AGENDA
COMMUNITY SUSTAINABILITY ADVISORY BOARD
CITY OF GOLDEN, COLORADO

Regular Meeting
September 13, 2010
6:30 PM

City Hall Conference Room
911 10th Street

1. Roll Call
2. Approval of the Agenda
3. Approval of the Minutes from August 25, 2010
4. Public Comment
5. Staff Update
6. Board Updates
7. Action Items
   A. Strategic Plan 7:00 – 7:45 pm
      The Board will finalize a recommendation to City Council to adopt a
      Sustainability Strategic Plan. The draft plan is available through the City website
      at www.cityofgolden.net/sustainability
   B. Future Projects 7:45 – 8:15 pm
      The Board will review a list of projects that address the City’s sustainability goals
      and prioritize funding for 2010 and 2011.
8. New Business
   A. Agenda topics for next meeting September 22nd 8:15 – 8:30 pm
9. Adjourn

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provision of services. For disabled persons needing reasonable accommodation to attend or participate in a City service,
program or activity, call (303) 384-8097 as far in advance as possible. (Disabled access is available from the north side
of the building).
CALL TO ORDER – BUSINESS MEETING:

Because there was not a quorum until 7:10, when Chuck Baroch arrived, Tom Atkins, Chair, called the business meeting to order at 7:10.

APPROVAL OF AGENDA:

Agenda was approved as written, but a short discussion on regarding the PAYT Trash hauler update was added.

APPROVAL OF MINUTES FROM AUGUST 9, 2010:

With no changes, the minutes were unanimously approved.

PUBLIC COMMENT:

Chuck Courtad, gave update on the area of 14th and Jackson – passed out a site plan. One area is for CSP for educational purposes. How to have a solar thermal and geothermal on site (will have CSM students help). Solar tree house – 5 teams have been designing a solar tree house with a slide. Xcel Energy (administered by the Denver Foundation) gave $75,000 grant for education. Working with Martin/Martin to design a professional site plan; to demonstrate to students, teachers and general public the most sustainable site.
Chuck said he would welcome comments or suggestions from this Board. He went on to say that several local businesses have donated funds and equipment for this project, including Home Depot and Bobcat of the Rockies. Chuck Baroch inquired as to what the zoning was on this property and Mr. Courtad replied it is zoned C-2.

**ACTION ITEMS:**

**A. West Corridor Station electric charging stations**

Bob Wilson, candidate for RTD district, provided a presentation on efforts to install charging stations for electric vehicles at the planned Jefferson County light rail station.

**B. Strategic Plan**

The Board reviewed a preliminary draft of a Strategic Plan to provide guidance in achieving the City’s Sustainability Goals.

Theresa distributed the most recent draft plan, dated Aug. 24, with all the changes that were discussed at the August 9 meeting, but explained that more information needs to be added about the City projects.

Chuck felt we should list timelines for the various activities and who is responsible for each goal. Tom felt Chuck was seeing this more as a tactical plan instead of a strategic plan. Some of those tactics need to be addressed, as we go forward. Scott said we need to keep the City budget in mind also and we won’t be able to do all of these things at once. Gunter felt we did the right thing by focusing our energy on the strategic plan, but also agreed with Chuck that we can now start moving toward a tactical plan and schedule. Theresa said that Council will want to do a work plan with this Board next year that will hopefully help to prioritize projects. (Solid Waste section – Chuck asked Theresa to delete the Editors notes that he had written).

Theresa will move forward – any changes or comments, should get to Theresa soon so she can start finalizing the report.

**NEW BUSINESS:**

**A. Tom - Update on Community Solar Garden**

Scott, Theresa and Tom were at a meeting with a group yesterday that are tracking this issue. He stated that it still looks like this is an opportunity for a public/private partnership with the City, however it is clear that this is complicated. Tom stated that we need to be ready with a proposal and all our homework done, to present to Xcel when they are ready. The PUC will not issue the rules for how this works until sometime next year. Very complicated issue, but could be very important for our community. Theresa said we have received calls from interested citizens and interested solar companies.
B. Trash
Theresa distributed a memo to update everyone on the City trash program and to speak to the recent postcard. She did point out that there are going to be hiccups in this program and EDS is very aware of that fact and there will be many questions and hopefully we can remain focused and answer everyone. Scott, representative with Waste Management, joined the group and talked to the fact that the postcards went to the all Golden mailing addresses, which led to more confusion for those not affected by the City trash program. As a side note, Edgewater is presently a single hauler and Wheat Ridge is putting this on the ballot to start using single hauler.

C. Net Zero Report – Gunter
Gunter distributed and shared a few details of the Net-zero report by Peter Ewers. It outlines a 3-step process to select, design and upgrade a home in Golden to net-zero. Tom asked Gunter to send an outline to Theresa with ideas of funding and next steps, prior to the next meeting.

STAFF UPDATE:
None

ADJOURN:
Meeting was adjourned at 8:35.

NEXT MEETING:
Monday, September 13, City Hall Conference Room, at 6:30pm (Gunter will not be able to attend this meeting).

Board members agreed that a budget discussion is needed at the next meeting. By next meeting members were asked to be ready to discuss budget and what projects may be accomplished by the end of the year.
Memorandum

To: Community Sustainability Advisory Board  
From: Theresa Worsham, Sustainability Coordinator  
Through: City Manager, Mike Bestor  
Date: September 10, 2010  
Re: Update on sustainability efforts

Administration

- A follow-up memo from the recent meeting of the Board and Commission Chairs is attached for your review. At the meeting, the Chairs expressed interest in keeping up-to-date with other Boards’ work. The memo contains the work plan and goals for each of the City Boards for 2010.

- Each year, City Council looks at potential conflicts for meeting dates in the upcoming year. A schedule of 2011 CSAB meeting dates is attached for the Board’s consideration and highlights specific dates that conflict with holidays and Jefferson County school breaks. In addition, CSAB meetings that fall during Thanksgiving and Christmas holiday weeks have been cancelled. A final calendar will be provided to the Board as we approach the end of the year.

Communication/Education

- The initial draft of the Golden Vision 2030 Plan is complete and is available on the City website. Board members are invited to attend a September 15th open house to discuss components of the plan and meet with members of the public.

Energy

- Golden will host the next meeting of the regional Community Solar Garden group on Monday, September 20th at 1 pm in the Council Chambers room. An agenda will be emailed to CSAB members interested in attending the meeting.

Waste

- Representatives of EDS and city staff continue to fine-tune the City’s trash program to accommodate the needs of residents and to help multi-family owners sign up for an appropriate level of service. With the two new trucks that EDS has
purchased, some alley service is a challenge due to narrowness or overhead power lines. EDS has assessed and approved several alleys for service and homeowners will see a notice within the next few weeks indicating their service will be from their alley. For other alleys that continue to pose a problem, EDS and city staff are working on a separate solution that may allow alley service to continue (e.g. a smaller collection truck).

- Another development within the implementation of the trash program has been recent efforts by two private waste haulers to offer mostly-unlimited trash service at a competitive rate to Golden residents. The lower rate allows residents to subscribe to both trash programs and in essence, negates the goals of pay-as-you-throw. Staff is researching options to modify the existing trash ordinance and will present a report and possible ordinance amendment to the Board at an upcoming meeting.

- The City has submitted a bid to become a host city in the 2011 Quiznos Pro Challenge, a multi-stage bike race planned for Colorado next year. Because the Board has expressed interest in ensuring that Golden events strive towards net zero waste, staff provided a letter of support to race organizers expressing the City’s interest in helping the event become more sustainable.

Economic, Water, Green Building and VMT

- None at this time
# Community Sustainability Advisory Board

**Six Month Schedule - 2010**

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### Meeting Date | Agenda Item 1 | Agenda Item 2 | Agenda Item 3 | Agenda Item 4
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8/25 | Strategic Plan | Bob Wilson, RTD | Fundable Projects - remaining 2010 budget | - Local Living Economy (Hillary)
9/13 | Finalize Strategic Plan & Baseline data | - International partnership opportunities (Gunter) | Community Solar Gardens | - Review of CSAB 13 priorities
9/22 | PAYT ordinance follow-up | - Traffic reduction strategies for Washington Avenue (Gunter) | - Housing Study | - Local Living Economy (Hillary)
10/11 | | - Large-scale wind projects in Golden (Dr. Greg Poulous) | - CSM Compost needs for cafeteria waste | - Review of CSAB 13 priorities
------ | | | | ---

Future meeting topics:
- International partnership opportunities (Gunter)
- Traffic reduction strategies for Washington Avenue (Gunter)
- Large-scale wind projects in Golden (Dr. Greg Poulous)
- CSM Compost needs for cafeteria waste
- Recycling pilot program for downtown park
City of Golden
Memorandum

To: Board and Commission Chairs
From: Jacob Smith, Mayor
Date: August 31, 2010
Re: Follow-Up from August 26, 2010 Meeting

Thank you again for attending the meeting of chairpersons for Golden’s Boards and Commissions on August 26, 2010. I and City Council appreciated your comments and commitment. Based upon notes taken at the meeting, the below points represent a summary of action items from the meeting.

- The Board Chairs appreciate the meeting and want to continue the practice. The next meeting will be scheduled for late February or March 2011. Both chairs and vice-chairs will be invited to the meeting.

- The chairs benefitted from the May 2010 training offered by the City, but felt that a more pragmatic approach related to the specifics of running meetings may be more useful. There was a discussion about scheduling it annually or every two years, possibly with alternating focus between training to chair meetings and other related topics.

- There was a good discussion about newer ideas and practices for communication and coordination, including suggestions for joint board meetings and projects when appropriate. There was agreement to consider and focus on the “points of intersection” of the various boards.

- Staff will provide updated information to the Boards regarding communication:
  - Copies of recent Board Annual Goal Reports and letters from Council are attached for Planning Commission, HPB, Citizens Sustainability Board, and Parks and Recreation Advisory Board. For GURA there is only the letter from Council, and for EDComm there is only the Annual Goal Report. The other boards have not yet had this type of discussion with Council.
  - Staff will schedule approximately quarterly summary updates of Board activity to transmit to all.
  - Staff is researching how web site notifications would work for Board and Council minutes, so individuals could be notified of the posting of new minutes.
  - All board members are encouraged to look into the i-neighbors community discussion forum which is is available to all residents and businesses in Golden. Please visit www.i-neighbors.org and join one or more of the eight neighborhood bulletin boards.
Golden Parks and Recreation Advisory Board

Mission Statement:

“To advise Golden City Council and staff on how to best provide safe and comprehensive parks and recreation facilities, programs, and services on behalf of all current and future residents of the City of Golden.”

History:

In order to increase community involvement, a Parks and Recreation Advisory Board was created in 1982. Board members are appointed by City Council and represent Golden citizens. The Parks and Recreation Advisory Board, consisting of seven members and one alternate which serve four-year terms, makes suggestions about policies and procedures, fees and charges, acceptance of park land, design of parks, and other projects relating to the Parks and Recreation Department.

Regularly Conducted Tasks:

The Board shall advise the City Council and Director of Parks and Recreation in matters relating to the operation of all Divisions of the Parks and Recreation Department, grant application efforts for specifically designated projects, and establishing department policy relating to fee structures and facilities usage and design. The Board shall provide a forum for citizen input regarding Parks and Recreation.

The Board shall also prepare a prioritized comprehensive Capital Improvement Plan that focuses on a 1 to 5 year program. The Board shall revise this program and priorities as required each fiscal year to reflect current citizen priorities and needs.

The Board shall coordinate the long range plans of the City of Golden and the larger Metropolitan area with the Capital Improvements Plan and Parks Master Plan to include:

- Trails shall be coordinated with the Colorado State Trail System and the Jefferson County Trail System.
- The Board shall review and provide advice to the Planning Commission for PUD applications.
- The Board shall periodically update Parks Master Plan as needed.

Expectations:

Council Expectations of the Board: To receive recommendations pertaining to decisions on capital investments, fees and charges, grants and planning.

Board Expectations of the Council: To request the Board’s approval when recommendations are needed regarding providing parks and recreation services to the citizens of Golden.
Proposed 2010 Goals:

The following are key parks and recreation recommendations and priorities for the next five years.

1. Continue implementation of the 2008 Parks and Recreation Master Plan

   Top capital improvements priorities of the Master Plan designated by the Parks and Recreation Advisory Board include:

   - South side trail extension of Clear Creek Trail and pedestrian bridge
   - Trail connection from Illinois Street to 6th Avenue
   - Existing park improvements including playground equipment and bench replacement
   - Address underserved park areas especially in south Golden
   - Make ADA improvements pending the outcome of the ADA audit
   - Prepare a Master Plan for the Clear Creek Corridor
   - Prepare a Tony Grampsas Memorial Park Master Plan for redevelopment

2. Trim expense budgets by analyzing past use of funds and increase user fees if necessary to cover increased costs in utilities, fuel and payroll.

3. Continue to improve community feedback systems by administering surveys at various levels.

4. Investigate new sources of revenue including grants and partnerships.

5. Work towards the city sustainability goal by analyzing fuel and energy usage to make changes within the department operation where energy and fuel savings can be realized.

6. Establish better training programs, communication systems and encourage professional development of staff to provide better customer service and ensure safety of staff and customers.

7. Publish a Parks and Recreation Department Annual Report which includes annual goals and performance measurements to evaluate progress.
Council Memorandum

To: Meredith Campbell, Parks and Recreation Advisory Board Chair
   Members of the Parks and Recreation Advisory Board

From: Jacob Smith, Mayor

Date: December 3, 2009

Re: PRAB Priorities and Direction From City Council

Thank you for taking the time to meet with City Council during our November 5, 2009 study session. During that meeting we discussed several general issues about the Board’s role and purpose. In addition to the mission statement described in your memo, we clarified two issues. First, we clarified that the Board should seek a balance between a “destination” focus and a “community” focus. Specifically, we directed that the Board focus first and foremost on Golden residents, secondarily on the Greater Golden area (which we generally define as the surrounding unincorporated Jefferson County neighborhoods), and then on the Denver Metro region.

Second, we clarified that the Board’s role includes helping City Council craft the big picture vision for our parks and recreation system and the operational elements discussed in greater detail below. The Board should also serve as an advocate with City Council for our parks and recreation system. The City Council has the responsibility of finding an appropriate balance between many competing priorities and values; the Board’s role is to be a strong voice with City Council for parks and recreation in Golden.

During that meeting we also agreed on the following operational direction and priorities for the Parks and Recreation Advisory Board during 2010, generally tied to the implementation of the 2008 Parks and Recreation Master Plan.

1) The highest priority projects are:
   - Completing the South Clear Creek Trail extension and pedestrian bridge.
   - Completing priority park improvements, as detailed in the Master Plan, including updating playground equipment and replacing benches.
   - Resolving issues of underserved park areas, as determined in the Parks Master, especially in South Golden, Central East Street and the neighborhood immediately north of Highway 58.
• Completing a Clear Creek Corridor Master Plan. In undertaking this master plan process, the Board needs to ask long-term and big-picture vision questions about what we want the Clear Creek Corridor to be like in 10-20 years. The Board should not assume that anything has to remain exactly as it is now, it should contemplate and plan for opportunities that may arise if private landowners along the Corridor choose to sell or redevelop their property, and it should consider a wide range of opportunities, including minor or major changes in the configuration of existing structures and facilities. The selection of a consultant should in part be driven by the consultants’ capacity for asking these types of questions.
• Completing ADA improvements based on the forthcoming ADA audit.
• Creating a mountain bike skills park in an appropriate location.

2) There are some additional lower priority projects that the Board should keep in the queue for 2011 and/or beyond (or sooner if you complete the priorities above). These include changes in the Beverly Heights Park (and coordinating with other appropriate boards and departments on associated pedestrian access improvements) in 2011, a long-term plan for capital improvements at the Splash, one or several new skate boarding parks, and a master plan for the Tony Grampsas Memorial Park.

3) In addition, the Board is responsible for the following regular tasks:
• Advise City Council and the Director of Parks and Recreation in the following: a) matters relating to the operation of all Divisions of the Parks and Recreation Department, b) grant applications for relevant projects, c) establishing department policy relating to fee structures and facilities usage and design.
• Provide a forum for community input regarding parks and recreation issues.
• Maintaining and updating as needed an effective new board member orientation process codified in writing. The process should include a description of the written materials to be provided, the outline for a verbal briefing, and a tour of key facilities.
• Help ensure coordination between the City of Golden’s Parks and Recreation Master Plan, the City of Golden’s long-range plans, and the long-range plans of our neighbors and the Denver Metropolitan region. This includes the following:
  o Coordination of trails with the Colorado Front Range Trail, Colorado State Trail System, and the Jefferson County Trail System.
  o Reviewing and providing advice to the Planning Commission for PUD applications.
  o Periodically updating the City of Golden Parks and Recreation Master Plan (although this is not in the queue for 2010 or 2011).
• Look for ways to trim expenses and/or increase revenues consistent with City Council’s policy of 60-80% fee recovery.
• Continue improving community feedback systems.
• Support the city and the Sustainability Advisory Board in achieving the Golden Sustainability Initiative goals.
• Improve training, communication, and professional development programs for Parks and Recreation staff.
• Work with staff to publish an annual report that includes annual performance measurements tied to the city's goals for the Parks and Recreation Department. The annual report should be coordinated and integrated with the Community Accountability Report in years that the city publishes one.
History of the Board

In 2007, City Council created the Community Sustainability Advisory Board (CSAB) through Resolution No. 1789. The Board is authorized for ten years, members are appointed for four and six-year terms, and seats on the Board are designated from a wide variety of technical backgrounds. The Board includes professionals from the following sectors: sustainability, public research, education, business and three at-large positions. Since being seated in March 2008, the Board has held regularly scheduled meetings and currently meets on the second Monday and fourth Wednesdays of each month.

Mission Statement

The Board defines Sustainability as living in a manner that balances improving our quality of life, a healthy vibrant community, and mindful stewardship of the natural resources and environment.

The mission of the Community Sustainability Advisory Board is to lead, encourage, enable, and empower the citizens, visitors, and people who work in Golden, to live in a sustainable manner and to provide recommendations to the City's sustainability initiatives, while facilitating implementation of the specific sustainability goals adopted by City Council in Resolution 1793.

Goals of the Board

The primary purpose of the Board is to assist the City in achieving the ten-year sustainability goals set by City Council in Resolution No 1793. The key objectives of the Board are as follows:

1. The board will be responsible for securing commitment and assistance from as many residents, visitors, building owners, business owners and their employees as possible and to this end, will:
   a. Conduct all of its proceedings in such a manner as to secure broad public support.
   b. Plan, organize, and sponsor public educational initiatives.
   c. Consider the need for public support when making recommendations to City Council.
   d. Develop and monitor a community outreach and communication plan.
2. The Board will keep the City Council advised of its progress and submit a written annual report to City Council and the community. The Board will also prepare a ten-year plan to meet the goals in Resolution No 1793.

3. The Board will recommend to Council changes to the Golden Municipal Code related to the goals in Resolution No 1793.

4. CSAB will monitor and report on the City’s internal sustainability and environmental programs and advise the City Manager on programs to improve that effort and additional efforts and their anticipated results.

5. The Board will provide leadership, monitoring advice, and reporting for City participation in state national and international programs related to sustainability and improvement of the environment.

Expectations

From Council. The expectations of City Council to the Board are as follows:

1. To receive timely recommendations from the Board pertaining to policy decisions and capital investment.

2. To propose programs and projects that make measurable progress toward achieving the City’s Sustainability Goals.

From the Board. The Community Sustainability Advisory Board’s expectations of City Council include:

1. To request the Board’s assistance when research and recommendations are needed regarding sustainability policy decisions.

2. Council will provide feedback and engage in discourse regarding the Board’s proposals and recommendations.

3. Council will commit resources towards meeting the sustainability goals (staff and funding).

Near-term Strategies (1-2 years)

1. The Board will make recommendations to Council regarding further definition of the Sustainability Goals and create baselines for each.

2. The Board will develop a Strategic Plan to achieve the ten-year goals and include performance indicators.

3. The Board will produce a Community Progress Report to measure the City’s progress each year.
4. The Board will adopt an education/communication strategy to include a 2-year calendar for education and communication activities structured to (1) address each of the sustainability goals, (2) enhance the effectiveness of specific sustainability related programs, and (3) promote sustainable practices in our community.

5. The Board will continue to analyze specific community programs and projects to identify their impact to the Sustainability Goals and bring recommendations to Council for funding.
Council Memorandum

To: Susan Buhr, Sustainability Advisory Board Chair  
   Members of the Sustainability Advisory Board

From: Jacob Smith, Mayor

Date: December 10, 2009

Re: SAB Priorities and Direction From City Council

Thank you for taking the time to meet with City Council during our November 5, 2009 study session. Thank you as well for preparing your November 5, 2009 annual review memo.

City Council concurs with the “History of the Board” and “Mission Statement” proposed in that memo. During that meeting City Council also agreed on the following operational direction and priorities, in general order of priority, for the Sustainability Advisory Board for the remainder of 2009 and for 2010.

1) The Board must identify performance indicators (i.e., metrics) for each of the goals identified in the Golden Sustainability Initiative. The Board should privilege indicators that rely on currently available data where feasible and it must select indicators that are measurable on a regular basis through the life of the ten-year Initiative (and preferably beyond that).

2) The Board needs to select a baseline year for the Initiative. Although Council expressed some preference for a single baseline year covering all of the goals, Council also expressed a willingness to consider something more complicated if necessary.

3) The Board needs to determine baseline data for each of the selected indicators for each of the Golden Sustainability Initiative goals.

4) The Board needs to work with staff to prepare an annual report or Community Progress Report on an annual basis. This report should also incorporate and report on progress toward the ten-year goals using the same performance indicators adopted for the baseline data and strategic plan. This report should be coordinated and integrated with the Community Accountability Report in years that the city publishes one.

5) The Board needs to adopt a strategic plan for achieving the ten-year goals, incorporating the performance indicators for each of the goals used in determining baseline data/levels. The critical element of this strategic plan is a prioritization of approaches and strategies for accomplishing the ten-year goals. Given the enormous range of possible strategies for
each, and the limited resources available to investigate options and implement strategies, the Board needs to identify which specific strategies it believes will be most effective and appropriate. This amounts to the game plan for accomplishing the ten-year goals. Given the timeframe and the nature of the goals, it would be appropriate for the strategic plan to include some areas of uncertainty, and it would be appropriate for the Board to refine the strategic plan over time. In considering options for programs and policies, the Board needs to evaluate and compare options on the basis of their costs and their likely impact on progress toward achieving the explicit adopted goals of the Golden Sustainability Initiative. This strategic plan will form the basis of City Council’s direction to the City Manager for sustainability-oriented outcomes in the annual adoption of a City Manager Performance Expectations document.

6) The Board needs to implement the strategic plan by implementing itself where appropriate, preparing proposals to City Council for specific projects and policies as appropriate, and by collaborating with other partners as appropriate.

City Council, through a motion adopting this resolution, is adopting the following deadlines for each of the aforementioned priorities:

- Priority #2 (select a baseline year): by December 2009.
- Priority #3 (determine baseline data): by January 2010.
- Priority #5 (adopt a strategic plan): by April 2010.
- Priority #6 (implement the strategic plan): ongoing.

Finally, in addition to those specific priorities, the Board’s general responsibilities also include the following. This memo clarifies the responsibilities for the Sustainability Advisory Board as codified in Resolution 1789 and may be further clarified by one or both of the resolutions the Board is planning to present to City Council for consideration.

- Conducting all of your proceedings in a manner that helps secure broad public support for the Golden Sustainability Initiative.
- Engaging in education and communication efforts that build public support for Golden Sustainability Initiative efforts and improve the effectiveness of these efforts.
- Making policy and program recommendations to City Council, and considering the need for public support when doing so.
- Keeping the City Council advised of the Board’s progress.
- Making recommendations to the City Council for the modification of existing programs and policies and the adoption of new programs and policies required to achieve the goals of the Golden Sustainability Initiative in a manner consistent with the Board’s adopted Strategic Plan.
- Providing leadership and advice regarding City of Golden participation in state, national, and international programs related to sustainability.
Annual Review
Planning Commission Goals
Draft as of February 4, 2010

History of the Board

The Planning Commission was first established in 1948 by Ordinance 240. This ordinance occurred about a year before the first zoning ordinance in the community was adopted. In 1954 this initial ordinance was reenacted under Ordinance 359. Interestingly, the current description of Commission’s duties and advisory capacity remain unchanged from the 1954 ordinance. The Planning Commission was the first of the current citizen boards to be established.

Mission Statement

To date, the Planning Commission has not established a specific statement pertaining to their overall mission. Rather, Commission operates based upon Chapter 18.16 of the Municipal Code which indicates that the “planning commission shall have general supervision of all planning for the development, expansion, and growth of the city and shall, from time to time, prepare comprehensive long term plans for the growth and development of the city”. This one sentence sums of the “master planning” function of the commission. The balance of the duties are referred to in Section 18.16.060, but are more specifically defined elsewhere in the code.

Commission Recommends to Council about the following:

- Chapter 18.48 requires Planning Commission to conduct a fact finding hearing and make a recommendation to City Council requiring any rezoning request (including major amendments to PUD Official Development Plans).
- Chapter 18.50 requires Planning Commission to conduct a fact finding hearing and make a recommendation to City Council requiring any street or alley right of way vacation request.
- Chapter 18.80 authorizes Planning Commission to recommend the designation of activities for inclusion under the City’s 1041 permit process. City Council makes the determination of whether to enact 1041 powers, and conducts the permit review for designated activities.
- Title 17 authorizes Planning Commission to conduct the main fact finding hearing process and make a recommendation to City Council regarding preliminary subdivision plats.

Planning Commission has the following decision making authority:

- Chapter 18.30 authorizes Planning Commission to hear and rule on Special Use Permits. Commission’s action is appealable to Council.
- Chapter 18.40 authorizes Planning Commission to hear and rule on certain final site plans, and to act as an appeal board for administrative actions of site plans. Site plan actions are appealable by the applicant up to Council.
- Chapter 18.70 authorizes Planning Commission to hear and rule on certain banking requests, waiver of penalty requests, and requests for up to one additional year to replace a demolished residence, all under the 1% growth system.
- Title 17 authorizes Planning Commission to make comments on sketch subdivision plats, to act as an appeal board regarding minor plats.

Planning Commission Operating and Program Goals:

- Planning Commission will operate as an effective advisory board based upon policy guidance provided by the City’s Comprehensive Plan and other adopted policy documents.
- Planning Commission will prepare community and neighborhood plans that are responsive to the values of the Golden community, and will recommend code updates and changes that better implement community values.
- Planning Commission will fulfill its role as a fact finding hearing board in a complete and objective and impartial manner, based upon municipal code procedures and community and neighborhood plan policy guidance.
- Planning Commission will provide effective communication tools and materials to the community and property owners pertaining to community and neighborhood plans and Planning Commission activities.

Expectations:

From Council. The expectations of City Council regarding the Commission are as follows:

1. To receive timely recommendations from the Commission regarding plans, policy issues and decisions.

2. To propose programs, projects, and code changes that result in measurable progress toward achieving the City’s community goals and values.

From the Board. The Planning Commission’s expectations of Council include:

1. To request the Commission’s input in matters related to land use and community planning efforts.

2. When directing the Commission to pursue the evaluation of code changes and other major policy issues, to clearly define Council’s desired outcomes and direction up front.

3. To carefully appoint Commission members that will assist in the Commission’s many duties and responsibilities.
Near Term Strategies (1 – 2) years. Much of the Planning Commission’s efforts in 2010 and 2011 will depend upon the final structure of the Golden Vision 2030 document. However, a number of other project areas can be identified.

1. Conduct an in-depth review of the current Comprehensive Plan - 2\textsuperscript{nd} Quarter 2010 - Commission has determined that the best way to move into the completion and adoption process for the Golden Vision 2030 project is to review the current comprehensive plan as a group , in depth, and to submit a summary of that review of goals targets and prior actions to Council by mid 2010.

2. Adopt Golden Vision 2030 document - 3\textsuperscript{rd} or 4\textsuperscript{th} Quarter 2010 The GV 2030 “Plan” is not specifically a community or master plan. Rather it is an articulation of an integrated set of core community values that will guide the City (and to some degree the community) in setting overall direction and in decision making for the next several years. The GV 2030 Plan assembles and creates a context and framework for presenting and using the primary or core community values to guide City decisions and actions. The most important elements of the GV 2030 Plan will be the integrated community values and the Guiding Principles that will become the decision making model for the community for the foreseeable future.

3. Participate significantly in the Clear Creek Master Plan process, especially in the phases related to strategic land use alternatives for both public and private land in the corridor, as well as with portions of the plan related to the neighborhood interface. The Planning Commission chair and staff have been identified for the project Advisory Committee.

4. Participate significantly in the East Downtown Plan effort. This effort should be focused on the review of opportunities for public infrastructure and uses as the guiding structure for this area. Commission should partner with GURA if GURA takes the lead on the project, or alternately it could become a Planning Commission project.

5. Continue with sustainability code amendment review and recommendations. Commission will be proposing some adjustments to the subdivision ordinance this year, however, the next larger topic for Commission and CSAB will be potential building code refinements for new construction and additions to single family and duplex dwelling structures.

6. Adopt Updated Comprehensive Plan - 1\textsuperscript{st} or 2\textsuperscript{nd} Quarter 2011. In initial discussions, Planning Commission does not feel that this project can be scoped or a schedule committed to until the final structure and content of the Golden Vision 2030 document is more resolved. Accordingly, the timeframe is subject to further review.

7. Adopt Municipal Code updates (related to GV 2030) - 2\textsuperscript{nd} Quarter 2011

8. Adopt (new improved) Land use entitlement and decision making process - 4\textsuperscript{th} Q 2011

9. Complete in South and Central Neighborhood Plans - 2011

April 22, 2010

Jim Dale, Chair, Planning Commission
Members of the Planning Commission

Re: City Council Direction to the Planning Commission

Dear Jim and members of the Board:

Thank you for taking the time to meet with and update City Council on February 25. As always, we are impressed by how hard you work and how much you accomplish. Thank you as well for providing the “Planning Commission Goals” document, which provides a great overview of the board’s history, mission, and legal responsibilities. City Council agrees with the priorities as you articulated them in that document (the February 4, 2010 draft that was presented to CC), so City Council is consequently providing you with the following direction:

1) Participate in the major planning efforts identified in your document, including participation in the process and review of the final proposal of the Clear Creek Master Plan.

2) Complete your work on the sustainability code, infill code, and other policy/code updates queued up for 2010 within the constraints of additional priority challenges that might be identified by Council.

3) Be prepared to launch the Comprehensive Plan update process as soon as the Golden Vision 2030 document is adopted.

4) Take whatever steps might be appropriate in order to stay on schedule for the other items listed in your document for 2011 and 2012, including the code updates required to complete the Comprehensive Plan update process.

We offer our sincere thanks to everyone on the Planning Commission for your hard work and dedication in support of our community.

On behalf of the Golden City Council,

Jacob Smith, Mayor

Attached: Planning Commission Goals, dated 4 February 2010
Annual Review
Historic Preservation Board Goals
January 18, 2010

History of the Board

The Historic Preservation Board (HPB) was established in 1983, by Ordinances 918 and 940. The establishment of the Board coincided with efforts to save the Astor House and establish the 12th Street Historic District. Over the years, the Board has broadened its focus to areas of education and communication, to other individually designated historic resources, and the establishment of two other residential historic districts.

Mission Statement

HPB’s overall mission is the preservation of the historic character of Golden. Golden’s historic sites, buildings, and resources can provide a historical aesthetic that supports the appeal of the natural beauty and recreational and business opportunities available in the community.

HPB’s operating mission is to pursue the preservation of the historic character of Golden primarily through the following activities:

- The Board advises City Council on all policy matters related to historic preservation in the community.
- The Board fulfills responsibilities related to the evaluation of sites for historic designation, as well as the evaluation of alterations to historic sites.
- The Board serves as the first and best source of historic preservation program information in the community.
- The Board acts in an advocacy role for the furtherance of preservation in Golden, both in terms of policies, programs and community plans, and also when a specific historic site of community significance is threatened.
- The Board works actively to physically preserve certain historic sites or buildings, including recommendations to Council for investment of City funds, when appropriate.

HPB Operating and Program Goals:

- HPB will operate as an effective advisory board based upon professional and structural guidance from the Colorado Historical Foundation Certified Local Government Handbook, Chapter 18.58 of the Golden Municipal Code, and the board by-laws.
• HPB will clearly define and articulate the “Golden Story”; the primary definition of why Golden’s history is so important.
• HPB will identify those places that give Golden its historic character, and will actively work to support preservation of these resources.
• HPB will provide effective communication tools and materials to describe the benefits of (and opportunities for) historic preservation efforts to the community and property owners.

Expectations:

From Council. The expectations of City Council regarding the Board are as follows:

1. To receive timely recommendations from the Board regarding policy issues and decisions.

2. To propose programs, projects, and code changes that result in measurable progress toward achieving the City’s historic preservation goals.

From the Board. The Historic Preservation Board’s expectations of Council and staff include:

1. That Council request the Board’s input in matters related to historic preservation.

2. That City Council clearly define Council’s desired outcomes and direction up front, when directing HBP to pursue the evaluation of code changes and other major policy issues.

3. That staff diligently support the City’s adopted historic preservation policy by advising HPB as early as possible when a historic site or structure is threatened by alteration or demolition.

Near Term Strategies (1 – 2) years.

1. Regarding the “Golden Story”, the Board intends to discuss and develop a single, carefully articulated story of the history of Golden that clearly articulates why Golden’s history is so important, and creates the context and setting for other communication and advocacy efforts. Drafting of the “Golden Story” will be led by the Board, perhaps with consultant assistance.

2. Utilizing the themes and details of “Golden’s Story”, the Board will identify a specific list of those places that give Golden its historic character. The Board will create this list in order to identify our most critical resources, for future preservation efforts.
3. Regarding the effective communication tools goal, the Board will continue or implement the following programs:

   a. Completion of the community “walking tour brochure” currently in design stage.
   b. Continuation of the series of historic preservation articles in the Informer and Transcript.
   c. Continuation of the bronze plaque program for identifying historic sites.
   d. Improve the information delivery system to the community re historic preservation programs and topics, including internet based tools and other methods.
   e. Incorporate new electronic technologies for telling the story of Golden’s historic sites.
   f. Evaluation of the program to identify historic neighborhoods with signs or markers.

4. The Board will review and evaluate the issues associated with the 2006/2007 community discussion regarding increasing the level of HPB involvement in final decisions regarding the alteration or demolition of historic structures. HPB will present this evaluation to City Council in late 2010.
April 9, 2010

Bruce Bard, Chair, Historic Preservation Board
Members of the Historic Preservation Board

Re: City Council Direction to the Historic Preservation Board

Dear Bruce and members of the Board:

Thank you for taking the time to meet with City Council on March 11 (and for your willingness to reschedule from the previous meeting). It was a very helpful and informative discussion about the board and your efforts. Based on our discussion, City Council is providing the following direction to HPB for the next 12-month period:

1) **Land-use responsibilities.** HPB is doing a good job addressing individual projects as they come up. Please keep on keeping on.

2) **Historic site protection and restoration.** Based on your most recent Endangered Sites List and based on events that have unfolded since that list was prepared, identify a single priority site on which you will focus. The site should be one with high historic value that is significantly endangered in some way. Identify that site and brief Council on your decision by June 1. A written briefing is fine. Based on the circumstances that are causing the site to be endangered, develop a feasible and actionable plan to protect and/or restore that site as appropriate. That plan should include whatever elements you believe necessary, potentially including your own advocacy, City Council advocacy and/or policy, funding through the city’s Historic Preservation Fund, funding from other sources, partnerships with other individuals or organizations, etc. Adopt the plan and begin implementing it by August 1, providing City Council with a briefing at that point as well (and again a written briefing is fine). When we have succeeded in securing the long-term protection (and restoration, if required) of that site, HPB can then adopt a new endangered site on which to focus. Although City Council did not provide direction on which specific site you should focus on initially, the Downtown Post Office was among those we discussed, but there are others as that might be appropriate as well.

3) **Education.** Begin implementing education and outreach projects from among those you’ve already identified. You have the discretion to select the ones that make most sense to you; City Council’s expectation is that you will have several of these projects completed (if they are discrete) or up and running (if they are ongoing programs) by the time you visit us again in a year.

We discussed the importance of celebrating our historic preservation and restoration successes, and we encourage you as well to work with staff and other community partners as appropriate to make sure that happens. This can easily fall under your “Education” responsibilities. The Cambria Lime Kiln is the most obvious current example that we discussed.
Finally, we greatly appreciate your input on the design of the cemetery building. As you know, at that meeting we directed staff to redesign the building in a manner that protects as much of the integrity of the historic exterior while simultaneously maximizing the sustainable design principles and elements.

Thank you sincerely for all of your hard work supporting the city, the community, and our historic heritage.

On behalf of the Golden City Council,

Jacob Smith, Mayor
Economic Development Commission Goals
Draft as of December 8, 2009

History of the Board
The Golden Economic Development Commission (EDComm) was established by City Council Ordinance 1462 in 1999. In establishing the Commission, City Council indicated a desire to have an appointed board of citizens and local business people and employees to advise City Council on certain matters related to the local economy. Ordinance 1462 stated that the primary purpose of the Economic Development Commission would be to serve "in an advisory capacity to the City Council with reference to the development, refinement and implementation of economic development plans, policies and programs for the city. The initial creation of the commission included a sunset of January 1, 2005, unless extended. In 2004, the sunset date was amended to the current date of December 31, 2010.

Mission Statement
EDComm's overall mission is provide leadership, education, and the tools necessary for the Golden community to optimize appropriate economic opportunities.

EDComm Operating and Program Goals:
EDComm's efforts, programs, and projects are intended to facilitate and encourage:

A "healthy business community", characterized by:
- An increase in high quality primary jobs;
- An adequate supply of suitable quality commercial infrastructure (Building space).
- An appropriately low vacancy rate (may vary by type of use, since having space available is also important).

A "Vibrant downtown" and "Vibrant retail districts", characterized by:
- Mostly full store spaces (low vacancy)
- Retail outlets attractive to residents, daytime population, and visitors alike
- Sustainable sales tax collections from retail centers
- Maintaining cultural and recreational infrastructure.
Expectations:

From Council. The expectations of City Council regarding EDComm are as follows:

1. To receive timely recommendations from the commission regarding policy issues and decisions.

2. To propose programs, projects, and code changes that result in measurable progress toward achieving the City’s economic development goals.

From the Board. EDComm’s expectations of Council include:

1. To request the commission’s input in policy, program, and organizational matters related to economic development.

2. When directing EDComm to pursue the evaluation of major policy issues, to clearly define Council’s desired outcomes and direction up front.

Near Term Strategies for 2010.

1. Conduct an in-depth policy level discussion about how economic development attraction and retention services are delivered in community, and the associated structures.

2. In cooperation with GURA, conduct an in-depth policy level discussion about post 2014 GURA district economic development. Consider all viable options in context of above citywide ED discussion.

3. Evaluate how professional marketing and PR services are handled by the Community Marketing Fund, agency versus in house, versus hybrid.

4. In addressing the above tasks:
   - Determine the existence and order of magnitude of direct development assistance necessary for the community to achieve community goals.
   - Determine the level of political support for the use of such direct development assistance tools.
   - Evaluate known or likely development assistance tools and structures for a fit with the above.
   - Determine the most effective operating structure for the various needed functions (business retention and attraction, community marketing, redevelopment assistance).
Based upon the above two questions, determine the best staff level operating structure to support any elected or appointed board(s).

i. Status quo
ii. New independent organization to do all or part
iii. Combine operating structure within an existing or new department.

Chosen structure for marketing to determine what marketing services (currently primarily by contract) should be handled in house vs on-going contract?

i. Marketing Strategy and Plan
ii. PR
iii. Marketing Creative
iv. Web design
v. Web and On-line marketing maintenance
vi. Media Buying
Council Memorandum

To: Annette Lyttle, Chair, Golden Urban Renewal Authority
    Members of the Golden Urban Renewal Authority Board

Cc: Mark Heller, Executive Director, Golden Urban Renewal Authority

From: Jacob Smith, Mayor

Date: December 10, 2009

Re: 2010 GURA Priorities, Budget, and Direction From City Council

Thank you to your GURA board Vice-Chair, other members of your board, and your executive director for taking the time to meet with City Council during our December 3, 2009 business meeting. Thank you as well for providing a draft 2010 GURA budget and work plan. During that meeting GURA sought guidance from City Council on several issues, and the City Council articulated and clarified some expectations of GURA.

On the issue of side street signage and recycle bins, the City Council’s general consensus was supportive of the concept but with some concerns that the specific design shown in the packet may not be effective at enticing Washington Avenue visitors to visit the side street businesses. Council asked GURA to revisit the design itself with this question in mind, and to seek input specifically from side street merchants as to the concept and design of the signs.

On the idea of a “Downtown Management Plan” addressing outdoor music, vehicle noise, and other downtown management issues, City Council asked Executive Director Heller to provide a summary of a conference he recently attended on these issues and to come back to City Council with a proposal for what such a plan would actually look like and what steps would be required to develop one.

On the potential for redevelopment of the two vacant GURA lots on 12th and 13 streets, City Council expressed concern that GURA may be in a position to make irreversible decisions significantly affecting the nature and character of the area in the absence of a comprehensive vision and plan for the “East Downtown” area (the area roughly between Washington and Ford and between Clear Creek and 14th). Redevelopment across this area can be expected to occur over time, and in the absence of a clear vision and plan we can expect to see buildings fill in up to the maximum size allowed by the present zoning. In other words, in the absence of a proactive plan that identifies key corridors for pedestrians and bicycles, routing and parking for cars, public space, appropriate heights, and other elements, we can expect the area to fill up with tall buildings that preclude opportunities and options that might work well for property owners and community members. City Council expressed support for completing a long-term plan for the area and for the idea of GURA playing a leadership role in
that planning process. While City Council opinions varied on the implications for
development of the two lots there was some concern about GURA continuing with its current
RFP process prior to the completion of a long-term plan.

GURA expressed its disinclination to contribute financially to the Jackson Street Corridor
under the rationale that with a one million dollar plus project, GURA’s contribution would
have a minimal positive effect on the project budget and a large negative effect on GURA’s
much smaller budget. City Council asked GURA to reconsider this question.

City Council expressed support for the expectations of GURA outlined in the Draft 2010 GURA
Budget and Work Plan.

Finally, City Council expressed support and appreciation for the hard work of the GURA board
and staff over the past year and for your many contributions to the vitality of our historic
downtown. I also want to acknowledge my thanks to GURA for expeditiously addressing the
shortcomings with the original Junior Arch.
Memorandum

To: Community Sustainability Advisory Board
From: Theresa Worsham, Sustainability Coordinator
Through: City Manager, Mike Bestor
Date: September 9, 2010
Re: CSAB fundable projects for 2010

Purpose of Agenda Item: To allocate funds for remaining sustainability projects in 2010 and to plan projects for inclusion in the 2011 work plan.

Background: As of September, the current status of the sustainability budget is as follows:

<table>
<thead>
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<th>Account</th>
<th>Project</th>
<th>Expenditures</th>
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<tbody>
<tr>
<td>Professional Services</td>
<td>2010 budget</td>
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<td></td>
<td>Peter Ewers contract</td>
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<tr>
<td></td>
<td>CML/CU Denver grant</td>
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<tr>
<td></td>
<td>Amount remaining as of 8/6/10</td>
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<tr>
<td>Sustainability Programs</td>
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<td></td>
<td>Solar permit fee waivers (Jan-May '10)</td>
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<td></td>
<td>Community Garden support</td>
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<tr>
<td></td>
<td>Garden In A Box event</td>
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<tr>
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<td>2010 Sustainability Awards</td>
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<tr>
<td></td>
<td>Amount remaining as of 8/6/10</td>
<td>$33,776.60</td>
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</table>

Over the last several months, nine fundable projects have been proposed by Board members or through various consultant recommendations. A description of each follows:

1. **Education/Communication Consultant**
With five new strategies outlined in the new Strategic Plan, the Board’s previous interest in hiring a consultant may help achieve the new goals. Several alternatives have been mentioned previously:

- Use the CU-Boulder consultant suggested by Susan to develop a baseline and survey work to measure the effectiveness of the sustainability education program.
- Extend the contract with Hanna Design, who created the sustainability logo and already provided the Board with quotes for additional service. Excerpts from the Hanna Design proposal is attached for your review and the existing contract contains language that would allow the Board to pursue additional collaboration with Hanna Design.

Estimated cost: $10,000, depending on scope of work.

2. CU-Denver Consultation Assistance

As part of the Board’s interest in continuing to receive assistance from CU-Denver, a cost estimate from Dr. Anu Ramaswami is attached for the following projects:

- Annual measurements to evaluate the impact of recent sustainability achievements and update the city’s carbon inventory.
- Individual analyses for implementation of the Home Energy Meter program, development of an industrial energy efficiency program, and evaluation of the emissions reduction as a result of the PAYT program.

Estimated costs: $4,000 for annual inventory updates; $2,000 for additional analysis of reduction measures; and $4,000 each for individual projects. Some or all of these projects may be planned for inclusion in the 2011 budget.

3. Residential Energy Efficiency Project

The conclusions of Peter Ewers’ report provided the guidance needed to do a case study for one house to become net zero. The Board should discuss the report findings and decide whether it is appropriate to pursue a case study or to use the information in alternate ways, such as the basis for a energy efficiency handbook for homeowners or a partnership with the Smart Energy Living Alliance (SERA) to hold a home energy efficiency competition (as suggested by Karen).

Estimated costs: $22,000-$86,000 for case studies by Peter Ewers, $5,000-$10,000 for handbook creation, $10,000 for a residential competition.

4. Community Solar Gardens Project

While waiting for state and federal issues to be resolved, the Board may wish to support a steering committee of volunteers and hire a consultant to assist in the creation of an entity that would become a Golden CSG program.
Estimated cost: $7,500-$10,000 for consultant.

5. **Shop Local – Reusable Bag Fundraiser**

Pricing has been obtained for approximately 3,000 reusable bags to be distributed to Golden’s public schools (4). Next Steps are to engage interested K-12 schools, meet with the Shop Local group and retail outlets for sponsorships to offset the cost of bags.

Estimated cost: $12,000. Cost neutral, through recovery of the project cost through local retail sponsorships.

6. **Compost Drop Off Site**

With the new City trash program, the Board suggested that a free drop-off site for brush, leaves, and yard waste may help residents minimize their weekly trash volumes. In addition, a drop-off site can help residents who may not have space to compost in their own yards. Staff has been working with Chip Parfet, owner of vacant land at the west end of 8th Street, to create a drop-off site for residents to use. Mr. Parfet can use the materials in a nearby commercial compost operation that he owns. Start up costs include fencing, signage, regular rental of a wood chipper, and transportation of the materials.

Estimated cost: $10,000 annually (approximate) to support a partnership to offset costs.

7. **Wind Turbine Pilot**

Staff has met with four of the companies that participated in the CSM wind study to determine interest in a comprehensive program to install four different wind turbines in the north Golden (Canyon View Business Park) area and evaluate their effectiveness over time. The Economic Development Commission has pledged $10,000 plus marketing costs to support the study. Alternatively, the Board may also consider a targeted effort toward commercial use of Xcel’s Wind Source program.

Estimated cost: $10,000 for wind turbine pilot. When combined with EDComm’s money for a total of $20,000, the project will offset $5,000 for each of the four wind turbines. Approximately $2,000 for Xcel’s Wind Source program.

8. **Park Recycling Pilot**

Staff is awaiting cost estimates from EDS to serve any or all of five city parks. Additional interest from local students to start a recycling program at the Rooney Road park is gaining momentum. Soccer leagues have just started and will run through the end of November, so this park may provide an ideal example for a short term pilot.

Estimated cost: Unknown until EDS provides a bid for each of the 5 proposed parks. For a specific project at Rooney Road, estimates are approximately $600 for dumpster
service for the remainder of the year and labor costs may be offset by the students because they will commit to emptying bins on a weekly basis.

9. **Event Waste Reduction Program**

As suggested by the Board, the next steps will be to obtain bids to create a handbook of low-waste event strategies for production and publication.

Estimated cost: $2,000 for consultant; $1,500 for printing which can be allocated from the sustainability printing budget and not to the main sustainability program and professional services accounts.

**Recommendations:** The Board should review the remaining budget for 2010, prioritize programs for this year based on the new Strategic Plan priorities and decide which programs may be planned for 2011.

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Cost</th>
<th>Plan for 2010 or 2011?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Professional Services Budget</strong></td>
<td>$19,625 available for 2010</td>
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<tr>
<td>Education/Communication Consultant</td>
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<td>Recommended list of new projects</td>
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<td>PAYT analysis</td>
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<tr>
<td>Home Energy Meter program</td>
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<tr>
<td>Industrial energy efficiency program</td>
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<td>Handbook</td>
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<td>Residential competition</td>
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<td>Compost Drop Off Site</td>
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<td>Wind Turbine Pilot</td>
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<td>Xcel Wind Source promotion</td>
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<tr>
<td>Park Recycling Pilot</td>
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<td>Event Waste Reduction Program</td>
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</table>
Ms. Worsham:

I am excited about continuing to work with you and Gunter Ritter to develop a project in Golden to improve our existing homes from energy users to homes that have zero net energy use. This next step that we are calling Phase 2 Analysis and Design is to select one to three residences to be used as examples and demonstrations and develop a design specific to that residence.

Along with Ewers Architecture, Silvertip Integrated Engineering Consultants continue to partner with us on this project. Michael Haughey of Silvertip Integrated Engineering Consultants has partnered with us to develop the phase one report.

We envision that this phase of the project would develop the concepts in the Phase One report for a specific building(s) through analysis of the building and development of construction documents. The final product of this phase would be a set of documents that could be used as the basis for obtaining bids for construction or presentation to possible grant organizations.

This Phase 2 Analysis and Design would include the following services:

1. Kick-off meeting
   • Discuss overall case study strategy and begin coordination of each party’s efforts

2. Case Study Selection Assistance
   • Review candidates residences against criteria (assume maximum 10 candidates selected)
   • Review blower door test results of each candidate residence
   • Provide summary comments for each candidate residence
   • Meet with City of Golden to discuss selection
3. **Existing Condition Assessment and Documentation of Selected Residence(s)**
   - Review, document, and summarize energy bills
   - Measure building and develop three-dimensional Building Information Model (BIM), including documentation of windows and apparent insulation
   - Perform thermal imaging
   - Perform computerized load calculation
   - Evaluate energy balance and document existing appliances, lighting, plug loads, etc.
   - Develop spreadsheet of existing energy balance condition and validate with energy bills

4. **Develop concept level upgrade scenarios for evaluation**
   - Evaluate each scenario with the spreadsheet tool
   - Evaluate renewable energy options and make recommendations
   - Comment on each scenario and make recommendations
   - Meet with Owner and City to discuss options and make decisions

5. **30% Cost estimate**
   - With the aid of a professional cost estimator or general contractor well-versed in sustainable construction, create a cost estimate of the work to be performed on the test home(s), using the design information available at this time.

6. **30% Progress Submittal**
   - Document project to the point of alternative selection
   - Provide summary information for public use regarding the evaluation methods and selection criteria and reasoning behind decisions
     - Breakdown of load calculations for the example house
     - Summary of measured electrical use for the example house
     - Summary for building if modified as-recommended
       - Energy use breakdowns
       - Passive solar contributions
       - Brief discussion of alternatives considered and reasons for recommendations made at this stage
     - Cost estimate

7. **Detailed Systems Evaluations**
   - Evaluate details of the solution such as specific R-values, insulation types and thickness, addition of mass, window modifications, sealing of air leaks, passive solar heating and cooling, mechanical and electrical systems sizing, and renewable energy system sizing.
   - Meet with Owner and City to discuss options and make decisions
• Prepare schematic design drawings and sketches

8. 60% Cost estimate
• Update the previous cost estimate using more refined design information available.

9. 60% Progress Submittal
• Document details selected and decision process behind each
• Augment information for public use to include the evaluation methods and selection criteria and reasoning behind decisions
  o Energy use breakdowns
  o Passive solar contributions
  o Active solar contributions (PV and Solar Thermal if applicable)
  o Brief discussion of alternatives considered and reasons for recommendations made at this stage
  o Challenges faced integrating the modifications into the existing building
  o Cost estimate

10. Construction Documents
• Develop the designs and documentation for Owner review and possible submittal to the building department for first review.
• Meet with Owner and City to discuss options and make decisions

11. 90% Cost estimate
• Update the previous cost estimate using more refined design information available.

12. 90% Progress Submittal
• Prepare drawing package for final Owner review
• Augment information for public use to include important details in the documents, construction details that may be useful on similar projects, and updated cost estimate data.
The following fee proposal is arranged to allow ending the project at the 30%, 60%, or 90% progress stage and further to apply to a first residence case study, a second additional residence, and a third residence. The fees listed below are complete to the stage shown (so the fee for studying two residences to the 60% level would be the amount shown in the center box). Therefore, any of the nine fees stated below may be selected to proceed with this Phase 2 Analysis and Design.

<table>
<thead>
<tr>
<th></th>
<th>30%</th>
<th>60%</th>
<th>90%</th>
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</tr>
<tr>
<td>2 residences</td>
<td>$33,000</td>
<td>$48,000</td>
<td>$64,000</td>
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<tr>
<td>3 residences</td>
<td>$43,000</td>
<td>$64,000</td>
<td>$86,000</td>
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</table>

These proposed fees include all expenses such as blower door testing (using Xcel program for $125 per residence only), outside consultants such as cost estimators, and reimbursable expenses such as printing and mileage.

Please let me know if you have any questions about this proposal. I look forward to working with you on the next step of this important project.

Sincerely,

Peter J. Ewers, AIA, LEED AP
Ewers Architecture
A GOLDEN OPPORTUNITY
A GOLDEN OPPORTUNITY

The city’s award-winning Sustainability Initiative reaches across seven areas that affect the ongoing quality of life in Golden. In developing the plan, Golden used a grassroots approach led by citizens. While the city developed the final 10-year sustainability goals and programs to meet those goals, citizens were kept informed. The process was inclusive and sustainable, and demonstrated proven social movement strategies and planning practices. As Golden steps forward to brand its city-wide sustainability effort with a graphic, tagline and promotion strategy, it will be critical to consistently reflect the voices and efforts of the citizens of Golden.

In preparing this response to your solicitation, we want to encourage you to continue to be thorough and inclusive. Sustainability is a public value and the right brand will provide a rally point and identification for that value. We know that many citizens and public servants have spent long hours together crafting substantive sustainability initiatives. We assume that during that process you discussed what sustainability means to Golden, developed descriptors, key messages and brand traits, developed a vision statement, mission statement and possibly the equivalent of an “elevator speech” that will provide a springboard for the tagline, logo and brand. If this preliminary brand work is available for our review, we are ready to begin the creative work listed in the “1. Branding” section of your solicitation. However, if that early brand development is not complete, we strongly recommend Golden take a small step back and invest in that sort of brand exploration.

Once the brand descriptors and key messages described above are ready for our review, the budget you have suggested will provide enough time for us to develop your logo, tagline and website look and feel. You have created a Golden Opportunity to energize the city by providing a comprehensive, participatory, life enhancing, sustainable environment. We would be honored to synthesize that experience by designing a strong and enduring brand to represent your efforts.

OVERVIEW OF HANNA DESIGN

Hanna Design was founded in 1982, well before the advent of computer assisted design, cell phones and faxes, and in an era when most of us were oblivious to the issues currently associated with sustainability. Since that time we have grown to a six-person firm known for practical communications strategy, branding, e-marketing and “green graphics.” Our leadership in Green Graphics began in 2005 when we started insisting on environmentally friendly printing and recycled paper. In 2007 we were early adopters of the Designer’s Accord, http://www.designersaccord.org/, a global coalition of 100,000 designers, educators, researchers, engineers, and corporate leaders, working together to create positive environmental and social impact. As members of the Accord we advance the understanding of environmental and social issues from a design perspective by actively contributing to the communal knowledge base for sustainable design.

Use of paper is often not the most environmentally sustainable communications solution. Hanna Design offers strong website design and development, and we offer e-marketing expertise using Constant Contact as a marketing tool. Today our services are comprehensive and strategic. Careful planning to minimize environmental impact and maximize message delivery has become an integral part of our corporate culture.

WALKING THE TALK…

We believe it is important to put our support of sustainability into practice at home and at work. Toward that end we calculate our office carbon footprint, we have a comprehensive office recycling program in place, and we use environmentally friendly supplies. We are committed to reducing our carbon footprint annually.

BACKGROUND OF THE PERSONS RESPONSIBLE FOR THE ACCOUNT

CINDY HANNA
President
cindy@hannadesign.com
(303) 770 2119

Cindy will be personally involved in the Golden branding project. Cindy has been committed to sustainability efforts for many years and as founder and president of Hanna Design she provides its philosophical and practical leadership. Cindy’s 26 years of experience give her the courage to innovate and the wisdom to anticipate and plan for desired outcomes.

Cindy serves on the board of The Institute for Environmental Solutions (IES) as Secretary and Board Liaison to the Emerging Contaminants Project being implemented in Golden. She was also involved in the IES Tree Project in Golden and assisted foresters and IES staff as they measured tree sample locations around the city in 2007. Cindy is an avid community gardener and composter.

(resume attached)
BACKGROUND OF THE PERSONS RESPONSIBLE FOR THE ACCOUNT

CRISTELLE BURNS
Senior Designer
crystelle@hannadesign.com
(303) 770 2119

Crystelle is the obvious choice to lead the design efforts for the Golden Sustainability Initiative Branding Project. Crystelle has been a Golden resident since 2003. She loves Golden’s proximity to the mountains and family-friendly, small town atmosphere. Crystelle joined Hanna Design in 2000 and has provided strong design leadership for a variety of clients including the City of Greenwood Village, The Nature Conservancy, the Institute for Environmental Solutions, and Arapahoe Community College.

(resume attached)

Other Hanna Design staff persons may be involved with Golden Branding (1.) as needed. Future Marketing Efforts (2.) as described in the solicitation will certainly involve more of the team. Their bios are available on our website at www.hannadesign.com

- Lucia McConnell: Customer Service and Business Management
- Sandy Gregory: E-Marketing
- Laura Witt: Senior Designer
- Amy Raymer: Senior Designer
- Kairi Frame: Web Specialist
- Andrea Robinson: ARC Sustainability, Associate

HANNA DESIGN’S PHILOSOPHY FOR MARKETING SUSTAINABILITY TO THE COMMUNITY

1. UNITE THE WHOLE SUSTAINABILITY INITIATIVE WITH ONE GRAPHIC AND MESSAGE
   We would encourage consistent brand use across all city sustainability initiatives to ensure an integrated, whole-system branding effort. Using the new brand throughout the system will maximize success through brand recognition, insure costs effectiveness and increase longevity of Golden’s implementation of the Sustainability Initiative.

2. BUILD BRAND RECOGNITION AND PARTICIPATION THROUGH FAMILIARITY AND REPETITION
   Integrate the new brand look and message with consistency into all city communications. Define proper use and application of the logo and tagline to insure that the intended message and look is not diluted or misrepresented.

3. FOLLOW THE GUIDELINES IN FOSTERING SUSTAINABLE BEHAVIOR AN INTRODUCTION TO COMMUNITY-BASED SOCIAL MARKETING BY DOUG McKENZIE-MOHR
   Everyone engaged in marketing sustainability should read and understand this book. Whenever feasible Golden should use the commitment strategies, norms and prompts listed in this publication to create lasting behavior change through positive reinforcement, personal contact and example setting.

4. MEASURE RESULTS
   It is not enough to make the effort to change behaviors. We believe that measuring results within the community is critical to the assurance that lasting change has occurred. Take the time needed in the beginning to carefully plan marketing strategies so that they incorporate measuring success.
BUDGET AND PROPOSED FEE SCHEDULE

BRANDING
We have intentionally listed the following steps in the order we recommend:

RESEARCH AND DISCOVERY
One meeting with representatives of the Sustainability Initiative to receive their input and suggestions and review their key messages, vision and mission statements. Please see assumptions described in paragraph two and three of “A Golden Opportunity.” This estimate assumes that all other meetings and presentations will be done online.

- Online research of sustainability logos and key messages.
- Designer review of the materials and information provided by the City of Golden and online research. Analysis and internal designer summary.
- $500-$800

TAGLINE DEVELOPMENT
- Based on the information provided through research and discovery we will provide as many as three to five tagline options. The city will chose one for use with the new city sustainability graphic.
- $1,000

LOGO DESIGN (NEW SUSTAINABILITY GRAPHIC)
- Hanna Design will provide as many as four logos for Golden's sustainability initiative incorporating the chosen tagline. One revision to the chosen logo is included in this estimate.
- $2,500

HOMEPAGE LAYOUT
- Hanna Design will incorporate the new logo and tagline into a new look and feel for the home page of the Golden website. The work will be done in InDesign for initial approval. HTML will be priced upon request but is not part of this estimate.
- $1,000

FUTURE MARKETING EFFORT SUGGESTIONS
As mentioned in our cover letter, I have three primary concerns as you introduce the sustainability brand and initiatives to the citizens of Golden:

1. Plan a public launch that will get everyone's attention. Cleanup Days is a popular event in the community and is well attended by sustainability-minded citizens so launching the new brand there would be an excellent opportunity.
2. Provide personal example and involvement whenever possible to sustain individual commitment to behaviors.
3. Prepare a plan in advance with budgets, timelines and measurable results. Such planning takes time and deserves its own budget but its value far exceeds its cost.

As you develop a Plan for Sustainability and Community Involvement, include tactics, timelines and budgets. Look closely at the complexity of goals and potential activities and consider the following as you make your decisions and set your priorities:

1. A reasonable balance across the seven initiative areas;
2. Your goal priorities – which are the most pressing, most difficult, etc.
3. The people power you have to implement the activities you plan;
4. Optimal timing windows for activities and initiatives (try to spread out activities);
5. Costs for materials and support;
6. Ways you can double up on goals within one public education effort.
FUTURE MARKETING EFFORT SUGGESTIONS CONTINUED

MORE ABOUT THE PUBLIC LAUNCH…
To build interest and excitement, the launch of the brand should be preceded by media “teasers.”

- Earned media with no hard costs. Possible advertising expenses.

Everyone who attends the event should be deputized into the “Sustainability Posse” to help promote sustainability.

- A badge would be a nice touch. Buttons can cost less than $1/piece plus design

Consider developing a “Lives of the West” creed or pledge that people agree to.

- No cost.

Dedicate a new bike path, hiking trail, or other form of alternative transportation, named in honor of the brand.

- No cost for the dedication.

Have local restaurants provide locally grown foods for the event.

- Contributed in exchange for publicity.

Have composting demonstrations, sign-ups for energy audits, etc.

- Contributed in exchange for publicity.

Put the new logo and brand on EVERYTHING. Purchase lots of decals and posters for homes and businesses who are sustainability participants. These supplies will be helpful to have for many purposes. Of course, all materials must be recycled and recyclable.

- Order in bulk. Find a Golden printer who is highly certified for sustainability (we can help with this.) Price depends on quantities ordered.

Secure sponsor partners who will underwrite some or all of your costs.

- Takes some legwork but secures your bottom line!

Offer a Green Directory (print and online). Sell ads and give sponsor partners free ads as a part of their launch event sponsor package.

- Sale of ads should pay for the design and printing of the piece.

A FEW OTHER THOUGHTS…

We can design a special Community Sustainability Calendar or revise an existing community calendar to teach about sustainability. All sustainability info can be clearly noted: recycling days, special events and classes. The calendar can be an educational tool with tips and “good to know sustainability info”. Special offers can be included and coupons for bike tune-ups, organic foods, etc.

Make this a valuable household planner by adding school vacation days, high school football information, parks sustainability events, etc.

This can be a reminder that will hang on the frig in many households as a teaching tool for months to come. It will consolidate the initiatives and get multiple messages into every household.

- Assuming the information was gathered and written by Golden, designing and planning such a calendar would cost $7,500 - $10,000 approx. Printing costs would depend on the quantity. Costs could be covered by advertisers or community sponsors.

Create a special, highly coveted designation for businesses and neighborhoods that meet or exceed the highest sustainability goals.

- Minimal expense with high ego value and role modeling.
A FEW WORDS ABOUT SPONSORS, FREEBIES AND ADVERTISERS…

Because this is all about sustainability, it will be essential to develop standards of participation as sponsors or advertisers. It would dilute the effort if “green-washing” occurs and advertisers are included who do not walk the talk.

PEOPLE POWER…

These are only a few of the many thoughts and ideas that come to mind as we contemplate your Golden Opportunity! We’ve tried to suggest reliable, proven solutions that have low costs for the value they produce. We encourage the use of earned media, and sponsors and advertisers to help with expenses. Thankfully, Golden already has strong momentum behind its sustainability initiatives because people power, even more than funding, may be the resource in shortest supply.

Hanna Design has a very capable and versatile staff of six who can assist as needed with planning and strategy, implementation and design. If chosen to work on Phase 2 of your solicitation, we can provide additional consultants and experts as needed, or work with others that you choose. Our hourly rates are as follows. We will invoice monthly for our services.

- Consulting and Strategic Planning (Cindy Hanna and/or Andrea Robinson) $120/hour
- Design (Crystelle Burns and the design team) $100/hour
- Copywriting and Event Logistics (Sandy Gregory) $75/hour
- Electronic Media (Kairi Frame) $125/hour
This is a proposal to the City of Golden ("the City") for technical assistance related to the City’s greenhouse gas (GHG) emissions inventory and resulting proposed and current reduction measures.

Background
At the end of 2009, the City partnered with the University of Colorado Denver (UCD) and the Colorado Municipal League (CML) through a generous donation from Wal-Mart to begin the process of quantifying a baseline for sustainability. The City of Golden has recently been implementing programs and policies to increase sustainability in the community and quantifying these efforts is an important next step. In order to inform the current and future conditions of the climate and of the City’s GHG emissions, in June of 2010 UCD completed a greenhouse gas (GHG) emissions inventory for 2007, which is the baseline inventory for community-wide emissions. This baseline GHG emissions inventory provides measureable data that can be tracked over time. UCD’s analysis also include a tailored sustainability matrix with examples of actions the City can add to its current list to further a sustainability plan. See the figure below for the results of the GHG emissions inventory and proposed additional actions; the top three actions alone could reduce GHG emissions by 11% by 2020.

CITY OF GOLDEN GHG EMISSIONS INVENTORY AND CLIMATE ACTION PLANNING

2007 Community-Wide GHG Emissions Analysis

Population: 17,701

Total GHG Emissions: 480 thousand mt-CO₂e
58% buildings energy use, 23 % transportation, 19% materials and waste

Per Capita Emissions: 27.1 mt-CO₂e

Community-Wide Proposed and Prioritized Strategies

Commercial/Industrial Awards Program (increase energy efficiency, decrease commuting alone, increase Windsource): 37,000 mt-CO₂e reduced (8%)

Individualized Travel Marketing: 8,000 mt-CO₂e reduced (1.7%)

Home Energy Meters: 3,600 mt-CO₂e reduced (0.7%)
Proposal for Next Steps

In order to further assist the City with its sustainability efforts, UCD is proposing to provide the following technical assistance:

1. **Annual Update to the GHG Emissions Inventory (ongoing):** UCD would perform an annual update to the current 2007 baseline GHG emissions inventory. This analysis would include collecting updated activity data and calculating updated energy use, GHG emissions, and benchmarks. Deliverables would include an updated spreadsheet, an updated report, and a presentation relaying the update and changes to the GHG emissions inventory.

2. **Annual Analysis of Additional Reduction Measures (ongoing):** UCD would perform an annual analysis of additional recommended and prioritized reduction measures the City could add to its portfolio. This analysis would include cost effectiveness, energy and/or GHG emissions savings, payback periods, etc. Deliverables would include an updated spreadsheet, an updated report, and a presentation (these deliverables would be combined with the inventory deliverables, similar to the 2007 baseline deliverables).

3. **Home Energy Meters Analysis:** UCD would assist the City with investigating the implementation of a home energy meters policy. This analysis would include surveying homes in the City to get details on energy use and costs, to identify sources of high energy use, and to identify appropriate meters for each home. Deliverables would include survey results and data, a short report, and a presentation relaying results and recommendations.

4. **Commercial/Industrial Challenge Analysis:** UCD would assist the City with investigating the implementation of a Commercial/Industrial Challenge. This analysis would include contacting the highest industrial energy users to explore opportunities for energy efficiency as well as to contact the highest commercial energy users and survey the majority of commercial businesses in the City to formulate a strategy for the challenge. Deliverables would include site and survey results and data, a short report, and a presentation relaying results and recommendations.

5. **Pay-As-You-Throw Analysis:** UCD would assist the City with an evaluation of its recently implemented pay-as-you-throw waste policy. This analysis would include collecting data on waste transportation to the landfill, tons of waste and the characterization of the waste hauled to the landfill, and the resulting GHG emissions reductions from this policy. Deliverables would include data results, a short report, and a presentation relaying the results and any recommended changes to the policy.
Budget
The proposed budget for this technical assistance would be as follows:

<table>
<thead>
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<th>Project</th>
<th>Cost</th>
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<tr>
<td>Annual Update to the GHG Emissions Inventory (per year)</td>
<td>$4,000</td>
</tr>
<tr>
<td>Annual Analysis of Additional Reduction Measures (per year)</td>
<td>$2,000</td>
</tr>
<tr>
<td>Home Energy Meters Analysis</td>
<td>$4,000</td>
</tr>
<tr>
<td>Commercial/Industrial Challenge Analysis</td>
<td>$4,000</td>
</tr>
<tr>
<td>Pay-As-You-Throw Analysis</td>
<td>$4,000</td>
</tr>
<tr>
<td>Total</td>
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<tr>
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</table>

Each project listed above would take about two months of graduate student time, with supervision and oversight from Alison Culpen, CSIS Sustainability Project Outreach Coordinator, and Dr. Anu Ramaswami, CSIS Director and Engineering Faculty at UCD. Note that both the Update to the GHG Emissions Inventory and the Analysis of Additional Reduction Measures equates to half of the cost of a first-time analysis.
Executive Summary
The purpose of this Strategic Plan is to investigate, identify, and develop a process of programs, investments, and initiatives that could facilitate the City’s achievement of its ten-year sustainability goals. The strategic plan will help assess the effectiveness and degree of difficulty of various approaches, providing prioritizations in the plan. The plan will be used as the basis for CSAB’s advice, suggestions, and assistance to the City in achieving its sustainability goals.

What is Sustainability?
In Golden, and indeed across the U.S. and other nations, we are faced with impacts as a result of population growth, resource consumption, and energy needs. Golden is also affected by regional impacts such as the economy,

The Community Sustainability Advisory Board defines sustainability as living or acting in a manner that balances improving our quality of life, a healthy vibrant community, and mindful stewardship of the natural resources and environment.

CSAB Mission Statement
The mission of the Community Sustainability Advisory Board is to lead, encourage, enable, and empower the citizens, visitors, and people who work in Golden, to live in a sustainable manner and to provide recommendations to the City’s sustainability initiatives, while facilitating implementation of the specific sustainability goals adopted by City Council in Resolution 1793.

The Community Sustainability Advisory Board is made up of seven Golden residents who bring a broad perspective of sustainability expertise: Tom Atkins (chair), Karen Smith (vice chair), Susan Buhr, Hillary Mizia, Scott Morrissey, Gunter Ritter, and Chuck Baroch. CSAB meets twice each month and invites members of the public to attend and provide comments. For more information on Golden’s sustainability programs and meeting dates and times, please visit www.golden.net/sustainability.

Introduction
Under the leadership of the Golden City Council, the Community Sustainability Advisory Board and participation by citizens, the Golden community has made a long-term commitment to sustainability and environmental stewardship. With the ten-year goals, Golden recognizes both the operational challenges and opportunities that it will face in upcoming years. Nevertheless, Golden is committed to creating a set of governmental and community policies, metrics, and benchmarks that will assure that the community, businesses and residents are able to take proactive steps to meet ongoing challenges as well as capitalize on new opportunities. The City of Golden recognizes that it will obtain significant economic, social, and environmental benefits through successful integration of sustainability into our operations, investments, and day-to-day living.

In 2006, the Golden Sustainability Initiative began with over 200 residents who attended the first sustainability open house on a cold and snowy night. After four months of work, recommendations by seven community working groups were adopted by City Council in 2007. The adoption of fifteen goals over seven topic areas forms the basis for this Strategic Plan.
Among the initiatives featured in the Plan are:

- Encouraging energy efficient buildings
- Improving economic health
- Providing thorough and relevant sustainability education and communication
- Reducing energy consumption
- Increasing our commitment to renewable energy
- Reducing our solid waste
- Finding alternative methods of transportation
- Conserving water and improving water quality

Detailed goals can be found in each section of this Plan and in Resolution No. 1793, adopted by City Council on August 23, 2007 and included in Appendix A.

**Intent**

The purpose of this Strategic Plan is to identify programs, investments, and initiatives that will make measurable progress toward the ten-year sustainability goals. CSAB recognizes that the path to becoming a sustainable city is a long-term commitment which has no finite end. In striving to become more sustainable, these strategies will provide direction in the city’s consideration for new ideas and emerging technologies.

As Golden implements the initial policy initiatives, CSAB is committed to continually reviewing its policy goals in light of new technologies, scientific advances and changing local, regional, and national objectives. As a necessary part of fulfilling its mission and evaluating progress, CSAB intends to include the following:

- Review the Sustainability Strategic Plan on an annual basis and update as necessary
- Review goals and metrics in 5 years (2012)
- Trend performance through successive calendar years and provide an annual Sustainability Report

In future versions of the Sustainability Strategic Plan, CSAB will look for opportunities to revise or expand sustainable policies to address Golden’s current needs and abilities. Consideration of all proposed initiatives and programs will include a rigorous cost-benefit analysis and CSAB will recommend that Council adopt policies and programs that offer the greatest benefit to Golden residents and businesses.
GREEN BUILDINGS

Goals
Improve the energy efficiency and reduce the environmental impact of new and existing buildings in Golden. Specifically:

Goal 1: Ensure that within ten years 90% of all new buildings constructed in Golden each year are built to green building standards.
   Metrics: Annual report listing total number of new buildings triggering compliance with green standards. For buildings exempt from the City’s building permit process (including public schools and university buildings), data collected from each entity will be used.
   Baseline: Zero percent (0%) of new buildings meeting the green building standard.

Goal 2: Ensure that within ten years 50% of all remodels in Golden each year are built to green building standards.
   Metrics: Annual report listing total number of remodels and those triggering compliance with green standards. For buildings exempt from the City’s building permit process (including public schools and university buildings), data collected from each entity will be used.
   Baseline: Zero percent (0%) of remodels meeting the green building standard.

Goal 3: Revise Golden's land use code to reflect the best practices in sustainability once every five years.
   Metrics: Number of amendments to Title 18 of the Municipal Code pertaining to sustainability best practices, measured annually.
   Baseline: One (1) sustainability-related code amendment in 2007.

Strategies
To better develop strategies, buildings have been divided into four general building types, recognizes that there are many more building types than the four general areas defined.

- **New and Remodeled Residential** – New construction, remodels (requiring a building permit), expansions, or upgrades for any kind of residential buildings where a building permit is required.
- **Existing Residential** - All other existing residential buildings where changes or upgrades may be made, but no building permit is required.
- **New and Remodeled Commercial/Non-Residential** - New construction, remodels, expansions, or upgrades for any kind of non-residential buildings where a building permit is required.
- **Existing Commercial/Non-Residential** - All other existing non-residential buildings where changes or upgrades may be made, but no building permit is required.
Strategies by Building Type:

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Methodology</th>
<th>Projects</th>
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</thead>
<tbody>
<tr>
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<tr>
<td>Review existing code, fees, HOA restrictions and Zoning</td>
<td>Maintain state of the art standard, prevent law and rule conflicts hampering sustainable practice.</td>
<td>Develop review schedule and enforce. Develop liaison with partner community for solution exchange.</td>
</tr>
<tr>
<td>Adopt Green Building Standards for New/Remodel Residential Construction</td>
<td>Maintain state of the art standard sustainable practice.</td>
<td>Identify candidate standards and involve stakeholders in selection process. Develop stakeholder discussion forum, on-line or with meeting series.</td>
</tr>
<tr>
<td>Adopt Incentive Strategies to exceed New/Remodel Construction Green Standards</td>
<td>Reduce barriers with financial incentives (fee and tax reductions), privilege incentives (exceptions), PR incentives (plague on the wall)</td>
<td>Fee waivers; develop super &quot;Sustainable Building Walk&quot;.</td>
</tr>
<tr>
<td><strong>Existing Residential</strong></td>
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<tr>
<td>Adopt Upgrade Strategies for Existing Residential Homes</td>
<td>Reduce barriers for owners to facilitate upgrade, engineering-, management-, and financial barriers</td>
<td>Develop template designs for common building types, including contract documents, identify financial incentives.</td>
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### New and Remodeled Commercial/Non-Residential

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### Existing Commercial/Non-Residential

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### Past Achievements

- Adoption of the 2009 International Building Codes, including the International Energy Conservation Code, which is estimated to be 15% more energy efficient than the previous version.
- Joint efforts with the Planning Commission, on integrating sustainability best practices into new construction and remodels for multi-family and commercial buildings and support for amendments to the Site Development Standards of the zoning section of the Municipal Code.
- Adoption of the U.S. Green Building Council’s LEED Silver standard for new municipal building projects.
- Contracted with an energy service provider, McKinstry to make energy efficiency improvements and guarantee savings for municipal buildings. The City received $500,000 from the Department of Local Affairs to offset costs for this project, which included a new solar thermal system at the Golden Community Center.
ECONOMIC HEALTH

Goals
Improve the economic health of our community by increasing business opportunities focused on energy efficiency and renewable energy and by reducing the energy costs of all Golden businesses. Specifically:

Goal #1: Encourage local businesses to improve their sustainability and profitability by developing their offerings of sustainable products and services and their use of sustainable products, services, and practices.

Intent: This goal refers to businesses improving the sustainability of their offerings and their processes and practices (e.g., retail businesses increasing their offerings of sustainable products, manufacturing businesses improving the sustainability of their processes).

Metric: Number of outreach efforts to provide information, resources, and assistance to encourage sustainability.
Baseline: Thirty-nine (39) outreach efforts in 2007 to provide information, resources, and assistance to encourage sustainability.

Goal #2: Create/Attract new jobs and businesses in the sustainability sectors.

Intent: “Sustainability sectors” refers to any and all businesses that not only contribute to the sustainable growth of Golden as a small town community, but also promote awareness and contribute to sustainable goods and services, such as jobs in the renewable energy sector, environmental engineering, sustainability and environmental consulting, composting, organic gardening, goods made from recycled materials, outdoor education, eco building supplies manufacturing and sales, etc. City Council, staff, and Sustainability Advisory Board should interpret this goal to mean a 20% increase in the number of sustainability sector jobs in the greater Golden area, meaning the Golden city limits and the unincorporated Jefferson County commercial areas immediately adjacent to the city.

Metric: Percent of employment in sustainability sectors.
Baseline: To be determined.

Strategies
Strategy #1: Create an effective leadership and awards program that encourages energy efficiency, use of renewable energy, and overall sustainable business practices.

Methodology: Partner with the Colorado Department of Health and Environment’s Environmental Leadership Program to bring Golden-based businesses to the forefront of the sustainability movement in Colorado.
Projects: Which of the 39 current programs are working?

Strategy #2: Increase participation in Xcel’s WindSource program.

Methodology: Talk with local businesses about WindSource and encourage them to sign up, work with Xcel to provide information to the appropriate decision makers.
Projects: Hold informational sessions about WindSource at businesses.

Strategy #3: Encourage energy efficiency.

Methodology: Inform local businesses about Xcel’s existing Demand-Side Management programs.
Projects: Create a business-to-business local resource guide with energy auditors, manufacturers and retailers of energy efficient equipment, etc. and make this available to all businesses within Golden. Tie this directly to the awards/leadership program.
Strategy #4: Reward businesses for increasing their use of alternative transportation both for business transactions and within the employee base.
   Methodology: Promote a program, such as the existing Best Workplaces for Commuters or newly created program akin to Fort Collins’ Drive Less Challenge, to all businesses.
   Projects: Inform businesses of the Circulator Bus and how it can work in their favor. Tie this to the awards/leadership program.

Strategy #5: Develop a local living economy.
   Methodology: Get involved with the Business Alliance for Local Living Economies (BALLE) and meet with the three Colorado-based BALLE programs currently in action (Be Local in Fort Collins, Mile High Business Alliance in Denver, and Local First in Durango and La Plata County). Invite noted author, economist and local living guru Michael Shuman to Golden for consultation and discussion.
   Projects: Golden First Fridays, a local living economy resource guide/coupon book.

Strategy #6: Create a friendly environment to on-site renewable energy projects.
   Methodology: Reduce or waive permitting costs to such projects. Publicize businesses that are undertaking on-site renewable energy.
   Projects: Pilot projects involving renewable energy on-site.

Strategy #7: Recruit new businesses/start-ups to Golden that fill a specific community need.
   Methodology: Identify large waste streams that could be turned into material for new businesses, gaps within locally provided services, and potential partnerships with existing businesses to create synergy and industrial ecology.
   Projects:

Past Achievements:
As part of efforts within the private marketplace, several sustainability-related business have located in Golden:
- Proterra – a fuel cell bus manufacturer with x employees
- Solar photovoltaic and solar thermal providers – Nine companies operate within the city limits and provide solar expertise to building owners within Golden and adjacent communities.
EDUCATION

Goals
Increase our community's awareness of and encourage commitment to actively take part in sustainability as a public value that supports cultural, economic and environmental health for all citizens. Specifically:

Goal 1: Create effective, ongoing two-way communication that informs, educates and inspires community involvement in city-wide sustainability efforts.

**Metrics:** Performance Indicator: Percent change in level of knowledge of community efforts and city actions taken through community surveys.

**Baseline:** Zero percent (0%) level of knowledge of community efforts and city actions taken through community surveys.

Goal 2: Support the Community Working Groups in crafting community action plans that effectively foster sustainable behavior.

**Metrics:** Performance Indicator: Percent of Community Working Group recommendations that have been adopted.

**Baseline:** Eight (8) Community Working Group recommendations were implemented in 2007.

Note: This goal area is considered a mechanism for achieving the other sustainability initiative areas.

Strategies and Methodologies

Strategy #1: Communication infrastructure – Develop mechanisms and resources for communication
- Use city-wide communication avenues regularly (ex. Informer, newsletters)
- Develop electronic means of communicating with sustainability-attentive people in Golden (ex. listserves, website)
- Develop means for visitors to Golden to engage in sustainable behavior (ex. signage)

Projects:
- Regular inclusion of sustainability information in the Informer, Golden Transcript and electronic newsletters and news items
- A new look. CSAB created a logo that represents the many interests of sustainability and provides resources through the sustainability section of the Golden Informer.
- City-wide educational / promotional campaign were implemented for reducing solid waste, energy reduction (promote CFL use), alternative transportation and water consumption.

Strategy #2: Public – Provide on-going opportunities for people in Golden to participate in sustainability-oriented community events and initiatives
- Provide a suite of workshops and events in which Golden residents and visitors participate
- Promote sustainability as an element of public events in Golden
- Develop sustainability-oriented communities to inform and support sustainable behaviors

Projects:
- In 2009, the City hosted a series of free sustainability workshops to provide resources and encouragement to Golden residents. Topics included learn to compost, compost with worms, improving the energy efficiency of your home, and sew your own resusable bag.
• CSAB identified support of a community garden citizen group as one of its priorities, and provided support to the group that subsequently emerged. That group established the Golden Community Garden, which uses a vacant city parcel and provides rental plots, education, and community interaction to Golden residents.

• Annual Sustainability Awards: Individuals and businesses in Golden are honored through the annual sustainability award.

• Energy efficiency tools can be borrowed from the City’s library of products such as a Kill-A-Watt meter which measures the electric consumption of any appliance in your home or a digital infrared thermometer to identify sources of leaks around windows, doors, or vents.

Strategy #3: K-12 and Informal Education – Develop mutually beneficial relationships with local schools and with environmental education providers

- City staff and CSAB members regularly communicate with local educators
- Local students are engaged in sustainability initiatives
- Local education providers are engaged in community workshops and events

Projects: Local partners provide educational workshops described under

Strategy #4: Higher Education – Engage higher education students in city sustainability initiatives

- Local undergraduate and graduate students are engaged in sustainability initiatives, as a means of learning and as participants
- CSAB and CSM Sustainability Board are aware of and support one another’s initiatives

Projects: Engage School of Mines EPIC students in wind turbine study; engage CU Boulder and CU Denver graduate students in sustainability planning and research

Strategy #5: Commercial sector – Develop sustainability-oriented partnerships and communication avenues with commercial sector entities.

- Use sustainability communication mechanisms to support the commercial sector in Golden
- Develop communication partnerships between CSAB and community commercial organizations

Projects:

- CSAB has supported Shop Local campaigns through communication and coordinated efforts (ex. Community gardeners are encouraged to shop at Meyer’s Hardware)
- CSAB holds joint meetings with the Economic Development Commission and Planning Commission in order to identify mutually beneficial activities such as local business development through sustainability-related projects and green building codes.
ENERGY EFFICIENCY & RENEWABLE ENERGY

**Goal**
Increase our community’s energy efficiency and our use of renewable sources of energy. Specifically:

*This goal has two components: reducing energy consumption and increasing the use of renewable energy sources (e.g., solar photovoltaic and thermal systems, wind, hydropower, geothermal, and biomass).*

Goal #1: Reduce the City of Golden’s energy usage by 25% and increase to 50% the proportion of its energy use derived from renewable energy sources within ten years (25 x 50 x 10).

**Metrics:** For municipal energy consumption: annual consumption of electricity (MWh), natural gas (therms), and gallons of transportation fuel (both gasoline and diesel). For municipal use of renewable energy: the ratio of energy derived from renewable versus non-renewable sources.

**Baseline:**
- Electricity: 10,121 Megawatt Hours
- Natural gas: 235,416 Therms
- Percent electricity from renewable energy: 0%
- Transportation fuel: 80,088 gal

Goal #2: Reduce overall community energy usage in Golden by 20% and increase to 20% the proportion of its energy use derived from renewable energy sources within ten years (20 x 20 x 10).

**Metrics:** For community energy consumption: annual consumption of electricity (MWh), natural gas (therms), and vehicle fuel efficiency (average miles per gallon for privately-owned vehicles). For community use of renewable energy: energy derived from sum total of all private solar installations captured by the City’s building permit system, other renewable energy projects, Xcel WindSource subscriptions, and Excel Energy RPS standard achievements.

**Baseline:**
- Electricity: 259,081 Megawatt Hours
- Natural gas: 16,145,250 Therms
- Percent electricity from renewable energy: 1.1% [needs edits]
- Fuel efficiency: 25 mpg

**Strategies and Methodologies**

City of Golden

**Strategy #1.** Continue with energy efficiency and renewable energy investments for city-owned facilities.
- Follow-up with additional recommendations from the performance contract with McKinstry Inc.

**Strategy #2.** Seek partnerships with local organizations adjacent to city-owned reservoirs to determine feasibility of large-scale renewables.

Community

**Strategy #1.** Increase Energy Reduction through Sector-Specific Initiatives
- Analyze energy consumption by sector (e.g., residential, non-municipal governmental, commercial, industrial) to determine relative contributions to energy use.
- Establish priorities for sustainability initiatives to target sectors responsible for greatest energy consumption.
- By the end of 2011, develop and implement 2-3 new initiatives related to energy conservation targeting the top 3 priority sectors.

**Strategy #2.** Increase Distributed Generation of Renewable Energy
• Use the results from Task 1 to develop strategies to increase distributed generation among top 3 priority sectors.
• Determine which technologies to emphasize (e.g., which of solar PV, solar thermal, geothermal heat pump, and wind technologies are most viable at the distributed generation scale).
• Evaluate opportunities to develop community solar energy cooperatives.
• By end of 2011, develop and implement 2 new initiatives related to distributed generation targeting the top 3 priority sectors.

Strategy #3. Increase Renewable Energy Subscriptions
• Develop campaign to increase the number of households and businesses subscribing to Xcel’s WindSource program by 10% by the end of 2011, with 3% increases in enrollment in each of the subsequent years.

Strategy #4. Evaluate Community-Scale Renewable Energy Opportunities
• In 2011, conduct a study assessing the potential for developing a large scale renewable energy project on City property, on County property, or on land that could be purchased by the City and/or County.
• Seek support from the DOE Office of Energy Efficiency and Renewable Energy Technical Assistance Program.

Strategy #5. Increase Use of Alternative Fuel or High Fuel Efficiency Vehicles
• Support local fueling stations for electric vehicles and alternative fuel vehicles.
• Research priority parking program for alternative or high efficiency vehicles.

Programs

City of Golden
Projects implemented as part of the Performance Contract by McKinstry Inc:
• Lighting Upgrade
• Community Center pool lighting retrofit
• Exterior light upgrade
• Solar pool heating and pool systems optimization
• Replace rooftop air handlers
• Heating and Building comfort optimization and improvements
• Replace inlet guide vanes with variable frequency drives
• Controls upgrade centralization
• Vending misers
• Domestic hot water system optimization
• DDC optimization

Community
• *Increasing Distributed Generation of Renewable Energy*: Community Solar Gardens. Investigate the potential for a public/private partnership to develop a Community Solar Garden in Golden. The Community Solar Garden would be open to Golden residents by paid subscriptions and would benefit participants by providing direct electric energy credits from Xcel. 2010 is a key startup year for this concept, and applications are likely to be limited. A public/private partnership could enhance the likelihood of selection to Xcel’s limited participants. The Community Solar Gardens approach could allow more Golden
residents and/or businesses to reduce their grid-generated electrical energy by substituting distributed solar electrical energy without requiring individual roof-mounted systems.

• **Increase Energy Reduction through Sector-Specific Initiatives**: Home Energy Meters. CSAB will research the costs and benefits of a voluntary program to install Home Energy Meters in homes. A visible meter helps consumers to monitor electricity use and encourage behavioral change to reduce use by an estimated 10-15%.

• **Increase Energy Reduction through Sector-Specific Initiatives**: Xcel Energy’s WindSource program. For both commercial and residential uses, this program is expected to help significantly in the City’s efforts to achieve 20% renewable energy in the Golden community by 2017.

• **Increase Energy Reduction through Sector-Specific Initiatives**: Demand Side Management (DSM). Six main industries in Golden make up 25% of the total annual electric consumption in Golden. Xcel Energy’s DSM program can help industrial businesses maximize their energy efficiency while upholding their high standards of business. Estimated energy savings: xxxx; Estimated cost of program to City: none.

• **Increase Energy Reduction through Sector-Specific Initiatives**: Home Energy Audits. The City of Golden provided $60 rebates to 50 homeowners who obtained an energy audit through Xcel Energy program. Homeowners were able to use the audits to make informed decisions about the best energy efficiency projects for their homes. The City of Golden is using data collected from the audits to plan for future programs. Estimated energy savings: xxxx; estimated cost of program to City: $3,000.

• **Increase Energy Reduction through Sector-Specific Initiatives**: Free Energy Efficiency Kits. In 2009, Golden partnered with Xcel Energy to provide free energy efficiency kits to 400 residents. Volunteers canvassed the Golden Hills and Golden Heights neighborhoods to deliver kits that contained six compact fluorescent light bulbs, two sink aerators, and a low-flow showerhead. Estimated Energy Savings: xxxx; estimated cost of program to City: no cost.

• **Increase Energy Reduction through Sector-Specific Initiatives**: University of Colorado Denver (UCD) Greenhouse Gas (GHG) Emissions Inventory Study. The City of Golden partnered with the UCD’s Center for Sustainable Infrastructure Systems and the Colorado Municipal League, through a Wal-Mart donation, to prepare a GHG emissions inventory for the City of Golden for the baseline year of 2007. As part of this study, the UCD researchers quantified energy use and renewable energy generation by three key sectors (residential, commercial, and industrial) and identified specific actions that can be implemented to simultaneously reduce GHG emissions and assist the City’s efforts to meet its community goals related to energy efficiency and renewable energy. This report will be instrumental in establishing sector-specific initiatives for energy reduction (and for increased use of renewable energy). Estimated energy savings: to be quantified; estimated cost of program to City: $5,000.

• **Increasing Distributed Generation of Renewable Energy**: Small Wind Pilot Project. In early 2010, 450 Colorado School of Mines students were paired with ten Golden business owners to recommend and design a commercial wind renewable energy system. Estimated renewable energy production: none at this time, depends upon future implementation of small turbines; estimated cost of program to City: no cost.

• **Increasing Distributed Generation of Renewable Energy**: Solar Permit Fee Waivers. In 2009 and 2010, CSAB provided funding to offset the cost of building permit fees for homeowners who installed solar photovoltaic or solar thermal systems. Through this effort, over 40 homeowners took advantage of more than $30,000 in fee waivers. Estimated renewable energy production resulting from waivers: 192 kW; estimated cost of program to City: $26,900.
SOLID WASTE & RECYCLING

Goal
Reduce our waste stream contributions by 25% in ten years.

Metrics
Reduce our solid waste stream contributions through expanded use of recycling plans, waste diversion programs and other tools. Measure volume/tons of garbage, recycle and green waste materials (Editors note: Having one waste hauler will make it simpler to measure the volume of waste today. Earlier data on volume/tonnage may be harder to quantify accurately)

Baseline
The baseline that has been established from which to measure progress is about 29.7 million tons in 2007. This includes all types of waste that has been going to the landfill. It may not include the waste, such as aluminum and glass that was recycled by Coors, Foss etc.

Strategies:

Strategy #1: Expand access to recycling service.
   The new waste hauler will be required to provide recycle containers to collect recycle materials that will be diverted from the landfill to recycle center. (I was in Ohio when the county required citizens to recycle paper. The waste hauler collected the paper, but there was a very limited demand for recycled paper and much of it went to the landfill). The use of recycle containers will begin shortly.

Strategy #2: Adopt a Pay-As-You-Throw program.
   The City and the Waste collector will provide recycle containers and inform the users of their services what can be recycled and what can be put in the container that will go to the landfill. (This does not prevent some people from putting recycled material in waste going to the land fill and vice versa). This becomes extremely important and many people have no idea what can be put into recycle bins and what can go into waste containers.

Strategy #3: Endorse a shopping bag reuse program.
   Citizens will be encouraged to use cloth or plastic bags for use, primarily to transport products from the stores to home. (This will be a major educational effort as many people have several such bags, but still use the paper and plastic bags provided by the merchants)

Strategy #4: Create a compost program.
   The city/waste hauler will set up a program to collect material for composting (grass clippings, organic wastes) and transport it to the composting pit. The implementation of this process is still being developed. Some citizens may choose to compost their wastes at home.

Strategy #5: Encourage downtown recycling.
   GURA and the City have placed containers to collect waste and recycle material along the trails and in city parks. Training people as what goes into each container needs to be a part of this project.

Strategy #6: Park Recycling Pilot Program
   Fund a pilot program to add recycling service to one or more of the City parks.

Strategy #7: Expand yard waste reduction efforts.
   Twice a year, the city will collect large yard waste products. (This will require a good educational program as to what wastes can go into the garbage can such as grass clippings and leaves that goes to the landfill) and what will be collected in the twice a year campaign. Authors note: It is unclear
to me where yard wastes will be handled. Will yard waste be collected separately or will it go into the garbage?

Methodology

1. The new waste hauler will provide containers for waste and recycle material
2. The city and the waste hauler will provide literature on what can be composted, what can be recycled and what will go to the land fill and how and when these materials will be collected.
ALTERNATIVE TRANSPORTATION

Goal
Increase the ability of Golden residents and visitors to travel to and through Golden using alternative transportation. Specifically:

- Reduce the community’s total Vehicle-miles Traveled by 15% in ten years

Although this goal specifies only a reduction of vehicle-miles traveled (VMT), it also calls for promotion of the use of alternative means of transportation. The goal is not broken down into City and community components, but we may want to monitor City VMT as a key component. The transportation goal also contributes directly to the energy reduction goals from fuel consumption.

Metrics
1. Annual vehicle-miles traveled within the City of Golden on trips either originating or terminating in Golden
2. Total gallons of fuel consumed on these trips

Baseline
Using the EPICS model described below, we have estimated the community total VMT in 2007 to be 486,003. The DRCOG number is approximately 999,999. Based on an average vehicle fuel efficiency provided by DRCOG, the total gallons of fuel consumed in 2007 was 80,088 gal.

Strategies
Strategy 1: Develop a metrics model to measure VMT that can be used to monitor VMT on an annual basis

- Methodology: Use the City’s vehicle count data, which is measured annually at consistent sites, along with a descriptive model of the City’s street network, to calculate VMT by extrapolation and interpolation.
  - Engage CSM EPICS class to develop a model for these calculations. An Excel-based model has been developed and delivered. DONE IN 2010.
  - Rough-check the model against estimates from DR-COG. DONE IN 2010.
  - Exclude pass-through traffic in order to restrict the analysis to trips that start or terminate in Golden. That should allow us to include residents, visitors, and employees, while excluding traffic passing through Golden without stopping (on US-6, SH-93, and SH-58, for example).
  - Use the Excel model with new annual vehicle count data to monitor annual vehicle-miles.
  - Evaluate and prioritize programs that could help reduce VMT and support as appropriate.
  - Re-evaluate in 2012 to assess progress and define needs for goal achievement in the last five years.

Strategy 2: Provide input to the Energy goals by ascertaining an average vehicle fuel efficiency that can be reasonably used to represent travel in Golden. Use the fuel efficiency values along with VMT to estimate total fuel consumed as input to the Energy goals.

Strategy 3: Support the use of alternative transportation

- Monitor the Golden Circulator Bus studies and support as needed. Encourage use of the circulator bus for local transportation needs beyond light rail.
- Encourage light rail use in Golden as soon as it is available
- Work with the Colorado School of Mines to encourage them to provide on-campus circulator bus facilities, especially from Mines Park to the main campus
- Support bike-to-work (and bike-to-shop) efforts as appropriate
- Endorse and support an effort by the Golden Optimist Club which provides clean, used bikes to any resident who requests one. A component of the Optimists’ program provides bikes to students of the Colorado School of Mines, thus reduces the need for using a car on campus.
- Recommend additional bicycle facilities at RTD stops to encourage commuters to use the bus system.
- Evaluate and support efforts to provide a connected bike trail system that can function well for bike-to-work.
- Investigate Best Workplaces for Commuters (BWFC), a program initiated by DOT and EPA and run by National Center for Transit Research at the University of San Francisco. Determine whether we could enlist the participation of several top employers.
- Determine whether a City-wide education effort could influence residential drivers’ behavior to increase their use of public transportation and bicycles. Coordinate timing with RTD’s LRT startup and the possible Golden circulator bus.

**Strategy 4:** Support a “shop local” campaign to encourage residents to reduce travel for as many shopping needs as possible

  a. Make sure that GURA and the Downtown Merchants Association are aware of the sustainability benefits of supporting shops that provide services for local residents, as opposed to targeting only tourists.

**Strategy 5:** Individualized Travel Marketing Program.
**Strategy 6:** Travel offsets
**Strategy 7:** Pay-as-you-drive auto insurance
**Strategy 8:** Transit-oriented development policies
**Strategy 9:** Retrofit program for fleet vehicles (e.g. hybrid school buses)
**Strategy 10:** Local food production
**Strategy 11:** Biofuels program
**Strategy 12:** Green concrete policy

**Programs**

- **Already Identified**
  - Support Golden Circulator Bus
  - CSM on-campus shuttle service
  - Golden Optimist Club bicycle program
  - Enhanced bicycle facilities at RTD stops in Golden
  - Best Workplaces for Commuters (BWFC)
**WATER**

**Goals:** Ensure that Golden sustains a clean, stable water supply into the future, Specifically:

**Goal 1:** Reduce Golden’s per capita water use by 15% in 5 years. (Applies to treated water as consumed by all uses within city limits.)

  - **Metrics:** Number of gallons, annually, for residential uses.
  - **Baseline:** 2007 Actual: 1,292,329,100 Gal consumed; 982,299,000 Gal treated.

**Goal 2:** Maintain better than regulatory water quality from water treatment plant to end-user. (Stricter than both state and federal standards)

  - **Metrics:** Compliance with Clean Water Act (CWA) regulations, A Partnership Through Clean Water Agreement, daily water sampling procedures, water monitoring station results, and amount of emerging contaminant education.
  - **Baseline:** N/A

**Goal 3:** Increase the efficiency of the water delivery system. Includes water infrastructure (pipes, valves, pump stations) from reservoir to plant and to end user, which is a reflection of public and private water line losses.

  - **Metrics:** Number of projects targeting reductions in water loss, dollars of investment in water infrastructure maintenance (including asset management and capital investment), and projects to reduce private side service line losses.
  - **Baseline:** 2007: 76% efficient

**Goal 4:** Improve the health of the ecosystem associated with the Golden waterways. Health will be defined by more than one specific metric to cumulatively measure ecosystem indicators

  - **Metrics:** Number of projects shown to promote the health of the Golden waterway ecosystem, number of stream or ditch restoration projects, channel maintenance programs, and erosion control plans for in-city locations and adjacent to city reservoirs
  - **Baseline:** To be determined.

**Strategies**

**Strategy 1:** Educate residents about ways to reduce outdoor water use

  - **Methodology:** Provide seasonal tips in water bills, provide information on City sustainability website, publicize rules to reduce irrigation evaporation (i.e. acceptable hours, watering days)
  - **Projects:** Develop seasonal water tips, develop City water conservation website

**Strategy 2:** Tie water pricing to consumption to send market signal to curb wasteful use

  - **Methodology:** Work towards long-term billing improvements to allow eventual shift to inverted block rates
  - **Projects:** Investigate monthly meter-reading software, commission analysis of revenue implications of tiered rates
Strategy 3: Use City parcels to publicize the aesthetic value and environmental benefits of low-water landscapes
Methodology: Begin removing areas of turf from City parks for replacement with natural areas
Project: Identify potential parcels, fund vegetation mapping

Strategy 4: Provide increased and well-publicized opportunities for residents to report water waste
Methodology: Create and publicize a water waste hotline
Projects: Create water waste hotline

Strategy 5: Take steps to better understand to better understand the impact of state water laws on Golden, and advocate for Golden’s participation in forthcoming pilot projects
Methodology: Lobby state legislature in favor of additional pilot projects to support gray water and rainwater use in Golden

Strategy 6: Provide incentives to reduce indoor water use
Methodology: Provide rebates for high-use appliances; provide free/reduced cost faucet aerators and low-flow showerheads to residents
Project: Develop rebate program, bulk purchase of efficient fixtures

Strategy 7: Target high water use industries
Methodology: Develop voluntary car wash certification program, with additional industries to be certified in the future
Project: Develop certification program

Strategy 8: Set rules to reduce water use within new developments
Methodology: Require soil amendments to reduce irrigation needs
Project: Develop rules and tie to permitting
RESOLUTION NO. 1793

A RESOLUTION OF THE GOLDEN CITY COUNCIL SETTING CITY-WIDE SUSTAINABILITY GOALS FOR THE NEXT TEN YEARS

WHEREAS, the Golden City Council recognizes the current threat to our environment and resolved in early 2007 to place Golden in the forefront of global communities willing to do their part to help make a difference, and

WHEREAS, the City Council recognizes that local government actions taken to reduce greenhouse gas emissions and increase energy efficiency provide multiple local benefits by decreasing air pollution, creating jobs, reducing energy expenditures, and saving money for the local government, its businesses, and its residents, and

WHEREAS, Golden defines sustainability as an attempt to meet the needs of the present without compromising the ability of future generations to meet their own needs, and

WHEREAS, Council wants to begin an aggressive ten-year program with clear goals, and

WHEREAS, since February of this year more than 60 citizens have devoted countless hours to refining Council's original proposed goals and suggesting programs for achieving them.

THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GOLDEN, COLORADO:

Section 1. Golden intends to meet the following Sustainability Goals:

a. Improve the energy efficiency and reduce the environmental impact of new and existing buildings in Golden. Specifically:
   1) Ensure that within ten years 90% of all new buildings constructed in Golden each year are built to green building standards.
   2) Ensure that within ten years 50% of all remodels in Golden each year are built to green building standards.
   3) Revise Golden's land use code to reflect the best practices in sustainability once every five years.

b. Improve the economic health of our community by increasing business opportunities focused on energy efficiency and renewable energy and by reducing the energy costs of all Golden businesses. Specifically:
   1) Encourage local businesses to improve their sustainability and profitability by developing their offerings of sustainable products and services and their use of sustainable products, services, and practices.
   2) Create/Attract new jobs and businesses in the sustainability sectors.

c. Increase our community's awareness of and encourage commitment to actively take part in sustainability as a public value that supports cultural, economic and environmental health for all citizens. Specifically:
   1) Create effective, ongoing two-way communication that informs, educates and inspires community involvement in city-wide sustainability efforts; and
2) Support the Community Working Groups in crafting community action plans that effectively foster sustainable behavior.

d. Increase our community's energy efficiency and our use of renewable sources of energy. Specifically:

1) Reduce the City of Golden's energy usage by 25% and increase to 50% the proportion of its energy use derived from renewable energy sources within ten years (25 x 50 in 10).

2) Reduce overall community energy usage in Golden by 20% and increase to 20% the proportion of its energy use derived from renewable energy sources within ten years (20 x20 in 10).

e. Reduce our solid waste stream contribution through the expanded use of recycling programs, waste diversion programs, and other tools. Specifically:

1) Reduce our solid waste stream contribution by 25% in ten years.

f. Increase the ability of Golden residents and visitors to travel to and through Golden using alternative transportation. Specifically:

1) Reduce the communities total Vehicle Miles Traveled by 15% in ten years.

g. Ensure that Golden sustains a clean, stable water supply into the future. Specifically:

1) Reduce Golden's per capita water use by 15% in 5 years.

2) Maintain better than regulatory water quality from water treatment plant to end-user.

3) Increase the efficiency of the water delivery system.

4) Improve the health of the ecosystem associated with the Golden waterways.

Adopted this 23rd day of August, 2007.