



**TOWN BOARD
STRATEGIC PLANNING
SESSION #2**

**Wednesday, April 5, 2023
1:00 p.m. – 4:00 p.m.
Rooms 202/203
Lunch 12:30 p.m.**

AGENDA

No public comment will be heard during this study session

This session will not be recorded or streamed. Public comments can be sent through the [Public Comment Form](http://www.estes.org/boardsandmeetings) available at www.estes.org/boardsandmeetings.

1. **Review of Objectives and Goals.**

Staff Proposed Objectives and Goals and Consideration of Additions from the Board for the following:

- Exceptional Guest Services. (20 min)
- Governmental Services and Internal Support. (20 min)
- Infrastructure. (20 min)
- Outstanding Community Services. (20 min)
- Public Safety, Health, and Environment. (20 min)
- Robust Economy. (20 min)
- Town Financial Health. (20 min)
- Transportation. (20 min)

Adjourn.

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Town of Estes Park 2024 Strategic Plan

Vision: The Town of Estes Park will be an ever more vibrant and welcoming mountain community.

Mission: The Mission of the Town of Estes Park is to provide high-quality, reliable services for the benefit of our residents, guests, and employees, while being good stewards of public resources and our natural setting.

THERE IS NO RANK-ORDERING OR PRIORITIZATION IN THIS PLAN. ALL NUMERICAL DESIGNATIONS ARE FOR REFERENCE PURPOSES ONLY.

For the purposes of Strategic Policy Statements, "We" refers to the Town organization, led by the Town Board of Trustees.

KEY OUTCOME AREA	STRATEGIC POLICY STATEMENTS	GOALS (MULTI-YEAR)	OBJECTIVES (ONE-YEAR)
Exceptional Guest Services - We are a preferred Colorado mountain destination providing an exceptional guest experience.			
	<p>1. We value broad collaboration in providing exceptional guest services.</p> <p>2. We provide high-quality events that attract guests to the Town.</p> <p>3. We strive to balance the impacts of visitation with the needs and quality of life of our residents and our key outcome areas.</p> <p>4. We make data-driven decisions in serving our guests and residents using up-to-date and relevant data.</p> <p>5. We value a well-maintained Stanley Park Complex.</p> <p>6. We contribute to an exceptional guest experience through a high-quality Visitor Services Division.</p>	<p>2.A. Develop events that attract guests to Town in the winter and shoulder seasons as well as mid-week events.</p> <p>2.B. Continue to develop and attract diverse events and audiences.</p> <p>3.A. Work with public- and private-sector entities to encourage additional town destination opportunities for guests, particularly in case visitation limits in the National Park or elsewhere remain a factor.</p> <p>4.A. Continue to monitor and adjust marketing focus to events that are branded to and successful in Estes Park.</p> <p>5.A. Implement the 2019 Stanley Park Complex Master Plan projects at the Events Complex.</p> <p>5.B. Maintain a high level of arena footing for horse shows and rodeos at the Events Complex.</p> <p>6.A. Implement the Visitor Services Strategic Plan.</p> <p>6.B. Visitor Services will work with Visit Estes Park on developing and implementing ways to introduce new technology to help educate and entertain guests at the Visitor Center.</p> <p>6.C. Continue to implement a Guest Services (Service Elevated) annual training for volunteers in the Visitor Center.</p>	<p>2.A.1 - Produce a new event in January of 2024 (First People's Festival).</p> <p>4.1 - Implement a new user friendly and robust ticketing system for events.</p> <p>4.A.1 - Design a new user friendly Events Department website using a different website platform.</p> <p>4.A.2 - Develop and implement a more robust social media program.</p> <p>4.A.3 - The Visitor Center will implement a plan to cross promote Town signature events.</p> <p>5.A.1 - Continue to work with the Fine Arts Guild to evaluate the feasibility of a performing arts center in Stanley Park.</p> <p>6.B.1 - Enhance the visitor experience in the Visitor Center through Estes Park imagery and artifacts.</p>

<p>7. We work to address the complications created by increased visitation with regard to our ability to ensure an exceptional guest experience.</p>		
<p>Governmental Services and Internal Support - We provide high-quality support for all municipal services.</p>		
<p>1. We maintain a well-trained and educated Town Staff.</p> <p>2. We attract and retain high-quality staff by being an employer of choice, including offering highly competitive benefits and wages.</p> <p>3. We match service levels with the resources available to deliver them.</p> <p>4. We strive to ensure that the membership of our Boards and Commissions reflects the diversity of the community.</p> <p>5. We strive to gain meaningful input and participation from all community members.</p> <p>6. We prioritize and support a culture of customer service throughout the organization.</p> <p>7. We support a culture of continuous improvement in our internal processes and service delivery.</p> <p>8. We operate with transparency, maintaining open communication with all community members and proactively making Town information available to the public.</p>	<p>1.A. Implement Human Resources Strategic Plan.</p> <p>2.A. Complete updates to compensation model to keep Town employee wages competitive with our market.</p> <p>3.A. Ensure adequate grant writing capacity as the current grant resources shift in time allocation.</p> <p>4.A. Explore options to improve the Town's ability to ensure diverse membership representation on Boards and Commissions.</p> <p>5.A. Conduct a community survey biennially in odd years to measure our performance and community preferences.</p> <p>5.B. Evaluate inclusivity of Town community engagement processes.</p> <p>7.A. Implement a Town performance management system including appropriate measures.</p> <p>7.B. Develop an organizational culture that encourages continuous process improvement.</p> <p>7.C. Upon completion of the electronic invoice approval process in Laserfiche, begin the process of converting the existing invoice archives into images within this same Laserfiche database.</p> <p>9.A. Minimize risk of becoming a victim of cybersecurity threats.</p> <p>10.A. We will continually evaluate the functionality of our website to ensure it serves the needs of our customers.</p>	<p>1.A.1 - Implement supervisor training for all Town employees with direct reports.</p> <p>1.A.2 - Explore options, timeline, and cost in implementing the Human Resources Strategic Plan.</p> <p>7.A.1 - Create a public-facing dashboard to share performance measurement data.</p>

<p>9. We monitor for, and protect against, cybersecurity threats.</p> <p>10. We maintain a robust, transparent, and user-friendly public-facing website.</p>		
<p>Infrastructure - We have reliable, efficient, and up-to-date infrastructure serving our community and customers.</p>		
<p>1. We ensure water service reliability and redundancy.</p> <p>2. We ensure high quality, reliable, and sustainable electric distribution service.</p> <p>3. We encourage and support renewable energy sources and storage.</p> <p>4. We ensure that our facilities are well-maintained and meet the needs of Town Departments and the community.</p> <p>5. We are proactive in our approach to mitigating flood risks including pursuing the implementation of the Stormwater Master Plan.</p>	<p>1.A. By 2026, increase raw water supply security and redundancy by obtaining new raw water from the Big Thompson River.</p> <p>1.B. By 2026, improve water accountability by decreasing overall treated water demand (per capita) through loss reduction.</p> <p>1.C. Develop a dedicated water distribution crew with the knowledge skills and ability for capital construction projects capable of replacing one (1) mile of pipe per year.</p> <p>3.A. Increase/enhance renewable energy sources and storage in concert with PRPA's transition plan and advocate for achieving the 2030 noncarbon energy goal on schedule.</p> <p>3.B. Establish guidance for the expanded placement of vehicle and Ebike chargers at appropriate locations within Estes Park. Establish planning and policy guidance to direct Town investment in zero emission fleet vehicles, equipment, and infrastructure.</p> <p>4.A. Evaluate the service condition, safety, functionality, accessibility and land use restrictions of our 32 public buildings using a data-driven approach and document the outcomes in our LUCITY asset management system and Facilities Master Plan.</p> <p>4.B. Upgrade the quality, function and safety of the Town's public restrooms 5-busiest public facilities, to exceed the expectations of our guests by 2025.</p> <p>4.C. Pursue energy conservation projects that improve the efficiency of our buildings.</p> <p>4.D. Develop a strategy and funding source for Town facility site acquisitions as identified in the Facilities Master Plan. Establish a timeline and funding strategy to implement the Facilities Master Plan recommendations.</p>	<p>3.B.1 - Complete a Zero-Emission Fleet Transition Plan.</p> <p>4.D.1 - Hire consultants to assist in land acquisition and design to relocate the Police Department out of Town Hall.</p> <p>5.A.1 - Pursue grant funding for private and/or public flood mitigation and stormwater projects.</p> <p>5.A.2 - Complete at least one stormwater CIP project from the list included in the Stormwater Drainage System Maintenance Policy.</p> <p>6.A.1 - Implement a Trailblazer Broadband program to help provide services at a reduced or free rate to economically challenged families within the Estes Park School District.</p>

	<p>6. We ensure access to high-speed, high-quality, reliable Trailblazer Broadband service.</p> <p>7. We partner with the three other owner communities to advance Platte River Power Authority towards our goal of a 100% noncarbon energy mix by 2030.</p>	<p>5.A. Upgrade and maintain our stormwater collection system to reduce the risk of flooding and damage to public and private property.</p> <p>5.B. Pursue flood mitigation initiatives to reduce flood risk and increase public safety.</p> <p>5.C. Evaluate implementation options for a Stormwater Utility for the Estes Valley. Implement a Stormwater Utility for the Estes Valley that funds the administration, operation, maintenance, and capital expansion of stormwater infrastructure over a 30 year or greater time period.</p> <p>5.D. Explore the Community Rating System (CRS) program as a way to minimize flood insurance costs to the community.</p> <p>6.A. We will complete construction of a broadband over fiber optic cable network for customers in the electric service area by 2024.</p> <p>7.A. Participate in PRPA's carbon-to-renewable transition plan as an owner community.</p>	
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Outstanding Community Services - Estes Park is an exceptionally vibrant, diverse, inclusive, and active mountain community in which to live, work, and play, with housing available for all segments in our community.

	<p>1. We support a wide range of housing opportunities with a particular focus on workforce and attainable housing.</p> <p>2. We support the needs of our senior community.</p> <p>3. We support a family-friendly community and strive to be a family-friendly employer.</p>	<p>1.A. Allocate portion of excess revenue to workforce housing reserve fund. Plan for and utilize 6E funds to achieve Workforce and Attainable Housing goals in partnership with the Estes Park Housing Authority.</p> <p>1.B. Prioritize Estes Park Development Code (EPDC) amendments on Community Development Master List that impact housing.</p> <p>1.C. Incentivize Downtown Housing. Incentivize development, conversion, and/or preservation of workforce and attainable housing, including downtown.</p> <p>2.A. Evaluate the needs of the senior community in Estes Park.</p> <p>3.A. Investigate the possibility of establishing one or more pocket parks in residential areas.</p> <p>4.A. Participate in County Strategic Plan childcare capacity team.</p>	<p>4.A.1 - Evaluate staffing needed to effectively manage 6E childcare funds.</p> <p>5.A.1 - Establish a timeline and funding strategy for a Parks & Open Space Master Plan.</p> <p>7.1 - Establish a timeline and funding strategy to implement the recommendations identified in the ADA Transition Plan.</p>
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<p>4. We support a wide range of child care opportunities with a particular focus on infants and toddlers.</p> <p>5. We expand and improve the durability, functionality, and efficiency of open space and public park infrastructure.</p> <p>6. We have an up-to-date Comprehensive Plan and Development Code that reflect the will of the community.</p> <p>7. We are committed to improving community accessibility for residents and visitors with disabilities.</p> <p>8. We enact policies that collectively support all demographic segments of the community, and strive to minimize barriers to a diverse, family-friendly community and robust workforce.</p> <p>9. We preserve and make accessible the history of Estes Park to understand how the community became what it is today and to make informed decisions about its future.</p>	<p>4.BA. Allocate funding to childcare reserve fund. Plan for and utilize 6E funds to address childcare issues consistent with the Childcare Needs Assessment and Strategic Plan.</p> <p>5.A. Develop a master plan for Town Parks and Open Space, in cooperation with the Recreation District and Estes Valley Land Trust.</p> <p>5.B. In accordance with National Fire Protection Association Firewise USA criteria, Overhaul outdated and aging landscaping in Children's Park, Riverwalk, Parking-Structure picnic area, and Wiest Park by 2025.</p> <p>5.C. Specify the additional equipment, personnel and space needed to deliver and maintain high quality landscaping in accordance with National Fire Protection Association Firewise USA criteria as required by new capital projects.</p> <p>5.D. Implement xeriscaping or zero-waste landscaping in public parks.</p> <p>6.A. Complete a full rewrite of the Estes Park Development Code to align with the new Comprehensive Plan.</p> <p>6.B. We will collaborate with community stakeholders to update our adopted transportation, drainage, and parking design standards and construction policies in the Development Code by 2025.</p>	
<p>Public Safety, Health, and Environment - Estes Park is a safe place to live, work, and visit within our extraordinary natural environment.</p>		
<p>1. We support environmental stewardship and sustainability through our policies and actions.</p>	<p>1.A. Enact the Implementation Plan developed from the Environmental Sustainability Task Force recommendations.</p> <p>1.B. Modify codes and regulations to support alternative and distributed energy.</p>	<p>1.H.1 - Develop a Climate Action Plan.</p> <p>1.H.2 - Develop information and incentives to encourage water conservation by our residents and visitors.</p>

2. We are committed to safeguarding the lives and property of the people we serve.

3. We are committed to fairness and support for victims of crime, including victims of crimes that invoke the Victims Rights Act.

4. We value the importance of maintaining a local emergency communication center to serve the residents and guests of the Estes Valley.

5. We strive to enhance the safety of emergency responders in non-emergency and critical situations.

6. We believe in and support restorative practices as a way to build and repair relationships, as well as increase understanding about the impact of crime in the Estes Park Community.

7. We train and prepare for responding to community emergencies.

8. We are proactive in our approach to wildfire planning and mitigation in response to elevated fire risks in the Estes Valley and the surrounding area.

1.C. Encourage solar energy options on new and established homes and businesses, including Town Buildings.

1.D. Support beneficial electrification of buildings by encouraging the replacement of fossil-fuel appliances with cleaner electric alternatives.

1.E. The Events and Visitor Services Department will reduce the environmental impacts of Town events.

1.F. Strongly consider funding to hire a full-time Environmental Sustainability Manager at the administrative level.

1.G. We support the County-wide Wasteshed Plan and will remain active partners with Larimer County in its implementation.

1.H. Establish Estes Park as a leader in mountain environmental stewardship and sustainable practices.

1.I. Continue work with Larimer County on Climate Smart Future Ready initiative.

2.A. Evaluate and meet the sworn officer, dispatch, and support services staffing needs of the Police Department.

2.B. Integrate security camera systems in Town Hall, Visitor Center, Events Complex, and Museum.

2.C. Evaluate pandemic response plan.

2.D. Work with the Estes Valley Fire Protection District to evaluate the need for a full-time Emergency Manager.

7.A. Work collaboratively with the Estes Valley Fire Protection District to build an Emergency Management function that is focused on resilience, planning for emergencies, responding to emergencies, and recovering from emergencies.

<p>9. We recognize the importance of mental health in our community and work with local and regional partners to improve mental health safety and awareness.</p>		
<p>Robust Economy - We have a diverse, healthy year-round economy.</p>		
<p>1. We foster an inclusive, robust, and sustainable economy by making our economic development decisions based on a triple bottom line model, considering economic, social, and environmental impacts and benefits.</p> <p>2. We create and sustain a favorable business climate.</p> <p>3. We support a diverse economy, attracting and serving a broad range of current and potential stakeholders.</p> <p>4. We recognize the importance of a vibrant, attractive, and economically-viable Downtown Core.</p> <p>5. We support investment and revitalization in all of the Town's commercial corridors and centers.</p> <p>6. We support economic development efforts led by other organizations, including business attraction, retention, and expansion.</p> <p>7. We lead specific economic development efforts identified by the Town Board.</p> <p>8. We recognize the benefits of shopping locally and will actively support our local businesses and the local economy.</p>	<p>2.A. Evaluate and improve the Development Review process.</p> <p>4.A. Implement the Downtown Plan.</p> <p>5.A. In conjunction with the Comprehensive Plan process, identify and prioritize the Town's commercial corridors and prepare redevelopment plans and policies for them.</p>	<p>4.A.1 - Work with the Estes Chamber of Commerce and Downtown businesses to evaluate implementation options for the Downtown Plan.</p>
<p>Town Financial Health - We will maintain a strong and sustainable financial condition, balancing expenditures with available revenues, including adequate cash reserves for future needs and unanticipated emergencies.</p>		

	<p>1. We maintain up-to-date financial policies, tools, and controls that reflect the financial philosophy of the Board.</p> <p>2. We make data-driven financial decisions for capital projects.</p>	<p>1.A. Develop a plan to Replace the current accounting system (ERP) with a new modern Enterprise Resource Planning (ERP) system by 2025. This plan will be included in a budget request for the estimated acquisition and implementation costs, including staffing needs. This is expected to include succession considerations as well.</p> <p>1.B. Develop a set of general budget policies to help guide budget development in the future. This should include consideration of reserve policies, use of one time funding, budgeting approach to vacancies, etc.</p>	<p>1.A.1 - Implement new ERP system. (Multi-Year Objective)</p>
Transportation - We have safe, efficient, and well-maintained multimodal transportation systems for pedestrians, cyclists, motorists, and transit riders.			
	<p>1. We support having a sustainable, accessible, and efficient multimodal transportation network.</p> <p>2. We continue to reduce traffic congestion and improve traffic safety throughout the Town.</p> <p>3. We effectively communicate to residents and visitors the Town's parking and transportation options.</p> <p>4. We make strategic, data-driven investments in technology that promotes the financial and environmental sustainability of the Town's parking and transportation assets.</p>	<p>1.A. Street rehabilitation efforts will result in an average Pavement Condition Index of 73 80 or greater for the Town street network by 2024 2034.</p> <p>1.B. Fund the upgrade and maintenance of our public trail network to comply with adopted safety and disability standards through 2034.</p> <p>1.C. Study the possibility of adopting impact fees and fee-in-lieu mechanisms to assist in funding multimodal transportation improvements.</p> <p>2.A. Collaborate with Federal & State partners to mitigate traffic congestion with multimodal solutions throughout the Town.</p> <p>2.B. Develop funding options and strategies for street rehabilitation and trail expansion in advance of the 2024 expiration of 1A (including evaluation of renewing the 2014-1A sales tax initiative beyond 2024).</p> <p>2.B. Develop funding strategies for the design, environmental clearance, and construction of the Moraine Avenue Multimodal Improvements.</p> <p>2.B. Develop funding strategies and build the roundabout improvements at the intersection of US36 and Community Drive.</p>	<p>1.A.1 - Complete the construction of the Cleave Street Improvements.</p> <p>1.A.2 - Complete the street rehabilitation of 1st Street, 2nd Street, 3rd Street, North Court, and South Court and provide ADA compliant pedestrian facilities following the water main and service installation project.</p> <p>1.A.3 - Complete rehabilitation of West Elkhorn Avenue from Moraine Avenue to Filbey Court.</p> <p>2.A.1 - Deliver technical support and public communication assistance for construction of the Downtown Estes Loop by FHWA. (Multi-Year Objective)</p> <p>2.H.1 - Select specific recommendations from the Multimodal Transportation Plan for budgeting and implementation in 2025.</p> <p>2.D.1 - Seek funding and create an implementation timeline for the year-one recommendations from the Transit Development Plan.</p> <p>4.A.1 - Evaluate implementation of paid parking in all downtown public lots and the associated timing and funding impacts for a new downtown parking structure.</p>

	<p>5. We identify and leverage local, regional, and national partnerships that strengthen and extend the Town's parking and transportation system.</p> <p>6. We consider the potential impacts of technology changes, including electric and autonomous vehicles, in all transportation planning.</p> <p>7. We continue to develop trail connectivity in the Estes Valley in partnership with other entities, implementing the priorities in the Estes Valley Master Trails Plan.</p>	<p>2.E. Develop funding and partnering strategies to commission a corridor study for US34 between Wonderview Avenue and Steamer Drive to include pedestrian, shuttle and general traffic accommodations, and options for direct access from US34 to the parking structure. I am not sure where we are with getting this study underway but I would like to have some type of objective to address the completion of the study and devise a plan on how to move forward.</p> <p>2.C. Explore the potential for year-round local and regional transit service.</p> <p>2.D. Implement the Multimodal Transportation Plan.</p> <p>2.E. 4.A. Implement the Downtown Parking Management Plan in a manner that delivers parking and transit services as a self-sustaining enterprise-funded program by 2030.</p> <p>2.F. Develop a funding strategy to complete a Multimodal Transportation Plan within one year of completion of the Comprehensive Plan.</p> <p>6.A. Implement the Electric Vehicle Infrastructure & Readiness Plan as grant funding opportunities coincide with Town needs.</p> <p>7.A. Participate in the CDOT grant funding program to complete the bike and pedestrian network within one mile of Estes Park public schools.</p> <p>7.B. Complete the Fall River Trail using available trails expansion funds, open space funds, and grant funding.</p>	<p>4.A.2 - Construct a single-deck parking structure above the Big Horn parking lot.</p> <p>5.1 - Seek funding to complete the construction phase of the SB267 Mobility Hub project.</p> <p>5.2 - Actively participate in the US34 Coalition and Transportation Management Organization planning and project implementation.</p> <p>7.A.1 - If funded, complete the design and construction of the multiuse path on the west side of Community Drive between Manford Ave and US36. (2023 Carryover)</p> <p>7.A.2 - Pursue CDOT Safe Routes to School grant funding for the design of the segment of the Community Drive Multi-Use Trail between Brodie Ave and Graves Ave.</p> <p>7.B.1 - If funded by the 2022 MMOF and 2023 TAP grants, complete the design of the Fall River Trail.</p>
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Environmental Sustainability Manager Report

Environmental Sustainability: What do we want for Estes Park?

Report prepared by Barbara MacAlpine, March 30, 2023.

“Sustainability is not an end-goal that our community will reach one day, it is an ongoing commitment to principles that help protect our natural environment and ensure the quality of life for present and future generations.” (with appreciation to Durango for this statement)

At the Town Board Study Session on March 14th, trustees raised a number of questions about the function and responsibilities of an environmental sustainability manager and advisory board, the benefits and potential outcomes for having them in Estes Park, and what a climate action plan might look like. The following sections will address these questions by incorporating comments and suggestions from local citizens and providing examples from other Colorado cities and towns. While each community is different, we all want our residents, our visitors, and the fauna and flora that share our space to be able to thrive and survive in an increasingly challenged environment.

The town is involved with a number of environmental sustainability projects, but we could be doing more for our current and future residents, as are many Colorado communities. We have no overriding coordination, nor is there a central source of communication or point person for our residents or visitors regarding sustainability. We could be saving money for the town, the residents, and the businesses as well as enhancing the town’s reputation with an active sustainability program. Most importantly, we have an obligation to do our part for the earth’s environment, perhaps best expressed with the phrase “Think globally; act locally.”

What are the responsibilities of an environmental sustainability manager? Here are examples from a few Colorado towns.

From Durango: The core functions of the Sustainability Program Manager are to

- Implement and periodically update the City of Durango's Sustainability Plan.
- Track and report on sustainability indicators including greenhouse gas emissions inventories, resource consumption, LEED for Cities certification, and other relevant environmental sustainability data.
- Support, advise, and collaborate across city departments on services, infrastructure, projects, and programs relating to sustainability.
- Perform public outreach, education, engagement, and events promoting sustainability behaviors including energy and water consumption, waste/recycling/composting, clean transportation, and other environmentally friendly actions.
- Apply for and manage grant funding in support of city sustainability initiatives.
- Evaluate city code and policies for sustainability impact and propose amendments as warranted.
- Represent the city in local, regional, and state sustainability initiatives.

From Frisco’s Environmental Programs Coordinator job description:

- Implements actions identified under the Town of Frisco Strategic Plan and adopted environmental programs, including waste diversion and recycling programs, energy efficiency, public education and communication, community events, special events, and ecosystem health.
- Provides leadership and coordination of complex projects, and is responsible for tracking and reporting on progress toward achievement of the sustainability goals and environmental stewardship.
- Works closely with citizen and employee groups to achieve specific sustainability goals.

- Identifies and analyzes sustainability options to the town, its employees, and the general public.
- Works closely with the Town Manager and interacts frequently with the Department Directors to provide guidance and consultation to departments regarding sustainability programs, costs, timelines, and other related activities.
- Makes public presentations to the Town Council and community groups.

What might be the responsibilities for an Estes Park Environmental Sustainability Manager? These include items suggested in the ESTF Final Report as well as others.

- Carry out the town's first greenhouse gas emissions inventory, either in-house or via a contracted agency.
- Supervise the development of the town's Climate Action Plan or Sustainability Plan.
- Develop a program that identifies and rewards green business practices; work with local businesses to encourage and support their sustainability activities.
- Serve as liaison to the local and county recycling program and solid waste management initiatives.
- Coordinate a sustainability incentive program for residents and/or businesses.
- Serve as liaison to the Town's Environmental Sustainability Advisory Board; provide support for that board's meetings and activities.
- Prepare information regarding sustainability on a regular basis to be communicated via the Town's website and PIO, local newspapers, etc.
- Serve as the Town's point of contact for citizens regarding sustainability questions or issues.
- Coordinate with Town departments concerning sustainability policies, programs, and new initiatives.
- Organize and support staff training in sustainability principles.
- Collaborate with the Town's grant development manager in identifying and formulating sustainability initiatives and funding opportunities.
- Serve as liaison to Visit Estes Park, Estes Park Chamber of Commerce, and other community organizations regarding sustainability and managed destination programs.
- Serve as liaison to sustainability offices/programs of Estes Valley schools and special districts, Larimer County, state offices, and other governmental jurisdictions.
- Collaborate with Town departments in development of sustainability performance measures and baseline inventories. Participate in program performance reviews related to sustainability measures.
- Serve as a staff resource regarding sustainability principles and practices for the Town Board's annual Strategic Plan.
- Prepare annual sustainability progress report.

What are possible outcomes or benefits related to having an Environmental Sustainability manager?

- By 2024, the town will have its first greenhouse gas emissions inventory, to serve as a baseline for future comparisons and to determine future reduction goals.
- By 2024, the town will have its first Sustainability or Climate Action Plan.
- A green business certification program, focused on sustainability activities, will be underway with X number of participating businesses.
- Citizen participation and assistance with environmental issues will be supported via the town's Environmental Sustainability Advisory Board.
- Grants will be submitted relating to sustainability activities, including funding for recycling, more EV charging stations, replacement of gasoline-powered tools, energy-saving materials and equipment, etc.
- The town's website will have a sustainability section with helpful information for residents and visitors.

- Estes Park will gain a reputation as an environmentally responsible leader among Colorado communities, thereby encouraging more sustainable tourism.
- Monthly information will be shared with the public regarding sustainability practices and suggestions that will benefit the community and potentially save money for individuals and the town.
- Communication regarding environmental sustainability practices and issues will be shared across community organizations such as VEP, the Chamber of Commerce, the EDC, the school system, etc.
- Sustainability efforts across town departments will receive greater coordination and visibility.

Example of an Environmental Sustainability Manager Job Description

This is a job description from Breckenridge, for a full-time position they advertised and filled in 2018. Note that an Estes Park Manager would be under the supervision of the Deputy Town Administrator rather than the Community Development Director. Most sustainability managers have a bachelor's degree in environmental science, sustainability, environmental studies, biology, ecology or a related field, while some have a master's degree in sustainability or environmental science.

Town of Breckenridge Sustainability Coordinator

POSITION SUMMARY:

The Town of Breckenridge Community Development Department is seeking a uniquely qualified individual for the position of ***Sustainability Coordinator***. Under the supervision of the Director of Community Development, the Sustainability Coordinator performs professional, technical, innovative and analytical work to advance the Town's SustainableBreck Plan both internally and externally. The Sustainability Coordinator provides leadership and coordination of complex projects, and is responsible for tracking and reporting on progress toward achievement of the sustainability goals and environmental stewardship.

This is a position with high visibility, working closely with citizen and employee groups to achieve specific sustainability goals. Identifies and analyzes sustainability options to the town, its employees, and the general public. Works closely with the Director and Assistant Director of Community Development and interacts frequently with the Town Manager and Assistant Town Manager to provide guidance and consultation to departments regarding sustainability programs, costs, timelines, and other related activities. Makes public presentations to the Town Council and community groups.

MINIMUM QUALIFICATIONS:

Bachelor's Degree in Urban Planning, Natural Resources Management, Environmental Science, Sustainability, or related field required.

A minimum of three (3) years varied experience in sustainability planning or related field.

Experience in development and administration of sustainability programs and long-term impacts

DESIRED QUALIFICATIONS/LICENSES/EXPERIENCE:

Master's Degree in Urban Planning, Environmental Studies, Public Administration or related field preferred

USGBC LEED (Leadership in Energy and Environmental Design Certification)
ISSP-SA (International Society of Sustainability Professionals Certification)

SALARY:

\$60,200 - \$90,200

What are possible functions of an Environmental Sustainability Advisory Board?

Here are examples from around the state:

The duties of the city's Sustainability Advisory Board are to identify topics related to environmental quality and sustainability, such as air and water quality, pollution prevention, solid waste disposal and recycling, energy efficiency, renewable energy, and green building, and to advise the City Council on plans, policies, and actions related to those topics. (Longmont)

The purpose of the Sustainable Futures Commission is "to advise the Board of Trustees on matters relating to sustainable practices and policy and to support and improve the environmental stewardship of the Town and its citizens." (Lyons)

The purpose of the Green Team, appointed by the Town Council, is to advocate for a more resilient and sustainable town. The Green Team sponsors projects throughout town that promote waste reduction, improve energy efficiency, decrease greenhouse gas emissions, and promote sustainability. (Basalt)

The Green Team Advisory Board "encourages the community to appreciate and preserve the natural world and to facilitate conservation efforts, share knowledge and resources and to advise the Town Council on matters related to environmental quality." (Mountain Village)

The Sustainability Committee "is focused on improving the City's carbon footprint through thoughtful analysis of the community's greenhouse gas (GHG) emissions, updating and advancing local guidelines and codes to lower energy consumption, and improvement of waste diversion and recycling to keep our landfill viable." (Salida)

"The Environmental Advisory Board (EAB) is the town's primary resource for environmental sustainability issues and efforts." The town has a Sustainability Plan that is implemented and periodically reviewed by the EAB. (Snowmass Village)

The responsibilities of the Planning and Environmental Commission, which is a volunteer board, include to review and comment on programs and studies, and to conduct research and appropriate studies, of environmental issues for the town and the Gore Valley, as well as to make recommendations to the town council for the control of pollution and the protection of the environment. (Vail)

Climate Action Plans: What are they? Which Colorado cities have one?

They may be called a Climate Action Plan (CAP) or a Sustainability Plan, although they could differ in the following way (per [Durango's Sustainability Plan | Durango, CO - Official Website \(durangogov.org\)](#)).

A Climate Action Plan focuses on reducing greenhouse gas (GHG) emissions. A GHG inventory is an important part of the plan.

A Sustainability Plan includes an overarching goal to reduce greenhouse gas emissions as well as environmental, economic and social equity goals.

Either type of plan includes recommendations to reach community goals. The following components are frequently seen in climate action or sustainability plans:

Energy (often subdivided by Buildings, Renewable, Residential, Commercial)

Transportation

Solid Waste

Climate

Water

Note that climate action or sustainability plans are neither uncommon nor limited to larger cities. The following communities in Colorado represent only a fraction of those with one of these plans:

Fort Collins, Longmont, Lyons, Nederland, Aspen, Avon, Breckenridge, Crested Butte, Delta County, Durango, Fraser, Dillon and Frisco (both adopted the Summit Community CAP), Glenwood Springs, Gunnison, Salida, Snowmass Village, Steamboat Springs, Telluride, Vail (as part of the Climate Action Plan for the Eagle County Community), Boulder, Colorado Springs, Denver, Lafayette, Lakewood, Louisville, Manitou Springs, and Superior.

The Delta County Climate Action Plan, developed in 2022, stated that “we conducted a review and comparison of the climate action plans, or lack thereof, of eight counties in western Colorado: Ouray, San Miguel, Gunnison, Pitkin, Garfield, Mesa, Montrose, including Delta. These counties were selected because of their warming trends and approaches to climate change. Seven of the eight counties have warmed 1.5 degrees Celsius or more, and four of the counties warmed 2 degrees Celsius or more. Yet, **the counties with the least warming compared to the others have developed climate action plans.**” ([Climate-Action-Plan-for-Delta-County_Oct-2022_Final_PDF1-1_Nov82022.pdf \(chc4you.org\)](#))

Two other recent plans that are useful to examine are:

Salida’s Climate Action Plan (2021): [2021-09-22_salida_climate_action_plan_final_low_res.pdf \(cityofsalida.com\)](#)

Gunnison’s Sustainability Plan (2022): [GunnisonSustainabilityPlan \(2\).pdf \(revize.com\)](#)

Plans as well as GHG inventories may be developed in-house or contracted out. Two contract sources that have been used by several Colorado communities for their inventories are Lotus Engineering and Sustainability, LLC in Denver and the Denver office of ICLEI (Local Governments for Sustainability).

A Final Thought

As with any other town function, inclusion is imperative. Environmental sustainability practices can provide both health and financial benefits to individuals, families, and businesses. It is vitally important that these benefits be shared across our community, especially for people who are less able to invest in products or practices due to economic limitations or the lack of cultural inclusion. This would be facilitated by the sustainability manager.

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