
- 2016 11 Street Rehab – 702K (full street rebuild with sewer infrastructure)
- 2016 Public Works Building Parking Lot- Salida- 77k Paving and Concrete
- 2016 Jones Street Waterline loop- Tie into school- Fire Suppression system for Salida High School
- 2016 Tunnel Drive-Canon City-203K Vault bathrooms, road build, culverts for flood control
- 2016 Canon City Ped Crossing/River Walk-641K-Two bridges and river crossings
- 2017 Hunt Street-Salida-Complete Infrastructure Rebuild, storm sewer, new Sidewalk & road 1.2 Million
- 2017 Scout Hut- Salida- Road, hydrant relocation, sidewalk, curb gutter, ADA compliance- 115K
- 2017-2018 Field Ave Project- CDOT/Canon City – drainages, Sidewalk, Paving, Road build -689K
- 2017 Two Rivers Subdivision- Paving
- 2017-2018 HRRMC Expansion Project – Full infrastructure, Road, drainage, CDOT, Paving 1.4 Million
- 2018 Crossroads Subdivision-Paving
- 2018 Canon City Alley Reconstruction Project – concrete work and Paving
- 2018 RCP Oil Creek Ditch Replacement Project of ½ mile of RCP to divert ditch water
- 2018 City of Salida Water Treatment Plant-Paving
- 2018 CR 119 Riverbank Build-Florence

2018 Park Ave Waterline
2018 Arkansas River Improvements
2019 Fremont Sanitation 24" Sewer Main Replacement
2019 Wolf Park HOA – Road Build, Concrete, Improvements and Paving
2019 4th and Myrtle Water Main Replacement
2019 Salida Street Repair – Paving
2019 Salida Sewer line Repair
2019 2A Forge Road – Canon City- Paving
2019 Lincoln School Street Project/CDOT
2020 Canon City River walk and Culvert
2020 Baca Grande Water and Sanitation Infrastructure rebuild and repair
2020 Storm Water CIP Dawson Ranch
2020 Misc Asphalt Projects in Salida and Canon City
2020 2A Meadows Ave Project
2020 Storm Water Project – Salida Riverside Park
2020 Grideline Skate Park – Salida- Centennial Park - Skateboard Bowl and Improvements
2020 Holman and Centennial Park parking lot and road build
2021 Penrose Grand Canyon Pipe Project
2021 City of Salida Street Project 10th and 12th Street Rebuild
2021 Misc Paving work as Sub-contractor
2021 Canon City 2A North 9th Street Project
2022 Misc Paving as Subcontractors
2022 Keystone Estates
2022 Rhoades Ave Project-Canon City
2022 Diamond Ave Sewer line and Manhole replacement – Canon City -20' down
2022 Pike View Subdivision
2022 Holiday Inn Canon City- Sink hole repair
2022 CMAQ Project-4 Mile Lane- Canon City
2022 McKinley School – Canon City- Parking Lot project

2022 Canon City High School Parking Lot Project

2022 E. Poncha Springs LN Project – Town of Poncha Springs, Full redesign, Ditch improvements, Paving

2022 Love's Travel Stop Utilities-Canon City



**Avalanche
Excavating
Inc**



Sub-Contractor/Vendor List

Constructive Solutions Limited-Sub

719-207-1516

Brian Sack

Butala Sand and Gravel-Vendor

Salida, Colorado 81201

Hardrock-Vendor

Salida, Colorado

ACA PRODUCTS

Buena Vista, Colorado

Core and Main-Vendor

2050 Reliable Circle

Colorado Springs, CO 80906

OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF GOOD STANDING

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

AVALANCHE EXCAVATING, INC.

is a

Corporation

formed or registered on 10/03/2000 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 20001192388 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 05/01/2023 that have been posted, and by documents delivered to this office electronically through 05/03/2023 @ 07:24:18 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 05/03/2023 @ 07:24:18 in accordance with applicable law. This certificate is assigned Confirmation Number 14930550 .



Jena Griswold

Secretary of State of the State of Colorado

*****End of Certificate*****

Notice: A certificate issued electronically from the Colorado Secretary of State's website is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's website, <https://www.coloradosos.gov/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our website, <https://www.coloradosos.gov> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."



CERTIFICATE OF LIABILITY INSURANCE

Item 4.

DATE (MM/DD/YYYY)
06/09/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Holmes Murphy & Associates - CO 7600 East Orchard Road, Suite 230 South Greenwood Village, CO 80111	1-844-484-7750	CONTACT NAME: Lauren Valdes PHONE (A/C No, Ext): 720-622-8255 E-MAIL ADDRESS: LValdes@holmesmurphy.com	FAX (A/C, No):
INSURED Avalanche Excavating Inc 1135 Red Canyon Road Canon City, CO 81212		INSURER(S) AFFORDING COVERAGE	NAIC #
		INSURER A: EMPLOYERS MUT CAS CO	21415
		INSURER B: PINNACOL ASSUR	41190
		INSURER C: ATLANTIC SPECIALTY INS CO	27154
		INSURER D:	
		INSURER E:	
		INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** 65746147 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD / WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> PD Ded: \$1,000 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:		6X45394	06/01/22	06/01/23	EACH OCCURRENCE	\$ 1,000,000
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 300,000
						MED EXP (Any one person)	\$ 10,000
						PERSONAL & ADV INJURY	\$ 1,000,000
						GENERAL AGGREGATE	\$ 2,000,000
						PRODUCTS - COMP/OP AGG	\$ 2,000,000
							\$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		6X45394	06/01/22	06/01/23	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
						BODILY INJURY (Per person)	\$
						BODILY INJURY (Per accident)	\$
						PROPERTY DAMAGE (Per accident)	\$
							\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$		6X45394	06/01/22	06/01/23	EACH OCCURRENCE	\$ 1,000,000
						AGGREGATE	\$ 1,000,000
							\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N N/A	4021112	06/01/22	06/01/23	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER	
						E.L. EACH ACCIDENT	\$ 1,000,000
						E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
						E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
C	Contractors Equipment		7900112730010	06/01/22	06/01/23	Per Schedule	Ded:1,000
C	Leased/Rented Equipment		7900112730010	06/01/22	06/01/23	\$314,000 Limit	Ded:1,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER CANCELLATION

Evidence of Insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Craig A. Merten</i>



Thank you for your interest in our bid opportunities and we welcome you to submit a response. Please be sure to review and comply with all specifications and requirements.
Buyer

Addendum Description

Payment Bond added

Notice Modifications

Notice Information	From Value	To Value
Additional Contact	Michael Post, 719-539-6738, diesel.post@cityofsalida.com	Tracy Vanaveer, tvandaveer@crabtreegroupinc.com
Additional Contact	Tracy Vanaveer, tvandaveer@crabtreegroupinc.com	Michael Post, 719-539-6738, diesel.post@cityofsalida.com
Payment Bond	--	100.00 %

Category Modifications

Added Categories
No Categories Added
Removed Categories
No Categories Removed

Addendum # 1, 4/5/23 JH



Thank you for your interest in our bid opportunities and we welcome you to submit a response. Please be sure to review and comply with all specifications and requirements.
Buyer

Addendum Description

Q & A #1-4

Notice Modifications

Notice Information	From Value	To Value
No entries		

Category Modifications

Added Categories
No Categories Added

Removed Categories
No Categories Removed

Added Documents[A]

Document	Size	Uploaded Date	Language
Q&A Document 1.pdf [pdf]	3 Kb	04/27/2023 12:10 PM EDT	English

Addendum 2 JH 4/27/23



Thank you for your interest in our bid opportunities and we welcome you to submit a response. Please be sure to review and comply with all specifications and requirements.
Buyer

Addendum Description

Pre-Con Q & A

Notice Modifications

Notice Information	From Value	To Value
No entries		

Category Modifications

Added Categories
No Categories Added

Removed Categories
No Categories Removed

Added Documents[A]

Document	Size	Uploaded Date	Language
Pre- Construction meeting Q _ A.pdf [pdf]	28 Kb	04/27/2023 12:23 PM EDT	English

Addendum 3 4/27/23



Thank you for your interest in our bid opportunities and we welcome you to submit a response. Please be sure to review and comply with all specifications and requirements.
Buyer

Addendum Description

Addendum #3 (pre con Q &A) - with seed mix

Notice Modifications

Notice Information	From Value	To Value
No entries		

Category Modifications

Added Categories
No Categories Added

Removed Categories
No Categories Removed

Added Documents[A]

Document	Size	Uploaded Date	Language
Addendum No 2 - pre con Q _ A with seed mix.pdf [pdf]	367 Kb	05/01/2023 11:43 AM EDT	English

Addendum 4 5/1/23 JH



Thank you for your interest in our bid opportunities and we welcome you to submit a response. Please be sure to review and comply with all specifications and requirements.
Buyer

Addendum Description

Updated bid sheet

Notice Modifications

Notice Information	From Value	To Value
No entries		

Category Modifications

Added Categories
No Categories Added

Removed Categories
No Categories Removed

Added Documents[A]

Document	Size	Uploaded Date	Language
22005-Bid Tab 230428.pdf [pdf]	164 Kb	05/01/2023 11:46 AM EDT	English

Addendum 5 JH

Corrected Bid Tab

Avalanche Excavating, Inc.
720 Oak Street
Salida, Colorado 81201

Bid Form - 2023 Hot Water Line Replacement

Project: 22005

Base Bid

Item	Item Description	Unit	Quantity Qty.	Material Cost	Labor Cost	Unit Cost	Total
		LF	134	\$1.75	\$2.50	\$ 4.25	\$ 569.50
1	Saw cut Existing Asphalt Paving	SF	749	\$1.20	\$2.70	\$ 3.90	\$ 2,921.10
2	Remove and Dispose of existing Paving	LF	139	\$4.35	\$4.10	\$ 8.45	\$ 1,174.55
3	Remove and Dispose of Curb and Gutter	EA	1	\$6,300.00	\$2,000.00	\$ 8,300.00	\$ 8,300.00
4	Connect to 6" DIP Waterline	LF	975	\$97.00	\$81.00	\$ 178.00	\$ 173,550.00
5	Furnish and Install 6" Insulated DIP HDPE Pipe	EA	3	\$250.00	\$108.00	\$ 358.00	\$ 1,074.00
6	Furnish and Install thrust block	EA	1	\$4,000.00	\$3,800.00	\$ 7,800.00	\$ 7,800.00
7	Furnish and Install 6' flat top Manhole	EA	2	\$550.00	\$225.00	\$ 775.00	\$ 1,550.00
8	Furnish and Install 6"x 45 degree bend	EA	1	\$225.00	\$550.00	\$ 775.00	\$ 775.00
9	Furnish and Install 6" x 90 degree bend	SF	749	\$2.50	\$2.25	\$ 4.75	\$ 3,557.75
10	Furnish and Install asphalt patch per City of Salida Spec	LF	139	\$40.00	\$43.00	\$ 83.00	\$ 11,537.00
11	Replace Curb and Gutter	LS	1	\$5,000.00	\$2,800.00	\$ 7,800.00	\$ 7,800.00
12	Connect to existing 6" DIP outside the concrete vault	LS	1	\$9,000.00	\$3,500.00	\$ 12,500.00	\$ 12,500.00
13	Route new Hot Water line through Existing 16" Steel Casing	Day		\$80.00	\$70.00	\$ 150.00	
14	Costruct Dewatering						
						Subtotal	\$ 233,108.90
	Misc Construction Construction Cost for Base Bid	LS	1	\$6,000.00	\$500.00	\$ 6,500.00	\$ 6,500.00
15	Bonding	LS	1	\$3,000.00	\$5,000.00	\$ 8,000.00	\$ 8,000.00
16	Construction Survey	LS	1	\$3,800.00	\$3,200.00	\$ 7,000.00	\$ 7,000.00
17	Storm Water Management	LS	1	\$9,000.00	\$6,000.00	\$ 15,000.00	\$ 15,000.00
18	Traffic Control					Subtotal	\$ 36,500.00
						Base Total	\$ 269,608.90
	Bid Alternate A						
1	Saw Cut Asphalt Paving	LF	32	\$ 1.75	\$ 2.50	\$ 4.25	\$ 136.00
2	Remove and Dispose of Existing Asphalt Paving	SF	129	\$ 1.20	\$ 2.70	\$ 3.90	\$ 503.10
3	Remove and Dispose of Curb and Gutter	LF	0	\$ 4.30	\$ 4.10	\$ 8.40	\$ -
4	Connect to Existing 6" DIP Water Line	EA	1	\$ 6,300.00	\$ 2,000.00	\$ 8,300.00	\$ 8,300.00
5	Furnish and Install 6" Insulated DR-11 HDPE Pipe	LF	793	\$ 97.00	\$ 81.00	\$ 178.00	\$ 141,154.00
6	Furnish and Install "Thrust Block"	EA	1	\$ 250.00	\$ 108.00	\$ 358.00	\$ 358.00

Corrected Bid Tab

7	Furnish and Install 6' Diameter Flat Top Manhole	EA	1	\$ 4,000.00	\$ 3,800.00	\$ 7,800.00	\$ 7,800.00	
8	Furnish and Install 6" x 45 degree Bend	EA	0	\$ 550.00	\$ 225.00	\$ 775.00	\$ -	
9	Furnish and Install 6" X 90 degree Bend	EA	1	\$ 225.00	\$ 550.00	\$ 775.00	\$ 775.00	
10	Furnish and Install Asphalt patch per City of Salida Specs	SF	32	\$ 2.50	\$ 2.25	\$ 4.75	\$ 152.00	
11	Replace Curb & Gutter	LF	0	\$ 40.00	\$ 43.00	\$ 83.00	\$ -	
12	Connect to Existing 6" DIP Water Line outside the Existing Concrete	LS	0	\$ 5,000.00	\$ 2,800.00	\$ 7,800.00	\$ -	
13	Route New Hot Waterline through Existing 16" Con Vault	LS	0	\$ 9,000.00	\$ 3,500.00	\$ 12,500.00	\$ -	
14	Construction Dewatering	Day		\$ 80.00	\$ 70.00	\$ 150.00	\$ -	
						Subtotal	\$ 159,178.10	
	Misc Construction Construction Cost for Bid Alt A							
15	Bonding	LS	1	\$ 6,000.00	500	\$ 6,500.00	\$ 6,500.00	
16	Construction Survey	LS	1	\$ 3,000.00	5,000	\$ 8,000.00	\$ 8,000.00	
17	Storm Water Management	LS	1	\$ 3,800.00	3,200	\$ 7,000.00	\$ 7,000.00	
18	Traffic Control	LS	1	\$ 9,000.00	6,000	\$ 15,000.00	\$ 15,000.00	
						Subtotal	\$ 36,500.00	
						ALT A TOTAL	\$ 195,678.10	
CONSTRUCTION BID TOTAL							\$	465,287.00

Four hundred sixty-five thousand, Two hundred Eighty-seven dollars and zero cents

Avalanche Excavating, Inc. Bid Date: 05/05/23

720 Oak St., Salida CO 81201

Kend Hirsch

719-539-8336

Signature of Bidder

Avalanche Excavating, Inc.
720 Oak Street
Salida, Colorado 81201



CITY COUNCIL ACTION FORM

DEPARTMENT Finance	PRESENTED BY Aimee Tihonovich - Finance Director	DATE July 5, 2023
------------------------------	--	-----------------------------

ITEM

Consent Agenda - Fire station Design change order

BACKGROUND

The original scope of the design service provided by Neenan Company included geo-exchange HVAC systems. After testing, it was determined that the site is not conducive to a geo-exchange system so design re-work is necessary to switch to hybrid electric/gas systems as discussed at the Council's worksession on June 5.

FISCAL NOTE

The current contract amount with The Neenan Company as approved by Council on May 17, 2022 is \$762,945. This proposed change order is for \$149,370 bringing the total design cost to \$912,315. The Council will have the option of "paying the City back" for this cost with Certificates of Participation (COPs) to be issued later if this ends up best serving the financial needs of the City.

The 2023 budget for the fire station is \$15 million which was the estimated full cost of the fire station. Actual spending will not come close to this amount in 2023 so this change order will not require a budget amendment. The fire station project will be re-budgeted in 2024 with updated, more refined cost estimates.

STAFF RECOMMENDATION

Award a change order for the fire station design contract.

SUGGESTED MOTION

A council person should make a motion to "combine and approve the items on the consent agenda."



The Neenan Company LLLP
 3325 S. Timberline Road, Suite 100
 Fort Collins, CO 80525
 Tel: 970 493- 8747 Fax: 970-493-5869

DESIGN SCOPE CHANGE DETAIL

Project # 3178
 Project Name: Salida and Upper Arkansas FPD
 Project Address: 611 Oak St
 Salida, CO 81201

Mech System Redesign	Date: 6/27/23
-----------------------------	----------------------

Scope of Work Description: Architectural and engineering hours to redesign the mechanical system at mid-CD level drawing phase. The system changed from a geo-exchange system to a hybrid system with air cooled VRF serving the living and admin areas and gas fired overhead radiant heat in the apparatus bays.

1) System comparison

- Engineering and design coordination from 5/1/23 to the 6/5/23 City Council meeting.
 - System exploration meetings with engineering team
 - Research of system options
 - Collect and compile data
 - City Council presentation

2) Complete Construction Documents with revised mechanical system

- Engineering and design coordination from 6/6/23 to permit submission on 8/14/23 through completion of Construction Documents. Hours to redesign the mechanical system and coordinate associated architectural components.
- Scope includes, but is not limited to:
 - Mechanical system redesign
 - Engineering of additional electrical loads
 - Redesign of mechanical room
 - Structural engineering and coordination for additional roof equipment
 - Redesign of the apparatus bay floor to remove the in-floor radiant heat system
 - Design and coordination of overhead heaters in the apparatus bay.

Description	Final Amt.	Vendor Name
Senior Architect	\$ 7,000	
Project Architect	\$ 24,960	
Job Captain	\$ 15,120	
Drafter	\$ 16,320	
QA/QC Manager	\$ 4,400	
Senior Interior Designer	\$ 6,440	
	\$ -	
Structural Engineering	\$ 16,150	PEC
Mechanical & Plumbing Engineering	\$ 32,780	MTech
Electrical Engineering	\$ 26,200	Wayne's
	\$ -	
	\$ -	
	\$ 149,370	

Notes:



CITY COUNCIL ACTION FORM

DEPARTMENT Parks and Recreation	PRESENTED BY Diesel Post - Parks and Recreation Director	DATE July 5, 2023
---	--	-----------------------------

ITEM

Consent agenda

Approving entering into an agreement With Bringing Everyone Through the Crisis of Housing (BETCH) for a Temporary Safe Outdoor Space (TSOS)/Overnight Parking Permit Program at Centennial Park to include exceptions from the “local employment” requirement, after legal team review.

BACKGROUND

City Council has directed staff to work with the Bringing Everyone Through the Crisis of Housing (BETCH) group to design and establish a temporary Safe Outdoor Space (TSOS)/overnight parking permit program for persons who are without housing. Council identified Centennial Park as the preferred location for such a program, due to its access to various services (showers, restrooms, potable water, trash containers, etc.) and its visibility and safety for both permittees and the general public.

This CAF is intended to formally allow staff to work with BETCH representatives to develop an agreement outlining roles and responsibilities, provisions, and rules for all participants of the TSOS. This agreement addresses a wide variety of topics including, but not limited to:

- Dates of anticipated operation (Approx. July 6th – Oct. 31st, 2023)
- Permittee eligibility requirements, including:
 - Proof of current Salida-area employment (min. 20 hours/week) preferred, but not required
 - Background check (no violent crime history, no outstanding warrants, etc.)
 - Recommended by the Continuum of Care
- Adherence to park rules (inc. no alcohol or drug use)
- Quiet hours (same as park hours)
- No tents or tarps (vehicles only)
- Primary contact information
- Insurance requirements
- Neighborhood outreach and service
- Monthly summary reports
- Disqualifying factors and termination language
- Other parameters for respecting neighborhood and general community, etc.



CITY COUNCIL ACTION FORM

DEPARTMENT	PRESENTED BY	DATE
Parks and Recreation	Diesel Post - Parks and Recreation Director	July 5, 2023

FISCAL NOTE

In addition to staff time in preparing the site, the agreement, and other involvement, the City is anticipated to incur modest additional costs associated with basic provisions for the site (e.g. two porta-potties with handwashing station, site signage, hanging permits).

SUGGESTED MOTION

"I move to combine and approve the items on the Consent Agenda"



CITY COUNCIL ACTION FORM

DEPARTMENT	PRESENTED BY	DATE
Planning	Bill Almquist - Community Development Director	July 5, 2023

ITEM

Ordinance No. 2023-10: An Ordinance of the City Council for the City of Salida, Colorado Amending Chapter 16, Article XIII of the Salida Municipal Code, Regarding Inclusionary Housing, To Further Promote and Assist the Development of Workforce Housing. **Second Reading and Public Hearing.**

BACKGROUND

The City originally adopted its Inclusionary Housing requirements and regulations in 2018.

Since the adoption and subsequent amendments to Chapter 16, Article XIII, recent changes in the market as well as practicalities in enforcement of the regulations has prompted City staff to evaluate and recommend where certain updates could be made to the Code, especially now that new affordable units are becoming available.

Within the attached Ordinance are the proposed amendments to Chapter 16, Article XIII of the Code, as it relates to Inclusionary Housing.

PLANNING COMMISSION RECOMMENDATION

Planning Commission voted unanimously (7-0) to recommend approval of the ordinance. Some Commissioners noted that, if possible, they would like the Chaffee Housing Authority’s Community Guidelines to only utilize the proposed 10% buffer provision for for-sale units in cases where no other applicants at the established AMI qualify.

STAFF RECOMMENDATION

Staff recommends approval of Ordinance No. 2023-10.

SUGGESTED MOTION

A Council person should move to “Approve Ordinance 2023-10 Amending Chapter 16, Article XIII of the Salida Municipal Code, Regarding Inclusionary Housing, To Further Promote and Assist the Development of Workforce Housing.”

Attachments:

Draft Ordinance No. 2023-10

**CITY OF SALIDA, COLORADO
ORDINANCE NO. 10
(Series of 2023)**

**AN ORDINANCE OF THE CITY COUNCIL FOR THE CITY OF SALIDA,
COLORADO AMENDING CHAPTER 16, ARTICLE XIII OF THE SALIDA
MUNICIPAL CODE, REGARDING INCLUSIONARY HOUSING, TO FURTHER
PROMOTE AND ASSIST THE DEVELOPMENT OF WORKFORCE HOUSING**

WHEREAS, the City of Salida, Colorado (the “City”) is a statutory city, duly organized and existing under the laws of the State of Colorado; and

WHEREAS, pursuant to C.R.S. § 31-23-301 *et seq.*, the City, by and through its City Council, possesses the authority to adopt and enforce zoning regulations; and

WHEREAS, under such authority, the City Council previously adopted regulations related to inclusionary housing, codified as Chapter 16, Article XIII of the Salida Municipal Code (the “Code”); and

WHEREAS, the City Council remains committed to the promotion of inclusionary housing, such that all residents and workforce have a meaningful opportunity to afford housing in the City; and

WHEREAS, the City of Salida still recognizes the need for affordable housing across a diversity of income levels to be addressed by the inclusionary housing policy; and

WHEREAS, deed restrictions remain the primary tools to ensure permanent affordability so that units will not go from affordable to unaffordable with a simple sale of property; and

WHEREAS, since the adoption and subsequent amendments to Chapter 16, Article XIII, recent changes in the market as well as practicalities in enforcement of the regulations has prompted City staff to evaluate and recommend where certain updates could be made to the Code, especially now that new affordable units are becoming available; and

WHEREAS, the Planning Commission held a public hearing on the code changes on June 13, 2023, and recommends the amendments set forth in this Ordinance; and

WHEREAS, after consideration at a public hearing held on July 3, 2023, the City Council finds it desirable and appropriate, and in the best interest of the general health, safety, and welfare of its residents, workforce, local businesses and customers to amend Chapter 16, Article XIII of the Code, as it relates to the promotion of inclusionary housing in the City.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL FOR THE CITY OF SALIDA, COLORADO AS FOLLOWS:

Section 1. The foregoing recitals are hereby incorporated as conclusions, facts, determinations, and findings by the City Council.

Section 2. Section 16-13-20 of the Code, concerning general inclusionary housing requirements, is hereby amended to read as follows:

Sec. 16-13-20. - General inclusionary housing requirements.

- (a) Any application brought under the annexation or planned development sections of this Code; condominium plats of any size; duplex conversion subdivisions; and minor and major subdivision sections of this Code, as well as multi-family residential projects of five (5) or more units are required to include at least sixteen and seven-tenths (16.7) percent of the total number of residential dwelling units as affordable dwelling units, pursuant to requirements set forth in this Article, and subject to the following standards:
- (1) The prices for sale or rents charged for permanently affordable priced dwelling units shall not exceed a price that is affordable to a household earning the applicable percentage of Area Median Income (AMI) for Chaffee County as defined annually by the Colorado Housing Finance Authority (CHFA), at the time such unit is sold or rented, and as further specified in Sections 16-13-60 and 16-13-70.
 - (2) Affordable dwelling units shall be permanently restricted ~~as defined by the administrative regulations, or~~ unless a different timeframe is required as a part of a Low Income Housing Tax Credit project.
 - (3) If the calculation for inclusionary housing results in a fraction of a dwelling unit, the fraction of the unit shall be provided as a complete affordable unit or a fee-in-lieu shall be provided per Section 16-13-40.
 - (4) The proportion of required affordable units, whether for-sale or rental, shall follow the proportion of for-sale and rental market rate units, unless otherwise approved by the decision-making body. For example, if the project includes one hundred (100) percent for-sale units, then one hundred (100) percent of the required affordable units shall be for-sale units. If the project includes fifty (50) percent for-sale units and fifty (50) percent rental units, that same percentage of for-sale and rental affordable units shall be provided.
- ~~(b) The City Administrator is authorized to adopt administrative regulations to be utilized in the enforcement of the provisions of this Article.~~
- ~~(e)~~**(b)** Units built as affordable in the project should be comparable to the market rate housing units in exterior finish and design and integrated into the overall project.
- ~~(d)~~**(c)** Income Eligibility Required. No person shall sell, rent, purchase or lease an affordable dwelling unit created pursuant to this Article except to a program eligible household. A private owner of a single affordable unit may rent the unit in accordance with the provisions of this Article as set forth in Section 16-13-60 "Program Requirements for For-Sale Units." All sales, rentals, purchases and leases shall comply with the provisions of this Article.
- ~~(e)~~**(d)** Deed Restriction Required. No person offering an affordable dwelling unit for rent or sale pursuant to this Article shall fail to lawfully reference in the grant deed conveying title of any such unit, and record with the Chaffee County Clerk and Recorder, a ~~covenant or declaration of restrictions~~ **deed restriction** in a form provided and approved by the City Attorney and applicable Housing Authority. Such **deed restriction** ~~covenant or declaration of restrictions~~ shall reference applicable contractual arrangements, **deed restrictions** ~~restrictive covenants~~ and resale restrictions as are necessary to carry out the purposes of this Article.

~~(f)~~(e) Good Faith Marketing Required. All sellers or owners of affordable dwelling units shall engage in good faith marketing and public advertising efforts each time an affordable dwelling unit is rented or sold such that members of the public who are qualified to rent or purchase such units have a fair chance to become informed of the availability of such units.

~~(g)~~(f) Required Agreements. Those applicants creating residential developments under this Chapter shall enter into an inclusionary housing development agreement with the City Council. Such agreements may be part of a development agreement, annexation agreement or subdivision agreement and shall document how the applicant will meet the requirements of this Article including:

- (1) Defining the inclusionary housing development, including the total number of units; the total number of affordable housing units required; and the total number of affordable housing units provided;
- (2) The application of allowed density, parking and development standards allowed for projects that provide one hundred (100) percent of the inclusionary housing requirements, as provided in Section 16-13-50;
- (3) Design standards to assure the affordable units will be comparable to market rate units and are integrated into the development;
- (4) The requirement that each required affordable housing unit must receive its certificate of occupancy before development of every sixth market-rate housing unit within the development, unless an alternative schedule is approved by the City; and
- (5) The deed restrictions ~~restrictive covenants~~ and additional agreements, in a form acceptable to the City, as necessary to carry out the purposes of this Article.

~~(h)~~(g) Accessory dwelling units shall not be considered inclusionary housing for the purpose of compliance with the requirements of this Article.

(h) An applicant shall not be eligible to submit for a building permit until the applicable affordable housing agreement ~~and any required restrictive covenants are~~ is approved by the City Council and such agreement is recorded with the Chaffee County Clerk and Recorder. Additionally, a property shall not receive a certificate of occupancy until the required deed restrictions are recorded with the Chaffee County Clerk and Recorder.

Section 3. Section 16-13-30 of the Code, concerning options for satisfaction of the inclusionary housing requirement, is hereby amended to read as follows:

Sec. 16-13-30. - Options for satisfaction of inclusionary housing requirement.

An applicant may seek an alternative to providing the required percentage of affordable housing under this Article by any of the following methods:

- (a) Providing the Required Housing Off-Site. This may be met only through the dedication of land to the City or a qualified non-profit housing developer for the required development of such units as approved by the City, with the guarantee that the land to be dedicated will allow for, and be developed with a minimum number of twenty-five (25) percent of the total units in the subject development as affordable housing.

- (b) Dedicating Land Within the Project. Provided it is large enough and located appropriately to accommodate at least the minimum number of required affordable units, land within a project may be dedicated to the City or a qualified non-profit housing developer for the required development of such units, as approved by the City. The units to be built within the project shall be comparable to the market rate housing units in exterior finish and design to blend into the overall project. **Each lot shall have sufficient area devoid of environmental or other constraints to allow construction of the required development of such units. All public infrastructure improvements to support development of the required units shall be in place prior to conveyance, or sufficient security in accordance with the Municipal Code shall be provided. Dedication of the lots shall occur at the same time as plat or other applicable recordation.**
- (c) Paying a Fee in Lieu of Providing Units as Defined in Section 16-13-40. This alternative is only available if the calculation for inclusionary housing results in a fraction of a dwelling unit or if the development is for five (5) units **or lots** or less.
- (d) Providing fewer units, but which are affordable to households earning sixty (60) percent or less of the AMI for Chaffee County for rental projects, or one hundred (100) percent or less of the AMI for Chaffee County for for-sale projects. For the purposes of this option, an affordable dwelling unit at the above AMI levels shall equal one and one-half (1.5) inclusionary housing units at any other AMI level specified in Sections 16-13-60 and 16-13-70 below.

Section 4. Section 16-13-60 of the Code, concerning program requirements for for-sale units, is hereby amended to read as follows:

Sec. 16-13-60. – Program requirements for for-sale units.

- (a) Affordable Unit Price. The prices charged for any affordable units shall not exceed prices greater than what is affordable to households earning one hundred twenty (120) percent, one hundred forty (140) percent, or one hundred sixty (160) percent of the Area Median Income (AMI) for Chaffee County. Furthermore, for-sale affordable units shall be subject to the following additional requirements:
- (1) The average sales price of all affordable housing units shall not exceed a price affordable to households earning one hundred forty (140) percent or less of the AMI for Chaffee County; and
 - (2) For projects providing multiple affordable units, and to create parity across levels of affordability, the total number of affordable units deed-restricted at one of the applicable AMI levels shall not exceed the total number of affordable units deed-restricted at any of the other applicable AMI levels by more than one unit.
 - (3) Studio units above one hundred twenty (120) percent AMI for Chaffee County and one-bedroom units above one hundred forty (140) percent AMI for Chaffee County shall not be eligible to satisfy inclusionary housing requirements.
 - (4) The specific affordable unit price charged for the applicable AMI level shall be based on the current maximum sale price as identified by the Chaffee Housing Authority and/or the City Administrator or their designee.**

- (b) Approved Purchasers for Affordable Dwelling Units. A developer or owner shall sell to a qualified purchaser after completing a good faith marketing and selection process approved by the City and applicable housing authority.
- (c) Sale Restriction. No person shall sell an affordable dwelling unit except to a person that meets the income, asset and other eligibility requirements of this Article or any asset and income eligibility requirement that is included in any applicable contract, ~~covenant or declaration of restrictions~~ **deed restriction** or any other agreements to which the City is a party or beneficiary.
- (d) Resale Restrictions. All affordable ownership dwelling units developed under this Article shall be subject to the resale restrictions itemized within the deed restriction required pursuant to Section 16-13-20(e).
- (e) Ownership Associations. When accepting a for-sale unit as meeting the inclusionary housing obligation, the City Administrator and/or applicable housing authority will review the condominium association declarations to assess the impact on buyers of affordable units. The City Administrator and/or applicable housing authority is authorized to establish rules regarding allowable terms in condominium declarations in order to ensure that the purposes of this Article are accomplished.
- (f) Rental Restriction. The owner of an affordable unit may rent the unit to an income eligible renter by a method that complies with the ~~administrative regulations and/or~~ applicable deed restriction **and/or regulations**. At no point shall such rent price exceed a price that is affordable to a household earning one hundred (100) percent of the Area Median Income (AMI) for Chaffee County, as defined annually by CHFA.
- (g) **Income Cap. The City shall allow a ten percent (10%) buffer between the price cap and the income cap to provide flexibility for homebuyers to qualify for financing without being cost burdened. For example, if a unit shall not exceed a price greater than what is affordable to households earning one hundred twenty (120) percent of the Area Median Income for Chaffee County, households earning incomes of up to one hundred thirty (130) percent of the AMI can qualify for such unit.**

Section 5. *Severability.* The provisions of this ordinance are severable and the invalidity of any section, phrase, clause, or portion of the ordinance as determined by a court of competent jurisdiction shall not affect the validity or effectiveness of the remainder of the ordinance.

INTRODUCED ON FIRST READING on this 20th day of June, 2023, ADOPTED and ORDERED PUBLISHED IN FULL in a newspaper of general circulation by the City Council on this 20th day of June, 2023, and set for second reading and public hearing on the 5th day of July 2023.

INTRODUCED ON SECOND READING FINALLY ADOPTED and ORDERED PUBLISHED BY TITLE ONLY, by the City Council on this 5th day of July, 2023.

City of Salida

Mayor Dan Shore

ATTEST:

City Clerk/Deputy City Clerk

**PUBLIC NOTICE
NOTICE OF PUBLIC HEARING BEFORE
THE CITY COUNCIL FOR THE CITY OF
SALIDA CONCERNING A PROPOSED
AMENDMENT TO CHAPTER 16, ARTICLE
XIII OF THE SALIDA MUNICIPAL CODE
REGARDING INCLUSIONARY HOUSING
TO ALL MEMBERS OF THE PUBLIC AND
INTERESTED PERSONS: PLEASE TAKE**

NOTICE: that on July 5, 2023, at or about the hour of 6:00 p.m., a public hearing will be conducted by the City of Salida City Council at City Council Chambers, 448 East First Street, Suite 190, Salida, Colorado and online at the following link: <https://attendee.gotowebinar.com/register/6382995264411204366>.

The public hearing is to consider amendments to Chapter 16, Article 13 of the Salida Municipal Code regarding updates to the Inclusionary Housing Ordinance.

Interested persons are encouraged to attend the public hearing. Further information on the amendments may be obtained from the Community Development Department, (719) 530-2631.

*Please note that it is inappropriate to personally contact individual City Councilors outside of the public hearing while an application is pending. Such contact is considered ex parte communication and will have to be disclosed as part of the public hearings on the matter. If you have any questions/comments, you should email or write a letter to staff, or present your concerns at the public meeting via the above GoToWebinar link so your comments can be made part of the record.

Published in The Mountain Mail June 16, 2023



CITY COUNCIL ACTION FORM

DEPARTMENT Planning	PRESENTED BY Kathryn Dunleavy - Planner	DATE July 5, 2023
-------------------------------	---	-----------------------------

ITEM

Resolution No. 2023-29 – A Resolution of the City Council for the City of Salida, Colorado Adopting the 2023-2024 Chaffee County Area Median Income (AMI) Derived Maximum Affordable Monthly Rent and Sale Prices for Inclusionary Housing Units

BACKGROUND

With this Resolution, staff is proposing that Council adopt the attached Exhibit A, 2023-2024 Chaffee County Area Median Income (AMI) Derived Maximum Affordable Monthly Rent and Sale Prices for Inclusionary Housing Units.

This will establish not only the maximum monthly rental and sales prices for those units that are deed restricted as part of the City of Salida’s Inclusionary Housing requirement, but also the date that those prices are effective.

Colorado Housing and Finance Authority (CHFA) releases updated Area Median Income (AMI) data by County each year based on numbers provided by the US Department of Housing and Urban Development (HUD). Those data set the maximum monthly rental price based on the household AMI category. We use these AMI and rental numbers as a standard.

To establish maximum for-sale prices at each AMI category, staff has utilized a formula that is derived from a formula developed by the Gunnison Valley Regional Housing Authority. The formula takes the maximum monthly rental price set by CHFA as the basis of what a household can afford to pay monthly for the principal and interest. It subtracts from that monthly rental price an estimate of taxes, homeowner’s insurance, and HOA dues. This amount is estimated at \$350 per month for homes priced for those making greater than 100% AMI, and \$250 per month for homes priced for those making 100% AMI or less.

The interest rate is calculated utilizing the 10-year trailing average of an FHLMC mortgage loan, with an additional 1.5% added as an affordability factor. This 1.5% accounts for fluctuations as well as costs that may be associated with mortgage insurance premiums or other factors affecting the mortgage rate that are not as prevalent in market rate home mortgages. The formula utilizes a 30-year loan with a loan-to-value ratio of .95, or 5% down payment, typical to CHFA or other assistance-based loans. Utilizing each of these factors, one can then determine the maximum sales price that is affordable to households in each AMI category using a standard amortization schedule.



CITY COUNCIL ACTION FORM

DEPARTMENT Planning	PRESENTED BY Kathryn Dunleavy - Planner	DATE July 5, 2023
-------------------------------	---	-----------------------------

CHFA updates the AMI chart by County annually and staff updates the prices accordingly within a reasonable time frame of receiving the information from CHFA. This adoption will establish the date as of which a landlord or developer of deed-restricted housing can (if higher) or must (if lower) utilize the updated prices. CHA may establish operating procedures to determine the specific date of price establishment for deed-restricted units.

STAFF RECOMMENDATION

Staff recommends that Council approve the resolution adopting the 2023-2024 maximum monthly rental and for-sale prices for inclusionary housing units.

SUGGESTED MOTION

A Council person should move to “Approve Resolution No. 2023-29 adopting the 2023-2024 maximum monthly rental and for-sale prices for inclusionary housing units, effective July 5, 2023.”

Attachments:

Resolution No. 2023-29

Table of maximum rental and sales prices

RESOLUTION NO. 29
(Series 2023)

A RESOLUTION OF THE CITY COUNCIL FOR THE CITY OF SALIDA, COLORADO
ADOPTING 2023-2024 INCLUSIONARY HOUSING SALES AND RENTAL PRICES

WHEREAS, the Salida Municipal Code (“Code”), Article XIII, establishes rules and regulations for inclusionary housing requirements; and,

WHEREAS, Section 16-13-60 of the Code defines affordable for-sale unit prices as those affordable to households earning specified percentages of the Area Median Income (AMI) for Chaffee County, as defined annually by CHFA; and,

WHEREAS, Section 16-13-70 of the Code defines affordable rental unit prices as those affordable to households earning specified percentages of the Area Median Income (AMI) for Chaffee County; and,

WHEREAS, Section 16-13-80 of the Code states: To the extent the City Administrator deems necessary, rules and regulations pertaining to this Article will be developed and approved by the City Council, and thereby maintained and enforced in order to assure that the purposes of this Article are accomplished; and,

WHEREAS, based on the Chaffee County AMI, CHFA has calculated the “Maximum Affordable Monthly Rent, Including Utilities” as 30% of a household’s income and shall be utilized for Maximum Affordable Monthly Rent Calculations; and,

WHEREAS, to ensure that the purposes of Article XIII are accomplished, the City Administration has deemed necessary the development of a formula for calculating the maximum sales prices, by AMI, utilizing the Colorado Housing and Finance Authority (CHFA) determination of AMI for Chaffee County as the basis of those prices; and,

WHEREAS, based on the Maximum Affordable Monthly Rent Calculations, a “Maximum Sales Price Affordability Guidelines Formula” has been developed by staff based on the practices of housing authorities in a similar community that accounts for the additional variables inherent in a mortgage and home ownership; and,

WHEREAS, on an annual basis these numbers shall be updated within a reasonable time frame after updated AMI information is issued by CHFA; and,

WHEREAS, an updated Maximum Affordable Monthly Rent Prices and Sale Prices for Inclusionary Housing Units shall take effect after adoption by City Council or Chaffee Housing Authority; and,

WHEREAS, Council has determined that the “2023-2024 Chaffee County Area Median Income (AMI) Derived Maximum Affordable Monthly Rent and Sale Prices for Inclusionary Housing Units” in Exhibit A, attached hereto and incorporated herein, are appropriate, desirable,

prudent, and in the best interest of the residents, customers, businesses, and taxpayers of the City; and,

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SALIDA, COLORADO THAT:

1. The Salida City Council incorporates the foregoing recitals as its conclusions, facts, determinations and findings.
2. Effective upon approval, the City hereby adopts the 2023-2024 Chaffee County Area Median Income (AMI) Derived Maximum Affordable Monthly Rent and Sale Prices for Inclusionary Housing Units (Exhibit A).

RESOLVED, APPROVED, AND ADOPTED this 5th day of July, 2023.

CITY OF SALIDA

By: _____
Dan Shore, Mayor

[SEAL]

ATTEST: _____
City Clerk/Deputy City Clerk

Exhibit A

**2023-2024 Chaffee County Area Median Income (AMI) Derived Maximum Affordable
Monthly Rent and Sale Prices for Inclusionary Housing Units**

2023-2024 Chaffee County Area Median Income (AMI) Derived Maximum Affordable Monthly Rent and Sale Prices for Inclusionary Housing Units

MAXIMUM AFFORDABLE MONTHLY RENT PRICE

(Per Colorado Housing and Finance Authority (CHFA), includes utilities)

	<u>60%</u>	<u>80%</u>	<u>100%</u>
Studio	\$914	\$1,218	\$1,523
1 bed	\$979	\$1,305	\$1,631
2 bed	\$1,175	\$1,566	\$1,958
3 bed	\$1,358	\$1,810	\$2,263
4 bed	\$1,515	\$2,020	\$2,525

MAXIMUM AFFORDABLE SALES PRICE

	<u>100%</u>	<u>120%</u>	<u>140%</u>	<u>160%</u>
Studio	\$233,326	\$270,823	N.A.	N.A.
1 bed	\$253,266	\$294,751	\$354,573	N.A.
2 bed	\$313,087	\$366,537	\$438,322	\$510,108
3 bed	\$369,012	\$433,647	\$516,617	\$599,587
4 bed	\$417,144	\$491,405	\$584,002	\$676,599

How CHFA Affordable Monthly Rent is converted into Affordable Sales Price:

≤100% Subtract \$250 from affordable monthly rent for tax, ins. & HOA = principal & interest payment

>100% Subtract \$350 from affordable monthly rent for tax, ins. & HOA = principal & interest payment

Utilize interest rate of 5.60%* and a 30-yr loan term

Use 95% Loan-to-Value ratio, i.e. 5% down payment

*Represents 10-yr trailing avg (as of 6/1/23) of FHLMC mortgage loans, plus 1.5% affordability factor

These figures are subject to change without notice.

Effective 7/5/2023

For Reference: CHFA 2023 CHAFFEE COUNTY AREA MEDIAN INCOME (AMI)

Household Size	60%	80%	100%	120%	140%	160%
1 person	\$36,540	\$48,720	\$60,900	\$73,080	\$85,260	\$97,440
2 person	\$41,760	\$55,680	\$69,600	\$83,520	\$97,440	\$111,360
3 person	\$46,980	\$62,640	\$78,300	\$93,960	\$109,620	\$125,280
4 person	\$52,200	\$69,600	\$87,000	\$104,400	\$121,800	\$139,200
5 person	\$56,400	\$75,200	\$94,000	\$112,800	\$131,600	\$150,400
6 person	\$60,600	\$80,800	\$101,000	\$121,200	\$141,400	\$161,600
7 person	\$64,740	\$86,320	\$107,900	\$129,480	\$151,060	\$172,640
8 person	\$68,940	\$91,920	\$114,900	\$137,880	\$160,860	\$183,840



CITY COUNCIL ACTION FORM

DEPARTMENT Administration	PRESENTED BY Drew Nelson - City Administrator	DATE July 5, 2023
-------------------------------------	---	-----------------------------

ITEM

Resolution 2023–30 City of Salida Energy Action Plan Adoption

BACKGROUND:

In 2022 the City of Salida began working with Xcel Energy’s Partners in Energy program. Over the course of 9 months an Energy Action Team was created and facilitated three workshops with community stakeholders. The Team defined Salida’s energy vision and goal, setting strategies for achieving that goal. The Energy Action Plan outlines three focus areas: energy supply, residential energy, and commercial energy. The plan has identified a number of strategies within each of the focus areas which will assist the city in achieving our goal of reducing energy-related carbon emissions.

STAFF RECOMMENDATION:

Staff recommends Council approve Resolution 2023-30 City of Salida Energy Action Plan

RECOMMENDED MOTION:

“I move to approve Resolution 2023–30 City of Salida Energy Action Plan “

**CITY OF SALIDA,
COLORADO
RESOLUTION NO. 30
(Series 2023)**

A RESOLUTION ADOPTING THE CITY OF SALIDA ENERGY ACTION PLAN

WHEREAS, the City of Salida, Colorado ("City") is a statutory city, duly organized and existing under the laws of the state of Colorado; and

WHEREAS, pursuant to C.R.S. § 31-15-401, the City by and through its City Council ("Council"), possesses the authority to adopt laws and ordinances within its police power in furtherance of the public health, safety and welfare; and

WHEREAS, the Salida City Council recognizes the importance of promoting the public health and safety of residents and visitors, including their access to clean air, clean water and a livable environment; and

WHEREAS, the City of Salida has already taken action to reduce green house gas emissions, including increasing City facility energy efficiency, 100% solar offset of the organization's energy use and has pushed to adopt sustainable and innovative building and energy codes; and

WHEREAS, the City Council wishes to adopt the Energy Action Plan for the City of Salida, attached hereto and incorporated herein as Exhibit A for the City of Salida.

NOW, THEREFORE, IT IS RESOLVED BY THE CITY COUNCIL OF THE CITY OF SALIDA, COLORADO, THAT:

Section 1. The Salida City Council incorporates the foregoing recitals as its conclusions, facts, determinations and findings.

Section 2. Effective upon approval, the City hereby adopts the City of Salida Energy Action Plan, attached hereto as Exhibit A.

RESOLVED, APPROVED AND ADOPTED on this 5TH day of JULY, 2023.

CITY OF SALIDA,
COLORADO

Mayor Dan Shore

(SEAL)

ATTEST:

City Clerk



CITY OF
SALIDA
COLORADO

Item 9.



An Energy Action Plan for Salida

July 2023



 **Xcel Energy**[®]

PARTNERS IN ENERGY
An Xcel Energy Community Collaboration

- 58 -

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

TABLE OF CONTENTS

- Acknowledgements 1
 - Partners in Energy Team..... 1
- Executive Summary 3
 - Our Planning Process..... 5
 - Why We Want an Energy Action Plan 6
- Where We are Now 7
 - Community Characteristics..... 7
 - Community Energy Baseline 10
- Where We Are Going 15
 - Energy Vision Statement 15
 - Goal 15
 - Focus Areas 16
- How We Are Going To Get There 17
 - Focus Area 1: Energy Supply (ES) 18
 - Focus Area 2: Residential Energy (RE) 23
 - Focus Area 3: Commercial Energy (CE)..... 29
 - Energy Action Plan Impact 34
- How We Stay On Course 36
 - Project Management..... 36
 - Data and Reporting..... 36
 - Project Management and Tracking 35
- Appendix A: Baseline Energy Analysis..... 37
- Appendix B: Glossary of Terms..... 46
- Appendix C: Climate Action Plan objectives Supported 49

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.

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.

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>Energy Supply</p>	<ul style="list-style-type: none"> • 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
 <p>Residential Energy</p>	<ul style="list-style-type: none"> • RE-1: Provide residential education and outreach related to energy efficiency, electrification, and renewable energy • RE-2: Provide outreach and training to residential developers, architects, and contractors on up-to-date energy codes and best practices • RE-3: Provide local funding and incentives to support residential energy efficiency and electrification retrofits • 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
 <p>Commercial Energy</p>	<ul style="list-style-type: none"> • CE-1: Provide business education and outreach related to energy efficiency, electrification, and renewable energy • CE-2: Provide outreach and training to commercial developers, architects, and contractors on energy efficiency and electrification best practices • CE-3: Improve the energy efficiency of existing and new government and institutional properties • CE-4: Explore the adoption of policy and/or pilot program to encourage energy efficiency and electrification retrofits in existing commercial buildings

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.

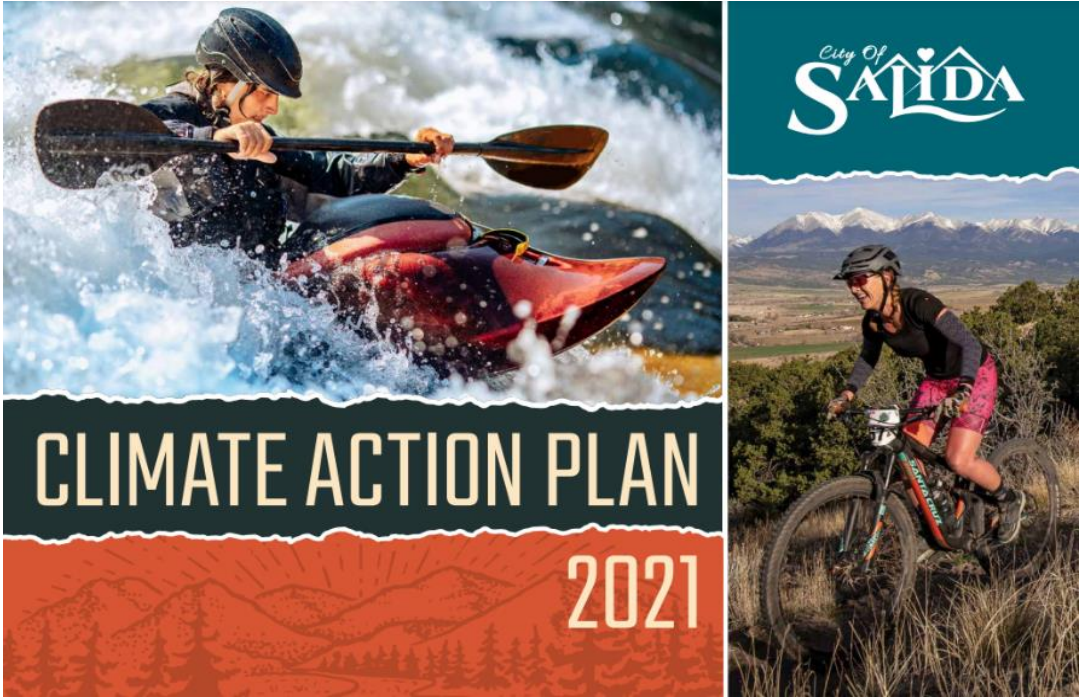


Figure 1. City of Salida Climate Action Plan (2021)

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

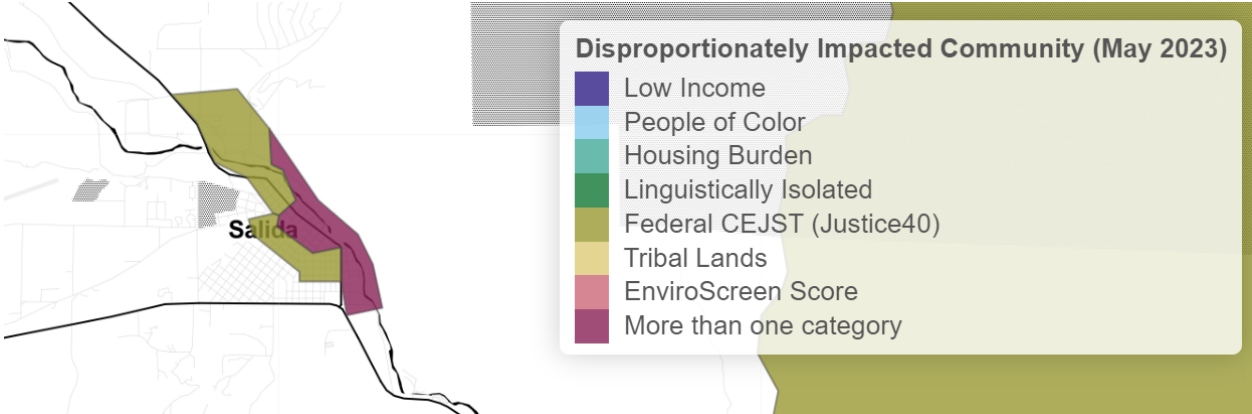


Figure 2. Designated Disproportionately Impacted Community and Justice 40 Community in Salida, CO as shown by Colorado EnviroScreen (CDPHE, 2023).

Justice40¹ (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

¹ 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.

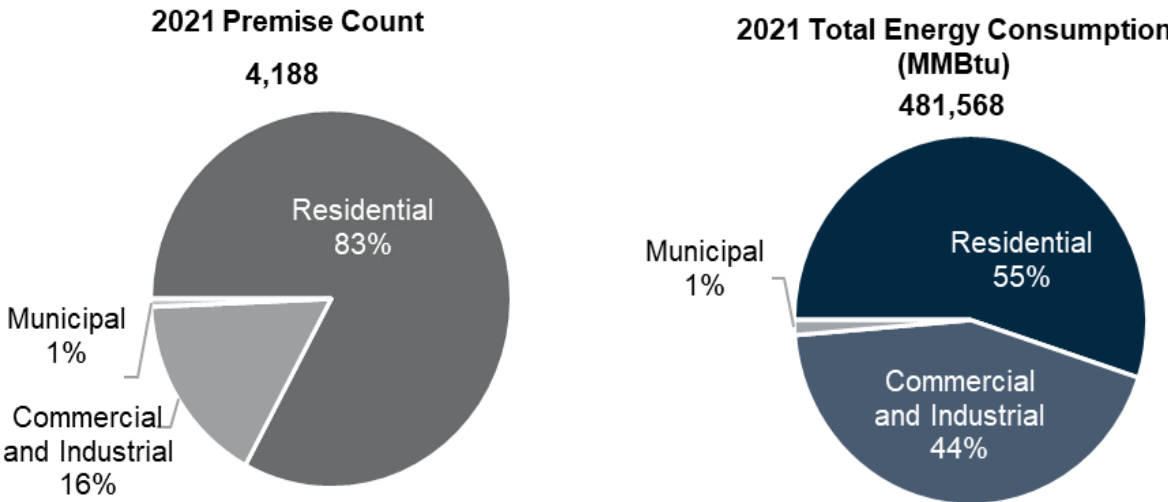


Figure 3. 2021 Salida Premise Count and Total Energy Consumption

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.

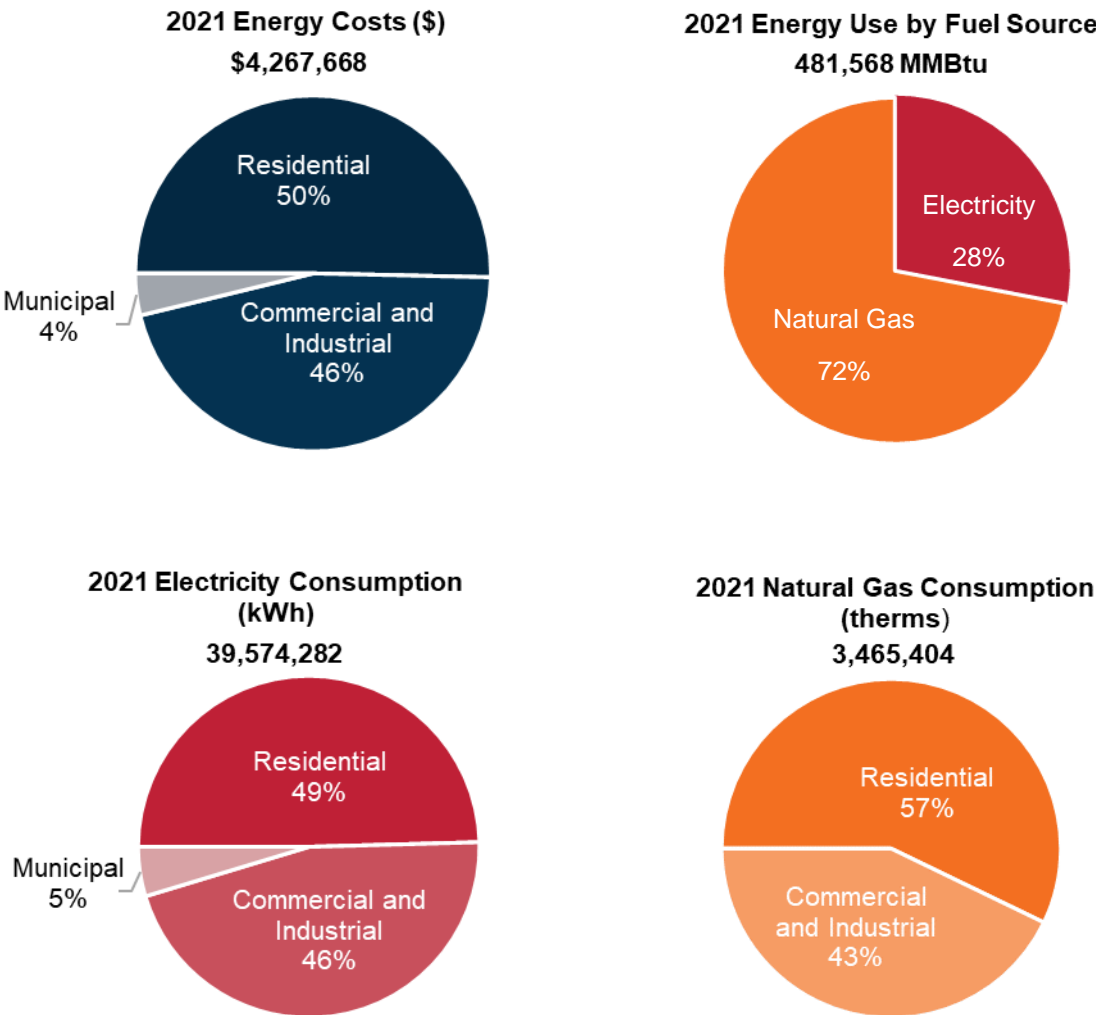


Figure 4. Salida 2021 Energy Use by Fuel Source and Sector.

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.

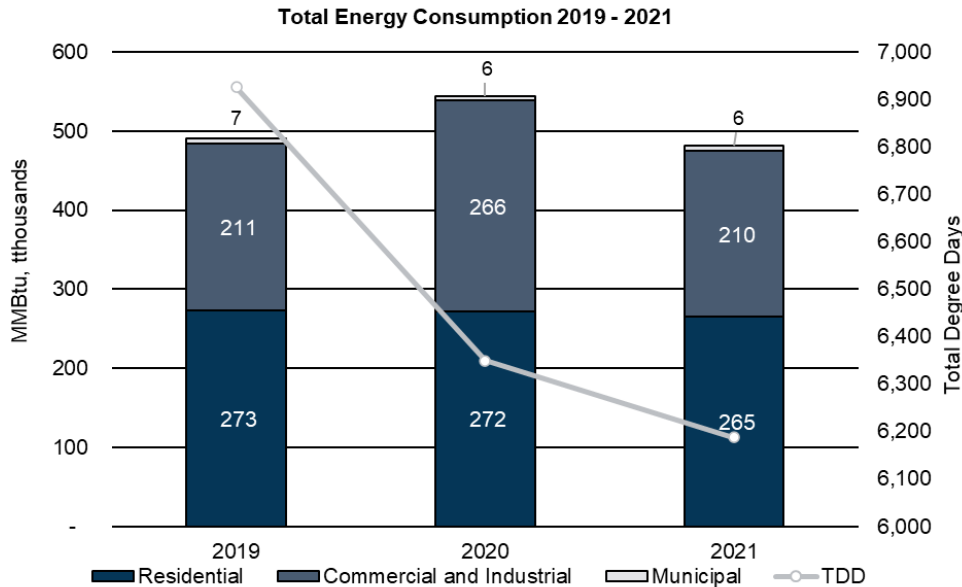


Figure 5. Total energy consumption (MMBtu) by sector in Salida from 2019 - 2021.

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_{2e}), 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.

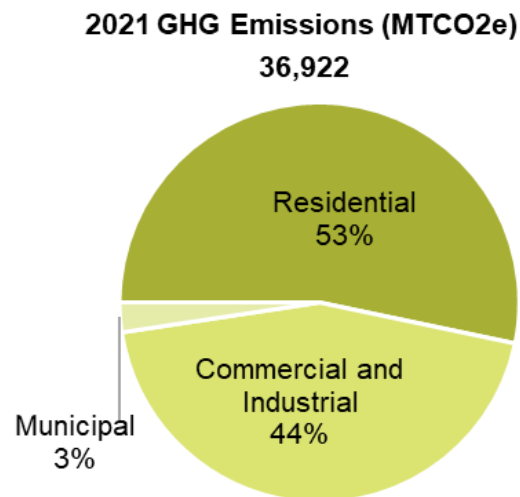


Figure 6. Greenhouse gas emissions associated with electricity and natural gas consumption in Salida in 2021.

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).

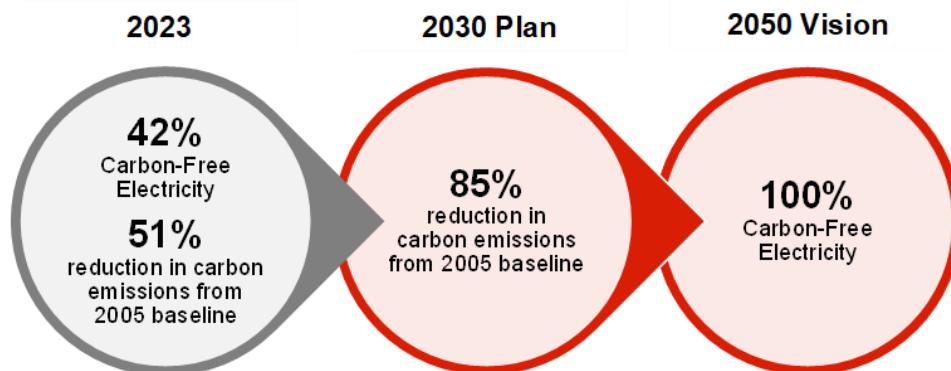


Figure 7. Xcel Energy Clean Energy Plan and 2050 Vision (Xcel Energy, 2022).

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.

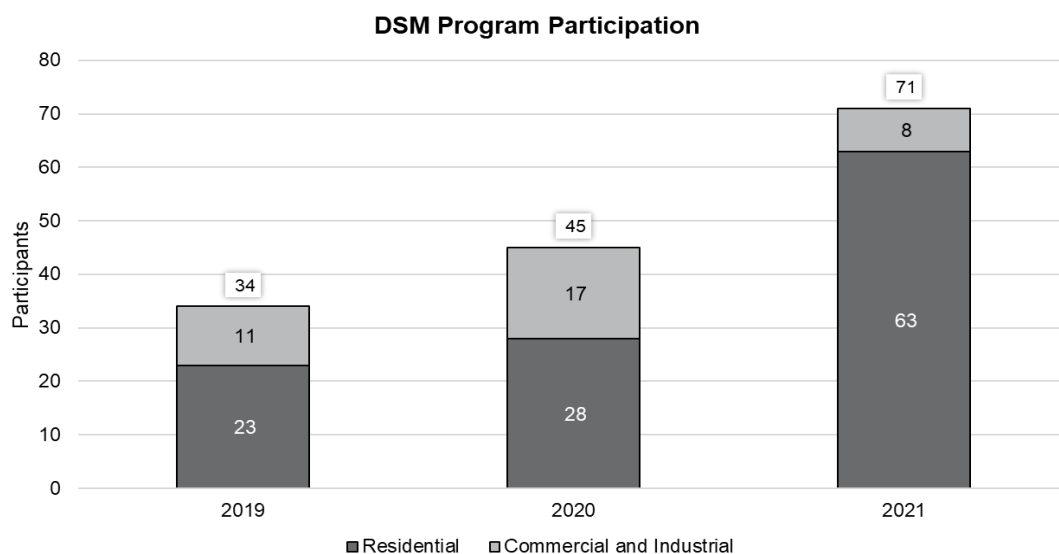


Figure 8. Xcel Energy DSM program participation by sector from 2019 - 2021.

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:

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
RE-1:	Provide residential education and outreach related to energy efficiency, electrification, and renewable energy
RE-2:	Provide outreach and training to residential developers, architects, and contractors on up-to-date energy codes and best practices
RE-3:	Provide local funding and incentives to support residential energy efficiency and electrification retrofits
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
CE-1:	Provide business education and outreach related to energy efficiency, electrification, and renewable energy
CE-2:	Provide outreach and training to commercial developers, architects, and contractors on energy efficiency and electrification best practices
CE-3:	Improve the energy efficiency of existing and new government and institutional properties
CE-4:	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:

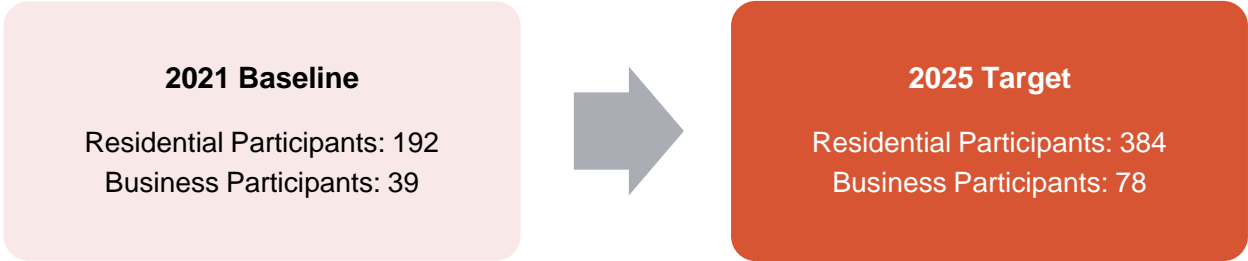


Figure 9: Shutterstock image of solar panel.

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

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

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

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

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



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:

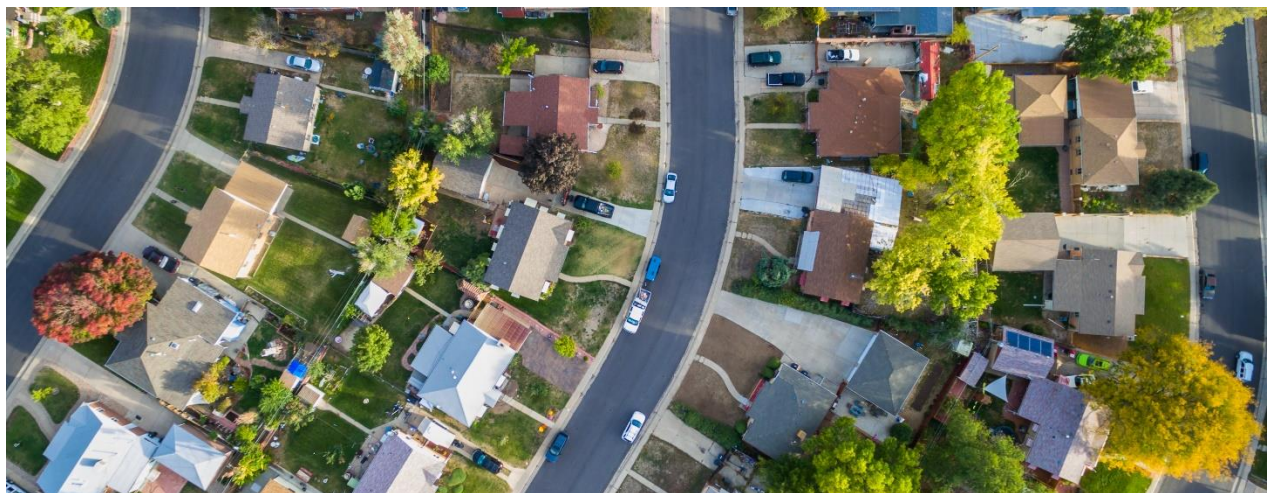


Figure 10: Shutterstock image of residential area.

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

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	
Regional engagement on code Ongoing	<ul style="list-style-type: none"> • City of Salida to continue engaging with Chaffee County and other local municipalities regarding potential code updates and the implications of recent state legislation.
Develop outreach plan Q2 2024	<ul style="list-style-type: none"> • City of Salida to identify existing outreach and communications channels to reach local developers and contractors. • Xcel Energy Partners in Energy to develop outreach plan that outlines key messages, communication channels, roles, activities, and timeline. • City of Salida to review outreach plan.
Engage community members Q3-4 2024	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy to develop collateral and resources according to outreach plan. • City of Salida to implement outreach plan and distribute outreach via identified channels. • Xcel Energy Partners in Energy to support outreach plan implementation.
Resources Required and Available	
<ul style="list-style-type: none"> • Estimated Resources Required <ul style="list-style-type: none"> ○ 20 hours of staff time to support engagement of contractors and developers. • Available Resources. <ul style="list-style-type: none"> ○ 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 	

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

Target Audience	
<ul style="list-style-type: none"> Residential property owners 	
Scope and Timeline	
Identify available funding Q3 – 4 2023	<ul style="list-style-type: none"> Xcel Energy Partners in Energy 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.). City of Salida to identify municipal financial resources available to support residential energy improvements and prepare potential 2024 budget placeholder request.
Engage community members Q1-2 2024	<ul style="list-style-type: none"> In coordination with RE-4, City of Salida 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. Xcel Energy Partners in Energy to support community engagement (e.g., online survey development and administration, focus group planning support, etc.).
Develop and implement incentive program Q2-3 2024	<ul style="list-style-type: none"> City of Salida to develop recommendations for a new incentive program and present to City Council for review. City of Salida to implement incentive program, in collaboration with Energy Smart Colorado.
Resources Required and Available	
<ul style="list-style-type: none"> Estimated Resource Required <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Energy Smart Colorado Local energy auditor. Emerging federal funds such as Energy Efficiency grants and Conservation Block Grants (EECBG) to fund staff capacity. 	

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



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 :

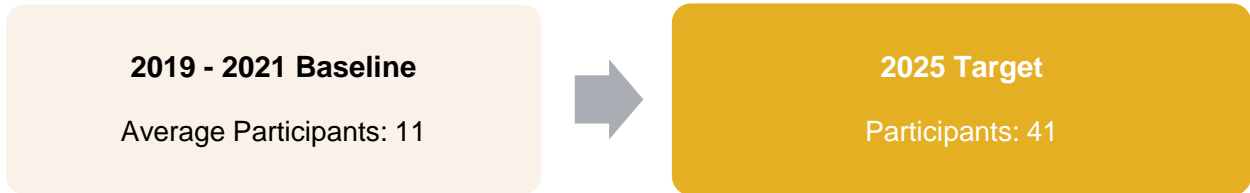


Figure 11. Downtown Salida during FibARK.

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"> • CE Objective 2: Increase the efficiency of natural gas heating systems and appliances. <ul style="list-style-type: none"> ○ <i>Connected Action: 1</i> • CE Objective 3: Replace natural gas heating and appliances with electric and/or renewable systems. <ul style="list-style-type: none"> ○ <i>Connected Action: 3</i> • CE Objective 7: Improve education and infrastructure; optimize utility rates. <ul style="list-style-type: none"> ○ <i>Connected Actions: 4, 7, 8</i> 	
Target Audience	
<ul style="list-style-type: none"> • Businesses 	
Scope and Timeline	
Develop outreach plan Q3-4 2023	<ul style="list-style-type: none"> • 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.
Develop outreach materials Q1-2 2024	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy to develop collateral according to outreach plan.
Implement outreach plan Q2-4 2024	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy 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). • City of Salida to lead distribution of outreach and education materials via identified channels, including business walks and a focus on promoting business energy audits.
Resources Required and Available	
<ul style="list-style-type: none"> • Estimated Resources Required <ul style="list-style-type: none"> ○ 10 hours of staff time to support development of outreach materials. ○ 15 hours to distribute business outreach materials. • Available Resources <ul style="list-style-type: none"> ○ Partners in Energy Small & Medium Business Toolkit ○ Xcel Energy energy efficiency, electrification, and renewable energy programs ○ Atmos Energy energy efficiency programs ○ Colorado C-PACE financing program ○ Energy Smart Colorado grant for small businesses 	

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

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

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

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

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
Strategy ES-1: Advocate for clean, local, and resilient energy supply (5-10 hrs)							
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						
Strategy ES-2: Explore the adoption of codes and policies that support local renewable energy generation (85 hrs)							
SolSmart Designation	City of Salida						
Explore potential code updates	City of Salida						
Strategy ES-3: Provide funding and incentives for local residential, commercial, and community solar (155 hrs)							
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						
Strategy ES-4: Explore regional opportunities to pursue geothermal energy							
Incorporate geothermal in new municipal facilities	City of Salida						
Monitor and support regional geothermal efforts	City of Salida						
Error! Reference source not found. (45 hrs)							
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
Error! Reference source not found. (20 hrs)							
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						
Error! Reference source not found. (120 hrs)							
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>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.</p>							
<p>Climate Action Plan Objectives and Actions Supported</p> <ul style="list-style-type: none"> • RE Objective 1: Increase the energy efficiency of space- and water-heating and convert to electric. <ul style="list-style-type: none"> ○ <i>Connected Actions: 1, 2, 5</i> • RE Objective 3: Improve the energy efficiency of existing buildings. <ul style="list-style-type: none"> ○ <i>Connected Actions: 8, 11, 14</i> • RE Objective 4: Reduce energy consumption in rental housing and multifamily buildings. <ul style="list-style-type: none"> ○ <i>Connected Actions: 1, 5, 9</i> • RE Objective 5: Anticipate and mitigate likely expansion of air-conditioning use. • ES Objective 5: Support relevant federal and state policies through active legislation and regulatory engagement. <ul style="list-style-type: none"> ○ <i>Connected Action: 1</i> 							
<p>Target Audience</p> <ul style="list-style-type: none"> • Residents 							
<p>Scope and Timeline</p>							

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

<p>Resources Required and Available</p> <ul style="list-style-type: none"> • Required Resources <ul style="list-style-type: none"> ○ 10 hours staff time to support development of outreach materials. ○ 35 hours to distribute residential outreach materials. • Available Resources <ul style="list-style-type: none"> ○ Energy Smart Colorado energy assessment program ○ Xcel Energy energy efficiency, electrification, and renewable energy programs ○ Atmos Energy energy efficiency programs
--

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

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

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

Identify available funding Q3 – 4 2023	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy 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.).
--	--

	<ul style="list-style-type: none"> • City of Salida to identify municipal financial resources available to support residential energy improvements and prepare potential 2024 budget placeholder request.
Engage community members Q1-2 2024	<ul style="list-style-type: none"> • In coordination with RE-4, City of Salida 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. • Xcel Energy Partners in Energy to support community engagement (e.g., online survey development and administration, focus group planning support, etc.).
Develop and implement incentive program Q2-3 2024	<ul style="list-style-type: none"> • City of Salida to develop recommendations for a new incentive program and present to City Council for review. • City of Salida to implement incentive program, in collaboration with Energy Smart Colorado.

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>Develop outreach materials Q1-2 2024</p>	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy to develop collateral according to outreach plan.
<p>Implement outreach plan Q2-4 2024</p>	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy 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). • City of Salida to lead distribution of outreach and education materials via identified channels, including business walks and a focus on promoting business energy audits.
<p>Resources Required and Available</p>	
<ul style="list-style-type: none"> • Estimated Resources Required <ul style="list-style-type: none"> ○ 10 hours of staff time to support development of outreach materials. ○ 15 hours to distribute business outreach materials. • Available Resources <ul style="list-style-type: none"> ○ Partners in Energy Small & Medium Business Toolkit ○ Xcel Energy energy efficiency, electrification, and renewable energy programs ○ Atmos Energy energy efficiency programs ○ Colorado C-PACE financing program ○ Energy Smart Colorado grant for small businesses 	
<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>Climate Action Plan Objectives and Actions Supported</p>	
<ul style="list-style-type: none"> • CE Objective 2: Increase the efficiency of natural gas heating systems and appliances. <ul style="list-style-type: none"> ○ <i>Connected Action: 1</i> • CE Objective 3: Replace natural gas heating and appliances with electric and/or renewable systems. <ul style="list-style-type: none"> ○ <i>Connected Actions: 3, 5</i> • CE Objective 7: Improve education and infrastructure; optimize utility rates. <ul style="list-style-type: none"> ○ <i>Connected Actions: 2, 7, 8</i> 	

Target Audience	
<ul style="list-style-type: none"> Residential developers, architects, and contractors 	
Scope and Timeline	
Develop outreach plan Q2 2024	<ul style="list-style-type: none"> City of Salida to identify existing outreach and communication channels to reach local developers and contractors, including any existing programs through Colorado Mountain College or Chaffee County. Xcel Energy Partners in Energy to develop outreach plan that outlines key messages, communication channels, roles, activities, and timeline.
Develop outreach materials Q2-3 2024	<ul style="list-style-type: none"> Xcel Energy Partners in Energy to develop collateral according to outreach plan.
Implement outreach plan Q3-4 2024	<ul style="list-style-type: none"> City of Salida to implement outreach plan and distribute outreach via identified existing and new channels. Xcel Energy Partners in Energy to support outreach plan implementation. City of Salida and Chaffee County to collaborate on engagement of development community related to updated State code requirements.
Resources Required and Available	
<ul style="list-style-type: none"> Estimated Resources Required <ul style="list-style-type: none"> 20 hours of staff time to support engagement of commercial contractors and developers. Available Resources <ul style="list-style-type: none"> Partners in Energy New Construction & Redevelopment Toolkit Xcel Energy energy efficiency, electrification, and renewable energy programs Xcel Energy Business Trade Partner Resource Center Xcel Energy Colorado Energy Codes & Standards Program Atmos Energy energy efficiency programs 	
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"> • CE Objective 6: Model best practices through energy retrofiting of government buildings and properties. <ul style="list-style-type: none"> ○ <i>Connected Actions: 1-4</i> • CE Objective 8: Anticipate and mitigate likely expansion of AC use in buildings. <ul style="list-style-type: none"> ○ <i>Connected Actions: 1, 2</i> 	
Target Audience	
<ul style="list-style-type: none"> • City of Salida Public Works Department • Heart of the Rockies Regional Medical Center • Salida School District • Users of government and institutional properties (e.g., residents, students, and staff) 	
Scope and Timeline	
Educate institutions on existing opportunities Q1-2 2024	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy to connect facility managers with resources related to existing opportunities for energy audits and efficiency improvements for local institutions. • City of Salida to support engagement of local institutions.
Inventory properties and evaluate efficiency Q1-4 2024	<ul style="list-style-type: none"> • City of Salida and other public agencies to inventory government and institutional properties and identify completed energy efficiency improvements, and low-hanging fruit. • City of Salida and other public agencies to enroll properties in benchmarking through ENERGY STAR Portfolio Manager. • City of Salida and other public agencies to conduct energy assessments on properties as appropriate.
Implement energy efficiency recommendations and retrocommissioning Q2-4 2024	<ul style="list-style-type: none"> • City of Salida and other public agencies to implement identified energy efficiency improvements. • Xcel Energy Partners in Energy to support connection to applicable Xcel Energy programs. • City of Salida and other public agencies to establish retrocommissioning schedules as appropriate for properties with recent energy improvements.
Resources Required and Available	

- Estimated Resources Required
 - 15 hours of staff time to support engagement of local institutions.
 - 25 hours of staff time to inventory existing buildings and perform energy efficiency assessments.
 - 20 hours staff time to implement energy efficiency improvements.
 - City funding to conduct energy assessments and implement efficiency improvements.
 - 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
- (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.

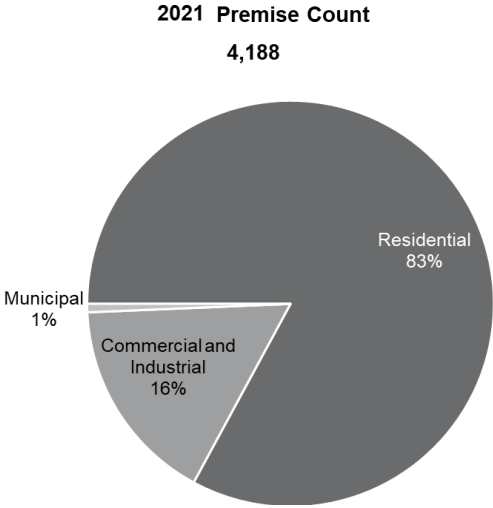


Figure 13: Salida Premises by Sector

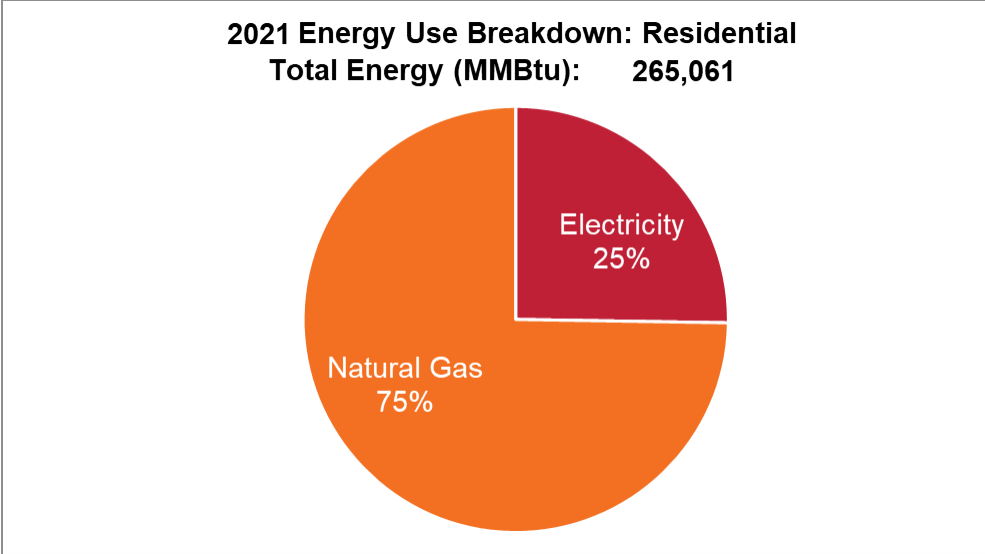


Figure 14: 2021 Residential Energy Breakdown

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).

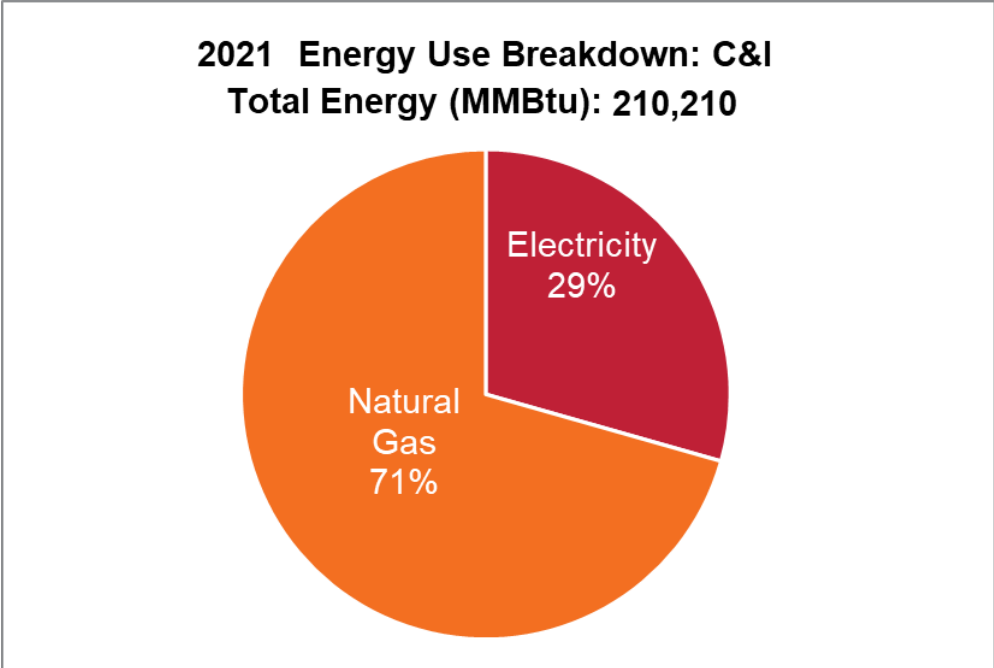


Figure 15: 2021 Commercial and Industrial Energy Breakdown

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.

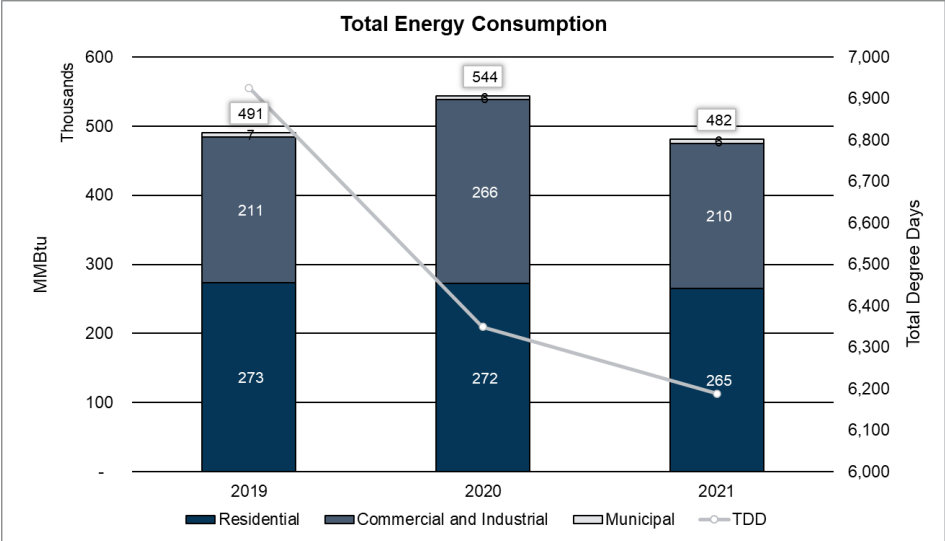


Figure 16: Total Energy Consumption, 2019 - 2021

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.

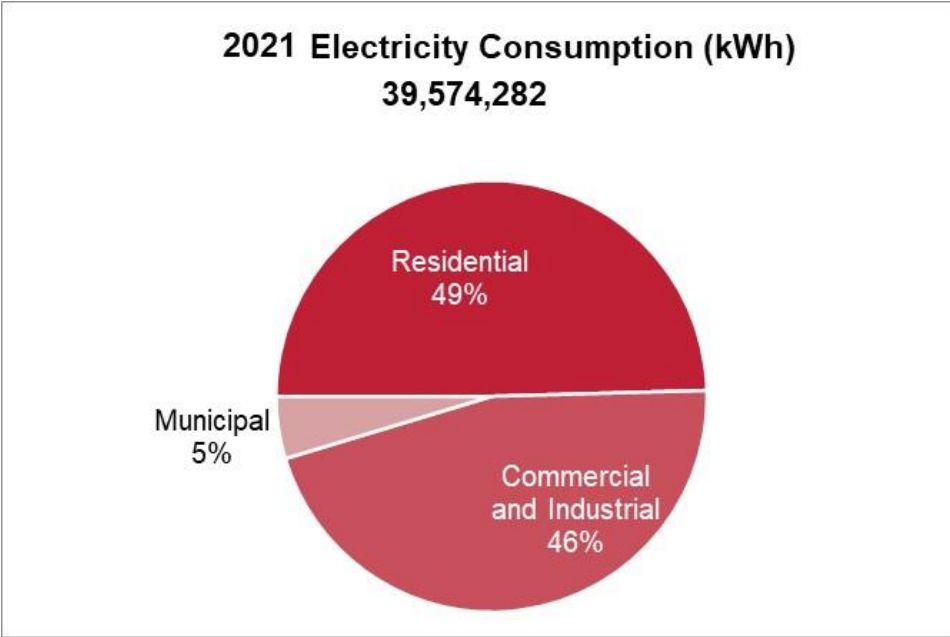


Figure 17: Total Electricity Consumption by Sector 2021

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.

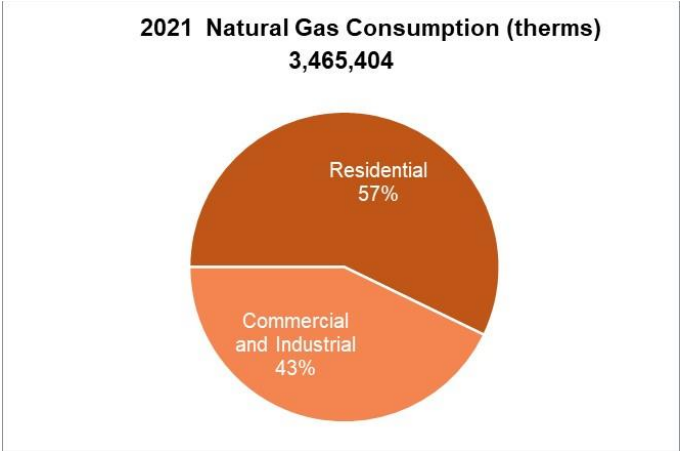


Figure 18: Total Natural gas Consumption by Sector 2021

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).

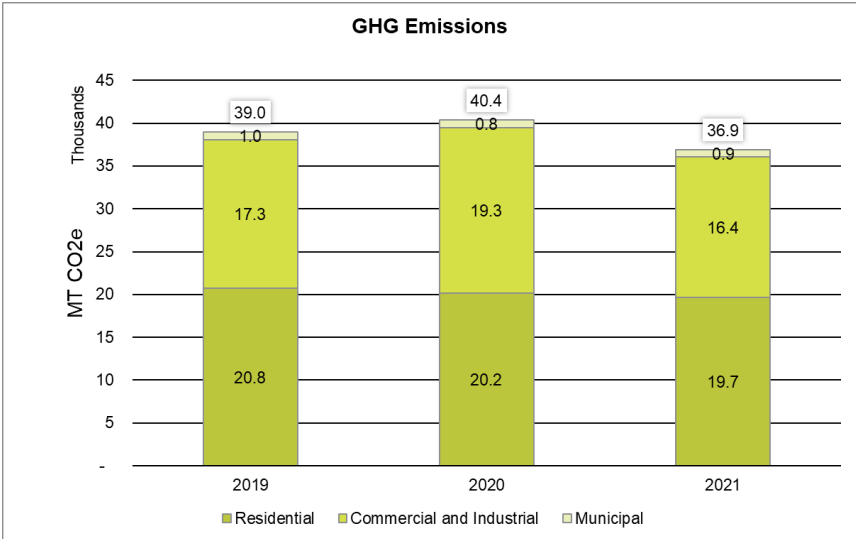


Figure 19: Greenhouse Gas Emissions, 2019-2021

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).

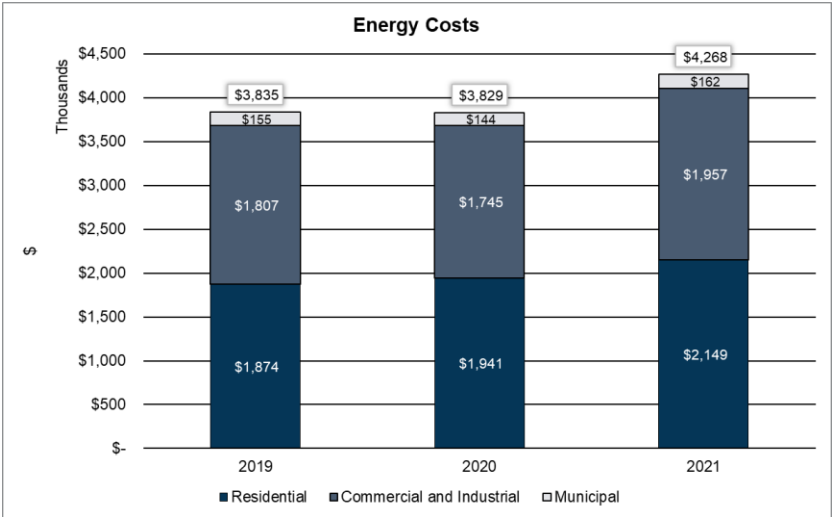


Figure 20: Energy Costs, 2019-2021

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).

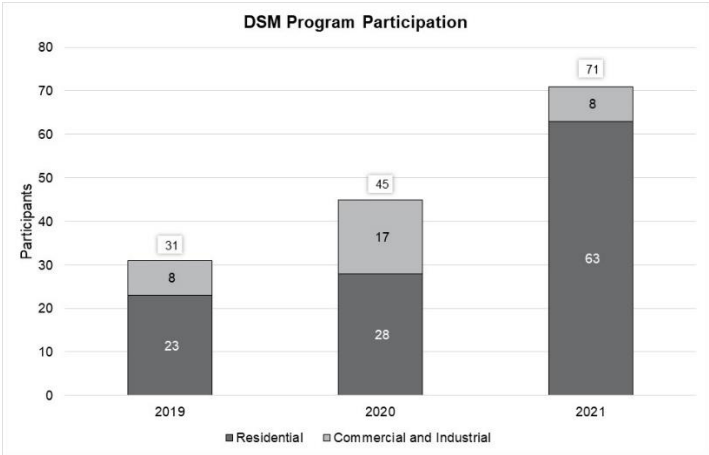


Figure 21: DSM Program Participation, 2019-2021

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

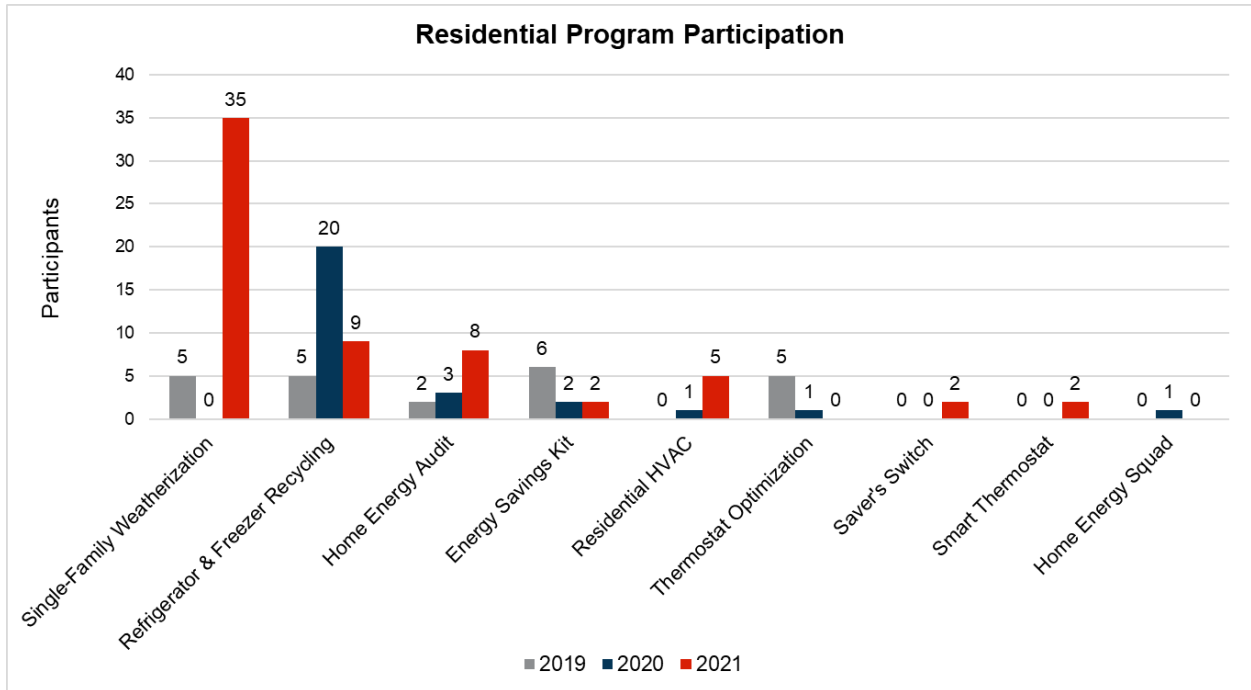


Figure 22: Residential program participation, 2019 - 2021

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

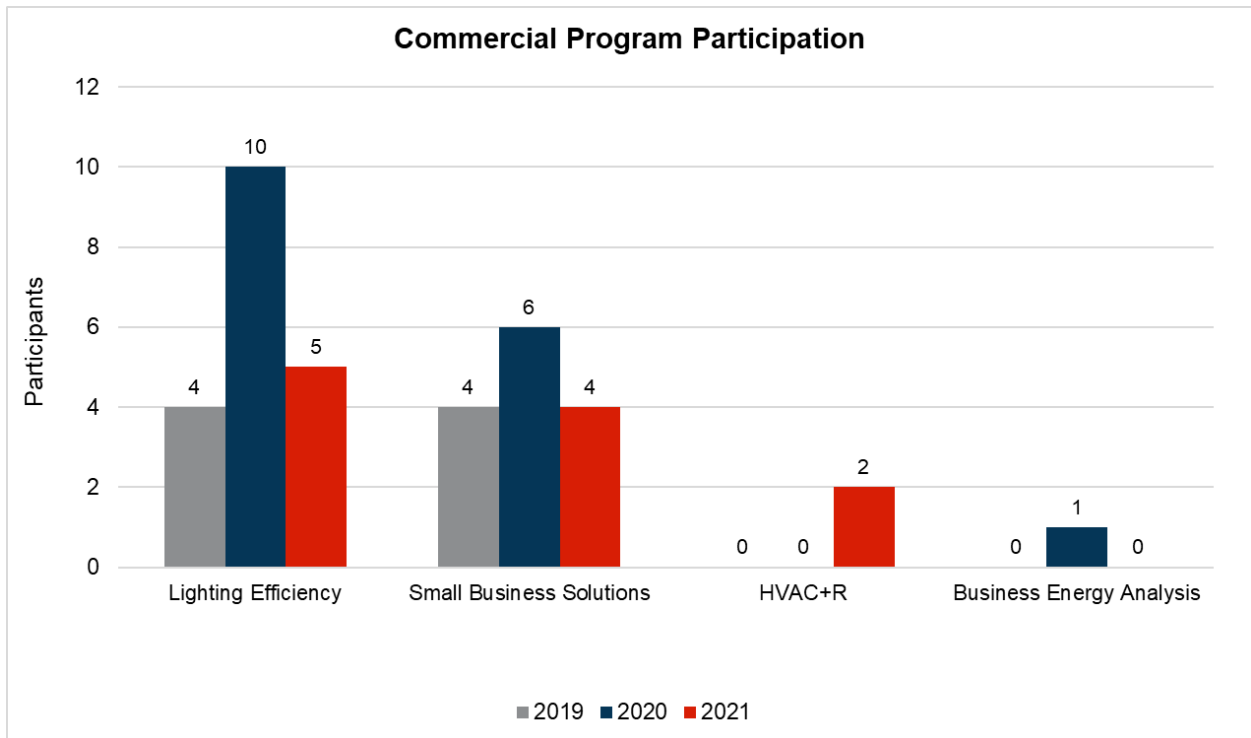


Figure 23: Commercial program participation, 2019 - 2021

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.

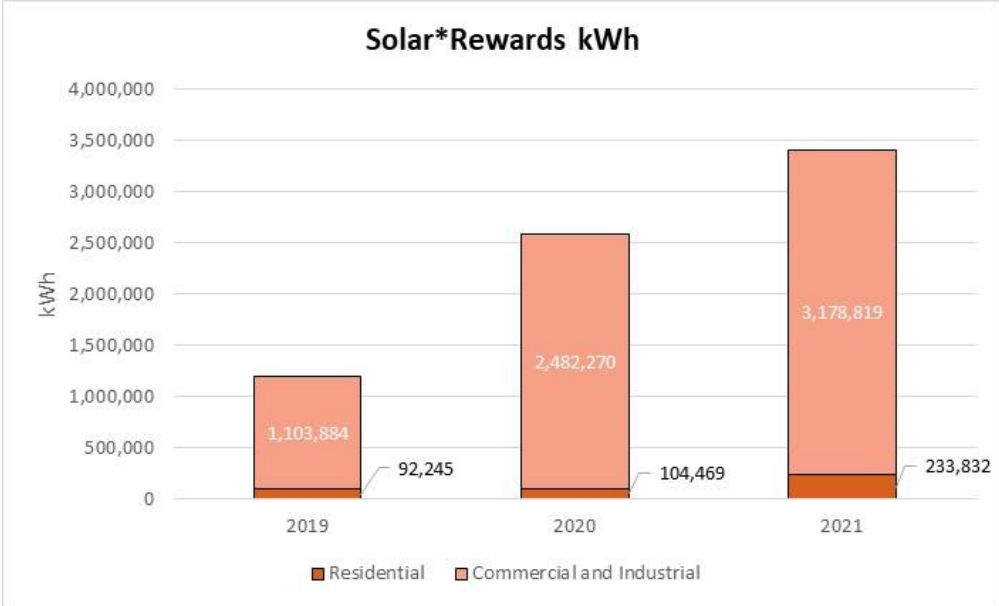


Figure 24: Solar*Rewards program kWh, 2019-2021

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).

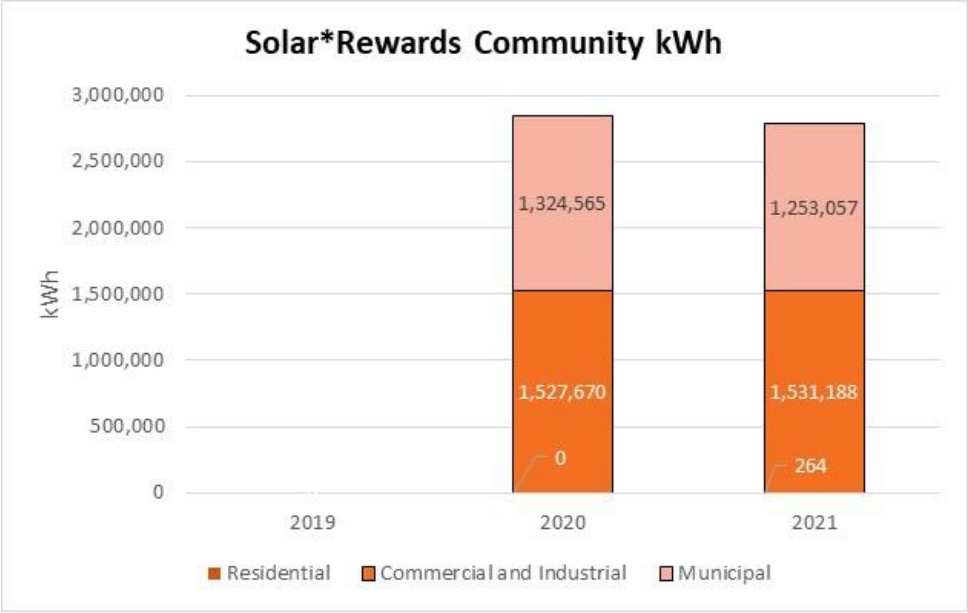


Figure 25: Solar*Rewards Community kWh, 2019-2021

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).

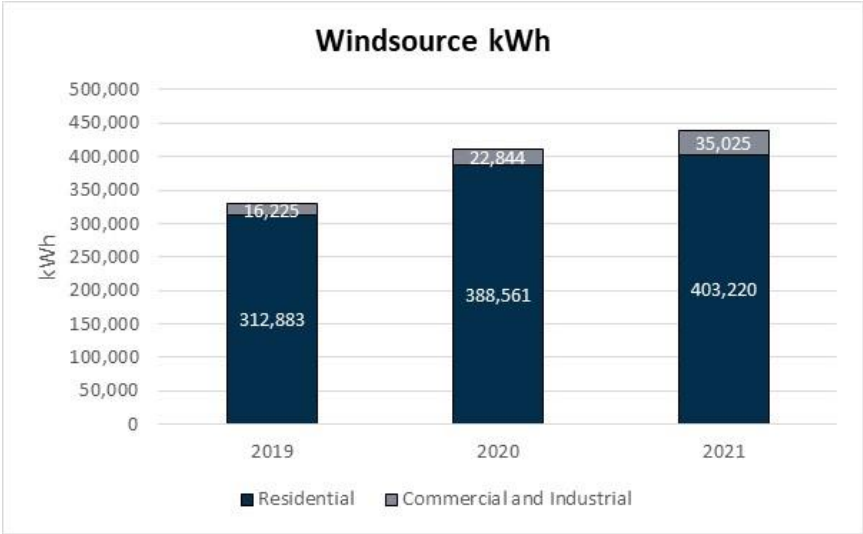


Figure 27: Windsource kWh, 2019 - 2021

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.

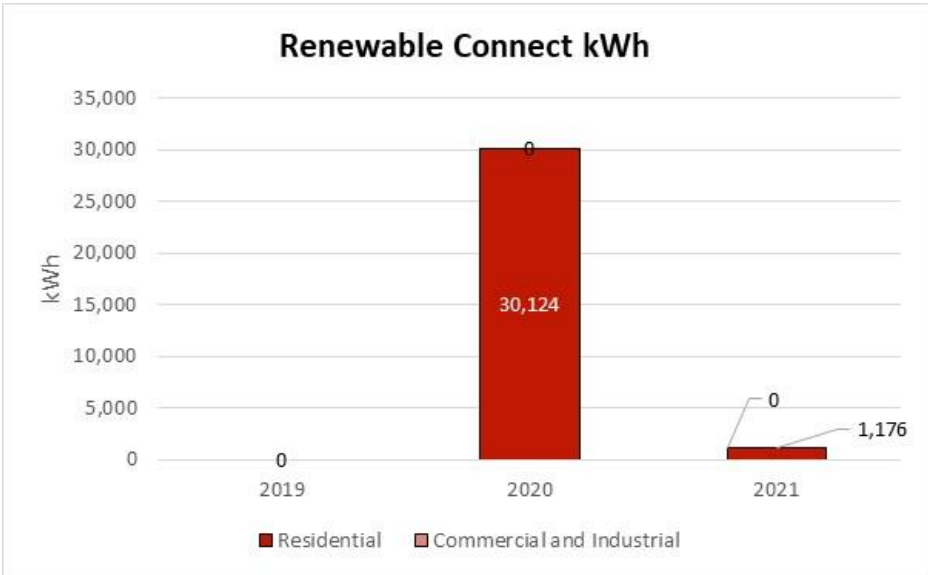


Figure 28: Renewable*Connect kWh, 2019 - 2021

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_{2e}): A unit of measure for greenhouse gas emissions. The unit "CO_{2e}" represents an amount of a greenhouse gas whose atmospheric impact has been standardized to that of one unit mass of carbon dioxide (CO₂), 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



CITY OF
SALIDA
COLORADO

Item 9.



An Energy Action Plan for Salida

July 2023



 **Xcel Energy**[®]

PARTNERS IN ENERGY
An Xcel Energy Community Collaboratio

- 119 -

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

TABLE OF CONTENTS

- Acknowledgements 1
 - Partners in Energy Team..... 1
- Executive Summary 3
 - Our Planning Process..... 5
 - Why We Want an Energy Action Plan 6
- Where We are Now 7
 - Community Characteristics..... 7
 - Community Energy Baseline 10
- Where We Are Going 15
 - Energy Vision Statement 15
 - Goal 15
 - Focus Areas 16
- How We Are Going To Get There 17
 - Focus Area 1: Energy Supply (ES) 18
 - Focus Area 2: Residential Energy (RE) 23
 - Focus Area 3: Commercial Energy (CE)..... 29
 - Energy Action Plan Impact 34
- How We Stay On Course 36
 - Project Management..... 36
 - Data and Reporting..... 36
 - Project Management and Tracking 35
- Appendix A: Baseline Energy Analysis..... 37
- Appendix B: Glossary of Terms..... 46
- Appendix C: Climate Action Plan objectives Supported 49

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.

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.

Focus Areas




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

Energy Supply

Residential Energy

Commercial Energy

Strategies

 Energy Supply	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> RE-1: Provide residential education and outreach related to energy efficiency, electrification, and renewable energy RE-2: Provide outreach and training to residential developers, architects, and contractors on up-to-date energy codes and best practices RE-3: Provide local funding and incentives to support residential energy efficiency and electrification retrofits 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
 Commercial Energy	<ul style="list-style-type: none"> CE-1: Provide business education and outreach related to energy efficiency, electrification, and renewable energy CE-2: Provide outreach and training to commercial developers, architects, and contractors on energy efficiency and electrification best practices CE-3: Improve the energy efficiency of existing and new government and institutional properties CE-4: Explore the adoption of policy and/or pilot program to encourage energy efficiency and electrification retrofits in existing commercial buildings

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.

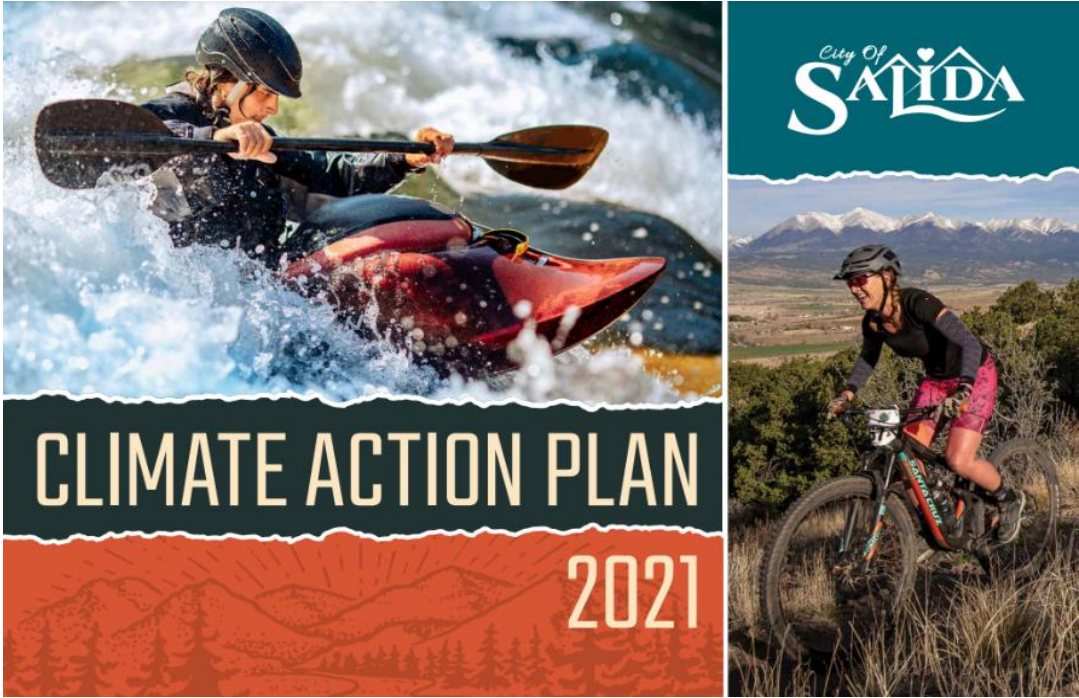


Figure 1. City of Salida Climate Action Plan (2021)

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

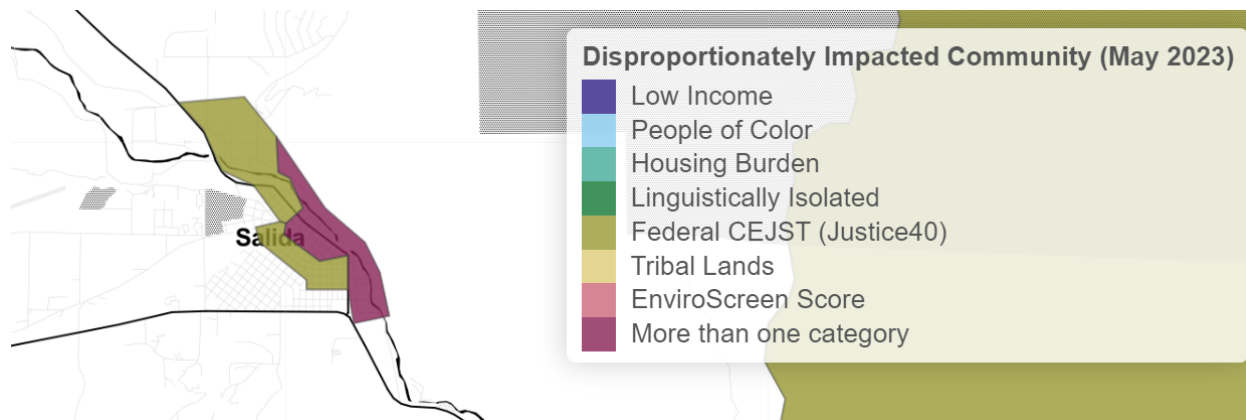


Figure 2. Designated Disproportionately Impacted Community and Justice 40 Community in Salida, CO as shown by Colorado EnviroScreen (CDPHE, 2023).

Justice40¹ (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

¹ 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.

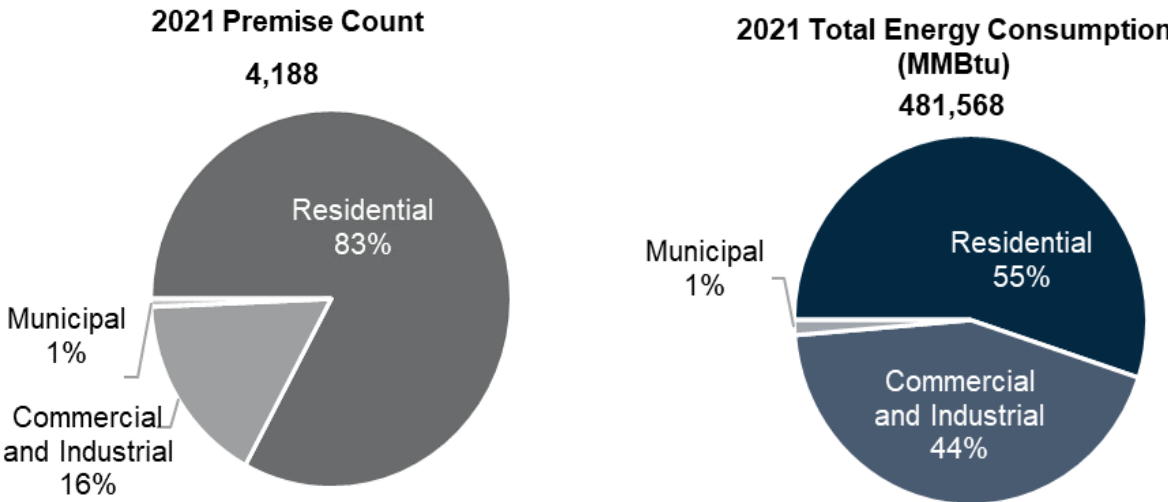


Figure 3. 2021 Salida Premise Count and Total Energy Consumption

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.

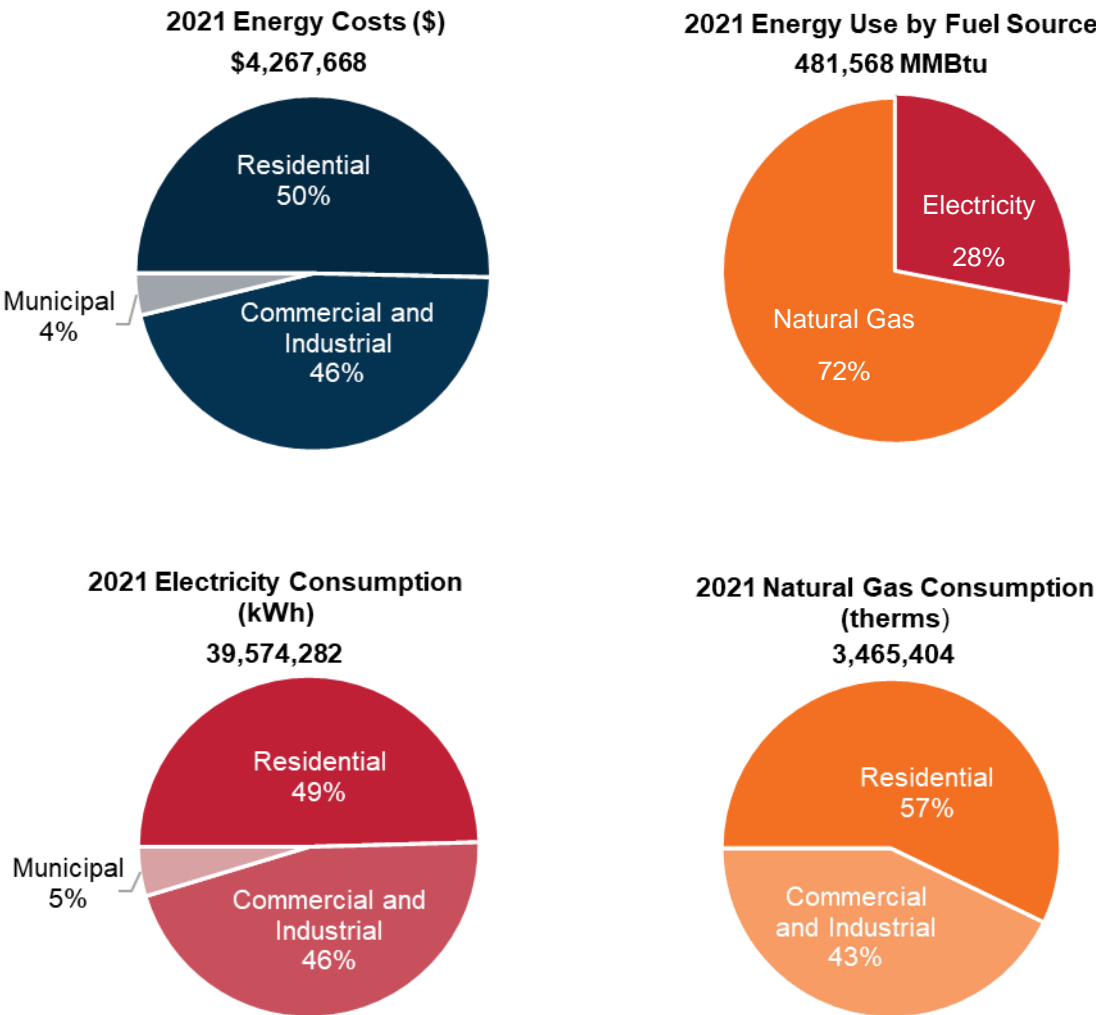


Figure 4. Salida 2021 Energy Use by Fuel Source and Sector.

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.

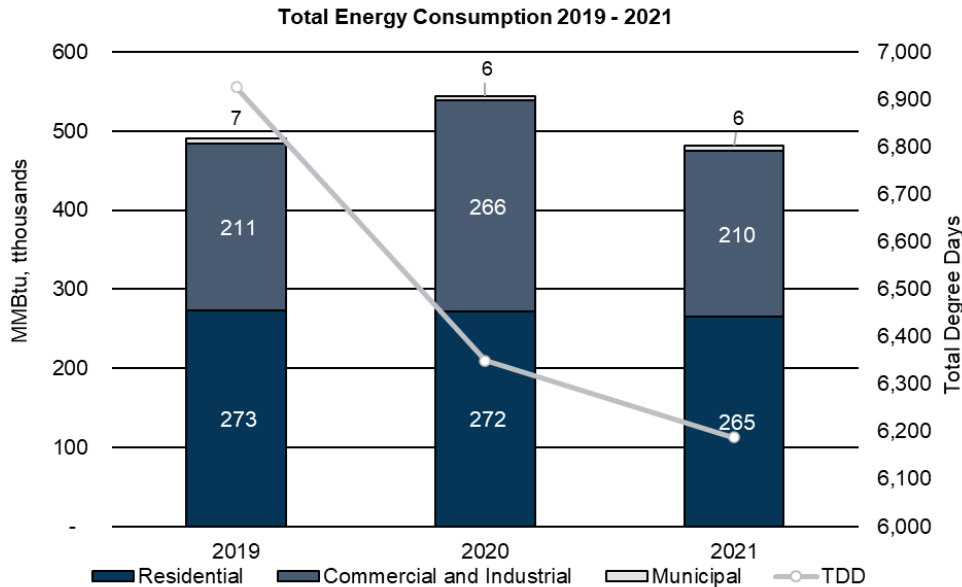


Figure 5. Total energy consumption (MMBtu) by sector in Salida from 2019 - 2021.

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_{2e}), 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.

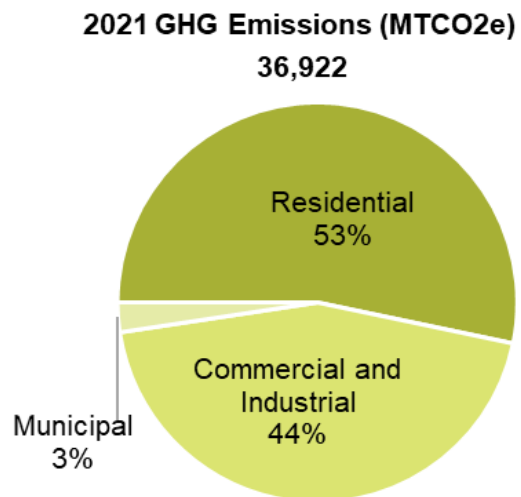


Figure 6. Greenhouse gas emissions associated with electricity and natural gas consumption in Salida in 2021.

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).

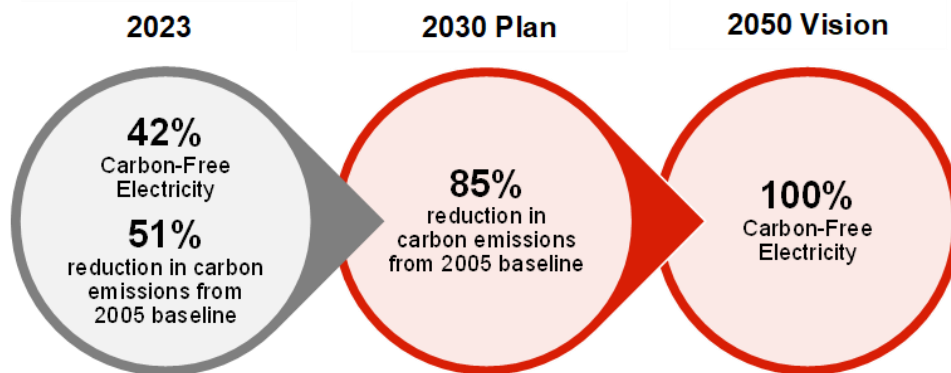


Figure 7. Xcel Energy Clean Energy Plan and 2050 Vision (Xcel Energy, 2022).

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.

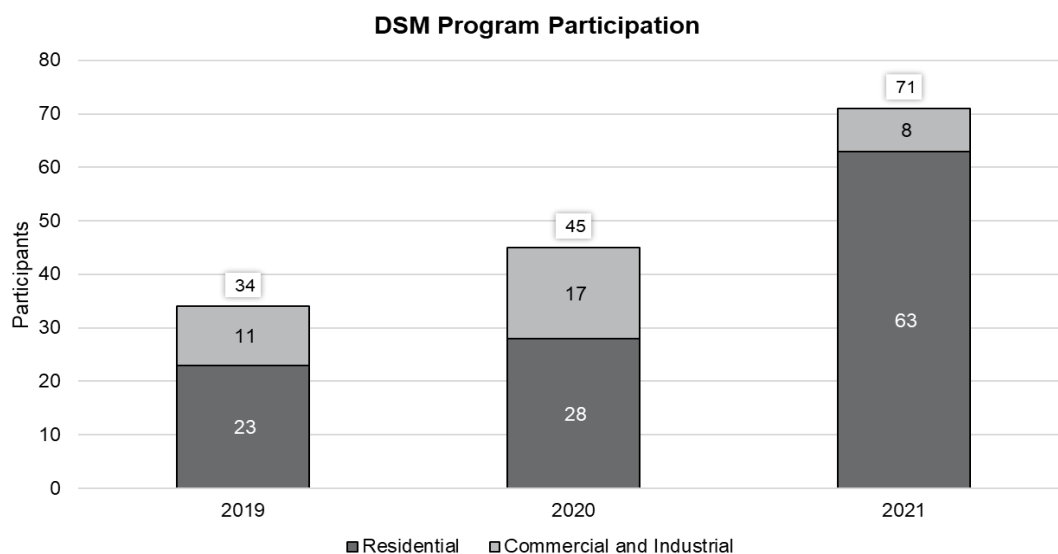


Figure 8. Xcel Energy DSM program participation by sector from 2019 - 2021.

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:

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
RE-1:	Provide residential education and outreach related to energy efficiency, electrification, and renewable energy
RE-2:	Provide outreach and training to residential developers, architects, and contractors on up-to-date energy codes and best practices
RE-3:	Provide local funding and incentives to support residential energy efficiency and electrification retrofits
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
CE-1:	Provide business education and outreach related to energy efficiency, electrification, and renewable energy
CE-2:	Provide outreach and training to commercial developers, architects, and contractors on energy efficiency and electrification best practices
CE-3:	Improve the energy efficiency of existing and new government and institutional properties
CE-4:	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:

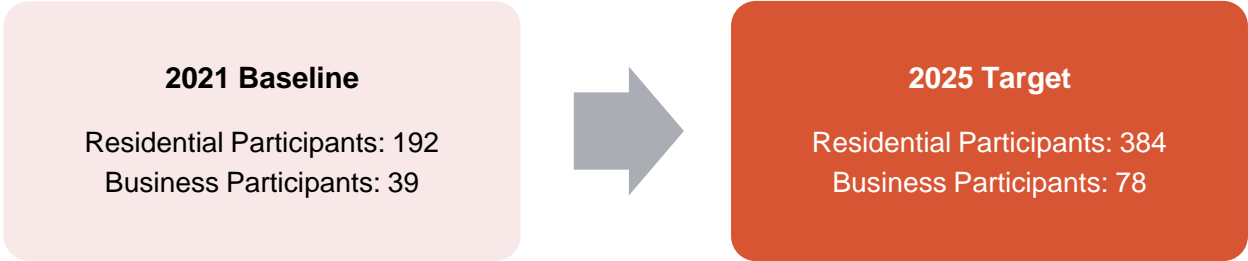


Figure 9: Shutterstock image of solar panel.

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

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

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

Resources Required and Available

- Estimated Resources Required
 - City budget to fund incentive program (e.g., \$1,500 per residential and/or business participant modeled on similar program in Frisco).
 - 35 hours to engage key stakeholders and research funding opportunities.
 - 40 hours staff time to design and develop solar group buy program.
 - 10 hours per month to administer solar group buy program while active.
- Available Resources
 - [Xcel Energy renewable programs](#)
 - [Colorado C-PACE financing program](#)
 - [Colorado Residential Energy Upgrade \(RENU\) loan program](#)
 - [Federal clean energy tax incentives](#)
 - Emerging federal funds such as Energy Efficiency and Conservation Block Grants (EECBG) grants to fund staff capacity.

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

- ES Objective 4: Invest in renewable generation at the community and utility levels.
 - *Connected Actions: 2, 4*

Target Audience

- Local governments
- Utility companies
- State agencies

Scope and Timeline

<p>Incorporate geothermal in new municipal facilities Underway / Ongoing</p>	<ul style="list-style-type: none"> • City of Salida to incorporate geothermal energy in new fire station design and construction. • City of Salida to consider incorporation of geothermal energy in future municipal construction projects where feasible.
<p>Monitor and support regional geothermal efforts Ongoing</p>	<ul style="list-style-type: none"> • City of Salida to coordinate with the Center for Clean Energy Economy and remain involved in regional geothermal collaboration efforts.

Resources Required and Available

- Estimated Resources Required
 - City funding to incorporate geothermal energy into new construction.
- Available Resources
 - [Colorado Energy Office Geothermal Energy Grant program](#)
 - [CSU Center for Clean Energy Economy](#)
 - Federal clean energy tax credits



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:

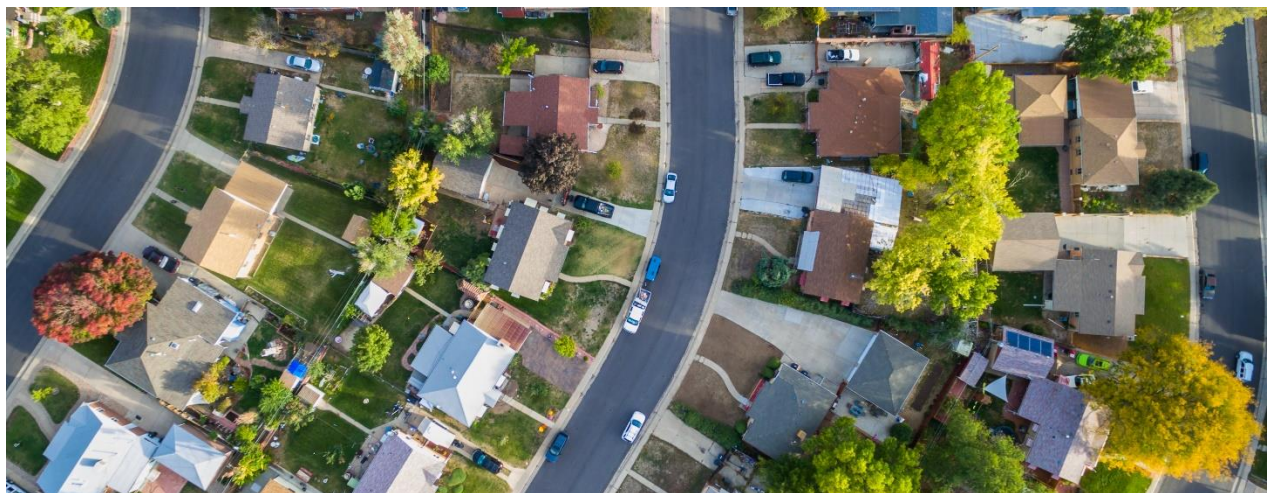


Figure 10: Shutterstock image of residential area.

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

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	
Regional engagement on code Ongoing	<ul style="list-style-type: none"> • City of Salida to continue engaging with Chaffee County and other local municipalities regarding potential code updates and the implications of recent state legislation.
Develop outreach plan Q2 2024	<ul style="list-style-type: none"> • City of Salida to identify existing outreach and communications channels to reach local developers and contractors. • Xcel Energy Partners in Energy to develop outreach plan that outlines key messages, communication channels, roles, activities, and timeline. • City of Salida to review outreach plan.
Engage community members Q3-4 2024	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy to develop collateral and resources according to outreach plan. • City of Salida to implement outreach plan and distribute outreach via identified channels. • Xcel Energy Partners in Energy to support outreach plan implementation.
Resources Required and Available	
<ul style="list-style-type: none"> • Estimated Resources Required <ul style="list-style-type: none"> ○ 20 hours of staff time to support engagement of contractors and developers. • Available Resources. <ul style="list-style-type: none"> ○ 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 	

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

- 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	
<ul style="list-style-type: none"> Residential property owners 	
Scope and Timeline	
Identify available funding Q3 – 4 2023	<ul style="list-style-type: none"> Xcel Energy Partners in Energy 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.). City of Salida to identify municipal financial resources available to support residential energy improvements and prepare potential 2024 budget placeholder request.
Engage community members Q1-2 2024	<ul style="list-style-type: none"> In coordination with RE-4, City of Salida 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. Xcel Energy Partners in Energy to support community engagement (e.g., online survey development and administration, focus group planning support, etc.).
Develop and implement incentive program Q2-3 2024	<ul style="list-style-type: none"> City of Salida to develop recommendations for a new incentive program and present to City Council for review. City of Salida to implement incentive program, in collaboration with Energy Smart Colorado.
Resources Required and Available	
<ul style="list-style-type: none"> Estimated Resource Required <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Energy Smart Colorado Local energy auditor. Emerging federal funds such as Energy Efficiency grants and Conservation Block Grants (EECBG) to fund staff capacity. 	

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



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 :

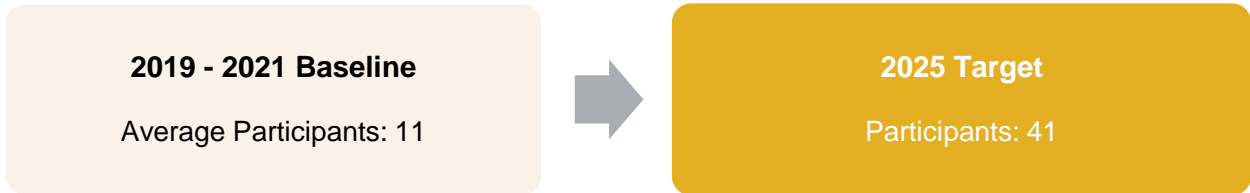


Figure 11. Downtown Salida during FibARK.

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"> • CE Objective 2: Increase the efficiency of natural gas heating systems and appliances. <ul style="list-style-type: none"> ○ <i>Connected Action: 1</i> • CE Objective 3: Replace natural gas heating and appliances with electric and/or renewable systems. <ul style="list-style-type: none"> ○ <i>Connected Action: 3</i> • CE Objective 7: Improve education and infrastructure; optimize utility rates. <ul style="list-style-type: none"> ○ <i>Connected Actions: 4, 7, 8</i> 	
Target Audience	
<ul style="list-style-type: none"> • Businesses 	
Scope and Timeline	
Develop outreach plan Q3-4 2023	<ul style="list-style-type: none"> • 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.
Develop outreach materials Q1-2 2024	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy to develop collateral according to outreach plan.
Implement outreach plan Q2-4 2024	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy 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). • City of Salida to lead distribution of outreach and education materials via identified channels, including business walks and a focus on promoting business energy audits.
Resources Required and Available	
<ul style="list-style-type: none"> • Estimated Resources Required <ul style="list-style-type: none"> ○ 10 hours of staff time to support development of outreach materials. ○ 15 hours to distribute business outreach materials. • Available Resources <ul style="list-style-type: none"> ○ Partners in Energy Small & Medium Business Toolkit ○ Xcel Energy energy efficiency, electrification, and renewable energy programs ○ Atmos Energy energy efficiency programs ○ Colorado C-PACE financing program ○ Energy Smart Colorado grant for small businesses 	

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

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

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

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

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
Strategy ES-1: Advocate for clean, local, and resilient energy supply (5-10 hrs)							
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						
Strategy ES-2: Explore the adoption of codes and policies that support local renewable energy generation (85 hrs)							
SolSmart Designation	City of Salida						
Explore potential code updates	City of Salida						
Strategy ES-3: Provide funding and incentives for local residential, commercial, and community solar (155 hrs)							
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						
Strategy ES-4: Explore regional opportunities to pursue geothermal energy							
Incorporate geothermal in new municipal facilities	City of Salida						
Monitor and support regional geothermal efforts	City of Salida						
Error! Reference source not found. (45 hrs)							
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
Error! Reference source not found. (20 hrs)							
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						
Error! Reference source not found. (120 hrs)							
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>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.</p>							
<p>Climate Action Plan Objectives and Actions Supported</p> <ul style="list-style-type: none"> • RE Objective 1: Increase the energy efficiency of space- and water-heating and convert to electric. <ul style="list-style-type: none"> ○ <i>Connected Actions: 1, 2, 5</i> • RE Objective 3: Improve the energy efficiency of existing buildings. <ul style="list-style-type: none"> ○ <i>Connected Actions: 8, 11, 14</i> • RE Objective 4: Reduce energy consumption in rental housing and multifamily buildings. <ul style="list-style-type: none"> ○ <i>Connected Actions: 1, 5, 9</i> • RE Objective 5: Anticipate and mitigate likely expansion of air-conditioning use. • ES Objective 5: Support relevant federal and state policies through active legislation and regulatory engagement. <ul style="list-style-type: none"> ○ <i>Connected Action: 1</i> 							
<p>Target Audience</p> <ul style="list-style-type: none"> • Residents 							
<p>Scope and Timeline</p>							

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

<p>Resources Required and Available</p> <ul style="list-style-type: none"> • Required Resources <ul style="list-style-type: none"> ○ 10 hours staff time to support development of outreach materials. ○ 35 hours to distribute residential outreach materials. • Available Resources <ul style="list-style-type: none"> ○ Energy Smart Colorado energy assessment program ○ Xcel Energy energy efficiency, electrification, and renewable energy programs ○ Atmos Energy energy efficiency programs
--

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

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

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

Identify available funding Q3 – 4 2023	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy 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.).
--	--

	<ul style="list-style-type: none"> • City of Salida to identify municipal financial resources available to support residential energy improvements and prepare potential 2024 budget placeholder request.
Engage community members Q1-2 2024	<ul style="list-style-type: none"> • In coordination with RE-4, City of Salida 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. • Xcel Energy Partners in Energy to support community engagement (e.g., online survey development and administration, focus group planning support, etc.).
Develop and implement incentive program Q2-3 2024	<ul style="list-style-type: none"> • City of Salida to develop recommendations for a new incentive program and present to City Council for review. • City of Salida to implement incentive program, in collaboration with Energy Smart Colorado.

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>Develop outreach materials Q1-2 2024</p>	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy to develop collateral according to outreach plan.
<p>Implement outreach plan Q2-4 2024</p>	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy 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). • City of Salida to lead distribution of outreach and education materials via identified channels, including business walks and a focus on promoting business energy audits.
<p>Resources Required and Available</p>	
<ul style="list-style-type: none"> • Estimated Resources Required <ul style="list-style-type: none"> ○ 10 hours of staff time to support development of outreach materials. ○ 15 hours to distribute business outreach materials. • Available Resources <ul style="list-style-type: none"> ○ Partners in Energy Small & Medium Business Toolkit ○ Xcel Energy energy efficiency, electrification, and renewable energy programs ○ Atmos Energy energy efficiency programs ○ Colorado C-PACE financing program ○ Energy Smart Colorado grant for small businesses 	
<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>Climate Action Plan Objectives and Actions Supported</p>	
<ul style="list-style-type: none"> • CE Objective 2: Increase the efficiency of natural gas heating systems and appliances. <ul style="list-style-type: none"> ○ <i>Connected Action: 1</i> • CE Objective 3: Replace natural gas heating and appliances with electric and/or renewable systems. <ul style="list-style-type: none"> ○ <i>Connected Actions: 3, 5</i> • CE Objective 7: Improve education and infrastructure; optimize utility rates. <ul style="list-style-type: none"> ○ <i>Connected Actions: 2, 7, 8</i> 	

Target Audience	
<ul style="list-style-type: none"> Residential developers, architects, and contractors 	
Scope and Timeline	
Develop outreach plan Q2 2024	<ul style="list-style-type: none"> City of Salida to identify existing outreach and communication channels to reach local developers and contractors, including any existing programs through Colorado Mountain College or Chaffee County. Xcel Energy Partners in Energy to develop outreach plan that outlines key messages, communication channels, roles, activities, and timeline.
Develop outreach materials Q2-3 2024	<ul style="list-style-type: none"> Xcel Energy Partners in Energy to develop collateral according to outreach plan.
Implement outreach plan Q3-4 2024	<ul style="list-style-type: none"> City of Salida to implement outreach plan and distribute outreach via identified existing and new channels. Xcel Energy Partners in Energy to support outreach plan implementation. City of Salida and Chaffee County to collaborate on engagement of development community related to updated State code requirements.
Resources Required and Available	
<ul style="list-style-type: none"> Estimated Resources Required <ul style="list-style-type: none"> 20 hours of staff time to support engagement of commercial contractors and developers. Available Resources <ul style="list-style-type: none"> Partners in Energy New Construction & Redevelopment Toolkit Xcel Energy energy efficiency, electrification, and renewable energy programs Xcel Energy Business Trade Partner Resource Center Xcel Energy Colorado Energy Codes & Standards Program Atmos Energy energy efficiency programs 	
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"> • CE Objective 6: Model best practices through energy retrofiting of government buildings and properties. <ul style="list-style-type: none"> ○ <i>Connected Actions: 1-4</i> • CE Objective 8: Anticipate and mitigate likely expansion of AC use in buildings. <ul style="list-style-type: none"> ○ <i>Connected Actions: 1, 2</i> 	
Target Audience	
<ul style="list-style-type: none"> • City of Salida Public Works Department • Heart of the Rockies Regional Medical Center • Salida School District • Users of government and institutional properties (e.g., residents, students, and staff) 	
Scope and Timeline	
Educate institutions on existing opportunities Q1-2 2024	<ul style="list-style-type: none"> • Xcel Energy Partners in Energy to connect facility managers with resources related to existing opportunities for energy audits and efficiency improvements for local institutions. • City of Salida to support engagement of local institutions.
Inventory properties and evaluate efficiency Q1-4 2024	<ul style="list-style-type: none"> • City of Salida and other public agencies to inventory government and institutional properties and identify completed energy efficiency improvements, and low-hanging fruit. • City of Salida and other public agencies to enroll properties in benchmarking through ENERGY STAR Portfolio Manager. • City of Salida and other public agencies to conduct energy assessments on properties as appropriate.
Implement energy efficiency recommendations and retrocommissioning Q2-4 2024	<ul style="list-style-type: none"> • City of Salida and other public agencies to implement identified energy efficiency improvements. • Xcel Energy Partners in Energy to support connection to applicable Xcel Energy programs. • City of Salida and other public agencies to establish retrocommissioning schedules as appropriate for properties with recent energy improvements.
Resources Required and Available	

- Estimated Resources Required
 - 15 hours of staff time to support engagement of local institutions.
 - 25 hours of staff time to inventory existing buildings and perform energy efficiency assessments.
 - 20 hours staff time to implement energy efficiency improvements.
 - City funding to conduct energy assessments and implement efficiency improvements.
 - 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
- (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.

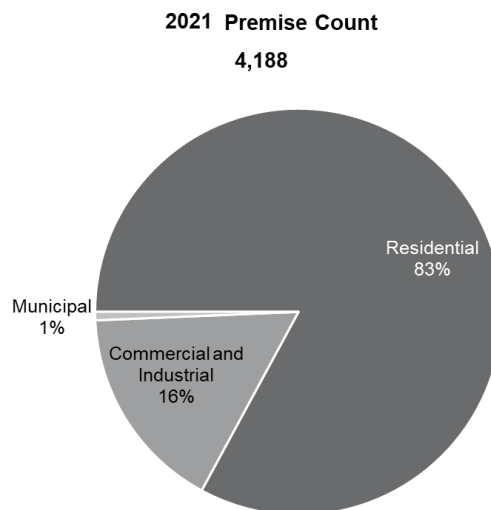


Figure 13: Salida Premises by Sector

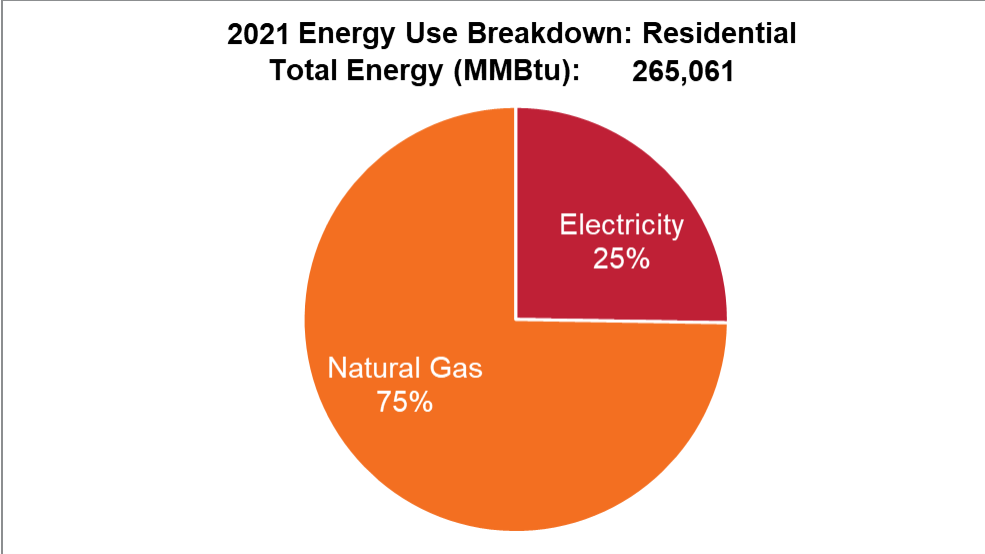


Figure 14: 2021 Residential Energy Breakdown

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).

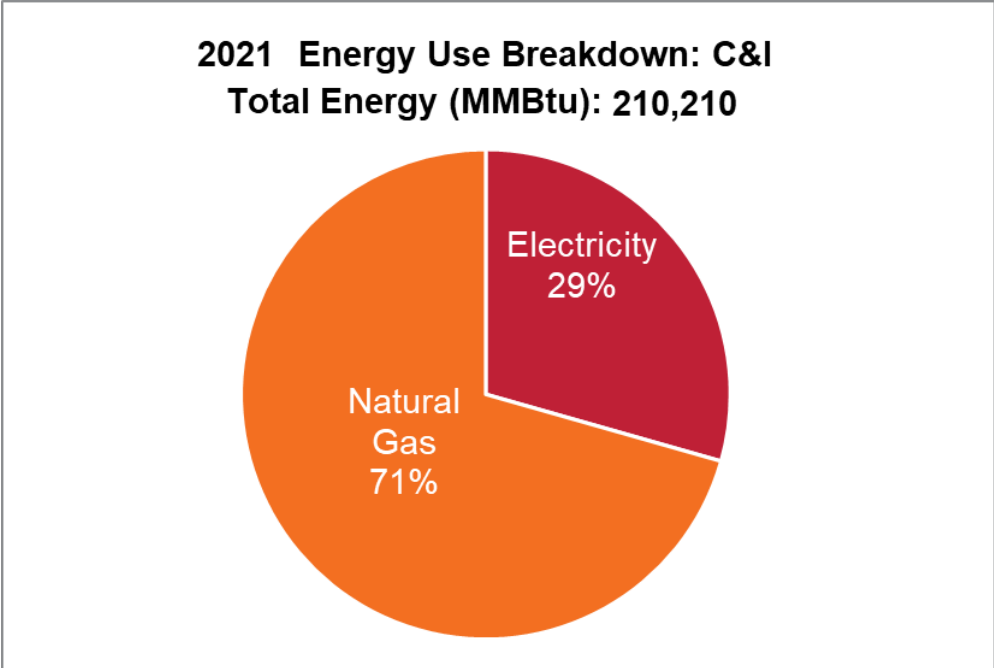


Figure 15: 2021 Commercial and Industrial Energy Breakdown

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.

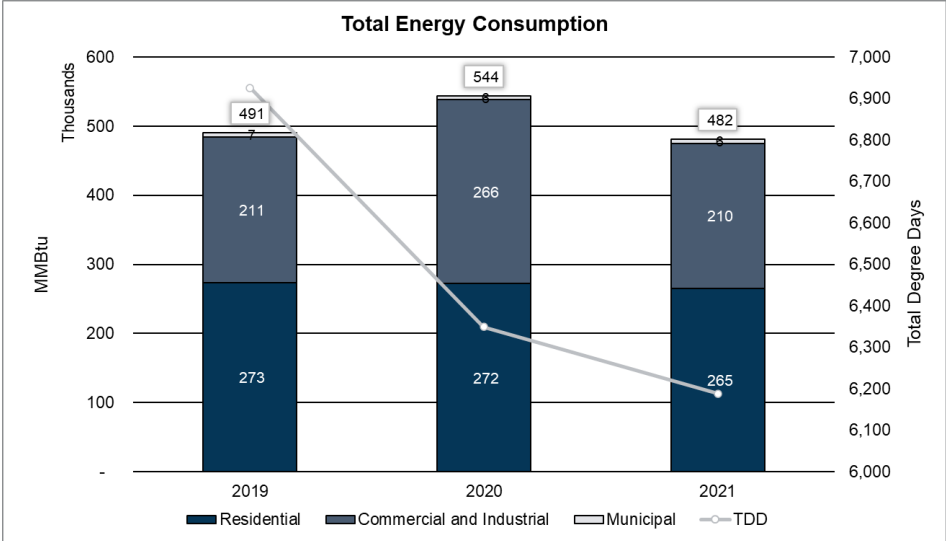


Figure 16: Total Energy Consumption, 2019 - 2021

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.

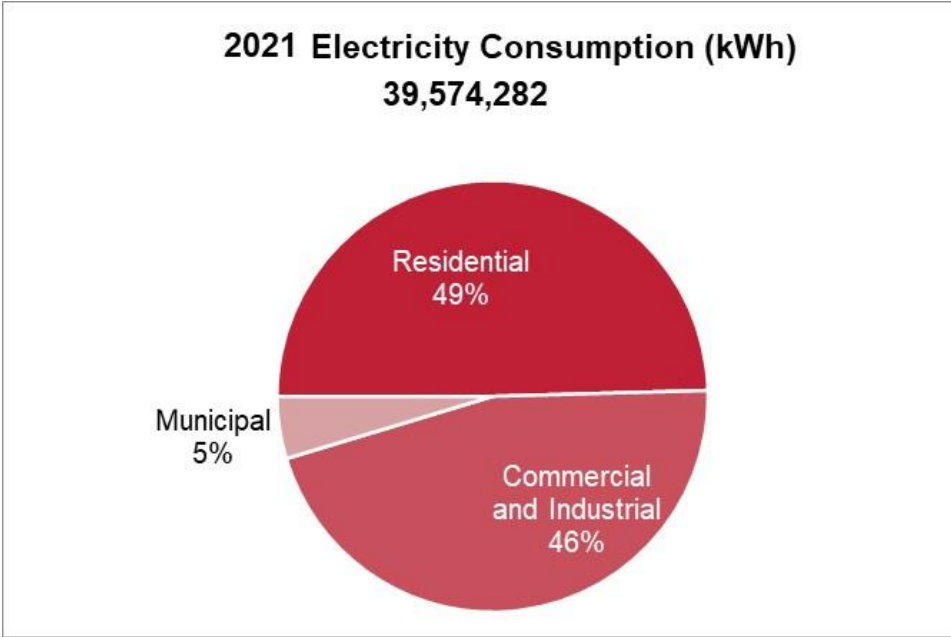


Figure 17: Total Electricity Consumption by Sector 2021

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.

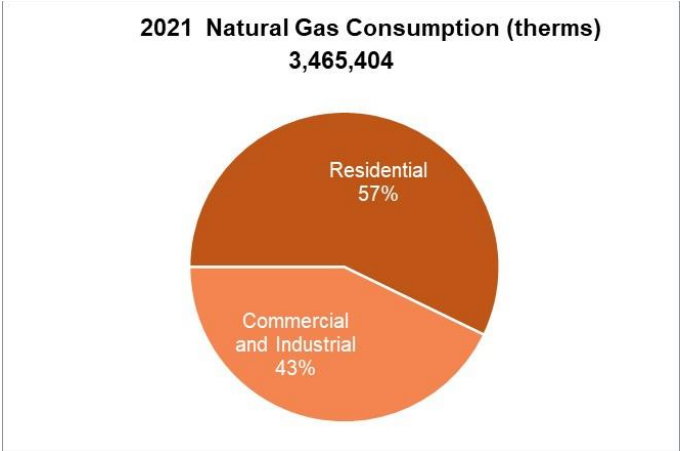


Figure 18: Total Natural gas Consumption by Sector 2021

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).

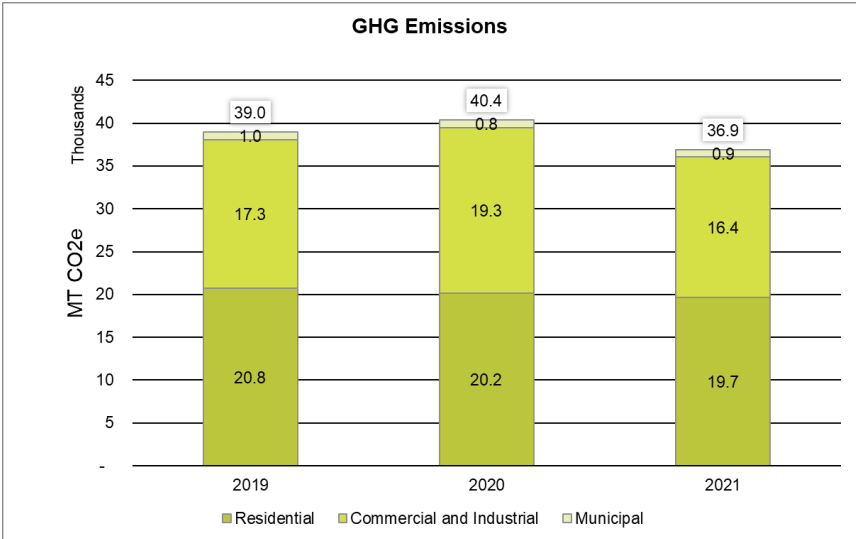


Figure 19: Greenhouse Gas Emissions, 2019-2021

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).

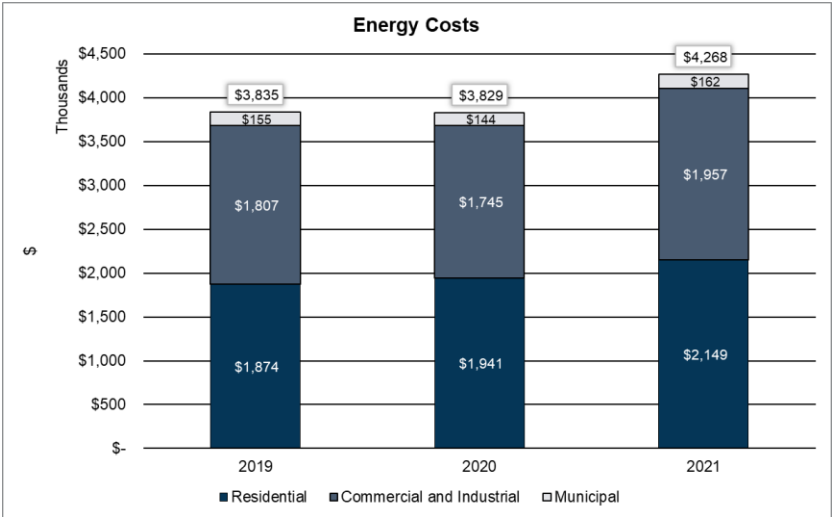


Figure 20: Energy Costs, 2019-2021

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).

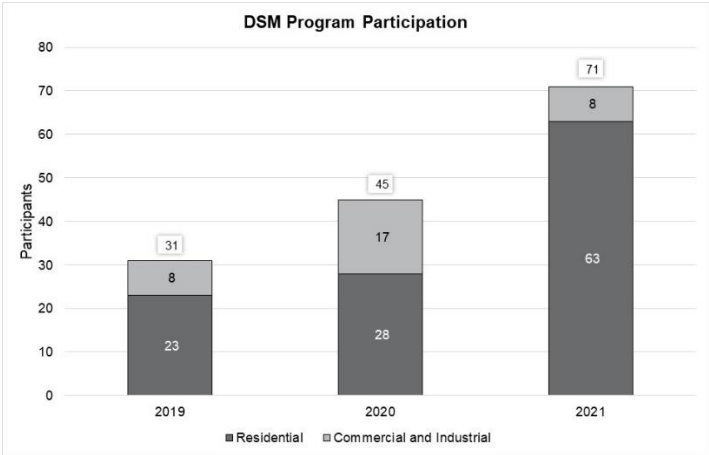


Figure 21: DSM Program Participation, 2019-2021

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

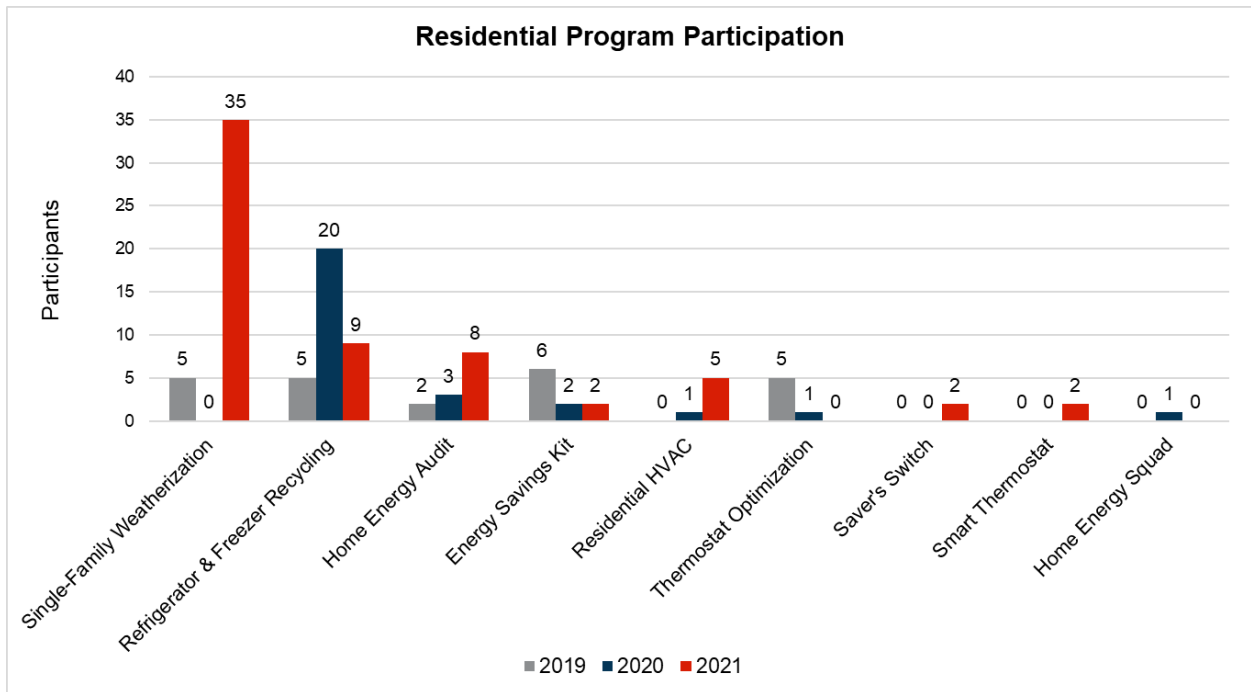


Figure 22: Residential program participation, 2019 - 2021

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

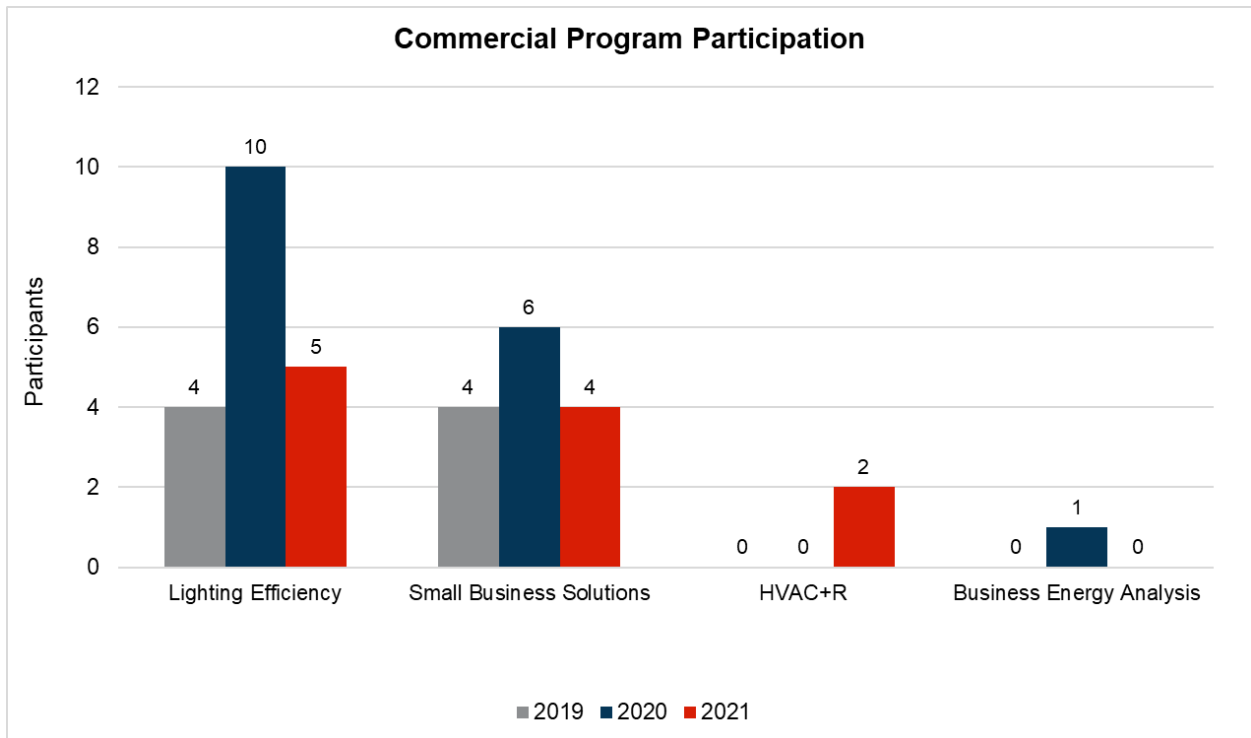


Figure 23: Commercial program participation, 2019 - 2021

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.

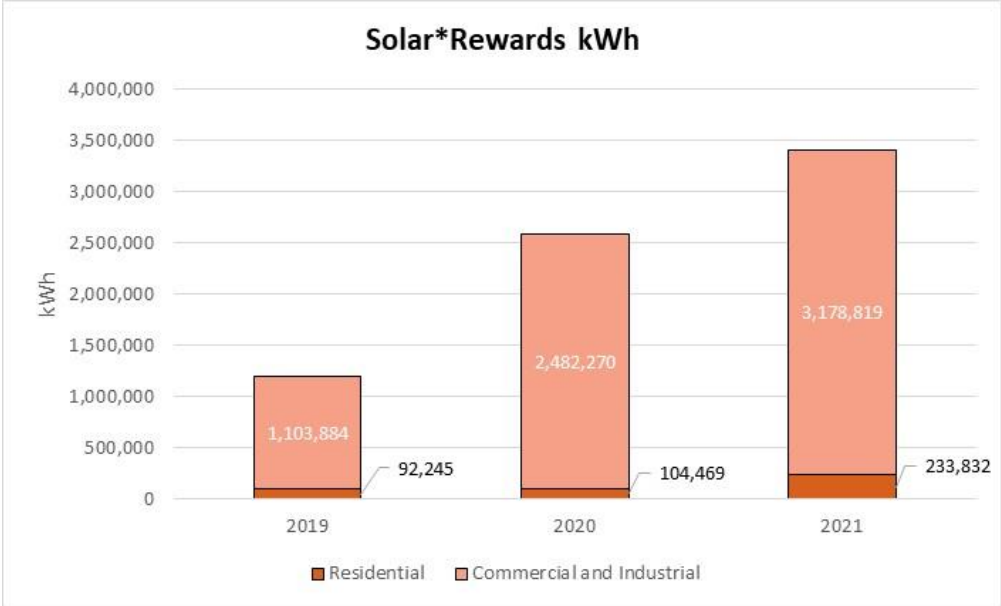


Figure 24: Solar*Rewards program kWh, 2019-2021

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).

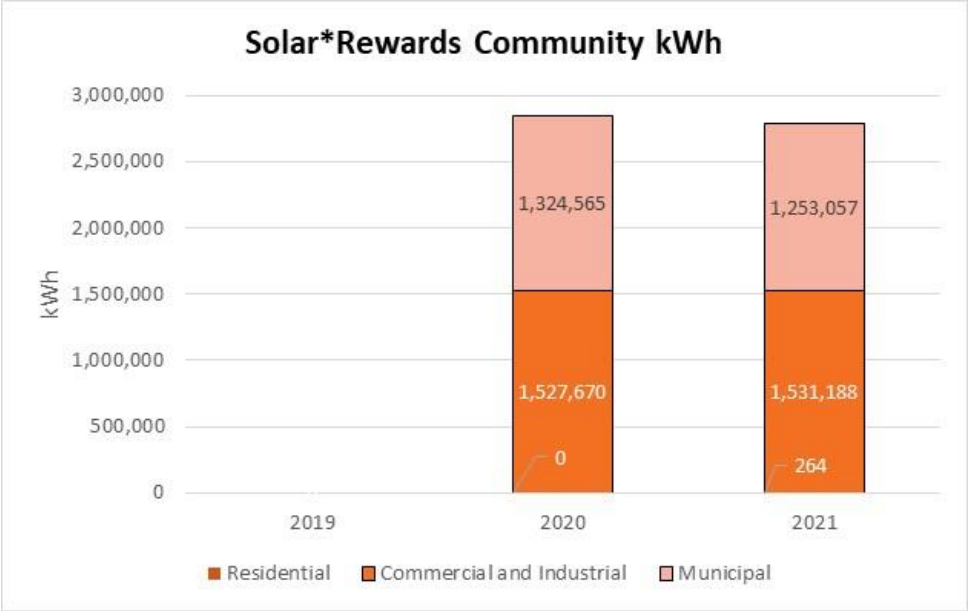


Figure 25: Solar*Rewards Community kWh, 2019-2021

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.

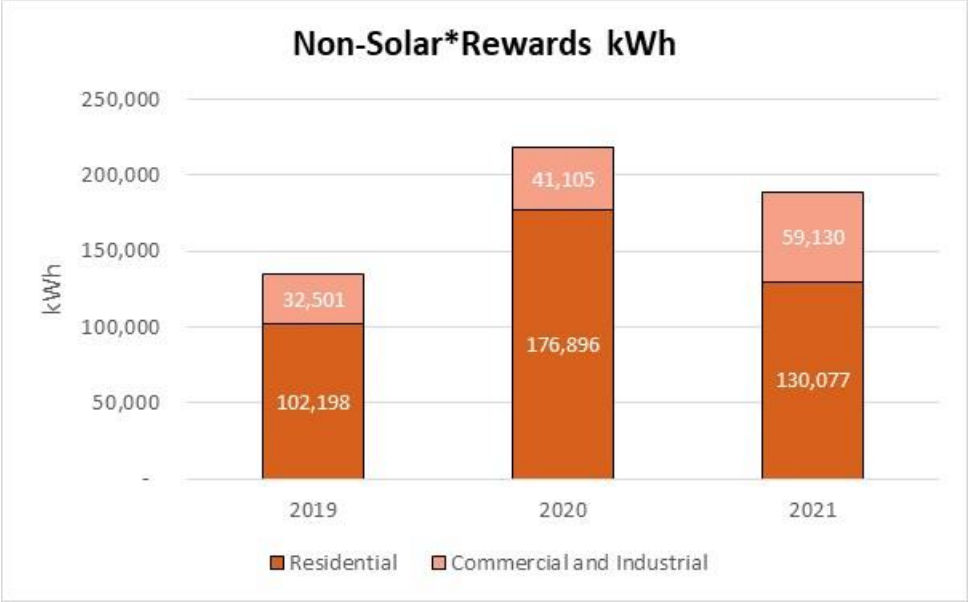


Figure 26: Non-Solar*Rewards kWh, 2019 - 2021

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).

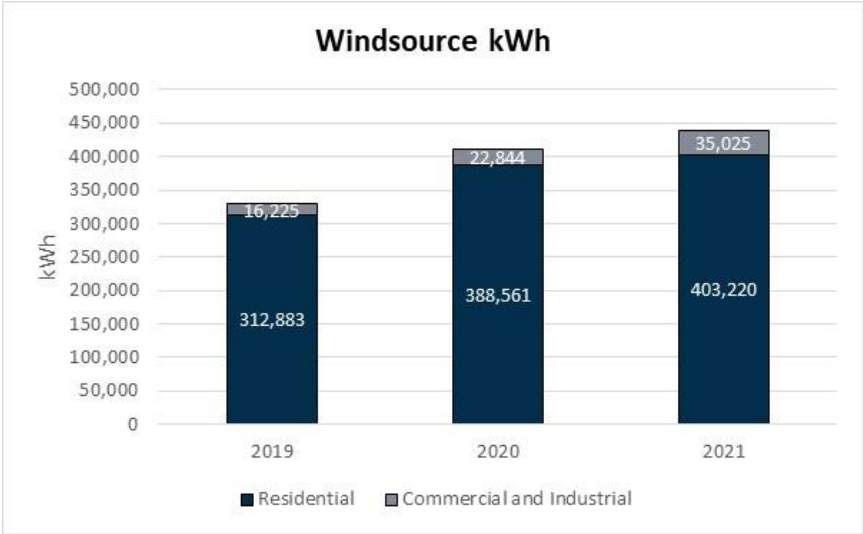


Figure 27: Windsorce kWh, 2019 - 2021

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.

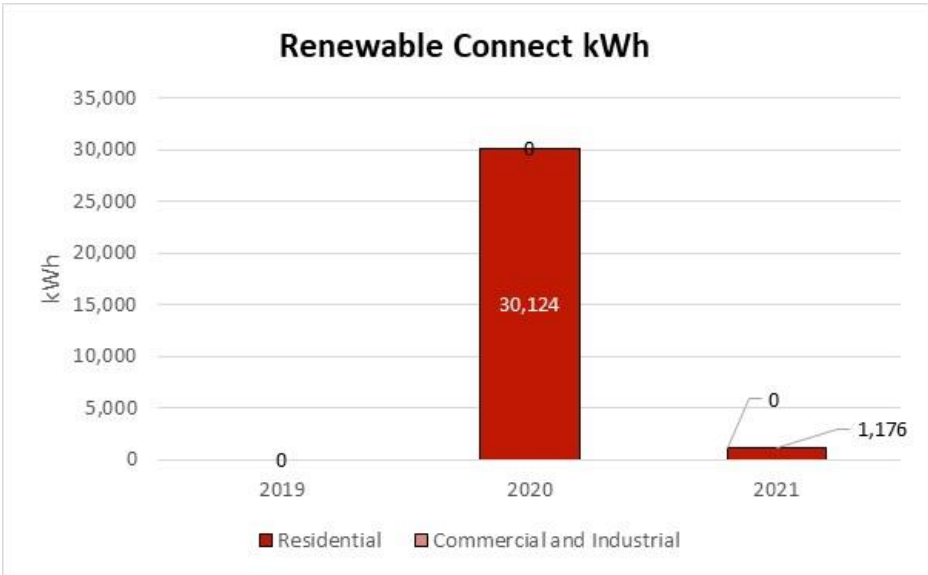
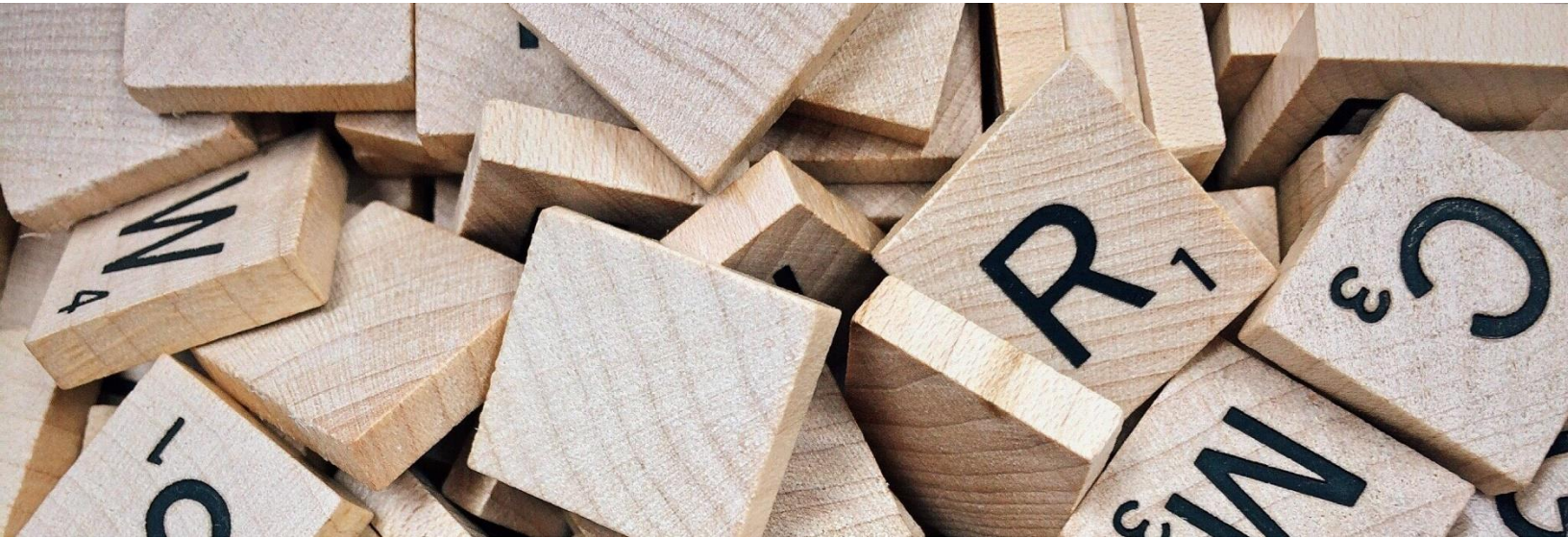


Figure 28: Renewable*Connect kWh, 2019 - 2021

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_{2e}): A unit of measure for greenhouse gas emissions. The unit "CO_{2e}" represents an amount of a greenhouse gas whose atmospheric impact has been standardized to that of one unit mass of carbon dioxide (CO₂), 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